



**CIVIL CONTRACTORS
FEDERATION**

VICTORIA BRANCH

2018 - 2020 ACTION PLAN

*Your Voice in the
Civil Construction Industry*



YOUR **VOICE** IN THE **CIVIL CONSTRUCTION INDUSTRY**



75+

Years serving the industry



2,000+

Members nationally



1,800+

Victorian professionals
trained annually



190+

Training courses delivered
in Victoria annually



CIVIL CONTRACTORS FEDERATION IN VICTORIA

The Civil Contractors Federation (CCF) is the peak industry body representing Australia's civil construction industry.

The CCF has branches in all states and territories representing more than 2,000 contractor and associate members nationally.

CCF members are responsible for the construction and maintenance of Australia's infrastructure, including roads, bridges, pipelines, drainage, ports and utilities.

Our members also play a vital role in the residential and commercial building industry by providing earthmoving and land development services including the provision of power, water, communications and gas.

CCF is an organisation registered under the Fair Work (Registered Organisations) Act 2009.

The organisation is governed by a National Board comprised of member-elected representatives from each state and territory in the Commonwealth.

In Victoria, CCF membership comprises in excess of 400 contractors and 120 associate members.

The contractor organisations annually build in excess of \$11bn of Victoria's public and private civil construction in this state.

During the 2018 - 20 Business Plan period, it is intended to grow CCF membership to over 800 associate and contractor members targeted by the end of 2020.

A renewed member service offering and value proposition, the introduction of our new Member Services / Help Desk functions, together with CivFast (our new online market for civil contractors); are the catalysts for achieving this targeted result.

John Kilgour, Chief Executive Officer,
CCF Victoria Branch

CIVIL CONTRACTORS FEDERATION

RESTRUCTURE 2018 - 2020

The CCF National Board is responsible for coordination, policy, advocacy and administration of CCF, and the boards of the state branches (including CCF Victoria) are responsible for overseeing activities conducted within the state.

CCF is the owner of all of the assets of CCF and under the oversight of the national board those assets are managed, in the main, by the relevant state branches. The inherent risk is that all of the liabilities arising from the operation of the branches sit within CCF and potentially exposes all of the assets to the operational liabilities incurred by State branches.

CCF incurs a significant cost in compliance, a lot of which, is associated with activities other than the core Fair Work Act activities. There is also considerable administrative duplication in costs incurred by each of the unincorporated state branches.

It is intended during the 2018 -20 business plan period to restructure CCF to maintain the Fair Work body to focus on its core purpose and activity associated with being an association of employers, while at the same time move towards separating out from the Fair Work body the activities that are not the core activity of the Fair Work body into a more appropriate and efficient structure.

With the proposed restructure, this will involve:

- a. the retention of CCF with its peak body functions;
- b. the establishment of a new 'holding company' (to be structured as a company limited by guarantee) to be the new national entity.

The new entity will have the contractual and governance relationships with the state branches (including CCF Victoria) to regulate the respective activities and accountabilities of each to each other; and

- c. the incorporation of the state branches which will undertake activities not required to be undertaken as an employer association.

The core activity of the Fair Work body will be to:

- i. represent contractors in the civil construction industry;
- ii. participate in the bargaining for collective agreements and modern awards for its members;
- iii. participate in the dispute resolution of work place rights on behalf of members; and
- iv. manage the industrial relationships, workplace relations of its members; and
- v. advocacy /policy.

The core activity of the new structure and state branch entity will be to:

- i. promote the civil industry for benefit of community, including public relationships;
- ii. provide support of civil construction industry;
- iii. share information and network regarding best practice; and
- iv. provide regional presence to support resource industry growth and operate commercial activity.



