

Ours to Ride

Strategy2032 Horizon Two



Acknowledgement of Country

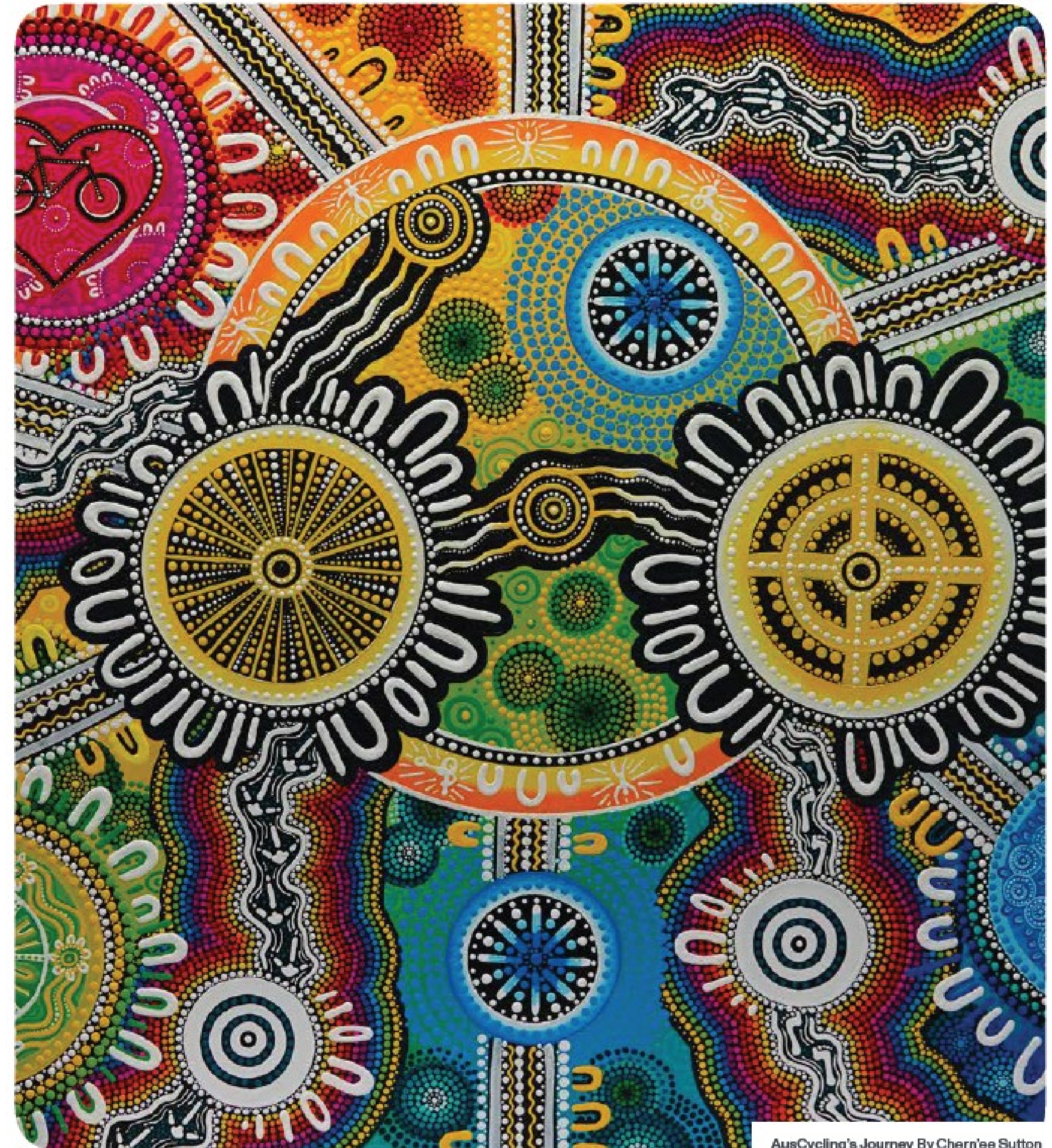
AusCycling acknowledges the Traditional Owners of the lands from across Australia where we are privileged to live, work and ride. We recognise and celebrate their spiritual and ongoing connection to culture and Country.

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.





Introduction

Since our inception in late 2020, AusCycling has faced a challenging, but important balancing act.

On the one hand, we have worked to consolidate, de-duplicate, streamline and rationalise the hundreds of systems, processes and practices that existed across 19 very different organisations.

