



POWERED BY PURPOSE 2028

Mildura Regional Motorsport
Strategy 2024-2028



4x National average for participation rate



\$21 million

contributed to the local economy annually



9 Motorsport Australia affiliated clubs



10 recreational motorsport clubs



50+ hallmark, major and community motorsport events held in the region annually



5,000 motorsport event participants annually



40,000 spectators annually



20,000 visitors attend motorsport events annually

Acknowledgements

We acknowledge the traditional custodians of the lands on which motorsport in our region is conducted. We pay our collective respects to the Elders, past, present and emerging, and respect the ongoing connection that Aboriginal people have to this land.

The development of POWERED BY PURPOSE 2028 was coordinated by McLaughlin Sports Consultancy, with extensive input from the Mildura regional motorsport sector and funding from the Victorian Government and the Mildura Rural City Council.

We would like to acknowledge and thank the following key project partners for their contribution to the Strategy: Victorian Government, Mildura Rural City Council, Australian National Drag Racing Association, Karting Australia, Karting Victoria, Motorcycling Australia, Motorcycling Victoria, Speedway Australia, Motorsport Australia, Regional Development Victoria, Mildura Regional Development, Mildura City Heart, Mildura Kart Club, Mildura Motorcycle Club, Mildura Speedway Drivers Club, North West Victorian Motorcycle Club, Sunraysia Dirt Karters, Sunraysia Drag Racing Association, Mildura Ski Club, various recreational car clubs within the region, Aust-Link; and all competitors, officials, volunteers and advocates who so energetically engaged in the process.



The Mildura Regional Motorsport Strategy is a whole of motorsport strategic plan for the Sunraysia region. It's designed to drive enhanced collaboration and growth, taking in all facets of motorsport, including cars, karts, motorcycles and boats, racing on dirt, road and the water. The strategy will deliver a blueprint for the thriving future of motorsport in the Sunraysia region.

Vision

For the Mildura region to be a destination of choice for state and national level motorsport events.

Purpose

To drive a thriving future of motorsport in the Mildura region by empowering clubs to connect more people with motorsport – in more ways – more often.

Positioning

Strong clubs = a strong future. Recognising strong local clubs as the key to a thriving future for motorsport in our region.

Values

Care: Passionate about the future of motorsport in our region and the people who deliver it.

Accountability: Do what we say we will do when we say we will do it.

Respect: Value everyone within the motorsports community and what they can bring to the future of motorsport in our region.

Excellence: Embrace change and a growth mindset. Strive to be better each and every day





The future of motorsport in the Mildura region

Mildura Rural City Council is pleased to present the 2024 – 2028 Mildura Regional Motorsport Strategy – POWERED BY PURPOSE 2028. The strategy is the first of its kind in the region (and possibly Australia), in that it is a “whole of motorsport” strategy designed to futureproof all elements of motorsport in our region for the next decade.

Creating a robust plan to ensure motorsport in the Mildura region gets to where it should be by 2028 (and beyond) has been a process of extensive review, careful thought and ambitious consideration, taking onboard significant contributions of time and inputs from all stakeholder groups involved in motorsport in our region. The strategy is developed by Mildura’s audience of motorsport stakeholders for Mildura regional motorsport.

POWERED BY PURPOSE 2028 sets out the future direction of the newly formed Mildura Regional Motorsport Alliance – a formally established alliance involving representing Mildura motorsport clubs, Mildura Rural City Council, State/National motorsport governing bodies, and other key partners invited to participate as identified. As the strategy moves from concept to delivery, the Mildura Regional Motorsport Alliance will work collaboratively in new and exciting ways to ensure all elements of motorsport in our region thrive now and into the future. Importantly, this strategy builds on the significant achievements of all elements for our regional motorsport community over many years of commitment, of which extensive thanks and recognition must be given.