CCF VICTORIA STRATEGIC ACTIVITY: GOALS & OVERVIEW

FOCUS: *Building capacity and capability in the Civil Construction Sector to meet critical infrastructure needs through collaboration and effective representation of the interest of Members to the three tiers of Government, their Agencies and associated industry bodies.*

WHERE WE WANT TO BE IN 2018 -2020

- > The “membership organisation of choice” and build on our current membership base by providing distinct value that can be clearly identified and measured.
- > Expand the range of products and services provided by CCF to its members through proactive engagement and account management.
- > Provide members “a voice” in communicating and representing their interests in the future direction of the civil construction sector.
- > Recognised by the three tiers of Government and Government Agencies as the pre-eminent source of advice in relation to civil construction matters, where our opinions are sought through active contribution on standing committees and technical working groups.
- > Acknowledged as a strong and pro-active employer group advocating for major infrastructure development and employment that delivers sustainable long-term social and economic benefits to a growing population in the state of Victoria.
- > Expand the Civil Train training offer and delivery following rigorous cost benefit analysis through collaborative partnering arrangements that builds capacity and capability in the civil industry.
- > Build an inspired CCF team that operates “Beyond Boundaries” to deliver top line growth, business efficiency and improved people skills and competencies aligned to CCF’s values.
- > Develop our technology platform that delivers improved products and services to members and drives business efficiency within our operations.
- > Build on the findings and recommendations emanating from the 2018 Victoria Infrastructure Outlook Report (Feb 2018 - BiS Oxford Economics) and Reforming Public Construction Report (Dec 2016 - Department of Treasury & Finance) in bringing about “real change” and improvement in the civil construction sector.
- > Active representation of CCF National and Victoria State based issues (both sides of politics) in the lead up to the 2018 Victoria State election and 2019 Federal Government election.

OUR STRATEGIC FOCUS & DRIVERS

SKILLS

Building capacity and capability in the civil construction industry to meet the critical infrastructure needs for Victoria through market leading training and apprenticeship programs and initiatives.

MEMBER SERVICES

Delivering benefits to Members that are relevant to their industry needs and driving improved operational standards through innovation, advice and support.

ADVOCACY

Be “the voice” of our Members and wider civil industry by effectively representing their interests to key stakeholders, including the 3 tiers of Government (Local, State & Federal), on relevant industry matters.

REPRESENTATION

Be an active contributor on Government and Industry Standing Committees where opinions are actively sought as the pre-eminent source of advice on civil construction industry matters.

TECHNOLOGY

Using technology and innovation to drive improved business opportunities, efficiency and revenue streams for all our Members and the industry.





S *Skills*



M *Member Services*



A *Advocacy*



R *Representation*



T *Technology*

STRATEGIC DRIVER: SKILLS

FOCUS: *Building capacity and capability in the civil construction sector to meet the critical infrastructure needs for Victoria through market leading training and apprenticeship programs and initiatives.*

TRAINING

OBJECTIVE: *Civil Train to be recognised and seen as the primary facilitator and provider of training to the civil construction industry.*

ACTIONS:

- > Conduct an extensive review of the existing Civil Train function investigating opportunities to improve and expand our current training programs and delivery through collaborative and contract partnering arrangements, with a specific focus on regional Victoria and Tasmania operations.
- > Investigate the opportunity to develop and introduce an accredited “verification of competency” (VOC) program for mobile plant operators under civil construction sector standards and assessments. This will include establishment and training of lead / accredited assessors to support program delivery.
- > Explore opportunities to deliver accredited and non-accredited training within the emerging rail sector.
- > Develop pathways for Civil Trainers via engagement with Worksafe for civil workers with “restricted work injuries” that could successfully transition into suitably qualified and accredited trainers for the civil industry.
- > Maintain industry engagement, with the organisation and conduct of the Workforce Development Group as per ASQA accreditation requirements.
- > Continue development and introduce Certificate IV in Civil Construction – Supervision.
- > Provide active representation on the CIRG, LXRA, and Victorian Skills Commissioner – Industry Advisory Group (IAG).





APPRENTICESHIP / TRAINEE PROGRAMS

OBJECTIVE: *Develop and implement comprehensive career advisory pathways, strategies and programs paving the way for the next generation of civil contractors.*

ACTIONS:

- > Subject to State Government funding approval, develop and implement the Civil Skills Cadetship (CSC) program in accordance with the feasibility study undertaken for the Workforce Training & Innovation Fund – Skills First initiative.
- > Advocate to the Australian Bureau of Statistics (ABS) for the Certificate III in Civil Construction – General to be expanded and recognised as a trade with appropriate ANZSCO major and sub-categories codes previously developed and recommended.
- > Complete research and present findings to the Department of Education & Training on initiatives that improve the attraction, retention and completion rates of Apprenticeships and Traineeships program (ATCP) who have undertaken Certificate III in Civil Construction (both General & Plant Operator).
- > Conduct an extensive review of the Career & Trainee models deployed, including engagement with TAFE education institutions, the Foresite / Taster programs and updating all relevant career marketing material and website.
- > Develop and implement new training pathways and tools for apprentices and trainees to access.



