

Project Progress

Issue 10: February 2026

This document provides a top-line summary of British racing's progress in equine welfare as defined by the sport's five-year 'Life Well Lived' strategy

The Horse Welfare Board (HWB) is an independently chaired cross-industry [Board](#) in place since 2019 to work in partnership with the industry to ensure British racing has the highest possible welfare levels.

In February 2020, 26 projects were identified to help British racing continuously improve all aspects of racehorse welfare in the sport. These were published in the five-year strategy '[A Life Well Lived](#)'. The development of the next iteration of the sport's equine welfare strategy is underway and will be completed in mid-2026.

Priority areas have been identified as **safety, data, traceability, aftercare & communications**. The HWB's dedicated programme team deliver this work in collaboration with stakeholders from across the sport.

Project Overview

Priority: high to low ↓

Project	Project Title	Status
6	Euthanasia code/policy	Complete
20	The Future of the whip	Complete
17	Stalls and starting review	Established & ongoing
21	Welfare data programme/welfare data unit	Complete
18	Review impact of prize money for lower placed horses	Complete
23	Cross-industry communications campaign	Complete
22	Thoroughbred welfare database	Established & ongoing
24	Promotional welfare communications plan	Established & ongoing
16	Obstacle improvement and development	Established & ongoing
25	Corporate communications (welfare plan)	Established & ongoing
4	Traceability	Established & ongoing
9	Racing Risk Models (RRM)	Established & ongoing
5	Welfare funding model	Established & ongoing (RoR delivering)
15	Ground/going research, development, and training	Established & ongoing
10	Racing fatalities occurring off the racecourse	In progress
11	Medication data and clinical records analysis	Established & ongoing
2	Training and CPD	Complete
14	Suitability to race	Complete
12	Rider engagement	Established & ongoing
3	Education of/support of rehoming & potential rehomers	Established & ongoing (RoR delivering)
19	Fixture timing & allocation	Monitor (linked to RRM)
26	Code of ethics	In progress
8	Continued considering of breeding methods	Monitor (TBA delivering)
13	Trainer engagement	Established & ongoing
7	Review of breeding, pre-training, sales and aftercare	In planning
1	Welfare benchmarking tool	Under review

HWB	Horse Welfare Board	RVC	Royal Veterinary College
RoR	Retraining of Racehorses	ACFR	Aftercare Funding Review
NTF	National Trainers Federation	RRM	Racing Risk Model
BHA	British Horseracing Authority	ESSG	Equine Safety Steering Group
TBA	Thoroughbred Breeders Association	HWG	Hurdle Working Group

Safety

Project 9: Racing Risk Models (RRM)

Development and application of the RRM, which will identify risk factors linked to falls, injuries, and fatalities in jump racing.

COMPLETE

- The BHA Equine Safety Group (ESG) was formed in December 2022 with representatives from across the sport. The ESG monitors all aspects of British racing that concern equine safety, including data from the Racing Risk Models (RRM), and makes recommendations to the appropriate industry bodies for their consideration.
- The Royal Veterinary College (RVC) was appointed as lead epidemiology partner for British racing to ensure independence in the evaluation and risk analysis findings. RVC disseminate findings in scientific literature for public consumption and use across equine disciplines.
- The following RRM reports have been presented by the RVC to the ESG:
 - September 2023: fatalities in jump racing
 - January 2024: fallers and long-term injuries
 - October 2024: fatalities, fallers and LTIs, including flat racing data for the first time
 - March 2025: data sub-divided into turf and all-weather
 - December 2025: updated fatalities, faller and long-term injuries in jump racing
- Welfare focused dashboards are now in place which produce easy access and 'one stop' data points on an ongoing basis to help inform decision making.

IN PROGRESS

- The fallers project (dataset: July 2024-July 2025) is being independently analysed by the RVC. The review panel will make necessary recommendations and share key learnings to assist with the reduction of falls and serious injury, expected early 2026
- Other areas being reviewed by the ESG in more detail include:
 - The inclusion of horse-related, off-course data that can be collected and incorporated into the model in the future to improve its predictive ability
 - The spike in adverse outcomes for horses in jump races between March-May each year
 - Poorly performing horses and adverse outcomes – a dedicated BHA-led project is taking place and will consider horses that frequently fall and inform criteria around eligibility to race
 - Return to play criteria for horses taking long breaks between races
 - Current policy around racecourses with a higher-than-average fatality rate

Project 12: Fatality Review (Rider Engagement)

The gathering of rider and close team insights into fatalities to build a fuller understanding of risk factors.

