

AUSTRALIAN SPORTS FOUNDATION CORPORATE PLAN 2025 - 2029



AUSTRALIAN
SPORTS FOUNDATION



TABLE OF CONTENTS

Introduction	4
Structure and purpose.....	4
Environment in which the ASF operates	6
Philanthropic market	6
Economic environment.....	7
Social environment	8
Regulatory environment.....	8
Share of the philanthropic market.....	9
Performance objectives	11
Key investments	12
Capability - data, insights & technology.....	12
Capability - resourcing.....	12
Capability - strategy.....	13
Corporate Governance and Risk Management	14
Conclusion	17

INTRODUCTION

Corporate Plan. The plan covers the four years, ending 30 June 2030 as required under paragraphs 35^{(1)(b)} and 95^{(1)(b)} of the Public Governance Performance and Accountability Act 2013 (PGPA Act), and has been prepared on 19th December 2025 in accordance with Rule 2014 of the PGPA Act.

STRUCTURE AND PURPOSE

The Australian Sports Foundation is a company limited by guarantee. It was established in 1986 through the Australian Sports Commission Act 1989 to raise money for the development of Australian sport.

It is Australia's leading non-profit sports fundraising organisation and the only organisation to which donations for sport are tax-deductible. A subsidiary organisation, the Australian Sports Foundation Charitable Fund, was established in 2017 in order to access philanthropic funding from Private and Public Ancillary Funds to distribute to sporting beneficiaries. This plan covers the activities of both entities, collectively referred to as "ASF" unless otherwise specified.

Sport is at the heart of every community in Australia. It has the power to enhance lives; it improves physical and mental health and brings people together in a way that little else does. Sport is fundamental to the Australian way of life, and our vision is for a healthier, more inclusive Australia by empowering all communities to access the health and social benefits of sport through philanthropic support. Our mission is to be the nation's leading catalyst for philanthropic funding in sport, partnering with athletes, clubs, corporate partners, government and donors to deliver a sustainable future for sport.

Since the 1980's the ASF has distributed almost \$1 billion to Australian sports clubs, sporting organisations and athletes to help realise the social and economic impact of sport in the development of an inclusive and active sporting nation, and strengthening local communities. We are committed to continue this work and provide a legacy for Australian sport through the 'green and gold runway' to the Brisbane Olympic and Paralympic Games and beyond.

We are committed to an Australia where everyone can access the benefits of sport.



ENVIRONMENT IN WHICH THE ASF OPERATES

PHILANTHROPIC MARKET

The ASF operates in the philanthropic sector and competes with other charitable and social causes to seek donations from individuals and businesses and, through its charitable fund, from Private Ancillary Funds (PAF) and Public Ancillary Funds (PuAF).

According to figures produced by the Australian Taxation Office (ATO), tax deductible donations by private individuals amount to around \$3.8bn annually, with approximately 30% of Australians making a tax-deductible donation to a charitable or social cause each year. In addition, corporate donations account for a further \$7bn. This, along with a further \$2bn or so in structured giving, particularly by PAFs – a growing part of the philanthropic sector – values the overall philanthropic market in which the ASF operates at over \$13bn p.a.

Sport currently receives less than 1% of these tax-deductible gifts annually, which does not reflect the importance of sport to the Australian culture, nor the many documented health, social and community benefits of participating in sport. Accordingly, the ASF is seeking to grow philanthropic giving to sport in the coming years to reach a level that reflects its importance to society in terms of social and economic benefits.

The Board and Management of the ASF consider the Brisbane 2032 Olympic and Paralympic Games to be an opportunity to realise a once in a generation growth of philanthropic giving to sport delivering a sustainable model that generates >\$200M per year in donated funds to the sector at all levels. It is also an opportunity to augment and measure the social impacts through sport programs. However, to achieve these levels of growth and impact resourcing and advocacy are required, including:

- substantial investment in ASF's technology, capability and resources;
- establishment of a dedicated philanthropic strategy and engagement with Australia's philanthropic market.
- continuous engagement with the legislative agenda to advocate for Community Sport as a charitable purpose, to fully unlock the power of PAF's to invest in community and amateur sport.
- Track, measure and report through data-informed storytelling, the social impacts achieved through sport.
- Build the ASF as a nationally recognized, household brand, trusted by all.