On the other, we were determined to embrace the opportunity to capitalise on this unique unification by introducing new programs, initiatives, and a values-based culture.

In cycling terms, we've been replacing the chain while trying to win a sprint stage.

As 2024 draws to a close, so too does Horizon One of our three-phase strategy. And while the theme and primary work of this first horizon was "Strengthen the Foundations" there has also been significant innovation.

From the creation and execution of AusBike to Performance Development Academies to the nurturing of a culture based on our four trademark values, we have aimed to ensure that we can transition into our next phase with a strong sense of what it takes to drive big change.

An equally crucial element of this transition has been to build a shared understanding of who we are, who we represent, and what we need to do to realise our ambition of igniting Australia's passion for riding and cycling.

Throughout 2024, the AusCycling executive, with the guidance of the Board and input from clubs and members, has explored and challenged the rationale and impact of everything we do.

Using a framework which identifies where we need to focus our efforts and what we should explore with a view to Horizon Three, the work has helped us to create a far more focused ambition for the future while allowing for unexpected change or opportunity.

It has also clarified where we need to invest, where we need to step back, and the areas in which we can work with our clubs, communities and partners to evolve our great sport.

It's been an exhaustive process but is the underpinning for a bold approach to the beginning of Horizon 2: Accelerate Growth. We look forward to working with you to bring this strategy to life.

Marne Fechner
Chief Executive

Craig Bingham
Chair





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 encourage everybody to keep riding.



Our purpose

AusCycling exists to unleash the
unbound potential in every body.





Our Horizon Two Ambition

One2OneHundred

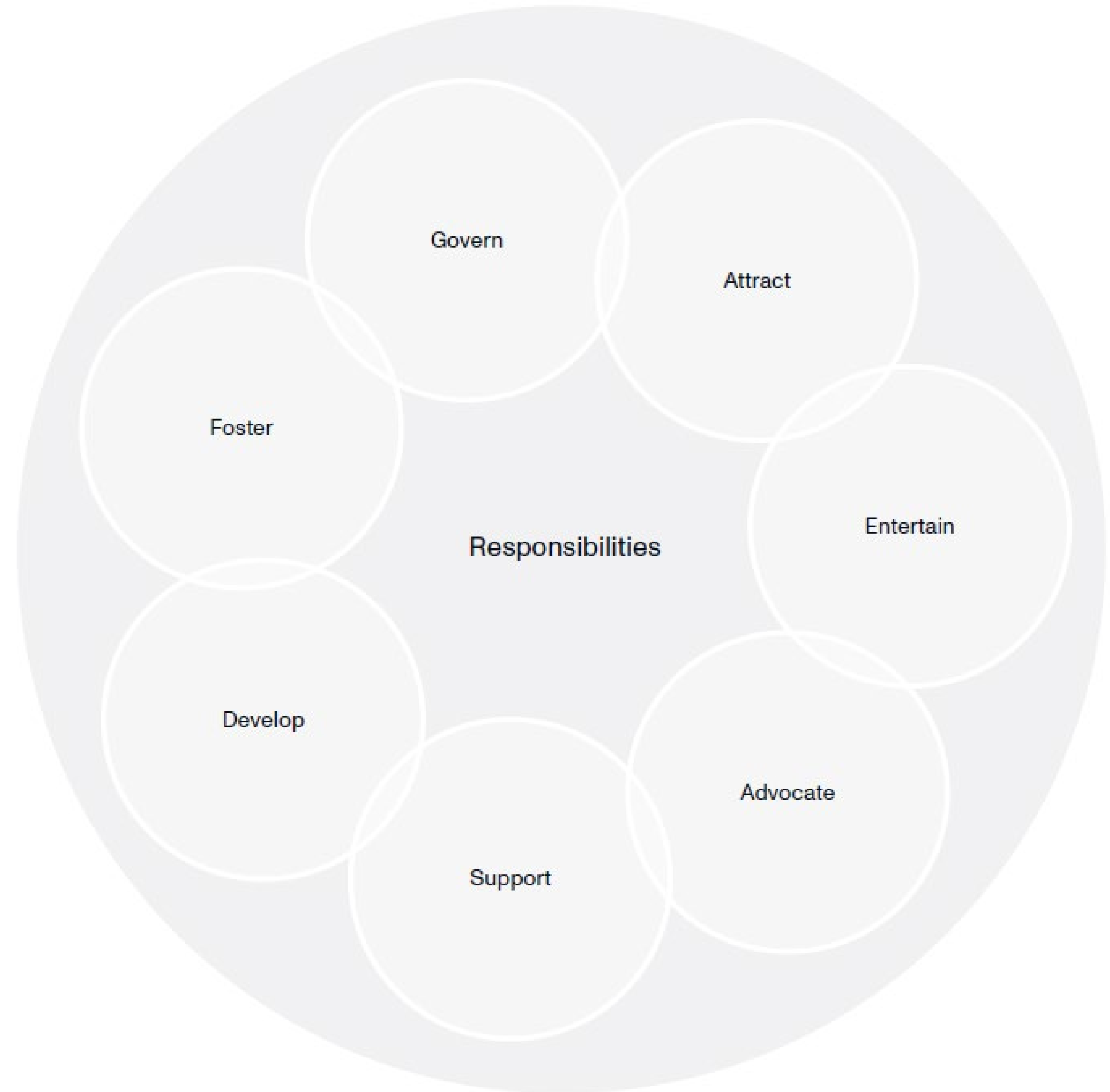
Our ambition is to grow the number of people riding and cycling in Australia, particularly through our club network. We want to be famous for nurturing riders from their first balance bike to their first Olympic podium, supporting clubs, pathways, and the wider community. We know we'll have been successful if:

- 1 We have 1 million participants in cycling events across the H2 cycle.
- 2 The LA Games delivers a second cycle of enhanced Olympic and Paralympic performance.
- 100 We grow our community of connected riders and cyclists to 100k.

Our role

Custodians of cycling and riding in Australia

We work across all aspects of cycling and riding, from bike education and grassroots participation through to elite pathways and competition. Our success comes from working in partnership with clubs and the broader community to grow cycling and riding across the nation.



We



Govern

The policies, systems and processes that make riding and cycling a sport for everyone.



Attract

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



Entertain

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



Support

Clubs, members, volunteers and communities to enhance the important contribution they make to their community and the sport.



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 performances 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 drives our impact. At AusCycling, we support, respect, and listen to each other, valuing every contribution across pillars, disciplines, and roles. Our diversity is our strength, and together, we achieve more.

Win Well

Success is richer when earned with integrity. We pursue our goals with determination, uphold our principles, and prioritize the wellbeing of our athletes and staff. We celebrate with humility, learn from losses, and remain accountable to ourselves and each other.

People First

At AusCycling, we prioritize respect, growth, and wellbeing. We celebrate wins, learn from mistakes, and support the whole person—balancing work, family, and self-care. Our goal is to leave as better professionals and better people.

Be Bold

We embrace the opportunity to shape a new future for cycling in Australia. Brave and innovative, we challenge traditions, take risks, and welcome diverse perspectives. Honouring our past, we forge a bold path toward new ambitions and ways of growing the sport.



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 disciplines 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 Brisbane 2032 whilst constantly adapting to the ever-changing world.



HORIZON ONE	2022 → 2024 Strengthen the Foundations Was all about getting the foundations of the new entity in place and operating more efficiently. In understanding the business, the community and environment we needed to: • Optimise the capability of our people and delivery network. • Better understand the priorities for member clubs and the broader cycling and riding community. • Reinvigorate the performance system – from clubs to the Australian Cycling Team. • Grow the number of coaches, officials and volunteer workforce. • Build credibility and trust in the AusCycling brand. • Create a sustainable economic engine. • Design and embed our inclusion and climate agenda. Did we meet all our aspirations? No, but we're well placed and clear about what needs to be done in Horizon Two.
HORIZON TWO	2025 → 2028 Accelerate Growth Focus energy and resources on tackling the biggest issues facing the sport whilst maximising opportunities. • Ensure our technology platforms, systems and capability can support and underpin accelerating growth. • Launch and embed refreshed membership offering. • Enhance our data and insights and reporting capability. • Introduce a customised way of working with member clubs to enhance impact in communities. • Streamline and enhance our event offering. • Incentivise pathways into coaching and officiating and grow the number of quality resources. • Proactively elevate the profile of riding and cycling, AusCycling and our athletes. • Embed AusBike in schools and enhance the transition from AusBike into club membership. • Strengthen the structure and support for athletes, coaches and officials in the pathway. • Enhance our performance environments.
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.

AusCycling exists to unleash the unbound potential in every body.

One2OneHundred

Our ambition is to grow the number of people riding and cycling in Australia, particularly through our club network. We want to be famous for nurturing riders from their first balance bike to their first Olympic podium, supporting clubs, pathways, and the wider community. We know we'll have been successful if:

1

We have 1 million participants in cycling events across the H2 cycle.