STRATEGIC DRIVER: MEMBER SERVICES

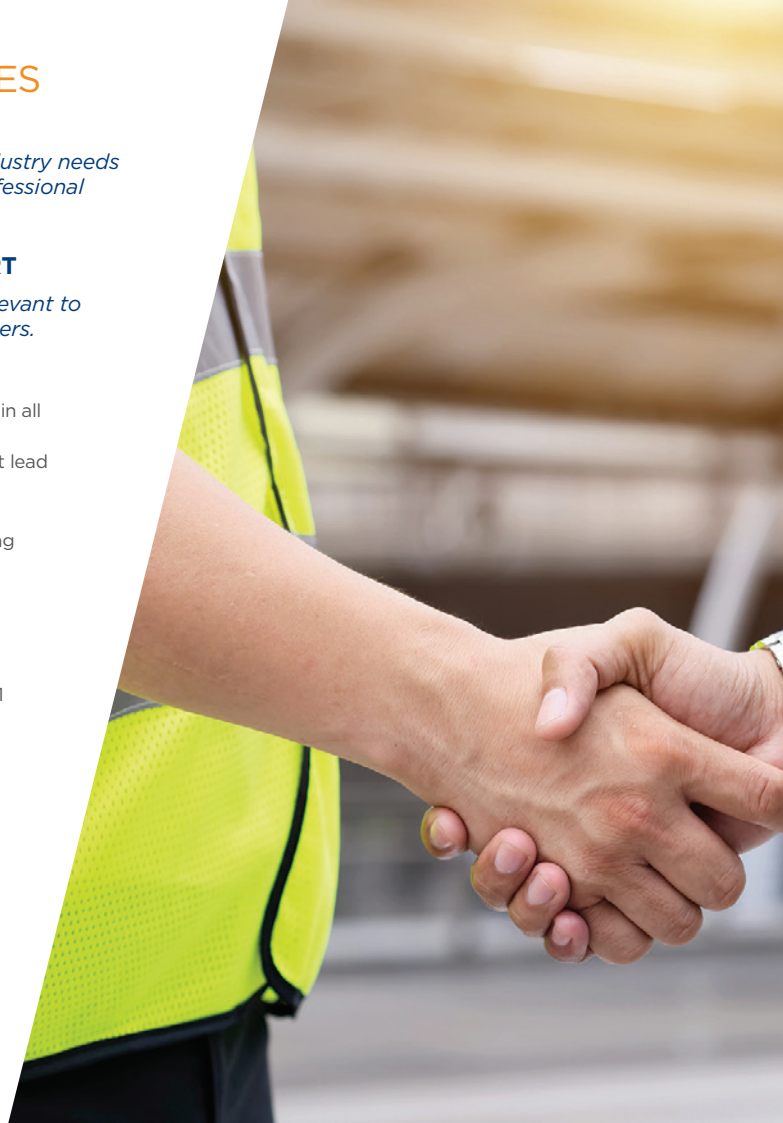
FOCUS: *Delivering benefits to Members that are relevant to their industry needs and driving improved operational standards through innovation, professional advice and support.*

PROFESSIONAL SERVICES, PRODUCTS ADVICE & SUPPORT

OBJECTIVE: *Continuing to deliver products and services that are relevant to the civil industry needs, duly recognised and highly valued by members.*

ACTIONS:

- > Promote the mantra “CCF helping you work for yourself but not by yourself” in all that we do.
- > Introduce new Member Services Function with dedicated Account Management lead and front-line field representation.
- > Develop “world class member visitation program” and “tool kit”.
- > Expand and / or introduce new professional sales and service offerings, including consultancy arrangements, covering:
 - IR / HR - Roads & Rail
 - OHS & QA - Water, Waste Management & Environmental
 - Legal - IMS (Integrated Management System)
- > Embed new CCF Help Desk functionality to support product sales and service offering to CCF members with particular focus on small business and category 1 management.
- > Introduce new Surety Bond product for CCF members (SME categories) to alleviate the members need for Bank Guarantees to improve cash flow / equity positions.
- > Conduct thorough Business Case Analysis and RFP process into the IMS-BMS product and software platform.
- > Update and launch the new CCF Systems Management Code and develop new templated documents to support its release.