COMPLETE

- The Fatality Review project was set up to explore potential enhancements to current equine fatality processes. It is a “no blame” qualitative process to identify potential learnings that can contribute to the ongoing work to reduce fatalities on British racecourses. A 12-month pilot completed in September 2024.
- The review process includes thorough and holistic reviews with persons involved prior to and during the race, alongside a review of race footage.
- By comparing similar incidents and repeating factors, the panel will, in time, identify probable contributing factors to fatalities and make recommendations for change.
- The panel engages with stakeholders and shares findings that help drive conversation, consideration, and support improvements in welfare understanding and education.
- Fatality review process:
 - Within 5 days - jockey, trainer, vets, racecourse, BHA staff contacted and sent questionnaire
 - By 10 days - all questionnaires received and follow up phone calls underway where necessary
 - By 14 days - all data collated, and race footage viewed by panel
 - End of the month - panel meeting to discuss every case and develop monthly report
- Project handed over to the BHA in January 2025 to manage on a permanent ongoing basis.

Project completed

Project 14: Suitability to Race

Assessment of perception-related suitability issues to provide further evidence and information.

COMPLETE

- Two articles written for publication on HorsePWR at the appropriate time
 - An article on age of thoroughbreds in racing: which encompasses facts and research around the “racing of two-year-olds” and the “racing of older horses”
 - An article on the racing of pregnant mares

Project Completed

Project 15: Ground and Going Research, Development & Training

Research into ground and going to build a best practice framework to apply to all racecourses and training surfaces, and development of training programmes for participants and their staff.

COMPLETE

- BHAGI 3.2 (Conditions of the Course, Going and Irrigation) was updated in October 2023 with the latest best practice guidance. This is now a requirement for all courses.
- The Performance Quality Standard (PQS) for turf racecourses, mirroring those applied in other sports, has been developed by STRI. This was shared to racecourses in February 2025 to enable the practical implementation and delivery of the going projects by racecourses.
- 18-month Turf Assessment Research Project with Nottingham Trent University & University of Central Lancashire was delivered in September 2024, with proposals put forward which could support additional metrics for the assessment and management of ground.
- Training Surfaces: A Best Practice Guide has been produced and circulated to all trainers.
- Water Management Guide – Irrigation Guide has been produced and circulated to all Racecourses.

IN PROGRESS

- Work is underway to amend the BHAGI 3.2 guidance to reflect best practice from the Turf PQS.
- Four regional, free-to-attend Gallops Maintenance Courses took place in October to enhance yard staff's knowledge of managing home training surfaces and share best practice.
- Visits to training yards continue to review gallop facilities and to provide supporting evidence to inform future best practice recommendations and support.
- The development of a synthetic PQS is underway with a programme of racecourse visits and research planned.
- Scoping of project to support the recording of PQS data underway.
- Development of an enhanced Ground and Going training programme to support trainers is underway.

Project 16: Obstacle Improvement and Development

Continued, continuous improvement of obstacle design and construction.

COMPLETE

- The Hurdle Working Group (HWG) was formed in 2021.
- Recommendations from the equine vision research project were delivered in 2022. All markers on obstacles in British jump racing have now changed from orange to white.
- Every jump course in Britain has been walked by HWB's Equine Safety Advisor with the relevant Inspector of Courses. Recommendations were made to the Inspectors of Courses in November 2023 and the Horse Welfare Board in mid-December 2023. Next steps were agreed with the Inspectors of Courses in early 2024. These are either 'business as usual' or regulatory updates.
- A draft Hurdle Performance Technical Specification for British racing was completed in December 2023 and has been approved by the BHA. It is now a requirement for any new design of hurdle to conform to this specification. Easyfix hurdles have been approved as complying with this standard for use in British racing.
- All courses to change to padded style hurdles by 1 October 2026.
- An additional supplier of pads for padded hurdles has been sourced. These pads were tested and approved by the BHA for use in racing and are now being used on racecourses.
- Use of different materials for hurdle frames were explored in 2023. Prototypes were produced for consideration by the HWG. The HWG recommended putting any further work on hold due to current costs of materials and weight of the product.
- Padding of all timber toe boards completed.
- Painting padded hurdles white to the top of the pads has been adopted which defines the top line of the hurdle to help improve the clarity for horses.

