

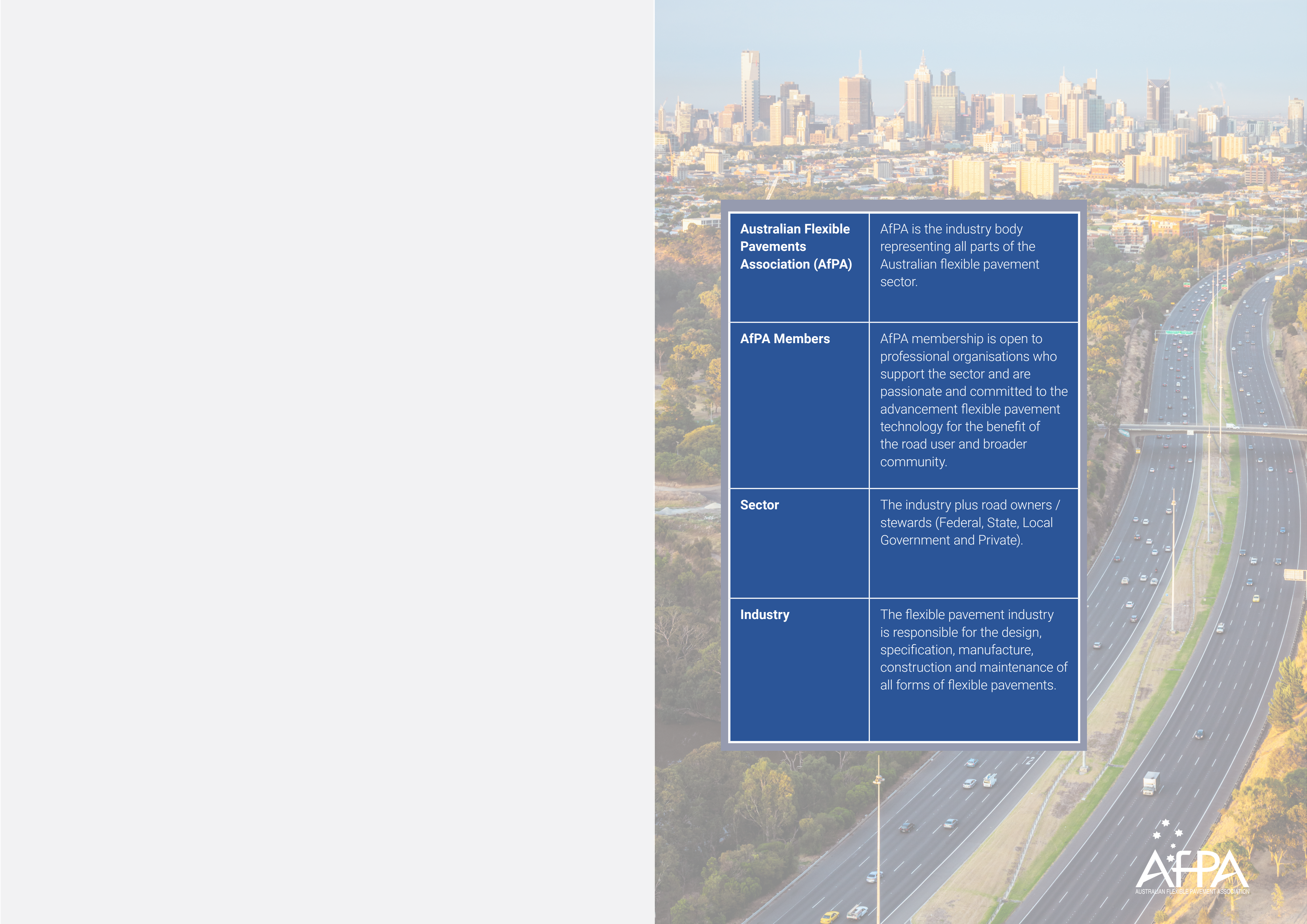


AUSTRALIAN FLEXIBLE PAVEMENT ASSOCIATION

# STRATEGIC PLAN 2023 - 2026

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





<b>Australian Flexible Pavements Association (AfPA)</b>	AfPA is the industry body representing all parts of the Australian flexible pavement sector.
<b>AfPA Members</b>	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.
<b>Sector</b>	The industry plus road owners / stewards (Federal, State, Local Government and Private).
<b>Industry</b>	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 over 50 years of success representing the flexible pavements industry, while seeking to refocus on the core purpose of why the association exists to support and add value to the flexible pavements sector.

