



Australian Land
Conservation Alliance

A future where nature and people thrive

2030 Strategy

The Australian Land Conservation Alliance (ALCA) is proud to present our renewed 2030 Strategy. It is our roadmap for transforming how Australia protects, stewards and restores nature in this defining decade for people and planet.

Across the country, people, communities and businesses are reimagining how we live with, depend on, and care for the natural world. Together, we are entering a new era, where caring for nature is not just an environmental necessity but a foundation for a strong, future-ready economy.

This Strategy reaffirms our commitment to lead and collaborate across key enablers of change: sector development, policy and regulation, investment, and valuing nature — so that conservation on private and non-government managed lands is recognised as essential national infrastructure for Australia’s prosperity and resilience.



Acknowledgement of Country

ALCA recognises and respects the deep and enduring relationship that Australia’s First Nations peoples have with land, sea and water. Their knowledge and connection, built over tens of thousands of years offers profound lessons for how we care for Country today. We recognise that for First Nations peoples, nature and culture are inextricably linked. We honour their leadership and right to self-determination in managing Country.

ALCA and our members share in the understanding that in our journey of partnership and reconciliation, it is a priority to build trusting relationships and collaborations, and we have much work to do together. Through our strategy, expanding membership, and organisational governance, ALCA continues to strengthen our engagement and work with First Nations peoples in caring for Country. We seek to be informed about the ways that First Nations-led groups might want to further engage with ALCA and we will continue to build around that. With our members and partners, we are committed to courageous conversations and collectively building our cultural intelligence for the work we do together.



Cover image by Annette Ruzicka

Page 2 image by Biodiversity Legacy

Page 3 images by (from top): Dominic Jeanmarie; Jarrod Boord/The Nature Conservancy Australia; Brad Leue/Australian Wildlife Conservancy

Who we are

At the Australian Land Conservation Alliance, we work towards a future where nature thrives Australia-wide, cared for by empowered people and resilient communities.

We are the national peak body for nature conservation: our purpose is to scale the protection, management and restoration of nature. Independent, and non-partisan, we unite those actively caring for the lands and waters that sustain life, amplifying their collective voice and shaping the conditions that make their work powerful and enduring.



Why we exist

Australia's long-term health, prosperity and resilience depend on the condition of our natural world.

Yet nature is in crisis. Climate change, habitat loss, invasive species, pollution, and unsustainable resource use are pushing ecosystems to tipping points. Delayed systemic action and chronic underinvestment compound the challenge, leaving nature vulnerable and communities exposed.

It doesn't have to be this way. Across Australia, people are stepping up in record numbers. Landholders, communities, organisations; doers, changemakers, trailblazers. Together, they are regenerating landscapes, protecting wildlife, revitalising catchments, advancing environmental markets, and caring for Country in ways that build lasting ecological, social, cultural and economic value.

Our sector can move quickly, respond to local needs, and trial innovative solutions in ways that government cannot. With 60% of Australia's land under private or non-government management (and home to half our threatened species) protecting, managing and restoring nature in these areas is essential.

ALCA is the national voice for this work, and exists to ensure that it is valued, supported, and scaled to meet the challenge.

What we do

As a peak body, ALCA is both representative and catalytic, advancing nature conservation and safeguarding the biodiversity and ecosystems that sustain life, now, and for future generations.

We advocate for systems change, break down barriers to investment and participation, and align efforts across sectors to drive real outcomes for nature and people. We champion enduring and effective land stewardship in policy, funding and public discourse.

We unite farmers, Traditional Owners, conservation organisations, business, and philanthropists who are taking bold, practical action for the future. Together, we shape policy, develop shared standards and unlock finance to accelerate conservation at scale, and coordinate strategically to advance a powerful conservation agenda.

Our growing Alliance reflects the diversity and ingenuity of the sector, which spans tenures, sectors and regions. Across cultural estates, productive land, community-managed areas and conservation reserves; and from desert expanses and tropical rainforests, to fertile plains and urban green belts, we connect ideas with influence, and people with purpose, to turn ambition into action.

Together, we are a growing force for nature.

Our values

ALCA's values shape our organisation's identity and guide the way we work.



Collaborative:

We enable collective impact by bringing people together



Inclusive:

We value diversity in conservation, and respect First Nations culture and knowledge



Trusted:

We act with and build relationships upon respect and integrity



Dynamic:

We drive action through ambition and enquiry



Enduring:

We focus on delivering long-term impact

Our approach

ALCA drives enduring, scalable conservation by influencing the policies, partnerships and investments that shape Australia's future. Our work:

- recognises First Nations leadership and knowledge, which is grounded in deep relationships with Country.
- advances long-term protection, restoration and regenerative practices across biodiversity-rich ecosystems, culturally significant landscapes, and farmland.
- strengthens community-led conservation, ensuring the needs, knowledge, priorities and participation of local people drive decisions and outcomes.
- catalyses investment, innovation and collaboration to build resilience in the face of climate and economic uncertainty.
- connects purpose with policy, practice with investment, and people with place, because nature is the foundation of thriving societies and sustainable economies.