IN PROGRESS

- Use of brush hurdles (Southwell and Worcester): the Hurdle WG recommended that these be phased out. Modifications have been made by ARC with the agreement of the BHA. Obstacle data was adjusted to include fixtures to the end of December 2025 so that two years of data is available. Jockeys and trainers who have regularly ridden at/had runners at the two courses will be surveyed. This feedback will be added in to the data to help the decision-making process.
- The HWG is looking at potential improvements to the profiles of existing hurdles. A concept toe board has been trialled and well received. 24 prototypes are being produced to trial on padded hurdles with trial likely to commence Q2 2026. Feedback and recommendations to be made by the end of Q2/3 2026.

Project 17: Stalls & Starting Review

Review of stalls design, stalls loading procedures and jumps starting procedures.

COMPLETE

- Working Group recommendations completed and made to BHA in July 2022. Four main categories of recommendations for implementation: Preventative, Raceday, Starting Stalls, and Data Collection.
- 28 recommendations have been actioned including rules to remove use of whips at the start, enhanced training for starting assistants and restrictions on horse handling when loading.

IN PROGRESS

- Recommendations that remain outstanding and under BHA ownership:
 - Extra stalls handlers to reduce time spent in stalls
 - The modification of stalls - a replacement plan for stalls is in development
- An industry consultation in relation to a number of stalls matters has been announced and is being undertaken by BHA.

Project 18: Review impact of prize money for lower placed horses

Consideration of any welfare link with prize money availability for lower placed horses.

COMPLETE

- Appearance money scheme was reviewed and closed in 2023 which reduced the incentive for jockeys and horses to continue in a race for lower placings. A small fee is paid to every runner on a Sunday, to cover additional costs of racing on this day.
- A new Rule to prevent horses from running more than 15lbs out of the handicap has been introduced, more information [here](#).

Project completed

Traceability

Project 4: Traceability

Ensuring the fullest possible traceability across the lifetime of Thoroughbreds bred for racing, from the point of the 30-day foal notification onwards.

COMPLETE

- Weatherbys launched its ePassport in 2019 which now includes details on 206,000+ horses from the GB and IRE stud book, including 238,000+ vaccination touch points.
- Britain's first Thoroughbred Census was completed with Hartpury University in December 2023. It provided comprehensive insights into the post-racing lives of Thoroughbreds in Britain. Through this work 80% of the estimated 33,600 former racehorse population are known to be active and identifiable at present. Recommendations by Hartpury University were made to the industry March 2024.
- Foal crop analysis project implemented and led by the TBA. This project assesses outcomes of six-year-old horses (by which point most should have entered training).
- A new data sharing agreement was facilitated between RoR and BHA to support real-time traceability of racehorses on exiting racing as of July 2025. See Project 5 for more information.

IN PROGRESS

- Census recommendations are being reviewed, supported by the HWB, BHA & Racing Digital enhancements to close the data gaps on horses that have exited or been retired from racing.
- The 2018 and 2019 foal crop analysis work is complete and communication of results with relevant stakeholders is underway. This will allow the industry to put in place actions to address data gaps and unify the sport on actionable commitments to improve traceability. An external communications plan on the results is being finalised and likely to commence from Q2.
- TBA broodmare analysis work to take place in Q1/Q2 2026.
- Continuous dialogue is ongoing with stakeholders including Weatherbys, TBA, sales houses, insurance companies, racehorse owners, shippers, county councils, PPA and other equestrian bodies to reinforce the importance of traceability, registering changes of ownership, and identify potential touch points to enhance traceability for Thoroughbreds pre and post training careers. As well as pushing traceability internationally and having conversations on how to improve traceability between jurisdictions.
- Work ongoing with BHA, Weatherbys, TBA, BHC, FSA, HRI on the traceability of Thoroughbreds through UK abattoirs.

Data

Project 10: Racing Fatalities Occurring off the Racecourse

Continued gathering and analysis of data and fatalities linked to racing that occur off the racecourse.

IN PROGRESS

- Enhancements to current BAU processes to gather data on fatalities in training are being explored. A questionnaire outlining required information has been developed and approved by the BHA, in consultation with the HWB's epidemiology partner RVC, the National Trainers Federation (NTF) equine welfare panel, and the BHA veterinary panel. This will also be incorporated into Racing Digital once live.