The Mildura Regional Motorsport Alliance recognises the unique roles and responsibilities of each element of the motorsport community and the importance of each role plays – we are all in this together. We also recognise that whilst we share a common vision for motorsport in the Mildura region, each motorsport club will also have individual priorities and challenges relevant only to them. We are all committed to working together to achieve an aligned planning approach to address the issues which affect the future viability of motorsport in the Mildura region. We will work more collaboratively than ever before to:

- Strengthen the capability and capacity of the Mildura region’s motorsport delivery system.
- Elevate motorsport in the Mildura region to a new place of state and national prominence – achieving landmark visibility and connecting new audiences.
- Enable clubs to increase participation in safe and inclusive motorsport, in more ways more often, to ultimately grow motorsports participation.
- Establish and maintain a Mildura region motorsport footprint capable of significantly growing club membership, event participation and regional visitation.

The future of motorsport in the Mildura region is a shared ambition, driving a thriving future of motorsport for the region and its community.

Time to change gears

Motorsport holds a special place in the Mildura region – it's in our DNA.

This is evidenced by:

- The Mildura region boasting participation rates three times state averages and four times national averages
- Motorsport contributing an estimated \$21 million annually to the local economy
- The region hosting a range of nationally profiled state, national and one-off events annually; which are largely reliant on highly motivated and capable volunteer managed clubs; and
- The region being a renowned breeding ground for state, national and world champion motorsports competitors and officials.

Following a Council-led review of motorsport in the Mildura region in 2022, it was identified that the opportunity exists for better utilization of existing local motorsport facilities. This, along with the development of closer working relationships between Clubs, Council, State and National motorsport governing bodies and other key partners would help elevate motorsport activities alongside wider regional economic development priorities.

Having previously explored the development of a purpose-built facility (Mildura Motorsports and Community Precinct) to serve as a dedicated, multi-sport motorsports venue, recent Council and independent assessments have identified the need to deliver a shorter-term focus. This new focus prioritises increased club support and the enhancement of existing motorsports infrastructure in the region, both of which will enhance the experience and grow motorsport in the region.

In recognition of this new direction, alongside identified challenges and opportunities at club-level, the alliance has prioritised the development of a Regional Motorsport Strategy, along with a suite of Club-specific strategy and/or facility enhancement plans. These plans will align with the Regional Motorsport Strategy in areas of mutual benefit, whilst ensuring club specific needs are prioritised and developed.

Even prior to the COVID-19 pandemic, the changing and dynamic nature of the Australian and local sport and active recreation landscape has meant that sustained success of motorsport and its delivery system in the Mildura region was never assured. The alliance, clubs, Council, and other members of the motorsport family acknowledge the need to continually evolve and innovate, taking an "opportunity focused approach" to how we plan for the thriving future of motorsport in our region.





