

STRATEGIC PLAN 2024 –
REFRESHING THE STRATEGY



RACING
FOUNDATION

JANUARY 2024

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INTRODUCTION

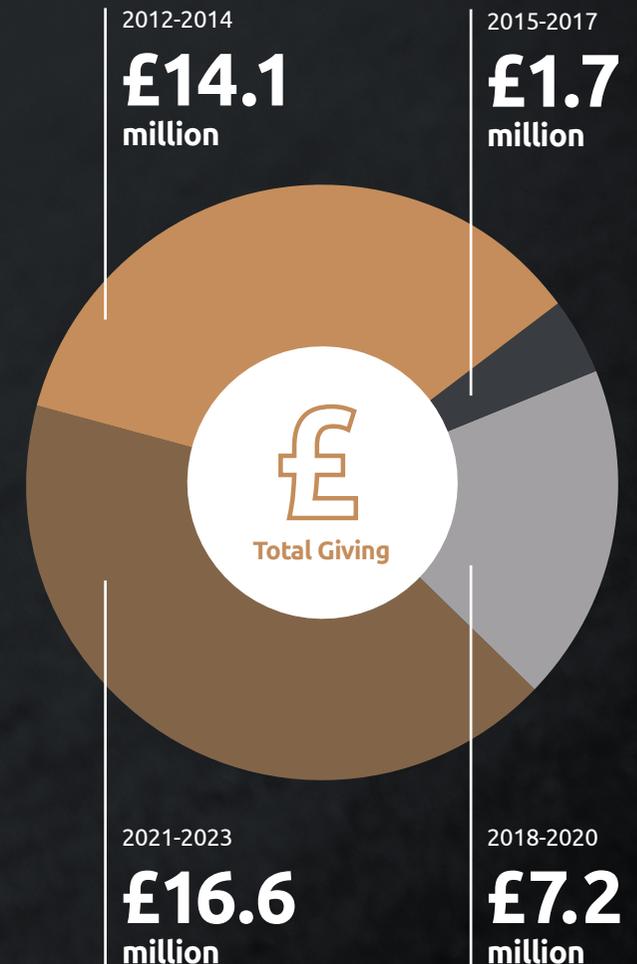
The Racing Foundation was established in 2012 to receive a Government grant of £78 million representing half of the sales proceeds of the Tote. A condition of the grant was that it be used only for charitable purposes for the benefit of Thoroughbred Racing and Breeding in the UK.

The funds were granted as an expendable endowment and are managed for long term investment to maintain their value in real terms. All income and capital growth, if required, are used to make grants for charitable purposes.

Since inception grants of £39m have been made whilst our net funds have kept pace with inflation representing a fund of £84m available to fund Racing's future charitable projects.

The Racing Foundation has historically set three-year strategy cycles, which are reviewed and updated to reflect our evolution, our role in the sport and the difference we are able to make.

Our 2021-23 strategy period has just ended and this document is designed to offer a review of the last three years and a summary of the next steps. We have considered the performance of our strategic plan in the context of the wider industry environment and conclude that a one-year refresh of the current strategy will be delivered in 2024 before a new strategy is implemented for 2025-2027.





SUMMARY OF OUR 2021-2023 STRATEGY

PURPOSE

We exist to make a difference in racing by acting as a catalyst and a funder of improvement.



AMBITION

Work in partnership with our Members and stakeholders to develop understanding and action around the key issues facing racing, to assist the industry to survive and prosper.

APPROACH

While we intend to focus on four key areas we will continue to support issues that cut through them, such as Diversity and Inclusion.

Our cycle of process comprises three elements:

Fund Action

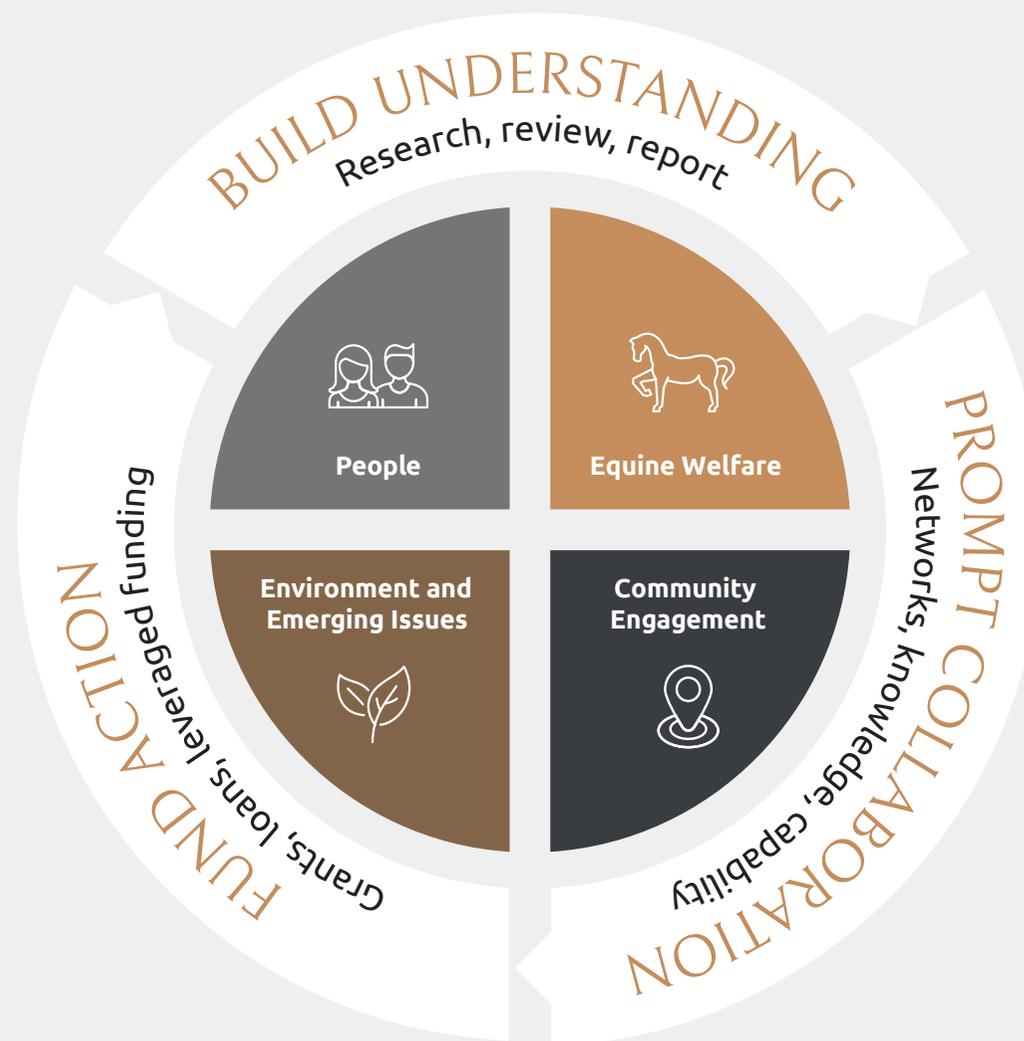
We will provide increased levels of funding and proactively work with other funders to leverage additional resources.

Prompt Collaboration

We will support those delivering activities we fund with advice, guidance, training and development and promote learning and growth for those delivering racing's future.

Build Understanding

We will build understanding, define progress and measure success across the four key areas of activity we will support.



OUTCOMES TO BE ACHIEVED

A holistic people strategy will be in place that will be appropriately governed and funded.

Sustainable funding streams will have been identified to secure longer term improvement. The industry will be collectively addressing Diversity and Inclusion.

The 'Life Well Lived' horse welfare strategy will have been delivered.

We will have supported putting an appropriate aftercare model in place.



There will be increased awareness of environmental issues and an industry strategy to improve environmental sustainability.

Other emerging issues will be addressed with an informed approach.

An ambitious strategy and appropriate governance arrangements will have been created.

Wider funding streams will have been put into place to support future delivery.

