AUSTRALIAN SPORTS FOUNDATION CORPORATE PLAN 2026 - 2030

AUSTRALIAN
SPORTS FOUNDATION

We acknowledge and pay respect to the Traditional Owners and Elders – past and present – of the lands on which the Australian Sports Foundation (ASF) 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.

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A MESSAGE FROM THE CHAIR

Sport has always been one of Australia's greatest strengths. It brings communities together, improves health and wellbeing, creates opportunity, and builds resilience. As these benefits become increasingly recognised across government, philanthropy and the broader community, so too does the opportunity to strengthen the role that philanthropic giving can play in supporting Australian sport.

The Australian Sports Foundation (ASF) exists to help unlock that opportunity. By connecting generosity with purpose, we help ensure that clubs, athletes and sporting organisations at every level can continue to deliver lasting benefits for communities across the country.

Those benefits extend well beyond the playing field. Investment in sport can help increase participation and inclusion, improve health and strengthen communities, and build sustainable sporting infrastructure and investment. The ASF has an important role to play in helping philanthropy complement these priorities and extend their impact.

The years ahead present an important moment for Australian sport. The momentum generated by major sporting events, including the Brisbane 2032 Olympic and Paralympic Games, growing interest in social impact, and increasing collaboration across sectors, provide a unique platform to expand philanthropy and create enduring change.

This Corporate Plan (the Plan) reflects our ambition to build on that momentum. It outlines how the ASF will continue to strengthen its capability, deepen partnerships and deliver greater value to donors, sporting organisations, governments and the communities they serve.

On behalf of the Board, I thank all our stakeholders – including sporting organisations, governments, partners and supporters – as well as the ASF team, for their continued commitment. Together, we have the opportunity to ensure philanthropy becomes an enduring pillar of Australian sport, creating benefits that will extend well beyond the years covered by this Plan.

Professor Sarah Kelly OAM
Chair, Australian Sports Foundation

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Every day across Australia, sport changes lives.

Whether it's a local club creating connection, an athlete pursuing excellence, maintaining and upgrading the facilities that bring communities together, or a community using sport to improve health and inclusion, the impact of sport reaches far beyond the playing field. Supporting these outcomes requires more than funding – it requires a shared commitment to investing in stronger communities, sustainable sporting infrastructure and a more active nation.

The Australian Sports Foundation is uniquely placed to bring together donors, philanthropy, business, government and the sporting sector to help realise that vision. By combining trusted fundraising capability with deeper partnerships, evidence-based insights and a focus on measurable impact, we are helping to strengthen the long-term sustainability of Australian sport.

For clubs, athletes and sporting organisations, the ASF builds fundraising capability, strengthens connections with donors and philanthropic partners, and helps to demonstrate the broader impact of sport. Through our expertise, insights, technology and advocacy, we help the sporting community attract greater support, build stronger relationships and create more sustainable futures.

This Corporate Plan sets out our priorities for the years ahead. It reflects an organisation committed to innovation, collaboration and continuous improvement, while remaining focused on delivering practical outcomes for the sporting community and demonstrating the broader social and public value that investment in sport creates.

As we look towards the Brisbane 2032 Olympic and Paralympic Games and beyond, our aspiration is to see philanthropy become an increasingly significant contributor to Australia's sporting future – not only through greater investment, but through a stronger understanding of the role sport plays in building healthier people, more connected communities and a more resilient nation.

We look forward to working with our stakeholders and partners to realise that vision, and to continue creating opportunities for Australians through sport.

Jerril Rechter AM
Chief Executive Officer, Australian Sports Foundation

OUR STRATEGIC DIRECTION

OUR VISION

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

OUR PURPOSE

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

OUR ROLE

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.

WE UNLOCK PHILANTHROPY FOR AUSTRALIAN SPORT

40 YEARS

Supporting Australian sport through philanthropy.

16,000+

Clubs, athletes and organisations supported to fundraise.

$1 BILLION+

Distributed to Australian sport since 1986.

INTRODUCTION

The Directors of the Australian Sports Foundation present this Corporate Plan for the reporting period 2026–27. This plan has been prepared in accordance with subsection 95(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014*. The plan covers the four reporting periods from 2026–27 to 2029–30 and sets out how the ASF will pursue its purpose, undertake its key activities and measure its performance over that period.

STRUCTURE AND PURPOSE

The Australian Sports Foundation (ASF) is a Commonwealth company limited by guarantee established under the *Australian Sports Commission Act 1989* to raise funds for the development of Australian sport.

