



Australian Land
Conservation Alliance



Together for nature: reflecting, learning, leading

24/25 Annual Report

About ALCA

The Australian Land Conservation Alliance (ALCA) is the peak body for advancing nature conservation. Independent and non-government, we exist to scale the protection, management, and restoration of nature by advocating for and amplifying the collective voice of those caring for our natural environment.

We represent a diverse and growing membership of organisations safeguarding nature on private or non-government managed land. We are the national voice for this work, and help shape the conditions that make the impact stronger and more enduring.

Together, we are a powerful force driving lasting outcomes for nature, climate, and communities.

About this report

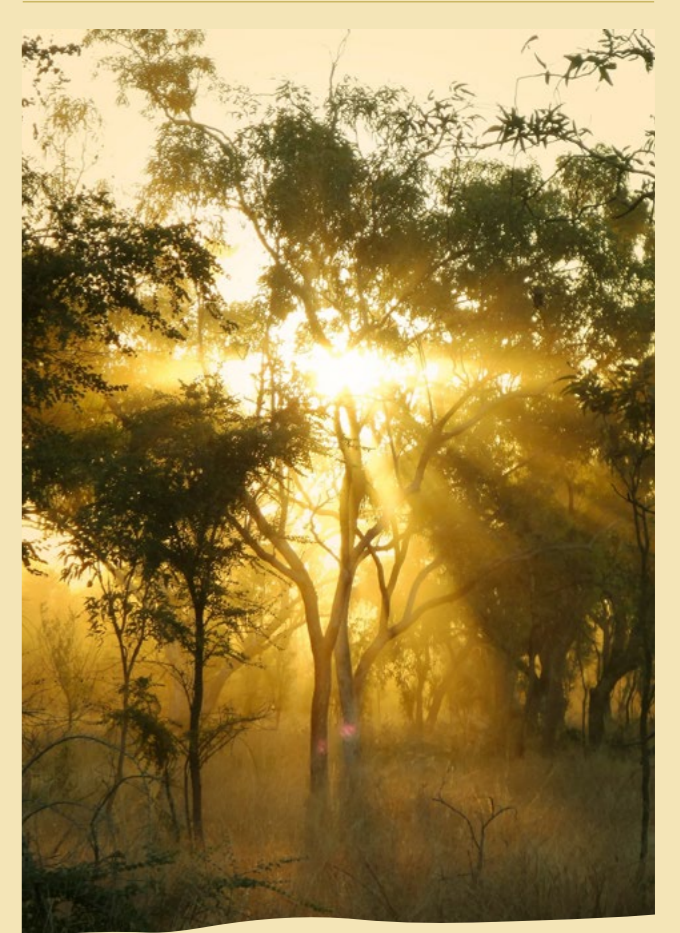
Although this Report centres on the 2024–25 financial year, it also reviews our 2025 Strategic Plan objectives and outlines the progress we've made since the Plan was introduced in 2022.



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.



Message from the Chair and CEO

Just over three years ago, ALCA set out a bold vision in our 2030 Strategy: a future where nature thrives Australia-wide, cared for by empowered people and resilient communities.



This vision responded to the urgent realities of biodiversity loss, climate disruption, and the need for stronger, more inclusive conservation efforts.

We recognised both the potential and the necessity of growing a diverse, capable, and well-resourced sector to protect, steward and restore nature on privately managed land. This work is a powerful lever to halt biodiversity decline, strengthen climate resilience, deepen cultural connection, and enhance community wellbeing, thus safeguarding a just, thriving future for generations to come.

Today, our vision remains unchanged, but our work continues evolving to meet the challenges ahead. Together with our members, we've grown in scale, strength and influence. We are more connected, with deeper partnerships, broader reach, and a clear, trusted voice in national and international conversations about nature.

We've grown from a team of one in 2021, to ten by the end of FY25. Where there was once caution in our role, particularly around campaigning and public advocacy, there is now an appetite for us to lean in with confidence, credibility and strength.

The Alliance was founded nearly 15 years ago on a simple truth: we are stronger together. ALCA's growth is not just organisational, it is a reflection of the increasing relevance and resonance of our mission.

This annual report considers our achievements over the past year, and it also marks a milestone in our journey toward the 2025 objectives set out in the Strategy. It is a moment to take stock, celebrate progress, and carry forward the lessons learned. While the work is far from done, we are proud of what we've achieved together.

Getting private land conservation on to the national agenda is no small feat. Yet recognition alone is not enough. It must translate into enduring policy shifts and structural investment. We hold this tension: celebrating how far we've come, while remaining clear-eyed about the scale of the challenge and our own ambition. Systems change is a collective, generational endeavour. In this context, ALCA's achievements are significant, but our momentum must be matched with persistence.

Through our strategic plan review process over the last year, we have made shifts to more fully reflect the diversity of our sector. Our expanded membership criteria now gives consideration to private and non government-managed land, making ALCA more accessible to First Nations communities, leaseholders, and community organisations. This evolution strengthens our collective impact and better reflects the realities of conservation on the ground.

We are both deeply grateful to ALCA's Board for their expertise and guidance. This year we welcomed Nerida Bradley and Liz O'Brien, and farewellled Tim Hughes and James Hattam. As founding Directors, Tim and James' leadership has helped ALCA become the organisation that it is today.

We are grateful to the ALCA team. Highly skilled and high performing, they have implemented a forward-looking strategy and helped solidify private land conservation as critical to tackling Australia's climate and biodiversity challenges.

To everyone on this journey: landholders, members, partners, supporters, and our team—thank you. Together, we are not just stronger. We are a growing force for nature.

Victoria Marles & Jody Gunn



Our goals

ALCA's work between 2022 and 2025 has been guided by the goals of our 2030 Strategic Plan.



