Dial Before You Dig aims to provide all persons working in and around buried infrastructure with the best possible access to plans and information direct from asset owners of underground services, using a national enquiry service. Its overall purpose is to educate and promote the importance of safe digging practices to the excavation community and to develop its membership base to include all asset owners of underground services. This will ensure the present and future safety of all persons working in and around buried infrastructure and reduce the risk of damage or disruption to the thousands of kilometres of underground networks that carry essential services to households and businesses every day.

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1. PURPOSE

The Dial Before You Dig Service Guidelines are designed to protect all persons working in and around buried infrastructure through building unique partnerships with underground asset owners, industry regulators and government authorities. The Guidelines provide a framework of the roles and responsibilities of the Association and its stakeholders as well as its vital role in the promotion and development of safe digging practices to the excavation community.

The benefits and importance of these Guidelines are to assist persons working in and around buried infrastructure to make informed choices before they begin excavation in order to reduce the potential for damage or disruption to essential underground asset services as well as the prevention of serious and fatal injury to persons working in and around buried infrastructure and the general public. In particular, the Dial Before You Dig Service Guidelines outline:

- The background of Dial Before You Dig in Victoria and the service it provides;
- An outline of the responsibilities of asset owners as members of Dial Before You Dig in order to reach “Best Practice” status and meet their duty of care; and
- An outline of the responsibilities of customers of Dial Before You Dig service in order to reach “Best Practice” status and meet their duty of care.
2. DIAL BEFORE YOU DIG VIC/TAS

Dial Before You Dig Vic/Tas is part of a free national enquiry service with the aim of preventing damage and disruption to Australia's underground pipe and cable networks including electricity, gas, communications, water, sewerage and drainage.

The service was established as a means of simplifying contact between a customer and the many underground asset owners within a given excavation site. Membership of Dial Before You Dig Vic/Tas is made up of three main groups: asset owners, customers and supporting government and industry authorities.

The Association of Australian Dial Before You Dig Services (AADBYDS) oversees the business call centre and web based enquiry service which allows anyone, including professional excavators, designers, planners, borers, drillers, shotfirers, fencers and backyard renovators, to quickly identify members of Dial Before You Dig with underground assets at proposed excavation sites and receive information and location details of underground assets in a timely manner.

By lodging a single enquiry, persons working in and around buried infrastructure can receive information direct from registered underground asset owners within usually two to three (2-3) working days.

2.1 History of Dial Before You Dig Vic/Tas

Dial Before You Dig Vic/Tas is a Not For Profit Association that has been in operation since 1989.

The service began in Melbourne under the name Melbourne One Call Service (MOCS) with four members, Telecom Australia, Melbourne Metropolitan Board of Works, Gas and Fuel and the State Electricity Commission. A call centre was initially provided by Telecom Australia and was gradually taken over by MOCS. The privatisation of the gas and electricity utilities saw the further expansion of MOCS and the Association began to include municipal councils, rural water authorities and other telecommunication asset owners.

With continued growth, a national Association was formed in 1999 and MOCS changed its name to Dial Before You Dig Vic/Tas Incorporated. The Association of Australian Dial Before You Dig Services (AADBYDS) was established to provide a unified service operation across all States and Territories and ensure a consistent brand identity for the Dial Before You Dig service. This decision underscored the Association’s commitment to better serve its stakeholders through a more responsive, highly connected national service operation.

In partnership with Telstra, a single telephone number, 1100, was adopted nationally in 1999 to assist in producing a more efficient, centralised delivery service.

By September 2004, AADBYDS had assumed total responsibility of the Dial Before You Dig referral service in all States and Territories except Western Australia (which came on line in July 2007). AADBYDS took over the management of the call centre and launched its new operating system with direct web access for all registered customers.

These exciting changes saw an improved national service delivery in which members and customers could now lodge requests in more than one State and receive information in a consistent format. This also simplified the task for asset owners, as members were able to automate their internal systems to a single operating service. Today, with ongoing mergers of asset owners, the focus of AADBYDS in providing a unified brand approach continues to grow. Improvements to the web based enquiry system, refinements in the quality of plans and information provided and the increase in automation by members in delivering information to customers, all continue to improve the service operation today and in the future.
3. OBJECTIVES

Dial Before You Dig aims to provide all users with the best possible access to plans and information direct from asset owners of underground services using a national enquiry service. Its overall purpose is to educate and promote the importance of safe digging practices to the excavation community and to develop its membership base to include all asset owners of underground services. This will ensure the present and future safety of all persons working in and around buried infrastructure and reduce the risk of damage or disruption to the thousands of kilometres of underground networks that carry essential services to households and businesses every day.

3.1 Dial Before You Dig Vic/Tas

In order to achieve its goals, Dial Before You Dig aims:

i) To reduce the potential high risk of injury to persons working in and around buried infrastructure or the public when an underground asset is damaged or a pipeline is ruptured or leaking.

ii) To reduce the frequency of damage to members’ underground assets caused by persons working in and around buried infrastructure.

iii) To limit the disruption of essential services to the public that occurs when members’ assets are damaged.

iv) To save both users and members from the cost and potential liability caused from commercial damages when underground assets are damaged.

v) To ensure the Association’s business efficiencies and benefits to stakeholders are regularly monitored.

vi) To ensure that the Dial Before You Dig service, including its online Emergency Contacts facility, is properly utilised before every excavation.

vii) To ensure that all organisations that own underground assets have their assets registered with Dial Before You Dig.

viii) To ensure that Dial Before You Dig becomes a mandatory element of all relevant industry training and Occupational Health & Safety schemes.

ix) To ensure that all asset owners regularly update the information provided on their assets to Dial Before You Dig as changes and new additions are made.

x) To ensure all referrals are answered in a timely manner with clear and accurate plans or information.

3.2 Association of Australian Dial Before You Dig Services (AADBYDS)

The objectives of AADBYDS are:

i) To continually improve and simplify the procedure of connecting customers and asset owners of underground pipes and cables at a given excavation site in order to better serve and protect Australia’s excavation community and the stakeholders of the AADBYDS through the promotion and education of safe digging practices.

ii) To increase community awareness across Australia of the existence and purpose of the Dial Before You Dig services.

iii) To achieve and maintain a nationally consistent approach to the promotion, marketing and advertising of the Dial Before You Dig services, with an aim of providing a single widely recognised and respected message to the Australian community.
4. BUILDING RELATIONS WITH GOVERNMENT

Dial Before You Dig Vic/Tas is proud of its robust relations with State and Local Government. This is maintained by undertaking sustained formal and informal communication that lead to formal agreements with relevant government agencies, statutory authorities and/or departments within the Dial Before You Dig Vic/Tas sphere of operations.

