

## **STABLE AND STUD STAFF STEERING GROUP: Third Year Progress Report**

### **Foreword**

After three years work on the recommendations made in the Donoughue Report, the Stable and Stud Staff Steering Group considered that it was time, not just to consider what progress has been made to date, but also what is needed for the future. Are the conclusions and proposals made still valid? Is the composition of the Group still appropriate? How best can the issues which relate to staff in the racing industry be kept at the heart of decisions made by the new governing body, the British Horseracing Authority?

As a result we have decided that this will be the last Steering Group report. A new Committee will meet shortly which I have been asked to chair for a year. I hope progress will be made to the point where the Stud and Stable Staff Committee will become a full committee of the British Horseracing Authority with more power of its own to act instead of merely encouraging others to do so.

The enclosed Report details the actions which have taken place so far. Whilst unquestionably a great deal has been achieved, some of the most difficult issues such as time off in a seven days a week industry, accommodation and pensions have so far proved difficult to progress. The latter two will require major, probably financial, commitment by the industry which at present is not forthcoming.

As Chairman of the Steering Group I make the following, personal, comments. Much of our work has involved staff issues which a strong and effective body representing the work force would have been best placed to handle. The SLA was not such an organisation. It is therefore particularly encouraging that a new chief executive with a trade union background – Jim Cornelius – has now been elected and that a start has been made on reform indicated, not least, by its change of name to the National Association of Stable Staff. We hope that all members will give full support to Jim Cornelius in the challenges of restructuring.

The heavy over-reliance on overseas staff continues to give concern but steady progress is being made at home in both the racing and breeding sides of the industry. Joiners have increased – registered staff numbers have risen by 4% and database improvements mean that we can now track what is happening in staff movements.

The lengthy analysis of the training needs of the industry has now been completed and gaps in training have been identified.

The TBA has taken up the opportunities readily with an active training group. The development of its voluntary register for studs and its pilot register for staff will greatly assist with recruitment, training, advice on employment issues and those of health and safety. As a small organisation with limited resources the TBA is, I believe, to be congratulated for the way it has responded to the challenges of the Donoghue recommendations.

It is to be hoped that the NTF will follow suit and become more proactive in 2008.

Despite the number of columns in the following report with the word 'Done' in the last line, much still needs to be done, some of it in relation to the most difficult problems. Even where an issue is apparently resolved, continuing vigilance is necessary.

The racing industry has led the reforms in British sport in recent years in relation to integrity, governance and aspects of funding. More challenges still face the industry in the near future. It is, I believe, crucial that the conditions for staff keep pace with modernisation and the legitimate expectations of the workforce in a thriving industry in 21<sup>st</sup> century Britain.

A committee dedicated to staff issues and operating at the heart of racing through the British Horseracing Authority offers the best prospect of putting the word 'Done' in the final column on that happening.

I would like to thank all those who have served on the Steering Group in the past three years and the staff at the British Horseracing Board and the new Authority who have helped us. Achievements, but frustrations have also marked every single meeting. I hope and believe we have laid some foundations upon which the industry, if it is wise and forward looking, will build.

Ann Mallalieu

## 1.0 Recruitment

Recommendation as stated in Donoghue Report	Action By	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>RECRUITMENT: The BHA through its Recruitment and Training Department should take the lead on behalf of racing and breeding in implementing a new recruitment strategy aimed at ensuring that sufficient numbers of recruits are attracted into the industries</b>					
A new recruitment brand and marketing campaign is needed to promote the attractions of a career in racing	BHA	Jan 06	<ul style="list-style-type: none"> <li>A 'careersinracing.com' brand was launched in Jan 06.</li> <li>The brand was nominated for an award as successful employer brand coming second place to Barclays out of 80 nominations.</li> <li>A range of core materials has been developed to support various campaigns.</li> <li>A general campaign was launched.</li> <li>The 2006 campaign included activities to target a wide range of groups.</li> <li>10 Equine colleges were targeted to build stronger relationships in order to increase recruitment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>The careersinracing.com brand continues to be promoted through a recruitment marketing campaign.</li> <li>In 2007, the brand reached the finals for successful employer branding for a second year running. The only brand to do so in the history of these awards.</li> <li>A new feature to the 2006/07 campaign was the careersinracing.com careers fair targeted at equine students and tutors. The 2006 fair had over 400 students and 51 tutors and was so successful that a further two were run in 2007.</li> </ul>	Done
Communication strategies should be drawn up to attract people from target audiences offering pools of potential talent	BHA	Jan 06	<ul style="list-style-type: none"> <li>A reporting system working off the Weatherbys stable staff database is being developed to provide more effective labour analysis reporting for the industry. This will be in place by the end of 2006.</li> <li>Both the BRS and the NRC are implementing a programme of training to support Pony Racing as a longer-term recruitment tool.</li> <li>Both the BRS and the NRC run a programme enabling 14-16 year olds from local schools to be trained in racehorse care.</li> </ul>	<ul style="list-style-type: none"> <li>A reporting system has been developed and labour analysis reporting has been trialed over the past 6 months.</li> <li>The research for the design and feasibility of a recruitment programme in schools has been completed and a proposal is due to be put to the BHA Board over the next few months. The programme will aim to dovetail with the current Racing to School education programme and is anticipated to rollout over 2008/09.</li> </ul>	Done
A comprehensive careers information service, to include a website should be developed and marketed	BHA	Jan 06	<ul style="list-style-type: none"> <li>The first phase of the website containing careers information went live on 18<sup>th</sup> January 2006 (integrated with campaigns above).</li> <li>Phase 2 of the website consisting of the job</li> </ul>	<ul style="list-style-type: none"> <li>The website has continued to be a success with visitor rates in excess of 9,000 per month</li> <li>A usability study was conducted on the</li> </ul>	Done

