



Strategic Plan 2025 – 2028

From the President

It is with great pride that I introduce Consult Australia's Strategic Plan for 2025–2028. This plan charts a confident course for our future, built on the strength of our history and guided by the needs of our members and the challenges facing our industry.

Our strategy is anchored in three key foundations: Maintain, Enhance, and Innovate. These pillars reflect a balanced approach: preserving the value we already deliver, building on our unique position as the sole voice for consulting businesses in the built environment and natural environments, and embracing opportunities that will shape the next phase of our evolution. We are focused on bold, high-impact advocacy that drives real change. We will continue to amplify our collective voice, foster meaningful partnerships, and champion consulting excellence.

Our aim is to ensure Consult Australia remains a trusted, future-focused association that delivers relevance, influence, and enduring value.

Thank you to our members for your continued engagement and support. I look forward to working together as we bring this plan to life and strengthen our industry's contribution to Australia's infrastructure, economy, and communities.



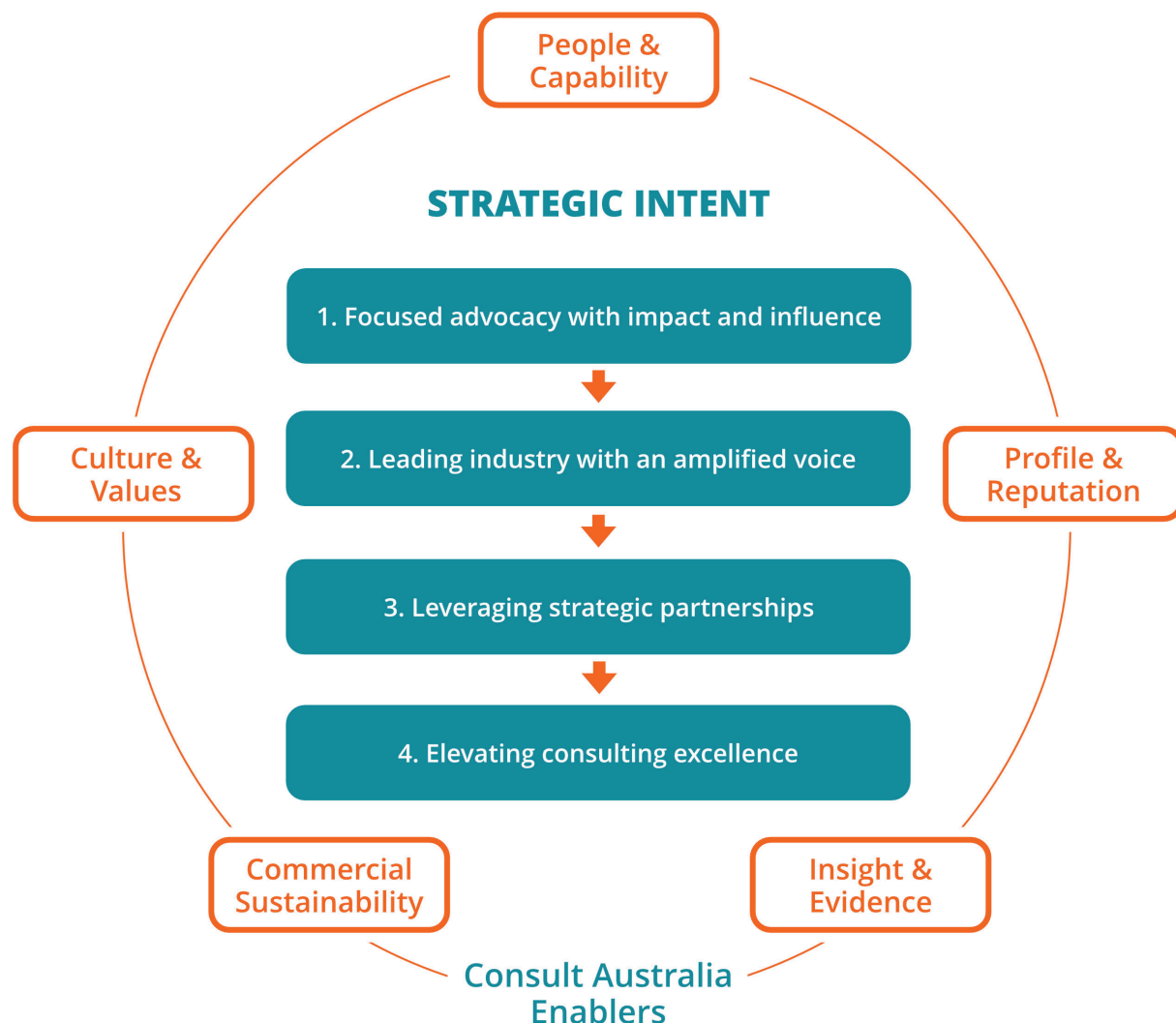
Natalie Muir
President
Consult Australia

Strategic Plan 2025-28

Maintain, Enhance, Innovate

The 2025–2028 Plan is anchored around three strategic foundations:

- **Maintain:** preserving the strengths of Consult Australia's existing business model, which continues to deliver strong member value.
- **Enhance:** evolving and expanding current services to increase relevance and realise multiplier benefits, particularly through strategic partnerships and opportunities to leverage our unique leadership position as the sole voice for the industry.
- **Innovate:** exploring opportunities to position Consult Australia as a recognised provider of professional education and consulting excellence. This includes testing new models and partnerships that align with emerging market needs, and that will support longer term commercial sustainability.