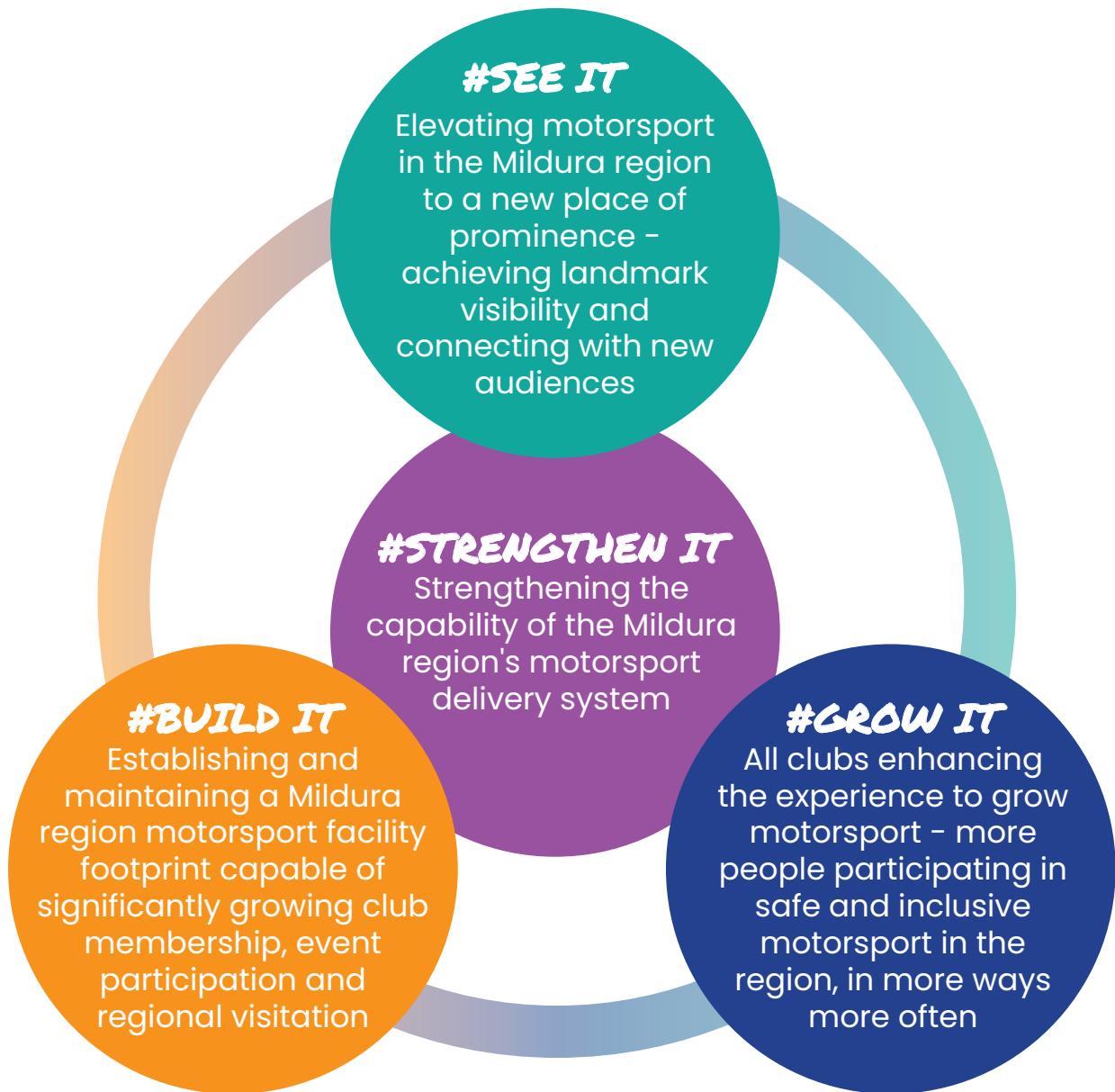
**POWERED BY
PURPOSE 2028**

What is POWERED BY PURPOSE 2028?

POWERED BY PURPOSE 2028 has been developed to:

- Provide clarity of purpose to the alliance, clubs, Council, and other key motorsport stakeholders
 - Ensure all key stakeholder groups are focusing on what is most important to the current and future sustainability and success of motorsport in our region
 - Support the future capability and sustainability of motorsport clubs in the Mildura region
 - Encourage purposeful collaboration amongst all elements of the motorsport community
 - Maximise the relevance, visibility, and impact of motorsport within our region's sporting sector and broader community
 - Develop and maintain the appropriate mix of complementary motorsport infrastructure and supporting facilities in the region
 - Enhance the Mildura motorsport industry's ability to host state, national and international motorsport events
 - Ensure motorsport's continued contribution to our region's economic diversity, helping to boost tourism through motorsport-based activities and events
 - Facilitate increased participation in all motorsport disciplines; and
 - Guide the strategic planning process of Mildura region motorsport clubs and partner organisations.
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Strategic Priorities







Aligned Planning Framework

POWERED BY PURPOSE 2028 is part of a broad motorsport and government sport and recreation planning framework. Although it has been designed to achieve a specific purpose, its design also ensures it aligns with and complements a suite of other key planning documents currently influencing our region and its motorsport sector.

As such, in addition to bringing about optimal results for all elements of motorsport in the region, it is hoped this unified and holistic approach will positively impact the broader motorsport sector Nationally, in Victoria and the Mildura community.

To assist in the prioritisation of resources, ensuring quick wins and longer term outcomes are sustainably achieved, POWERED BY PURPOSE 2028 will be delivered over a 5 year horizon.

Horizon 1: STARTING LINE

- Ensuring immediate momentum generated by targeting ‘quick wins’ in a resource-constrained environment. A 2-year activation plan developed by the alliance, driving the achievement of Starting Line projects (Appendix A).