Our strength lies in both responding to today's realities and shaping tomorrow's possibilities.

Our members

ALCA members are organisations actively protecting, managing and restoring nature on private and non-government-managed lands. They include environmental not-for-profit conservation and for-purpose environmental organisations, First Nations-led organisations, landcare networks, and natural resource management bodies.

Specialisation spans species recovery, conservation covenanting, fire management, Indigenous land management and traditional ecological knowledge, land restoration, regenerative and sustainable agriculture, climate adaptation, nature-based solutions, and applied research and ecology among other things.

ALCA members share a deep commitment to care for Australia's unique biodiversity, and have the expertise and relationships to make it happen on the ground.

ALCA members at the time of publication:



NSW Biodiversity Conservation Trust



SOUTH ENDEAVOUR TRUST



Message from the Chair and CEO

This Strategy update builds on ALCA's inaugural 2030 Strategy, launched in 2022. It reflects the evolution of our organisation and sets our direction for the next three years.

In preparing this Strategy our members told us clearly: our work has never been more important. Now is the time to be bold and ambitious.



Where we've come from

ALCA has been steadfast in strengthening our sector, and together, we have made significant strides. Across Australia, people, organisations, and communities have stepped up to protect, steward, and restore nature. To support this, ALCA has strengthened its coordinating power, grown a connected membership, and established itself as a trusted voice to government, philanthropy, the private sector, and for the broader conservation community.

Our collective efforts have helped advance enabling conditions for conservation and restoration. This has included rough better policies and laws, greater awareness of natural capital, market mechanisms, and stronger recognition of how land conservation supports Australia's nature and climate targets and underpins our productivity and economy.

It is incumbent on all of us to ensure our work is inclusive, equitable, and grounded in respect for First Nations leadership and care for Country.

With this Strategy, we are confident ALCA and our members are well-placed to influence the systemic change needed to safeguard nature for generations to come.

This decade will define the legacy we leave. ALCA's 2030 Strategy sets a bold direction to ensure that conservation is recognised as one of Australia's smartest investments.

To our members, sector, partners, and supporters: thank you. Your work on the ground protecting, stewarding and restoring nature, is the heart of this movement and the foundation for a healthy, resilient Australia.

Victoria Marles & Jody Gunn

The next three years

These are commendable gains, but our work is far from done. Structural and systemic barriers still constrain the scale and pace of our sector's impact – from sustainable funding and workforce capacity, to access to technology and data. And there is also a deeper challenge: nature, and those who steward it, are undervalued within our economic and policy frameworks.

This Strategy sharpens our focus and reflects the reality of the changing social, political and environmental context. It positions us for the future: aligning more closely with the systems-level change needed to address biodiversity loss, and build climate resilience, regenerative economies and cultural stewardship.

The next three years are a pivotal phase in delivering on our strategic goals. This Strategy translates our vision into practical 2028 objectives that will contribute to land conservation being embedded as a core part of Australia's environmental, economic, and cultural fabric.

ALCA will prioritise efforts where we can have the greatest impact: driving systems-level change, amplifying our members' expertise, and strengthening the capacity of the sector to meet the scale of the challenge. We will lead where it matters most, collaborate where others are best placed to act, and continue to forge partnerships that make us all stronger.





Our vision, purpose, impact and goals

Vision

Our vision is a future where nature thrives Australia wide cared for by empowered people and resilient communities.

Purpose

Our purpose is to scale the protection, management and restoration of nature.

Impact

By 2030, Australia is turning the tide on nature loss, underpinned by enabling policy, robust investment and broad public support.



Goal 1: Sector development

Australia has a highly diverse, capable and networked land conservation sector that delivers enduring, measurable and scalable impact for nature and people.



Goal 2: Policy and regulation

Australia has policy and regulation that enables and accelerates land conservation at scale.



Goal 3: Investment

Australia has increased funding and finance that enables and accelerates land conservation at scale.



Goal 4: Valuing nature

Australians understand, value and actively support nature conservation – with nature recognised as fundamental to healthy communities and economies.

GOAL 1

Sector development



By 2030, Australia has a diverse, highly capable, and networked land conservation sector that delivers enduring, measurable and scalable impact for nature and people.



