



**AUSTRALIAN ASPHALT  
PAVEMENT ASSOCIATION**

**SAFE  
SUSTAINABLE  
PROFESSIONAL**

Knowledge in the delivery  
of safe, reliable and quality  
roads.

**STRATEGIC PLAN 2018 - 2020**



# DEFINITIONS

Australian Asphalt Pavements Association (AAPA)	AAPA is the industry body representing all parts of the Australian bituminous flexible pavement sector.
AAPA Members	AAPA membership is open to professional practitioners organisations who support the sector and are passionate and committed to the advancement of the use and reuse of bituminous pavement products.
Sector	The industry plus road owners (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 pavement materials that utilise bituminous products.

**national technical LEADERSHIP**



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# MESSAGE FROM THE CHAIR

Over the life of this Strategy in 2019, the Australian Asphalt Pavement Association (AAPA) celebrates 50 years of representing our industry, providing leadership through professionalism, honesty and integrity.

Moving forward this Strategy builds on the strength of AAPA and the success of the last Strategic Plan 2014-17. The strategic objectives / pillars are maintained with a continued commitment to driving safety outcomes, delivering sustainable solutions and providing technology leadership. However, a greater emphasis is placed on establishing stronger relationships with key stakeholders, to deliver greater outcomes for our broad base of AAPA members and stakeholders.

AAPA operates in the interests of all its members in delivering thought leadership towards excellent pavement construction solutions. It is a forum where fierce market competitors can set aside commercial interests to provide better industry outcomes for Australia that are in the community interest.

AAPA has a strong history of leading change through technical excellence and transferring best industry practice knowledge, this will be maintained.

This strategy also focuses on the inclusion and connectivity of our people and their development through our AAPA community.

AAPA is only as strong as the members commitment to it and I thank you all for enabling the many outcomes achieved to date. However, the journey is not over and I call for a continued commitment and engagement to jointly set the future of our industry.



A handwritten signature in black ink, appearing to read 'Rob McGuire'.

**Rob McGuire**  
AAPA Chairman

**promoting a diverse WORKFORCE**



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# MESSAGE FROM THE CEO

We currently live in a rapidly changing world where the expectations of the next generation are quite different to the last. There is a growing national need for industry to work in collaboration with Government to make a better tomorrow for Australia. This Strategic Plan targets a foreseeable future where:



- Our people are safe and go home after a day at work. AAPA will lead, work with all members and others to continuously improve road worker safety, striving for a zero harm future.
- Rapidly changing technology in our industry is embraced to deliver safer work environments, technology ready pavements and longer lasting Australian roads.
- Our capable industry continues to work with government to provide solutions to the growing challenge of funding Australia's essential infrastructure.
- Industry continues to deliver the most sustainable roads through recycling and new pavement technology.

The delivery of this Strategic Plan demonstrates the professionalism and integrity of AAPA and its members who link communities through reliable, safe and sustainable roads.

A handwritten signature in black ink, appearing to read 'Carlos Rial', written over a thin horizontal line.

**Carlos Rial**  
Chief Executive Officer

**driving sustainable OUTCOMES**



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# STRATEGIC PLAN 2018—2020

## PURPOSE

To represent the bituminous pavements sector, delivering a sustainable industry.

## VISION

- To support industry to be safe, innovative and adaptive to change
- To provide a national platform for sustainable growth
- To lead the nationally harmonised implementation of industry best practice.

## VALUES

- Professionalism
- Honesty
- Integrity
- Collaborative

# STRATEGIC OBJECTIVES

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

## SUSTAINABILITY

Promote the sustainability of the industry through:

- Best **environmental** management practices
- **Economic** development of industry and regional communities
- A focus on **our people**.

## COLLABORATION & PARTNERSHIPS

Advance our industry reputation as leading, mature and trustworthy, partnering with key stakeholders to drive best industry practice outcomes for Australia.

## KNOWLEDGE

Imparting national and international knowledge throughout Australia covering:

- Construction practices
- Engineering solutions
- Safety outcomes, and
- Industry training.