GOAL 1 | Sector Development:
A highly capable, networked and coordinated sector



GOAL 2 | Policy and Regulation:
Ambitious policy and regulation that empowers private land conservation



GOAL 3 | Investment:
Australia's private land conservation is driven by public and private investment



GOAL 4 | People:
People value 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



ALCA members as at 30th June 2025



Leadership

ALCA is a membership organisation guided by a voluntary, skill-based Board of Directors who oversee our direction and governance.

We are further supported by sub-Committees who contribute their expertise to guide strategy in specific areas: Sector Development; Finance, Risk and Audit; Policy and Government Relations; and Nominations. The Board and Committees meet regularly providing transparency and collaboration at the most senior levels of ALCA member organisations.



Board Directors in FY24/25:



Victoria Marles AM
Director and Chair
(Jan 2023 – current)



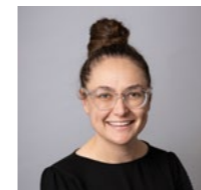
James Hattam
Director
(November 2019 – November 2024)



Tim Allard
Director and Deputy Chair
(Nov 2019 – current)



Tim Hughes
Director
(November 2019 – November 2024)



Dr Erin Giuliani
Director
(November 2023 – current)



Doug Humann AM
Director
(November 2019 – current)



Dr Liz O'Brien
Director
(November 2024 – current)



David Major
Director
(November 2023 – current)



Nerida Bradley
Director
(November 2024 – current)



Corinne Proske
Director
(November 2022 – current)

Committee Members in FY24/25

Policy, Governance and Regulation Committee

Dr James Fitzsimons
The Nature Conservancy Australia

Victoria Marles AM
Australian Land Conservation Alliance (retired Chair)

Shane Norrish
Landcare Australia

Dr Liz O'Brien
Queensland Trust for Nature (Chair)

Sam Marwood
Odonata

Tim Hughes
South Endeavour Trust

Nominations Committee

Victoria Marles AM
Australian Land Conservation Alliance (retired Chair)

Tim Allard
Australian Wildlife Conservancy

Doug Humann
Landcare Australia

Finance, Risk and Audit Committee

Tim Allard
Australian Wildlife Conservancy (Chair)

Victoria Marles AM
Australian Land Conservation Alliance

Heather Campbell
Greening Australia

Janet Davison
Landcare Australia

Payal Gandhi
Trust for Nature Victoria

Sector Development Committee

Dr Erin Giuliani
NSW Biodiversity Conservation Trust (Chair)

Michelle Jacobs
Bush Heritage Australia

Corinne Proske
Trust for Nature Victoria

Katherine Tuft
Tasmanian Land Conservancy

Sam Marwood
Odonata

James Hattam
Tasmanian Land Conservancy (retired Chair)

Aboriginal and Torres Strait Islander Working Group

Whilst the Aboriginal and Torres Strait Islander Working Group to the Board was paused this financial year, because this report reflects progress across the last three years we would like to acknowledge and thank the working group for their contributions, in particular for the development of the Principles for Engagement and support and advice to ALCA's membership expansion.

Barry Hunter
North Australian Indigenous Land and Sea Management Alliance

Stephina Salee
Bush Heritage Australia

Chelsea Marshall
NSW Biodiversity Conservation Trust

Adam Shipp
Landcare Australia

Rene Woods
The Nature Conservancy Australia

Employment attributions are at time of engagement with committee or working group.



Page 11 Image by Freddy Herrera/Greening Australia

“ALCA plays a critical role in strengthening Australia’s conservation system. Their transformational leadership team brings clarity and confidence to the sector, helping to coordinate efforts and open new pathways for impact. When peak organisations like ALCA are supported to do their best work, the benefits flow across communities, landscapes and generations.

This is the kind of long-term, structural change that Rendere’s strategy is designed to support. By backing organisations like ALCA, we help strengthen the whole ecosystem of work to protect and restore Australia’s natural systems; we’re proud to support them as part of this broader, systems-level effort.”

Rendere Environmental Trust



Image by Jarrod Boord/The Nature Conservancy Australia

ALCA activity highlights

FY24/25



GOAL 1: SECTOR DEVELOPMENT



A highly capable, networked and coordinated sector

Connection, collaboration, and capacity are the lifeblood of a strong sector. Together, they turn individual efforts into a powerful, coordinated movement with the voice, strength, and scale needed to drive change.

For our sector this means having the capacity to deliver solutions for the increasing environmental, social and economic challenges associated with nature loss. Our sector will be required to do much of the heavy lifting to help achieve Australia's net zero and nature positive goals. With more than half of the country under private management, the opportunity and need for the protection, management and restoration of our environment on private and non-government managed land is critical.

Sector development, therefore, lies at the heart of so much of what ALCA does, and through our capacity building agenda, we have built a powerful national alliance and a recognised sector that is driving on-ground impact and contributing to Australia and the world's climate and biodiversity ambitions.



**Sector Development:
2022–25 Strategic Objectives**

Progress

The sector has increased and improved collaboration, inclusion, sharing and learning between diverse landholders, private land conservation organisations and practitioners

Significant achievements

The sector has access to a series of touchpoints both within the sector and outside it, for network development, knowledge-sharing and coordination

Significant achievements

The sector has access to a growing, dynamic, inclusive and diverse leadership pipeline to address critical environmental concerns

More work to do

ALCA's flagship Private Land Conservation conference is a national and dynamic forum critical to the success of the conservation, restoration and environmental recovery sector, representing extensive diversity and inclusion

Significant achievements



Page 14 image by Dijana Ristevska
Bottom left image by Nick Hanson
Bottom right image by Biodiversity Legacy

Building the network, expanding our knowledge

Since launching our 2030 Strategy in 2022, our membership has grown from 11 to 20 members and increasingly reflects the rich diversity of land conservation. This purposeful growth has enriched dialogue, strengthened collaboration, built trust, and deepened our collective understanding of the challenges and opportunities that shape our work. With the support of an Aboriginal and Torres Strait Islander Working Group, Principles for Engagement were developed and incorporated into our membership expansion strategy, and we have since welcomed our first two First Nations-led organisations.