2

The LA Games delivers a second cycle of enhanced Olympic and Paralympic performance.

100

We grow our community of connected riders and cyclists to 100k.

① Unite and Empower	② Win the Hearts and Minds	③ Invest in our People	④ Sustained Performance Success
Create united, inclusive and empowered communities where clubs, teams, and partners thrive. - Strengthen the club delivery network. - Consistently strengthen and evolve our governance and leadership capabilities. - Prioritise advocacy for cycling's most urgent challenges. - Work in partnership with clubs to structure and deliver events that encourage more people to ride competitively and participate in organised events.	Ensure every Australian child has access to bike education and grow and diversify our economy by being relevant to more of the Australian cycling and riding community. - Be the leading provider of bike education through AusBike. - Advance cycling's profile and popularity. - Launch and extend refreshed member proposition. - Enhance the partner proposition to grow corporate investment in cycling. - Develop a merchandise strategy that utilises events and IP to drive revenue and build cycling's profile. - Celebrate our heroes, history and heritage.	Create, nurture and maintain environments where people thrive. - Create value for our current and future volunteers by investing in initiatives that attract, retain, reward and reduce churn. - Expand and strengthen cycling's network of coaches and officials. - Attract and retain talent aligned with our trademarks. - Create opportunities for under-represented groups in all aspects of our sport.	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 and performance when it matters. - Identify, develop and support athletes of the future to progress towards podium outcomes. - Maintain a portfolio of events that support the development of athletes, coaches and officials in the pathway. - Secure major events that showcase our athletes, support performance outcomes, inspire communities and leave a legacy for the sport.
ENABLED BY Data and insights 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	MEASURES
Strengthen the club delivery network. (Priority Focus)	- Establish a structured club engagement program. - Monitor the health and well being of the AusCycling club network. - Deliver tailored programs and support initiatives that strenthen the AusCycling club network. - Recognise and celebrate outstanding club achievement.	- Membership and volunteer growth and retention across club segments. - Satisfaction and engagement levels among club leaders. - Evidence of effective resource allocation based on segment-specific needs. - Growth in the overall cycling and riding participation with clubs.
Consistently strengthen and evolve our governance and leadership capabilities.	- Implement professional development, governance metrics and innovative technologies to improve board efficiency and decision making. - Foster robust dynamics between the board, senior executives and stakeholders, while ensuring effective succession planning and diversity. - Establish standards for environmental and social impact. - Develop a long term governance vision to ensure adaptability and resilience into the future.	- Board effectiveness through benchmarking against governance standards and board evaluations. - Member engagement and level of satisfaction with the board’s performance. - Achievement of governance excellence through the ASC Governance review.
Prioritise advocacy for cycling’s most urgent challenges.	- Partner with clubs to strengthen the data AusCycling maintains on cycling infrastructure in Australia. - Review and update the national cycling infrastructure strategy to guide and support governments, commercial entities and clubs building cycling and riding infrastructure. - Partner with clubs and the National Advisory Committee to advocate for priority upgrades, access to infrastructure and new projects in each State and Territory. - Partner with organisations to contribute to the advancement of active transport measures consistent with the State and Territory Transport Strategies.	- The number of priority projects completed and additional investment in cycling infrastructure secured. - Number of cycling facilities that provide accessible and inclusive environments. - Number of international standard training and competition venues. - A facility risk management plan in every club.
Work in partnership with clubs to structure and deliver events that encourage more people to ride competitively and participate in organised events.	- Review the event delivery model with a focus on the challenges and opportunities. - Develop participant centric event options that focus on experience rather than competition. - Overhaul the event sanctioning process to improve participant and provider experience. - Implement technology platforms that streamline event management.	- Event participation – 1m across H2, enhancing diverse representation. - Number of clubs delivering and growth of volunteer support. - Sanctioning revenue growth.



Win the Hearts and Minds

Ensure every Australian child has access to bike education and grow and diversify our economy by being relevant to more of the Australian cycling and riding community.

