

AUSTRALIAN SPORTS FOUNDATION:

STRATEGIC PLAN FY26-30



ABOUT THE AUSTRALIAN SPORTS FOUNDATION

Australian sport's leading philanthropic and fundraising body: for a thriving sporting nation.

OUR PURPOSE

The Australian Sports Foundation (ASF) was established by the Australian Government to raise money for the development of Australian sport.

OUR VISION

A healthier, more inclusive Australia by empowering all communities to access the health and social benefits of sport through philanthropic support.

OUR MISSION

To be the nation's leading catalyst for philanthropic funding in sport, partnering with athletes, clubs, organisations and donors to deliver a sustainable future for sport.

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 to access philanthropic funding from Private and Public Ancillary Funds. This plan covers both entities, collectively referred to as 'ASF'.

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.

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 and strengthen local communities. We will 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.



We acknowledge and pay respect to the Traditional Owners and Elders—past and present—of the lands on which the Australian Sports Foundation operates. We extend this acknowledgment to the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters, and community.

At the ASF, we celebrate the diversity and strength of Aboriginal and Torres Strait Islander peoples and their significant contributions to Australian sport and society.

OUR VALUES



BELIEF

Empowering Australia through sport: making it accessible for all.

We believe in the transformative power of sports and its positive impact on individuals and communities, striving to make it accessible to all Australians through increased funding.



INNOVATION

Our commitment to challenge, change and collaborate to improve tomorrow.

At the ASF, we are committed to the ongoing pursuit of improvement by challenging the status quo, embracing change, and collaborating inclusively to create better solutions for us, our stakeholders and communities across Australia.



BELONGING

Everyone belongs, diversity thrives and contributions soar.

The ASF is committed to creating an inclusive environment where everyone feels respected, valued and supported. At the ASF, everyone has an opportunity to contribute to a diverse and dynamic workplace.



INTEGRITY

Our foundation for trust, accountability and transparency.

At the ASF, we are committed to doing what's right, being honest, ethical and fair in all our dealings. It is through our integrity that we will build trust and respect through accountability and transparency.



\$900M+

raised for grassroots sporting organisations, schools, athletes, and national sports



39 YEARS

experience in raising funds for sports



3,700+

campaigns successfully raised funds in FY25

LETTER FROM THE CEO & CHAIR

Australian sport is entering a decade of extraordinary opportunity. The green and gold runway to the Brisbane 2032 Olympic and Paralympic Games is generating national momentum that will lift participation, expand access, and strengthen the social impact of sport in communities nationwide.

This growing interest presents a chance to build an enduring legacy where more Australians can benefit from the physical, mental and social outcomes that sport delivers.

At the same time, participation costs continue to rise, demand for facilities and programs is increasing, and expectations on clubs, athletes and administrators are growing. The next five years give us a critical window to harness national enthusiasm and build a sustainable funding model that enables sport to thrive.

Our Strategic Plan outlines how the Australian Sports Foundation will lead this change. By 2032, our goal is to deliver more than \$250 million in donated and philanthropic funds each year to athletes, community clubs and sporting organisations, creating a legacy that extends well beyond the Brisbane Games. Achieving this requires collaboration across the sports, philanthropic and government sectors, supported by a trusted organisation committed to delivering meaningful outcomes.

From FY26 to FY30, our strategy centres on three key pillars:

Through Sports Advocacy, we will strengthen alignment with governments, peak bodies and partners to embed fundraising as a core revenue stream for sport.

Through Sports Philanthropy, we will strengthen donor engagement, highlight the social impact of giving, and progress the case for Charitable Status for Community Sport.

Through a commitment to a High-Performance Culture, we will invest in the capability, technology and governance required to support a growing sector and deliver products and services that help clubs and athletes succeed.

The coming years will also see a major shift in philanthropic behaviour across Australia, driven by the growth in structured giving and the largest intergenerational wealth transfer in Australia's history. Sport must be ready for this change. Our role is to lead the sector into that opportunity, demonstrate the impact of giving to sport, and ensure philanthropic funds reach the programs and communities where they can create lasting benefit.

Our purpose remains unchanged. Every Australian should have the opportunity to experience the physical, mental, and social benefits of sport. By working together with our partners, donors, fundraisers, and the wider sector, we can build a stronger and more sustainable future for Australian sport and unlock the full potential of philanthropy as a force for positive change.



R Holloway

Ryan Holloway
Interim Chief Executive Officer,
Australian Sports Foundation



S Kelly

Professor Sarah Kelly OAM
Chair,
Australian Sports Foundation



“The financial assistance I received through the Australian Sports Foundation made it possible for me to represent Australia and gain experience that will shape my future in cycling. I’m incredibly grateful for the opportunities it created and for the difference it has made to my journey.”