Project 21: Welfare Data Unit (resourcing a data team)

The establishment of a cross-industry data programme, with the aim of establishing an aligned data strategy and an integrated, cross-cutting data unit for racing.

COMPLETE

- The Royal Veterinary College (RVC) appointed in 2023 as the Epidemiology collaboration partner for the Horse Welfare Board on a 3-year rolling contract and funded by Racing Foundation.
- Head of data, analysis and insight appointed by the BHA whose role includes oversight of the welfare data flows and data requests.
- Dedicated equine welfare analysis resource recruited to support the data, analysis & insight team.
- RVC and BHA data leads integrated into projects including the Racing Risk Model (RRM), injuries in training and selected Equine Safety Steering Group priority projects.

Project completed

Project 22: Thoroughbred Welfare Database

Further development of the BHA-led project to create a single aligned database for the sport.

COMPLETE

- Initial work following the commissioning of a project by the BHA in 2019 was developed in collaboration with the University of Bristol. This focused on the ability to cleanly access data within pre-existing databases.
- With the establishment of the Welfare Data Unit, in addition to the new Racing Digital platform, it was agreed that the provision of a standalone Thoroughbred Welfare Database was not required.
- Rather, an ongoing reporting capability, overseen by the BHA Data Unit, has been developed. This includes several dashboards that provide stakeholders with access to “clean” data around key welfare topics. In addition, the BHA Data Unit continue to work in collaboration with the HWB and external data sources to ensure current and future welfare data needs are fulfilled.

Project completed

Project 13: Trainer Engagement (including injuries in training)

Collaboration with trainers to build understanding and share trainer expertise and best practice on training regimes that may reduce risk of racehorse injury and fatality.

IN PROGRESS

- An initial pilot project by the RVC to collate and analyse data around injuries in training was conducted in 2023 to help identify potential issues, promote best practice and inform future work in this area. In 2025, the RVC launched the [Training Injury Prevention Study \(TIPS\)](#) in collaboration with the BHA and University of Calgary. TIPS will identify and work with British racehorse trainers to collect daily exercise and injury data from the training environment across two full seasons. Outputs that may inform future recommendations are expected mid-2028.
- An operational and financial framework for the staging of schooling trials on racecourses/Point to Point tracks has been developed. Eight schooling trials days have been successfully run to date. The programme has been impacted by weather/ground conditions.
- Flat Schooling Trials days in development, to build on the existing framework of Barrier Trials. This will support, complement and expand the Stalls and Starting Review Project.
- Further trainer engagement and support initiatives are currently being scoped and developed.

Project 11: Medication records and clinical records analysis

- Continued gathering, and subsequent analysis, of medication data and clinical records linked to general welfare considerations and to racing-related fatalities.

COMPLETE

- The Equine MediRecord Pilot at Aintree was successfully completed. The evaluation recommended contracting EMR for 2024 at Aintree and Cheltenham festivals. EMR contract signed for 2024. Cheltenham festival achieved 100% submission of the medical declarations. BHA BAU for 2025 Aintree and Cheltenham Festivals.
- Contract signed and trial completed of the Sleip AB markerless lameness app. BHA trialled the app in 2024/25. Trial completion and review in June 2025.

IN PROGRESS

- Equine MediRecords in place for 2026 Aintree and Cheltenham Festivals.

Aftercare

Project 5: Welfare Funding Model

Delivering the sport's Aftercare Funding Review (ACFR) Recommendations on Funding, Focus and Integration and Accreditation.

COMPLETE

- HWB agreed racing's aftercare responsibility definition, expanding the safety net to include first step out of racing.
- RoR's three-year strategy was published in January 2024 and endorsed by British racing.
- Short-term stakeholder funding commitments secured, alongside a one-year 2025 grant from the Racing Foundation and John Pearce Foundation to strengthen first step out of training support.
- Vulnerable Horse Scheme review completed
- New fundraising microsite launched, individual giving and grant income increased, and branded merchandise contract re-tendered to diversify income streams.
- RoR-BHA data-sharing agreement launched to support real-time post-racing traceability.
- 69 horses accepted into the Vulnerable Horse Scheme and 121 supported across the welfare safety net in 2025, an 83.3% year-on-year increase.
- RoR competitions review completed, with 1,685 new horses registered in 2025 (15,446 active total) and 264 education events delivered to 2,808 participants.