Recommendation as stated in Donoghue Report	Action By	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
			<p>board went live 10<sup>th</sup> July 2006.</p> <ul style="list-style-type: none"> <li>PR advertising campaign was carried out to support the website and job board more specifically.</li> <li>Pilot 'careersinracing' careers fair taking place in Oct 2006 for schools and equine colleges within an appropriate radius.</li> <li>Work has started in scoping a project to provide careers information to schools. The aim is to build on the current work of the education programme.</li> </ul>	<p>website highlighting areas for improvement which will be carried out in 2008.</p> <ul style="list-style-type: none"> <li>In Q4 2007, a plan is being developed to take the website into its next phase which will be about increasing its interactivity and providing specific portals for identified audiences, e.g., careers advisors.</li> </ul>	
<p>The BHA should liaise with the Racing schools and National Stud to ensure consistency in recruitment efforts. There should be clearly defined roles and responsibilities, which differentiates the wider marketing of careers and the specific filling of places.</p>	<p>BHA</p>		<ul style="list-style-type: none"> <li>Agreed roles and responsibilities document drawn up.</li> <li>Combined industry recruitment activity plan agreed. This shows both general careers in racing activities and specific training provider activities.</li> <li>Recruitment group (BHA, NRC, BRS, TBA, and National Stud (NS)) has been set up to input into the plan and monitor the joint delivery of the plan. NTF have been included via e-mail and other methods.</li> <li>Joint participation from recruitment group members in delivery of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>The recruitment group continues to meet and co-ordinate the links between individual stakeholder and careers in racing activities</li> <li>The group works well together to resource the breadth of recruitment activities.</li> <li>The TBA is producing a brochure to assist the promotion of careers in the TB stud industry.</li> </ul>	<p>Done</p>

## 2.0 Training & Career Development

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<p><b>TRAINING: The BHA through its Recruitment and Training Department should take the lead in implementing a new training strategy for racing and breeding to increase the numbers of recruits who can be trained and provide for continuing professional development</b></p>					
<p>A training review group with strong employer representation should be set up to agree priorities and objectives for industry training, the optimal structure for the delivery of entry level training and continuing professional development and the way ahead for funding</p>	NTF/ TBA	June 05	<ul style="list-style-type: none"> <li>The TBA training review group meets on a regular basis with the Head of Industry Recruitment and Training being member.</li> <li>Both the BRS and the NRC have reinvigorated their trainers committees receiving positive feedback from the NTF. They are also both seeking more active involvement in promoting training in yards.</li> </ul>	<ul style="list-style-type: none"> <li>The TBA training review group continues to meet on a regular basis with the Head of Industry Recruitment and Training being member.</li> <li>A trainers review group meeting does not take place regularly and is an area that needs to be addressed going forward.</li> <li>A clearer and stronger structure is needed for training review group participation.</li> <li>The training needs analysis (TNA) was conducted and the information is currently being analysed. On the racing side 16% of trainers completed a postal questionnaire and 15 % of trainers participated in an interview.</li> <li>30% of registered stud employers were interviewed and 3% completed a postal questionnaire.</li> </ul>	Done
<p>A campaign is needed to promote the benefits to the racing and breeding industries of providing better and continuing training</p>	NTF/ TBA/ BHA		<ul style="list-style-type: none"> <li>An Industry Training conference was run.</li> </ul>	<ul style="list-style-type: none"> <li>The Racing and Breeding industry TNA's have been seen as a key part of promoting training and the employers who have participated from both the racing and breeding sides have responded positively to the opportunity.</li> <li>The TBA has produced a booklet promoting the benefits of the British Stud Staff Training Scheme for breeding industry employers.</li> </ul>	In Progress

