

## **Whip Review Steering Group – outline role of the group and responsibilities of group members**

### **1. Purpose of the Group**

The Whip Review Steering Group (WRSG) will play a very active part in the whip review 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 WRSG 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 review in special “challenge panel” sessions, working collaboratively and objectively
- **Participate in scenario planning discussions**, to work through and plan for the consequences 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. Scenario planning**

Obviously a number of outcomes could arise from the whip review and it will be important for the group to consider all of these carefully, in advance and as part of the decision-making process. The Steering Group provides an opportunity to rehearse the pros and cons of different options, and the likely reaction from a range of audiences and stakeholders.

The group will be asked to work through these, recognising the various challenges and opportunities, to ensure that they, and the project, have considered this issue from a full range of angles. Part of the role will require WRSG members to think through how to advocate or “land” the range of options with key audiences.

The WRSG will also be asked to agree, in advance, the steps that will be taken should it fail to reach a consensus on a recommendation at the appropriate stage. This “Plan B” would then be activated should that scenario arise.

### **3. Membership**

The WRSG membership will be a mix of industry representatives/practitioners, who are experienced and influential within racing (and ideally outside), and people from outside racing who have a relevant expertise and/or who can act as reasonable and constructive representatives of public/political opinion.

The group will be chaired by David Jones, one of the BHA's Independent Non- Executive Board Members. The chairing will be conducted neutrally and independently and there will be no preconceived outcome. The Chair will provide a line of sight between the BHA Board and the WRSG.

The BHA's Executive Lead and Project Lead (Brant Dunshea and Alison Enticknap) will also join the WRSG meetings, to ensure a similar line of sight between the WRSG and the BHA project team. Additionally, the Project Lead is a member of racing's independently chaired Horse Welfare Board (HWB), thus ensuring that the review is conducted with the HWB's support and in accordance with the recommendations and objectives of the Horse Welfare Strategy, *A Life Well Lived*.

It should be noted that the BHA Executive Lead and Project Lead 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.

#### **4. Person specification**

Steering Group members are therefore being asked to play an important, responsible and influential role. We require high calibre, intelligent, experienced, emotionally intelligent people, from both inside and outside racing.

Desirable qualities, experience and skills are outlined below:

**Empathy and listening:** While it is understood that WRSG 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:** WRSG members should not be dogmatic, but be able to explain openly to others the reasoning and rationale for their own views.

**Influencing and advocacy:** WRSG members should ideally be influential figures within their particular fields and also be capable of influencing people outside that sphere. Where appropriate, WRSG 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 WRSG 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 WRSG.

**Expertise and experience:** It is expected that WRSG 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 WRSG 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 WRSG should be aware that the whip review is a deeply sensitive topic and communications and engagement will need to be carefully managed. WRSG are likely to be approached by journalists and interested stakeholders but must not divulge confidential or sensitive information outside of the agreed communications plan.