IN PROGRESS

- Development of a long-term sustainable aftercare funding model continues, with new support pledged by the Federation of Bloodstock Agents and Thoroughbred Breeders Association from 2026 and further industry engagement planned.
- Retrainer Approval Scheme in development with support from Racing Foundation and John Pearce Foundation.
- Retraining Assessment Programme delivery continues with HEROS, with 25 horses supported in 2025 and programme scaling underway.
- Education and outreach expansion continues through partnerships with equestrian colleges, the British Horse Society and Racing to School, including Step into Competitions delivery.
- Traceability development continues through increased registrations and owner engagement, including surveys issued to 468 owners.
- Competition participation growth continues, with 4,292 RoR competition entries recorded in 2025.
- Governance and organisational capacity strengthening continues through trustee recruitment and interim board support.

Communications

Project 23: Communications Strategy and Campaign

A cross-industry communications strategy and plan, to be developed by and for the sport, based on the overarching welfare strategy and alignment with racing's overall communications strategy.

- Cross-industry HorsePWR campaign platform and website hub www.horsepwr.co.uk launched in April 2024.
- Horsepwr.co.uk provides the sport with a central hub for all welfare related data and facts from the sport, including faller and fatality rates, foal crops and post racing traceability.
- The ongoing campaign now integrates into project 24 as part of always-on promotional activity.

Project Completed

Project 24: Promotional Welfare Communications Plan

To develop and implement an approach and plan that puts the importance of the horse at the centre of its promotional activity.

COMPLETE

- National Racehorse Week (NRW) was established as a cross-industry welfare experiential platform in 2021 and has been delivered for five consecutive years. To date, more than 64k free places have been created for the public to visit studs, training yards, and aftercare facilities. An additional 10k people have been reached through community activity during NRW events. 80% of people who have attended an NRW event say their opinion on racehorse care has been improved and 95% said they have a positive impression of racing after their experience.
- NRW 2025 took place 23-31st August, piloting the impact of moving the event to the summer holidays. Over 14.5k free places were made available at 94 open days, alongside 54 community events.
- The cross-industry HorsePWR welfare communications platform was launched in April 2024. The platform provides a central hub www.horsepwr.co.uk with data, facts, and information of the welfare of horses in British racing. Communication materials have been provided to racecourses, racing stakeholders, and supporters. The sport's first paid advertising campaign on welfare took place March through to September 2025.
- Website enhancements completed in Q4 2025

IN PROGRESS

- HorsePWR communication assets being further developed for implementation in advertising, social channels, and at racecourses from March to September 2026.
- Funding secured via Great British Racing and the HBLB for media spend to help drive awareness of HorsePWR. Advertising will take place across March and April 2026, co-ordinated with the National Campaign 'The Going is Good'. Paid support on digital platforms will take place through to September
- National Racehorse Week dates for 2026 confirmed at 22-31 August

Project 25: Corporate Communications (Welfare)

Development and execution of the corporate communications and issues management plan.

COMPLETE

- Joint Communications Group and Public Affairs Groups established as the primary forums to coordinate welfare communications issues and activities.
- Welfare spokesperson strategy established including external advocates for proactive and reactive media activity
- HWB Key Facts document and newsletter created and circulated quarterly to internal and external stakeholders.
- Regular Racing Post column established with members of the HWB.
- LinkedIn channel established and continuously increasing followers (up by 50% in 2025)

IN PROGRESS

- Political engagement opportunities being monitored by the Public Affairs team.

Other

Project 20: The Future of the Whip

The development of the resulting consultation, implementation plans and related sub-projects following the HWB's recommendation to the BHA for future action on the whip.

- BHA led project. Extensive consultations took place over 12 months and have been fully implemented.
- New rules introduced designed to foster more considered use, consistency of stewarding and stiffer penalties for misuse.
- Threshold for acceptable use of the whip reduced to six in a flat race and seven in a jumps race.
- Every use of the whip will now count towards the thresholds for use, unless it has been used clearly and unequivocally for safety purposes.
- Introduction of the whip referral committee which evaluates all rides and implements any sanctions or actions, to increase consistency and drive ongoing improvement in riding standards.
- Increased penalties for offences, including doubled suspensions in major races when the whip is used above the permitted level.
- Disqualification introduced for offences in which the whip has been used four times or more above the permitted level in all races.