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
Ways should be found to increase the racing and breeding industries capacity to train the required volume of recruits and to reduce the proportion of training funds spent on accreditation	BHA	May 05 -A5 Amend	<ul style="list-style-type: none"> <li>• Both the BRS and the NRC have implemented training programmes for 14-16 year olds for local schools which provides them with first tier of racehorse qualification prior to leaving school.</li> <li>• The BRS has piloted an 'intensive course' for more capable individuals to enable them to enter the workplace sooner.</li> <li>• The NTF, supported by potential funding from BHA/BHEST, has pursued aim of local training provision in Lambourn.</li> <li>• Rule A5 is being reviewed by a workgroup (HRA, BHA, BHEST, NTF, BRS, NRC) further to address the new ageism legislation coming into effect in Oct 2006 and also to create a consistent process for all BHEST approved training providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Both the BRS and the NRC have increased their capacity above the contracted numbers.</li> <li>• Both Haddon Training and Warwick continue to provide a small number of learners into the industry.</li> <li>• The development of local training provision in Lambourn proved unsuccessful as a result of the many restrictions linked to government funding.</li> <li>• The TNA has provided some important information on entry level. The review for entry level training will be started in Q1 in 2008.</li> </ul>	In Progress
Employers should have greater input into the design and delivery of industry training	NTF/ TBA	June 2007	<ul style="list-style-type: none"> <li>• Both the NRC and the BRS have implemented changes to their trainer committees</li> <li>• The BRS has piloted a specific programme in a yard at the request of a trainer which was funded by the trainer.</li> <li>• A workgroup has been set up to conduct a stable and stud staff training needs analysis. The project has started in Sept 06 and will continue into 2007.</li> <li>• The TBA are piloting part of the TNA project which involves discussion with employers.</li> </ul>	<ul style="list-style-type: none"> <li>• An industry training needs analysis has been conducted by the BHA for racing yards and the TBA for studs. The survey included questions on training delivery and design, potential managers' courses, on-the-job training, and location of training.</li> <li>• The results of the TNA will be used to formulate a training plan.</li> <li>• The TBA is in discussion with employers and the National Stud on a new pilot induction course for staff entering the breeding industry.</li> </ul>	In Progress

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
The content format and assessment of courses for potential racehorse trainers should be reviewed, in particular the staff management module. These should be provided to stud managers	BHA/ HRA/ BRS	June 2007	<ul style="list-style-type: none"> <li>The course is reviewed annually for minor changes.</li> <li>The HRA Licensing Committee questions licence applicants about their learning from the courses.</li> </ul>	<ul style="list-style-type: none"> <li>Further action is yet to be taken in this area. However following a review, using industry experts, some recommendations have been put to the BHA Executive that will impact on this recommendation.</li> </ul>	Some Activity
All head lads and stud grooms should be required to attend courses on staff management	BRS/ BHA/ SLA/ NTF/ TBA	Feb 2006	<ul style="list-style-type: none"> <li>Both the NRC and the BRS have trialled a mentor training course to develop these skills for senior stable staff.</li> <li>The BHB/A and HRA are working to develop an assistant trainer's workshop to address an identified opportunity/need.</li> <li>The integration of current training for supervisory/ management skills into a 'development path' is in the training strategy.</li> </ul>	<ul style="list-style-type: none"> <li>An assistant trainers' course was piloted in late 2006 and has been well attended in 2007.</li> <li>Conversely attendance at the supervisory skills course has fallen from 28 in 2005 to 16 in 2006. Investigations need to take place to understand the reasons for this.</li> <li>The integration of current training for supervisory/ management skills into a 'development path' is planned in the training strategy.</li> </ul>	In Progress
More on the job training is needed to address the demand for specialist skills and for career development	NTF/ TBA/ BHA	Oct 2006	<ul style="list-style-type: none"> <li>The TNA project will identify the specialist skills that are most needed by staff and employers.</li> <li>Within the training strategy the aim is to introduce localized bite-sized training.</li> <li>Both the College and the School have conducted pilots to train mentors in a number of local yards. A review of the benefits/impact will be conducted with a view to expanding this offering further.</li> </ul>	<ul style="list-style-type: none"> <li>A pilot 'Induction course' for new staff is currently under discussion with the National Stud</li> <li>The National Stud introduced a new 'Mobile Stud Training Project'. The TBA supported this and the Stud's Secretaries Course.</li> <li>A new initiative – Train to Gain has been introduced into racing by the Racing School and the Racing College. This provides staff with the opportunity to undertake the NVQ qualifications if they have not already achieved them.</li> <li>The TNA will help identify the gaps in this area enabling provision to be developed.</li> </ul>	In Progress
<b>CAREER DEVELOPMENT: As part of the new training strategy, the BHA should, in consultation with employers and staff, devise</b>					