The 2032 Brisbane Games will generate both an increased need for sports funding, and increased opportunity to engage with partners in the wider sports sector and the philanthropic community to elevate sport as a giving cause. Accordingly, the ASF has adopted ambitious targets for growth during the period covered by this plan, but the Directors consider that further investment will be required to deliver the targeted levels of growth and impact.

ECONOMIC ENVIRONMENT

Sports participation costs and financial pressures are rising across Australia. Sport will continue to rely upon philanthropy if it is to remain accessible for all Australians. The average value of donations to sport have decreased, although the total volume is on the rise. Australians are contributing more often, even if in smaller amounts to help their sporting clubs and communities survive.

Community sport plays a vital role in social and community life in Australia. Sport's unique ability to bring people together, to improve physical and mental health, and to build or sustain resilience remains of the utmost importance to the lives of Australians. A key focus of our plan will be to provide additional financial support to community sports clubs and aspiring athletes through development of grant programs and greater philanthropic engagement.

More broadly, the changing and uncertain economic environment, and an increasingly volatile geopolitical environment add to the complex threats to the sustainability of sport. In addition, the impacts of climate change affect communities, sports facilities, and sports participation throughout the nation. The impact of these factors over the period covered by this plan is uncertain. What is clear is that the economic, environmental, and geopolitical conditions will remain volatile for the foreseeable future.

Opportunities and risks associated with this volatility include:

- Greater need for fundraising, and the support offered by the ASF among community sports clubs and athletes.
- Greater need to support elite athletes and those on pathways in the lead up to Australia's cluster of world sporting events including the Brisbane 2032 Games and ensuring that a participation halo occurs in communities.
- Greater need to support and complement the infrastructure investments being made by government and private sectors to support world sporting events scheduled.
- Greater awareness among the philanthropic and broader community of the important role sport plays in promoting physical and mental health, and the impact it has on a broad range of societal issues.
- Greater need for revenue diversification among national and elite-level sports, given pressures on traditional income streams and commercial models;
- Greater need for communities to replace lost or damaged equipment and infrastructure caused by natural disasters.
- Growth in PAFs resulting from an aging population and generational wealth transfer over the next decade and capacity for sport and social impact programs through sport to benefit.
- Advocacy and recognition of the ASF as the key fundraising enabler for Australian sport, and its critical role in realising social impacts through sport.

Whilst the ASF is targeting ambitious growth in the period to FY29, the continuing economic volatility and the potential for a general decline in philanthropic giving represent significant challenges.

ENVIRONMENT IN WHICH THE ASF OPERATES

(CONTINUED)

SOCIAL ENVIRONMENT

Sport has the power to impact significantly on the social environment with many Australians from diverse beliefs, values and cultural backgrounds being connected with sport in various capacities. The social environment profoundly shapes beliefs, behaviours and development. The ASF will need to continually evaluate and understand these layers to continue to support our various stakeholders in the achievement of our ambitious growth. Factors within the social environment that will need to be considered include:

- Socio-economic statuses – economic divisions;
- Value Influences – core values, morals, cultural and spiritual influences, media exposure, education;
- Technological Advancements – changing communication and information consumption;
- National or State Laws – legal frameworks affecting rights and interactions; and
- Political Environment – governance and policies affecting society.

The ASF must continue to demonstrate the positive effect and impact of sport on the social environment of all Australians.