Ella Liang

IMPACT STORY

ELLA LIANG

Junior Track Cyclist representing Australia at the UCI Junior Track World Championships (QLD)

Seventeen-year-old Ella Liang is a rising Australian track cyclist, a potential future-Olympian, and a proud member of the Junior Women’s Sprint Team for the 2025 UCI Junior Track World Championships in Apeldoorn, Netherlands. Ella has already made her mark with a Junior World Record in the 1km Time Trial, along with titles including 2025 Oceania Time Trial Champion and 2024 Oceania Scratch Race Champion.

With the help of the Australian Sports Foundation platform, Ella received the backing she needed to travel to the Netherlands and compete against the world’s best junior cyclists. This opportunity strengthened her development in a high-performance environment and gave her valuable experience at the elite level.

The international campaign helped Ella build resilience, confidence and independence. She worked closely with coaches, staff and teammates, gaining a deeper understanding of the standards required to perform at the top level of the sport.

AT THE JUNIOR WORLD CHAMPIONSHIPS, ELLA ACHIEVED:

- **Bronze Medal, Team Sprint**
- **8th Place, Time Trial**
- **12th Place, Keirin**

Ella’s achievements are the result of her hard work, along with the generosity of donors who supported her journey. Their contributions helped ease the financial pressure of international competition and allowed her to focus fully on her preparation and performance. This support has created opportunities that will stay with Ella as she continues to progress in cycling.

asf.org.au/campaigns/ella-liang

STRATEGIC PILLARS

OUR GOALS

1. ASF regarded as the trusted partner for Australian athletes, clubs, organisations and donors in sports fundraising.
2. Advocate for sport as a philanthropic cause and highlight the impact and social benefits to Australians.
3. Over the next 5 years deliver more than \$700M in fundraising and philanthropic support to Sport by 2030.
4. Delivered more than \$1.1B in fundraising and philanthropic support to Sport by 2032.



HIGH PERFORMANCE CULTURE

Our focus on excellence, innovation, and a values-led culture that drives growth, empowers our people and delivers results.

This pillar is defined by our ability to consistently deliver value to the Sports sector through empowered staff, robust internal systems and processes, and a culture of innovation.

It is underpinned by trust in our governance, compliance and management frameworks, and supported by our commitment to challenge, experiment and adapt to provide better product, service and support to the Sports sector.

It is identified by a culture and environment that fosters collaboration through active engagement, creativity, and coordinated execution.



SPORTS ADVOCACY

A focus on linking partners to our Vision and Mission to expand our reach and impact.

This pillar is defined by the trust and support we cultivate within the Sports sector, and our proactive approach to building strong, strategic relationships across commercial, government and philanthropic sectors.

It is characterised by our unique market position, which enables collaborative partnerships to maximise value delivery and impact. Our deepening engagement with donors drives meaningful outcomes, reinforcing our role as a catalyst for positive societal change through sport.



SPORTS PHILANTHROPY

A focus on the impact of sport in making meaningful social change.

This pillar is defined by our ability to create purpose-driven relationships with the philanthropic sector and deliver thought leadership that demonstrates sport's transformative power.