STRATEGIES	ACTIONS	MEASURES
Advance cycling’s profile and popularity. (Priority Focus)	• Build on the public recognition and positive perception of AusCycling. • Implement the segmentation work to develop targeted campaigns for major focus areas including major events, membership, AusBike and AusCycling corporate. • Position AusCycling as a thought leader on issues that matter most to cycling.	• Brand awareness and perception. • Stakeholder engagement. • Participation and performance.
Launch and extend refreshed membership proposition. (Priority Focus)	• Implement the membership product mix in response to the recommendations from the 2024 membership review. • Implement a new membership platform that delivers the membership product mix and flexibility for future improvements. • Conduct annual member satisfaction surveys. • Deliver a membership marketing campaign.	• Member satisfaction levels with the product mix. • Member retention rates. • Member growth rates. • Net revenue growth. • Event participation.
Through AusBike, be the leading provider of bike education. (Priority Focus)	• Capture additional funding streams to increase the opportunity to strengthen the narrative around AusBike safety, active transport, education and health for children. • Strengthen the AusBike Delivery Network through clubs, schools and other delivery partnerships. • Grow awareness of AusBike. • Evolve the AusBike product and expand its reach.	• Revenue growth linked to AusBike. • AusBike participant numbers. • AusBike program Club registration numbers. • Number of AusBike Centres. • Government engagement (Depts Education, Road and Transport). • Conversion from AusBike participation to Club Member.



Win the Hearts and Minds

STRATEGIES	ACTIONS	MEASURES
Develop a merchandise strategy that utilises events and IP to drive revenue and build cycling's profile.	- Establish a major event merchandise program. - Transition online retail fulfilment away from AusCycling. - Build product awareness and continually evolve the product range.	- Merchandise sales and net revenue. - Brand awareness. - Product feedback. - Level of interest in the program.
Celebrate our heroes, history and heritage.	- Celebrate our champions at the Hall of Fame induction annually. - Recognise our volunteers, athletes, coaches, officials and administrators annually. - Establish an ARA Australian Cycling Team alumni network. - Support and encourage initiatives, delivered by cycling enthusiasts and historians, that celebrate the history of cycling.	- Launch of and engagement with AusCycling's Alumni initiative. - Athlete feedback. - Quantity and quality of award nominations. - Earned media generated from awards.
Enhance the partner proposition to grow corporate investment in cycling.	- Invest in building strong relationships with our partners. - Partner with brands that leverage their association with the sport. - Enhance our sponsorship data and insights and reporting capability. - Build and enhance our connection with corporate Australia.	- Annual sponsorship investment. - Retention of sponsors. - Servicing costs and impact.

Invest in our People

Create, nurture and maintain environments where people thrive.

STRATEGIES	ACTIONS	MEASURES
Expand and strengthen cycling’s network of coaches and officials. (Priority Focus)	- Continually enhance the education and development framework. - Raise awareness of education and development opportunities. - Enhance access to coach and officials resources and training programs. - Leverage national and international events to provide training opportunities for volunteers, coaches and officials.	- Number of new coaches and commissaires – increase by 50% over the H2 cycle. - Retention rates – 85% retention rate. - Re-Certification – 90% of active coaches and commissaires hold up to date certificates. - Global adoption – at least 5 federations have adopted AusCycling’s training programs. - Progression through the pathway (athletes, coaches or commissaires). - Coach to participant ratios – 1:15 across all grassroots community programs. - Volunteer satisfaction and engagement.
Attract and retain talent aligned with our trademarks.	- Review and enhance our employee value proposition. - Strengthen recruitment pipelines with an emphasis on inclusive hiring. - Implement initiatives focused on employee wellbeing and everyday respect.	- Employee retention rate. - Employee engagement. - Employee satisfaction scores. - Achieving gender equity targets and child safeguarding requirements. - Achieving workforce diversity targets.
Create opportunities for under-represented groups in all aspects of our sport.	- Broaden awareness and understanding of the importance of inclusion and diversity. - Develop and implement policy, tools and resources to strengthen the diversity of AusCycling and clubs. - Develop a diversity measurement framework.	- Achieving diversity targets for first nations, CALD and people with a disability. - AusCycling and club sentiment scores.
Build a future-ready, high-performing organisation by investing in our people and strengthening our talent.	- Develop a workforce planning framework. - Design a learning and development strategy with targeted group development opportunities.	- Participation rates in development activities. - Compliance with ELMO monthly and year end performance conversations.