The ASF is Australia's leading not-for-profit sports fundraising organisation and the only national organisation through which donations to eligible sporting organisations are tax deductible. The Australian Sports Foundation Charitable Fund, a wholly controlled subsidiary established in 2017, enables the ASF to access philanthropic funding through Private Ancillary Funds (PAFs), Public Ancillary Funds (PuAFs) and charitable foundations, expanding opportunities to support Australian sport through structured philanthropy. This plan covers the activities of both entities, collectively referred to as "ASF" unless otherwise specified.

Through this Corporate Plan, the ASF outlines how it will work collaboratively with donors, philanthropic organisations, businesses, governments and the sporting sector to grow investment in Australian sport and maximise its social impact. The Plan also describes the contribution of the Australian Sports Foundation Charitable Fund to achieving the ASF's strategic objectives and delivering sustainable outcomes for Australian sport.

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 role 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 1986, the ASF has distributed over $1 billion to Australian sports clubs, sporting organisations and athletes to help realise the social and economic impact of sport by developing an inclusive and active sporting nation and strengthening of local communities.

We are committed to continuing this work and creating a legacy for Australian sport through the 'green and gold runway' to the Brisbane 2032 Olympic and Paralympic Games and beyond, helping to ensure that all Australians can access the benefits of sport.

ENVIRONMENT IN WHICH THE ASF OPERATES

PHILANTHROPIC MARKET

The ASF operates in the philanthropic sector, seeking donations alongside other charitable and social causes from individuals and businesses and, through its charitable fund, from Private Ancillary Funds (PAFs) and Public Ancillary Funds (PuAFs).

According to figures produced by the Australian Taxation Office (ATO), tax deductible donations by private individuals amount to around $3.8 billion 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 $7 billion. This, along with a further $2 billion or so in structured giving, particularly by Private Ancillary Funds – a growing part of the philanthropic sector – values the overall philanthropic market in which the ASF operates at over $13 billion p.a.

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.

EVOLVING PHILANTHROPY

Philanthropy in Australia continues to evolve. Donors increasingly seek to invest in organisations that can demonstrate measurable outcomes, foster collaboration, and deliver long-term social impact. This presents an opportunity for sport to be recognised not simply as a beneficiary of giving, but as a powerful vehicle for improving health, strengthening communities and addressing broader social challenges. The ASF is well positioned to connect these emerging philanthropic priorities with the needs of Australian sport.

OUR ROLE TO PLAY IN THE BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES

The Board and Management of the ASF consider the Brisbane 2032 Olympic and Paralympic Games to be a catalyst to achieve once-in-a-generation growth in philanthropic giving to sport, delivering a sustainable model that generates more than $200 million per year in donated funds to the sector at all levels by 2032. 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:

- Continued investment in the ASF's technology to protect data, strengthen cybersecurity capabilities and systems, and keep pace with emerging risks.
- Delivery of the dedicated philanthropic strategy and engagement with Australia's philanthropic market.
- Track, measure and report through data-informed storytelling, the social impacts achieved through sport.
- Build the ASF as a nationally recognised, household brand, trusted by all.

The Brisbane 2032 Olympic and Paralympic Games will generate both an increased need for sports funding, and an 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 Board considers 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 be accessible for all Australians. Although the average value of donations to sport has decreased, the total volume is on the rise. Australians are contributing more often, in smaller amounts, to help their sporting clubs and communities to 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 is 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 Olympic and Paralympic 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, strengthening community cohesion, and addressing 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, while ensuring the provision of gender-equal and accessible facilities for all.
- Growth in Private Ancillary Funds resulting from an ageing 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 2030, 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 have a significant impact on social inclusion, with many Australians from diverse beliefs, values and cultural backgrounds being connected with sport in various capacities.

This 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 this social environment that will need to be considered include:

- **Socio-economic statuses** – economic divisions;
- **Value influences** – core values, 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 taxation laws and regulations, particularly those relating to the deductibility of gifts, receipting of donors and ongoing reporting obligations. The ASF must also monitor and respond to changes in taxation and trust law, including reforms affecting capital gains tax (CGT) and the operation of trusts that may influence philanthropic giving and the administration of Private Ancillary Funds (PAFs);
- **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 the operation 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 Australia's philanthropic market, the ASF has made targeted investments in key capabilities over recent years to build the foundations for sustainable growth.

These investments have been instrumental in expanding fundraising capacity and market reach and will require ongoing investment to ensure they remain fit for purpose, support projected growth in philanthropy, and continue delivering value to the Australian sporting community.

