

United Strategy 2032



Acknowledgement of Country

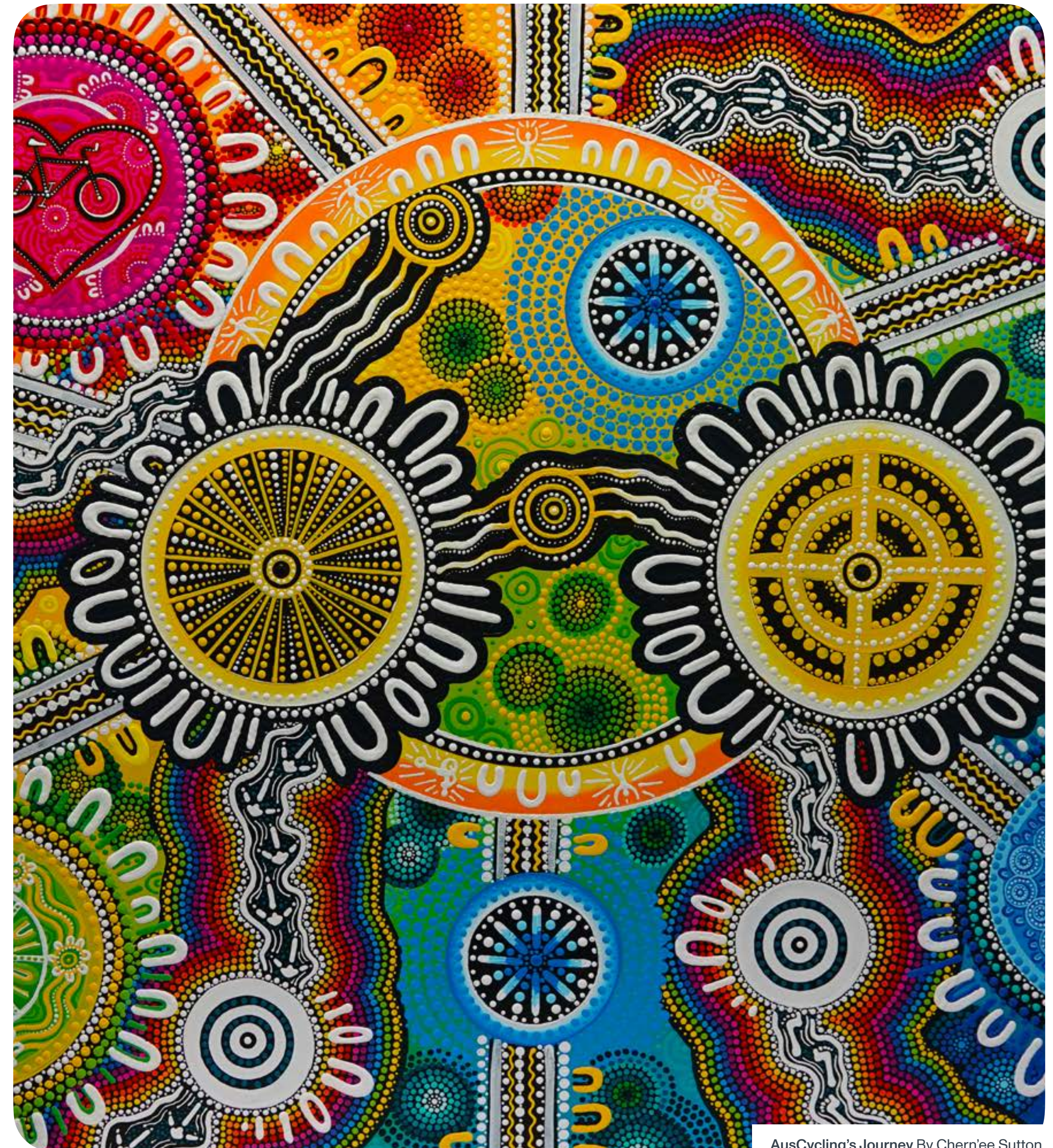
AusCycling acknowledges the Traditional Owners of the lands from across Australia where we are privileged to live, work and ride. We recognise and celebrate their spiritual and ongoing connection to culture and Country.

We pay our respects to the Elders past, present and emerging, who hold the memories, the traditions, the culture and hope of First Nations people.

We believe a better understanding and respect for First Nations cultures will help us all develop an enriched appreciation of Australia's cultural heritage and support a more connected Country.

We remember always, that under the concrete and asphalt this land was, and always will be, another's Dreaming.