PERFORMANCE OF OUR KEY AREAS OF APPROACH: 2021-2023

FUND ACTION

Amount given since strategy inception in January 2021

 **£16,609,824**

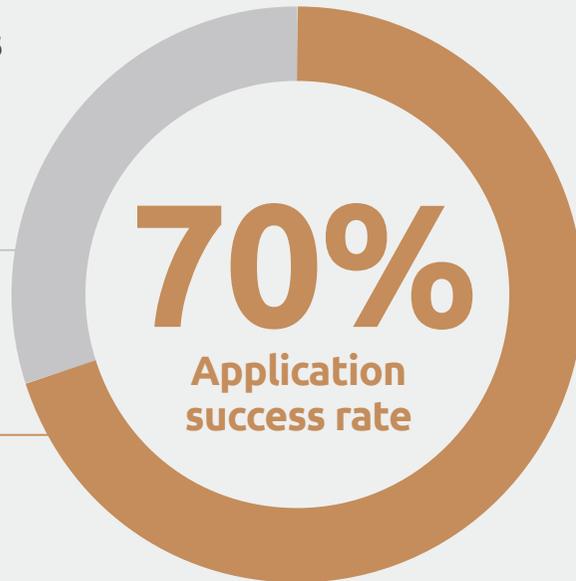
Open application grants

(Excluding Covid-19 Grants)

116 Applications received

81 Grants awarded

Totalling **£16,097,778**



Additional Covid-19 Grants and loans awarded

27 Emergency grants awarded
Total **£512,046**

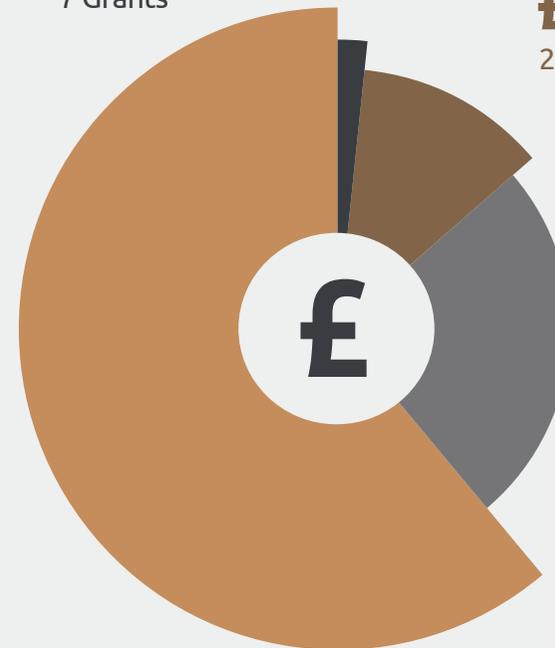
Distribution of Funds (excluding Covid-19 grants)

 Environment & Emerging Issues
£304,380
7 Grants

 Community Engagement
£1,915,913
27 Grants

 Equine Welfare
£4,080,261
9 Grants

 People
£9,797,224
38 Grants



 Additional **£7.5m**

Awarded to HBLB for 5-Year Weighing Room Loan Scheme

PERFORMANCE OF OUR KEY AREAS OF APPROACH: 2021-2023

PROMPT COLLABORATION



Contributed to working groups and steering groups

- Public Affairs Group
- Joint Communications Group
- Horse Welfare Board Working Group
- Aftercare Review Working Group
- National Racehorse Week Steering Group and Operational Group
- Jockey Coaching Programme
- Diversity in Racing Advisory Group
- Industry Wellbeing Committee
- Riding a Dream Academy initial Working Group
- Breeding Industry Training and Education Pathway
- Horseracing Industries MBA Advisory Group
- Industry Recruitment, Training and Retention Steering Group
- The Industry Programme Group (IPG)
- The Industry People Board
- Pony Racing Pathway
- Together for Racing International Steering Group
- Community Engagement Strategy Working Group



Supported Collaborative Projects

- Climate Change Media Project
- Autism in Racing Pilot
- Diversity and Inclusion Industry Commitment
- Racing Industry Wellbeing Strategy
- Non-Rider Apprenticeships
- KickStart scheme
- Recruitment, Training and Retention Surveys - trainers, racing staff and studs
- Consultancy for BHA Industry Programme Board
- Accessibility audits at racecourses
- Chaired the Grantmakers' Network and initiated co-funding opportunities
- Awarded grants for Equine Science Research projects in collaboration with the HBLB and Gerald Leigh Charitable Trust
- Awarded grants for community engagement projects in collaboration with the Racing Post and Godolphin
- Funded projects involving collaboration between industry stakeholders
- Funded projects involving collaboration with non-racing organisations

PERFORMANCE OF OUR KEY AREAS OF APPROACH: 2021-2023

BUILD UNDERSTANDING

Provided Funding For:



Survey re
Apprenticeships/
Shared Levy



Recruitment and
Retention Survey for
Studs/TBA



Thoroughbred Studs
Environmental
Impact Surveys



9 Equine Science
Research grants
totalling £400k



White Griffin report
on the Environmental
Sustainability of the
Racing Industry



David Letts' PhD
research survey,
examining the culture
of British racing



Yard Recruitment
and Retention
Surveys (Stable Staff
and Trainers)



Delivered the
Horseracing Industry
Conference

In 2021, 2022 and 2023
in conjunction with the
University of Liverpool



Vanessa Cashmore's
PhD research

Examining the
underestimation of female
jockeys and isolating jockey
and horse performance



Live Tourism
Accessibility Experience
Audits

At 55 racecourses and Level
Playing Field Access Audits
at 33 racecourses



12 academic research
grants totalling £833k



BAME research
(racecourses)



Industry Wellbeing
Survey



Breeding Industry
Economic Impact Study

PERFORMANCE OF OUR KEY AREAS OF APPROACH: 2021-2023

COMMUNICATIONS AND EVENTS

Prompting collaboration by supporting the enhancement of communication capability across racing charities and projects

Throughout the strategy period, the communications team supported the enhancement of communication capability across racing charities and projects by offering **communications and events strategy guidance and operational support** to beneficiaries.

This included training and education, interview support for communications and media roles, writing press releases, getting key stories featured in national press, writing articles, creating social media content and filming/editing video content for beneficiaries.

Prompting collaboration and building understanding through our conference

The annual Horseracing Industry Conference was utilised to build understanding across the Foundation's four areas of focus – with key agenda items including environmental sustainability, equine welfare, diversity and inclusion, racing's people and dissemination of Racing Foundation-funded research.

Throughout the strategy period:

- Attendance **more than doubled**
- An onstage **industry leadership panel** was created to publicly address challenges in the Racing Foundation's priority areas
- Following the 2023 conference, 47% of attendees cited they would **take action** in the area of environmental sustainability as a result of the event



In addition we supported our partners by **allocating sections of the conference agenda to projects and charities**, providing them the opportunity to promote key messaging and raise awareness of challenges to industry leaders and cross-industry delegates.

PERFORMANCE OF OUR KEY AREAS OF APPROACH: 2021-2023

COMMUNICATIONS AND EVENTS

Building understanding by providing transparency on our own work and performance

Julia Visits - A video series created and produced in-house in 2023 followed Racing Foundation Chair Julia Budd while she visited various grantees, offering a transparent account of the relationship between the Racing Foundation and its beneficiaries.



The Foundation's **Annual Review** was reformatted to a video for the 2021-2023 strategy period. This boosted visibility of the document, vital to the Foundation's transparent operations, from a readership of 150 to an audience of 4000 people across the strategy period – an increase of over 2500%.

The Foundation's **Social Media**, the purpose of which to increase understanding of the work of the Foundation, saw an audience increase of 350% over the strategy period. The Foundation featured in national and industry press 185 times in a written and broadcast capacity.

Between 2021 – 2023 the Racing Foundation was represented in the House of Commons at parliamentary receptions with the purpose of promoting the work of the Foundation as a soft power of the British racing industry.





PERFORMANCE MADE IN OUR KEY AREAS OF FOCUS: 2021-2023 - PEOPLE

☆ 2021

- Industry unites to sign commitment to improve diversity and inclusion
- We provided funding for a range of diversity projects including Racing Home and research projects looking at a number of gender-related issues
- We signed up to the Diversity and Inclusion Industry Commitment and developed our Action Plan
- We funded the Recruitment, Skills and Retention Survey for Racehorse Trainers and Racing Staff
- We provided a large level of on-going support for a number of projects, including the Pony Racing Pathway; Jockey Coaching Programme; Nutrition and Fitness Support for Jockeys; Racing Welfare's Workforce Wellbeing Programme and the Scottish Racing Academy
- We provided new grants totalling £5.5m for people related projects, including funding the Levy Board's recruitment, training and retention project commitment totalling £3m