Key investments have included:

- **A digital fundraising platform and supporting CRM system** – to manage significant growth in community fundraising, provide data-driven insights into fundraising and social impact, strengthen technology resilience and cybersecurity, and continue evolving to support future growth and changing stakeholder expectations.
- **Dedicated philanthropy capability** – to develop the ASF's philanthropy strategy, strengthen relationships across the philanthropic sector, engage major donors and foundations, and unlock new opportunities for investment in Australian sport.
- **Enhanced marketing capability** – to increase awareness of tax-deductible giving across the Australian sporting community, expand the ASF's reach among athletes, clubs and partners nationwide, and encourage greater participation in sport philanthropy.
- **Enhanced data and impact measurement capability** – to quantify and communicate the social impacts of sport nationally by fully leveraging the ASF's unique national fundraising and participation data, strengthening evidence-based storytelling for donors, governments and philanthropic partners.
- **Enhanced financial and corporate capability** – to ensure the ASF can manage increasing donation volumes while maintaining strong governance, compliance and financial stewardship.

These investments have delivered significant results.

The number of clubs and athletes receiving grants through ASF fundraising has tripled since FY21, while annual funds raised have increased from $43 million in FY20 to more than $118 million in FY25. This growth demonstrates the return of these investments and the importance of continuing to invest in the capabilities required to support Australia's growing sport philanthropy ecosystem.

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 2030, the ASF has established ambitious growth targets and KPIs as set out below.

These projections anticipate continued growth in philanthropy, alongside the need for ongoing investment in the ASF's technology and digital infrastructure to maintain gold-standard cyber resilience and security and respond to emerging risks.

In addition to the KPIs below, the ASF will focus on measuring and 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 FY26 – 2030

	FUNDRAISING $	YOY GROWTH	ASF OPERATIONAL REVENUES	YOY GROWTH
KPI	ACHIEVE $181M PA IN FUNDRAISING FOR SPORT BY 2030		GENERATE ANNUAL OPERATING INCOME OF >$9.8M BY 2030, SUFFICIENT TO COVER ONGOING OPERATIONAL COSTS	
FY27	$132M		$9.0M	
FY28	$150M	14%	$8.0M	-11%
FY29	$165M	10%	$9.0M	13%
FY30	$181M	10%	$9.8M	9%


SHERRIN
OBrien Real Estate
OBrien Real Estate

CASE STUDY
KIM COLLARD, BIBBULMUN FUND

As a proud Balladong-Whadjuk man of the Noongar Nation and a respected Western Australian business and community leader, Kim Collard has spent decades creating opportunities for First Nations communities through enterprise and philanthropy.

As founder of Kulbardi and Kooya Fleet, he has helped shape the modern Aboriginal business sector while ensuring that business success delivers meaningful community benefit through philanthropy.

The Bibbulmun Fund is the only Indigenous-owned, managed and controlled philanthropic organisation in the whole of Australia. "I want to be seen to be giving back. I want to be seen to be leaving a legacy for my community," Kim shares.

A portion of profits from Kulbardi and Kooya Fleet is directed into the Bibbulmun Fund, an Indigenous-owned and controlled philanthropic structure supporting Aboriginal and Torres Strait Islander initiatives across Australia. The model embeds giving directly into the business, creating long-term investment guided by Aboriginal leadership and community priorities.

"For us, business and philanthropy go hand in hand, using business as a vehicle of change is how we create lasting impact in our communities," Kim says.

Kulbardi's approach places it at the forefront of First Nations-led philanthropy in Australia. Kim draws a clear distinction between philanthropy funded through Indigenous business success and models that rely on fundraising or external contributions.

"Of all the contributions made by Australian philanthropy, only 0.6% go back to the Aboriginal community, and we're investing 1.5% of our money going back into the Bibbulmun Fund." he says

Sport has always been an important part of founder Kim's story – as a community connector, a teacher and a pathway for future leaders. Kulbardi's investment in sport reflects a belief that sport can strengthen individuals and communities in ways few other activities can.

"Sport's a fantastic vehicle," Kim says. "It's all about teaching our children leadership, camaraderie, mateship... how to win, how to lose, health and fitness."

Sport is also used as a pathway into education and long-term opportunity. In remote communities, culturally embedded sport-based learning programs have improved engagement with education and strengthened community connection.

For Kim, sport is not simply an activity, it is one of the most powerful ways to create opportunity and strengthen communities. Through programs like Basketball Australia's She Hoops, sport becomes a pathway to confidence, leadership and long-term change for Aboriginal girls across Australia.

At its heart, this belief continues to guide Kulbardi's investment in sport and in future generations.

"Sport helps build confidence, leadership and opportunity," he says. "That's how we support the next generation."