Let's ride together, to a better future.





More than a sport

We believe in the joy and positive power of cycling. Every time we jump on a bike, we're choosing to make a difference – to our mind, body and country.

Riding a bike transforms us individually, connects us as a community, inspires us as a nation and creates a healthier Australia. Regardless of what bike we ride, where we ride, our age or skill level – we ride as one.



Our purpose

AusCycling exists to unleash the
unbound potential in every body



Introduction



Our ambition

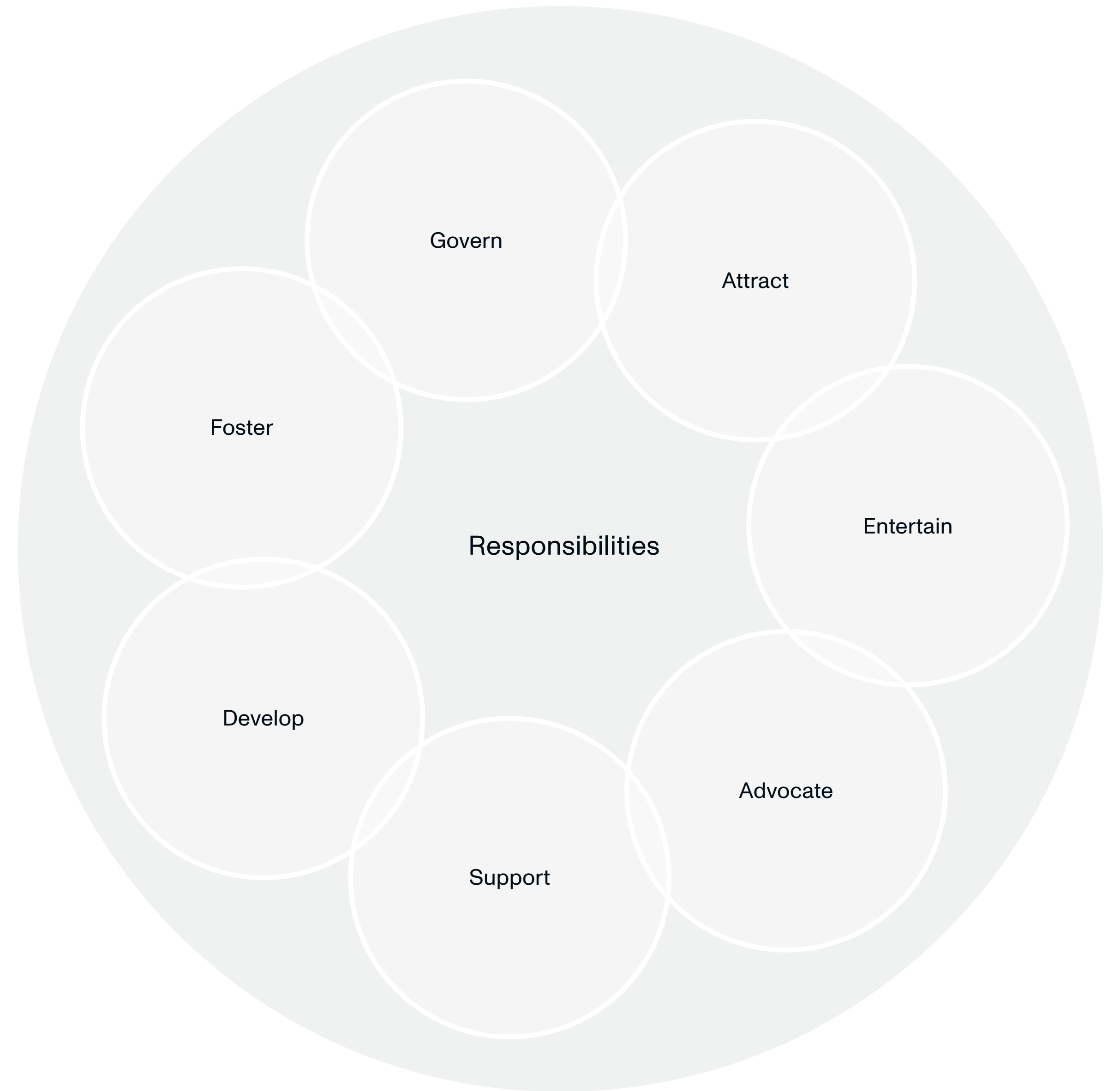
Ignite Australia's passion for cycling and riding

Our ambition is to be a global leader in cycling, respected for our positive impact on and off the bike. We are here to ensure that current and future generations experience both the simple joy of riding a bike, and the opportunity to reach their full potential.

