



**NATURAL
RESOURCES
CONSERVATION
TRUST**

Strategic Plan

...Towards 2030

Welcome



The Natural Resources Conservation Trust's new Strategic Plan reflects the second planning horizon of the Trust as it moves towards 2030 in its dedication to the advancement, protection, sustainable use and enhancement of the natural environment.

Our first planning horizon, which documented the Trust's development since its establishment in 2019 included the recruitment of committed volunteer Directors, the creation of robust governance frameworks, and the building of partnerships with environmental organisations and communities. These foundations have enabled the Trust to award over \$1.4 million in grants and sponsorships, supporting projects with a total expected value exceeding \$6.1 million. The culmination of these grants is partly reflected in the inaugural 2024 Impact Report.

Since its inception in 2019, the trustee company has undergone significant development, welcoming Directors with deep expertise across natural resources, conservation, land management and philanthropy. Each Director has contributed generously and on a pro bono basis to shaping the next stage of the Trust's evolution, ensuring that the Trust continues to make meaningful, long-term contributions to Victoria's natural environment for generations to come.

A defining element of the Trust is the legacy of the Natural Resources Conservation League (NRCL) and its predecessor, the Save the Forests Campaign, whose origins lie in the community's determination to restore and protect Victoria's landscapes following the devastating bushfires of 1939 and 1944. That legacy of community-driven action is still central to our identity. NRCL continues to play an influential role promoting the sustainable development and stewardship of the natural environment alongside growing residential communities, and NRCL is the sole contributor to the Trust's corpus.

This Strategic Plan...Towards 2030 is framed around four core pillars that position the Trust for increased scale, influence, and impact, being:

- Impact through Innovation;
- Partnering;
- Granting Excellence; and
- Enabling Resources.

Together, these pillars support an ambitious vision to demonstrate large-scale biodiversity, carbon, and productivity benefits across more than 10,000 hectares of privately managed land.

We extend our sincere thanks to the many stakeholders, partners, volunteers, and community organisations that contributed to the success of the Trust's formative years. Their commitment - expressed through countless hours of voluntary effort - has strengthened every project supported under our first planning horizon and will continue to inspire future initiatives under this Plan.

Finally, I acknowledge and congratulate our Board for their dedication, ability, and stewardship. Their voluntary service, supported by our Executive Officer, ensures strong governance, effective grant-making, and the delivery of projects aligned with the Trust Deed, Board policies, and our shared aspirations for Victoria's natural environment.

Jon Hutchins, Chair

STRATEGIC PLANNING HORIZONS

2022-2025

Founding Strategy

- Focus on establishing enablers including governance, finances and resourcing.
- Commence granting, establishing partnerships and communications.

2026-2030

...Towards 2030

- Increase positive impact on natural conservation through increased granting and partnerships.

Beyond 2030...

Growth and Accelerated Impacts towards our Bold Ambition

- Build on the foundations and learnings to accelerate positive impacts for nature, leveraging the increased corpus funding available.
- Build capacity of partner organisations to deliver sustainable benefits into the future.

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Who we are

ABOUT US

For over 75 years, the Natural Resources Conservation League (NRCL) has been actively promoting the sustainable management of Victoria's natural resources. NRCL has always had a practical focus, seeking to promote change through education, partnering and promoting community engagement in revegetation.

NRCL has established the Natural Resources Conservation Trust (NRCT), an exciting philanthropic initiative that aims to be a significant partner, supporting and building the capacity of community-based Landcare and Natural Resource Management networks engaged in landscape restoration

OUR AMBITION

By 2030 we have enabled landscape scale improvements on private land for biodiversity and sustainable production.

OUR PURPOSE

To focus on the advancement, protection, sustainable use and enhancement of the natural environment.