Horizon 2: RACING

- Focusing on professionalising and diversifying the region’s motorsport club business models and event workforces, as well as enhancing the region’s motorsport facility footprint

Horizon 3: CHEQUERED FLAG

- Seeing the Mildura motorsport community capitalising on new growth options and future-proofing motorsport in the region for the coming decade.

Aligned Planning Framework



Mildura Regional Motorsport Alliance – Our Way!

The establishment of a behavioural framework shapes the culture of the alliance and positively influences the Mildura region's motorsport community and how we work together. It's how we behave when everybody is watching...and when nobody is!

CARE MODEL (We will)	
Care	<ul style="list-style-type: none">• Keep participants, competitors and clubs at the core of everything we do• Have inclusion and diversity at the centre of our programs and services.• Be fair, ethical and transparent in all that we do• Show appreciation and thank people for their efforts and contributions
Accountability	<ul style="list-style-type: none">• Lead by example and strive to be the best we can be every day• Take ownership of our behaviours, our work and our results• Be open and honest in our interactions and our feedback, for the benefit of motorsport in the Mildura region...even if it's uncomfortable• Call out inappropriate behaviours and recognize appropriate behaviours.
Respect	<ul style="list-style-type: none">• Welcome and embrace all people, from all communities into our regional motorsport community• Value and listen to opinions of others and remain open to different ideas.• Understand and value each other's roles and responsibilities, as we work together for the benefit of motorsport in our region• Build constructive relationships with anyone connected with motorsport, or anyone who wants to be
Excellence	<ul style="list-style-type: none">• Develop programs and content designed to meet the motivations of current and future motorsport enthusiasts• Challenge and be challenged – for the benefit of motorsport in our region• Have an opportunity mindset and a continual improvement focus – we must challenge the status quo• Be resilient – not giving up when things get tough• Support those involved in motorsport to achieve their potential• Be proud of the quality of our work and its community impact





Enablers

What will need to be in place to enable the strategy to do its job?

Mildura Regional Motorsport Alliance: A contemporary, best practice “One Motorsport” governance structure is implemented in our region, including representatives from clubs, committees, motorsport providers and the broader community.

Planning and Partnerships: An aligned and connected planning framework for motorsport in the Mildura region is in place.

Roles and Responsibilities Framework: Roles and responsibilities of all stakeholders are agreed and communicated.

Funding: Motorsport clubs are aware of and supported to secure all available funding to deliver their collective and individual development priorities.

Safety: Implement a “whole of motorsport” safety culture in our region.

Workforce: Council resource in place to offer direct support to the Mildura motorsport community.

Environmental Sustainability: A proactive approach to advancing environmental sustainability measures for all motorsport activities within our region.

Diversity and Inclusion: Delivery of an inclusive offer that ensures motorsport participation opportunities are reflective of our community.

Staying ahead of the pack: A commitment to innovation and embracing new technologies, transforming our administrative processes and how motorsports delivered.

Actions

	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Establish the Mildura Regional Motorsport Alliance.	●		
Appointment of MRCC funded Project Delivery Officer.	●		
Develop a Motorsport Roles and Responsibilities Matrix.	●		
Work with National and Victorian motorsport peak governing bodies to secure in-region resources, funding and support.	●	●	●
Support local delivery of National and Victorian motorsport peak governing body environmental sustainability strategies.		●	●
Develop a Motorsport in the Mildura Region safety and integrity framework.		●	●

#STRENGTHEN IT

Strengthen capacity of Mildura region; and between clubs and Regional Motorsport Strategy

- All clubs valuing the role and activities of the Alliance
- All clubs with current strategic plans in place, aligned with the Regional Motorsport Strategy in areas of mutual benefit
- A collaborative workforce plan across all Mildura region motorsport clubs is in place, creating a network of multi-motorsport volunteers
- All clubs accessing The Australian Sports Commission’s Game Plan platform and other quality resources, designed to support them to enhance their operations
- All clubs accessing government and other funding and diversifying their club and commercial revenues to enhance their facilities and operations
- All clubs regularly accessing and valuing services of external stakeholders, particularly the Mildura Motorsport Club Development and Participation Officer
- Clubs working together to implement a shared services model to minimise duplication of resources and effort
- Clubs professionalising their event workforces (e.g., paid staff, event companies, etc)

Strong Clubs = Strong Future.