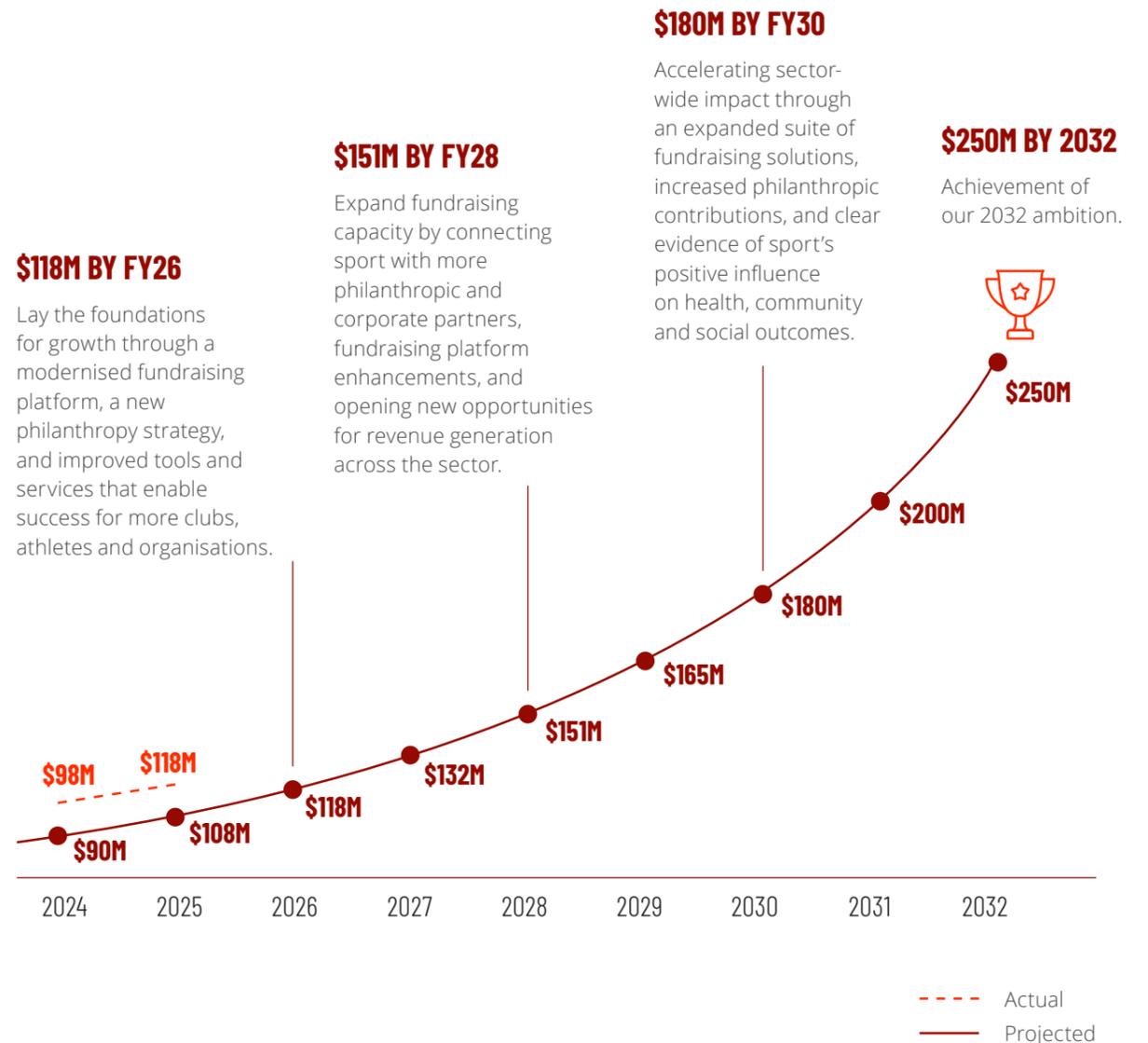
It is shaped by advocating for and demonstrating a compelling model on philanthropic contributions to sport, strengthening the case for formal charitable status for community sport. Solidifying the ASF as the custodian for fundraising and philanthropy in sport and expanding our reach.

GROWTH ROADMAP

OUR 2032 AMBITION

To be the trusted partner in fundraising and philanthropy in Australian sport, delivering a sustainable model that generates >\$250M per year in donated funds to the sector at all levels.

ASF will be integral to the future sustainability and growth of Australian sport, creating a legacy beyond the Brisbane 2032 Olympic Games.





ASF STRATEGIC PILLAR 1: HIGH PERFORMANCE CULTURE

Deliver sustainable fundraising growth through operational alignment, collaborative engagement, and innovative solutions.



ACHIEVE DONATION REVENUES

- Total donation revenues >\$118m in FY26.
- Increase donation revenues to >\$250M by 2032.



ACTIVATE PLATFORM FUNDRAISERS

- Ensure recurring activation rate of fundraising platform users of >60%.
- Continue to acquire new platform fundraising users to enhance fundraising, drive growth and increase opportunities.



ENGAGED TEAM MEMBERS

- Strengthen skills and capability of existing staff and maintain an engagement score >70%.
- Retain highly skilled team members and invest in their development and growth.

ASF STRATEGIC PILLAR 2: SPORTS ADVOCACY

Strengthen brand equity, awareness and affinity, making the ASF the trusted partner in fundraising and philanthropy in sport.



SPORTS PARTNER ALIGNMENT

- Strategically align with peak bodies in the sports sector to leverage the 'green and gold runway' to Brisbane 2032 and major sporting events.



THOUGHT LEADERSHIP

- Develop comprehensive reports on the trends and impact of fundraising and philanthropy in sport.
- Articulate the positive impact of sport on society for various audiences, including sport, government, philanthropy and corporates.



CHARITABLE STATUS FOR COMMUNITY SPORT

- Continue to drive engagement with the philanthropic market and government departments on charitable status for community sport.



CORPORATE PARTNERSHIPS

- Build collaborative corporate partnerships to increase investment in sport through fundraising engagement.

ASF STRATEGIC PILLAR 3: SPORTS PHILANTHROPY

Engage the philanthropic sector on the impact of sport to drive social change and highlight the benefits of giving to sport.



GROW GIVING FOR SPORT

- Develop a philanthropic strategy that champions sport as a driver for social change.



GROW PHILANTHROPIC FUNDING

- Drive growth through dedicated fundraising that engages donors at all levels to give to sport.
- Link fundraising partners with philanthropic funds via the ASFCF.