Over the coming years AfPA will continue to focus on industry objectives in:

- health and safety
- sustainability - reduced carbon footprint and circular economy
- technology – flexible pavement engineering and construction practice; and
- equity, diversity and inclusion; and
- a sustainable roads industry that benefits all road users.

However, the AfPA Board under this Strategic Plan sets to refocus the association on the core reasons for its existence and the value proposition to members – introducing Strategic Arenas.

The Strategic Arenas of focus are:

- industry expertise – access to expertise across the industry objectives
- collective impact – being a true representative voice of industry
- member focused – engaging and why afpa exists
- future oriented – to ensure industry is positioned for an ever-changing future
- credible – a trusted and respected voice; and
- connecting – members to members and members to key stakeholders.

It is through the above Arenas that the association will leverage the true strength of our collective voice, to drive benefits to all Australian road users.

I thank all AfPA members for delivering premier roads for Australians that safely connect communities and I look forward to us continuing to engage in the association and continually improve our sector in the years to come.

**Rob McGuire**  
AfPA Chairman

## Purpose

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

## Vision

To be the trusted voice of industry, so our members can deliver better connected communities.

## Values

- **Integrity:** including care for members and workers
- **Collaboration:** leveraging technical expertise
- **Leadership and Influence:** including representing inclusiveness.
- **Being progressive:** including innovative thinking

## Association Objectives

- **Health and Safety**
- **Sustainability:** reduced carbon footprint and circular economy
- **Technology:** flexible pavement engineering and construction practice; and
- **Equity, diversity and inclusion;** and
- **Sustainable roads industry:** that benefits all road users.

*The endorsed objective actions with associated roadmaps are provided attached. These are jointly agreed with members through national committees and supported by the AfPA Board. It is assumed that knowledge sharing is applied across all association objectives as a core activity.*



## INDUSTRY EXPERTISE

AfPA for the benefit of its members will ensure that it either retains or has access to leading industry expertise that:

- Establishes AfPA as the national reference point on flexible pavement industry matters.
- Raises the education and standard practice of all industry through training and upskilling.
- Establishes a culture of continual improvement and promotes informed innovation.
- Ensures that the association is seen as a key stakeholder for national policy on all industry practices.

This will be delivered through:

- Retaining internal expertise and / or access to external expertise in:
  - Pavement engineering and construction practice
  - Health and Safety
  - Sustainability in environment, people and market

## COLLECTIVE IMPACT

A core function of the association is to advocate and influence positive change across industry and its key stakeholders. It is recognised that a core strength / benefit of the association is that AfPA represents the collective voice of its members.

To achieve this AfPA will:

- Actively consult with members and the broader industry on key policy items
- Utilise this collective voice to advocate at all levels positive change
- Where possible aggregate State and Territory views into a single National position.
- Provide frameworks that allow members to transition to shifts on policy or operations.

## MEMBER FOCUSED

To retain the value proposition of AfPA we will retain a strong member focus across all services and functions.

Key actions will include:

- Establish a culture of inclusiveness for all members who contribute to the successful delivery of flexible pavements across Australia.
- Ensuring we represent an actual industry voice, through engagement of all members
- Provide forums to listen to our members and receive feedback
- Provide forums to listen and receive feedback from key stakeholders
- Act in a manner that instills the trust and respect of our members
- Increase the desire for members to be engaged
- Take the time to understanding the nature of our various members businesses.

## FUTURE ORIENTED

It is recognised AfPA must be future focused to ensure a safe and sustainable industry not just today but into the future.

This forecasting and positioning will be shared with members and be achieved through:

- Scanning markets and world trends
- Staying current with shifts in the Australian political environment
- Establishing global partnerships with kindred association bodies



## CREDIBLE

AfPA to be the trusted voice of industry must be credible in all its dealings – without exception. The association will display a culture of being:

- Real – do not pretend to have all the answers, bring questions and connections to solve issues
- Knowledgeable - in the flexible pavements business (political, commercial and technical)
- Attentive - actively listen to the needs of industry
- Understanding - demonstrate an understanding of both members and key stakeholders
- Trustworthy – in behaviour ‘walk the talk’
- Connected - to the diversity of our member base
- Authentic – believing in the value of what the members and the association delivers
- Influencing - be the voice of industry and be relevant to key stakeholders
- Collaborative – embrace partnerships that provide benefit to members and stakeholders.
- An honest broker – neutrality of view and unbiased.