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>the framework and training necessary to support career progression</b>					
Typical job descriptions and relevant skills required for each role should be drawn up and communicated to stable and stud staff to clarify career pathways	BHA/ SLA/ NTF/ TBA		<ul style="list-style-type: none"> <li>Research has been carried out into job descriptions. Little progress to date. Skills passport/matrix making progress</li> <li>A skills passport/matrix workgroup will be set up to co-ordinate a pilot and link in with LANTRA's plans</li> <li>The NTF and the SLA are discussing the modernisation of the grading system from a tenure based approach to a skills based approach</li> </ul>	<ul style="list-style-type: none"> <li>No further progress has been made on the job descriptions.</li> <li>Liaison with LANTRA over their industry based project developing the on-line competence framework and the skills passport has been taking place through 2007.</li> <li>Further work on the provision of continued skills development will be carried out following the training needs analysis.</li> </ul>	In Progress
All stable and stud staff should have regular appraisals	SLA/ NTF/ TBA		<ul style="list-style-type: none"> <li>NTF/SLA and TBA provide and publish guidance to employees and employers regarding appraisals</li> </ul>	<ul style="list-style-type: none"> <li>The staff survey conducted in late 2006 indicated that only 18% of individuals received a 'formal' appraisal. The NTF and the TBA continue to provide best practice advice to employers.</li> <li>Apprentice and Conditional Training Agreements have been introduced in 2007. These require 6 monthly assessments.</li> </ul>	Done
The potential for two way movement between racing and breeding must be communicated in order to retain skills in the industry	BHA/ TBA/ NTF	Jan 06	<ul style="list-style-type: none"> <li>All recruitment materials for careers in racing include the promotion of moving around the industry.</li> <li>The schools and the National Stud are co-operating passing suitable individuals to each other.</li> <li>Stud work is promoted alongside all other areas when recruiting.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed induction course for the breeding industry would include those wishing to move from racing to breeding.</li> <li>Stud work continues to be promoted alongside breeding.</li> </ul>	Done
More modern job titles should be identified	SLA/ NTF/ TBA			<ul style="list-style-type: none"> <li>During late 2007 the SLA changed its name to the National Association of Stable Staff.</li> </ul>	Some Progress

### 3.0 Pay and Benefits

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>PAY AND BENEFITS: All employers should provide a fair and modern pay and benefits package</b>					
All stable and stud staff should be provided with written contracts of employment	SLA/ TBA	Jun 06	<ul style="list-style-type: none"> <li>This area is being targeted in the staff survey to assess whether the employers are following the NTF/SLA guidance.</li> <li>Guidance contracts are now available for stud employers from the TBA.</li> </ul>	<ul style="list-style-type: none"> <li>The 2006 staff survey indicated that 60% of respondents have a contract of employment.</li> <li>As part of a package of Employment Fact Sheets the TBA has provided employment contracts employers on the TBA Employers Register Site.</li> </ul>	Done
All hours worked in excess of contractual hours should be paid as overtime and all overtime for staff, whether worked in or away from the work place, should be paid at a premium rate of at least time and a half	SLA		<ul style="list-style-type: none"> <li>The SLA and the NTF continue to agree a MOA for stable staff wages.</li> <li>The SLA negotiated an increased overtime rate of £6 for additional hours worked away from the yard. This raises it from the previous Government National Minimum Wage rate. The SLA was disappointed not to achieve a bigger increase and will be seeking further increases in the next round of negotiations.</li> <li>Food subsidy payments have been renegotiated to be variable according to the time spent away.</li> </ul>	<ul style="list-style-type: none"> <li>The SLA/NASS and NTF agreed a new MOA with NASS expressing disappointment at the outcome. In addition to a pay increase, the subsistence rates were generally increased.</li> <li>The NTF maintain that pay and benefits must be freely negotiated between individual employers and their staff or those mandated to represent them.</li> <li>Stable inspectors continue to check payments to staff in accordance with Instruction A6.</li> </ul>	Some Activity
The NTF and SLA should develop a best practice model for the distribution of pool money	SLA		<ul style="list-style-type: none"> <li>The NTF and the SLA have issued a guidance note to employers on the best practice payment of pool money. The guidance is included in all new employee packs issued by the BHA.</li> <li>The NTF also worked with the HRA to clarify the working of Rule 195 relating to pool money.</li> <li>This area is included in the staff</li> </ul>	<ul style="list-style-type: none"> <li>The staff survey demonstrated that the new guidelines have had a positive effect.</li> <li>Anecdotal evidence suggests that issues do continue with pool money in respect of the quality and robustness of the criteria, drawn up by staff, to distribute the money.</li> </ul>	Done

