



ANNUAL REPORT

2023-24



Background

The Terms of Reference established for the HIPB require me, as Chair, to provide an annual update on the work we have been doing to our stakeholders: the British Horseracing Association (BHA); the Horserace Betting Levy Board (HBLB); and the Racing Foundation (RF). This update covers 2023/4, our first year of business.

The HIPB met on 6 occasions during the year in accordance with our Terms of Reference: on 3 May 2023, 4 July 2023, 11 September 2023, 13 December 2023, 7 February 2024, 16 April 2024. Our next meeting, the first meeting of our second year, will be on 12 June 2024. Minutes are available for inspection for all of these Board meetings. The HIPB was quorate as a Board on each occasion.

In addition, I and the other appointed Non-Executive Directors also attended numerous informal meetings and working groups during the year outside of these formal Board meetings.

All of the Non-Executive Directors (Julia Tyson, Neil Robertson, Dan Kubler, Tom Scudamore, Rob Hezel, Helene Sharrock, Tallulah Wilson and George McGrath) met the minimum time commitment established for membership of the HIPB (Chair - 4 days per month and Non-Executive Directors - 2 days per month).



Lucy Attwood as Programme Director, People is also a HIPB Board member. She joined the Board after her appointment (on 12 June 2024) following a professionally run search and selection exercise across and beyond the sport. Lucy is proving to be an excellent hire leading the HIPB's Executive function(s).

The team Lucy Attwood inherited from the BHA has been strengthened in year and further new hires and additional resources are planned for the year ahead.

Remit

The HIPB is tasked with creating and implementing a Workforce Strategy for horseracing.

The HIPB is also tasked with advocating to ensure that people issues are understood and considered when other decisions affecting the future of the horseracing in the UK are taken, including the sport's commercial arrangements.

Activities and Progress

1) Workforce Strategy - The Winning Team

A draft Workforce Strategy ('The Winning Team') for the sport will be ready for approval and sign off at the next HIPB meeting on 12 June 2024. Thereafter, this strategy should be submitted to the BHA Board for their final approval in July 2024, subject to discussions being concluded beforehand with all the HIPB's key stakeholders in late June/early July. This is in accordance with the strategy process and timetable I outlined when appointed HIPB Chair back in December 2022.

The HIPB has been supported by Portas, a management consulting firm with prior experience within the industry, in developing and running the Workforce Strategy process. However, the conclusions we have reached are all ours not theirs.

'The Winning Team' covers 4 Key Themes – Workforce Attraction & Recruitment; Workforce Retention (Employment Practices & Culture); Training & Careers; Health & Wellbeing; and 4 Key Enablers – Sustainable Funding; Workforce Data; Advocacy & Communications; and Inclusion. These themes have short and long term outcomes defined along with immediate priorities. Costings and a ROI analysis are also being included.

'The Winning Team' is the result of both a thorough desktop review exercise and a wide-ranging consultation process involving stakeholders from across the industry. The HIPB reviewed, summarised and published c70 pieces of prior research commissioned over the last 10 years or so on industry 'people' issues, to arrive at these strategy themes. The majority of this prior research and recommendations had previously received little or no follow-up action.

The HIPB then tested and obtained endorsement to these strategy themes during consultations with more than 45 key groups, involving 39 different meetings, and 302 different attendees, over a 4-month period from January-April 2024.

The HIPB does believe that 'The Winning Team' captures what is worrying stakeholders most across the sport, and that it offers realistic proposals and solutions to resolve the challenges they say they are experiencing. We also have fresh evidence from other sources to support this assertion (see below – Workforce Data).

As the HIPB's Chair, I can say that the strategy process we followed is robust, that our conclusions are sound and evidenced (as far as possible), and that this is why I/we now hope that the sport will support what we are proposing from July 2024 onwards, and fund us accordingly.

Racing has a workforce crisis that is threatening the future. Implementing 'The Winning Team' offers sensible and plausible risk mitigation to this threat.



