



Association of Consulting Architects

The Business of Architecture

Strategic Plan 2024 - 2027

Acknowledgement of Country

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country and their continuing connection to the land.

We also pay our respect to their Elders past and present.



ACA REPRESENTS EMPLOYERS INDUSTRIAL RELATIONS THE BUSINESS OF ARCHITECTURE

About ACA

The Association of Consulting Architects (ACA) leads the discussion on business matters in architecture in Australia. The association is a registered employer body under the Fair Work Commission, representing architectural employers. The ACA was founded in 1987 as the national peak body representing the interests of employers in industrial matters, including workplace conditions and Award negotiations.

This remains the basis of ACA's charter, with oversight by the IR Subcommittee. In addition, the association has a responsibility to positively influence practice management in architecture and to engage in the wider industry. As a result, the ACA now addresses the "business of architecture" more broadly, with industrial relations remaining as a vital core of ACA activity. The ACA helps architectural firms navigate the changing world of practice by providing regular advice and information on business and employment matters, by promoting awareness of and discussion about business issues, and by advocating for better business practices and legislative frameworks.

Through this leadership, support and advocacy, the ACA helps to ensure the long-term health and viability of the profession, and thereby supports the important contribution that architecture makes to our cities, environments, communities and cultures. The ACA has branches covering all states and territories in Australia. Activities, initiatives and advocacy are framed by the Strategic Plan and national co-operation is facilitated by the National Executive Committee.

ACA members cover the spectrum of practice sizes – from sole practitioners to large practices – and include a range of business types, from individuals to partnerships and companies.

Strategic Plan

The ACA Strategic Plan 2024 – 2027 sets out a refreshed vision, mission and strategy for the Association of Consulting Architects over the next three years.

It builds on the 2018 – 2023 Strategic Plan, guiding the development of the ACA in the years ahead. It will help ensure that the ACA remains relevant to members and engaged in broad business conversations well into the future.

We welcome feedback from members and look forward to expanding the influence and capability of the ACA further.

We thank our dedicated Committees for their commitment and tireless efforts in supporting Australian architectural practices and the profession.

John Held
National President

Angelina Pillai
CEO



ACA STRATEGIC PILLARS

**1.
MEMBERSHIP
ENGAGEMENT,
GROWTH +
DIVERSITY**

**2.
MARKET/
MEMBER
SEGMENTATION**

**3.
PRODUCTS +
SERVICES GAP
ANALYSIS**

**4.
THOUGHT
LEADERSHIP +
ADVOCACY**

**5.
COMMS +
MARKETING**



**6.
PARTNERSHIPS**

**7.
OPERATIONAL
PLAN**

ACA STRATEGIC PILLARS BROKEN DOWN

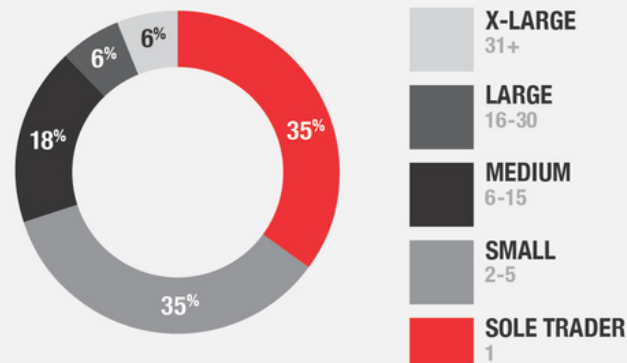
1. MEMBERSHIP ENGAGEMENT, GROWTH + DIVERSITY

ACA is the 'go-to' place
for business of
architecture support

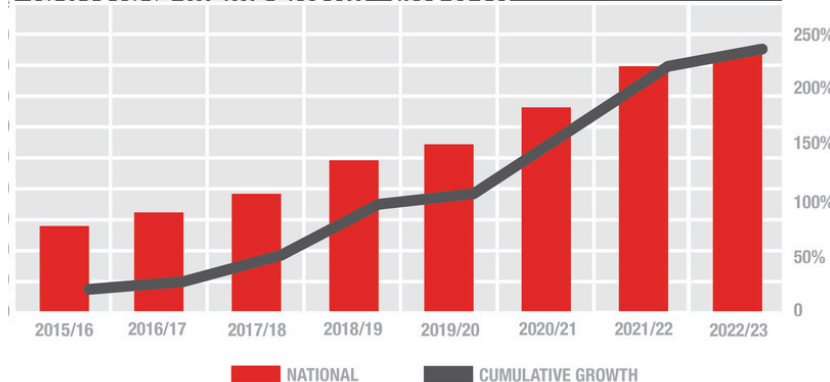
Practices of all scales
see ACA benefits