Strong Clubs are the key to the thriving future of motorsport in the Mildura region.

Actions

	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Implement a strategic planning framework for motorsport that increases alignment between clubs and the Regional Motorsport Strategy	●		
Implement a Mildura region motorsport club enhancement initiative. The Game-Plan online platform will be the foundation of this initiative.		●	
Develop a collaborative, whole of motorsport club workforce plan.		●	
Develop a Mildura region motorsport club commercial action plan to drive how clubs access new income streams, diversify streams of revenue and enhance the overall profitability of existing revenue streams in order to achieve greater financial sustainability.		●	
Implement shared services initiatives between clubs (and other entities where relevant)		●	●

#SEE IT

Elevating motorsport in the Mildura region to a new place of prominence – achieving landmark visibility and connecting new audiences

- Increased event live streaming and other digital content metrics annually
- Enhanced relationships in place with media partners to connect motorsport in the region to a wider audience
- Digital systems enabling clubs to efficiently connect and transact with all elements of the current and future potential motorsport community
- Accurate membership, event participation (competitors) and event engagement (spectators) data collected by clubs and used to promote motorsport, including its community and economic impact
- Provision of effective advocacy in obtaining resources and funding needed to support a sustainable and vibrant Mildura region motorsport sector
- An expanded and coordinated, 'whole of motorsport' annual events calendar in place, showcasing motorsport and the region to more people, more often
- More spectators attending motorsport events in the region
- Governments and peak motorsport governing bodies recognising the Mildura Regional Motorsport Alliance as the collective voice for the region's motorsport community
- Victorian and National motorsport community recognise Mildura region as a destination of choice for best in class regional motorsport events
- Mildura motorsport athletes achieving national and international success and increasing the profile of Mildura as motorsport region

We can't be what we can't see!

Actions

	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop a motorsport in Mildura marketing and communications action plan to guide collective activities as they relate to maximizing effectiveness and reach of internal and external communications.	●		
Work with clubs and peak motorsport governing bodies to activate contemporary membership, participation and/or event specific online CRM systems.		●	●
Develop a coordinated motorsport events strategy for the region to maximise participation, commercial opportunities and economic returns to the motorsport industry and region. Coordination of a 'whole of motorsport' annual events calendar.	●	●	●



#GROW IT

All clubs enhancing the overall motorsport experience – with more people participating in safe and inclusive motorsport in the region, in more ways, more often.

- Retention: More people continuing to participate in motorsport in the region (members, program participants, event competitors, officials, coaches, volunteers)
- Recruitment: More first time motorsport club members, returning of ex members, program participants, event competitors, officials, coaches, and volunteers
- More clubs delivering social/recreational motorsport participation offerings to more people
- More females and girls participating in motorsport in the region (club members, program participants and event registrations)
- More juniors participating in motorsport in the region (club members, program participants and event registrations)
- Greater levels of diversity in all elements on the Mildura region motorsport community – i.e., participation, membership, committees, coaches, officials, staff, event spectators and viewers of event/digital content
- All clubs reporting improved club member and event participation satisfaction data annually
- Clubs forming mutually beneficial partnerships to expand their delivery model
- Increased revenues and diversification of revenue sources to achieve greater financial sustainability and independence for clubs

Enhance the user experience and grow our motorsport offer.

Actions	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop and implement an overarching motorsport in Mildura membership and participation growth plan.	●		
Clubs to implement annual member satisfaction surveys and strive towards year on year increased members satisfaction.	●	●	●
Clubs to implement event specific participant experience surveys for all key events and consider improvement opportunities based on feedback.	●	●	●

#BUILD IT

Establish and maintain a Mildura region motorsport facility footprint capable of significantly growing club and event participation, event attraction, and regional visitation.