Our role

Custodians of cycling and riding in Australia

We actively work across all aspects of cycling and riding in Australia, from grassroots to elite. Our success comes from combining our efforts to unite, connect and grow cycling and riding across the nation.



We



Govern

The laws, rules, systems and procedures that make riding and cycling a sport for everyone.



Attract

New riders, fans and commercial partners to the world of Australian cycling and riding.



Entertain

Through the delivery of local, national and international events and our content channels.



Support

Schools, clubs, members, volunteers and communities to empower their dedication to grassroots.



Develop

Skills and provide opportunities for athletes, coaches and staff to perform at their best on the world's biggest stages.



Foster

Communities, inclusivity, diversity, cultural awareness, and improved safety for riders.



Advocate

For all riders by providing a voice on the things that matter.

We are

Innovative and courageous





Our approach

We think big,
act with humility,
deliver with heart

Our ambition is matched by the knowledge that all great things start at a community level. Nurturing local clubs, fans, volunteers and new riders is just as important to us as performing on the biggest stages.



Trademarks

Our values underpin our success

Stronger Together

Unity is our most powerful force for change. Everyone at AusCycling is a teammate and we support each other, listen to each other, and have each other's backs. Our different skills and personalities are key assets, but we will only unlock them if we listen with respect and compassion and value each other's contributions regardless of pillar, discipline or seniority.

Win Well

Results come and go, but the legacy we leave is forever. We pursue our goals with fierce determination, but never to the point where we betray our personal or professional principles and values, and never at the expense of our athletes and our staff. We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success. We celebrate with passion and humility. We lose and we learn. We're accountable to ourselves and to those around us. We commit to Win Well – our success is richer when earned in the right way.

People First

AusCycling is a safe, supportive organisation where individuals are given the respect, attention, and tools to grow in their roles and as people. We celebrate our wins and regard mistakes as a chance to learn, rather than blame. We see the whole person and understand the vital connection between work, family, friends, and time to recharge. When we eventually leave AusCycling, we will be better professionals and better people.

Be Bold

We have a rare opportunity to create a new and exciting path for cycling and riding in Australia. We are brave enough to question and disrupt, we take risks and welcome a variety of views and styles. We respect our history and honour those who built our foundations, but we will not be bound by our past or traditional ways. We create space and opportunities to realise a new ambition, a new culture and a new way of doing things.



Three Horizons



Looking to the future

AusCycling was formed with a vision to unlock the power of the bike: a unitary body bringing together all forms of cycling.

Strategy2032 is an acknowledgement not only of the size of the change but a commitment to looking forward with purpose. It is a long-term strategy that ensures we remain focused on seizing the opportunities presented by Victoria 2026 and Brisbane 2032 whilst constantly adapting to the ever-changing world.



HORIZON ONE

2022 → 2024

Strengthen the Foundations

Getting the foundations of the new entity in place and operating well.

- Engaging more riders through a refreshed value proposition and product portfolio.
- Growing the number of coaches, officials and volunteers.
- Optimising the capability of our people and delivery network.
- Reinvigorating the performance system – from clubs to the Australian Cycling Team.
- Enabling our athletes to perform at their best on the biggest stages.
- Building credibility and trust in the AusCycling brand.
- Creating a sustainable economic engine.
- Designing and embedding our inclusion and climate agenda.

HORIZON TWO

2025 → 2028

Accelerate Growth

Having established a strong base, Horizon Two will focus on driving tangible growth and improvement across the AusCycling ecosystem. Capitalising on opportunities that emerge from hosting the 2026 Commonwealth Games in Victoria and ensuring we're 'Games ready' for Brisbane 2032.

HORIZON THREE

2029 → 2032

Sustain and Extend

Acknowledging the many macro trends impacting the sporting sector, AusCycling will work with our partners to ensure we can respond and adapt our models, systems and thinking to ensure we optimise for the decade beyond the 2032 Olympic and Paralympic Games.

PURPOSE

AusCycling exists to unleash the unbound potential in every body.

AMBITION

Ignite Australia's passion for cycling and riding.

PILLARS

1 Unite and Empower

Create united, inclusive and empowered communities where clubs, teams, partners and people thrive.

- Strengthen the club delivery network.
- Build our governance and leadership capability.
- Invest in developing our volunteers.
- Grow the number of quality coaches and officials.
- Drive the development and implementation of a nationwide infrastructure plan.