In refreshing our 2030 Strategy we have a refined scope that better reflects our current reality, and that positions ALCA for the future by representing organisations working on private and non government-managed land. This repositioning acknowledges the increasing diversity of member activities and focuses on land management responsibility, rather than land tenure.

ALCA's sector engagement touchpoints have expanded and strengthened. Executive Roundtables, member only and public briefings, insight webinars, and dedicated policy and communications working groups have created more opportunities for connection, collaboration, and knowledge sharing. Participation continues to grow, with at least a quarter of staff across our membership benefiting from capacity-building initiatives in the last 12 months.

Beyond capacity building, these touchpoints also serve to celebrate progress and impact. A highlight has been embedding our 'Night for Nature' as an annual convening, where the strength and unity of our members, partners, and supporters shows what is possible with shared purpose and ambition.

"A great year of ALCA membership. Between the roundtables, communications group, webinars, liaison on policy, and of course the annual conference, we have benefited greatly."

ALCA Member CEO

Building the future workforce

The environment sector is emerging as a critical workforce of the future, driven by the urgent need to address climate change and biodiversity loss. This transition is creating demand for both technical expertise such as biodiversity and land condition monitoring, and sustainable land practices; and broader capabilities like systems thinking and environmental risk and dependency mapping.

To support our sector's leadership pipeline, we have completed detailed designs for an intern aggregation platform and a future leadership program. These initiatives will strengthen the sector's long-term capability and growth. Their full implementation is only limited by resources to scale beyond pilot delivery.

Looking ahead, a broader workforce planning project will be essential to fully identify and address the skills gaps and opportunities critical to achieving Australia's climate and biodiversity goals.

"The Albert George and Nancy Youngman Trust, managed by Equity Trustees is proud to have supported ALCA through the design and implementation stages of the Conservation Sector Internship Program. We know that investing in the next generation of environmental leaders is not just a commitment to the future, it's a strategic imperative."

Equity Trustees

Global connections

ALCA continues driving Australia's private land conservation sector onto the global stage. With one of the world's largest private protected area networks, and transformative partnerships and innovations, ALCA has been able to position our sector as a world leader, including through participation in biodiversity and climate Conferences of the Parties (COPs).

Through networks like the International Land Conservation Network (ILCN), we not only contribute to international knowledge and collaboration but actively bring ideas and approaches back to strengthen conservation at home. In 2024, ALCA coordinated a delegation of 12 Australian thought leaders and innovators to the ILCN Global Congress—a landmark moment that reflects our role in connecting the sector globally and shaping conservation practice both here and abroad.

In a first for the southern hemisphere, we successfully bid to host the International Land Conservation Network's Global Congress in Melbourne in 2027. This landmark event will boost Asia Pacific's participation in this important global forum and strengthen international conservation partnerships. Planning is already well underway. Having the backing of our expert members, long-term supporters, enduring conference sponsors ANZ and NAB, and the Australian Government helped us to build a strong bid case.

"The International Land Conservation Network is honored to partner with ALCA in advancing the global movement for private and civic land conservation. ALCA's leadership and innovation have positioned Australia as a world leader in this field—through transformative partnerships, active engagement in global biodiversity and climate dialogues, and commitment to cross-sectoral collaboration and learning. We are especially thrilled that ALCA will host the ILCN Global Congress in 2027, for the first time ever in the southern hemisphere."

Chandni Navalkha, Director of Conservation and Stewardship, Lincoln Institute of Land Policy



Australia's flagship nature conference

Our annual conference has become the premier event for building capacity across Australia's land conservation sector. From humble beginnings in 2015, with 150 delegates at La Trobe University, it has grown each year in scale, relevance and reach, bringing together a rich mix of voices and expertise, including increasing participation from First Nations peoples and the private sector. This diversity strengthens knowledge sharing and collaboration across sectors and cultures, helping equip practitioners and organisations to deliver greater impact. Reflecting this value, 81% of attendees rated the conference's relevance to current barriers and opportunities as very good or excellent.

In 2024 we delivered our largest conference yet, held alongside the Global Nature Positive Summit in Sydney, to showcase the strength, innovation and global relevance of the Australian private land conservation sector. Under the theme "Nature Now", delegates asserted urgency and ambition in tackling our societal, climate and biodiversity challenges, converting the high-level discussion at the Global Nature Positive Summit to practical, cross-sector and cross-cultural solutions on the ground.

"What an amazing attendance at the conference. The event has certainly been building in scale over the past few years, illustrating the growing importance of this sector to our future environment and economy."

2024 delegate

ALCA is committed to strengthening engagement with First Nations peoples through ALCA conferences, and is guided by our Aboriginal and Torres Strait Islander Access and Engagement Strategy. The Strategy is designed to ensure that ALCA events continuously improve accessibility, benefit and cultural safety for First Nations colleagues; and foster meaningful relationships and knowledge sharing between all delegates.