Dial Before You Dig Vic/Tas acknowledges that all levels of Government are key policy initiators and aims to work with Governments to successfully influence policy when and where appropriate. This ensures Dial Before You Dig Vic/Tas sustains its current Not For Profit community position and leverages assistance from key government organisations in order to meet its organisational and strategic objectives.

Key government organisations and relevant industry associations that currently have an ongoing relationship with Dial Before You Dig Vic/Tas are:

- WorkSafe Tasmania
- Department of Energy, Infrastructure and Resources Tasmania
- Energy Safe Victoria
- Insurance Council of Australia
- Victorian WorkCover Authority (WorkSafe)
- Vic Roads
- Water Services Association of Australia
- Parks Victoria
- Municipal Association of Victoria
- Local Government Association of Tasmania
- Victorian Water Industry Association
- Victoria Local Governance Association
- Tasmanian Association of Municipal Supervisors
- Municipal Works Officers Association
- National Electrical and Communications Association
- Civil Contractors Federation
- Institute of Public Works Engineering Australia
- Tasmanian Farmers and Graziers Association
- Victorian Farmers Federation
- Vic Track
5. UNDERSTANDING RELATIONS WITH AADBYDS & OTHER AUSTRALIAN STATES

Dial Before You Dig Vic/Tas is part of a national group of State Associations that work together to ensure a consistent delivery of the Dial Before You Dig service for each State of Australia. The relationship between Dial Before You Dig Vic/Tas and the National Association, AADBYDS, including other States, is organised as follows:

5.1 AADBYDS Responsibilities

i) To provide an operational service by phone and Internet for all Dial Before You Dig customers across Australia.

ii) To conduct regular operational reviews with the aim of improving the national service of Dial Before You Dig and its financial efficiencies for Association members and customers.

iii) To organise and coordinate national marketing initiatives in consultation with Association members.

iv) To attend at least one member forum with each State Association annually. The forum may be a general meeting, AGM or customer forum where members and service customers have an opportunity to comment or ask questions about the Dial Before You Dig service.

v) To maintain a clear strategic direction for AADBYDS, including a consistent national image that is supported by a clear business plan and budget outlook.

vi) To actively represent the Dial Before You Dig service to other national bodies including Commonwealth instrumentalities and national associations to promote the AADBYDS service goals. These groups include the Insurance Council of Australia, Standards Australia, Australian Telecommunications Users Group, Australian Construction Industry Forum and National Utility Locating Contractors Association. The role also includes identifying and providing assistance for accessing funding opportunities for both the National and State Associations.
5.2 State Association Responsibilities

i) To develop and enhance relations with potential and existing member organisations with the express goal of serving their needs and growing the membership base. The State Manager will represent operational matters as they are raised for resolution and feedback.

ii) To undertake initiatives to reduce costs and deliver service efficiencies on behalf of all members.

iii) To arrange at least one member forum annually to listen to member feedback and provide information of interest about the Dial Before You Dig service.

iv) To promote the Dial Before You Dig brand in Victoria and Tasmania using a targeted approach to presenting the Dial Before You Dig message. Targeting can occur through evaluation of information like damage data, service usage, trade groups, member promotions, professional associations or others who potentially use the service and can positively impact damage levels.

v) To provide timely, accurate and customer-friendly information to the members including strategic and financial information, call centre usage, quality data and other information that may affect their service performance or ability to identify opportunities for service improvement.

vi) To provide timely, accurate and customer-friendly information to the AADBYDS including strategic and financial data to assist with effective management and strategic decision-making at a national level.

vii) To support the AADBYDS Manager and other State Associations in their role functions, which may include assistance with information, coaching/mentoring or participation in State activities and personal development. Reporting and sharing information about marketing activities is also a part of the information provided.

viii) To meet the contractual obligations to the AADBYDS as negotiated and agreed between the parties.

ix) To administer and undertake the daily operational activities of the Dial Before You Dig service in Victoria and Tasmania.

x) To liaise and cooperate with Dial Before You Dig Associations in other States and Territories to further common objectives.

xi) To review, identify and propose recommendations on a regular basis for operational improvements within the State. These recommendations are usually expressed as part of the business or operation plan presented to the State Board.

xii) To represent State members as socially responsible, environmentally sustainable and financially sound through supporting appropriate community events and services (may also be through sponsorship or other involvement).

xiii) To enlist assistance from members to secure the membership of essential community services like water, electricity, energy, communications and transport.
6. DIAL BEFORE YOU DIG
VIC/TAS STAKEHOLDERS

The backbone of Dial Before You Dig Vic/Tas is its members. The Association is made up of three groups of membership: Asset Owners; Customers; and supporting government authorities, regulators, instrumentalities, industry associations and organisations.

6.1 Members (Asset Owners)
The Asset Owners Group includes any organisation that owns underground pipe and cable networks. Traditionally, this group has been comprised of public utilities and local Governments. However, there is a growing group of organisations that own private networks of underground pipes or cables that, while relatively small, are often at higher risk as people who undertake excavation activities may not be aware that they exist.

Membership categories of Dial Before You Dig Vic/Tas include:
- Local Government
- Electricity Utilities
- Oil & Gas Utilities
- Telecommunications Providers
- Water Utilities
- Other Asset Owners
  - Schools, Universities and TAFE Colleges
  - Hospitals
  - State and Federal Government Departments
  - Public Transport Operators
  - Road Operators

6.2 Customers
The Customer Group comprises people who are involved in excavations, either directly as plant operators or indirectly through planning and development. Examples of segments within this group include:
- Civil Contractors
- Consulting Engineers and Designers
- Civil Engineering Construction Companies
- Excavators and Plant Operators
- Plumbers and Gas Fitters
- Builders, Bricklayers, Concrete Workers
- Electricians
- Architects and Draftspersons
- Surveyors
- Landscapers, Gardeners, Fencing Contractors and Tree Removalists
- Town Planners
- Land Developers
- Legal Agencies
- Geologists and Mining Professionals

6.3 Supporting Government Authorities, Regulators, Instrumentalities, Industry Associations and Organisations
This group includes organisations that have an interest in the long-term viability of Dial Before You Dig Vic/Tas and provide opportunities to assist the State Association to meet its objectives.

