

WORKING
FOR
RACING

Annual Review 2008

RACING AT A GLANCE



5.7m people went racing in 2008



£106m record prize money in 2008



2 TV channels dedicated to the sport



2m viewers on Channel 4 for Denman vs Kauto Star in the totesport Cheltenham Gold Cup



600m worldwide viewers for the John Smith's Grand National

88,000 direct & indirect jobs – Britain's largest sporting employer



61 racecourses



50,000 people with an ownership interest



15,000 horses in training



£1.2bn+ bookmakers' profits on British Horseracing



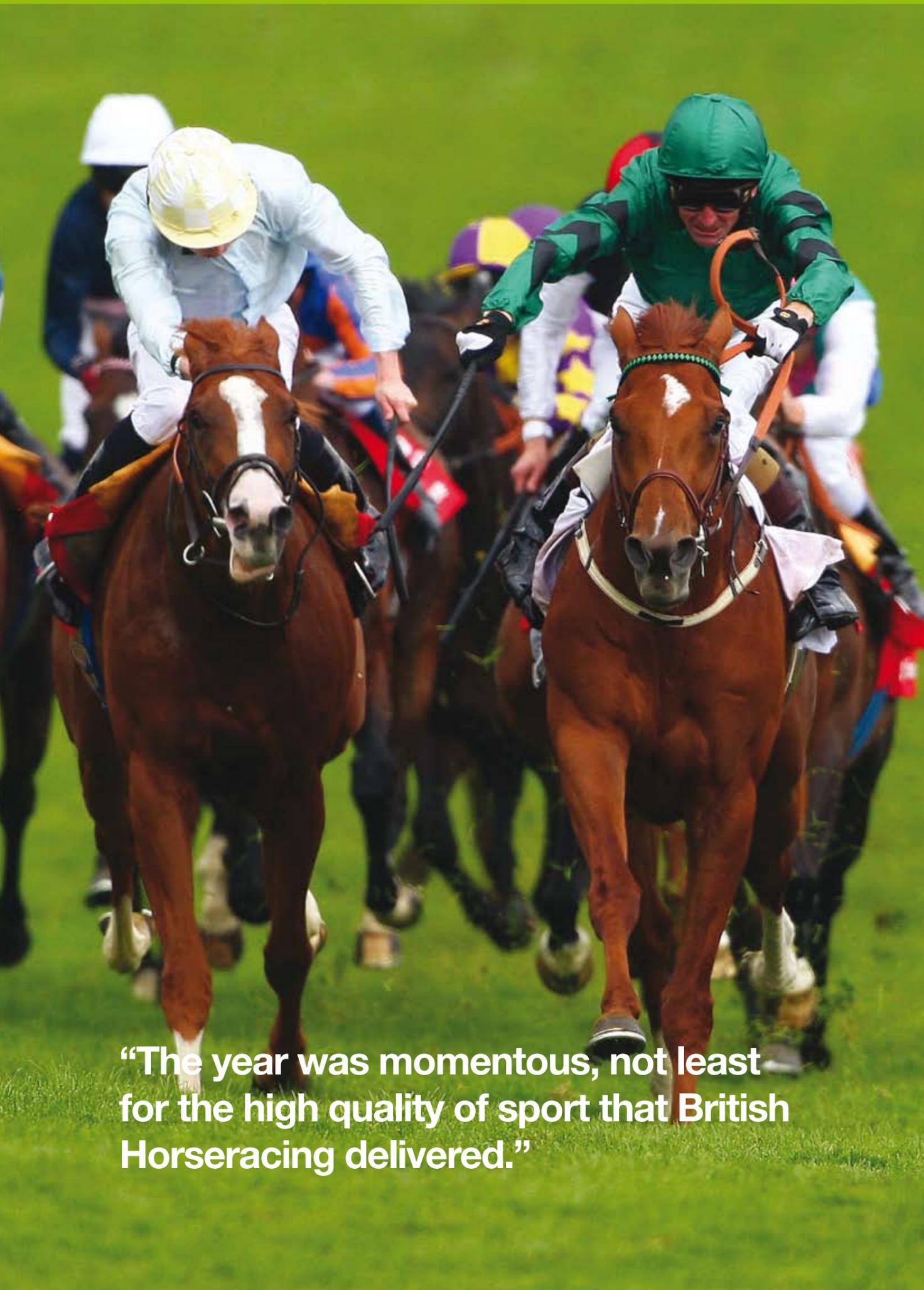
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“The year was momentous, not least for the high quality of sport that British Horseracing delivered.”

