

British Racing Industry COVID 19 Operational Plan

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1. Introduction

The purpose of this plan is to protect the health of British racing's people, horses and businesses during the pandemic and plan for the earliest possible resumption of racing and a strong recovery.

This plan provides an overview of the wide and comprehensive range of activity, led by the Industry's COVID 19 Group, to meet the challenges to the racing industry presented by the pandemic. It sets out objectives for the 5 key streams of work and the tasks already underway.

This plan is an iterative document and will be updated as the response progresses. It will drive the work going forward and be used as a template for reporting back to senior leaders, the industry and external stakeholders where required.

This plan has been developed by the Industry Group (IG) and approved by the Members' Committee of the British Horseracing Authority (BHA) representing racing's tripartite leadership, the Racecourse Association (RCA), The Horsemen's Group (THG) and the governing body and regulator, the BHA.

2. Objectives

There are 3 parts to the IG plan, Response, Resumption and Recovery. Here is a summary of each.

2.1 Response –The racing industry's COVID 19 Group began meeting in February. The RCA issued initial guidance to racecourses based on expert medical advice. Further guidance was drafted for trainers and breeders and distributed by the NTF and TBA.

Daily briefings to jockeys commenced ahead of the Cheltenham Festival which continued with government support. The Jockey Club put in place additional measures to protect public health. The IG produced a plan for racing behind closed doors which happened at Kelso, Taunton and Wetherby.

The draft plan has been in place for several weeks and has already required substantial revision since racing was suspended on 17th March. The lockdown announced on March 23rd demonstrates that the plan will need continual revision to face the growing public health and economic pressures.

This plan puts in place the initial leadership and resources to manage the crisis. The aim is to coordinate activity, make the best use of the sport's resources, engage in a coherent way with government and address immediate needs, for people and horses, as they emerge.

The industry is already moving to resolve immediate issues, notably where government help leaves gaps. More will need resolving as the crisis develops, based around a series of workstreams, each with their own leadership and supporting teams.

Racing is playing its part in the national effort to resolve the crisis. The decision to suspend racing, after consultation with representative groups from across the sport, was based on a desire to protect public health and free up medical resources without which racing cannot safely take part.

Individual racecourses and racing areas are already supporting their local communities. Activity is coordinated through Racing Together, which leads on community engagement for British racing.

2.2 Resumption – The industry is already developing options to get back to racing when it is safe to do so. It is critical that those within the sport can look forward and plan for a positive future. We will engage with government and local services to support a return to racing when the time is right

The Industry Group has contributed to a submission to the UK government that sets out the economic impact of the pandemic. About 20,000 people are directly employed in racing. For every pound spent in the industry, two more are generated in the wider economy, making racing worth an estimated £4.1 billion to the UK Economy. The submission details the value to the taxpayer and UK PLC of a resumption of economic activity. Racing proposes to work with the government to develop creative solutions to resume when that is possible.

To do this, racing will need to maintain racecourses in the right condition and fill critical roles at a race-day, including doctors and paramedics. It will need horses fit to race and jockeys ready to ride. We are planning a revised fixture programme that will be flexible enough to respond to local variations in the provision of health services and continuing government restrictions.

We cannot yet set out a timetable for resumption. No one can. Our ability to keep resources in place, horses exercised and ready to return to action, will be tested. The industry's leaders would like to give more certainty over dates, but it is too early to do so at present.

2.3 Recovery – Responding to the crisis, addressing hardship and keeping the industry afloat, will use resources. These include funds which can be made available from the Racing Foundation. This manages the endowment from the sale of the Tote and is looking to combine its contribution with support from other charitable trusts and funds. This will provide multi-million-pound support for any charitable activity required. The Horserace Betting Levy Board also holds reserves and discussions are underway about how these should best be used.

With no timetable, it is very difficult to calculate what will be required to alleviate hardship. Industry leaders also need to ensure there are sufficient funds ready to restart racing when revenues will not immediately return to the levels seen before the pandemic.