## CONNECTING

A core benefit to many AfPA members is the ability to connect. This includes connecting:

- people in industry
- suppliers to clients
- boardroom to politics
- information to people

This will be achieved through various forums, including;

- Training
- Tech Talks and Master Classes
- Social events such as industry breakfasts
- Boardroom dinner events
- Conferences
- International Knowledge Tours
- Online platforms and marketing.





## Health & Safety Actions

### Theme 1: Separation of people and traffic

■ Area of focus 1 - Preventative Controls – looking at how to minimise risk – higher level prevention of harm







» Undertake survey with members - % of works under high level of control - approach RA's about parameters they use as criteria to close road – what do our designers use as criteria.

» Opportunities paper about how we can improve the outcome – identify key stakeholders - survey to community – legislative/regulatory obstacles – engaging with the police – what are our options to drive better level of driver accountabilities.

» Identify key stakeholders to coordinate and amplify existing initiatives – assess opportunities to work together and support.

» Safety through the Tender Box – Seek RA agreement to separate investments in traffic management and safety from other bid costs for a major transport project procurement - safety items included in own schedule of rates.

## Strategic Arenas

 <b>Industry Expertise</b>	 <b>Collective Impact</b>	 <b>Member Focused</b>	 <b>Future Orientated</b>	 <b>Credible</b>	 <b>Connecting</b>
✓	✓			✓	
✓	✓			✓	
	✓				✓
	✓				



## Health & Safety Actions

### Theme 1: Separation of people and traffic

■ Area of focus 2 - Influencing Driver Behavior – supporting tech that helps achieve that outcome – changing setups – getting people out of the road through tech – VMS influencing behaviour – right tool set for the right location – 3rd party speed compliance







» Engage and establish dialogue with road /enforcement authorities around on how industry could collaborate to address issues with breeches (ie presence of enforcement on site, check in on possibility of a central point of contact for industry in each state) – determine current state of engagement.

» Identify key stakeholders to coordinate and amplify existing initiatives – assess opportunities to work together and support.

» Engagement- Campaign communicate/engagement breeches have consequences – compliance approach – different messaging.

» Identify what technology (ie VMS speed signage, cameras in place) available to proactively influence driver behavior – collate data & incorporate into database –Coordinated approach to trialing these options.

## Strategic Arenas

 <b>Industry Expertise</b>	 <b>Collective Impact</b>	 <b>Member Focused</b>	 <b>Future Orientated</b>	 <b>Credible</b>	 <b>Connecting</b>
✓	✓  ✓  ✓	✓			✓  ✓



## Health & Safety Actions

### Theme 1: Separation of people and traffic

■ Area of focus 3 - Collaboration with industry bodies – coordinate and amplify – Seek leading practice







» Scope out the list of relevant stakeholders – assess needs against each of those stakeholders – develop stakeholder communications plan to engage – intent is to support other allied bodies/associations on common issues/action.

» Actively seeking to align with the strategic direction of key stakeholders (ie RAs) to achieve better alignment, leverage efforts and push for change.

» Advocate to members to actively report on traffic and safety breaches (incidents, near misses) at sites and compile into a single document to better communicate magnitude of the issue to State Road Authorities and Law Enforcement agencies.

» Seek where AfPA can support others working toward road safety – address siloing of road safety initiatives.

## Strategic Arenas

 Industry Expertise	 Collective Impact	 Member Focused	 Future Orientated	 Credible	 Connecting
	✓	✓			✓
	✓	✓			✓
	✓	✓			
		✓			✓