Build and diversify
membership base

MEMBER PRACTICE SIZE



NATIONAL MEMBERSHIP GROWTH



TOTAL NUMBERS

STATE/BRANCH	MEMBERS	STAFF
NSW	270	2175
ACT	16	188
NSW/ACT	286	2363
QLD	151	1258
NT	11	33
QLD/NT	162	1291
SA	78	750
VIC	208	2126
TAS	22	90
VIC/TAS	230	2216
WA	94	677
National	4	4
GRAND TOTAL	854	7301

Membership at 30 June 2025

2. MARKET/MEMBER SEGMENTATION

**Clear understanding of market
and member segments**

**Address specific
phases of practice
and professional need**

**Develop content, resources
and advice for those segments**

ACA Advisory Service

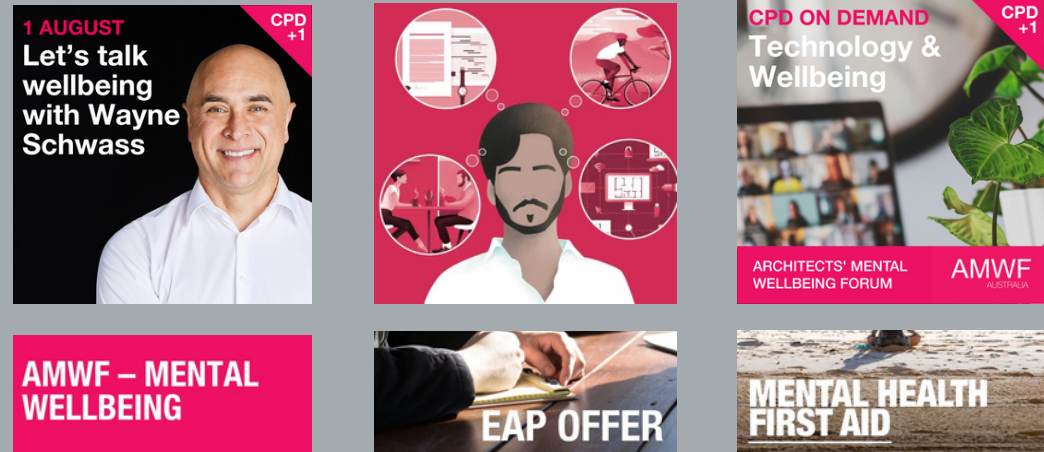


ACA Initiatives

Business of Small Practice (BoSP)



Architects' Mental Wellbeing Forum (AMWF)