ALCA has undertaken annual surveys and a more in-depth multi-year analysis to understand the longer-term impacts of the Access and Engagement Strategy, such as partnership development between First Nations

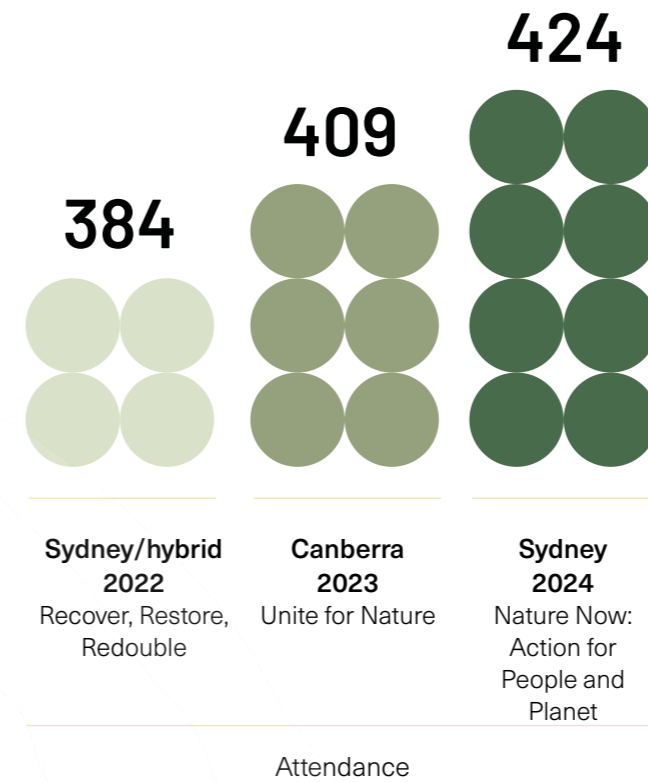
peoples and groups and non-Indigenous delegates and organisations. The analysis was completed in November 2024 and confirmed that respondents overwhelmingly found ALCA conferences to be accessible, beneficial, and culturally safe, highlighting both the Strategy's effectiveness, and the importance of continued implementation and evolution. 100% of First Nations respondents said the conference provided meaningful opportunities to connect with other First Nations delegates, and 87% of respondents felt respected and culturally safe.

ALCA has shared this strategy with other relevant conference organisers.

A number of Aboriginal and Torres Strait Islander colleagues and advisors have contributed to the Strategy, and we thank them for their support.



ALCA conference in focus



GOAL 2: POLICY & REGULATION



Ambitious policy and regulation that empowers private land conservation

Enabling conditions turn commitments and good intentions into real, lasting impact for biodiversity. They create the environment where landholders and organisations can contribute at scale, with confidence, and in ways that deliver measurable outcomes for nature, climate, and people.

Government leadership, through ambitious policy, regulation, and investment, is essential. Governments can do what the rest of us cannot: legislate, allocate resources, and set the long-term vision. Their powers and reach provide the certainty, protection, and incentives that allow landholders and organisations to conserve and restore land at scale. Strong policy and regulation are building blocks that unlock investment, safeguard outcomes, and ensure the sector's work contributes meaningfully to Australia's biodiversity and climate goals.

Progressing environmental reform and effective policy is complex. It requires navigating competing interests, political and societal uncertainty, and the need for long term commitment in the face of short-term pressures. ALCA has grown and leveraged its position as a trusted advisor, to influence more ambitious policy at both state and federal levels. While this work is never finished, ALCA, our members and partners have demonstrated the impact we can have when the conditions enable us.



Policy and Regulation: 2022–25 Strategic Objectives

Progress

<p>National leaders recognise, demonstrate and communicate the value of nature protected and stewarded on privately managed land to our livelihoods, wellbeing, food security and economy. By 2030, these leaders promote pathways that recognise nature as foundational for our economic prosperity.</p>	<p>More work to do</p>
<p>Strengthened policy and regulatory frameworks in that they:</p>	
<p>address critical drivers of climate change and biodiversity loss</p>	<p>More work to do</p>
<p>drive enhanced protection and stewardship of nature on private land, noting that in some cases maintaining existing protections will be considered a win</p>	<p>Significant achievements</p>
<p>are aimed at delivering a comprehensive, adequate and representative protected area system, including recognising the role of private land conservation</p>	<p>Significant achievements</p>
<p>drive the growth of private, protected areas towards 5% of privately managed lands by 2030</p>	<p>More work to do</p>
<p>deliver clear, applicable and available mechanisms that support private land conservation</p>	<p>Significant achievements</p>
<p>promote investment in nature and nature-based solutions on privately managed lands</p>	<p>Significant achievements</p>
<p>deliver a reduction in incentives that are harmful for biodiversity in a just and equitable way</p>	<p>Not yet achieved</p>
<p>Policy and regulation better aligns, integrates and enforces outcomes for nature, people and climate.</p>	<p>More work to do</p>

Policy influence

Over the past three years, ALCA's policy leadership has shaped policy at all levels, achieving tangible reforms that support private and non-government land conservation, as well as nature more broadly. We've made almost 100 submissions in the past three years. Highlights from our policy achievements include:

Playing a pivotal role in shaping the Federal *Nature Repair Act*, we contributed six of the seven amendments adopted in the House of Representatives, provided expert input at the Senate Inquiry, and helped facilitate the Senate's decision to exclude environmental offsets from the Market's initial design.

Building on foundational work by Trust for Nature Victoria, ALCA helped secure ongoing land tax exemptions for Victorian conservation covenant holders, which has resulted in a 135% increase in covenant interest in the year following its commencement.

Advancing amendments to the *Pastoral Land Management and Conservation Act*, ALCA's work ensured conservation covenants on pastoral land and conservation were formally recognised as a lawful land use on pastoral leases.



Negotiating and guiding the passage of the landmark *Biodiversity Act* in South Australia, the first Australian environment law drafted from scratch in years. Sustained advocacy led to major improvements to the Act, including the establishment of an independent Scientific Committee to make threatened species listings, reframing the Objects of the Act into a positive frame for biodiversity rather than focusing on development, and the inclusion of the precautionary principle, as well as many other reforms.