## TECHNOLOGY

In bituminous flexible pavement engineering practice:

- nationally harmonise engineering practice, and
- unlock the potential of industry innovation.



# STRATEGIC ACTIONS

## SAFETY

- Establish a national benchmark on roadworker safety performance, with a KPI for continuous improvement annually – demonstrating a shift towards a zero harm future.
- Establish a National Safety Committee inclusive of key stakeholders.
- Advocate to key regulatory bodies nationally the separation of road users and road workers as the first option on worksites, wherever possible.
- AAPA establish a forum for all members to receive key industry safety alerts and learnings.
- AAPA to develop competency based safety training courses for the use of the members.
- Facilitate the introduction of best international practice and technology relating to safety in Australia.
- Utilise established prequalification systems for support industries.
- Operational risks 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

- Establish an AAPA National Sustainability Committee inclusive of key stakeholders
- Advocate to and work in partnership with relevant sustainability regulators to ensure:
  - industry related issues are proactively identified and resolved collaboratively, and
  - the sustainability benefits of our industry practice are recognised.
- Encourage the efficient use of available resources & promote the increased use of sustainable products.
- Establish a KPI for the continuous increase in use of sustainable products (such as RAP) and celebrate success.
- Benchmark Australian sustainability practice internationally and be the thought leader for the bituminous flexible pavements industry and its implementation.
- Facilitate the introduction of best international practice and technology relating to sustainability to Australia.
- Establish an AAPA Research and Development fund to drive sustainable pavement solutions and maintain an industry competitive advantage.
- Identify and remove barriers to the implementation of innovation.
- Promote and deliver the new Austroads Pavement Design Guideline, including the perpetual pavements model.

a zero harm **FUTURE**



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## SUSTAINABILITY | *ECONOMIC*

Partner with key road asset owners to plan and commit longer term forward funding.

Facilitate the removal of barriers to innovation that improve the affordability of sustainable pavement solutions.

Market and promote a strong AAPA brand as the recognised industry leader.

## SUSTAINABILITY | *OUR PEOPLE*

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

## TECHNOLOGY

- Embrace disruption and promote the adoption of the latest improved design procedures for bituminous flexible pavements.
- Drive national harmonisation of specifications, through the adoption of the AAPA National Model Specification in Asphalt and Spray Seal Technology.
- Research & Development:
  - actively partner, participate and lead work with national pavements research programs
  - establish with members an AAPA research and development fund.
- Represent and lead industry in technical direction at national and international forums.
- Drive an AAPA continuous improvement culture that demonstrates members commitment to best engineering practice.
- Enhance opportunities for members to implement innovative products and processes in pavement engineering applications.
- Uphold the technical standard and reputation of the bituminous flexible pavements industry.
- 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.

**continually IMPROVING**



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## COLLABORATIONS 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 bituminous products.
- Establish regular and effective communication to all members highlighting the advancements and outcomes that the association is achieving.
  - every State Road Authority in Australia
  - every local government association and/or IPWEA.
- Partner with kindred associations to align common goals and actions, complimenting each parties strengths.
- Benchmark member satisfaction annually to focus AAPA's drive for continual improvement.
- Increase Australia wide local government membership and engagement.
- Promote positive testimonials of members who advocate the benefits of being part of AAPA.

## KNOWLEDGE

- Share national and bring international knowledge across Australia relating to best:
  - Construction and manufacturing practice
  - Contractual practices
  - Engineering
  - Use of digital technology
  - Sustainability, and
  - Safety.
- Transfer knowledge across industry through:
  - Training
  - Effective communication and events, and
  - Stakeholder Management.
- Expand the training platform provided by the Road Worker Training Centre.
- Modernise AAPA course offerings and increase flexible delivery options to increase outreach.
- AAPA 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 Training Organisations, that provide higher education and recognise the qualifications gained through AAPA.
- Provide member access to an AAPA international knowledge base.
- Provide a platform for professional development skills gained to be recognised across industry.

## investing in our PEOPLE



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