Examples of organisations within this group include:
- State Government Departments and Agencies
- Industry Associations for Customers
- Industry Associations for Asset Owners
- Insurance Providers
- Equipment Manufacturers
- Underground Asset Locators
As a Not-For-Profit organisation, Dial Before You Dig Vic/Tas charges members of the Association for the service provided on a cost recovery basis. This allows the Association to provide a free enquiry service to customers. Some members may charge for information relating to some activity types such as planning and development or conveyancing, or for enquiries that cover a large area.

Dial Before You Dig Vic/Tas charges either an annual fee or per referral fee depending on the number of referrals a member expects to receive in a financial year. There are no charges for joining and registering assets or periodic changes made to the area of coverage for a member’s network.
8. SERVICES OF DIAL BEFORE YOU DIG VIC/TAS

Dial Before You Dig Vic/Tas is responsible for the marketing and membership development of the Dial Before You Dig service for Victoria and Tasmania. AADBYDS is responsible for national operations that include the management of the national call centre and the provision of a national web referral service. AADBYDS also provides administrative and support services to the Vic/Tas association under terms of a Services Contract.

8.1 Lodgement of An Enquiry

The cornerstone of the Dial Before You Dig service is its web based enquiry system. In general, anyone wishing to excavate should lodge an enquiry with the Dial Before You Dig service at least three (3) business days prior to the excavation. Enquiries can be lodged by accessing the Dial Before You Dig web based enquiry system at the national website, www.1100.com.au or by dialling 1100 from anywhere in Australia to speak with an experienced customer service representative.

8.1.1 Processing of Enquiries

Using the web based enquiry system provides significant advantages to Dial Before You Dig customers with easy and accurate location of a dig site and 24 hour lodgement of an enquiry, 7 days a week.

The Dial Before You Dig program utilises GIS processes and X-Y coordinates which enable pinpoint accuracy of excavation sites.

A map of the proposed excavation site is provided on the customer’s screen and this allows the
8.2 Enquiry Response by Members

An expected response time for a Dial Before You Dig member to provide information to a customer who has correctly lodged an enquiry is two (2) business days.

The most common method of responding is by the issuing of site plans that clearly identify where the networks are located. However, members may elect to respond differently depending on the possible risk for an asset and its level of seriousness. In some cases, members may contact the customer by phone to discuss the proposed dig site, or meet them on site to discuss the matter in more detail.

Site plans are issued in various ways including email, facsimile, post or even by hand if a site visit is arranged. A growing number of asset owners, who have their asset locations digitally stored, have implemented automated-response software solutions for Dial Before You Dig service enquiries and can provide electronic responses to the customer within one (1) hour.

Full automation provides significant benefits, including a reduction in costs to the member and superior, standardised service to the Dial Before You Dig customer. The Dial Before You Dig enquiry system has records of members’ areas of interests. This may be a street, suburb, postcode, or specific region. Referrals are sent to Dial Before You Dig members based on this information so that they know where people are planning to excavate. The members will provide information or plans to the customer that describe the location of the asset in more detail.

Dial Before You Dig members have a responsibility to ensure that when communicating information to Dial Before You Dig customers they are communicating accurate asset location information. In the event the Dial Before You Dig members are unsure as to the complete accuracy of the asset location information (for example with older infrastructure where location information is dated) they have a responsibility to inform the Dial Before You Dig customers that the asset location information is qualified and extra precaution is required to physically locate the asset before excavation activity commences.
9. RESPONSIBILITIES OF ASSET OWNER MEMBERS

Any person or organisation that owns underground assets including pipes and cables (such as water, gas, oil, electricity, telecommunications, drainage, sewerage, recycled water, etc) has a responsibility or duty of care to ensure that information about the location of these services is easily available for people intending to undertake excavation activities.

Dial Before You Dig provides a highly respected and preferred service for people intending to carry out excavation works and is often the only method used by these people when searching for information about the location of underground pipes and cables at a proposed dig site.

9.1 Dial Before You Dig Membership

Membership with Dial Before You Dig Associations in each State is the best method for all owners of underground assets to be able to provide information to people intending to excavate.

This allows organisations with underground assets to nominate the areas where they would like to receive information about prospective excavations. In doing so, they can provide appropriate information back to customers that minimise the risk of damage to underground infrastructure and the potential for injury and inconvenience to people and the wider community.

It is also a mandate of the regulator, Energy Safe Victoria that underground electricity cables, gas pipes and other registered pipelines be registered with the Dial Before You Dig service before a permit/license can be granted.

A major benefit of Dial Before You Dig membership is information. Our members receive valuable information about what is happening around their underground assets. This enables them to know:

Who is working close to their assets;
- What type of work will be done;
- When the work will be done; and
- How to demonstrate their duty of care.
9.2 Registration of Underground Networks with Dial Before You Dig

9.2.1 Existing Underground Networks

In accordance with Energy Safe Victoria regulations, all organisations with existing underground electricity cables, gas pipes and other registered pipelines must register their areas of interest with the Dial Before You Dig service. These areas will cover the underground assets and will include a buffer zone to take into account any inaccuracies with enquiries lodged by Dial Before You Dig customers.

Owners of other types of underground assets (e.g. water, drainage or telecommunications cables) are expected to commit to registering their areas of interest with the Dial Before You Dig service, as the service is often the first and only source of information for people planning to undertake excavation activities. Registering with the Dial Before You Dig service is a key demonstration of an organisation seeking to meet its Duty of Care to ensure that information about the location of underground assets is easily obtained. Registration is also an essential element of an organisation's risk minimisation strategy for its underground assets.

The size and shape of the coverage area and the size of the buffer zones are determined by the asset owner member and may be based on wide geographic areas or narrowed down to the network plus buffer zone. Coverage areas should be optimised to ensure that any proposed excavations that may endanger a member's underground networks would be identified to allow information to be provided to the customer and, at the same time, minimise the number of enquiries that will not impact on the member’s underground networks.

9.2.2 Registration of New Underground Networks with Dial Before You Dig

It is recommended that all new underground networks are registered with Dial Before You Dig prior to construction to minimise the risk of damage before the network is commissioned (i.e. before they go “live”). Asset owners can do this by updating their area of interest with Dial Before You Dig.