2 Win the Hearts and Minds

Ensure every Australian child has access to bike education and inspire more Australians to ride bikes.

- Be the leading provider of bike education.
- Advance cycling's profile and popularity and build the profile of our athletes.
- Be a respected voice for cycling advocacy.

3 Be More for More

Grow and diversify our economy by being relevant to more of the Australian cycling and riding community.

- Refresh and extend the membership value proposition.
- Build partnership opportunities that increase corporate and philanthropic investment in AusCycling, clubs and athletes.

4 Lasting Champions

Deliver sustained success on the international stage and create healthy, inspirational role models that value their connection with the sport.

- Support and enable Australian athletes to contest the biggest international events.
- Develop and support performance and pathways environments for athletes, coaches and officials.
- Deliver events that develop athlete, coach and official expertise.
- Secure major events that showcase athletes, inspire communities and leave a legacy.
- Celebrate our heroes, history and heritage.

ENABLED BY



Data and insights



Outstanding people



Partnerships



Technology

TRADEMARKS



Stronger Together



Win Well



People First



Be Bold



Pillar 1

Unite and Empower

Create united, inclusive, and empowered communities where clubs, teams, partners and people thrive.



STRATEGIES	ACTIONS
Strengthen the club delivery network.	<ul style="list-style-type: none">• Establish a structured club and network engagement program.• Monitor the health and wellbeing of the AusCycling club network.• Deliver programs and support initiatives that strengthen the AusCycling club network.• Showcase outstanding club achievement.
Build our governance and leadership capability.	<ul style="list-style-type: none">• Implement and monitor AusCycling’s sport governance and organisational engagement plan.• Work with the Australian Sports Commission and Sport Integrity Australia to review AusCycling’s policy framework annually.• Invest in employee development programs and initiatives that create the environment for people to thrive in their roles.
Invest in developing our volunteers.	<ul style="list-style-type: none">• Work with clubs to understand and remove the barriers to becoming a volunteer.• Develop a club tool kit and enabling systems to support volunteers.• Establish a volunteer recognition program.
Grow the number of quality coaches and officials.	<ul style="list-style-type: none">• Increase accessibility and appeal of AusCycling’s coach and official education programs.• Implement a targeted program to grow the number of qualified coaches and official presenters across the country.• Facilitate opportunities at national and international events for targeted coaches and officials to increase their knowledge, expertise and capacity outside formal education.
Drive the development and implementation of a nationwide infrastructure plan.	<ul style="list-style-type: none">• Partner with clubs and the State and Territory Advisory Committees to develop, maintain and advocate for priority upgrades and new projects.• Develop and publish insights and guidelines that support governments, clubs and facility managers to embed best-in-class cycling and riding infrastructure.• Provide facility advisory services to governments and commercial entities building cycling and riding infrastructure.• Contribute to the advancement and implementation of active transport measures consistent with the State and Territory Transport Strategies.

Pillar 2

Win the Hearts and Minds

Ensure every Australian child has access to bike education and inspire more Australians to ride bikes.



STRATEGIES	ACTIONS
Be the authority on and leading provider of bike education.	<ul style="list-style-type: none">• Design and develop a bike education product that engages participants (children, schools, coaches and parents) across multiple platforms.• Embed bike education into the school curriculum.• Boost the uptake of bike education in schools.
Address barriers to bike riding.	<ul style="list-style-type: none">• Map and understand the key barriers to participation.• Partner with industry to deliver the Bikes for Schools program.
Drive social impact through cycling and riding.	<ul style="list-style-type: none">• Establish and embed AusCycling's Inclusion and Diversity Policy Framework.• Develop the capacity of AusCycling's community workforce to promote inclusive practices in clubs.
Advance cycling's profile and popularity and build the profile of our athletes.	<ul style="list-style-type: none">• Be the best at cycling and riding storytelling.• Use owned and earned channels, events and programs to profile athletes and coaches.• Educate our athletes and coaches about the role they play in growing their individual and AusCycling's profile, including how they can develop and enhance their individual profile.
Be a respected voice for cycling advocacy.	<ul style="list-style-type: none">• Lead or partner in advocacy initiatives to raise awareness of critical issues that impact the bike-riding community.• Contribute to local, state and federal government initiatives to advance cycling and enable more people to enjoy riding.• Empower clubs and the State and Territory Advisory Committees to advocate on important local policy issues and projects that will enable more people to enjoy riding.

Pillar 3

Be More for More

Grow and diversify our economy by being relevant to more of the Australian cycling and riding community.