Equity in Practice



Regional + Remote Practice



First Nations + Connecting with Country

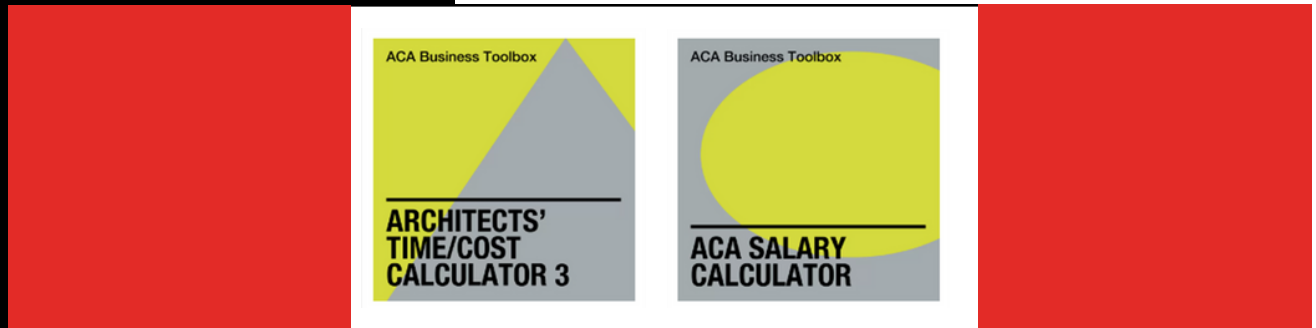
3. PRODUCTS + SERVICES GAP ANALYSIS

Identify and address
gaps in resources,
knowledge base
and tools

Create dynamic
content from our
digital platforms

Develop new and
improved business
toolbox resources

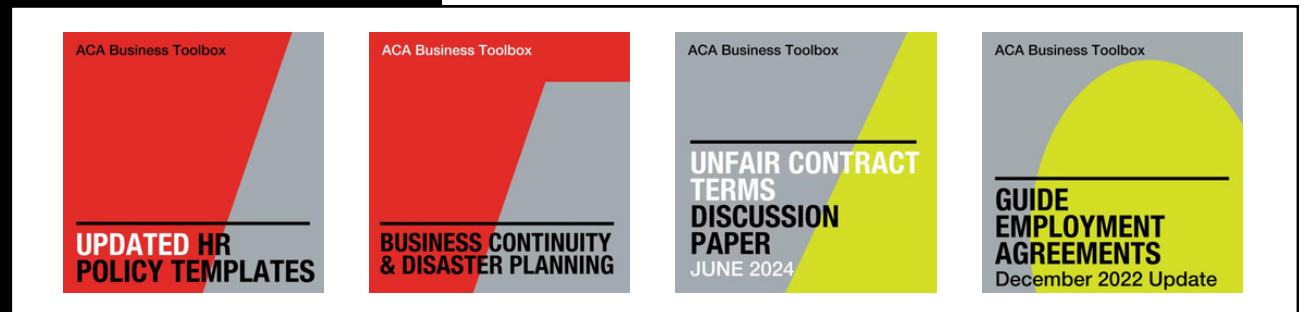
ACA Tools



ACA Contracts



ACA Templates



Industrial Relations

**AWARD PAY
RATES 2023**
MODERN AWARD
PAY RATES TO
RISE 5.75% FROM
1 JULY

Tom Earls

Award Pay Rates
2024 Update

**MINIMUM WAGE
TO RISE 3.75%
FROM 1 JULY 2024**

IR UPDATE

**PARLIAMENT
PASSES FAIR WORK
AMENDMENT ACT**

IR UPDATE

**PART 1 – CLOSING
LOOPHOLES
LEGISLATION
WHAT IT MEANS
FOR EMPLOYERS**

**CLOSING
LOOPHOLES
TIMELINE AND
ACTIONS
REQUIRED**

Catalina Consultants

Know your Award

**ARCHITECTS AWARD
AND OTHER
RELEVANT AWARDS
2024 UPDATE**

IR UPDATE

**WORKPLACE
SEXUAL
HARASSMENT –
ACA RESOURCES**

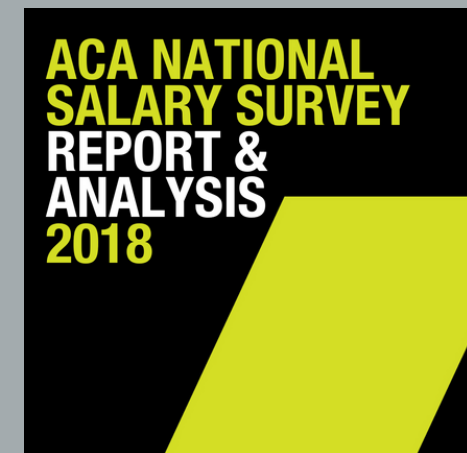
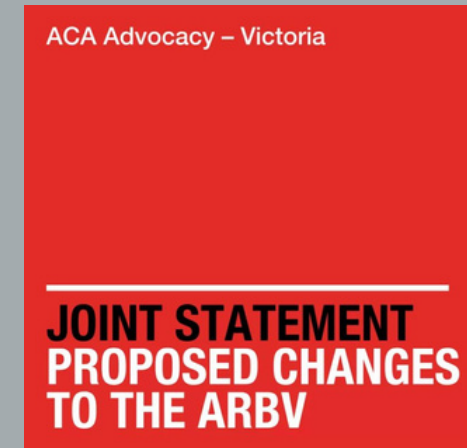
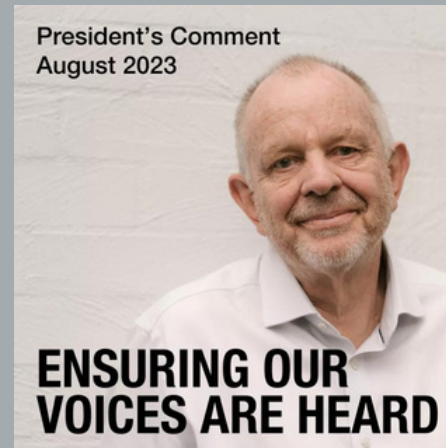
4. THOUGHT LEADERSHIP + ADVOCACY

Advocate for the
profession on behalf
of our members – IR!

