

BHA Whip Consultation Steering Group
DRAFT Terms of Reference

A. Purpose, role and responsibilities

1. Purpose of the Whip Consultation Steering Group

The Whip Consultation Steering Group (WCSG) will play a very active part in the whip consultation process, at all stages and in a number of ways. It will not be a passive advisory group and we are keen that all group members understand that their role brings considerable responsibility.

The WCSG is considered to be a vital element of the whip review process, playing a role in:

- **Oversight of the process**, ensuring that it is fair, open and managed in line with objectives and expectations
- **Representation**, in the sense of providing practical experience, expertise and insight, both personally and on behalf of a range of audiences and stakeholders. It is vital that the group both represents and encourages diversity of thought
- **Decision-making**, playing an active role in reviewing and assessing the consultation feedback and helping to determine the outcome of the project via a clear set of recommendations, to be made to the BHA Board
- **Participate in scenario planning discussions**, to work through and plan for the consequences and implementation requirements of any chosen course of action
- **Engagement and advocacy**, providing advice on engagement and, where appropriate, playing a role in supporting the process, promoting the consultation and advocating any collectively agreed outcome

2. Term

The Term of the Steering Group will be aligned to the duration of the Whip Consultation Project, expected to be from April 2021 until the middle of 2022, at an appropriate point following the implementation of any key recommendations.

3. Governance

The Steering Group has been appointed by the BHA and will be asked to submit recommendations to the BHA Board following the consultation

- 4. Membership of the Steering Group** (members to advise on preferred descriptors, but membership of industry member boards should not be included, to reflect their non-representative role)

Membership of the Steering Group will comprise:

- David Jones (Chair), BHA Independent Regulatory Non-Executive Director
- Tom Blain, Managing Director, Barton Stud
- Henry Daly, Racehorse trainer

- Celia Djivanovic, Racehorse owner
- Tom Goff, founding partner, Blandford Bloodstock
- John Gosden OBE, Racehorse trainer
- Baroness (Sue) Hayman of Ullock, Member of the House of Lords
- Dr Neil Hudson MP FRCVS, Member of Parliament, academic & veterinary surgeon
- Nick Luck, Broadcaster and journalist
- P.J. McDonald, Professional jockey
- Roly Owers MRCVS, Chief Executive Officer, World Horse Welfare, & veterinary surgeon
- James Savage, Head Lad/Assistant to Sir Michael Stoute
- Tom Scudamore, Professional jockey
- Nick Smith, Director of Racing and Public Affairs, Ascot Racecourse
- Sulekha Varma, North West Head of Racing, Jockey Club Racecourses, Clerk of the Course (Aintree Racecourse)

Representatives of the BHA's Whip Review Project Team will also attend Steering Group meetings:

- Brant Dunshea (Executive Lead), Chief Regulatory Officer
- Alison Enticknap (Project Lead), Head of Stakeholder & Internal Engagement
- Amanda McNamara (Secretariat), Personal Assistant to the Chief Regular

It should be noted that the BHA representatives are not formally part of the Steering Group. They will provide information, clarification and/or advice from a practical implementation, communication, or regulatory perspective when requested or required but will not participate directly in, or seek to influence, decisions being made by the group.

5. Person specification for Steering Group members

Empathy and listening: While it is understood that WCSG members may start with a particular point of view, it is desirable that they approach the debate in “neutral”. All members must be willing to listen actively to ideas and opinions that may differ from their own, and seek to understand the reasoning behind others’ positions and viewpoints.

Reasoning and persuasiveness: WCSG members should not be dogmatic, but be able to explain openly to others the reasoning and rationale for their own views.

Influencing and advocacy: WCSG members should ideally be influential figures within their particular fields and also be capable of influencing people outside that sphere. Where appropriate, WCSG may be asked to act as advocates or ambassadors for decisions, e.g. with political or other key stakeholder audiences.

Ability to work towards a consensus (note the distinction between consensus and compromise): The aim of the WCSG is to broker a collectively agreed course of action. Therefore members must be able to put their personal beliefs and preconceptions to one side and be willing/able to consider how to overcome any stalemate or impasse in order to reach a decision.

Collective responsibility: When the group makes a decision in line with the pre-agreed terms of reference, this must be respected by all group members. Individual preferences or differences across the group should never be discussed outside the WCSG.

Expertise and experience: It is expected that WCSG members have been selected as experienced and knowledgeable individuals within their particular fields, but it should be noted that the group will contain a diversity of thought and a variety of expertise (not all of it specifically racing-related).

Multi-skilled, where possible: Given the limits on the size of the group, it would be helpful to have WCSG members who wear more than one “hat”, thereby bringing additional expertise or understanding to the group. E.g. (for illustrative purposes only) a trainer or MP with veterinary experience, an owner/breeder, etc.

Representation: Individuals will be encouraged to express their personal views (i.e. as opposed to simply defending the formal view or policy of any particular stakeholder or interest group). However, it is desirable that they also have some understanding of the range of views within their particular stakeholder grouping, i.e., a sense of whether their view either reflects or deviates from the views of others in the same sphere. They may be asked or encouraged to be advocates within their particular stakeholder groupings.

Discretion and confidentiality: All WCSG members should be aware that the whip is a deeply sensitive topic and communications and engagement will need to be carefully managed. WCSG are likely to be approached by journalists and interested stakeholders but must not divulge confidential or sensitive information outside of the agreed communications plan.

B: Meetings, administration and decision-making

6. Quorum

The Steering Group is quorate with the following members present:

- The Chair (or a member nominated by the Chair to act as chair)
- At least **X** other members

7. Frequency and timing of meetings

The frequency of meetings will vary at different stages of the whip consultation process, to reflect the role of the Steering Group:

- **Prior to the consultation**, the Steering Group will need to meet at least every **[two weeks]**
- **During the consultation**, the Steering Group will need to meet **[monthly]**
- In the period **following the consultation**, when information is being assessed and recommendations made, the Steering Group will need to meet **[weekly]**
- Once the BHA Board has approved any recommendations, the Steering Group (or subgroups of the Steering Group) will meet by exception. This requirement will be

influenced by the nature of the recommendations and will therefore be determined at the appropriate time.

- The Steering Group will be asked to convene for a final project review meeting at the end of the process.

8. Location of meetings

- All meetings will be set up as zoom meetings by default, to ensure that all members have the facility to join remotely as required.
- Members are welcome to gather for zoom meetings in regional hubs or clusters, if preferred
- Efforts will be made to organise face to face meetings, when COVID restrictions permit, particularly when key decisions need to be made

9. Decision-making

All decisions relating to the Steering Group will be taken on a consensus basis. It is the responsibility of the group to work towards a consensus on all key decisions.

10. Communication outside meetings

The Steering Group includes busy people, with very different working patterns and requirements. Group members are asked to make all possible efforts to be available for meetings. To enable meetings to be organised efficiently, members are asked to respond to requests regarding their availability in a timely manner.

It may at times be necessary for members to review information or respond to requests from the Secretariat outside of formal meetings.

All meeting requests, agendas and other paperwork will be circulated by email.

A WhatsApp group will be set up to share key information and to encourage discussion between members [Subject to agreement of Steering Group]

11. Finance and resources

Reasonable out of pocket expenses incurred by Steering Group members will be reimbursed by the BHA, in line with the BHA Expenses Policy.

C. Review

These terms of reference will be reviewed every three months, or as requested by members. Next review will take place in July 2021.