☆ 2022

- Three-year continuity funding granted to the Thoroughbred Breeders' Association to deliver the Entry To Stud Employment Course; further develop the TB-Ed online platform and develop Level 3 and 4 qualifications
- We published survey data showing a lack of progress with the recruitment, training and retention of stable staff and the need for a strategic industry response
- We worked with the HBLB and BHA to put in place an independent People Board and dedicated team tasked with developing an industry people strategy and provided funding for set-up and year 1 costs
- We continued to provide a large level of ongoing support for a number of education, training and welfare projects, including the Pony Racing Pathway; Jockey Coaching Programme; Nutrition and Fitness Support for Jockeys; Racing Welfare's Workforce Wellbeing Programme and the Scottish Racing Academy
- We provided new grants totalling £3.3m for people related projects, including funding the Levy Board's recruitment, training and retention project commitment; the development of a non-rider career pathway into racing; the development and piloting of non-yard based apprenticeships and the design and delivery of the Racing Media Academy

☆ 2023

- We provided funding for the next phase of the Durham University research project looking at addressing sexual harassment and bullying in the workplace
- We funded the Recruitment, Skills and Retention Survey for Trainers, Racing Staff and Studs in conjunction with the People Board
- We continued to provide a large level of on-going support for a number of education, training and welfare projects, including the Pony Racing Pathway; Jockey Coaching Programme; Scottish Racing Academy; Women in Racing's Racing Home project, the Racing Media Academy and the National Association of Racing Staff's Education Programme
- We provided new grants totalling £1.2m for people related projects, including expansion of the Racing Staff Development Programme's in-yard training provision and further funding for the Industry People Board



PERFORMANCE MADE IN OUR KEY AREAS OF FOCUS: 2021-2023 - EQUINE WELFARE

☆ 2021

- We provided funding for the set-up and initial costs of the new Horse Welfare Board executive team and assisted with recruitment of key roles to drive the A Life Well Lived strategy
- The Aftercare Funding Review, funded by us, was published and we covered the cost of a dedicated resource to drive the recommendations forward
- We awarded grants totalling £200,000 to fund multi-year equine science research projects that will commence in 2022, in collaboration with the HBLB
- In addition, we provided grants totalling £726k to support new equine welfare projects, including the funding of a revolutionary Equine Fracture Support Kit to be provided to every British racecourse for trackside use to support leg injuries

☆ 2022

- We provided support to the Thoroughbred Breeders' Association (TBA), as part of a larger strategic grant, to further develop its equine health and welfare strategy
- We worked with the Horse Welfare Board and industry stakeholders to agree a fully-costed horse welfare strategy, including the setting of key performance indicators and a timeline for delivery
- We provided a large, multi-year grant of £3m to the Horse Welfare Board towards the implementation of the key charitable elements of the industry strategy from 2022-2025
- We awarded grants totalling £200,000 to fund multi-year equine science research projects that will commence in 2023, in collaboration with the HBLB, Horse Welfare Board, BHA and Gerald Leigh Charitable Trust

☆ 2023

- We continued to fund the delivery of the Horse Welfare Strategy and tasked the Industry Programme Group with reviewing the priorities of the Horse Welfare Strategy and the long-term funding of the projects
- We worked with the Industry Programme Group (IPG) to highlight the importance of a fully-costed Aftercare Strategy and the need for cross-industry support to implement it
- We worked with the Grantmakers' Network to raise awareness of the Aftercare Strategy and provide feedback on its development
- We reviewed our investment in equine science research projects and highlighted the need to work with the HBLB to consider new ways of disseminating findings and demonstrating impact
- We pledged a further £200k of funding for equine science research projects that will commence in 2024, in collaboration with the HBLB



PERFORMANCE MADE IN OUR KEY AREAS OF FOCUS: 2021-2023 - COMMUNITY ENGAGEMENT

☆ 2021

- Community Engagement was identified as a new area of focus in the Racing Foundation's 2021-2023 strategy
- We provided grants totalling £560k to support the development of a number of projects and initiatives including:
 - The Riding a Dream Academy and Scholarship Programme for youngsters who would not usually have the opportunity to access racing-related training. In particular those from inner-city areas
 - The Aintree Beacon delivered by Racing to School
 - The Autism in Racing Pilot delivered by Racing Together
 - Research undertaken in collaboration with racecourses including 'A Day At The Races' research to engage with ethnic minority audiences and Live Tourism and Level Playing Field Accessibility Audits across all courses
 - The development and year 1 pilot of a Racing Media Academy to increase diversity in racing's media
- We funded the coordination of the government Kickstart Scheme on behalf of the racing industry in collaboration with the British Racing School
- We co-funded the first ever National Racehorse Week event and contributed to the Steering Group and Operational Group