Strategic relationships
with State and Federal
Governments

Create thought
leadership content

Research



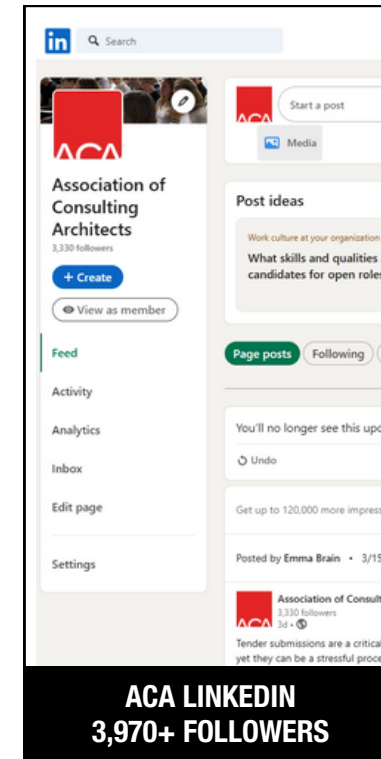
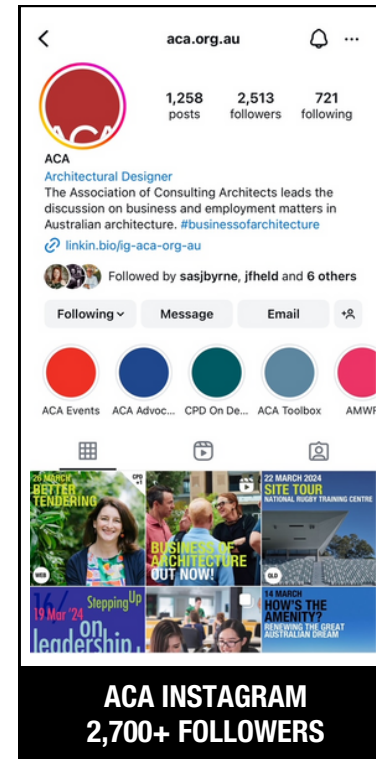
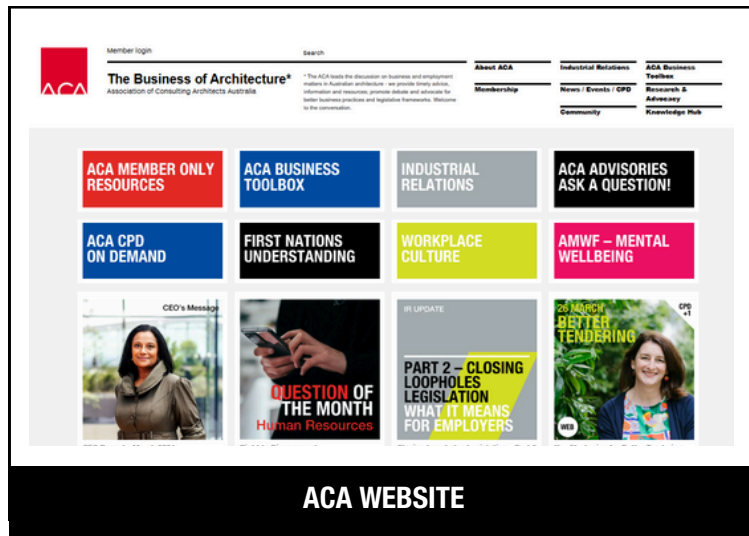
5. COMMUNICATIONS + MARKETING

Build on the effectiveness
of our communications

Improve website traffic

Enhance social media presence

Targeted email communications



Newsletters + eDMs **5K+ Subscribers**

6. PARTNERSHIPS

Engage paying sponsors

**Planned
cover** risk
solutions



Deltek.



NATSPEC Construction
Information

Strengthen our alliances with
complementary organisations



beaton



(niche:)



ARCHITEAM

CHAMPIONS OF CHANGE ARCHITECTURE

REGIONAL ARCHITECTURE ASSOCIATION



7. OPERATIONAL PLAN

Enhance support systems
for the operational and
development requirements

Provide clear leadership
and appropriate resources
at both national and
branch level

**WHAT DOES
THE NEXT
3 YEARS
LOOK LIKE?**



**REGIONALS
WELLBEING
ADVOCACY
RESEARCH
RAP
PR
WEBSITE
UNI-ENGAGEMENT
SEGMENTATION**



WHAT ARE OUR PRIORITIES FOR THE NEXT THREE YEARS?