## Health & Safety Actions

### Theme 2: Separation of people and plant

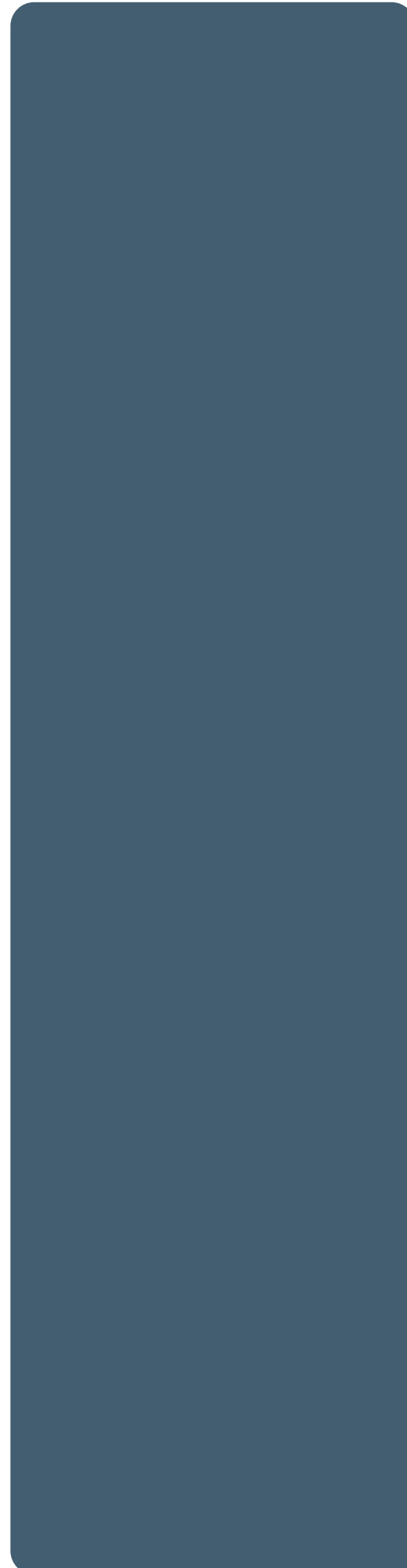
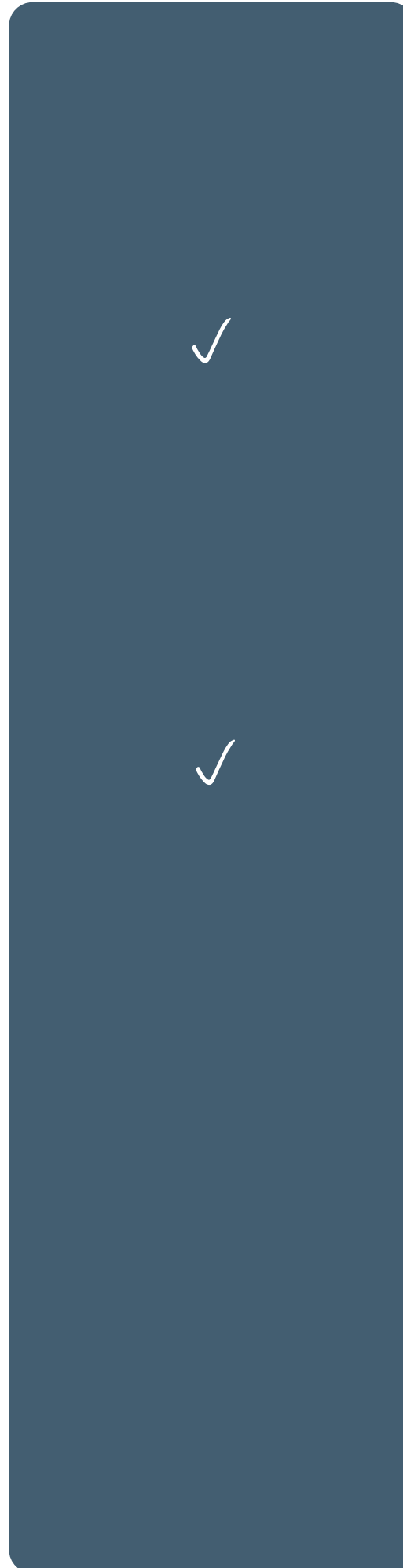
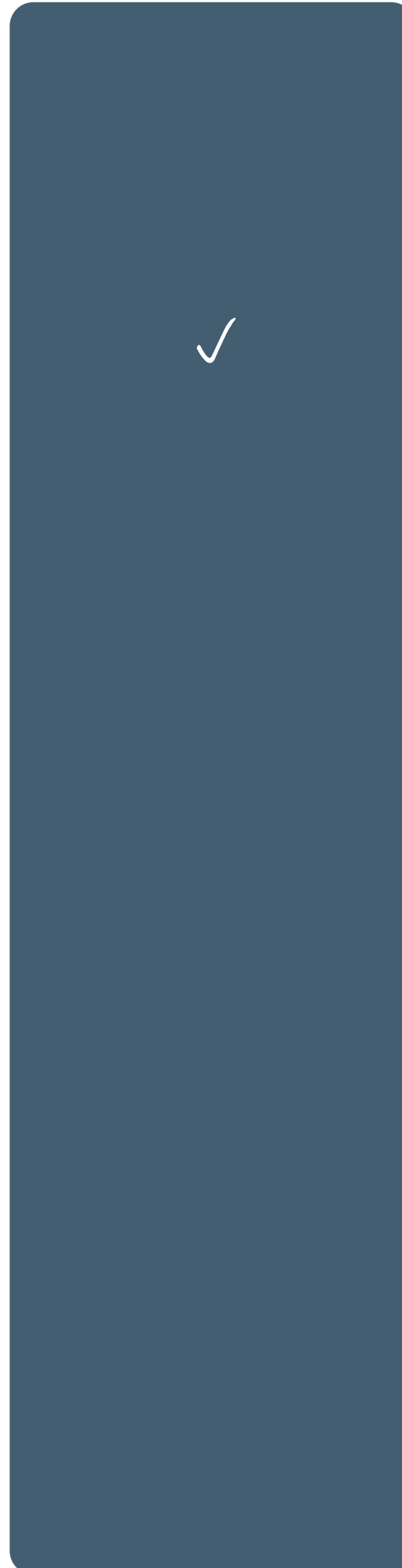