Paul Roy – Chairman

Welcome to the British Horseracing Authority’s Review of 2008. The year was momentous, not least for the high quality of sport that British Horseracing delivered. I hope that these pages will convey the enthusiasm of everyone at the Authority for the task of ensuring that our sport continues to be the world leader that it is today.

There are many different aspects of this leadership. Some - attendances, record prize money, Britain staging seven of the best twelve races in the world - can be proven statistically.

Others are less easy to demonstrate, yet vitally important to the fabric and future of British Horseracing.

Over the coming year we will renew our efforts to show the world that, as well as hosting the best races and producing some of the best bloodstock in the world, we are also leaders in standards of regulation, equine care, ethical behaviour and community engagement. This broad range of issues reflects the Authority’s own wide-ranging mandate to represent, promote and regulate British Horseracing. We will continue to pursue that mandate to the full.

Having just completed our first full year of operation, the Authority has a number of sound achievements under its belt, and there is much more to follow. This Review sets out how we have undertaken our responsibilities: delivering great sport, ensuring safe and fair play, promoting equine welfare, setting high standards for all participants and policing the integrity of the sport. We also focus on the Strategic Review of the Fixture List, our community strategy and how we celebrate the sport. Much more can be found on our website at britishhorseracing.com

The economic backdrop for our sport, as for everyone, is not as bright as in previous years, but I am confident that British Horseracing will overcome this and, yet again, give us much to celebrate in 2009.



ABOUT THE AUTHORITY



It is the Authority's role to ensure the continued health and successful development of British Horseracing. We want it to be, and be seen as, the best in the world.

As both the governing and regulatory body it is the Authority's responsibility to:

- provide the most compelling and attractive racing in the world;
- be seen as the world leader in raceday regulation;
- ensure the highest standards for the sport and participants, on and away from the racecourse;
- promote the best for the racehorse;
- represent and promote the best of the sport;
- ensure the best possible administration and services for the sport.

Throughout its work, the Authority will be:

- strong - providing leadership, taking tough decisions where they are needed;
- independent - acting fairly and with integrity in the best interests of racing as a whole;
- responsive - listening and consulting, making sure we understand issues;
- challenging - asking hard questions, of ourselves and others;
- open - having the confidence to explain what we think, and able to explain why;
- dynamic - professional, innovative and focused, delivering a quality service.

The composition of the Board places strong emphasis on decision making in the best interests of horseracing as a whole. The Authority is always accountable to its members – the courses, owners, breeders, trainers, jockeys and stable staff – and they have two 'Member Nominee Directors' - but the Board has more independent members to ensure it acts in the best interests of the sport.

Regulatory policies, procedures and the Rules of Racing are set by the Regulatory Committee. The current membership is: John Bridgeman (Chairman), Nic Coward, Andrew Merriam, Sir Michael Connell, Ben Gunn, Stephen Allday.

There are numerous committees that report to the Board on specific areas of the Authority's remit or have a direct regulatory role. Full lists of memberships of these can be found on britishhorseracing.com

Board of Directors



1. Paul Roy – Chairman

Paul Roy founded NewSmith Capital Partners, an independent investment management firm, in 2003, having spent over 30 years in the investment banking and securities industry. He was previously Chief Executive of Smith New Court plc and following a merger in 1995 joined Merrill Lynch ending there in 2003 as co-President of its Global Markets and Investment Banking Division.

He is a keen racehorse owner, with several horses in training with Jeremy Nosedá, Ed Dunlop, Brian Meehan and George Baker. His best horses have included Sixties Icon, Dutch Art and Wilko. He owns a small number of mares and the first crop of two-year-olds raced in 2006. He is also non-executive director of Cenkos plc, Chairman of the University of Liverpool Development Foundation and Vice President of the Philip Leverhulme Equine Hospital.