OUR VALUES

Respect



We invite and listen to the views of others

Honesty



We are upfront, always

Passion



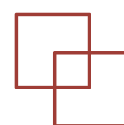
We embrace challenges with courage, energy and confidence

Impact



We make positive change happen in measurable ways

Collaboration



We achieve more with the help of others

Accountability



We do what we say



Our Plan

AMBITION

By 2030 we have enabled landscape scale improvements on private land for biodiversity and sustainable production.

Strategic Themes and KPIs

STRATEGIC THEME 1

Impact through Innovation

Unlock scalable, multi-benefit land restoration models that support nature repair and carbon drawdown.

KPI 1: 10,000 hectares of private land protected, restored or revegetated.

STRATEGIC THEME 2

Partnering

Deepening place-based and cross-sectoral alliances.

KPI 2: Build the capacity of stakeholders engaged in native seed supply (in order to collect 6,000kgs of additional native seed to deliver on the revegetation target).

STRATEGIC THEME 4

Enabling Resources

Mobilising capital and organisational capacity for execution.

KPI 4: \$20 million of co-investment into private landscapes.

STRATEGIC THEME 3

Granting Excellence

Providing project funding efficiently with awareness of risk, scale and insight generation.

KPI 3: 100% of all funded projects are on track to achieve agreed ecological, governance and productive benefit outcomes.

Impact through Innovation

STRATEGIC
THEME 1

Unlock scalable, multi-benefit land restoration models that support nature repair and carbon drawdown.

KEY OBJECTIVES AND FOCUS AREAS

Unlock scalable, multi-benefit land restoration models that support nature repair and carbon drawdown

Invest in projects that demonstrate large-scale biodiversity, carbon, and productivity benefits.

Catalyse landscape-level interventions with potential for replication

Drive measurable, landscape-scale biodiversity, carbon and production outcomes by investing in innovative, and replicable private land restoration models.

Support Traditional Owner-led stewardship opportunities

Back initiatives designed and delivered by Traditional Owners that integrate cultural knowledge with ecological outcomes

Embed nature-positive principles including carbon drawdown within land restoration projects

Integrate biodiversity and carbon outcomes into farm productivity leveraging nature-positive agricultural models.

Embed carbon drawdown objectives into funded projects

Build the capacity of landholders and other investors to understand and quantify the carbon drawdown of revegetation.

We position ourselves as a catalyst for system-level change, investing in interventions that can be replicated and scaled. Our focus is on ecological integrity and nature-positive practices that also strengthen rural productivity. We back projects that deliver tangible biodiversity, carbon, production and community benefits for scalable private land restoration in Victoria.

Partnering

STRATEGIC
THEME 2

Deepening place-based and cross-sectoral alliances.

KEY OBJECTIVES AND FOCUS AREAS

Build the capacity of stakeholders engaged in native seed supply

Partner with stakeholders including Victorian seedbanks, Traditional Owners and Youth Groups to build capacity, capability and quality assurance to secure reliable native seed supply for future restoration.

Excel at co-design and co-investing with partners for project success

Form long-term, trust-based partnerships with communities and delivery groups to co-design impactful projects.

Engage research institutions to validate and evaluate production & biodiversity outcomes

Work across sectors to align revegetation, water quality, and soil health programs into integrated landscape approaches.

Establish relationships with partners to leverage opportunities within conservation finance

Explore collaboration with government, philanthropic, corporate, and social finance partners to grow impacts from conservation finance opportunities.

Invest in growing the capacity of our next generation of impact through innovation leaders

Provide genuine opportunities for youth engagement through scholarships and direct funding of youth inspired projects.

We understand enduring landscape change requires collaboration across communities, sectors, and systems. We act as a connector, fostering partnerships that bring together landholders, Traditional Owners, NGOs, government, youth and philanthropy. We are a trusted connector, ensuring that partnerships are not transactional but deliver systemic, local solutions for landscape level change.

Granting Excellence

STRATEGIC
THEME 3

Providing project funding efficiently with awareness of risk, scale and insight generation.

KEY OBJECTIVES AND FOCUS AREAS

Providing project funding efficiently with awareness of risk, scale and insight generation

Funded projects achieve agreed biodiversity, governance and productive benefit outcomes.