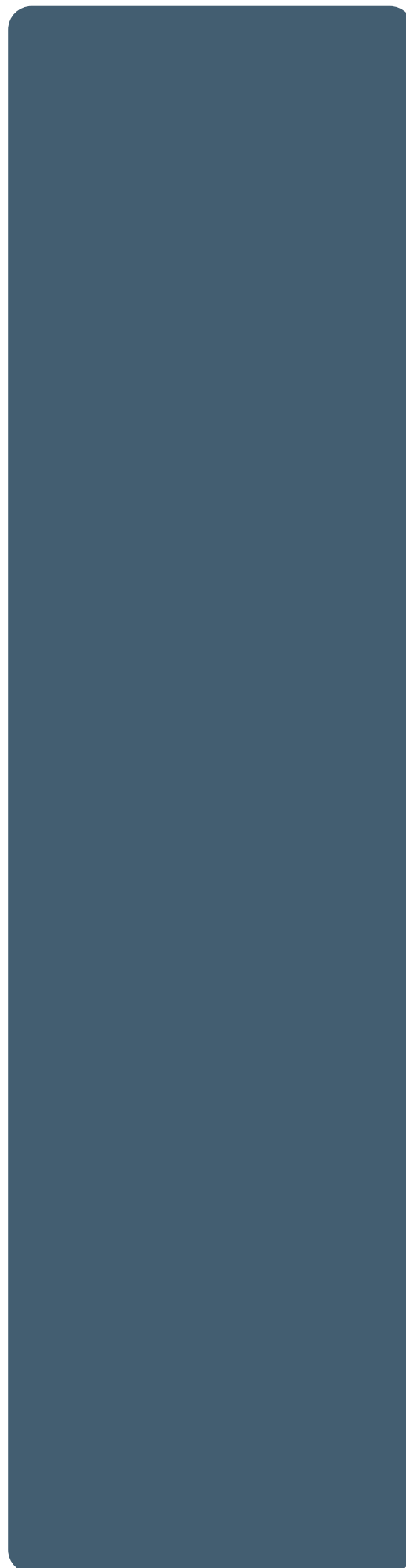
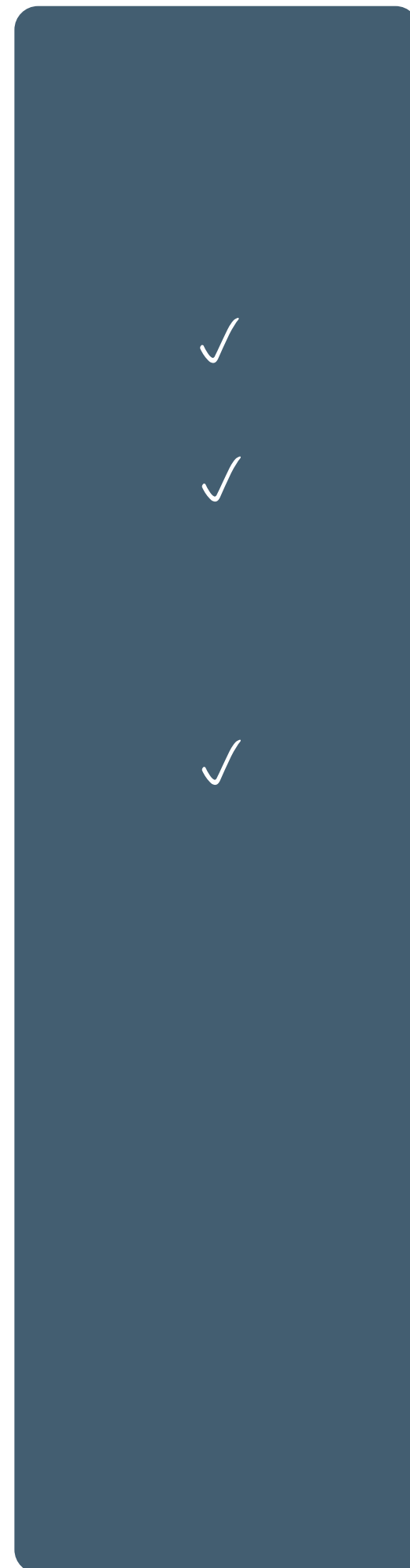
■ Area of focus 1 - Application of hierarchy of controls - Preventative Controls – looking at how to minimise risk –higher level prevention of harm