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
			survey to measure staff awareness of the employer implementing the guide and making relevant changes		
A new scale of employer contributions to the stable and staff pension should be phased in over a reasonable period of time to be negotiated by the NTF and SLA. The introduction of employee contributions to the pension and waiver option for overseas staff should be investigated.	BHA	Dec 06	<ul style="list-style-type: none"> <li>• A working group has been set up to look at the issues surrounding the pensions for stable staff (NTF, SLA, BHA, experts)</li> <li>• In addition to exploring different options, they are preparing a paper of recommendations to the BHA Board on how the issues might be address. Further actions will be agreed at that stage.</li> <li>• The complexity of the issue along with new factors such as ageism means that progress in this area is frustratingly slow.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff pension and benefits scheme is under development for stud staff (pensions, death in service, PMI, accident insurance etc). A pilot is taking place in late 2007.</li> <li>• No further progress has been made for stable staff pensions.</li> </ul>	In Progress
The TBA should conduct a regular survey of pay and benefits in the breeding industry and investigate the provision of appropriate pension and insurance arrangements for stud staff.	TBA	Dec 05 & Oct 06	<ul style="list-style-type: none"> <li>• The TBA is conducting a pilot survey of this area as part of their Training Needs Analysis.</li> <li>• The TBA is also monitoring pension discussions around stable staff to ascertain the best way to tackle pension provision for stud staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on pay and benefits has been taken from the TBA stud survey. A more detailed anonymous pay and benefits survey is planned first quarter of 2008</li> <li>• The TBA has developed the TBA Employee Benefits Scheme 2008 which is now available to stud employers.</li> </ul>	In Progress
<b>WORKING HOURS AND PATTERNS: Employers should continue to investigate alternative patterns of working which are flexible and adaptable to meet the needs of the horse, the changing requirements of the industry and those of current and prospective employees</b>					
The prescribed working week in the MOA is a potential constraint in improving working patterns and should be removed, leaving 40 hours to be worked over any given week	NTF/SLA/TBA		<ul style="list-style-type: none"> <li>• The NTF considers that individual employers are changing their practices in this area. Although there is no industry-wide initiative in this area. The prescribed working week in the MOA remains</li> </ul>	<ul style="list-style-type: none"> <li>• The NTF considers that individual employers are changing their practices in this area, and that changes must be left to individual businesses.</li> <li>• The SLA/NASS have been in discussions with the NTF but with no</li> </ul>	Some Activity

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
			unchanged. <ul style="list-style-type: none"> <li>This area is included in the staff survey to measure staff views on whether a change is taking place.</li> </ul>	further changes being agreed.	
Employers should consult with their staff to agree more flexible working patterns and staffing levels to suit the needs of the individuals and the yard of stud	NTF/ SLA/ TBA		<ul style="list-style-type: none"> <li>As above.</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>	Some activity
As an ultimate goal, employers should plan to achieve staffing levels and working patterns which will enable staff to work no more than one weekend in three. The NTF and TBA should point the way to sources of help, including access to best practice from within and outside the industry	NTF/ SLA/ TBA		<ul style="list-style-type: none"> <li>The NTF maintain that this is an unrealistic proposition for most yards, but that most yards are implementing more flexible working practices.</li> <li>This area is included in the staff survey to measure staff views on whether a change is taking place.</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> <li>Due to the seasonal nature of the industry, the TBA considers this to be an impractical proposal for most studs. Evidence from the Stud Survey shows that many studs operate flexible working practices which allow for every other weekend off depending on the season.</li> </ul>	No current activity

## 4.0 Staff Accommodation

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>STAFF ACCOMMODATION: Pay remains too low for many stable and stud staff to rent or purchase adequate housing. The BHA should work with employers to develop a blueprint to improve the supply of affordable accommodation for staff</b>					
The blueprint should address ways of encouraging landlords to make accommodation available to staff in the major training centres and of financing and building new affordable accommodation	BHA	Report due Jul 06	<ul style="list-style-type: none"> <li>• A survey was carried out within racing and breeding to quantify the size of the issue and the levels of interest from individual/ trainers/breeders in participating in any solutions.</li> <li>• A cross-industry workgroup has been set up to provide a report on the possible financial models and options that Racing can use to support the building of affordable housing.</li> <li>• A guide educating staff on various aspects relating to accommodation, such as their rights, is being developed. This is aimed to be in circulation by Jan 2007.</li> <li>• A guide for employers relating to a number of aspects from managing accommodation to building accommodation is currently being developed.</li> </ul>	<ul style="list-style-type: none"> <li>• A housing seminar took place in February 07, which provided the forum for generating ideas and options. Attendees included individuals from housing, financial and racing backgrounds. A potential model was developed.</li> <li>• The proposed model has been developed further and funding is being sought. Discussions are taking place regarding the funding.</li> <li>• The guides were put on hold until the main vehicle has been sourced as this will affect the content.</li> </ul>	In Progress
The industry should continue to lobby the relevant Government departments to change planning regulations	All		<ul style="list-style-type: none"> <li>• Work is on-going in lobbying the government after the Goodman Report.</li> <li>• A letter has been sent to David Milliband in support of the findings from the Goodman report, and highlighting the issue of affordable housing in racing.</li> <li>• A briefing is planned with the All Party Racing group</li> </ul>	.	Done