Sustained Performance Success

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

STRATEGIES	ACTIONS	MEASURES
Identify, develop and support athletes of the future to progress towards podium outcomes. (Priority Focus)	- Strengthen the understanding of the athlete pathway and clarify the roles and responsibilities in the cycling ecosystem. - Strengthen athlete development frameworks for all cycling disciplines. - Describe the athlete profile from a physical, technical, tactical, psychological and wellbeing perspective. - Prepare a performance based competition blueprint.	- Number of athletes who transition through the pathway from pre-categorised to categorised. - The pathway is communicated clearly and well understood by all in the system. - Athlete and coach satisfaction and engagement with the pathway delivery.
Secure major events that showcase athletes, support performance outcomes, inspire communities and leave a legacy. (Priority Focus)	- Develop compelling propositions for government and corporate partners that include objectives around member value, new audiences and sustainable financial returns. - Develop a strategy to secure and deliver a world class events portfolio with a focus on event design, technology integration and strategic partnerships.	- Commercial success - a financially sustainable event portfolio with flagship properties attracting major event investment, sponsorship and media. - Economic impact. - NPS and CSAT scores. - Event brand awareness.
Support and enable Australian athletes to contest the biggest international events and perform when it matters.	- Develop a scalable athlete model. - Improved performance modelling and monitoring. - Establish Centres of Excellence. - Establish a European base. - Enhance planning and prioritisation.	- Improved performance outcomes at the biggest international events. - Greater output with reduction of time spent on tasks and processes.
Maintain a portfolio of events that support the development of athletes, coaches and officials in the pathway.	- Develop a competition strategy that aligns with athlete development needs. - Leverage events for coach and official development.	Pathways alignment and athlete progression tracking.



Critical Enablers

Elements critical to enhancing the delivery of our Strategy.

STRATEGIES	ACTIONS	MEASURES
Establish fit for purpose technology, data and cyber security infrastructure, systems and processes. (Priority Focus)	- Identify and deliver a platform that can deliver on the needs of AusCycling, members and clubs. Including integrations into other core systems. - Select an integration platform or middleware to enable systems to communicate.	- Data quality and accessibility. - Insight adoption and success rates. - Predictive model accuracy. - Self service utilisation and dashboard engagement. - Impact on strategic goals.
Use world leading knowledge, innovation and practise to enhance the performance and outcomes for our athletes, coaches, staff and volunteers. (Priority Focus)	- Establish an evidence-based framework for equipment and innovation investments. - Develop and execute a data and insights strategy. - Apply resources to enhance data and analytics capabilities. - Implement a fast follower strategy while tailoring approaches to individual performance needs.	- Structures, dashboards and tools that drive decision making. - Ability to adopt performance innovations and tailor to meet the needs of athletes. - Cost savings and improvements in performance.
Partner to support innovation and the advancement of cycling and riding.	- Collaborate with leading business innovators in the university and sport performance industry. - Identify organisations in the AusCycling ecosystem that have the knowledge or expertise that can add value to the organisation. - Foster alignment, trust and mutual benefits with organisations to build collaborations that drive meaningful, long term impact. - Identify the value drivers that will build a reputation for AusCycling as a partner.	The ability to select partners whose objectives are aligned with AusCycling and the impact of the work.