☆ 2022

- We provided grants totalling £974k to support the continued development of a number of projects and the implementation of new initiatives, including:
 - Extending our support of National Racehorse Week by co-funding year 2 of this event
 - Continuing our support of the Autism in Racing and Yorkshire Beacon projects
 - Providing a multi-year continuity grant for the Riding a Dream Academy for three years to enable further development and expansion of the activities
 - Funding the delivery of seven Discover Racing days at racecourses across Britain in collaboration with Apiafi Associates and Racing to School

☆ 2023

- We provided grants totalling £400k to support the continued development of a number of projects and the implementation of new initiatives, including:
 - Increasing our investment in National Racehorse Week with a specific focus on community engagement and engaging with a non-racing audience
 - Providing continuity funding for the Racing Media Academy and the development of an associated Supporters Network
 - Further support for the second phase of the Autism in Racing project
 - The funding of a Creative Programme Manager to design and deliver community engagement activities at the National Horseracing Museum
- We worked with the Industry Programme Group (IPG) to highlight the importance of community engagement for racing's social license to operate. It was agreed there was a need for an audit of existing activities and the development of an industry strategy to ensure a joined-up approach to maximise impact. We provided a grant to enable the recruitment of a Head of Community Engagement to lead on this work
- We continued to work with Together for Racing International to share global best practise
- We worked with the Racing Post and Godolphin to create a restricted fund for community engagement projects



PERFORMANCE MADE IN OUR KEY AREAS OF FOCUS: 2021-2023 - ENVIRONMENT & EMERGING ISSUES

☆ 2021

- Environment and Emerging issues identified as new area of focus in Racing Foundation's 2021-2023 strategy
- We funded the Thoroughbred Breeders' Association Environmental Impact Assessment Case Studies on Stud Farms
- We delivered the Horseracing Industry Conference with Environmental Sustainability as a key topic
- Initiated by the us, The Racing Post and Sky Sports Racing produced media raising awareness of the implications of climate change to racing
- We won the Sustainability in Sport award in partnership with the TBA
- We funded an environmental sustainability industry assessment in collaboration with the British Horseracing Authority (BHA)

☆ 2022

- Three-year funding granted to the TBA to develop and deliver an environmental sustainability strategy for studs
- Industry environmental sustainability report by White Griffin, funded by us, was launched and communicated via our Industry Conference
- We worked with the Racecourse Association (RCA) to develop the 'Racing Foundation Green Award' as part of the annual awards showcase, celebrating the efforts of racecourses that have shown innovation in the area of environmental sustainability

☆ 2023

- We worked with the Industry Programme Group (IPG) to highlight the importance of cross-industry initiatives to improve environmental sustainability and provided a grant to enable the recruitment of a Head of Environmental Sustainability to lead on the development of a strategy
- We continued our provision of a Racing Foundation Green Award at the RCA 2023 Awards Showcase and awarded a grant to the 2022 winners, Jockey Club Racecourses to develop their project
- We funded the feasibility phase of a Stable Carbon project
- We worked with World Horse Welfare, Horse Welfare Board, BHA and Great British Racing to develop a social licence research project in partnership with other equine sports and pledged a grant to cover 50% of the costs
- We contributed to the development of the TBA's Carbon Calculator to support studs to become more environmentally sustainable, which was launched at the end of the year
- We provided a small grant to develop and trial an environmental sustainability learning module in partnership with the British Racing School
- We delivered a carbon-neutral Horseracing Industry Conference as a sustainable event blueprint and offered sustainability support to other British racing events

Throughout the strategy period the Racing Foundation communications team focused on the environment and emerging issues area of focus by promoting an increased awareness of environmental issues across the industry. This included producing sustainability articles and videos featured in monthly newsletters to highlight sustainability news and best practice across the racing industry. It also facilitated a seven minute Sky Sports Racing documentary and a 2,000 word spread in the Racing Post

PERFORMANCE AGAINST THE OUTCOMES WE HOPED TO ACHIEVE: 2021-2023

Key Area of Focus

Expected Outcome

Achievement Status



PEOPLE
38 grants £9.8m



A holistic people strategy will be in place that will be appropriately governed and funded. Sustainable funding streams will have been identified to secure longer-term improvement. The industry will be collectively addressing Diversity and Inclusion.