## 5.0 Health and Safety

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried out	2007 Actions Carried Out	Status
<b>HEALTH AND SAFETY: Health and safety should be a priority in every yard and stud and the BHA must monitor and enforce the application of industry policy</b>					
Health and safety induction training must be provided for all staff joining a yard or stud	HRA	Jun 05	<ul style="list-style-type: none"> <li>This area is included in the Staff Survey to reinforce the actions taken in 2005.</li> <li>This is included on the HRA Stable Inspectorate checklist. If a trainer is found to have not carried this out, they are advised to do so and a follow up inspection is carried out.</li> </ul>	<ul style="list-style-type: none"> <li>The Industry Health and Safety Committee issued version 4 of the Industry Health and Safety Guide - 'the Red Book' in 2007 which was accompanied by short seminars outlining the updates. Interest and attendance has been good and shows an improvement from previous launches.</li> </ul>	Done
The HRA stable inspectorate should closely examine H&S records and the provision of skull caps free of charge	HRA	Jun 05	<ul style="list-style-type: none"> <li>The HRA Stable Inspectorate examine H&amp;S records and check the quality and provision of skull caps in accordance with Rule 146 (iv) and the conditions of the trainers licence.</li> <li>If equipment and records are not up to standard the trainer is advised immediately and it is noted for follow up action.</li> </ul>	<ul style="list-style-type: none"> <li>Stable inspectors continue to check safety equipment on their visits.</li> </ul>	Done
All accident records currently collected by RIABS and the training providers should be centrally collated by the BHA and published in the Annual Report. This would apply to studs also, once an accident insurance scheme is in place	BHA	Dec 06	<ul style="list-style-type: none"> <li>The BHA is currently in contact with the trustees of RIABS via the NTF to gain access to records.</li> </ul>	<ul style="list-style-type: none"> <li>The BHA and the Steering Group are in discussion regarding access to RIABS statistics.</li> </ul>	In Progress
Employers should satisfy themselves that employees from overseas have sufficient English to understand instructions, so as not to put themselves and others at risk	NTF		<ul style="list-style-type: none"> <li>The NTF has commissioned some limited Health and Safety guidance in the most common languages spoken by international stable staff. They also have a recommended translation agency to refer employers to for bespoke advice.</li> </ul>		In Progress
The TBA should provide access to an advisory service for studs in the area of health and safety	TBA		<ul style="list-style-type: none"> <li>This service is now running providing a telephone referral and practical advice.</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the advisory service, Health and Safety Policy and Risk Assessment guidance is available to all registered members on the stud database</li> </ul>	Done

## 6.0 Recognition and Respect

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>RECOGNITION AND RESPECT: Stable staff should be treated with respect and dignity at all times and their contribution to the racing industry should be more widely recognised</b>					
Bullying and harassment should not be tolerated in the working environment and the primary responsibility for ensuring the workplace is free from bullying rest with the employer	NTF	Jul 05	<ul style="list-style-type: none"> <li>The NTF have expanded the bullying policy to become a Dignity at Work policy which includes equal opportunities.</li> <li>On their employment law session on the trainers licence modules, the NTF includes advice on discrimination and bullying.</li> </ul>	<ul style="list-style-type: none"> <li>The situation with regards to bullying and harassment has improved on 2004, with fewer respondents to the staff survey reporting that they had experience or witness such behaviour. However efforts in this area should continue.</li> <li>The TBA has introduced Equal Opportunities, bullying and harassment policies as part of their employment fact sheet package.</li> </ul>	Done
The SLA should also take this issue seriously, for example, by having suitable representatives available in the racing centres to help resolve complaints and by offering a confidential helpline for staff	SLA	Jun 05	<ul style="list-style-type: none"> <li>Monthly Regional Surgeries held in key racing centres.</li> </ul>	<ul style="list-style-type: none"> <li>NASS is developing a package of improved members' services which will include access to a confidential helpline. New National Committee Elections may bring forward more regional representatives and work is being focused more towards yards.</li> </ul>	Done
Staff management courses for racehorse trainers and head lads should contain a section on the importance of creating a positive working environment and handling bullying	BHA	Oct 06	<ul style="list-style-type: none"> <li>On their employment law session on the trainers licence modules, the NTF includes advice on discrimination and bullying.</li> <li>Any additional requirements will be identified and incorporated as part of the review.</li> </ul>	<ul style="list-style-type: none"> <li>A section on communicating is included in the head lads' course. Disappointingly attendance at this course is falling year on year.</li> <li>Further opportunities to include education on bullying and harassment will be considered when each of the courses under goes a review</li> </ul>	Done