2. Nic Coward – Chief Executive

Nic Coward is the first Chief Executive of the British Horseracing Authority. He had previously spent ten years with the Football Association, having joined from City law firm Freshfields. He became Corporate and Legal Affairs Director, and was joint Acting CEO for almost two years. He left the FA in 2004 to join public affairs consultancy AS Biss & Co, where he was Deputy Chairman until 2006. He was also special adviser to the board of the FA Premier League on regulatory and media and IP rights issues, a director of the Sports Dispute Resolution Panel, and Treasurer of the Central Council for Physical Recreation. Nic chairs the Sports Rights Owners Coalition. His family own a small number of racehorses bred by his sister.

3. Ian Renton – Member Nominated Director

Ian Renton is Executive Director of Arena Leisure plc, where he has been Director of Racing since 2001. Having started his racing career in 1985 he went on to hold senior roles within RHT (now Jockey Club Racecourses), including Clerk of the Course at Aintree and as General Manager and Clerk of the Course at Wincanton as well as Salisbury. He was also a Director of the RCA from 2001 to 2007.

4. Ben Gunn – Independent Regulatory Director

Ben Gunn, CBE QPM, was a career detective who spent 26 years in the Metropolitan Police Special Branch dealing with counter-terrorism, subversion and Security issues. From January 1994 until his retirement in 2002 he was Chief Constable of Cambridgeshire.

Since 2002 he has served a number of roles in racing including membership of the Integrity Review Committee and, in 2003, chairing the joint BHB/Jockey Club Security Review which made 36 key recommendations to enhance the integrity of horseracing in Great Britain, and also had a special responsibility for Security issues within the regulatory function of the Horseracing Regulatory Authority.

He has a law degree from Cambridge University, and is also a Commissioner of the Gambling Commission. A keen supporter of all sports, he has had a lifelong interest in horseracing, rugby, cricket and boxing.

5. Toby Balding – Member Nominee Director

Toby Balding retired as a racehorse trainer in 2004, after a 48 year career which saw him train over 2000 winners, including successes in the Grand National, Cheltenham Gold Cup and the Champion Hurdle. For over 40 years he has worked on behalf of trainers and racing, negotiating improvement on a wide range of issues including stable staff welfare and pension schemes. He was Chairman of the National Hunt board of the National Trainers Federation (NTF) from 1960 to 2004, President of the NTF from 2003 to 2004 and was elected an Honorary Member of the Jockey Club in 2005. He has been on the ROA Council since 1995. He has an advisory role to the NTF Council, is a member of the Jump Racing Development Group and is presently Chairman of the National Hunt Committee of the TBA.

6. John Bridgeman – Independent Regulatory Director

John Bridgeman, CBE TD DL, joined the Regulatory Board of the Jockey Club in 2004, became its Chairman in 2005 and the first Chairman of the Horseracing Regulatory Authority in 2006. His longstanding involvement in regulation began with membership of the Monopolies and Mergers Commission while Chief Executive of British Alcan Aluminium plc. He went on to serve as Director General of Fair Trading where he took a particular interest in consumer affairs and competition policy in the sporting, gambling and broadcasting sectors. Before joining the Jockey Club he acted as an independent advisor to the European Commission and to a number of sports governing bodies as well as racecourses, gambling organisations and broadcasters. He has a longstanding interest in all equestrian sports and, with his family, has owned a number of horses for competition and recreational purposes.

7. Morag Gray – Independent Director

Morag Gray started her career in the racing industry in 1988 when she became the first female Clerk of the Course in Britain (at Ayr and Hamilton Park). She then spent ten years at the Racecourse Association, latterly as Racing Director. During that time she served on numerous British Horseracing Board committees, including Race Planning. She was also a founder member of the National Joint Pitch Council. From 2000 to 2004 she was Chief Executive of Hamilton Park Racecourse. She currently runs her own business, Black and White Communication (Scotland) Limited, based in Edinburgh. She was awarded an MBE for services to Racing in 2005. She and her partner, Angus Crichton-Miller, have horses in training with Susan Bradburne and Ian Semple.

8. Jim McGrath – Independent Director

Jim McGrath is Chairman of Timeform Organisation, which he joined after leaving school in 1974. A member of the Channel 4 Racing team, he has worked regularly on racing television since 1981. He was a member of the British Horseracing Board's Jump Racing Advisory Panel from 1993 until mid-2004 and also in 2004 he stepped down after a lengthy spell as a member of the Horserace Writers and Photographers' Association Committee. He is a successful owner/breeder with current interests in horses with Tim Easterby, Richard Fahey, Jamie Osborne and Mark Johnston.