Shaping Australia's nature negotiations ahead of the Biodiversity COP15 in Montreal, ALCA made key submissions to the global framework and worked with other NGOs to secure updated Ministerial instructions, providing a strong platform for Government ambition and engagement in the final Montreal negotiations.

Private protected areas are vital to Australia's conservation estate, and to achieving the 30% land protection target by 2030. Our sector target is that 5% of privately managed land is permanently protected by 2030, yet the enabling policy and investment levers are lagging behind sector ambition. Leveraging available philanthropic contributions requires faster government co-investment, such as through an acquisition fund, and incentive settings. The Nature Repair Market will also mobilise private funding, although without direct and substantial government cornerstone investment, it may take several years for significant commercial funding to flow.

"The immense value of ALCA is in being able to take strong advocacy positions, and supporting members to have those critical conversations independently. The clarity and cut through that ALCA brings in representing the voice of the sector is so much more impactful because it's for the betterment of the entire community rather than any single person or entity."

Corinne Proske, CEO, Trust for Nature Victoria

Policy access and recognising the value of nature

ALCA's leadership continues to gain recognition, reflected in invitations to participate in key committees such as the Federal Government's Nature Finance Council. Since the launch of our Strategy, Ministers and other political leaders have consistently attended and presented at every ALCA conference. ALCA, our member organisations, and ALCA-authored reports and publications, are often referenced by government officials and parliamentarians, demonstrating the value they bring in showing decision-makers the critical link between nature conservation and productive thriving Australian communities. Our parliamentary access stems from sustained, credible engagement through broad and substantial submissions, expert input across government portfolios, and a reputation as a trusted, solutions-oriented voice. We have also authored key publications including *The Private Land Conservation Opportunity for 30 by 30* and co-authored the *30 by 30 Pathways* report, both of which provide clear, actionable policy and investment recommendations that help shape the national conversation on nature protection and restoration.

That said, cross-portfolio leadership remains uneven. Whilst we've seen promising movement in economic portfolios—such as the inclusion of a regulatory head of power for nature in climate-related financial disclosure legislation, and the inclusion of key nature-focused indicators in the National Wellbeing Budget framework—there's still work to do to embed nature across all areas of government decision-making. We are committed to driving this shift.



Policy literacy

ALCA continues to strengthen our sector's policy literacy. Over the past year, we've expanded our public offerings, with a strong uptake: The Environmental Policy 101 webinar and subsequent masterclasses were a useful thematic addition.



240+

registrations for "Build your environmental policy skills: Policy 101"



250+

registrations for our Federal Budget analysis



400+

for our COP16 debrief



600+

for our SA Biodiversity Act explainer



GOAL 3: INVESTMENT

Australia's private land conservation is driven by public and private investment

Australia faces a critical nature finance gap, with billions more needed each year to halt biodiversity loss and restore degraded ecosystems.

For ALCA members, this investment is essential to scale up effective biodiversity management and proven nature-based solutions; and for Australia at large, it is the foundation of a strong, future-ready economy. Without adequate investment, the ongoing decline of Australia's natural capital will erode productivity, economic growth, and disaster resilience.

While some businesses are beginning to address their dependencies on nature, only 23 Australian companies and financial institutions have committed to voluntary reporting in line with Taskforce on Nature-related Financial Disclosures recommendations¹. Philanthropy contributes less than 4% of total giving to the environment², and federal spending on nature is less than 0.1% of the budget³. The consequences are already visible: 17 unique ecosystems are showing signs of collapse; insurance affordability and access are plummeting; and agricultural productivity and water security are increasingly at risk.

ALCA's strength lies in building strong cross-sector relationships. By working closely with government, business, and philanthropy, we will continue driving strategic investment to close the finance gap and deliver lasting outcomes for nature, communities, and the economy.



Investment: 2022–25 Strategic Objectives

Progress

ALCA has established clear targets for the level of investment required to meet the role that private land conservation needs to play to achieve a comprehensive, adequate and representative protected area system

Significant achievements

Australia's national, state and territory governments, alongside private investors, are directly investing in private land conservation at a pace sufficient to achieve a comprehensive, adequate and representative protected area system (inc. 30 x 30)

More work to do

Direct and indirect finance flows into private land conservation have grown

Significant achievements

Australia has developed critical enabling factors for increased investment in private land conservation

Significant achievements

Monetary and non-monetary benefits are directly accessible to and/or equitably shared with Aboriginal & Torres Strait Islander people and local communities

More work to do



Page 24 image by Jesse Collins/Greening Australia
 Bottom left image by Heath Holdern/Tasmanian Land Conservancy
 Bottom right image by Wayne Lawler/Australian Wildlife Conservancy

¹ TNFD Adopters, accessed 21 November 2025, <https://tnfd.global/engage/tnfd-adopters-list/>
² Australian Environmental Grantmakers Network, Environment and Climate Change Giving Trends 2025, www.aegm.org.au/wp-content/uploads/2025/04/EECC-Giving-Trends-2025-FINAL.pdf
³ Analysis by the Australian Land Conservation Alliance; see: @10m30s to 16m0s, <https://www.youtube.com/watch?v=7H3JG272ndI>

Investment advocacy

ALCA is leading efforts to ensure the sector is resourced to meaningfully contribute to halting and reversing nature loss. To this end, we have deepened engagement across sectors, building the relationships and credibility needed to unlock investment and mobilise resources. This growing influence has led to invitations to represent the sector on the Federal Government's Natural Capital Working Group and an advisory panel for the Taskforce on Nature-Related Financial Disclosures Framework (TNFD) pilot program. We also contributed directly to the TNFD framework through formal submissions and participation on the Australian Sustainable Finance Institute's taxonomy advisory group. These engagements help shape frameworks that can shift or unlock direct and indirect finance flows toward nature.