1. Regional Practice Strategy
2. National BoSP
3. Wellbeing of Architects
4. University Engagement Strategy
5. ACA Reconciliation Action Plan
6. Public Relations and Advocacy
7. Research
8. Market segmentation
9. Review ACA Website
10. Ongoing Member Representation



B-A-U
Industrial Relations
Partner Management
Online & F2F/CPD Events
Business Toolbox
Advocacy + Marcomms

PRIORITIES BROKEN DOWN

1. Regional Practice Strategy

Purpose

Connect: To connect architectural practices in diverse geographical areas across Australia.

Research: Research current issues, challenges and opportunities of running a regional practice.

Celebrate: Celebrate regional architectural practice and identify value.

Service: Identify and arrange appropriate member events, CPD, networking and education opportunities.

Collaborate: Explore collaboration opportunities with like organisations for a stronger, more cohesive voice.

Advocate: Develop a robust media, PR and advocacy presence to raise the profile of regional architects; and be a reliable commentator for regional issues.

2. National BoSP

The Business of Small Practice (BoSP) forum is an initiative of the WA Committee of the ACA. It brings together architects to share insights about the 'behind the scenes' functions of practice from workplace experiences, growing pains and advice on small practice. We have successfully run BoSPs in WA, SA, QLD, NSW and VIC, and our plan is to extend the BoSP forum to all States and Territories in the coming years.



3. Wellbeing

ACA has been championing the wellbeing of architects initiative since 2019 through the establishment of the Australian Architects Mental Wellbeing Forum, the launch of the AMWF Toolkit, contributing as a key industry partner on the national ARC-funded Wellbeing of Architects Research Project, and offering the Employee Assistance Program for ACA members. Our plan is to continue prioritising the health and mental wellbeing of this profession not just for today, but for future generations.

4. University Engagement Strategy

Purpose

Engage: To connect with the University sector and promote the value of architectural practice and business to university students.

Access: Identify and arrange appropriate access to ACA tools, resources and content.

Network: Run relevant events and networking forums for students to connect with employers.

Research: Support relevant and applicable university research efforts linked to the business of architecture.

Membership: Explore the inclusion of a membership-type (eg: Affiliate level) for full-time university students.

Partnerships: Identify meaningful ways to extend ACA's strategic partnership with the Association of Architecture Schools of Australasia (AASA).

5. ACA Reconciliation Action Plan

The ACA is immensely proud to have our first Reconciliation Action Plan endorsed by Reconciliation Australia. Our RAP sets out a vision for a more equitable profession and places reconciliation at the heart of what we do, with three primary aims:

1. Promote the benefits of reconciliation within our membership;
2. Strengthen our understanding of First Nations culture within our membership;
3. Create opportunities for further engagement and employment of First Nations people within our membership.

We will continue our important work in improving diversity and inclusion within the profession. We want to be part of a profession in which First Nations students view architecture as a viable and rewarding career path. The RAP is our pathway to this.

6. Public Relations and Advocacy

The ACA continues to gain its relevance, voice and standing as an employer body representing the interests of architectural practices in Australia. It is imperative that the ACA continues to produce high quality, accurate and influential public statements and advocacy efforts, based on expert commentary, to external audiences and government. At the ACA, we have developed a multi-phased approach and appointed a Coordinator to oversee these operations.

7. Research

Research matters. Reliable data, rigorously analysed, is fundamental to advocacy and future planning. The ACA conducts regular surveys, such as our Pulse Checks and Annual Salary Survey, to build longitudinal data and inform our ongoing work. The ACA also partners with other organisations and academic researchers on larger national projects, such as the Wellbeing of Architects Research Project, the Next-Gen Architectural Manufacturing Research Centre and the Parlour Census Report.

8. Member Segmentation

Develop a clear understanding of the market segmentation of our membership and the architectural profession, enabling us to design and produce resources and tools that are targeted to the specific phases of practice and professional life.

9. Review the ACA Website

With the growing amount of content that ACA produces, we will need to review our main channel to market, our website, to ensure it is fit for purpose, engaging and dynamic, conveying a clear message about what the ACA is, and what it offers. Our current website has served its purpose well; however, with exponential developments in website technology and functionalities, the ACA needs to undertake a complete review of its website to ensure it meets the demands of an evolving, vibrant and multi-faceted association.

10. Ongoing Member Representation

The ACA shall continue in its role as the Employer Respondent for the Architects Award to Fair Work Australia and the go-to place for the Business of Architecture. We will connect with our members and the profession at large to ensure we listen, learn and represent your needs.

**THE CRITICAL
MANTRA OF
THE ACA IS TO
BE 'RELEVANT,
RESPONSIVE
AND RELIABLE'**