Businesses and bodies involved in racing are putting staff on furlough, using the Coronavirus Job Retention Programme. This may create challenges for the sport's infrastructure, depending on how long the crisis continues. We need to ensure we have sufficient resource in place to maintain our assets through what seems likely to be a gradual return to normality.

The Industry Group works to the following objectives.

3. Operational objectives

- To coordinate racing's response to COVID 19, producing a coherent plan which maintains the industry, its businesses and people, in the best shape to resume and recover strongly.

- To ensure that racing maximises government financial support and uses this or industry funds effectively to mitigate the financial impact on businesses and individuals.
- To support those working in racing and manage the public health risk.
- To look after the health and welfare of our horses
- To plan for a resumption at the earliest possible opportunity
- To lead accurate and timely engagement with audiences inside and outside the sport

4. Workstreams

There are five streams of work in total. Finance, People, Equine Health and Welfare, Resumption and Recovery. The first three will run through the entirety of the response. There are specific streams of work to plan for the resumption of racing and then a recovery phase.

There are three enablers for the operational plan which support all of the workstreams. These are, governance and programme management, communications and engagement and medical advice.

4.1 Finance

The Finance workstream covers these areas. All parts of the industry will be engaged through their representative bodies.

- Maximising financial support from government, by ensuring that racing businesses such as trainers and racecourses are included where possible in general government schemes covering areas of the economy (e.g. the hospitality sector, business rate relief).
- Identifying areas where racing seeks specific help from government, in concert with other sectors where this will strengthen the case (e.g. equestrian or other sports)
- Identifying the resources and reserves within the sport (The Racing Foundation, charitable trusts) or available to the sport (Horserace Betting Levy Board) and engaging these bodies to seek assistance, and make the most effective use of the resources
- Identifying financial needs so these can be assessed, including investors, owners, businesses across all parts of the industry
- Identifying appropriate criteria for responding to needs so that money can be distributed fairly, as speedily as possible and proportionately to the assessed needs.
- Identify appropriate mechanisms for distributing funding & establish where none exists.
- Ensure the response itself has sustainable funding (for an indeterminate period).
- Ensure appropriate funds are available to resume racing and plan for recovery after the crisis

Finance Team

This work is led by the short-form Executive Committee, which includes Nick Rust BHA, David Armstrong RCA, Charlie Liverton ROA, Rupert Arnold NTF, Paul Struthers PJA and Rod Street GBR. Claire Sheppard TBA, Alan Delmonte HBLB and Rob Hezel, The Racing Foundation, attend as appropriate.

This group is supported by Richard Wayman and the BHA's financial team, and the BHA's Public Affairs Team, including Will Lambe and the Head of Public Affairs, Ross Hamilton.

Specialist support is also available from a strategic business consultancy, Portas, which had been developing an economic model of racing based on up-to-date information on revenues and expenditures across the industry. This also allows the team to define the wider economic benefits of the industry and communicate these to government.

4.2 People

The People workstream covers the following areas.

- To look after people who work in racing in whatever capacity and provide additional support to that offered by employers to mitigate the impact of the crisis on their personal lives
- To support the physical and mental health of racing industry staff
- To advise the finance group on immediate hardship and the most acute needs
- To coordinate and support the activity of racing charities and other offers of help in delivering financial and other assistance (e.g. Racing Welfare, Injured Jockeys Fund).
- To ensure sufficient capacity of mental health and counselling services is maintained
- To provide feedback to the Industry Group on people needs as they develop and assess how these can be addressed, in particular, working closely with NARS
- To identify where people gaps appear, and match available staff, using Careers in Racing, the Careers Advice and Training Service and representative bodies' own resources
- To promote Racing Welfare's Racing Support Line as the primary route for enquiries and requests for help in order to assess and manage demand
- To work with each of the membership bodies to assist in providing specialist information most relevant to their own cohort.
- To liaise with the British Racing School and the National Horseracing College as appropriate

People Team

Dawn Goodfellow from Racing Welfare leads the team, supported by the Industry People team from the BHA, Holly Cook, from the RCA, Lisa Hancock from the IJF, George McGrath from NARS and other charities and organisations offering help and assistance.