Our advocacy has matured, targeting both direct and indirect levers for funding and finance. We successfully called for the inclusion of environmental indicators in the national wellbeing budget, which is overseen by Treasury and pushed for improvements to the operating environment for land conservation employers. We continue to advocate for a review of Commonwealth tax settings affecting private conservation.

ALCA's advocacy efforts helped secure a small but important amendment to the \$10bn National Reconstruction Fund Bill; a government commitment to investigate barriers and incentives for nature protection and restoration on private land; and most significantly, ALCA was instrumental in securing \$250 million for the Federal Government's Saving Australia's Bushland Program. This program aims to help Australia meet its commitment to protect 30% of land by 2030 under the Global Biodiversity Framework. While the scale of investment set by the Australian Government is not sufficient to deliver comprehensive, adequate, and representative protection, it is an important first step, and a direct result of the efforts of ALCA and its partners to set a protection investment baseline and advocate for related funding.

Looking ahead, projects are needed that quantify the scale and composition of capital flows and demonstrate the economic value of investing in nature. Establishing this baseline is essential to support a coordinated, strategic approach to nature finance and ensuring investment reaches the sector at the scale and pace required.

Building investment readiness

ALCA has led key initiatives to strengthen the sector's investment readiness. In partnership with the Australian Environmental Grantmakers Network, we co-designed and delivered a philanthropy forum to deepen connections and understanding between funders and conservation outcomes. Separately, our annual Conservation Finance Intensive (CFI) brings environment and private sector stakeholders together to build capacity and explore challenges and opportunities in conservation finance. The event has sold out every year since 2018, reflecting strong demand for insights into the global nature investment trends and drivers and their application in the Australian context.

In 2024, 77% of attendees said the CFI supported them to develop their conservation finance network. There is continuing demand for forums including the intensive, webinars and targeted thematic workshops to continue to develop conservation finance literacy and capacity.

As an official side event to the Global Nature Positive Summit, ALCA convened an exclusive 100-person Nature Investment breakfast. We were proud to showcase examples of high integrity projects from our sector, as well as investment case studies where the rights and interests of First Nations peoples are central, rather than treated as a co-benefit. We launched *Nature Now: Why Investing In Nature Can't Wait* at the breakfast, which identifies available mechanisms to scale private land conservation, and outlines opportunities for government, the private sector and philanthropy to increase investment in our sector.

"The Australian Environmental Grantmakers Network (AEGN) has valued the strengthening relationship between ALCA and the AEGN over these past few years. The information sharing across environmental programs and priorities, policy and capacity building has been important for developing our respective programs, and enabling philanthropic support for the greatest impact."

Margie Jenkin, Environmental Program Manager
– Nature; Australian Environmental Grantmakers Network

Conservation Finance Handbook

A major milestone in our nature finance work was the publication of our *Conservation Finance Handbook*. Since our landmark conservation finance scoping paper in 2018, ALCA has been working to unlock more conservation investment and support a growing network of conservation finance practitioners across the non-profit, private and public sectors. The Handbook responds to the multi-billion dollar gap between current investment levels and what is needed to address biodiversity loss in Australia; and provides an accessible overview of finance mechanisms, assessing their current use, scalability, and applicability in the Australian context. It is a tool to help the sector grow its impact, and a call to action for governments, philanthropy, and the private sector to invest in nature with confidence and purpose.

370 people registered to attend the Handbook launch.



Top right image by Colin Elphick/NSW Biodiversity Conservation Trust
Bottom left image by Julie Kern
Bottom right image by Dijana Risteska



GOAL 4: PEOPLE

People value nature

Australians care deeply about nature, yet awareness of both the crisis and the solutions remains limited.

Over the past 200 years, our collective connection to nature has declined drastically, weakening understanding, urgency, and action. In today's context, where immediate concerns like cost of living and housing dominate public discourse, nature often struggles to compete for attention.

Yet, with broad public support, we can unlock stronger policies, greater investment, increased participation, and more ambitious business action to protect and restore nature. That is why ALCA has focused on building a people-centred agenda, one that makes nature conservation relevant, visible, and recognised as essential to Australia's future prosperity and resilience.

While progress has been made, building lasting change requires continued, coordinated effort within and beyond our sector. ALCA will continue working to amplify a unified sector voice, articulating a strong value proposition, strengthening partnerships and strategic alliances, and amplifying diverse voices through campaigns and media initiatives.



People: 2022–25 Strategic Objectives

Progress

ALCA and its members are regularly communicating the value and raising the profile of the impact and diversity of private land conservation using consistent and accessible language

Significant achievements

There is increasing public recognition by Australian individuals and institutions that enduring private land conservation is valuable.

Significant achievements

Australia's national, state and local government policies demonstrate recognition of the importance of the role that private land conservation plays in protecting and maintaining a healthy natural environment for everyone.

More work to do

Government, business and philanthropic investment in private land conservation is focused on supporting enduring outcomes and impact.

More work to do

The number of private landholders engaging in recognised and/or funded conservation programs, including land under in-perpetuity conservation agreements and Indigenous-led and centred approaches has grown year on year.

Significant achievements

“While many of us work hard on our own land to improve biodiversity and protect areas for wildlife, knowing that similar efforts are occurring in the 'bigger picture' was a real source of motivation.”

Landholder Forum attendee



Raising the profile

Over the past three years, ALCA has significantly strengthened its voice and visibility, laying the foundation for broader public understanding and support for private land conservation. Now guided by a communications strategy, we've grown our digital presence, sharpened our messaging, and elevated the relevance and value of nature and nature conservation in national conversations. Increased engagement and follower growth across platforms shows our content is resonating. 10,000 people visited ALCA's website in 24-25, up from 7,200 in FY23/24. Our LinkedIn followers increased from 2790 during FY22/23, to 4772 during FY23/24, and 6687 during FY24/25.