REGULATORY ENVIRONMENT

There are four regulatory instruments which impact the operations of the ASF:

- The Corporations Act 2001 – the Australian Sports Foundation is a company limited by guarantee, and accordingly must comply with reporting and disclosure provisions required by the Corporations Act 2001;
- The PGPA Act – as a Commonwealth controlled company, the Australian Sports Foundation is subject to the provisions of the PGPA Act;
- As Deductible Gift recipients (DGRs), both the Australian Sports Foundation and the Australian Sports Foundation Charitable Fund must comply with specific tax laws and regulations, in particular those relating to the tax deductibility of gifts and receipting of donors;
- As a charity registered with the Australian Charities and Not For Profits Commission (ACNC), the Australian Sports Foundation Charitable Fund must comply with appropriate regulations governing operating and reporting of charitable distributions.

The combination of these regulatory environments imposes a heavy compliance burden, for a relatively small organisation that has limited administrative and compliance resources, and that receives no ongoing Government funding.

SHARE OF THE PHILANTHROPIC MARKET

Given the opportunity to grow sport's share of the philanthropic market, the ASF invested in certain key areas in recent years. These key investments have been in:

- A digital fundraising platform and supporting CRM system – to manage an increase in community fundraising, provide useful data for impact insights, and strengthen cybersecurity resilience
- Workforce capability uplift – to enable the ASF to help the sporting community implement more effective fundraising strategies and develop mutually beneficial partnerships with the philanthropic market;
- Enhanced marketing capability – to enable the ASF to better inform the Australian sporting community of the opportunity to seek tax-deductible donations, and to increase its footprint among athletes, sports clubs and partners nationwide; and
- Enhanced financial capability uplift – to enable the ASF to keep pace with the increased donation volume and ensure good governance and compliance.

These investments have had a significant positive impact, with the number of clubs and athletes registered to fundraise with ASF increasing from around 600 to over 12,000 in recent years. In the last few years alone, funds raised have grown by 64% from \$43 million in FY20 to more than \$118 million in FY25 – a level of growth that demonstrates the scale of the opportunity, but one which can only be sustained with additional investment and support.

In addition, ASF is advocating for Community Sport to be given charitable status. This would reflect the important role that sport plays in improving physical and mental health, and in building social cohesion. It would also assist in elevating sport as a philanthropic cause and facilitate investment from PAFs into community sport.



PERFORMANCE OBJECTIVES

Following the continued growth, enhancements in product and service, and further embedding of the Charitable Fund, investments have continued to be made in resources and infrastructure to amplify growth in philanthropic contributions to Australian sport. During the four years to 2029, the ASF has established ambitious growth targets and KPI's as set out below. These assume that additional investment will be received from the Federal Government to enable further capacity

and capability enhancements to the organisation to support new initiatives aimed at growing philanthropy.

In addition to the KPI's below, the ASF will focus on clearly communicating how sport drives social change and the benefits of giving to sport. This will be achieved through impact reporting that highlights the outcomes delivered by active ASF member fundraising and proactive fundraising initiatives.

TABLE 1: PERFORMANCE OBJECTIVES

	FUNDRAISING \$	ASF MEMBERS	FUNDRAISING ACTIVATION RATE	MATCHMAKING	ASF OPERATIONAL REVENUES
KPI	Achieve >\$165m pa in fundraising for sport by 2029	Achieve >11,000 ASF registered members by 2029	Achieve a recurring activation rate of >65% of registered members by 2029	Generate \$6m in new philanthropic funding into sport via ASF grants and direct funding agreements	Generate annual operating income of >\$9.5m by 2029
FY26	\$118m	6,200	60%	\$1m	\$6.4m
FY27	\$132m	7,440	62%	\$3m	\$7.2m
FY28	\$151m	8,900	62%	\$4m	\$8.4m
FY29	\$165M	11,000	65%	\$6M	\$9.5M

KEY INVESTMENTS

The ASF will need to invest substantially in key areas if it is to achieve the growth targeted in the period covered by the plan.

CAPABILITY – DATA, INSIGHTS & TECHNOLOGY

Digital strategy is constantly evolving, and technology is at the heart of successful fundraising. Continually enhancing digital capability and evaluating the use of emerging technologies will be fundamental to future growth and continued investment will be required as the market evolves in the years covered by this plan.