Racing Welfare's Racing Support Line is the preferred channel for requests for help. (Details on the Racing Welfare website). A team of trained and experienced counsellors is available 24/7 and this service will be maintained. The capacity to assess need and distribute support will be increased.

The BHA Industry People team will support redeployment of staff where required through the Jobs Board of Careers in Racing and the CATS service. The BHA Safeguarding team, which exists to protect vulnerable youngsters and adults, will continue to operate.

4.3 Equine Health and Welfare

The financial needs of those who work in the owning, training and breeding sectors will be assessed and responded to through the Finance workstream set out above. The Equine Health and Welfare workstream exists to protect the welfare of horses, identify related needs as they emerge and ensure appropriate resources are available. Engagement with other equestrian

bodies will avoid duplication of effort and provide a strong collective voice when dealing with DEFRA.

The main areas of work are

- To ensure that the racing industry is able to continue to look after the health and welfare of horses and support the people who care for them
- To identify acute needs, for example, where there are particular risks to equine welfare
- To provide safety-net care in partnership with the BHA Veterinary and Welfare team, equine vets and retirement charities and homes (e.g. Retraining of Racehorses)
- To establish a system to assess need and a funding mechanism to deliver financial support
- To identify risks to the supply chain and engage with appropriate bodies (e.g. RCVS, Farriers).
- To engage government via DEFRA to represent the interests of racing and ensure these are properly considered in government's response to the pandemic
- To ensure that trainers and breeders and those in the equine sector receive appropriate advice and support where possible to enable them to adapt to government restrictions
- To engage with the Horse Welfare Board
- To establish clear guidance for dealing with welfare issues where funding is not available
- To support owners, keeping them engaged and informed, and assisting with their needs wherever possible

Equine Health and Welfare Team

David Sykes, the BHA's Director of Equine Health and Welfare, leads this team supported by members of the Horse Welfare Board, NTF, TBA and ROA representatives, Roly Owers from World Horse Welfare and Dr Jenny Hall from Retraining of Racehorses.

Dr Tim Morris, formerly the BHA's Director of Equine Science and Welfare and an advisor to DEFRA and other animal welfare bodies, will act as a consultant to this team.

4.4 Resumption of Racing

The focus of this planning is on the **conditions that would need to be met in order to ensure resumption of racing at the earliest opportunity.**

The main priority is to be ready for a resumption of racing as quickly as possible. The current suspension of racing runs until the end of April. The Group is planning for a resumption from 1 May.

This involves a range of interrelated considerations, including operational planning on the racecourse, the ability of horsemen to service fixtures, the scheduling and rescheduling of appropriate fixtures and races, as well as the need to ensure that regulatory requirements can be met so that racing can take place safely.

We have brought all of this together into a single **Resumption of Racing workstream.** Previously, we had two groups - one looking at the operational, logistical and regulatory requirements, with the other focused on planning the most appropriate fixtures and race programme.

We are already anticipating that the initial return to racing is likely to be phased and almost certainly behind closed doors. This reflects the likelihood that any easing of the Covid-19 situation, and any associated restrictions and pressures on medical services, will also happen progressively.

With that in mind, we also expect any return to racing to begin, at least initially, with Flat racing, principally for reasons of safety and to minimise demands on emergency services. While every effort will be made to subsequently resume jumping at the earliest opportunity, possibly with the scheduling of some Jumpers' Bumpers cards, it may assist jumps trainers to judge whether horses can/should be turned out or kept in training.

The priorities of the Group are as follows:

- To develop a resumption plan that appropriately reflects government advice in place at the time, including the pressures on the health service and public services generally, offering a range of options that can be adapted as required.