SALES, MARKETING & COMMUNICATIONS

OBJECTIVE: *Maintaining and improving communications and engagement with key stakeholders and members on industry matters relevant to their business operations.*

ACTIONS:

- > Continue the expansion of the CivFast product with release into all other States and update of software / services / offer via new version releases.
- > **PROJECT 801** - actively grow the CCF membership base by to over 800 associate and contractor members by the end of 2020.
- > Develop new “member pack” and marketing material to support this membership drive.
- > Attract and retain new Sponsors and product offers aligned to industry needs to support engagement by the new Member Services Function as part of the CCF “value proposition”.
- > Deliver an annual calendar of Member information and networking events including Road, Rail & Water Sector breakfast, Business Roundtable lunches, Regional Forums and workshops on industry related matters.
- > Explore the introduction of a “member loyalty”, or “proud member” program.
- > Conduct regular Regional & Business Forums aligned to industry issues, ie: security of payments, Conditions of Contract (AS 2124, AS 4000 & AS 11000), Building Code 2016 compliance, NHVR – CoR & OSOM permits.
- > Refresh and execute a new Marketing and Communications strategy including updating of CCF website, member portal and introduction of on-line publications.
- > Explore introduction of on-line sales and service portal aligned to the CCF website upgrade to include existing and new products such as CCF member PPE and clothing range.
- > Increase CCF brand awareness through pro-active social media campaigns and regular articles in industry magazines / publications.

STRATEGIC DRIVER: ADVOCACY

FOCUS: Be “the voice” of our Members and wider civil industry by effectively representing their interests to key stakeholders including the 3 tiers of Government (Local, State & Federal) on relevant industry matters.

CAPITAL WORKS

OBJECTIVE: Improving the pipeline of infrastructure works across all tiers of Government, including local agencies.

ACTIONS:

- > Engage with key stakeholders to capitalise on Victoria’s increased investment in major infrastructure to support the efficient delivery and opportunity for members emanating from this unprecedented infrastructure pipeline.
- > Promote de-bundling opportunities of major capital works programs to create greater competition and opportunities.
- > Actively advocate for the adoption of the key findings and recommendations emanating from the 2018 Victorian Infrastructure Outlook Report, commissioned by CCF and undertaken by BIS Oxford Economics centred on:
 - (i) Developing a Long-Term Infrastructure Plan.
 - (ii) Funding Productive Infrastructure.
 - (iii) Boosting efficiency and reducing costs.
- > Encourage greater engagement by Vic Roads and Local Government clients in works / contract planning and tender process.





REFORMING PROCUREMENT

OBJECTIVE: *Reducing unnecessary time and cost in construction procurement and provide a fair, transparent and openly competitive environment for tendering public and private works.*

ACTIONS:

- > Drive the adoption of the Reforming Public Construction Review undertaken by the Department of Treasury and Finance released December 2016.
- > Promote re-imbursement of up to 50% for bid costs in Design & Construct tenders.
- > Continue advocacy work with the Red Tape Commissioner in reducing multi-layer compliance requirements.
- > Actively engage with Local Government and Government Departments / Agencies in the adoption of CCF's Systems Code as an acceptable standard for pre-qualification of preferred contractors.
- > Actively engage with all Government Departments and agencies in seeking reform in 3 key areas, ie:
 - (i) Greater standardisation of procurement processes across government. This includes legal and commercial contracts, the risk allocation in these contracts and improve the consistency in application of probity requirements.
 - (ii) Reducing unnecessary time and costs to industry in government tender processes. This includes streamlining and simplifying requirements in EOI's and RFP's and avoid delays by speeding up the selection of a preferred bidder.
 - (iii) Advocating for improved local government and agencies capability and planning in construction procurement. This includes better planning of projects and improving communication, dialogue and feedback with the civil industry.