- A network of club facilities, capable of growing motorsport club membership, event and program participation and club revenues in the region is established and maintained
- Facility enhancement plans in place for each club
- Maintenance, inspection, repair and replace in place across clubs for facilities and equipment
- Facility utilisation increased through greater occupancy, equal access, increased residency/ number of clubs operating from a single site, out of season activation
- All clubs maintaining/increasing their current facility grading with their national governing body in line with longer term operational site requirements, ensuring they can continue to deliver and grow their event offerings without committing to overambitious and unrequired facility development.
- Development of sustainability initiatives to offset and reduce carbon footprint of motorsport activities.

Quality, safe, inclusive infrastructure is critical to connecting more people with motorsport in our region – in more ways – more often.

Actions

	Starting Line Years 1 & 2	Racing Years 3 & 4	Chequered Flag Year 5
Develop an evidence-based Mildura regional motorsport infrastructure framework guide to prioritise facility improvements/developments which maximise facility usage and the retention, development and future growth of motorsport for the region.	●		
Club specific facility enhancement plans in place for each club, aligned with Mildura region motorsport infrastructure framework and Victorian Motorsport Infrastructure and Participation Strategy in areas of mutual benefit.	●		

**All actions listed on pages 13 – 17 as Starting Line priorities have helped develop an initial two-year implementation plan to work against. Subsequent implementation plans for future years are to be guided by this work.*







Starting Line (Years 1 & 2) Activation Plan

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
Strategic planning frameworks	#STRENGTHEN IT	<ul style="list-style-type: none"> Develop club level strategic/facility development plans 	<ul style="list-style-type: none"> MSC Clubs 	<ul style="list-style-type: none"> Aligned and connected planning framework for motorsport in Mildura region in place All affiliated motorsport clubs with strategic/facility enhancement plans in place Endorsement by respective State/National governing motorsport bodies of individual clubs/facility development plans
'Motorsport in Mildura' marketing and communication action plan	#SEE IT	<ul style="list-style-type: none"> Facilitate a motorsport in Mildura marketing and communications action plan workshop with key stakeholders Develop strategies to guide delivery of key regional information to all current and potential audiences, through appropriate channels Develop strategies to promote all motorsport clubs and events in the region Finalise a co-designed marketing a communications action plan for motorsport activities in the region 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<ul style="list-style-type: none"> Multi-year marketing and communication action plan produced Regular marketing and communication activities being delivered by multiple stakeholders across multiple marketing channels Enhanced relationships in place with media partners to connect motorsport in Mildura region to a wider audience Digital systems enabled, allowing clubs to connect and transact with all elements of current and potential future motorsport community Increased event live streaming and other digital content metrics Accurate membership, event participation and event engagement data is collected and used to promote motorsport Effective advocacy in obtaining resources and funding required to support a sustainable and vibrant motorsport sector for the region
Coordinated motorsport events strategy for the region	#SEE IT	<ul style="list-style-type: none"> Clubs to share annual events calendars with MRCC MRCC to develop an annual 'whole of motorsport' annual events calendar Exploration of 'event gaps', cross-pollination opportunities and new event activations Alliance to review/agree where available 'one-off event' funding should be prioritised for the purpose of securing State/National title rounds 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<ul style="list-style-type: none"> Expanded and coordinated whole of motorsport annual events calendar in place Increased annual spectators attending in region motorsports events New event opportunities secured in line with resource capacity and economic stimulus considerations Increased participation and spectatorship at club events that have capacity to grow New revenue streams/growth of existing revenue streams for motorsports events achieved