2) Workforce Data

The HIPB identified a need for accurate workforce data, both to identify the size and scale of the workforce challenges facing the sport, and to enable us to track changes and improvements being made in future as 'The Winning Team' gets implemented.

The HIPB has appointed a dedicated Workforce Data Analyst and they have now completed an analysis of the Stable Staff Register dating back several years. For the first time ever, workforce analysis is revealing the true 'gaps' in racing's workforce, and how this has been changing over time.

A plan is now in place to gather workforce data from across the rest of horseracing covering breeders and the racecourses (to be completed by the end of 2024). Doing this will mean that the sport will in future be able to forecast workforce issues and plan to resolve them via long term interventions as well as via short term, tactical responses.

Conversations have also started with Racing Digital to enable them to build the HIPB's future workforce data requirements into their overall

industry wide database specification. There is not yet a clear timeframe established for this work to be completed, and this will need accelerating in the HIPB's second year.

A dedicated job architecture for racing, across all segments of the sport, has been created to underpin both this workforce data capture exercise and to guide Racing Digital on the HIPB's requirements.

The HIPB also commissioned Public Perspectives to complete a Stud Employer, Trainer and Training Yard Staff Survey to capture workforce sentiment across the sport (which they did between December 2023/April 2024). The survey results in each case were compared to prior surveys run with the same audiences, and the findings used to underpin the recommendations included in 'The Winning Team'. The Public Perspectives survey results and trends were then shared with key stakeholders across the sport in April 2024.

Additionally, the first ever Stud Employee Survey was also conducted between March/May 2024 with an initial draft of findings produced.





3) Sunday Evening Racing Trials

In April 2024, HIPB was consulted to offer some observations to the BHA Board on the results of the six trial Sunday evening racing meetings that took place in Q1 2024. HIPB's views were aligned with that of the Commercial Committee, that further trials should not go ahead until progress has been made on the workforce challenges currently faced by the sport. Having considered the feedback and recommendations, the BHA Board subsequently concluded that:

"No further pilot fixtures should be programmed at this stage, but that making a decision on a small sample presented challenges and therefore the industry should work to develop a proposal for a further trial, should future circumstances permit. These circumstances would include sufficient work having been done alongside the Horseracing Industry People Board to address staffing issues and structural workforce challenges within the sport."

Whilst we welcome the recognition of workforce issues as core to the sports development, we also recognise the urgency with which we need to bring forward solutions for the industry in our strategy work.

4) Racing Welfare (RW)

Following a request for further funding from Racing Welfare, the HIPB conducted a review of its finances with agreement of its Trustees and recommended financial support to continue the operation of the industry's Workforce Wellbeing Programme. The HIPB recommended that a review of the required industry need and funding mechanism of the programme was conducted.

To this end, HIPB has commissioned Simone Sear, a former employee of RW, to make broader recommendations on future Health and Wellbeing provision. Initial recommendations have been developed and HIPB will work with Racing Welfare and the industry to ensure service provision offered maximises the impact on racing's people and is appropriately funded.



5) The Racing Colleges

Both racing colleges, the British Racing School (based in Newmarket) and the National Horseracing College (based near Doncaster) requested additional funding in year.

To support this request for additional funding from the HBLB, the HIPB conducted a review into the governances and finances of both colleges. We commissioned Sayer Vincent, an accounting firm, to carry out this forensic study, with the agreement of the HBLB.

Whilst the Sayer Vincent study, completed in February 2024, justified providing some additional funding to the racing colleges in the short term, it also highlighted the extent to which the colleges rely on significant industry funding to support the provision of vocational training.

Sayer Vincent's findings therefore precipitated a much wider Vocational Training Review for the sport, and again the HIPB is now in the middle of this review at the request of the HBLB.

6) Vocational Training Review

Portas has been chosen to carry out the Vocational Training Review for horseracing. They were selected because Sayer Vincent were unable to undertake this deeper dive review following their governance and finances review, due to their lack of specific racing knowledge and training expertise.