> *"We've built successful Aboriginal businesses so we can invest back into our own communities and create opportunity for the next generation".*
>
> **Kim Collard, February 2026**


SHE HOOPS
BIBBULMUN FUND
Fremantle Foundation
TO: Basketball Australia
She Hoops - Indigenous Leadership Program
DATE: 26th August 2024
GRANTED BY: The Bibbulmun Fund
- MAJOR CONTRIBUTORS -
KULBARDI
SUPPORTING THE NATION
Kooya
KIM COLLARD
SHARNA COLLARD
Advisory Board Members, Bibbulmun Fund

KEY INVESTMENTS

The ASF will need to make significant investment in key capabilities over the life of this Corporate Plan to support sustainable growth, protect Australia's national sport philanthropy infrastructure, and strengthen its digital capability, including cyber security, resilience, the responsible adoption of artificial intelligence, and preparedness for emerging technologies.

These investments are critical to maintaining trust, organisational resilience and the capacity to deliver for the sporting sector. They will also enable the ASF to respond to emerging cyber threats, including the transition to post-quantum cryptography as quantum computing capabilities mature over the coming decade.

CAPABILITY – DATA, INSIGHTS AND 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. With funding from the Australian Government, the ASF has invested in a modern digital fundraising platform and associated technologies. Key investments include:

- Implementation of new donation and payment methods;
- Implementation of new fundraising options to broaden its service offering to the sports community;
- Implementation of APIs (Application Programming Interfaces 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; and
- 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.

Further investment will be required to ensure the ASF is able to keep pace with the evolving technological environment and sector capability demands.

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, the 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 capabilities to create purpose-driven relationships with the philanthropic sector that will deliver additional funding into the sports sector; and
- Introduce charitable giving programs to gain a greater share of the major philanthropic market.

CAPABILITY – IMPACT AND PARTNERSHIPS

The ASF will continue investing in capability that enables stronger relationships across philanthropy, government and the sporting sector. This includes enhancing impact measurement, strengthening donor stewardship, developing strategic partnerships and using evidence and insights to demonstrate the value created through philanthropic investment in sport.

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 more than $200 million to sport by 2032 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 Brisbane 2032 Olympic and Paralympic 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 in creating meaningful social change.

TABLE 2: RESOURCING REQUIREMENTS 2026-2030

	2027 FTE	2028 FTE	2029 FTE	2030 FTE
EXECUTIVE	6	6	6	6
FINANCE	5	5	5	5
PARTNERSHIPS, PHILANTHROPY AND FUNDRAISING SUPPORT	8.6	8.6	8.6	8.6
MARKETING	4.4	4.4	4.4	4.4
DIGITAL	5	5	5	5
EXECUTIVE ADMINISTRATION	1	1	1	1
TOTAL	**30**	**30**	**30**	**30**

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 the ASF's activities.

To support effective governance and decision-making, the 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

The 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 the ASF's reputation as a trusted national fundraising partner for sport.

MANAGING RISK

The 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.

The 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

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

Key risk areas include:

- Reputation, integrity & compliance
- Technology, data & cybersecurity
- Financial sustainability
- Partnerships & stakeholder relationships
- People, culture & capability
- Strategic growth & innovation.

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

RISK REGISTER

The 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:

- Technology platform scalability, reliability and cybersecurity
- Financial sustainability and access to growth capital
- Failure to execute strategy and realise national leadership ambitions
- Reputation and governance failures
- Workforce capability, capacity and change fatigue.

Risk assessments form part of major Board and Executive papers.

AUDIT AND ASSURANCE

The ASF maintains a robust assurance framework including:

- External financial audits
- Compliance reviews
- Cybersecurity assessments
- Policy reviews.

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

CONTINUOUS IMPROVEMENT

The 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.

The ASF has established a Philanthropy Committee to support the Board and management in strengthening the ASF's philanthropic strategy and impact.

The Committee provides advice and guidance on:

- Philanthropic strategy and opportunities
- Sector engagement and relationships
- Growing philanthropic support for Australian sport
- Strengthening the ASF's impact and influence within the philanthropic sector.


KEON PARK

CONCLUSION

The ASF Directors and Chief Executive Officer have adopted this plan to provide a framework for achieving substantial growth in philanthropic donations to sport during the period to June 2030.

Furthermore, this Plan lays a platform to achieve longer term growth in philanthropic support for sport in the run-up to the Brisbane 2032 Olympic and Paralympic Games. 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 Australian Sports Foundation is committed to building a future where philanthropy is recognised as an essential pillar of Australian sport.

By connecting generosity with opportunity and demonstrating the impact that sport creates across Australian communities, the ASF will continue to grow investment, strengthen organisations and ensure more Australians can experience the benefits of sport for generations to come.

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 investment to deliver on this Plan and these targets.

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

Professor Sarah Kelly OAM
Chair, Australian Sports Foundation

Jerril Rechter AM
Chief Executive Officer, Australian Sports Foundation

AUSTRALIAN SPORTS FOUNDATION