- To coordinate detailed operational planning for a return to racing.
- To maintain the resilience of regulatory services – stewarding, veterinary and integrity, to prepare for resumption.
- To ensure that an appropriate fixture and race programme is in place for racing's resumption.
- To liaise with the betting industry and ensure they are engaged around the revised fixture programme and integrated into planning for the resumption of racing.
- To ensure that the needs of broadcasters are recognised at an industry level and can be factored into the redesign of the racing programme.
- To ensure racing's administrative systems and processes are able to resume racing at the earliest possible opportunity.
- To engage the HBLB around the fixture programme, to identify prize money requirements and coordinate these in concert with the money workstream above.

Brant Dunshea leads the group with the support of Richard Wayman and other BHA executives as required. Caroline Davies and Andy Clifton lead for the RCA, Ralph Beckett and Seamus Mullins for the NTF, and Charlie Parker for the ROA. Tom Byrne from the HBLB is also a member of the Group.

As the Group's work progresses there will be further input from the PJA and numerous parties will be engaged including RaceTech, Britbet and the Tote, on-course bookmakers & the HWPA. The team will also liaise with ITV, BBC, RMG and TRP to incorporate the needs of broadcasters and the betting industry. The RCA will ensure appropriate links are in place with The Jockey Club, ARC, large and small independent racecourses and Scottish Racing.

Ruth Quinn from the BHA, with the support of a sub-group of Flat Pattern Committee members, will lead a separate but related piece of work on the Pattern once racing has resumed as well as international engagement in consultation with all relevant industry bodies

4.5 Recovery

This a proposed workstream at present, but consideration is already being given to the specific tasks and areas of work that are likely to be required. Financial discussions are already considering the potential implications of a longer shutdown, if that is required by government measures, and ensuring that that sufficient resource is set aside.

There were many industry projects that were underway or in the pipeline prior to the lockdown. Consideration is being to which of these should be continued or even accelerated. Some projects may contribute to a speedy return to racing. Some may make the sport more efficient and effective and aid its recovery.

It is not too early to think and plan for how to come back strongly as an industry, making sure that when we do resume, we are in the right shape to compete for interest, investment and customers, even if resumption is behind closed doors at first.

5. Enablers

Three areas of support are required by all of the workstreams.

5.1 Governance & Programme Management

This work is about ensuring the Industry Group functions effectively. It has to ensure that the right leaders are in place with a clear set of accountabilities. It has to keep this plan up-to-date and ensure it is coordinated with relevant work going on in the industry. It has to ensure appropriate governance and engagement with the Members Committee, BHA Board, HBLB, government and other key stakeholders. It is working to a Programme Management model, following best practice for managing workstreams, timetables and resources. Its functions are

- To ensure that an operational plan is agreed by the IG and the Members and kept under constant review to direct a programme of work to ensure an effective initial response, resolve issues as they appear, resume racing and assist recovery
- To ensure the IG is itself resilient with appropriate leaders and alternates in place
- To ensure that the progress of all workstreams is reported back to the industry group and managed in accordance with an agreed timetable and clear accountabilities
- To identify risks and put in place mitigations
- To ensure appropriate governance and decision-making processes are in place
- To identify resourcing requirements for the IG and its supporting organisations and developing a resourcing plan as required
- To ensure the group can function effectively through organisation & minuting of meetings and actions, documentation of activity, through an information hub.

Programme Management Team

The team is led by Martin Fewell from the BHA, with project management support. Nick Rust will normally chair the meeting and agree where issues need to be escalated as per the governance process below. The team has already added new members as issues have arisen and will continue to keep its own activity under review.

Escalation Process

All three voting members of the Executive Committee are on the Industry COVID 19 Group. That Committee should be the first point of contact for decisions beyond the scope of the Industry Group. The BHA Board, Members Committee and Horserace Betting Levy Board to be involved as needed.

