



AUSTRALIAN FLEXIBLE PAVEMENT ASSOCIATION

STRATEGIC PLAN 2020 - 2022

SAFE | SUSTAINABLE | INNOVATIVE | PROFESSIONAL
Knowledge in the delivery of sustainable, safe, reliable roads

Australian Flexible Pavements Association (AfPA)	AfPA is the industry body representing all parts of the Australian flexible pavement sector.
AfPA Members	AfPA membership is open to professional organisations who support the sector and are passionate and committed to the advancement flexible pavement technology for the benefit of the road user and broader community.
Sector	The industry plus road owners / stewards (Federal, State, Local Government and Private).
Industry	The flexible pavement industry is responsible for the design, specification, manufacture, construction and maintenance of all forms of flexible pavements.

MESSAGE FROM THE CHAIR

This strategic plan builds on 50 years of success under AAPA, while seeking to reposition the association for the next 50 years. It has been identified by the Board and through national consultation with our members – I thank all who contributed - that the term 'Asphalt' in our name limits our outreach to key stakeholders, in particular local government.

On this basis, I am proud to launch the rebranding of the association as the Australian Flexible Pavements Association. Under this new banner we maintain our commitment to promoting the benefits of flexible pavements to all.

Our new logo and our association's acronym pays homage to our past whilst emphasising the lower case f for flexible. We need to catch ourselves consciously embracing this change and the lower case "f" is a simple permanent reminder that will support us on our journey.

The association will remain decentralised and available to support you as it has traditionally, while nationally driving initiatives in:

- health and safety – a priority for all in AfPA
- sustainability – in our environment, economy and our people
- technology – driving construction and engineering excellence
- knowledge – investing in the development of our people and our stakeholders
- collaboration – working with our partners to achieve more than we can alone.

I am proud to see the maturity across our whole membership in how we are managing COVID-19, while continuing to deliver the essential service of building and maintaining Australia's roads. We will move past this period and remain well positioned to safely support the recovery of the Australian economy.

The need for Australia to shift to circular economy practices remains and the flexible pavements industry is well positioned to do its part to ensure this sustainability objective is achieved.

Over the life of this strategy, we will see a continued shift towards industry being asked to do more and unlock its innovation. I know as smart providers we can step up to this plate and the association will assist us in working with purchasing bodies during the transition.

Once again I thank all AfPA members for delivering premier roads for Australians that safely connect communities and I look forward to us continuing in the years to come.



Dante Cremasco
Former AfPA Chairman



Matthew MacMahon
AfPA Chairman

Purpose

To represent the flexible pavements sector, delivering a safe and sustainable industry that delivers benefit to Australian communities.

Vision

- To support industry be healthy, safe, innovative and adaptive to change acting as a platform for industry sustainability.
- To support the national harmonisation of best industry practice, promoting the benefits of the flexible pavements industry.
- Drive a national culture of continuous improvement.

Values



STRATEGIC OBJECTIVES

HEALTH and SAFETY

Enable and support industry to continuously improve the health and safety of our people and communities we serve.

SUSTAINABILITY

Promote the sustainability of the industry through:

- protecting the **environment** through progressing towards circular economy practice
- supporting the **economic** sustainability of industry and regional communities
- a focus on developing and supporting our **people**
- promoting a continual improvement culture and a market that is accepting of **innovation**.

COLLABORATION AND PARTNERTSHIPS

Advance our industry reputation as community focused, leading, professional and acting with integrity in partnering with key stakeholders in all regions to drive best industry practice outcomes for Australia.

KNOWLEDGE

Through training, conferences and other events and media imparting national and international best practice knowledge throughout Australia covering the flexible pavements industry in:

- construction practices
- engineering solutions
- health and safety outcomes
- sustainability solutions.

TECHNOLOGY

In flexible pavement construction and engineering practice:

- introduce and harmonise best practice
- support continual improvement, and
- unlock the potential of industry innovation.



STRATEGIC ACTIONS

The following strategic actions will be guided and delivered with the following national AfPA committees:

- National Technical Leadership Committee and its sub-committees
- National Health and Safety Committee
- National Sustainability Committee
- National Training Committee.

HEALTH AND SAFETY

Health

- Publish on the AfPA website and promote the facts relating to bitumen and working safely within the industry.
- Support members in understanding and implementing management processes to address any long-term worker related ill-health risks arising from air pollution and particulates (produced at the point of manufacture through the supply chain to construction sites).
- Support the industry with any national transition to higher health regulatory requirements.
- Promote and provide links that support members with mental health:
 - that raise awareness
 - to seek education partners on preventative education and crisis help
 - that partner with health and safety providers that can provide national support service to AfPA members, through discounted rates.