Our Year

Nic Coward, Chief Executive



Racing in 2008 was dominated by the success of many familiar names. Paul Nicholls and the record-breaking AP McCoy were supreme over the Jumps, and the Pipe family returned to the Grand National winner's enclosure. Horses such as Denman, Kauto Star and Master Minded made the season one to remember. On the Flat, Aidan O'Brien and Ballydoyle had a remarkable year. We also witnessed a royal Champion owner and Derby winner in Princess Haya, the triumphant return of Ryan Moore, and more recently a record century from Hayley Turner. On the global stage, Raven's Pass headed four British – trained triumphs at the Breeders' Cup.

Racing's list of issues also contained many perennials. The weather was one, adding another chapter to the Cheltenham Festival story, and robbing York of the Ebor meeting.

As for the other issues, more within our control, we set out in 2008 to build on the many great positives in the sport, and also to put in place the plans by which the whole sport can meet the challenges we face. We had listened, as we must always do, to what those involved in the many diverse aspects of the sport had set out as their priorities. That was translated into our plan, agreed by our stakeholders, and the key projects that we carried out in the year. That's what we are here for, to achieve the best for the whole of British Horseracing, and for the sport to be, and be seen as, the best in the world. Getting the many diverse interests to speak with one voice can be a real challenge in itself, and it is they who are saying this is happening.

By many measures, it could be said that British Horseracing had a phenomenal year. The sport is operating at its highest levels of activity ever with a record numbers being in fixtures, races, owners and horses in training. Records have been passed, for instance the highest ever amount of prize money at £106 million.

However, as we have constantly stated in our short life as the governing and regulatory body of the sport, those apparently impressive numbers must not hide some harsh realities, and what we consider to be major challenges. It is our job to ask hard questions of others, and ourselves; to have the confidence to explain what we think, and why; to listen and consult and to make sure that we understand the issues; to be professional, innovative and focussed, to deliver a strong and independent leadership for the sport – delivering change, and preparing the way for change.

During 2008 we have changed the way we go about our roles. We have overhauled our integrity operations, guided by an independent review by Dame Elizabeth Neville, to ensure that the sport continues to enjoy its reputation as a world leader, and to be proud of its defence against corruptors; we have adopted a new risk-based approach to Licensing, to remove unnecessary bureaucracy, and target areas that need attention; rule making has been streamlined with full consultation processes built in; and our disciplinary processes have changed to ensure a speedy resolution of cases whilst continuing to ensure that we meet the highest standards of regulation. Delivering a high quality service to the sport on the racecourse is of course a key role, and changes in the Stewarding system and the wider Raceday team will help ensure this continues.

On a more sport wide basis, we carried out what seasoned observers saw as the most comprehensive review ever of the Fixture List, to set the ground rules for change that the sport needs, and to create a model for the future; we have changed the way we and others look at the relationship between the sport and betting, our goal being to secure a return that reflects our true value, and ultimately enables us to have a genuine partnership; focussing on our many different types of customer, we set in motion a re-branding exercise to create the plan by which we can engage people, to get them into the sport – the most ambitious exercise carried out by any sport; we have also launched a sport-wide community programme, Racing Together, and lifted welfare and training up the agenda by the creation of a dedicated group chaired by one of board members, Morag Gray. And over all these initiatives, the best welfare for the horse dominates our agenda, and all that we do.

This report sets out what we have achieved, and what we have sought to achieve during 2008. Most importantly, it also shows that there is considerable work in progress to create the change necessary to achieve the best for the sport.

The Levy – Realising Racing's True Value

Twelve months ago, announcing his Determination of the 47th (2008/09) Levy Scheme, the Minister for Sport Gerry Sutcliffe spelt out the need for change in the relationship between Racing and Betting. Unless a new relationship in law was agreed, the Levy would continue, he said at our Conference. If we were to continue with the Levy, a modern and more commercial approach was required, and one that removed Government from direct involvement in the decision-making process. A wide-ranging review was instigated, with the Minister chairing a round table meeting in March 2008 with representatives of all parties present, including the joint-chairs of the All Party Racing and Bloodstock Industries Group.