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
All racecourses and sponsors should recognise stable staff in racecards and prize ceremonies	BHA	May 05	<ul style="list-style-type: none"> <li>The Stud and Stable Staff Awards took place in February 2006.</li> </ul>	<ul style="list-style-type: none"> <li>The TBA organizes a bi-monthly Stud Staff Award for staff nominated by their employers. An annual stud staff award is to be presented for the first time at the TBA Awards dinner in 2008.</li> </ul>	Done
All racecourses should provide appropriate facilities and food and beverages for stable staff, which are on a par with those for other connections	SLA/ RCA	Oct 05	<ul style="list-style-type: none"> <li>The SLA have revisited all flat racecourses during 2006 to review progress on works recommended</li> <li>The SLA have also reviewed and provided feedback for jump racecourses with the exception of 2 courses.</li> <li>The RCA have supported changes by recommending minimum dietary provision to racecourse canteens</li> <li>The HRA Racecourse Inspectorate also reviews canteen facilities when inspecting courses.</li> <li>The SLA is currently campaigning for the introduction of food tokens for stable staff at racecourses.</li> </ul>	<ul style="list-style-type: none"> <li>Tea and coffee is provided free at almost all racecourses for staff. The quality and choice of food has also been increased.</li> <li>Racecourse visits by NASS have continued throughout 2007. In future visits will be contained to following up complaints. The Chief Executive (NASS) is keen to get involved in discussions at the earliest stages of developments at racecourses to ensure Stable Staff needs are taken account of in the planning process.</li> </ul>	Done
It should be a licensing requirement for racecourses that they provide specified standards of facilities for stable staff, with subsequent monitoring by the HRA/HRA racecourse inspectorate	HRA		<ul style="list-style-type: none"> <li>HRA Racecourse Inspectorate receives all review details from the SLA and follows up on actions at inspection visits.</li> <li>The SLA and the NTF, in conjunction with the RCA, have developed guidance on Parade Ring Safety which has been circulated to the members of both groups as well as racecourses.</li> </ul>		Done

## 7.0 Agents of Change

Recommendation as stated in Donoghue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
<b>THE JOCKEY CLUB /HRA</b>					
The licensing process for potential racehorse trainers should place more emphasis on establishing the applicants' skills in managing people. In future, a formal review of each licence holder should be held five years after the grant of his or her initial licence.	HRA	May 05	<ul style="list-style-type: none"> <li>All new trainers are questioned about the training they have received through the trainer modules at their licence application interviews.</li> <li>As a result of joint working between the BHA, The BRS and the HRA, Module 3 Staff management is now compulsory as part of the licence application process</li> <li>Formal reviews of licences are on-going and conducted when circumstances warrant such as complaints or unsatisfactory follow up inspections</li> <li>An annual review is conducted which is verified by routine inspection. The HRA therefore consider that a five year formal review cycle is not necessary as any issues will have been addressed prior to that time.</li> </ul>		Done
The notice to be given of a stable inspection should be reduced to one week and random spot-checks on specific issues should be introduced	HRA	May 05	<ul style="list-style-type: none"> <li>Notice of stable inspection is provided one week in advance. Random spot checks are regularly conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Spot checks have continued throughout 2007.</li> </ul>	Done
Stable inspections should encompass more staff issues and the size of the inspectorate should be increased to ensure annual inspections can take place on a broader basis	HRA	Jul 05	<ul style="list-style-type: none"> <li>Stable inspections cover staff issues and Inspectors are advised pre-inspection on matters of interest to reinvestigate further.</li> <li>Inspections are now conducted every 18 months.</li> <li>Notice of stable inspection is provided one week in advance. Random spot checks are regularly conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Stable inspectors continue to check financial records and payments to staff in accordance with Instruction A6.</li> </ul>	Done
The sanctions for breaching those Orders and Rules relating to stable staff should be reviewed to ensure that they provide a meaningful deterrent	HRA	May 05	<ul style="list-style-type: none"> <li>Investigations are conducted whenever there are indications of poor staff treatment and/or breaches of Rule A6. In the past year there have been 16 investigations with 4 prosecutions.</li> </ul>	<ul style="list-style-type: none"> <li>NASS and the British Horseracing Authority Licensing Manager continue to liaise over issues and to clarify policy.</li> </ul>	Done

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
			<ul style="list-style-type: none"> <li>Penalties for breaches have increased across the board from 2006 onwards.</li> <li>The SLA and the HRA share information about possible areas for investigation.</li> </ul>		
It should be a requirement of the racecourse licence that specified standards of facilities are provided for stable staff	HRA	Oct 05	<ul style="list-style-type: none"> <li>A template behind HRA Racecourse Licensing rule JCGI7.4 outlines the minimum requirements needed for stable staff facilities. Many racecourses have updated their facilities with some rebuilds taking place where appropriate.</li> </ul>		Done
<b>THE BHA</b>					
The remit of the recruitment and training directorate should encompass all aspects of stable and stud staff employment issues	BHA	Jun 05	<ul style="list-style-type: none"> <li>The Recruitment and Training Directorate has developed a recruitment strategy is working with the industry to implement it.</li> <li>A Training and Development strategy has been drafted and will be presented to the BHA Board in Nov 06. The directorate is currently consulting with industry members on the proposed strategy.</li> </ul>	<ul style="list-style-type: none"> <li>The Recruitment and Training Strategies are being implemented.</li> </ul>	Done
A stable and stud staff committee to be chaired by a BHA director should be established to approve the strategy to address the issues outlined in this Report, to monitor progress and to report regularly to the Board and annually to the wider industry	BHA	Jul 04	<ul style="list-style-type: none"> <li>The Steering Group has continued to meet throughout 2006 with industry representatives as required.</li> </ul>	<ul style="list-style-type: none"> <li>The Steering Group has met through out 2007.</li> <li>During 2008 the group membership will be refreshed and a review of the Terms of Reference/remit will take place.</li> <li>The group has recommended a review of the Donoughue recommendations to provide a further action plan taking into account those actions completed or are no longer relevant.</li> </ul>	Done
A periodic employee opinion survey should be conducted to keep in touch with stable and stud staff issues	BHA	Winter 06	<ul style="list-style-type: none"> <li>The stable staff survey has been carried out and key results are included in the following section of this survey.</li> <li>The survey was updated from the original format to include questions that</li> </ul>	<ul style="list-style-type: none"> <li>The stable staff survey is likely to be repeated as part of the review of the recommendations and development of a further action plan</li> </ul>	Done