Objective by 2028

The sector has further developed the skills and tools needed to halt and reverse nature loss

ALCA will

- Build understanding of workforce planning needs, including identifying skills gaps and career pathway needs across the sector and provide opportunities to address them
- Offer learning and networking opportunities, such as professional development, practice guidelines, resources and advice, to support knowledge sharing and sector growth
- Develop and apply guidelines that strengthen how non-Indigenous organisations work with and support First Nations leadership in caring for Country
- Use working groups and communities of practice within ALCA membership to strengthen outcomes and impact across specific thematic knowledge areas
- Explore, test and collaborate to strengthen career pathways and leadership development, including piloting an intern aggregation platform to engage and support early career professionals

The ALCA conference is a premier event for cross-sector participation, networking, thought leadership and knowledge sharing, attracting upward of 600 national and international delegates

- Deliver and grow the conference leading to the ILCN Global Congress in 2027, ensuring it remains a showcase, sellout event with a focus on diversity and inclusion
- Maintain diverse cross-sector sponsorship and build additional support
- Design a targeted and dynamic program to ensure cross-sector relevance
- Ensure the conference and other ALCA sector development offerings are accessible, beneficial and culturally safe for First Nations participants
- Build out relationships and participation across the ILCN network, with a focus on Oceania as part of Congress development

The number of ALCA members grows strategically, with a focus on diversity

- Deliver a compelling membership proposition that attracts and supports its members
- Launch an associate membership category
- Facilitate increased coordination and integration across the sector to amplify its influence

GOAL 2

Policy and regulation



By 2030, Australia has policy and regulation that enables and accelerates land conservation at scale.



Objective by 2028

Australia has strengthened its policy and regulatory frameworks in that they support and deliver:

- protection of nature
- effective management of nature
- restoration of nature
- halting and reversing the decline of nature.

We have an operating environment that better enables the protection and stewardship of nature, including:

- well-designed and credible environmental markets
- integration of climate and nature
- more equitable and effective participation in decision making related to the protection and stewardship of nature by Australia's First Nations peoples.

ALCA will

- Champion and deliver a contemporary policy agenda
- Collaborate with members and other organisations to champion policy reform
- Be a respected and trusted advocate to Government.
- Engage in and advocate for the effective design and high integrity of government mechanisms likely to materially unlock nature funding, such as environmental funds or markets
- Use the knowledge and capacity of members to overcome barriers and ensure more equitable participation and decision making
- Leverage the power of the sector to weaken barriers to systems change

GOAL 3

Investment



By 2030, Australia has increased funding and finance that enables and accelerates land conservation at scale.



Objective by 2028

Public, private and philanthropic capital flows for nature have increased, including enabling equitable benefit sharing for First Nations communities

The case for investing in nature is better understood by public, private and philanthropic sources, addressing the varying needs of these stakeholders

The conservation sector is better equipped to identify, harness and scale nature finance opportunities

ALCA will

- Track and publish insights on annual financial commitments in total and per public, private and philanthropic sources
- Engage with and influence third party (public, private and philanthropic) strategic enablers that can materially unlock nature finance, such as SBTN, TNFD, sustainable finance taxonomy, and special purpose vehicles

- Quantify and publish economy-wide / sector-specific data and project case studies illustrating the benefits of investing in nature (including productivity, profitability, direct and indirect economic benefits, health, risk reduction, resilience)
- Engage with industry, member or other kinds of representative networks where nature investment case is most compelling to raise awareness and support
- Enlist private and philanthropic stakeholders to advocate alongside ALCA for sustained and improved public sector funding and associated policy

- Design and deliver capacity building activations to support members in understanding and harnessing nature finance opportunities
- Investigate tools and structures, including project aggregation and creation of landscape-scale nature assets, to enhance blended finance for member projects, and develop partnership to scope and pilot feasibility
- Grow and activate the conservation finance network

GOAL 4

Valuing nature



By 2030, Australians understand, value and actively support nature conservation—with nature recognised as fundamental to healthy communities and economies.



Objective by 2028

Land conservation efforts have an increased public profile, with growing recognition among key groups of the vital role of protecting, managing and restoring nature

There is a diverse coalition of voices with the authority and resources to actively champion the protection, management and restoration of nature

Each year, more land managers participate in conservation, including in-perpetuity agreements and Indigenous-led approaches

ALCA will

- Position ALCA as a credible, respected and trusted voice for nature by leading and shaping public dialogue and growing digital and media presence
- Work with members to elevate a unified sector voice through consistent messaging and coordinated communications activities
- Advance efforts to capture, measure and communicate the sector's impact, including feasible steps to improve data collection systems and reporting practices
- Develop and share thought leadership through reports, publications and events that demonstrate the benefit of diverse approaches to land conservation and that support ALCA's strategic goals

- Strengthen storytelling and media initiatives that elevate nature conservation and increase sector visibility, by contributing as a founding partner of the Nature Media Centre
- Mobilise and amplify diverse voices for nature conservation through targeted campaigns (such as Our Natural Legacy), and strategic support for priority policy issues
- Build and strengthen strategic partnerships that extend collective reach by contributing to existing collaborations, initiating new ones, and leveraging shared communications plans across key events and campaigns



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