In addition asset owners have a duty of care to ensure all new networks are registered with Dial Before You Dig when they go live, to minimise the potential of damage to the underground network and to improve the safety of persons working in and around buried infrastructure.
In the event that a Dial Before You Dig member is unable to provide data in the preferred projection/datum, then data can be forwarded in an alternative “clearly specified” projection/datum and Dial Before You Dig will convert the data accordingly. The cost of converting data projections to GDA94 will be borne by the asset owner.

ii) Non Spatial Data

Where Dial Before You Dig members cannot provide GIS digital information, Dial Before You Dig will work closely with the member to create an asset profile, digitising clearly marked-up hard copy plans or alternatively, merging digital postcode or suburb boundaries to form a member’s area of interest.

Where hard copy plans are supplied (e.g. topographic maps, street directory pages), these should contain sufficient detail such as roads, property boundary, number information and other features to easily allow identification of the proposed asset alignment or boundary extremities.

9.2.3 Format for Lodging Networks on the Dial Before You Dig Registers

The Dial Before You Dig program used for registering underground networks uses a GIS system format. The layout of all spatial data uses Latitude/Longitude GDA94.

Dial Before You Dig members are able to register and/or update their area of interest with Dial Before You Dig by simply forwarding their data information on CD or via email.

When updating coverage areas, Dial Before You Dig requests that members supply a complete replacement of their data and NOT just additions, deletions or amendments. This ensures the data integrity of the network coverage area. Dial Before You Dig allows members to update their area of interest via various methods.

These include:

i) Spatial Data

Dial Before You Dig members with GIS systems can supply a spatial data file containing their area of interest. The area of interest may be in the form of regional zones (polygons), corridor alignments (polylines) or XY coordinates (points). Regional zones for instance, may be gazetted council boundaries or operational jurisdictions. Corridor alignments are typically major linear networks such as petroleum pipeline or optic fibre where the centreline of the asset is buffered by a nominated radius. (e.g. 30 metre buffer either side of the asset’s centreline).

XY coordinates may be quoted to define either a region, a line or alternatively used to depict radial objects such as traffic signals, survey benchmarks etc.

Members providing updates via this method should ensure that the data supplied uses Latitude/Longitude GDA94 projection/datum.
9.2.4 Responsibility for Updating Information & Changes

To ensure the integrity of the Dial Before You Dig service is maintained, it is the responsibility of all members to provide Dial Before You Dig with the following information as soon as practicable after it is known:

- Any amendments to their areas of interest as a result of changes to their underground network;
- Changes in contact details for enquiry notifications;
- Changes in contact details for business, operational and billing issues;
- Changes in ownership or business name.

9.3 Responsibilities of Members (Asset Owners) in Handling Referrals

Dial Before You Dig members must adhere to the standards set out by the Association for the handling of referrals.

9.3.1 Standard Digital Referral Formats

Dial Before You Dig provides enquiry information in two standard formats to members via a nominated email address. Dial Before You Dig members can select the most appropriate referral method for their business processes:

- Adobe PDF Attachment sent via email or as a fax. Information includes contact details for the person lodging the enquiry as well as address information relating to the proposed excavation site and an image showing the proposed excavation area. This format is suitable for members that do not have a GIS system or have not adopted an automated response mechanism.
- Text-based Email with specific text fields for systems that adopt an automated response mechanism. This email can also include a graphic image (.gif file) attachment showing the proposed excavation site, as well as GIS information (.gml file) attachment that can be used to automate the response process with a GIS system.
9. RESPONSIBILITIES OF ASSET OWNER MEMBERS

9.3.2 Via Email or Facsimile
The preferred method of sending referrals to a member is via email to a generic email address that can be accessed by one or more people and is not made redundant if a person leaves an organisation. For example Dial Before You Dig @xyzcompany.com.au if it is not possible to email referrals to a member then a fax can be sent as an alternative.

9.3.3 Format of Information Sent to the Customer
The preferred response method for sending information to customers is via email, with fax and then post as the next options. Dial Before You Dig encourages all customers to provide an email address to minimise possible delays with receiving information from members.

Any plans provided to customers should have sufficient quality and clarity to ensure that they are easily interpreted and where more than one type of pipe or cable is shown on the plan, markers used should be able to be distinguished in black and white (e.g. use of short and long dash lines).

If plans are sent in an electronic format, they must be in a format that is suitable for printing at A4 size. Where colour coded plans are used, it is recommended that a clear warning against black and white printing and/or duplication is included on every sheet, in order to protect the integrity of the information.

The information given to customers should include at least the following:

- Where information is provided by email, the Job Number and Sequence Number should appear in the subject title e.g. DBYD Job No 1234567 Seq No 98765432: Street Name, Suburb
- A cover sheet with:
  - The Job Number and Sequence Number;
  - Customer Contact Information;
  - Address Information for the proposed work site;
  - Member/Asset Owner Contact Details for more information, explanation of plans or request for site visit;
- An indication of whether or not underground networks are affected.

- Plans clearly indicating:
  - The Job Number and Sequence Number;
  - Member/Asset Owner Contact Details;
  - The Proposed Excavation Site as supplied by the customer;
  - The Location of Assets clearly marked within the excavation site and within the area covered by the plan;
  - Street Names with property boundaries and numbers;
  - A Legend, Scale and North indicator.

- Other information that is relevant for the excavation site including:
  - Notes relating to Accuracy of Information;
  - Technical Notes relating to working close to the member’s pipes or cables;
  - Safety Requirements for working close to the member’s pipes or cables;
  - Legal Statements relating to liability, conditions, warranties or any other legal requirements;
  - A “Valid To” Date (Recommended twenty-eight (28) days from date of issue).

Members may also choose to respond to enquiries by meeting on site with the customer to discuss the proposed work and the location of their underground pipes or cables.

9.3.4 Response Time to Send Information
Dial Before You Dig members are expected to provide a response to the customer as soon as possible and no later than two (2) business days after the customer lodges their enquiry.

Dial Before You Dig encourages its members to adopt some form of automation for the response process as this not only minimises the response time but will also limit the human resource required to process enquiries. The result is a reduction in costs to the member and a high level of service to the customer.
A response to certain activity types such as planning & development or conveyancing may be treated differently by Dial Before You Dig members and may take longer to process. However, Dial Before You Dig members are expected to provide an acknowledgement of the Referral to the customer within two (2) working days with an explanation of the process and time frames if the response time will be greater than two (2) working days.