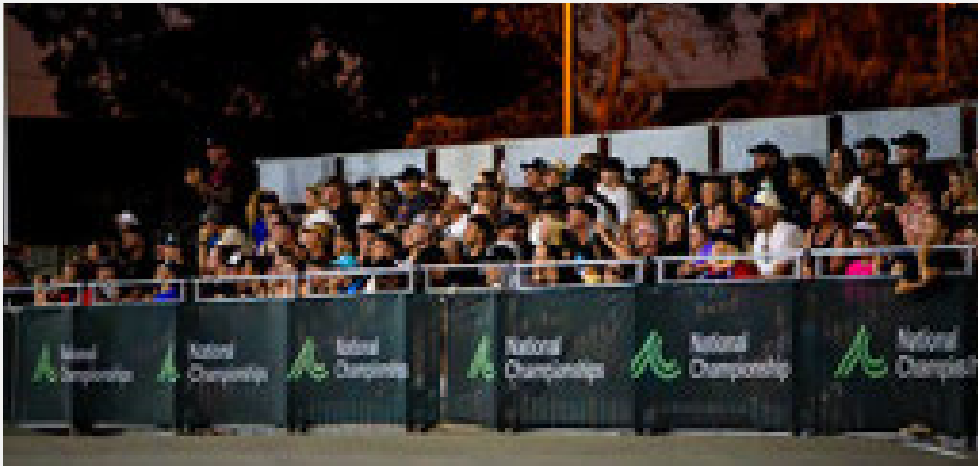
Priority Focus Areas





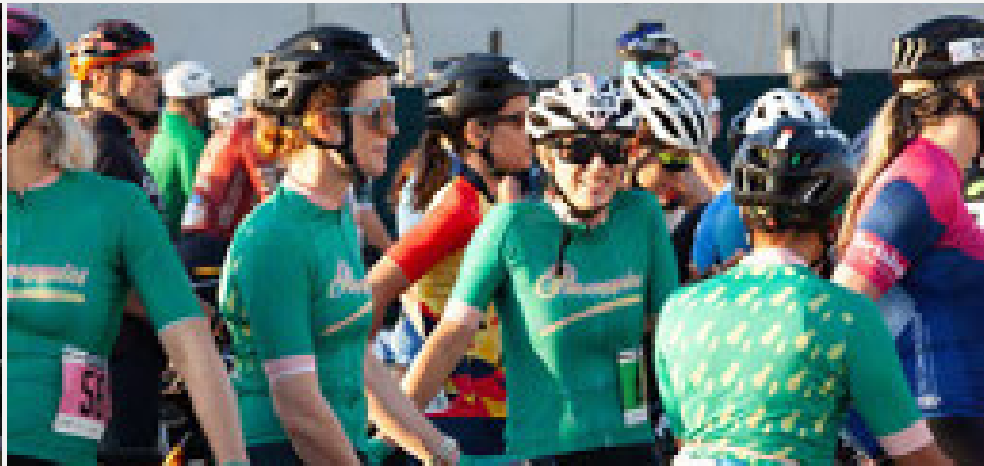
Club Delivery Network

Beyond disciplines and locations, clubs exist for different reasons and service different parts of the riding and cycling community – from juniors to masters to aspiring athletes, social and competitive riders. In H1 we worked to understand the priorities and diversity within the club community which sets us up to think differently about the way we support and partner with clubs in H2. We know a “one size fits all” approach isn’t the answer.



Sport Profile

If we want more people cycling and riding, we need to build the profile of the sport and its stars and better promote the benefits of jumping on a bike, joining a club, becoming a member, participating in events and riding more often. Where H1 was about building and growing audiences through AusCycling’s channels, H2 is about cycling and riding being everywhere.



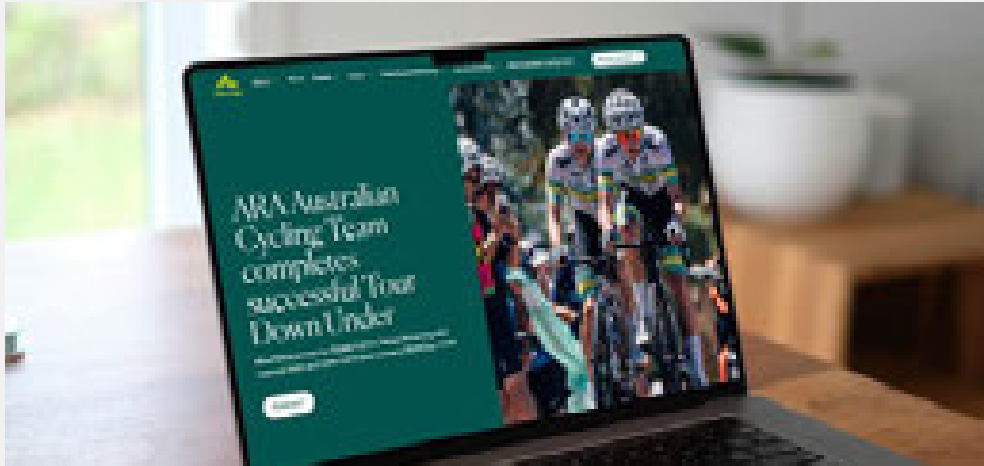
Refreshed Membership Proposition

Cycling’s membership proposition has been challenged for more than a decade, increasing costs associated with delivering the sport has been a barrier to growing membership and participation in racing. H1 provided the opportunity to dig deeply into the issue, talk to members (and potential members), gather data and insights to inform our decision, test solutions and understand what technology we need in place to change. H2 will see a refreshed proposition and approaches to tackle some of the barriers to growth.



AusBike

In H1 we committed to being a leader in bike education and launched AusBike in 2023. With more than 50,000 kids through the program in just over 12 months and receiving international recognition through winning the UCI Cycling for All award, in H2 we will be focused on embedding AusBike in primary schools and clubs focused on junior participation.