» Rollout a national harmonised Worker on Foot (WoF) training scheme.

» Seek to have Worker on Foot (WoF) supported through inclusion in tender box and pre-qualification processes.

» Define 2/3 specific worker/plant interaction scenarios in terms of activities, plant involved, workers involved, specifics of when incidents occur (e.g.reversing), and existing typical controls.

### Strategic Arenas





## Health & Safety Actions

### Theme 2: Separation of people and plant







■ Area of focus 2 - Collaboration with government, regulators, industry bodies and manufacturers to seek improvements – coordinate and amplify – Working toward leading practice

» Scope out the list of relevant stakeholders – assess needs against each of those stakeholders – develop stakeholder communications plan to engage – intent is to support other allied bodies/associations on common issues/action.

» Hold engagement/workshop with relevant manufacturers with a Safety in Design focus.

» Consolidate findings and engagement outcomes at the National AfPA Conference – Identify solutions and trials to occur.

### Strategic Arenas

 Industry Expertise	 Collective Impact	 Member Focused	 Future Orientated	 Credible	 Connecting
✓	✓	✓	✓		✓  ✓



## Health & Safety Actions

### Theme 3: Managing RCS, Silica and Emissions

■ Area of focus 1 - Achieving best practice through proactive management of RCS through improved controls and guidance

» Evaluate worker exposure levels to RCS dust during road profiling operations against the Australian occupational exposure limits.







» Assess the use and effectiveness of existing control measures for RCS dust in road profiling and relevant recommendations.

» Analyse secondary data/findings of RCS dust exposure from activities and plant/equipment dust during asphaltting processes.

» Develop a general risk assessment tool and training presentation for RCS dust management.

» Advocate the use of guidance materials to promote the effective management of RCS dust in the asphalt pavement industry.

## Strategic Arenas

 <b>Industry Expertise</b>	 <b>Collective Impact</b>	 <b>Member Focused</b>	 <b>Future Orientated</b>	 <b>Credible</b>	 <b>Connecting</b>
✓		✓		✓	
✓				✓	
✓		✓		✓	
	✓	✓		✓	



## Health & Safety Actions

### Theme 3: Managing RCS, Silica and Emissions

■ Area of focus 2 - Supporting technical innovations and change that reduce environmental impacts to staff

» Implement a 'community of practice' to share the current and emerging technologies information for the wider audience to review and adopt.

» Development and implementation of a Dust Management Procedure for Roadwork Construction that adopts a HOC for dust management.

### Theme 4: Workplace mental health and wellness







■ Area of focus 1 – Workplace mental health issues facing the flexible pavements sector

» Work with AfPA Board to identify how the industry and industry peak body might address this issue.

» Understand the flexible pavements worker demographic / profile to understand whether this is an issue, the extent of the issue.

» Sponsor an expert-led discussion/presentation on viable levers that industry could pull to seek meaningful impacts.

## Strategic Arenas

 Industry Expertise	 Collective Impact	 Member Focused	 Future Orientated	 Credible	 Connecting
✓		✓		✓	✓
		✓			
		✓	✓		
		✓	✓		
		✓	✓		



# Sustainability Actions

## 2030 - Medium Term Goal

- AfPA members have ambitions to reduce Scope 1&2 emissions by 30% by 2030
  - » Use EPDs & the AfPA LCA Calculator for Asphalt to report on industry GHG emissions & energy.
  - » Adopting the AfPA Sustainability Framework for Asphalt (SF4A) to facilitate reporting and benchmarking of asphalt production.
  - » Increase the use of renewables to supplement virgin bitumen and aggregate requirements.
  - » Drive specification & contract changes to encourage uptake of carbon friendly products.