Terms of Reference for this review were agreed in March 2024 to include all of the following: a current state diagnostic; an assessment of industry employer needs; a future vocational training delivery model; the qualifications structure and vocational curriculum for racing; and associated funding options with recommendations.

Portas will have completed a 10-week study, broken down into stages with pauses in between each stage, by the end of July 2024. They are currently engaging with a wide variety of industry stakeholders, in order to arrive at specific and concrete recommendations for the HIPB to then consider.

Thereafter, the HIPB will guide the stakeholders to the optimal solution for the sport and work with them to establish a smooth transition plan. HIPB will then oversee the implementation of any changes to vocational training.

At this time, a wide range of funding and organisational options are being considered as potential solutions.

The transition from today's current state towards any better future state identified for vocational training will then likely take place over several years. The HIPB is in the process of appointing a Programme Lead for Learning & Development to take this work forward should this be required.





7) Diversity in Racing Advisory Group (DiRAG)

The HIPB was asked to provide a governance forum to enable the DiRAG to put forward recommendations and proposals to make the sport more inclusive and thus more diverse as a result. We hope to support this group in becoming an effective source of valued advice and expertise as the HIPB and the sport develops its work on inclusivity.

A first step has been the review of the five year old industry diversity commitment on May 14th working on how the group can convert the

positive intentions of many into substantive actions by the widest community. Findings will be presented to HIPB and built into the new Diversity and Inclusion strategy in due course.

To this end, Plan4Sport and Inside Inclusion have now been commissioned to run a survey exploring the experiences of ethnically diverse communities in racing, with funding provided by RF. This survey will close on 31 May 2024 and the findings reported to the HIPB shortly afterwards.

8) Sexual Harassment in British Racing

At the HIPB's 4 July 2023 meeting, we received a summary of Dr Eleanor Boden's PhD research on sexual harassment in the racing industry (which research had been partially funded by the RF between 2015/2020 and completed at Durham University).

The HIPB was shocked by what the research revealed, and thus immediately endorsed both publishing the research and creating an action

plan for the whole sport linked to improving safeguarding as a necessary first step to coincide with this publication.

HIPB intends to work in tandem with the BHA Integrity team and build upon the work outlined in the BHA's Safeguarding and Human Welfare Strategy to deliver the culture change needed in the sport.

Conclusion

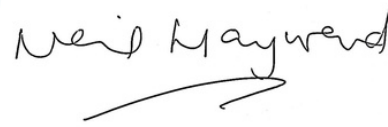
As Chair, I am pleased to say that during 2023/4 we have made a start on tackling workforce issues across racing, by creating 'The Winning Team – A Workforce Strategy for Racing', and also in closing some long running workforce data gaps.

I would like to thank my fellow HIPB Non-Executive Directors and Lucy Attwood as our Programme Director, People for their hard work over the last 12 months. The HIPB has been established and is starting to gain credibility as the governance forum for workforce issues across horseracing.

I would also like to thank the HIPB's three funders the BHA, the HBLB, and the Racing Foundation for their unwavering support in 2023/4.

Next year, I know that together we will be focussed on the harder task of implementing 'The Winning Team' which will require the sport's full approval, and with the right levels of funding in place to do so.

Remember: *"We cannot solve our problems with the same thinking we used when we created them"* - Albert Einstein



Neil Hayward

Chair, Horseracing Industry People Board
May 2024



Neil Hayward
HIPB Chair



Lucy Attwood
Programme Director



Tallulah Wilson
Head of International Partnerships
UK Tote Group



Rob Hezel
Former Chief Executive Officer
The Racing Foundation



Neil Robertson
Chief Executive Officer
National Skills Academy for Rail



Julia Tyson
Former Chief HR Officer
Lloyds of London



Tom Scudamore
Former Professional Jump Jockey
ITV Racing



Dan Kubler
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Helene Sharrock
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For more information on the Horseracing Industry People Board, or to contact us, visit
<https://www.britishhorseracing.com/regulation/industry-people-board/>