9.3.5 Additional Responsibility in Providing Safety and Further Information about Working Near The Service
In addition to information about the location of underground assets, Dial Before You Dig members should also include other information about working safely at excavation sites and any permits that may be required before work commences.

Examples of this information include the No Go Zone Guides from WorkSafe Victoria for both overhead and underground networks and the Guide to Working in the Road Reserve from VicRoads. Victoria’s independent technical regulator responsible for electricity, gas and pipeline safety, Energy Save Victoria, also provides important information at www.esv.vic.gov.au.

9.3.6 Commitment to Verbal and Possible On Site Supervision Where Plans Are Not Clear or Where Asset Records Are Not Readily Available
It is the responsibility of the Dial Before You Dig member to provide assistance to customers to help understand information that is provided including assistance with locating underground pipes and cables to minimise the risk of damage to the infrastructure and/or injury to others.

This assistance must at a minimum be provided by telephone and if appropriate, arrangements should be made to meet with the customer on site if it becomes apparent that the customer’s proposed works may impact on their safety and the safety of the infrastructure.

9.4 Dial Before You Dig Relationship with Asset Owners, Industry Associations and Regulatory Bodies
Like Government organisations, asset owners, industry associations and other regulatory bodies are policy initiators within the Dial Before You Dig sphere of activity. Dial Before You Dig aims to evolve close working relationships with these organisations by integrating a range of activities including, but not limited to:

- Regular communication via various forums (such as Dial Before You Dig Vic/Tas member events, communication road shows, policy development workshops, individual briefings);
- Formal Agreements to leverage mutual benefit for all parties;
- Joint project development (where appropriate partnering with relevant organisations to develop projects that have strategic and organisational alignment with the objectives of Dial Before You Dig).

Member associations that Dial Before You Dig continues to work with include:

- Civil Contractors Federation
- Housing Industry Association
- Institute of Public Works Engineering Australia
- Master Builders Association
- Master Plumbers & Mechanical Services Association of Australia
- Municipal Association of Victoria
- National Electrical & Communications Association
- Victorian Local Governance Association
- Victorian Water Industry Association
- Water Services Association of Australia
9. RESPONSIBILITIES OF ASSET OWNER MEMBERS

9.5 Guidelines for the use of The Dial Before You Dig Service as part of Safe Work Practice

All organisations that are involved in manual or mechanical excavation, horizontal or vertical boring, blasting, or any other activity that breaks the surface of the ground, have a responsibility to include the use of the Dial Before You Dig service as part of their work practice (Safe Work Method Statements, Safety Instructions, Safe Work Processes, Job Safety Analysis etc).

In addition to receiving plans and other information, organisations must ensure that the received information is used to physically locate, by non-destructive methods, any underground infrastructure that may be at risk, and appropriate action taken in accordance with reasonable requirements from the asset owner, to protect that infrastructure before work commences.

Organisations should also support the inclusion of the Dial Before You Dig service in all regulatory industry Codes or Guidelines where appropriate.

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9.6 Commitment to use of the Dial Before You Dig service within own organisation and prioritise web-based Enquiries

All organisations that are members of the Dial Before You Dig service have a responsibility to commit to their own employees and contractors using the service whenever excavation activities are planned.

The preferred method to lodge Dial Before You Dig enquiries is online at www.1100.com.au which allows the customer to graphically input the proposed excavation site and receive details of the asset owners relating to that enquiry. This method is not only faster than via the telephone or fax, but provides a greater degree of control for the customer to ensure that the excavation site is marked correctly and accurately.
9.7 Promotion of The Dial Before You Dig Service

All members of Dial Before You Dig have a responsibility to help promote the service through their own marketing activities. There is a range of promotional materials available from Dial Before You Dig, including brochures and stickers for vehicles that can be ordered and used to advertise the service to customers, contractors, suppliers and employees.

In addition, there are opportunities to participate in Dial Before You Dig advertising and at industry trade events, including targeted awareness sessions aimed at appropriate industry segments.

9.8 Dial Before You Dig Register of Incidents

As part of the continuing measurement of trends within activities associated with the Dial Before You Dig service, a Register of Incidents will be maintained for Victoria. This Register will list information regarding any damages that occur to underground pipes and cables as a result of excavation activities and will include:

- Date, Time and Location of Incident;
- Type of Underground Pipe or Cable Damaged;
- Organisation responsible for the pipe or cable;
- Whether a Dial Before You Dig Enquiry was lodged;
- Whether the affected area was Registered with Dial Before You Dig by the Organisation responsible for the pipe or cable;
- Whether the affected asset was included in the information provided;
- Impact of Damage:
  - Approximate cost to repair;
  - Approximate economic cost to the community and member, including loss of reputation;
- Effect on the community;
- Number of customers affected;
- Brief extent of any persons injured.

Members of Dial Before You Dig are encouraged to provide information within an approved format at regular periods during the year, respecting the confidentiality and privacy of the member and other parties involved.

This information will be collated by Dial Before You Dig and analysed for any trends in relation to specific assets, areas, damages, effect on customers, and Dial Before You Dig enquiries. The results will be used to develop strategies to decrease the number of incidents over time and improve the Dial Before You Dig service.
9. RESPONSIBILITIES OF ASSET OWNER MEMBERS

9.9 Commitment to Provide Asset Location Information in an Industry Agreed Format and Quality

As members of Dial Before You Dig, organisations are requested to commit to, and be actively involved in, developing a consistent format and content for responding to customer requests for information about underground pipes and cables for their industry group. This process will involve consultation with Energy Safe Victoria, WorkSafe Victoria, and industry representative groups to help ensure the requirements of Government and Industry are being met.

Once an agreed format has been developed, Dial Before You Dig members will be required to implement the new format in handling customer responses within a reasonable time period.

9.10 Commitment to Embrace Technology (Automated & Electronic)

All members of Dial Before You Dig have a responsibility to adopt processes and technologies that will improve service delivery and quality of information in response to Dial Before You Dig enquiries.

The long term goal of the Dial Before You Dig service is to deliver consistent, quality information to customers with a response time of less than one (1) hour.

9.10.1 Transmission of Asset Location Information in Digital Format

To ensure customers receive information quickly and conveniently, the preferred format for responses to requests for information is Plain Text Email with Adobe PDF documents as attachments.

If the customer has not provided an email address, the next method of response should be fax, and post should be used as a last resort unless the information format dictates that it needs to be posted to the customer.