Racing has put forward two main proposals to achieve the Minister's wishes. Ultimately, we advocate a new clear and specific legal relationship, creating a right for the sport to charge other parties for the use of our product. It would mean that any betting operator offering and taking bets on British Horseracing would have to have entered into a commercial agreement in order to do so. However, it quickly became clear from Betting that despite what some might think, they wanted to retain the Levy.

A fully modernised Levy mechanism is therefore where we have devoted our energies, with the Levy Board's role and processes overhauled, and an independent tribunal being set up to work out the value of Racing and the return from Betting should no agreement be reached during a spring and summer negotiation process. This tribunal would be totally independent (like a judge or Arbitration panel) and have clear terms of reference: one of the problems with the 50 year old Levy is that it contains no criteria, no test, and in the complex modern world of betting, the process cannot cope.

Racing firmly believes that the debate between Racing and Betting is about the value, of each to the other: the test applied in order to arrive at a final figure for the return from Betting to the sport has to be a wide one, based on real commercial value, taking into account all factors and the modern business environment in which both sides are operating.

Considerable progress has been made on areas of longstanding concern to Racing, and which the Minister identified as needing attention. We have argued that a full, fair and equitable return from betting activity through exchanges is far higher than the amount currently being received, and also that steps are needed to address the status and payment obligation of offshore betting operators. Following its September 2008 Board meeting, and along with concrete proposals for a new process, the Levy Board recommended to Government that those carrying out a trade on betting exchanges, and offshore operators, should be paying Levy. DCMS has committed to address both.

The Levy Board also appointed former Court of Appeal judge Sir Philip Otton to assist in mediating the 48th Scheme negotiations, and to advise on key issues as part of the Ministerial review. His final reports vindicate the case we have made in key areas: that racing's wider definition for the test is right, gaming machine and other betting income can and should be taken into account in the context of the Levy where it can be shown that such activities relate to betting on Racing – which they clearly do. Betting on overseas races should also contribute to the Levy, as it did prior to 2003/04.

Against this backdrop, and with this vital work on the review and modernisation itself the priority, the 48th Levy Scheme (2009/10) was agreed before the end of the end of October 2008. It saw the same headline rate continue – 10% of gross profits – with Racing agreeing to Betting's request for the reinstatement of fixtures on four programmed blank Sundays in the Fixture List, not least in recognition of the need for the two sides to adopt a sensible, collaborative approach to negotiations, particularly entering an economic downturn. But this request reinforced the cornerstone of our Levy case for some eighteen months, that our real value and importance to Betting is worth considerably more than we are receiving.



Our Champions in 2008: AP McCoy, Ryan Moore, Paul Nicholls and Aidan O'Brien.

RACING

ROLE

To provide the most compelling racing in the world

Ruth Quinn

DIRECTOR OF RACING

Ruth was appointed BHB Racing Director in January 2003. She was previously Controller of Programmes and Head of the Racing Department, of which she has been a key member since the BHB's inception in 1993. Prior to that she worked in racing in California before learning the viticulture and wine trade in the Napa Valley. An avid racegoer and racehorse owner, she is also a keen work-rider.

Ruth has responsibility for the Racing Department, Handicappers and Point-to-Point Executive.



In addition to the day-to-day role of race planning, handicapping, co-ordinating off times and the annual process of compiling the Fixture List, the following projects were undertaken by Ruth's departments in 2008 under the respective targets set.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Staffing

Camilla Tabor – after four years in the Racing Department Camilla was promoted to Flat Race Executive, taking on responsibility for programming all Flat racing for the racecourses owned by Arena Leisure and Northern Racing.

Tim Newton – left his Fixtures Executive role after six years to become Project Manager, Racecourse and Operations in Tony Goodhew's department. James Savage takes over Tim's responsibilities from within the department, becoming Fixtures and Racetimes Executive.

Marcus Weedon – left the handicapping department after three years to become a Stipendary Steward. He is replaced by Greg Pearson, whose previous position had been as Senior Handicapper at Racing New South Wales.

Freddy Arthur – joined as Point-to-Point Executive, with responsibility for all regulatory matters regarding Pointing.

To ensure the optimal Fixture List to meet the sport's objectives

Strategic Review of the Fixture List and 2009 Fixture List

Please see the IN FOCUS article on pages 16-17, which summarises the Review's principal findings and recommendations.