STRATEGIC DRIVER: REPRESENTATION

FOCUS: *Be an active contributor on Government and Industry Standing Committees where our opinions are sought as the pre-eminent source of advice on civil construction industry matters.*

INDUSTRY REFERENCE GROUPS

OBJECTIVE: *Effectively representing the interest of members to key stakeholder groups on relevant industry matters that deliver improved systems, processes, greater efficiency and productivity.*

ACTIONS:

- > Provide active representation and contribution to relevant Technical, Advisory and Industry Reference Groups to ensure Member issues are clearly defined, articulated and progressed.

Key representative groups include:

- (i) Worksafe – OH&S, Foundations for Safety and Traffic Management.
- (ii) Vic Roads – AS 1742.3 Traffic Management Regulations, Road Maintenance and Utility Services Committees.
- (iii) MRWA – Water Industry Liaison Committee (WILC).
- (iv) EPA – Industry Guidance Reference Group.
- (v) VDEN Industry Group.
- (vi) EDCM / LGIDA Technical Committees.



VICTORIAN CIVIL CONSTRUCTION INDUSTRY ALLIANCE (VCCIA)

20 Industry groups and associations working collaboratively to drive improvement for the civil construction industry and working with all levels of government to deliver efficient civil infrastructure for the state.

OBJECTIVE: *Developing a policy position and working to “boost efficiency and reduce costs”, with particular emphasis on the skills gap in procurement expertise in government, local government and service authority ranks, ie:*

ACTIONS:

- > Optimising the management and renewal of the state's public civil infrastructure assets, including service authorities.
- > Reforming public infrastructure procurement processes to maximise efficiencies in public civil infrastructure construction and renewal thereby reducing the cost of both and delivering value for money.
- > Promoting consistency and standardisation of procurement systems, processes and their application across all levels and departments in the state and local government, and service authorities.
- > Addressing red tape issues which impede the efficient delivery of civil projects.
- > Promote a sustainable and competitive supply of construction materials to underpin the delivery of affordable infrastructure.
- > Building ‘capacity and capability’ in civil construction to meet and deliver the critical major infrastructure needs in this State.

STRATEGIC DRIVER: TECHNOLOGY

FOCUS: *Using technology and innovation to drive improved business opportunities, efficiencies and revenue streams for all our Members and the industry.*

CCF PRODUCTS & SERVICES

OBJECTIVE: *Creating future business opportunities for members through innovation and connectivity.*

ACTIONS:

IMS-BMS – Systems Certified Contractor Management System

- > Conduct an extensive review of the IMS-BMS product and platform through a rigorous cost benefit analysis / business case and RFP process for provision of software.
- > Update and release the CCF Systems Management Code and new templated documents to support a recommended relaunch of the IMS-BMS product emanating from the above review.
- > Develop and implement new consultancy service arrangement to support adoption and implementation of IMS-BMS product offer by contractors.
- > Actively canvass the adoption and acceptance of the Code by local government, government departments and agencies.

CIVFAST - the on-line market for civil contractors

- > Grow market penetration for the adoption and acceptance of the CivFast product with over 200 suppliers registered in Victoria and trading by the end of the plan period.
- > Continue roll out of CivFast to all States with adoption by all CCF State Member Branches under negotiated licensing arrangements, as instructed and endorsed by the CCF National body.
- > Establish process and protocol for new version releases that meets the needs of registered suppliers and quote seekers utilising the CivFast platform.
- > Transition the CivFast software platform and code from international developer to local agent and servicing body.





CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM

- > Conduct rigorous cost benefit analysis and business case for the introduction of a new "front-end" CRM system to manage all CCF's relationships and interactions with members, clients and potential customers.

CCF WEBSITE UPGRADE

- > Upgrade CCF website and member portal to deliver improved communication of civil information and services to improve CCF member and stakeholder experience.
- > Introduce new CCF website hosting facility for SME members.