9.10.2 Asset Management Systems

The Dial Before You Dig service utilises a Geographic Information System (GIS) to manage its enquiry system. Dial Before You Dig members who incorporate GIS in their Asset Management System should request Dial Before You Dig to supply the GIS file with every referral to assist in the retrieval of information contained in their referral email. Dial Before You Dig encourages its members to automate their response processes in order to deliver superior and standardised responses to customers.

Members who do not utilise GIS processes within their Asset Management System may still have options to automate their response process, either partially or fully. Dial Before You Dig assists members in identifying and evaluating such options.

9.10.3 Automated Response Systems

There are many options available for automation of the response process for Dial Before You Dig enquiries. These options can be tailored to a member’s internal systems and processes to minimise the turn-a-round time for information and save the member costs associated with human processing, freeing employees up to do other tasks. Automation can also ensure consistency of response and enables responses to be provided 24 hours, 7 days a week.

It is the aim of Dial before You Dig to encourage all asset owners to integrate automation of responses into their internal systems to improve the customer experience and increase satisfaction levels.
10. CUSTOMERS OF THE DIAL BEFORE YOU DIG SERVICE AND THEIR RESPONSIBILITIES

Dial Before You Dig customers primarily include excavators, borers, drillers, shot firers, fencers, planners and design engineers.

10.1 Excavators

10.1.1 General responsibilities and duty of care

Excavators, including persons working in and around buried infrastructure who represent the person or company responsible for any excavation, have a duty of care to locate underground services or assets that are in the vicinity of the dig site, and then find and expose them before excavating near or around them.

The duty of care is:

- To protect workers and the public from serious injury due to the rupture of an underground asset such as a natural gas pipe, high voltage electricity cable, petroleum or industrial gas pipe. Any damage to these assets can cause very serious damage to structures and potential injury to many people.
- To minimise the potential for damage and loss of service due to damage or rupture of the same assets. Extensive networks can be closed down for long periods with serious consequences of disruption and incurring penalties. The repair and replacement costs can also be very expensive.

The Dial Before You Dig service is the preferred method of finding the location of underground assets and is referred to in publications from WorkSafe Victoria and Energy Safe Victoria as best practice.

Underground services and assets recorded by the Dial Before You Dig service include:

- Any underground service or asset within the road reserve that is boundary to boundary;
- Any underground service or asset laid within public owned open space or rights of way or easements on public property;
- Any underground service or asset within an easement or on private property.
10. CUSTOMERS OF THE DIAL BEFORE YOU DIG SERVICE AND THEIR RESPONSIBILITIES

The Dial Before You Dig service does not hold plans or data on the underground services or assets of a private property that would connect to the mains. Members register their area of interest and respond directly to the customer with appropriate information.

Excavators should always use the Dial Before You Dig service before commencing any excavation activity as well as investigate the site themselves for evidence of underground assets. This is because referrals from the Dial Before You Dig service may not have taken into account:

- The installation of a new main or service that has not yet been included on the Dial Before You Dig database;
- Construction plans that show the location of underground assets identified earlier by the project designer that may no longer be applicable;
- An existing service or asset that has been altered or modified recently and has not yet been included on the Dial Before You Dig database;
- The chance that the owner of an asset may not have registered the asset with the Dial Before You Dig service. It is the responsibility of the excavator to contact those organisations that are not registered with the Dial Before You Dig service that may have underground assets in the intended job site.

Once the excavator receives plans and details of any assets relating to the Dial Before You Dig enquiry, the services or assets must be located accurately and exposed by non-destructive methods before excavation commences. It is important to never assume the depth, location or alignment of pipes and cables. Plans only indicate the presence of pipes and cables. To avoid damage, the excavator must first locate the pipes and cables by following the instructions provided by the relevant asset owners. If any doubt exists, contact the asset owner listed on the Enquiry Confirmation received from the Dial Before You Dig service.

Excavators should consider all options to assist in exposing the assets first:

- Purchase an underground asset locating device and use it to verify the asset location shown on plans sourced through the Dial Before You Dig service before potholing by hand or non-destructive excavation to expose the asset;
- Hire an accredited contractor with an underground asset locating device to find and mark the asset locations on your behalf;
- Commence potholing from the plans sourced through the Dial Before You Dig service, using either hand digging or non-destructive excavation, such as hydro excavation.
10.1.2 Standard Procedures Prior to Commencing Work

You lodge an enquiry via www.1100.com.au, the i-phone App, or by calling 1100 during business hours.

We send you an Enquiry Confirmation listing the owners of underground assets on your site.

You receive plans within 2-3 working days detailing all recorded underground assets and their location. You review these and any conditions and contact the owner for any clarification. Some asset owners (e.g. local councils) will want you to call or visit their office instead.

Visit the site with your plans to visually check if there are any unrecorded assets or services. If so, contact the owners ASAP.

Record any additional information you receive from any asset owner, and create both a digital and hard copy file of our plans for your supervisor.

Read and follow asset owner instructions / requirements and, if requested by the asset owner, tell them when you will be working near their asset.

Before excavating, work out how you’ll verify the position of the assets. If there is any risk, call an expert locator.

If the risk is great, use a locator then pothole by hand or other non-destructive methods to find the asset, then record its location and depth on the supervisor’s plans. (A Safe Work Method Statement may be required)

If the risk is small, and there’s a good chance of finding the asset using supplied plans, pothole by hand or use non-destructive excavation methods. (A Safe Work Method Statement may be required)

Immediately report any damage to the asset owner. Report any identified non-compliance issues to the asset owner.

Replace any material you excavate with the same bedding material and compact as required, particularly on driveways and paths.

Keep a record of any excavation information you received and any notes you made until the construction is done and file these with your construction files. In the case of damage, the asset owner may seek damages and your records may be useful in demonstrating your duty of care and compliance with best practice.
10. CUSTOMERS OF THE DIAL BEFORE YOU DIG SERVICE AND THEIR RESPONSIBILITIES

A subcontractor must not start excavation work unless the principal contractor has either advised there are no underground services or, if they do exist, has given the relevant person the prescribed information. The relevant person must:

Consider the information;
- Follow the asset owners conditions and any reasonable restrictions; and
- Implement the necessary control measures.

Where the principal contractor has an agreement that the subcontractor is responsible for the identification and protection of assets, the subcontractor’s relevant person shall follow the Standard Procedures Prior to Commencing Excavation Work.

If any doubt remains, either party should contact the asset owner and seek clarification before starting excavation work.