Project 6: Euthanasia code/policy

Development of a single euthanasia framework for use across the industry, including a clear decision tree.

- Policy guidelines and decision tree completed, shared with industry and available online. Focus is on the ongoing sharing and communication across industry and participants.

Project 2: Training & Education

Training and education programmes to ensure that those responsible for the Thoroughbred understand their responsibilities and commit to continuous learning.

COMPLETE

- Recommendations from Steering Group were delivered on how to implement the work and ensure education was easily accessible, relevant, and engaging. Approved in October 2023.
- Modules and content focussed on the needs of the industry, addressing equine welfare matters.
- 13 modules released via Racing2Learn including the importance of water, gastric ulcer management, natural equine behaviours and worming.
- 11 Resquip horse mannequins have been manufactured and delivered to racecourses strategically placed around the country which will support the welfare of horses through the enhanced training of racecourse (and point-to-point) teams in the safe and timely movement of horses on course.
- Potential to link welfare training to licensing in the future is being explored.

Project completed

Project 7: Review of breeding, pre-training, sales and aftercare

Consideration of parts of the industry not currently subject to BHA regulation, to assess potential benefits of registration and accreditation schemes, code of practice or licensing arrangements.

COMPLETE

- Aftercare Funding Review completed.

IN PROGRESS

- Consideration of the treatment and scope of this project is in progress.

Project 8: Continued Consideration of Breeding Methods

Continuing consideration of the benefits and drawbacks of different breeding methods in the context of welfare and international considerations.

IN PROGRESS

- Ongoing dialogue between the BHA, HWB, TBA and Weatherbys on breeding methods and General Stud Book (GSB) eligibility.
- In June 2022, at the International Thoroughbred Breeders' Federation (ITBF) meeting in Newmarket, the topic of artificial breeding methods was discussed and debated, with a vote taken and unanimous agreement reached on upholding the current international rule (Article 12 of the International Agreement on Breeding, Racing and Wagering (AIBRW), states that there can be no artificial breeding involved in conception or gestation in the Thoroughbred). In May 2024, at the ITBF conference in Japan, a vote was again taken by members and agreement reached on maintaining the current international agreement.
- In October 2023, presentations and panel sessions on artificial breeding techniques were delivered at the Horseracing Industry Conference in York.
- The TBA will continue to monitor and review the current position alongside the ITBF, particularly in the context of optimum equine health and wellbeing; reducing environmental impact; threats to the National (or Global) Risk Register, such as infectious disease threat to humans and/or horses; and in maintaining the longevity and diversity of the breed.

Under Review

Project 1: Welfare Benchmarking Tool

A practical checklist that allows those responsible for Thoroughbreds to self-assess welfare.

- Initial work completed in this area by University of Bristol (2019-2021). Collective agreement by the HWB that this project was not further progressed in this form.

Funding

The Racing Foundation and Horserace Betting Levy Board (HBLB) are the core funders of the Horse Welfare Board's work. The Racing Foundation has awarded over £4.2 million, including a grant of £3 million over 3 years to progress welfare projects from the sport's 'Life Well Lived' strategy. The HBLB has provided £3.3 million funding to support the industry's work since the Horse Welfare Board's inception in 2019.

Team

Horse Welfare Board Members (from 1 July 2025)

- Baroness Minette Batters: Independent Chair
- Fred Barrelet: Independent member
- Neil Hudson MP: Independent member
- Jessica Stark: Independent member
- Sulekha Varma: Head of Racing at Aintree Racecourse
- Seamus Mullins: Racehorse trainer and former president of the National Trainers Federation
- Kate Sigsworth: Deputy Chair of the Thoroughbred Breeders Association

- Robin Mounsey: Head of Communications, British Horseracing Authority
- **In attendance at HWB meetings:**
- James Given: Director of Equine Health and Welfare, British Horseracing Authority

Horse Welfare Board: Programme Implementation Team

- Helena Flynn, Programme Director (Ex officio HWB member)
- Pip Kirkby, Safety and Welfare Project Lead, Interim Programme Director
- Sally Lyons, Safety and Welfare Project Lead
- Lauren Stanley, Safety and Welfare Project Lead
- Katie Boon, Programme Manager

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