75%



EQUINE WELFARE
9 grants £4m



The HWB strategy will have been delivered. We will have supported putting an appropriate aftercare model in place.



60%



COMMUNITY ENGAGEMENT
27 grants £2m



An ambitious strategy and appropriate governance arrangements will have been created. Wider funding streams will have been put into place to support future delivery.



40%



ENVIRONMENT & EMERGING ISSUES
7 grants £300k



There will be increased awareness of environmental issues and an industry strategy to improve environmental sustainability. Other emerging issues will be addressed with an informed approach.



33%



RACING FOUNDATION STRATEGY REVIEW

As part of the review of our 2021-23 strategy, we engaged with our stakeholders via an independent third party and took on board their feedback. This included the charities and organisations who are regular delivery providers of projects we fund; industry leaders and other grantmakers.

We also reviewed performance against our key areas of focus and the outcomes we hoped to achieve through our 2021-23 strategy.

The Racing Foundation's Trustees noted that these outcomes were directly linked to the development, accountability and long-term funding of industry strategies, but that as it was not our role to lead on these, the success of our strategy was intrinsically linked to the performance of others. There were, therefore, factors out of our control that meant the targets set against the overarching outcomes we had hoped to achieve were only partially

met (ranging from 33% – 75% between our key areas of focus). However, it was agreed that this was not a full reflection of the great progress that had been made.

Whilst industry strategies are taking longer than originally anticipated to be developed and thus against which to target and measure the impact of our funding, we have noticed a desire among industry stakeholders to work in a more collaborative and strategic manner and an appetite to drive change. We see this as hugely positive and feel that by the end of 2024 we will have a better overview of the development, implementation and performance of industry strategies in our key areas of focus and we will be better able to measure the outcomes and impact of our giving.

As a result, it has been agreed that we will deliver a one-year strategy for 2024 that will represent a slight refresh of the 2021-2023 strategy and that we will then use a full review of the 2021-2023 and 2024 strategies to formulate our 2025-2027 strategy.

KEY THEMES FOR 2024

In addition to stakeholder engagement and a review of performance against our 2021-2023 strategy, we have also considered our purpose, ambition, focus areas and objectives.

As part of our strategy refresh and the renewal of our vision, several key themes have emerged for 2024:

- A renewed intention to meet the objectives set out in the 2021-2023 strategy.
- A recognition of the importance of the developing industry strategies, and the role of the Racing Foundation in supporting implementation.
- A desire to update our purpose and ambition statements, to better reflect the work of the Foundation and how we work with the industry.
- A renewed commitment to our focus areas and key activities but with an overarching focus on social license and further clarity regarding the areas within which we will work.
- Ongoing commitment to the delivery of an annual conference, which will be branded as 'The Racing Foundation Conference' and be aligned with our key areas of focus.
- Ongoing commitment to funding research but with caveats to focus on impact and mandatory endorsement from relevant industry stakeholders.
- Ongoing commitment to funding equine science research but with caveats to focus on dissemination and impact.
- For the Racing Foundation's role to be an enabler and funder of others who are leading change within the industry rather than a leader attempting to drive change.

OUR UPDATED PURPOSE & AMBITION

PURPOSE

To work in partnership with the racing industry to ensure a sustainable future for the sport.

AMBITION

To develop understanding and action around the key charitable issues facing racing and to assist the industry with developing a collaborative and strategic response.



OUR UPDATED AREAS OF FOCUS

We have identified a need to build racing's social license and will concentrate our attention on achieving this.

We have therefore updated our focus areas to more closely reflect this and to provide greater clarity on where we will work.

We have 4 revised core focus areas:

1. Racing People
2. Equine Welfare
3. Environment
4. Youth & Community Engagement

Our approach to delivering against our focus areas remains the same, with three elements:

Build Understanding

We will build understanding, define progress and measure success across the four key areas of activity we will support.

Prompt Collaboration

We will support those delivering activities we fund with advice, guidance, training and development and promote learning and growth for those delivering racing's future.