Explore innovative granting instruments

Trial adaptive, blended, or recoverable grants that can stretch impact funding while managing risk.

Ensure increased awareness and alignment between grant deliverables and our strategy

Design granting rounds that clearly align to our impact priorities and long-term ambition.

Combine insights with other aligned organisations to contribute to global knowledge

Share our impact data and learnings with partners to collectively build sector knowledge and influence policy.

We see granting as a central mechanism for influence. Our priority is to evolve into an adaptive, insight-driven funder that leverages data and innovation while managing project investment risk. Our funding approach is smarter and influential — moving beyond simple grant giving to become a learning funder that shapes practice and policy by pragmatic application of learnings to contribute to a global knowledge base.

Enabling Resources

STRATEGIC
THEME 4

Mobilising capital and organisational capacity for execution.

KEY OBJECTIVES AND FOCUS AREAS

Mobilising capital and organisational capacity for execution

Mobilise capital, people, and systems to enable foundational direct investment and co-investment into private landscapes.

Leverage the Trust as a connector of people, funding and ideas

Position the Trust to link funding, researchers, and practitioners to accelerate restoration.

Invest for impact

Stringently apply investment to generate environmental and financial returns with grantmaking and impact investments.

Build reputation and profile through storytelling

Share our impact through compelling narratives that inspire funders, farmers, landowners, youth and the wider community.

Embed a culture of delivery, learning, and influence

Maintain a values-led culture that emphasises impact delivery, adaptive learning, and sector leadership.

We focus on co-investment with key funding collaborative partners

In order to accelerate impact and leverage on our investment into Victorian landscapes.

We seek to achieve impact by applying our capital base strength, governance, people, and reputation. We ensure long-term resilience and influence plus appropriate resourcing to maintain our strong reputation.

Strategic Plan...Towards 2030 (on a page)



Purpose: To focus on the advancement, protection, sustainable use and enhancement of the natural environment

Values: Respect; Honesty; Passion; Impact; Collaboration; Accountability

Ambition: *By 2030 we have enabled landscape scale improvements on private land for biodiversity and sustainable production*

Measurable 1: 10,000 hectares of private land protected, restored or revegetated.

Measurable 2: Build the capacity of stakeholders engaged in native seed supply (in order to collect 6,000kgs of additional native seed to deliver on the revegetation target).

Measurable 3: 100% of all funded projects are on track to achieve agreed ecological, governance and productive benefit outcomes.

Measurable 4: \$20 million of co-investment into private landscapes

Theme 1: Impact through Innovation

- Unlock scalable, multi-benefit land restoration models
- Catalyse landscape-level interventions with potential for replication
- Support Traditional Owner-led stewardship opportunities
- Embed nature-positive principles within agriculture project approaches
- Embed carbon drawdown objectives into funded projects

Theme 2 – Partnering: Deepening place-based and cross-sectoral alliances

- Build the capacity of stakeholders engaged in native seed supply
- Excel at co-design and co-investing with partners for project success.
- Engage research institutions to validate and evaluate production & biodiversity outcomes
- Establish relationships with partners to leverage opportunities within conservation finance
- Invest in growing the capacity of our next generation of impact through innovation leaders

Theme 3 - Granting Excellence: Providing project funding efficiently with awareness of risk, scale and insight generation

- Providing project funding efficiently with awareness of risk, scale and insight generation
- Explore innovative granting instruments
- Ensure increased awareness and alignment between grant deliverables and our strategy
- Combine insights with other aligned organisations to contribute to global knowledge

Theme 4 - Enabling Resources: Mobilising capital and organisational capacity for execution

- Mobilising capital and organisational capacity for execution
- Leverage the Trust as a connector of people, funding and ideas
- Invest for impact
- We focus on co-investment with key funding collaborative partners
- Build reputation and profile through storytelling
- Embed a culture of delivery, learning, and influence



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