STRATEGIES	ACTIONS
Refresh and extend the membership value proposition.	<ul style="list-style-type: none">• Develop a clear evidence-based picture of the Australian bike-riding community.• Investigate and act on opportunities to enhance the value of AusCycling membership.• Develop and implement a marketing program to support membership growth and engage lapsed members.
Build partnership opportunities that increase corporate and philanthropic investment in AusCycling, clubs and athletes.	<ul style="list-style-type: none">• Document AusCycling’s asset portfolio and intellectual property.• Establish a sponsorship policy framework – national, state and club – and develop 'go to market' approach and assets.• Establish an AusCycling IP licensing framework.
Grow the number of people riding in AusCycling sanctioned events.	<ul style="list-style-type: none">• Evolve the event programs and explore opportunities to partner with other promoters and sports to broaden the appeal and optimise participation in events.• Utilise partner networks to extend the reach of AusCycling event marketing programs.• Develop a marketing and communications toolkit to support clubs and event organisers.

Pillar 4

Lasting Champions

Deliver sustained performance success on the international stage and create healthy, inspirational role models that value their connection with the sport.



STRATEGIES	ACTIONS
<p>Support and enable Australian athletes to contest the biggest international events.</p>	<ul style="list-style-type: none">• Ensure fit-for-purpose performance environments for Olympic and Paralympic cycling disciplines.• Establish a development and support framework for non-Olympic disciplines.• Connect and engage the delivery network around a clearly articulated, well-structured and supported athlete pathway from grassroots to high performance.• Compete in targeted World Cups and World Championships.
<p>Develop and support pathways and performance environments for athletes, coaches and officials.</p>	<ul style="list-style-type: none">• Develop the capacity and capability of coaches and support personnel to enable provision of optimal performance leadership, coaching and support.• Invest in best-practice athlete wellbeing, development, support, and transition delivery.
<p>Deliver state and national events that develop athletes, coaches and officials.</p>	<ul style="list-style-type: none">• Develop a sustainable delivery model and schedule of events that supports athlete progression, commercial growth and builds the sport's fan base.• Deliver outstanding competition and event experiences that balance innovation with honouring the heritage of each discipline.
<p>Secure major events that showcase athletes, inspire communities and leave a legacy for the sport.</p>	<ul style="list-style-type: none">• In partnership with relevant stakeholders, establish a 10-year major event plan to secure the rights to host international events in Australia.• Establish major event partnership and delivery models that advance AusCycling's strategic ambitions and unlock legacy benefits across the ecosystem.
<p>Celebrate our heroes, history and heritage.</p>	<ul style="list-style-type: none">• Deliver the AusCycling Awards and Hall of Fame induction annually.• Recognise outstanding contributions to the sport at community, state and national levels.• Establish a National Team Alumni program.

Critical enablers

Ensuring we have the capability to deliver on Strategy 2032.

KEY ENABLER	ACTIONS
Enhanced reporting and analytics.	<ul style="list-style-type: none">• Create and maintain a centralised 'single source' of data and insights, with self-serve capability.
Attract, retain and nurture talent.	<ul style="list-style-type: none">• Embed recruitment practises that place 'purpose and trademark behaviours' at the centre of our process.• Invest in developing our people, including their ability to operate as a united 'team'.• Recognise and reward our people in ways that matter.
Double down on culture and leadership.	<ul style="list-style-type: none">• Maintain the AusCycling staff Champions of Change to inform and evolve our approach to staff engagement, development, wellbeing, and the underpinning operating systems.• Conduct and publish the results of employee sentiment surveys every six months.• Invest in developing leadership capability across the organisation.
Partner to support innovation and the advancement of cycling and riding.	<ul style="list-style-type: none">• Establish partnerships that work to solve problems or create opportunities to advance our strategy in ways that we can't do alone.• Build a coalition of like-minded partners within cycling and riding to support the profile, growth, influence and advancement of the industry.
Establish fit-for-purpose technology, data and cyber security infrastructure, systems, and processes.	<ul style="list-style-type: none">• Develop and maintain an AusCycling technology roadmap.• Monitor and address key technology pain points across the AusCycling ecosystem.• Maintain a data integrity governance framework.



Priority Projects





Uniting all of Australian cycling and riding

We will unite the riding community around a shared purpose, aspiration, and values, and provide opportunities for all members to come together and connect.

Developing our people and network

By strengthening workforce development initiatives, we will increase the number and capability of coaches, officials, volunteers and AusCycling staff able to deliver for their community.