Restaging Major Races Lost to the Weather

Everybody involved in the sport will recall the impact of the elements on two of the sport's major Festival meetings in 2008. The strong winds that blew away the second day of the Cheltenham Festival meeting resulted in extended cards on the penultimate and final days of the meeting. Five months later, rain washed away all of York's August meeting but the co-ordinated efforts of the Racing Department, racecourses, sponsors, the Levy Board and Channel 4 resulted in eight major races, including three Group 1s and three Group 2s, being merged into existing cards at Newmarket, Newbury and Goodwood within a week of their original running date.

Measures have subsequently been introduced which would overcome some of the constraints that are faced when attempting to save major races in such circumstances. These include the possibility of cancelling a selected race on any card to facilitate the staging of a transferred race.

The procedures involving saving significant races when there is a delay, either before or during the meeting, most commonly being as a result of frost or fog being slow to clear, were also revisited. The current procedures have been amended so that having given preference to any races to be shown on terrestrial television, the remaining races are then prioritised by order of class, and where there are two or more races of the same class, they would be ranked according to their value. No race, however, will be allowed to start before its original programmed time.

To improve the quality of the British thoroughbred population and establish improved links with the bloodstock world

Prize Money Boost

British Racing achieved record prize money levels in 2008 with the total amount paid out exceeding £106m, surpassing the previous high of £104m in 2006. This was achieved primarily as a result of a £6.7m increase in the Levy Board's Prize Money Fund during the second half of the year. This supported rises in prize money levels across all classes of race, both Flat and Jump.

The Strategic Review of the Fixture List had identified that Britain had been leapfrogged by both Ireland and France in relation to the minimum prize money values required for Group 2, Group 3 and Listed races. The boost to prize money during the year allowed for the creation of a £1.5m Enhancement Fund to boost the value of these races from 1st July onwards, thereby achieving parity with Ireland and France.

These developments resulted in the minimum value of Listed races increasing by 54% (to £40,000), a Group 3 race by 38% (to £65,000) and a Group 2 race by 25% (to £100,000).

Flat Pattern Upgrades

Through its representation on the European Pattern Committee, the Authority was able to secure an upgrade of the King's Stand Stakes at Royal Ascot from Group 2 to Group 1. The five furlong event has emerged as one of the world's leading sprints in recent years, consistently attracting an international field.

Another notable achievement was to boost the programme for older fillies and mares with the introduction of the Group 2 Pride Stakes over 12 furlongs at Newmarket's Champions' Meeting. Elsewhere, two Listed contests were promoted, with the Glorious Stakes at Goodwood, run over twelve furlongs, and the John of Gaunt Stakes at Haydock Park, run over seven furlongs, both gaining Group 3 status in 2008.

Improving Horse Population

Whilst British Horseracing is rightly regarded as the best in the world, with, in the view of the international handicappers, seven of the world's twelve best races staged here, the Authority recognises the need to continue to strive to improve standards in all areas, including the quality of the horses that race.

This has involved consideration of the opportunities provided to the most moderate horses by the lowest class of Flat race and, following consultation with the Horsemen's Group, it was agreed that steps should be taken to raise the bar below which races are not programmed. As a result, with effect from the beginning of the 2009 Flat Season, the Classified Stakes for horses rated between 0 and 45 that currently make up all Class 7 races will be replaced by Handicaps for horses rated 45 to 50 (but also open to horses rated 44 or below).

This will increase the opportunities for horses rated between 46 and 50 at the expense of the 800 or so horses rated 45 or below, and because there will no longer be races programmed specifically for the lowest rated horses, these horses will only be able to find opportunities to run when other – higher rated – horses have not already filled the available places in the relevant races.

Anticipation of these changes to Class 7 Flat races as well as the increased support for Britain's major races has helped to contribute to a significant upgrading of Britain's horse population.

This can be illustrated with reference to the fact that at the end of the 2007 Flat Season, the number of horses rated 45 and below exceeded the number of horses rated above 90 by about 250. This situation completely reversed during 2008 with, by the end of the season, nearly 100 more horses rated above 90 compared with those rated 45 and below.

To maximise British Horseracing's presence and influence in European and international race planning and handicapping

World Thoroughbred Rankings Conference

Great Britain was strongly represented at this conference in Hong Kong in December at which the 2008 World Thoroughbred Rankings were compiled. European horses headed all of the five distance categories for three-year-olds, and with New Approach sharing the accolade of being the highest rated horse in the world, this meant that, once again, the winner of the Derby was considered to be the world's best three-year-old colt.