Recommendation as stated in Donoughue Report	Action by	Timing	2006 Actions Carried Out	2007 Actions Carried Out	Status
			had been contained within the interviews conducted in the original commission. This will enable the survey to be repeated at regular intervals and progress to be measure more easily.		
The BHA should initiate an accreditation scheme for employers in racing and breeding, with a recognisable kitemark, to encourage good practice	BHA	Jun 06		<ul style="list-style-type: none"> <li>A research project is currently taking place to look at how the kitemark might be structured and implemented. If feasible, a pilot implementation looks likely for 2008.</li> </ul>	In Progress
<b>RACECOURSE AND RCA</b>					
Over time racecourses should build new and improve existing facilities for stable staff. The RCA should work with the HRA, the NTF and the SLA to agree a template of acceptable standards	RCA/ NTF/ SLA/ HRA	Oct 05	<ul style="list-style-type: none"> <li>The RCA have provided recommendations to all racecourses for minimum standards for stable staff. These include: <ul style="list-style-type: none"> <li>Minimum provision in canteens</li> <li>Notice Board for stable staff</li> <li>No public use of staff canteens</li> <li>Member of racecourse staff to act as liaison on a raceday</li> <li>Finalisation of the standards template.</li> </ul> </li> </ul> <p>They have also worked with the SLA and the HRA to make relevant changes to JCGI 7.4.</p>	<ul style="list-style-type: none"> <li>The RCA have put in place initiatives to limit the necessity for stable staff to share a room in a hotel and where this is not possible, to manage the allocation of rooms as effectively as possible.</li> </ul>	Done
More racecourses should consider providing appropriate training facilities at the track in order to enable new racehorses trainers to build their business without investing in large facilities	Race-courses				No current activity
<b>NTF and TBA</b>					
The NTF should play a part in the modernisation of recruitment, training and employment conditions as indicated. It has a particularly important role to play in modernising the culture in yards with regard to bullying and harassment	NTF		<ul style="list-style-type: none"> <li>On their employment law session on the trainers licence modules, the NTF includes advice on discrimination and bullying.</li> </ul>		In Progress
The TBA should work with the BHA to establish the means of creating a mandatory register of studs and staff	TBA/ BHA		<ul style="list-style-type: none"> <li>The TBA has continued to develop their stud database. In phase 2, a system to collect stud staff information is under development. The database is currently</li> </ul>	<ul style="list-style-type: none"> <li>The TBA voluntary register is now operational. Legal advice taken by the BHA indicated that a mandatory register cannot be</li> </ul>	Done

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			voluntary because it is not possible to create a mandatory version for legal reasons.	enforced as studs are not subject to the rules and orders of racing. • Development and testing of a stud staff register is underway.	
Both bodies in consultation with the BHA need to identify a strategy for supporting their members in achieving the changes indicated and to consider where there is scope for joint initiatives	All		<ul style="list-style-type: none"> <li>• A number of projects that are on-going are joint initiatives such as the Stud database, the Training needs analysis.</li> <li>• There is still more opportunity to achieve the changes, with some agents of change being more conservative in their approaches generating resistance.</li> </ul>		In Progress
The NTF and the TBA should establish and manage a mentoring programme offering a register of experienced business mentors available to work with their members in improving their operations	NTF/ TBA				No current activity
<b>SLA</b>					
The SLA is not currently constituted to assist sufficiently in making progress on the staff issues before us. In order to become a trade union, capable of adequately representing staff, it should reform its structure and activities	SLA		<ul style="list-style-type: none"> <li>• A national election was conducted and B Adams was reinstated as National Secretary.</li> <li>• The SLA is currently in the process of carrying out an election for their National Executive Committee which will be a main decision making group within the SLA regarding its policies and running.</li> <li>• The SLA have updated their membership forms and now run a computerized membership database.</li> <li>• They have allocated 8 regional branches for members to contact.</li> <li>• The SLA now distributes a formal regular newsletter to all members.</li> </ul>	<ul style="list-style-type: none"> <li>• The SLA elected a new chief executive, Jim Cornelius, in mid-2007 and the organisation is reviewing a number of aspects of its operation, and in October 2007 renamed itself the National Association of Stable Staff.</li> </ul>	In Progress