Digital Roadmap

There are many stakeholders (internal and external) that have indicated we need to lift our game when it comes to technology. In H1 we developed our digital roadmap and started down the long road of enhancing our platforms, systems and processes - increasing automation, enhancing reporting and launching a more user-friendly website. In H2 we will continue that work, with a focus on membership and entry systems, improving our approach to data and insights and building marketing automation and intelligence.



Building Knowledge and Experience

The AusCycling business is diverse and complex. The sport faces challenges (many of those are not new), a changing domestic and global environment. In short, it's getting harder to compete and grow. We believe the key to driving the change we want to see in H2 is to focus on building our knowledge base, use that intelligence more effectively across the business and in our community, and expand the experience of our people.



Workforce Education

We have world class coaches and officials and dedicated volunteers working to serve the community. But if we want the sport to grow, we will need more. In H2 we want to make formal accreditation, further learning and experiences more accessible and we think we can develop resources that will enhance the way support and develop the riding and cycling community.



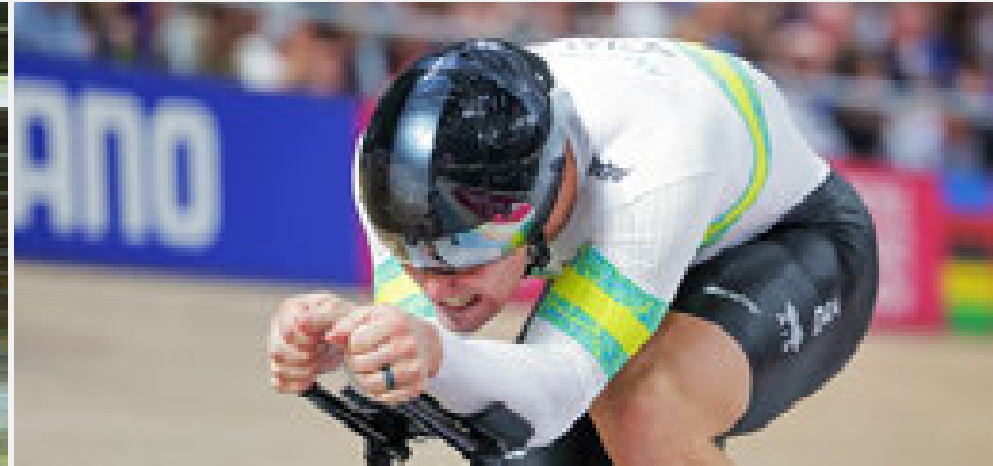
Events

With over 8m Australians riding or cycling annually, we believe there's an opportunity to grow the membership base of clubs – but we may need to evolve our approach to be relevant to more of the Australian riding and cycling community. In H2 we will work with interested clubs to test different event formats and competition structures and share the learnings across the system.



Development Academies

Athletes and coaches have a once in a lifetime opportunity to represent the “green and gold” at the 2032 Olympic and Paralympic Games in Brisbane. To ensure we can showcase the depth of talent across all our disciplines, we are investing in our pathways and strengthening our Development Academies across H2.



Enhanced Performance Environments

In 2024, we celebrated the outstanding success of our Olympic and Paralympic athletes and the team behind them. Importantly, our reflections on, and learnings from the Paris campaign have crystalised where we will focus leading into LA 2028, with a continued focus on enhancing the performance environments and athlete experience.



Looking to the Future

Whilst there are many things to be achieved in Horizon 2, we're also thinking about how to create further value and open new opportunities in Horizon 3 and beyond.

A range of projects under the banner of "Explore" have been identified and specific project teams will be established to move them forward.

From foundations and other philanthropic initiatives to new product and event ideas, sport entertainment, licensing and IP, technology solutions and alternatives to the traditional membership model.

All worthy of further consideration to ensure there's adequate evidence indicating a return on investment, market readiness and organisational capability and capacity to deliver well.



Systems 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.

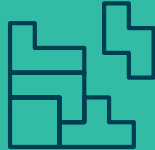
Enabled by...



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 AusCycling logo, featuring a stylized 'A' and 'C' in blue and green.



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 for Horizon Two in early 2024 and over the course of the last 12 months have hosted many face-to-face and virtual sessions stakeholders 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.

The ambition for Horizon Two has always been about growth – here's to achieving great things for riding and cycling together.



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
Strategies	Cover off how we'll achieve our ambitions.
Actions	Our initiatives and action plans to implement each of our strategies.
The Scorecard	Keeping track of what's important.
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