10.1.3 Special Arrangements to Undertake Emergency Work near Other Networks

If excavation work carried out involves emergency type conditions or timing that makes it impractical to wait two working days for the Dial Before You Dig service responses, then alternative methods must be available and known to the excavator. These include:

- Maintain a contact list of persons at the authorities that can be contacted for locations and advice regarding locations out of hours;
- Lodge an enquiry with the Dial Before You Dig service and use the confirmation email which lists contact numbers of asset owners with assets at the work site;
- Employ experienced people and operators who have knowledge and an awareness of the locations of assets and the requirements of each asset owner. Some asset owners may provide a list of accredited operators.

Most emergency work will be carried out by employees of an asset owner or subcontractors. These employees must have the experience and/or accreditation mentioned above.

10.1.4 Duty of Care in Prevention of Damage and Risk of Injury

The need to be committed to the duty of care is described above. The commitment to exercise this care includes:

- Following any special requirements set by the authority for their own assets when digging around or near the asset;
- Potholing and digging by hand or using non-destructive excavation where required;
- Immediately notifying the asset owner of any damage or disturbance caused to the asset by the excavation or by others involved with working near the asset. This includes rupturing, splitting, electrical arcing, and also damage to associated materials including tracer wire, marker tape, pipe coating, and any protective materials including slabbing, casings and signage;
- Digging safely that protects workers and the general public at all times. This will require carrying out risk analysis and if necessary, the establishment of safe work method statements where risk levels are significant;
- Isolating the work near underground assets from the public at all times;
- Reinstatement of any protective measures used by the asset owner including slabs, tapes or filling materials.
10.1.5 Commitment to use the plans or information supplied and to seek more information if plans are not received in time or cannot be understood

The Dial Before You Dig service relies on the asset owner sending information to the customer within usually two to three (2-3) working days. An excavator should be prepared to contact an asset owner using the details provided on the Enquiry Confirmation if no contact has been made or if information is not received within two working days, or if the information supplied cannot be understood.

The customer or excavator must make every effort to find out what assets are within the vicinity of the dig site and to pothole and prove the location. The use of an underground asset locating device to verify the asset location shown on the plans sourced through the Dial Before You Dig service can save time before potholing by hand or non-destructive excavation methods.

The customer or excavator should keep a record on file of all contact with asset owners to demonstrate that they have made an effort to complete their duty of care.

10.1.6 Commitment to hold Plans on-site

The customer or excavator must ensure that all relevant plans and additional information pertaining to underground assets are present and accessible at the site of excavation works for the duration of excavation activity. In the event of an incident causing damage to an underground asset, the asset owner may attend the site to request evidence of relevant plans being present. Failure to present plans immediately upon request may be deemed to be evidence that plans were not present.

Plans supplied with coloured coding, coloured symbols or any explanatory markings using colour variations must only be reproduced in adequate colourised format. Black & white or greyscale copies of any colourised original plans must not be used or provided for use without the asset owner’s express permission.

10.1.7 Commitment to Pothole Prior to Full Excavation

In general, potholing or excavating by hand or using non-destructive excavation methods along the underground asset is the preferred method and deemed best practice by the asset owner and the regulators to prove the existence and location of the asset. In respect of gas assets, potholing or excavating by hand or using a non-destructive excavation technique is the required method.

10.1.8 Commitment to Use Underground Asset Location Devices in the Prevention of Damage and Risk of Injury

Underground asset location devices are improving all the time and new products or models help to reduce the time spent locating assets. Where the worksite includes many assets underground or where there is a large number of sites interfacing with underground assets, the use of an underground asset locating device by the excavator will reduce the time spent hand digging. More importantly, using these devices identifies where the location is outside of the planned works, or where the excavation can be shifted slightly so as to not be in conflict with the asset.
10. CUSTOMERS OF THE DIAL BEFORE YOU DIG SERVICE AND THEIR RESPONSIBILITIES

10.1.9 Commitment to Work within the No Go Zone Guides
WorkSafe Victoria produced two Guides to help reduce injuries and damage to underground and overhead assets in 2004. These are:
These Guides include all the standard assets that are buried underground and the overhead electricity and telecommunication cables. The Guides proclaim different minimum clearance limits to the No Go Zone around assets. The Guides recommend the provision of a Safe Work Method Statement and hand excavation within the No Go Zones. To be able to satisfy a commitment to the duty of care, excavators should commit their companies and staff to following the No Go Zone Guides for underground and overhead assets.

10.1.10 Consent Requirements for Work within the Road Reserves
Excavations within the road reserve must obtain the prior written consent of the coordinating road authority responsible for the particular road, unless an exemption applies under the Road Management (Works and Infrastructure) Regulations 2005. The excavator is responsible for the excavation works and must undertake them in a manner that minimises damage to the road and road infrastructure, minimises disruption to road users and protects any significant roadside vegetation. Further detail on the requirements which must be followed when proposing to conduct excavations and other related work within the road reserve can be found in the Guide to Working in the Road Reserve from VicRoads. Consent may not be provided unless evidence that an enquiry has been made to the Dial Before You Dig service is produced.

10.1.11 Reinstatement & Restoration of the Excavation
The written consent issued by the relevant road authority will give details of the requirements for backfilling and reinstatement of any excavated areas of roadway, pathway or roadside. Persons working in and around buried infrastructure and customers of the service must satisfy all these consent requirements. All underground assets must also be restored according to any stated requirements of the relevant asset owner, including regard to bedding and backfill materials. Records of the consent history of the work undertaken and the reinstatement completed should be filed with the job file. The consent should be closed out by the excavator by advising the relevant road authority once the work has been completed.

10.1.12 Worksite Safety on Roads
An excavator undertaking works in the road reserve must have in operation a traffic management plan as required by the Road Safety Act 1986. Guidance in preparing a traffic management plan can be found in the Code of Practice for Worksite Safety - Traffic Management (available from VicRoads).