Building great places to ride

Through a strategic and data-driven approach to infrastructure planning, we will promote investments by governments and the private sector in cycling and riding facilities and ensure everyone has a great place to ride.

Strengthening our clubs

We will leverage our expertise and national reach to support our network of more than 450 community clubs to secure their sustainability and create healthy and vibrant riding communities.



Leading in bike education

We will develop and scale best-practice bike education that engages children and parents, addresses barriers to participation, and ensures everyone has the opportunity to learn to ride safely.

Commercial platforms

With a focus on building the equity in the brand and extending our reach through our participation and event portfolio, we will grow corporate and philanthropic investment in the sport.

Advocating for our community

Through partnerships and direct action, we will develop an advocacy platform and strive to be a respected voice for the riding community on important local, state and territory, and national issues.

Performing on the biggest stage

We will establish the optimal training and competition environments to ensure our athletes and staff can shine in Glasgow in 2023 and maximise our qualification for the 2024 Paris Olympic and Paralympic Games.

System Alignment



Australian high performance 2032 + strategic alignment

Australia's High Performance Sport System is a large and complex network of partners. AusCycling commits to promoting and fostering collaboration, alignment, and accountability across the system. AusCycling is a signatory to the 2032+ Strategy and is fully committed to the execution of the plan.

OUR VISION

We win well to inspire Australians

Our Mission

We are united in our pursuit to build an inclusive and sustainable sporting system that is:

- **Performance driven** | we win when it matters and we win well, because we know that performance and wellbeing go hand in hand
- **Athlete focused** | we deliver holistic athlete development and have clear pathways and transition periods
- **Exceptionally led** | we lead with vision, integrity and accountability to create environments where people thrive
- **Purposefully collaborative** | we work together towards shared outcomes and recognise and strengthen collaboration at all levels of the System

Success needs to continue to climb post 2032, and our time starts now.

Our Core Values

Excellence + Belonging + Courage + Connection

Our united pursuit will be delivered through four priority areas:

Performance delivery

Enabling our top athletes to perform when it matters.

Athlete performance pathways

Identifying, developing and supporting High Performance athletes of the future to progress towards the podium and beyond.

World-leading knowledge + practice

Using world-leading knowledge, innovation and practice to ensure our athletes, coaches and performance support work as high functioning performance teams.

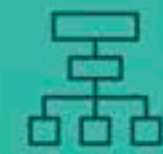
Outstanding people + organisations

Building highly capable organisations that attract, develop and retain diverse talent and maximise human potential across the High Performance workforce.

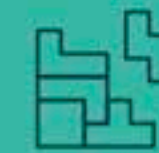
Enabled by...



World-class coaching



Clear roles + responsibilities



Inclusive design



Resources to achieve quality outcomes



Values + behaviours



Strategy monitoring + evaluation

Australia's high performance sport strategy





The Win Well Pledge

We commit to being an organisation that strives to win well, where how we win is just as important as when we win.

We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success.

We commit to leading sport with integrity, where we are accountable for the culture we foster and the decisions we make.

We commit to acknowledging and learning from Aboriginal and Torres Strait Islander Peoples and their cultures, and to walk together as we embed their knowledge and experience into our organisation and build a greater sense of belonging and connection to communities and country.

We commit to a culture of challenge and care so our athletes and staff can perform at their best and reach their potential.

We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed.

We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities.

We commit to Win Well.

This pledge is part of our commitment to Australia's High Performance Sport Strategy

Thank you

We started the strategic planning journey back in July 2021 and over the course of 18 months have hosted many face-to-face and virtual sessions with members, clubs, athletes, and key partners within the ecosystem.

It's been such a rewarding process, and we would like to thank everyone who has contributed their passion, insights, knowledge, experience, ideas and feedback, and most importantly, challenged our thinking.

We are only at the start line, and we intend it to be the ride of our lives.





Definitions

Purpose	Our philosophical heartbeat. Why we exist.
Ambition	Our aspirational flag on the hill. What we are driving towards.
Strategic Pillars	Our key areas of focus to ensure we fulfill our potential and realise our ambition.
Strategies	Cover off how we'll achieve our ambitions.
Actions	Our initiatives and action plans to implement each of our strategies.
The Scorecard	What we want to achieve.
Enablers	The critical resources and tools that will ensure we fulfill our ambition.
Our Trademarks	What we value in terms of the behaviours that set the tone for how we execute. They define our people and will underpin our success.



Every bike, every rider – united