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# Sustainability Actions

## 2050 - Long Term Goal

- AfPA members have a vision to achieve net zero carbon emissions by 2050
  - » Utilising the ability to price and use carbon offsets.
  - » Rewarding resilience, durability & reduced variability in performance.
  - » Reduce temperatures in asphalt & sprayed seals operations and delivery.
  - » Valuing of carbon equivalent reductions in contracts.

## Strategic Arenas



**Industry  
Expertise**



**Collective  
Impact**



**Member  
Focused**



**Future  
Orientated**



**Credible**



**Connecting**

✓

✓

✓

✓  
✓  
✓  
✓









Diversity & Inclusion  
Actions

Attracting people into our  
industry

- » Develop and seek agreement from the AfPA Board to an 'AfPA Diversity and Inclusion Charter' as a senior leadership national commitment to recognise and support a diverse and inclusive workforce and lead best practice strategies essential to our workforce.
- » Develop and implement the 'AfPA Community and Engagement Strategy' that will provide a comprehensive communication plan and materials that explains the flexible pavement industry, career pathways and promotes the industry; identify key stakeholders to engage with, how and for what purpose; provide an overarching engagement strategy demonstrating the interfaces and consistent messaging between the AfPA Knowledge Exchange Program, AfPA Diversity and Inclusion Video Campaign, and AfPA Ambassador Program.
- » Develop and implement the 'AfPA National Knowledge Exchange Program' that seeks to engage with all people across all educational establishments (pre-schools, primary schools, secondary schools and tertiary education) to raise awareness and outline the benefits of encouraging young people to consider entering the flexible pavement industry.

Strategic Arenas

 Industry Expertise	 Collective Impact	 Member Focused	 Future Orientated	 Credible	 Connecting
	✓	✓			✓
	✓	✓	✓		✓
			✓		