CIVIL SKILLS CADETSHIP, STUDENT MANAGEMENT SYSTEM & ON-LINE LEARNING MODULES

- > Subject to Workforce Training & Innovation Fund (WTIF) Skills First grant funding approval by the State Government, develop and introduce the following technology platforms to support civil careers and training.
 - (i) BrilliantFit - to assess career aspirations.
 - (ii) LLNRobot - to assess language, numeracy and literacy (LL&N) levels.
- > Continue to explore the adoption and introduction of an on-line learning platform, verification of competency (VOC) and student management system.
- > Update the civil careers website and associated marketing material.

ORGANISATIONAL DEVELOPMENT

FOCUS: To be the “Employer of Choice” where CCF Victoria is recognised as a “great place to work” where we continue to develop the skills and competencies of our people to deliver our strategic goals and objectives.

WORKING “BEYOND BOUNDARIES”

OBJECTIVE: Working collaboratively and collectively as one CCF.

ACTIONS:

Stage 1 “Build the Base”

- > Implement the findings and recommendations emanating from the Process Fitness Review (“health check”).

Stage 2 “Change the Game”

- > All roles to have Positions Descriptions re-developed and benchmarked for clarity of roles responsibilities, KPI's and remuneration packages (new ways of working, new behaviours, new processes, new roles).
- > Embrace and enact the core values of CCF Victoria in all that we do, ie:

RECOGNITION – showing appreciation and celebrating our individual and collective inputs and achievements.

INCLUSION – creating a supportive environment which encourages everyone to express their diverse views and opinions.

RESPECT – showing genuine interest courtesy and recognising that we all have significant ideas and skills to offer.

VISION – encouraging people to think about the future of the organisation and having the courage to make a difference.

- > Transition CCF Victoria Board Executive Committee to ensure appropriate risk and governance processes are in place.

Stage 3 “Keep the Pace”

- > Conduct strategic review and refresh of 2018 -20 Business Plan in February 2019.



OUR STRATEGIC MODEL

CCF'S ROLE & VISION

- Provide progressive & innovative leadership in the Civil Construction Sector.
- Building capacity and capability in the Civil Construction Sector to meet critical infrastructure needs for today and future generations.

Content

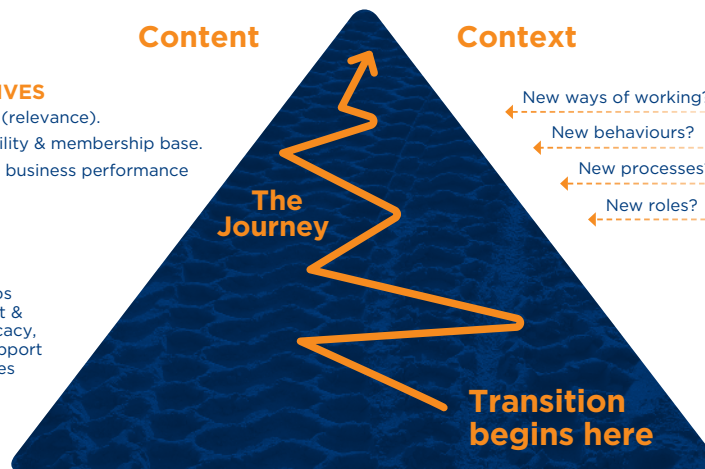
Context

OUR OBJECTIVES

- Member focused (relevance).
- Grow CCF capability & membership base.
- Deliver improved business performance & productivity.

OUR APPROACH

Leverage our brand, relationships and know-how with Government & Industry partners through advocacy, intervention and influence to support the delivery of key industry issues identified by members.



Managing changes on an ongoing basis

2018 - 2020 Business Plan:



Course of Action

Beyond Boundaries

BUSINESS EFFICIENCY

- Welcoming Challenge.
- Continual challenge & improvement of current processes.

TOP LINE GROWTH

- Performance Focus.
- Stakeholder Focus.

PEOPLE

- Inclusive.
- Professionalism.



S *Skills*



M *Member Services*



A *Advocacy*



R *Representation*



T *Technology*



1943-2018
**CELEBRATING
75 YEARS**

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