The ASF established an online fundraising platform in 2014 that enabled it to provide a basic community fundraising option to sports clubs, along with access to a portal to manage their fundraising programs. Since that time, technology and market expectations have evolved considerably and with the funding from the Australian Government the ASF invested in a modern digital fundraising platform and associated technologies. The ASF will be able to further facilitate fundraising for the Australian sports sector whilst meeting sector expectations, particularly relating to privacy and security. Further investment will be required to ensure the ASF is able to keep pace with the evolving technological environment and sector capability demands. Key innovations included:

- Implementation of new donation and payment methods;
- Implementation of new fundraising options to broaden its service offering to the sports community;
- Implementation of API's (Application Programming Interface) to collaborate with other organisations to grow reach and make use of enhanced functionality;
- Development of new technology-based tools and resources, delivered digitally, to provide better support to the community sporting sector, and enable them to raise funds more effectively.
- Leveraging of big data and artificial intelligence to enhance operational efficiency and provide targeted reporting to donors and partners, in addition to identifying philanthropic opportunities and trends for the sector.

CAPABILITY – RESOURCING

Whilst the strategic plan involves considerable emphasis on enabling and scaling fundraising through the new platform, additional skills and resourcing will be required to deliver on the forecast growth. In particular, ASF will need to invest in the following areas:

- Increase digital and technology resources to upgrade and manage the evolving fundraising platform.
- Increase the fundraising support we can provide to community sports clubs.
- Increase digital marketing and insights/data analysis capabilities, to enable the ASF to reach and support a bigger proportion of Australia's thousands of community sports clubs and athletes and report on social impact of the sector.
- Increase in philanthropic support to create purpose-driven relationships with the philanthropic sector that will deliver additional funding into the sports sector.
- Introduce charitable giving programs to gain a greater share of the major philanthropic market.

TABLE 2: RESOURCING REQUIREMENTS 2026-2029

	2026 FTE	2027 FTE	2028 FTE	2029 FTE
EXECUTIVE	6.5	6.0	6.0	6.0
FINANCE	5.0	5.0	5.0	5.0
SPORTS FUNDRAISING MANAGERS	4.0	5.0	5.0	5.0
PHILANTHROPY	1.0	1.5	2.0	2.0
FUNDRAISING SUPPORT	3.0	3.0	3.0	3.0
MARKETING	6.0	5.0	5.0	5.0
DIGITAL	5.0	5.0	5.0	5.0
OPERATIONS & ADMINISTRATION	1.0	1.0	2.0	2.0
TOTAL	31.5*	31.5#	33##	33##

* Based on current headcount and projections for FY26.

Incremental growth in philanthropy & fundraising managers.

Incremental growth to support operations (HR/People & Culture) and continue philanthropy focus.

CAPABILITY – STRATEGY

The ASF's strategic plan is designed to ensure the ASF is the most trusted partner in fundraising and philanthropy in Australian sport, delivering a sustainable model that generates >\$200M to sport and delivers measurable social impacts through sport. It has an ambitious plan to grow year on year by capitalising upon the interest in the sector generated by the 2032 home Games. The plan is underpinned by three strategic pillars:

1. High Performance Culture: focus on excellence, innovation and values-led culture that drives growth.
2. Sports Advocacy: focus on linking multiple corporate, government, and sports organisation partners to our vision and mission, expanding reach and impact.
3. Sports Philanthropy: focus on the impact of sport making meaningful social change.

CORPORATE GOVERNANCE AND RISK MANAGEMENT

GOVERNANCE FRAMEWORK

The Australian Sports Foundation (ASF) is governed by a Board of Directors, which provides strategic leadership and oversight in accordance with the Corporations Act 2001, the Public Governance, Performance and Accountability Act 2013 (PGPA Act), and relevant regulatory obligations. The Board reports to the Federal Minister for Sport.