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
<p>Motorsport in Mildura membership and participation growth plan</p>	<p>#GROW IT</p>	<ul style="list-style-type: none"> Develop strategies to guide delivery of activities designed to increase number of people participation in all forms of motorsport Implement activations that focus on under-represented motorsports communities, including females, juniors, people with a disability, CALD – utilizing the Australian Sports Commission Participation Design Toolkit to guide development 	<ul style="list-style-type: none"> MRCC Alliance Clubs Governing Bodies 	<ul style="list-style-type: none"> Increased rates of participation (growth of club membership numbers, competitor entries, club days attendance) Increased first time motorsport club members, program participants, event competitors, officials, coaches, and volunteers New social/recreation motorsport participation offerings across motorsports Increased junior registration numbers for both local audience and out of region competitor numbers Greater levels of diversity in all elements of the motorsport community Formation of mutually beneficial partnerships between clubs to expand their event delivery model Marketing and communications to encourage new audiences to participate in motorsport
<p>Annual member satisfaction surveys</p>	<p>#GROW IT</p>	<ul style="list-style-type: none"> Clubs to develop, promote, and analyse data coming from annual member satisfaction surveys Implement 'quick win' measures to improve club performance based on feedback from member satisfaction surveys Member satisfaction surveys shared with key stakeholders including respective governing bodies and MRCC (where relevant) Grow annual response rate for member satisfaction surveys 	<ul style="list-style-type: none"> Clubs 	<ul style="list-style-type: none"> All clubs distributing and reviewing member satisfaction surveys on an annual basis Member satisfaction level increases year on year Response rate in member surveys grows year on year
<p>Event specific participant experience surveys for key events</p>	<p>#GROW IT</p>	<ul style="list-style-type: none"> Clubs to develop, promote, and analyse data coming from annual key event surveys Implement 'quick win' measures to improve event performance based on feedback Participant experience surveys shared with key stakeholders including respective governing bodies and MRCC (where relevant) Grow annual response rate for participant experience surveys 	<ul style="list-style-type: none"> Clubs 	<ul style="list-style-type: none"> All clubs distributing and reviewing participant experience surveys on an annual basis Participant satisfaction levels for events increases year on year Response rate for event surveys grows year on year

PROJECTS	STRATEGIC PRIORITY	ACTIONS	STAKEHOLDERS	SUCCESS INDICATORS
Infrastructure framework guide	#BUILD IT	<ul style="list-style-type: none"> • Prioritise facility improvements/development which maximise facility usage and retention, development and future growth of motorsport • Identify small scale and larger infrastructure project opportunities that can be packaged up for Council and/or State Government and Federal funding • Develop advocacy priorities for regional infrastructure commitments for motorsport • Identify infrastructure development opportunities across collective motorsports that could be Council-supported (financial, materials, labour) 	<ul style="list-style-type: none"> • MSC • MRCC • Clubs 	<ul style="list-style-type: none"> • Priority facility improvements identified in line with maximizing usage, development and future growth • Mix of small scale and larger infrastructure projects identified and 'shovel ready' for when funding opportunities arise • Advocacy priorities for regional infrastructure funding for the regions motorsports identified and packaged up • Potential Council-supported infrastructure development opportunities identified via the alliance and discussed with Council representatives
Club specific facility enhancement plans	#BUILD IT	<ul style="list-style-type: none"> • Clubs to prioritise specific facility enhancement/development project to be delivered annually 	<ul style="list-style-type: none"> • MSC • MRCC • Clubs 	<ul style="list-style-type: none"> • Club specific facility enhancement plans delivered • Priority facility enhancement/development projects (subject to funding availability) delivered annually
Establish the Mildura Region Motorsport Alliance	ENABLER	<ul style="list-style-type: none"> • Develop terms of reference • Call for expressions of interest • Develop assessment tool • Appoint selected individuals • Commence bimonthly meetings • Promote establishment of the inaugural alliance 	<ul style="list-style-type: none"> • MRCC • Alliance 	<ul style="list-style-type: none"> • Alliance formed • Alliance promoted • Bimonthly meetings commenced and schedule
Appoint and commence MRCC funded Club Development & Participation Officer	ENABLER	<ul style="list-style-type: none"> • Position description developed and endorsed by Council • Position advertised • Preferred candidate selected and offered • Appoint preferred candidate with introductions to key stakeholders 	<ul style="list-style-type: none"> • MRCC 	<ul style="list-style-type: none"> • Position recruited and commenced • Introduction to key stakeholders made
Develop a Roles and Responsibilities Matrix	ENABLER	<ul style="list-style-type: none"> • Facilitate a roles and responsibilities workshop with key stakeholders • Finalise co-design roles and responsibilities matrix outlining areas of accountability for Alliance, Clubs, Council, Governing Bodies and other key partners 	<ul style="list-style-type: none"> • MRCC • Alliance • Clubs • Governing Bodies 	<ul style="list-style-type: none"> • Roles and responsibilities workshop held • Roles and responsibilities matrix design, agreed and circulated • Annual review of roles and responsibilities matrix with adjustments as required