We've also worked to unify the sector's voice, promoting key reports like Pathways to 30 by 30 and The Private Land Conservation Opportunity, and contributing to coordinated messaging efforts such as 1% for Nature, which gained traction during the election period. These efforts are helping position private land conservation as an essential strategy for Australia's social and economic wellbeing.

Communication underpins all of ALCA's strategic pillars and we continue to work with members and partners across the environment sector to build awareness and momentum. Our members already have impressive impact stories, yet the full scale and reach of the sector's work remain largely untold. Sharing this collective story is vital to demonstrating value, building credibility, and attracting the investment and policy support needed to scale solutions and drive lasting change. To support this, ALCA is developing an impact gap assessment and reporting roadmap to better capture and communicate the sector's achievements and potential.

ALCA's leadership, and the value of private land conservation, has increasingly been recognised by Australian institutions, reflected in invitations to represent the sector in a wide range of forums. Since 2022, this has included, among others:

- Commonwealth and NSW government Natural Capital Working Group
- Responsible Investment Association of Australasia's External Reference Group
- Australian Sustainable Finance Institute's Taxonomy Advisory Group

- National Environmental Science Program's Resilience Landscapes Hub Steering Committee
- Global Taskforce for Nature-related Financial Disclosures Forum Member
- Taskforce for Nature-related Financial Disclosures Pilot Project Advisor
- Australian Government's Nature Finance Council
- Nature Positive Economy CRC partner and Bid Advisory Committee
- Watertrust Australia Advisory Group.

Shifting public understanding through media

Public understanding of the nature crisis and its solutions is shaped in part by what people see and hear in the media. In response to a rapidly evolving media landscape, in which capacity, access, bias, accuracy and fragmentation are impacting environmental newsmaking, ALCA initiated the concept of a Nature Media Centre. We're proud to be a founding partner, alongside the Biodiversity Council and Pew Charitable Trusts. Following a scoping phase, the Media Centre soft launched in FY25, and will formally launch at ALCA25. Key projects will include a nature spokesperson database, and spokesperson training and support. The initiative not only supports journalists and diverse spokespeople to tell compelling, solutions-focused stories, it responds to community feedback that acknowledgement and recognition of their work, matters. By embedding nature into mainstream conversations, the Centre aims to shift public understanding, counter misinformation, and help build the informed pressure needed to drive systemic change.

Many ALCA members do sophisticated, expansive media work; which has contributed to 5.17K total mentions of ALCA members and private land conservation work in FY24/25; up from 4.47K in FY23/24). At an organisational level, ALCA has also grown its own media profile, with increasing national coverage across television, radio, and print helping reinforce our policy agenda and raise our corporate profile.

Landholder engagement

Landholder participation in conservation covenanting is increasing, particularly in New South Wales and Victoria, where strong covenanting programs demonstrate what's possible with the right enabling conditions. However, this growth is not yet at the pace needed to meet Australia's nature and climate goals. Landholders remain central to achieving lasting conservation outcomes, making it vital to accelerate and support their involvement.

Beyond our policy and investment agenda, ALCA continues to help build connections between landholders, place their work within a national context, and amplify their voice through strategic partnerships. Through the 'Our Natural Legacy' program, we have hosted landholder forums reaching more than 250 participants since 2023. The program is proving a powerful platform for demonstrating landholder demand and social licence. Alongside our delivery partner Pew, we remain committed to its continued growth and evolution.

As ALCA grows, we are equally committed to ensuring that landholder voices inform our work. As stewards of Australia's most important biodiversity and among the most trusted advocates for nature, landholders' experience and priorities should continue to inform national conservation policy and practice. This is essential for building the solutions and social mandate Australia needs. ALCA and its members will continue to strengthen platforms for landholders to connect, share their stories, and influence the direction of conservation. This will ensure our collective impact remains grounded, inclusive, and driven from the bottom up.