Safety

- Establish national statistics on roadworker safety performance, with a KPI for continuous improvement annually – demonstrating a shift towards a zero harm future.
- Trial and seek adoption of technology solutions that enhance safety of road workers and the public.
- Advocate to key regulatory bodies nationally, the separation of road users and road workers as the first option on worksites, wherever possible.
- AfPA establish a forum for all members to receive key industry safety alerts and learnings.
- AfPA to continue to develop competency based safety training courses for the use of the industry as guided by the National Health and Safety Committee.
- Benchmark health and safety solutions with international best practice.
- Operational risks to continue to be focused on in this Strategy:
 - managing underground services
 - working in close proximity to traffic flows
 - potential for worker / equipment plant interaction
 - working safely with bitumen.



Sustainability

Environment – Working towards Circular Economy Practices

- Advocate to and work in partnership with relevant sustainability regulators to ensure:
 - industry related issues are proactively identified and resolved collaboratively
 - the sustainability benefits of our industry practice are widely recognised
 - organisations that display strong circular economy and environmental management practice are recognised.
- Encourage the efficient use of available resources and energy and promote the increased use and reuse of sustainable products.
- Establish a KPI for the continuous increase in use of sustainable products (such as RAP, crumb rubber, glass and appropriate plastics) and celebrate success.
- Benchmark Australian sustainability practice internationally and be the thought leader for the flexible pavements industry and its implementation.
- Partner with national research and development programs to jointly drive sustainable pavement solutions and maintain an industry competitive advantage.

Economic – ensuring a viable industry

- Partner with key road asset owners to plan and commit longer term forward funding.
- Advocate with key stakeholders for the continual correction of the imbalance between capital and maintenance spending in our sector.
- Advocate for the removal of barriers to innovation, that prevent the advancement of more affordable sustainable pavement solutions.
- Market and promote a strong AfPA brand as the recognised industry leader so that it can advocate for sustainable market change.
- Promote the benefits of flexible pavements to all key stakeholders and measure the continual uptake in comparison to more expensive ridged pavement alternatives.

Our People – supporting and developing

- AfPA to raise the status of industry road workers to have an equivalent qualification that is recognised against other competing trades.
- Provide training that develops the skills of our people for today and tomorrow.
- Promote and celebrate increased diversity in our sector, targeting increased gender balance and growth in indigenous employment and other minority groups.
- Promote our industry as an employer of choice, highlighting the diverse opportunities in our sector.
- Provide opportunity for the next generation of leaders to have input into the direction of our industry and transfer AfPA's member industry knowledge to them.
- Deliver events that facilitate industry networking and the exchange of knowledge.



Collaboration and Partnerships

- Develop and implement an annual stakeholder management plan.
- Continue the delivery of high-quality conferences, events and seminars across Australia that promote the effective and innovative use of flexible pavement solutions.
- Establish regular and effective communication to all members highlighting the advancements and outcomes that the Association is achieving.
- Continue foster and establish strategic alliance agreements with:
 - state road authorities in Australia
 - local government associations and / or IPWEA's.
- Partner with kindred associations to align common goals and actions, complimenting each parties strengths.
- Benchmark member satisfaction annually to focus AfPA's drive for continual improvement.
- Continue to increase local government engagement and membership.
- Promote positive testimonials of members who advocate the benefits of being part of AfPA.

Knowledge

- Share national and deliver international knowledge to Australia relating to best:
 - health and safety
 - circular economy practice / sustainability
 - construction and manufacturing practice
 - contractual practices
 - engineering and
 - use of digital technology.

- Transfer knowledge across industry through:
 - training
 - effective communication, AfPA committees and events
 - stakeholder engagement.
- Continue to expand the training platform provided by the Road Worker Training Centre, in alignment with the National Training Committee.
- Modernise AfPA course offerings and increase flexible digital delivery options to increase outreach.
- AfPA to raise the status of industry road workers to have an equivalent qualification that is recognised against other competing trades.
- Partner with tertiary institutions and other registered taining organisations, that provide higher education and recognise the qualifications gained through AfPA.
- Provide member access to an AfPA international knowledge base.
- Provide a platform for professional development skills gained to be recognised across industry.



Technology

- Embrace disruption and promote the adoption of the latest improved design procedures for flexible pavements.
- Continue to promote the perpetual pavement concept and consequent benefits for structural pavement economics.
- Promote the national harmonisation of specifications, through engagement with national research bodies and where appropriate the adoption of AfPA National Model Specifications.
- Research & Development:
 - actively partner, participate and lead work with national pavements research programs
 - establish a CEO to CEO partnership agreement with Austroads.
- Represent and lead industry in technical direction at national and international forums.
- Drive an AfPA continuous improvement culture that demonstrates members commitment to best engineering practice and promote the removal of barriers to innovation.
- Enhance opportunities for members to implement innovative products and processes in flexible pavement engineering applications.
- Uphold the technical standard and reputation of the flexible pavements industry.
- Continue to advocate a progressive national shift from prescriptive specifications to performance-based specifications.
- Explore opportunities to better use smart data in construction technology for process control and product acceptance testing.