Fund Action

We will provide increased levels of funding and proactively work with other funders to leverage additional resources.

The activities we will undertake for each remain the same as our 2021-2023 strategy.



MAINTAINING OUR APPROACH ACROSS OUR AREAS OF FOCUS



Racing People

We will continue to work with the new Horseracing Industry People Board and stakeholders to monitor the development and implementation of a sustainable, holistic people strategy for the industry. This will enable us to clarify our future funding commitments. We will continue to provide wider opportunities for people to develop their learning and capability and will continue to support the Diversity and Inclusion agenda. We will work with stakeholders on the key issues; help to understand progress and inform decision making.



Environment

We will continue to work with industry stakeholders on the environmental sustainability agenda to increase understanding, cultivate an industry response and provide funding to support action. We will report on progress.



Equine Welfare

We will continue to work with the Horse Welfare Board and Industry Programme Group on the review and delivery of the A Life Well Lived strategy and monitor plans regarding long-term accountability and sustainability. This will enable us to clarify our future funding commitments. We will also continue to engage with industry stakeholders on the development and implementation of an Aftercare Strategy given its widened cross-industry remit. We will support delivery of the projects we have funded and will report on progress.



Youth & Community Engagement

We will continue to work with stakeholders on an audit of youth and community engagement activities; the creation of an industry strategy and revised governance arrangements. This will enable us to clarify our future funding commitments and liaise with grantmakers to leverage other funding opportunities. We will work to achieve greater co-ordination and alignment of this work, measure and report on the progress made.

INFORMING OUR 2025-2027 STRATEGY

Given we are entering our 12th year of existence and have awarded over £39m for charitable projects and initiatives since inception, the Racing Foundation Trustees feel it is important to now undertake a full review of our priorities, ambition, activities and impact.

As a result of this, and taking on board ongoing stakeholder feedback, we have identified a number of things to consider and address during 2024 to help inform our 2025-2027 strategy. These will all be considered within the context of several fundamental questions regarding our objectives; our approach; the outcomes we hope to achieve and ultimately the impact of our giving.





INFORMING OUR 2025-2027 STRATEGY

Over the course of 2024 we aim to achieve the following to enable the development of our 2025-2027 strategy:

- Confirm our role regarding the development, funding and delivery of industry-wide strategies.
- Confirm our role regarding leading change and enabling change.
- Clarify our future funding commitments where industry strategies are in place and also where they are not in place.
- Re-define and clarify the way we work with other industry funders, including the Horserace Betting Levy Board (HBLB) and other grantmakers.
- Re-define and clarify the way we work with the British Horseracing Authority and Industry Programme Group.
- Review and confirm our key areas of focus including narrowing or widening our remit.
- Clarify our plans for the long-term delivery of an annual conference; identify targets and determine how to maximise impact.
- Clarify our future investment in research and how to optimise the impact of funding in this area.
- Identify the parameters of our future funding including annual budgets, core funding opportunities, multi-year funding restrictions and match funding requirements.
- Identify more robust impact measurement processes for the projects we fund and our own giving.
- Identify more robust accountability measures for the projects we fund.
- Clarify the role of the Racing Foundation Board in delivering future activities and identify how the skills of the Board can best be leveraged to support this.

CHANGES TO OUR TEAM

The Board provide knowledge and understanding from across racing and have racecourse, breeding, training, ownership, investment, community engagement and communications experience. Our Executive team works extensively across the industry to understand the challenges that exist, to build collaborative solutions and to support funded projects and racing charities.

Our 2021-2023 strategy period witnessed a number of changes to our team:

Susannah Gill



Extended her term as a **Trustee**

Linda Bowles



Extended her term as a **Trustee** and appointed as **Senior Independent Director**

Julia Budd



Appointed as **Chair**

Antonia Bullrich



Appointed as **Social Media and Content Executive**

Tansy Challis



Appointed as **Chief Executive**

Stan Wong



Appointed as **Grants Manager**

2021

2022

2023

Rhi Lee-Jones



Appointed as **Head of Communications and Events**

Alice Page



Joined as **Trustees**

Algy Smith-Maxwell



Jim Boyle



Joined as **Trustees**

Rishi Persad



Louise Kemble



Extended her term as a **Trustee**

For more information on our Trustees and Exec Team, please see our [website](#).



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 *The Racing Foundation*