2024 landholder forum in focus



100

Approx. 100 people attended



85%

made a new connection



93%

learnt something new



100%

heard an inspiring story



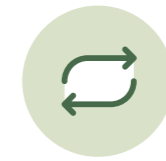
85%

took away an idea they can apply on their property



92%

rated content applicability as good or better



93%

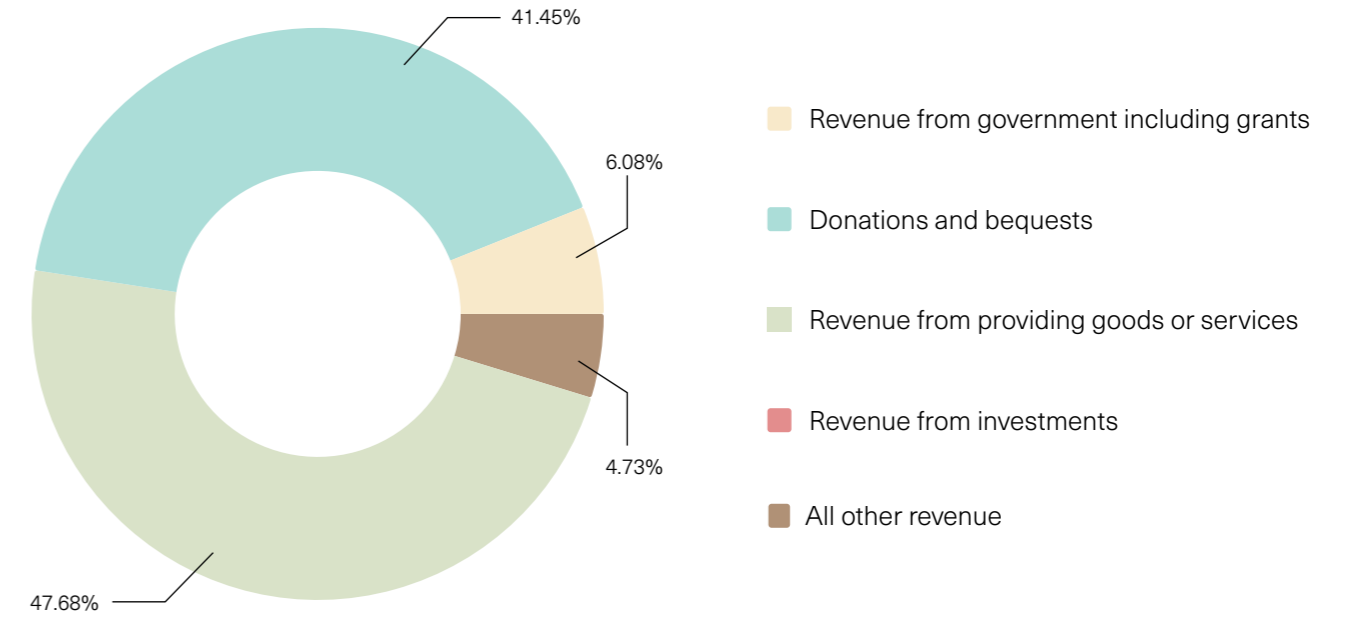
would attend again



Financial Snapshot

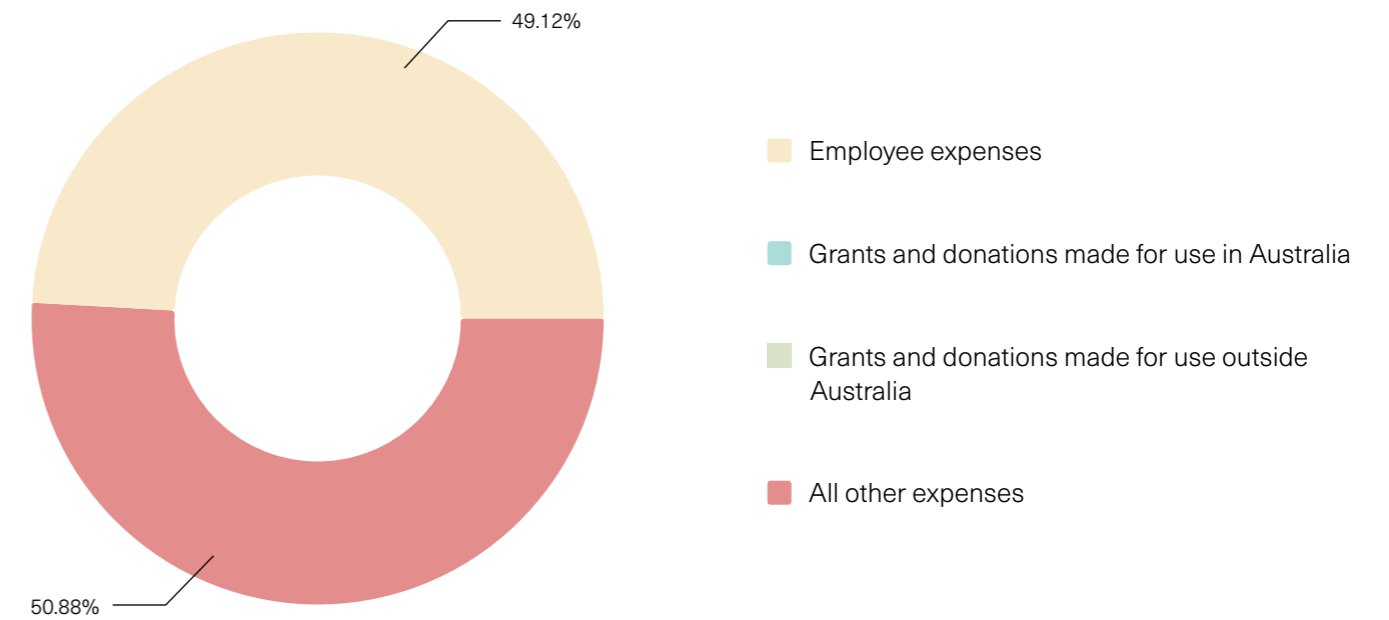
Revenue

Total revenue: \$2,214,843



Expenses

Total expenses: \$1,708,920





Thank you

ALCA is powered by collaboration, and supported by our community, for the good of people and nature. As an independent not-for-profit we would not exist without those that generously support and fund our work. The organisations below have provided multi-year funding support, grants or donations above \$50,000 to ALCA's broad program during FY25.

We acknowledge the support and contributions from organisations and supporters who provide in kind or pro-bono contributions as well as individual givers who have provided unsolicited, generous contributions.

ALCA members provide additional contributions from time to time for discrete programs, initiatives and events.

Our 2024 Conference Sponsors were ANZ; Bupa; Department of Climate Change, Energy, the Environment and Water; and NAB, whose foundational support has enabled us to deliver our 2024 national conference. Our conference programming group voluntarily provides time, knowledge and creativity.

Albert George and Nancy Caroline Youngman Trust

Ian Potter Foundation

Pew Charitable Trusts

Rendere Environmental Trust

State Trustees of Victoria

Vincent Fairfax Foundation

BHP Foundation

Top left image by Tom Sayers/Australian Wildlife Conservancy
 Top right image by Terrain NRM
 Bottom left image by Ben Buckland/The Nature Conservancy Australia
 Bottom right, and back cover image by Annette Ruzicka



Australian Land
Conservation Alliance



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