10.2 Planners and Design Engineers
The Dial Before You Dig service is a very helpful and necessary tool of the planner and design engineer. Underground assets impact on any construction works that involve excavation. The accurate location and depth is critical in the planning and design process. Accurate information used in the design allows the works to be constructed in accordance with the plans. This reduces the risk of damage or causing injury and allows the works to be constructed without unnecessary delays. Accurate location of underground assets allows the planners to cost the works and plan around existing services. Long expensive delays are caused when existing services are not identified early in the project and have to be relocated.
10.3 Commitment to Using the Service by All Persons Working In and Around Buried Infrastructure

The important benefits gained by having a free enquiry service that can provide the locations of all the underground assets at a worksite, is dependent on getting all the information within the one enquiry. This is particularly significant for an excavator, planner or design engineer. For this reason, benefits gained from the Dial Before You Dig service depend on:

- All asset owners registering their assets. If an asset owner of even the smallest network or infrastructure that has any risk of being damaged is not registered with the Dial Before You Dig service, the customer will have to look elsewhere for the information and may then decide not to use the service for future jobs, resulting in expensive damages or even possible injury to workers or the public.

Dial Before You Dig places a high priority on awareness to asset owners and others of this danger. Energy Safe Victoria and WorkSafe Victoria also support and help this endeavour.

- All persons working in and around buried infrastructure have a responsibility to use the Dial Before You Dig service for all jobs involving excavation prior to commencing work. If damage or accidents occur and excavators are not using the service, the effect is a reduction in benefits to the asset owner. Without the full support of those working in and around buried infrastructure, the service loses its integrity and possibly its benefits to the customer.

Planners and design engineers should consider:

- Showing the location of underground assets in different colours on each construction plan;
- Providing a note that tells the date of the latest Dial Before You Dig enquiry as well as confirmation that the plans show this latest information;
- A statement that these plans have been designed with the latest information received from the Dial Before You Dig service;
- Utilising an underground asset location device and potholing by hand or non-destructive excavation methods to verify the location of assets as part of the design process.

Note: Some asset owners may treat planning and design enquiries differently to excavation activities and may charge a fee for information provided. This information may take up to ten (10) working days to be provided.

Planners and designers have a responsibility to provide as much legitimate and accurate information regarding underground assets as possible on construction plans. While a further enquiry will be lodged providing more recent information when construction commences, the information provided on the preliminary tender and construction plans is important to those tendering for and planning the work processes and to others that are required to review and approve the plans.

Planners and design engineers should consider:

- Providing as much legitimate and accurate information regarding underground assets as possible on construction plans.
- A further enquiry will be lodged providing more recent information when construction commences.
- The information provided on the preliminary tender and construction plans is important to those tendering for and planning the work processes and to others that are required to review and approve the plans.

Note: Some asset owners may treat planning and design enquiries differently to excavation activities and may charge a fee for information provided. This information may take up to ten (10) working days to be provided.
11. WAYS TO USE THE DIAL BEFORE YOU DIG SERVICE

The Dial Before You Dig service provides two methods to successfully lodge an enquiry. These include the web based enquiry service and phone service.

11.1 Web Based Enquiry Service
The preferred option for lodging enquiries for information regarding underground pipes and cables is through the Dial Before You Dig website at www.1100.com.au. Customers can lodge enquiries at a time that suits them and have personal control over the accuracy of drawing the location of the proposed work site on a map via the web.

11.2 Phone Enquiry Service
The Dial Before You Dig service can also be accessed by phone (dial 1100) that enables customers to lodge their enquiry with a customer service representative from anywhere in Australia. The Customer Centre operates from 8:00am to 5:00pm, Monday to Friday excluding Public Holidays.

The customer describes the location of the proposed excavation by a street address or other relevant information. The customer service representative then lodges the enquiry via the web based referral service on their behalf. The accuracy of the worksite is dependent on transferring this information verbally between the customer and customer service representative and again when the customer service representative transfers the information to the web based map system.

11.3 Enquiry Confirmation
Information regarding the customer and the proposed excavation work are sent to members who have an interest in that particular area within fifteen (15) minutes of the enquiry being lodged. At the same time, an Enquiry Confirmation email is sent back to the customer confirming the details of the enquiry and providing a list of organisations that have been sent the request along with contact phone numbers to enable follow up if necessary.

Dial Before You Dig would prefer all enquiries are lodged by the customer via the web based enquiry service for accuracy.

Further information about using the Dial Before You Dig service is contained in the Dial Before You Dig User Kit which can be downloaded from www.1100.com.au
12. EMERGENCY PROCEDURE

12.1 Commitment to Notify the Respective Asset Owner(s) and Others if an Asset is Damaged or Dug Up
The excavator is responsible for contacting the asset owner immediately if an asset is damaged in any way or if it is dug up. If the incident poses a risk to the public or others then the excavator must also call the emergency number triple zero (000) and the industry emergency number in the phone book.

Emergency numbers for asset owners within a postcode or suburb can also be found through the Dial Before You Dig website (www.1100.com.au).

12.2 List of emergency numbers (hazardous situations only)
The excavator is responsible for conducting a risk analysis of the steps to take in the case of an emergency caused by damage or the digging up of an underground asset. If the risk is high due to the danger from the damage to the asset then a list of emergency numbers should be included in an emergency procedure kept on site at all times. All employees on site should be inducted and be competent in this procedure and the use of the emergency phone numbers.

12.3 What Constitutes Emergency versus Urgent
In the case of an incident due to damaging or digging up of an asset, the responsible person on site for the excavator is responsible for implementing the emergency procedure.

Adequate consultation with the asset owner prior to commencing work and the risk analysis that created the emergency procedure will provide some understanding of the risks associated with an incident.

When any doubt exists that there is a risk to workers or the public, the emergency number triple zero (000) must be called. Emergency Services, the asset owner and industry experts will very quickly determine the level of response required.
13. PREVENTING MISUSE OF THE DIAL BEFORE YOU DIG SERVICE

Preventing misuse of the Dial Before You Dig service is an ongoing concern for the AADBYDS and State Dial Before You Dig Associations. Education of particular bodies who have or are using the service for a purpose other than what it is intended has become a necessary part of the AADBYDS and State Dial Before You Dig Associations role. It is irresponsible to use the service for purposes other than the purpose intended. The integrity of the service is jeopardised because the asset owners have to pay the cost of referrals being sent to them for no benefit at all. Steps may be taken to either stop the misuse or formalise it and charge for the service provided in order to reimburse asset owners for the referrals.

DIAL BEFORE YOU DIG PURPOSE
To provide an efficient vehicle to assist in the protection of underground service infrastructure and alleviate community dislocation

DIAL BEFORE YOU DIG VALUES
Responsive and reliable
Continually improving
Leadership & innovation
Reliability, transparency & consistency
Respect & trust
Ethical
Efficiency
Professional approach

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