The Board is responsible for:

- Setting the strategic direction of the organisation
- Approving the Corporate Plan and key policies
- Overseeing financial sustainability and performance
- Ensuring regulatory compliance and ethical conduct
- Monitoring organisational risk and assurance
- Overseeing an ethical and positive workplace culture

The Chief Executive Officer (CEO) is responsible for implementing Board strategy and decisions, managing day-to-day operations, and fostering a strong culture of governance, accountability and performance across the organisation. The Executive Leadership Team supports the CEO in delivering operational outcomes, managing risk, and embedding governance standards throughout ASF's activities.

To support effective governance and decision-making, ASF has a Finance, Audit and Risk Committee which reports directly to the Board.

This structure ensures appropriate segregation of duties, transparency, and accountability.

GOVERNANCE PRINCIPLES

ASF's governance framework is underpinned by the following principles:

- Integrity and ethical conduct
- Transparency and accountability
- Stewardship of public and donor funds
- Compliance with regulatory obligations
- Evidence-informed decision-making
- Continuous improvement

These principles guide Board, management and staff conduct, and support ASF's reputation as a trusted national fundraising partner for sport.

MANAGING RISK

ASF operates in a dynamic and complex philanthropic, regulatory and commercial environment. Effective risk management is fundamental to achieving its strategic objectives and sustaining long-term growth.

ASF's Risk Management Framework is aligned with:

- AS/NZS ISO 31000
- the PGPA Act and Rule 2014
- ASF Risk Management Policy

Risk management is embedded into strategic and operational planning, budgeting, project management, procurement, technology governance, financial management, and workplace health and safety practices.

RISK CULTURE AND RESPONSIBILITY

A robust risk culture is promoted through:

- Leadership commitment
- Clear policies and procedures
- Staff training and awareness
- Regular reporting and review
- Integration into business processes
- Regular feedback from staff
- Maintenance of a risk register

RISK APPETITE

ASF's Risk Appetite Statement defines the level of risk the organisation is willing to accept in pursuing its strategic objectives.

Key risk areas include:

- Integrity, reputation and compliance risks
- Fraud, corruption and serious misconduct
- Business disruption risk
- Workplace health and safety risks
- Financial and strategic risks aligned to growth
- Liquidity and solvency risks
- Data security risks

The Risk Appetite Statements are reviewed annually by the Finance, Audit and Risk Committee and approved by the Board.

RISK REGISTER

ASF maintains a Risk Register that identifies and monitors risks that may impact delivery of the Corporate Plan and long-term objectives.

Key risks include:

- Fundraising growth and market risk
- Technology and cybersecurity
- Regulatory compliance
- Reputation and stakeholder confidence
- Financial sustainability
- Workforce capability
- Data protection and privacy

Risk assessments form part of major Board and Executive papers.

AUDIT AND ASSURANCE

ASF maintains a robust assurance framework including:

- Internal audit
- External financial audits
- Compliance reviews
- Cybersecurity assessments
- Policy reviews

The Finance, Audit and Risk Committee oversees assurance activities and management responses.

CONTINUOUS IMPROVEMENT

ASF is committed to strengthening governance capability, improving reporting, enhancing risk monitoring, embedding best practice standards, and responding proactively to emerging risks.

Governance and risk management arrangements are reviewed annually to ensure they remain effective and aligned to organisational growth and regulatory expectations.



CONCLUSION

The Chief Executive Officer and Directors of the ASF have adopted this plan to provide a framework for achieving substantial growth in philanthropic donations to sport during the period to June 2029. Furthermore, this plan lays a platform to achieve longer term growth in philanthropic support for sport in the run-up to the Brisbane Olympic and Paralympic Games in 2032. The ASF believes that philanthropy has a major role to play in funding sport in the coming years and will be integral to the future sustainability and growth of Australian sport.

The ASF notes that the targets are ambitious, particularly considering the economic uncertainty caused by the volatile external environment and emphasises that the organisation will require substantial additional investment to deliver on this plan and achieve these targets.

The plan will be monitored and updated during the years ahead to reflect progress and adapt to market and other environmental changes.

Ryan Holloway

Interim Chief Executive Officer

Professor Sarah Kelly OAM

Chair, Australian Sports Foundation