5.2 Communications and Engagement

The national and racing response have moved very quickly from limited self-imposed restrictions to a government-directed lockdown. There is massive disruption to business and huge uncertainty for all. The communication challenge is formidable. A lack of clarity sometimes arises from the pace of the government's response, making rapid decision-making difficult. Current objectives are

- To ensure accurate and timely communication to internal and external audiences
- To ensure appropriate channels of feedback are in place to all workstreams so that needs can be surfaced and addressed, and the impact of decisions quickly understood
- To establish a clear demarcation of communication responsibilities between the IG and representative bodies to avoid a logjam in messages from the centre and tailor messages to the needs of particular groups
- To follow an agreed communication and engagement plan
- To provide clear and accurate information on the response, signposting to more detailed sources of information as appropriate
- To maintain the engagement of key racing and external stakeholders
- To lead the work of government engagement and ensure this is coordinated using the Public Affairs Group as appropriate
- To use relevant relationships that racing holds with political figures in a coordinated way
- To keep the public informed of the impact on racing and the rural economy to support government engagement activity

Communications Team

The BHA Communications team supports the IG, led by Martin Fewell, with its Head of Stakeholder Engagement, Alison Enticknap, leading stakeholder engagement, Ross Hamilton leading on Public Affairs and Robin Mounsey on Media. The team will be supported by a Joint Communications Group, which includes a range of communication specialists from across the industry, and is led by Rod Street and Naomi Lawson from GBR. This will be especially important as resumption approaches and we engage customers and the media

The Public Affairs team is supported by a specialist consultancy, Hanover, to advise on engagement with government and Parliamentarians.

Community engagement activity to support the national effort to resolve the crisis will be coordinated through Racing Together and publicized with the support of GBR.

5.3 Medical

All streams are supported by work to supply medical advice and assist the IG in planning for resumption when continuing public health restrictions are likely to be in place. This work covers the following areas,

- To provide advice on medical, health and welfare issues that enable racing to protect the health of all involved in the industry, the public and customers
- To provide advice on planning for all phases of the response and to assist in facilitating the resumption of racing
- To ensure appropriate medical advice is available to representative bodies when specific issues arise affecting their members
- To assist in engagement with local health services, private health care and the NHS
- To support the resumption plan with appropriate medical advice

Medical Team

The medical team is composed on Dr Iain McNeil, Medical Advisor to the RCA, and Dr Jerry Hill, Chief Medical Advisor to the BHA, supported by the BHA's medical team. Dr Hill and team are already providing medical advice on the resumption of racing.

6. Feedback

For feedback on the plan, please use communications@britishhorseracing.com

This plan is an iterative document and will be updated as the response progresses.

7. Appendix One

COVID-19 Group Representatives & Workstream Leads

Nick Rust - BHA Chief Executive – Chair of the COVID 19 Group
David Armstrong - RCA Chief Executive
Caroline Davies – RCA Racecourse Services Director
Holly Cook - RCA Racecourse Services Manager
Rupert Arnold – NTF Chief Executive
George Noad – NTF Racing Executive
Brant Dunshea – BHA Chief Regulatory Officer, LEAD Resumption
Richard Wayman – BHA Chief Operations Officer
Charlie Liverton – ROA Chief Executive
Alan Delmonte – HBLB Chief Executive
Rob Hezel – Racing Foundation Chief Executive
Claire Sheppard -TBA Chief Executive
Dawn Goodfellow – Racing Welfare Chief Executive LEAD People
Dr Iain McNeil – RCA – Medical advisor Co-LEAD Medical
Dr Jerry Hill – BHA – Medical advisor Co-LEAD Medical
Dr David Sykes – BHA Director of Equine Health & Welfare LEAD Equine Health & Welfare
Martin Fewell – BHA Director of Communications LEAD Programme Management
Alison Enticknap – BHA Head of Stakeholder Engagement LEAD Stakeholder Communications
Gemma Grant – BHA – Administration
Jessica Farr – BHA/HWB – Project Management