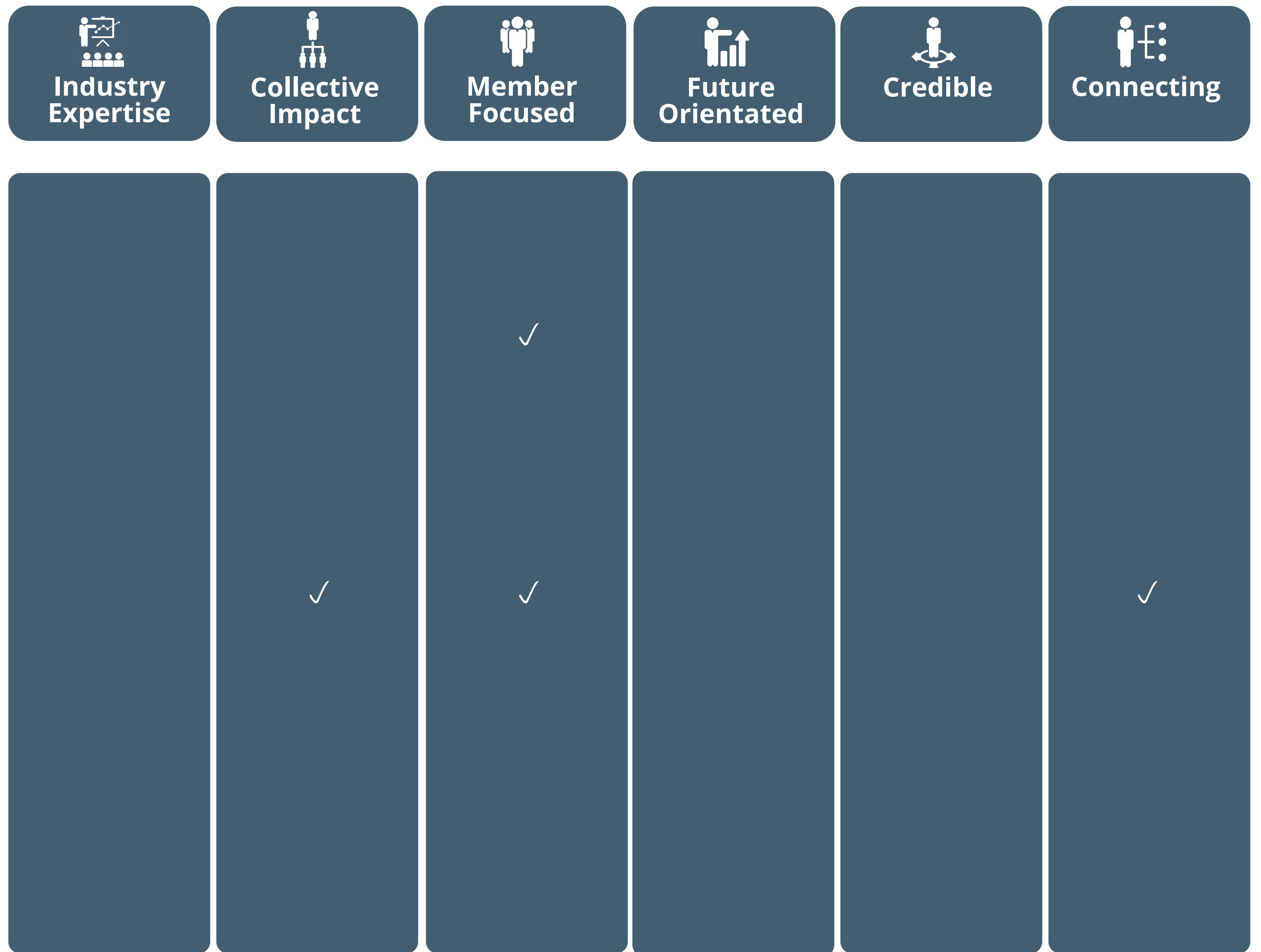
## Diversity & Inclusion Actions

## Attracting people into our industry

» Develop and implement the 'AfPA Diversity and Inclusion Video Campaign' to provide a visual and audio showcase the diverse backgrounds and their stories/journeys entering and working within the flexible pavement industry. This will demonstrate the different occupations and types of workspaces and career opportunities across Australia.

» Develop and implement the 'AfPA Ambassador Program' that identifies and showcases the industry and our leaders. Ambassadors will be nominated through the AfPA State and National Gala Awards Program, demonstrating the diversity in skills, experience and background of our industry, presenting at various forums to present on their roles, responsibilities, share stories and career journey's.

## Strategic Arenas





Diversity & Inclusion  
Actions

Strategies for recruiting  
people into our industry

» To work together with industry partners on recruitment material to ensure that they visually demonstrate the diversity of our workforce, include inclusive language to attract a diverse range of applicants, and the selection criteria are inclusive.







Strategies for retaining  
people in our industry

» Strengthen the ‘AfPA Leaders of Tomorrow Initiative’ (ALTI) attract and support young and emerging leaders. AfPA ALTI provides a forum for sharing knowledge, development and engagement of young professionals from across the flexible pavement industry.

» To develop and implement the ‘AfPA Diversity and Inclusion Mental Health and Wellness Program’ seeking to establish partnerships with support service providers to champion of mental health and wellbeing, as well as encouraging and supporting policies, strategies, and behaviours that promote positive mental health and wellbeing across the industry.

» To establish the ‘AfPA Data Industry Portal’ to provide an evidence base of the industry workforce demographic profile that will assist in better understanding the industry and targeting approaches to ensure a consistent diversity of workers across all occupations.

Strategic Arenas

 Industry Expertise	 Collective Impact	 Member Focused	 Future Orientated	 Credible	 Connecting
✓			✓	✓	
			✓		✓
		✓			
				✓	



# Diversity & Inclusion Actions

Strategies for developing  
the career of people in our  
industry

» Introduce senior leadership  
programs, coaching programs,  
buddy/mentoring opportunities and  
training to help build skills, networking,  
relationships to ensure knowledge  
exchange throughout our industry.

## Strategic Arenas



**Industry  
Expertise**



**Collective  
Impact**



**Member  
Focused**



**Future  
Orientated**



**Credible**



**Connecting**

✓

✓

✓



## Technology & Leadership Actions

- » Ensure all national AfPA specifications and work tips are up to date with best practice.
- » Partner with national research bodies to drive technological change for the benefit of all AfPA members.
- » Shift industry to utilise new technologies.
- » Benchmark Australian engineering and construction practice against international leaders.

## Strategic Arenas



**Industry Expertise**



**Collective Impact**




**Member Focused**



**Future Orientated**



**Credible**



**Connecting**

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