1. FOCUSED ADVOCACY WITH IMPACT & INFLUENCE

OBJECTIVE: Bold, high-impact advocacy that drives real industry change

Key Actions

- Strategic advocacy review to maximise influence, impact and member value
- Implementation and communication of advocacy strategy and wins

Performance Measures

- Policy wins aligned with and communicated back to members
- Stakeholder perception of Consult Australia as a trusted advocate
- Engagement with government, regulators, and decision-makers



2. INDUSTRY LEADERSHIP

OBJECTIVE: Amplify the collective voice of our industry to share insights, shape solutions, and lead with evidence, credibility, and purpose

Key Actions

- Enabling peer-to-peer networks and knowledge-sharing to drive innovation, create eminence, and solve industry challenges
- Leveraging the intellectual property, innovation, and insight generated by our member firms: Positioning Consult Australia as the industry's knowledge gateway.
- Using member-driven data, benchmarking, and market intelligence to influence policy and support advocacy with authority and evidence.

Performance Measures

- Perception of Consult Australia as a thought leader
- Reach and uptake of research and insights through communications
- Member participation in peer committees, roundtables and forums



3. STRATEGIC PARTNERSHIPS

OBJECTIVE: Leveraging external partnerships to support members and drive industry outcomes

Key Actions

- Mapping shared objectives and communicating the value of our external strategic partnerships for our advocacy and members
- Informing members to support them to navigate industry transformation
- Focusing on outcome-driven collaboration

Performance Measures

- New or deepened partnerships with aligned organisations
- Increased collaboration projects and co-branded initiatives
- Stakeholder recognition of Consult Australia's partnership value



4. ELEVATING CONSULTING EXCELLENCE

OBJECTIVE: Establish Consult Australia as a champion for consulting excellence, enhancing the professionalism, recognition, and influence of the industry.

Key Actions

- Establish an industry-recognised, voluntary framework to support good consulting – flexible and focused on building capability towards excellence.
- Identify the business case for Consult Australia to elevate consulting excellence as part of an enhanced professional education program

Performance Measures

- Voluntary framework supporting 'good consulting' developed and endorsed by industry
- Business case for enhanced education program delivered and supported
- Delivery and uptake of professional education offerings

Consult Australia Enablers

Strengthening the Foundations

ENABLERS	DESCRIPTION
People & Capability	Investing in the skills, leadership, and culture of our team, and our systems to deliver with impact. We empower our people—staff, volunteers, and members—by building capability, fostering collaboration, and supporting professional growth.
Profile & Reputation	Strengthening our voice and presence to lead on behalf of the built environment sector. We amplify our influence through strategic communication, brand clarity, and trusted relationships.
Insight & Evidence	Using data and intelligence to inform our advocacy and guide internal decisions. We ground our work in robust analysis, member insights, and market trends.
Commercial Sustainability	Securing our financial future through strategic business planning and diversified income. We pursue a resilient business model that supports innovation and long-term value.
Culture & Values	Embedding our shared values in how we work, lead, and engage. Our values guide behaviors, strengthen culture, and build trust inside and out.

Performance Dashboard

Key Performance Measures

STRATEGIC PILLAR	KEY PERFORMANCE MEASURES
1. Focused Advocacy with Impact and Influence	• Policy wins aligned with and communicated back to members • Trusted advocate perception • Stakeholder engagement growth
2. Industry Leadership with an Amplified Voice	• Perception of Consult Australia as a thought leader • Reach and uptake of research and insights • Member participation in peer committees, roundtables, and forums
3. Strategic Partnerships	• New or deepened partnerships formed • Joint initiatives delivered • Recognition of partnership value
4. Elevating Consulting Excellence	• Voluntary framework to support good consulting developed and endorsed by industry • Business case for enhanced education delivered • Delivery and uptake of education offerings
Cross-Plan Measures (apply to all pillars)	• Membership retention and growth • Revenue growth from strategic initiatives • Positive stakeholder reputation

2025-28 STRATEGIC PLAN



Vision

A respected, thriving consulting industry that drives innovation, sustainability, and prosperity for Australia.

Mission

We lead impactful advocacy, amplify the industry's voice, forge strategic partnerships and foster consulting excellence delivering better outcomes for clients and our communities.

Impact

We champion consulting excellence and industry influence to shape a stronger, more sustainable Australia.



Objectives

Bold, high-impact advocacy that drives real industry change	Amplify the collective voice of our industry to share insights, shape solutions, and lead with evidence, credibility, and purpose	Leveraging partnerships to support members and drive industry outcomes	Bold, high-impact advocacy that Establish Consult Australia as a champion for consulting excellence, enhancing the professionalism, recognition, and influence of the industry.
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Pillar Performance Measures

- Policy wins aligned with and communicated back to members - Stakeholder perception of Consult Australia as a trusted advocate - Engagement with government, regulators, & decision-makers	- Perception of Consult Australia as a thought leader - Reach and uptake of research and insights through communications - Member participation in peer committees, roundtables & forums	- New or deepened partnerships with aligned organisations - Increased collaboration projects and co-branded initiatives - Stakeholder recognition of Consult Australia's partnership value	- Voluntary framework to support good consulting developed and endorsed by industry - Business case for enhanced education program delivered and supported - Delivery and uptake of professional education offerings
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Enablers

People & Capability	Profile & Reputation	Insight & Evidence	Culture & Values	Commercial Sustainability
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Cross-Plan Performance Measures

Membership retention & growth	Revenue growth from strategic initiatives	Positive stakeholder reputation
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We acknowledge the Traditional Custodians of the land on which we work and live which includes the lands of the Gadigal, Kuarna, Kulin, Turrbal and Wurundjeri people.

We pay our respect to Elders: past and present.