Anglo-Irish National Hunt Classifications

The British and Irish handicappers produced their ninth full Anglo-Irish National Hunt Classification at the end of the 2007-08 season, with Master Minded and Denman being awarded the highest ratings of any horse in the history of the Classifications.

The present strength in Jumping is illustrated by the fact that the number of Chasers rated 140 or above has increased from 81 in 2000-01 to a record high of 184 in the latest season. Similarly, the number of Hurdlers in the same rating bracket has increased to an all-time high of 132, rising from just 71 six seasons ago.

To ensure best use of British Horseracing's information and opinion

Finishing Distances

The measurement of finishing distances had for some time been based on adopting a simple formula of five lengths per second for Flat races and four lengths per second for Jump races. The handicappers and judges undertook detailed research with a view to establishing a more accurate framework. As a result, in addition to introducing new distance categories, new formulae have been applied which take into account code, racing surface and ground conditions. See britishhorseracing.com

Day-of-Race Reserves

The Authority accepted a proposal from the Horsemen's Group and Ascot which led to day-of-race reserves being included in the conditions for three races at the Royal Meeting in 2008, with three horses afforded the opportunity to stand as a reserve in the Britannia Stakes, the Buckingham Palace Stakes and the Duke of Edinburgh Stakes.

Although this resulted in a total of four extra horses participating in these races, data submitted by the betting industry identified that, compared with the equivalent events in 2007, the three races suffered a 10% decline in the number of bets, a 24% decline in betting turnover and a 22% decline in gross profits; with the decline largely a result of the uncertainty associated with the final fields not being known until the morning of the race and therefore not confirmed in the newspapers.

The framework for any races with reserves (other than novelty events such as the Shergar Cup) has since been formalised with the cut-off for a reserve to be introduced into the race being 9am on the day before the race.

Racecourses will continue to have the option of requesting reserves in Heritage Handicaps and Grade 3 Jump Handicaps (with 48 Hour Declarations). In addition, the use of reserves is also included within the race conditions of the Derby, Oaks and some Group 1 sprints.

Support the further development of Point-to-Point, Pony and Arabian Racing

Point-to-Point

The key Point-to-Point stakeholders worked closely with the Authority throughout 2008 to create a new Point-to-Point Authority (PPA) to administer and promote the sport. A Delegation Agreement formally delegates BHA's governance of Point-to-Pointing to PPA, whilst BHA retains full direct control of all regulatory matters.

PPA officially took over the governance of the sport on 1st October 2008. PPA pay an annual fee to BHA to cover the cost of regulatory services related to the sport.

Pony Racing

Membership of the Pony Racing Authority (PRA), the sport's governing body, increased 280% in 2008. With the overarching support of the BHA, the PRA regulates and administrates this rapidly improving sport, which has enjoyed even greater focus and accolades in the last 12 months. Pony Racing continues to encourage a wider spectrum of young British riding enthusiasts (9 -15 year olds) to consider a career as a jockey or in horseracing, and helps to promote the sport to a younger and more diverse audience.

In 2008 over 200 pony races took place on racecourses, at Point-to-Points and at specially organised Pony Club racedays.

Arabian Racing

Arabian Racing is held under the regulatory authority of the BHA and the 2008 season featured 14 race meetings in total, with an additional six single races held on Thoroughbred cards. With a total of 113 races, the Arabian Racing Organisation (ARO) attracted 983 runners, giving an average of 8.67 runners per race. In 2008 ARO had 266 different horses registered, including 40 foreign-trained horses, 83 trainers, 137 owners and 110 jockeys registered.

The Dubai International Arabian Raceday at Newbury Racecourse, in its 26th year, attracted a record crowd in excess of 18,000. This meeting, as well as being broadcast on Racing UK, was shown live in betting shops, allowing off-course betting on Arabian Racing for the first time.



HIGHLIGHTS

- > **£106m in prize money in 2008 – a record.**
- > **Chasers rated 140+ at a record high of 184, up from 81 back in 2000/1.**
- > **7 of the world's 12 best Flat races staged in Britain.**



RACEDAY OPERATIONS & REGULATION

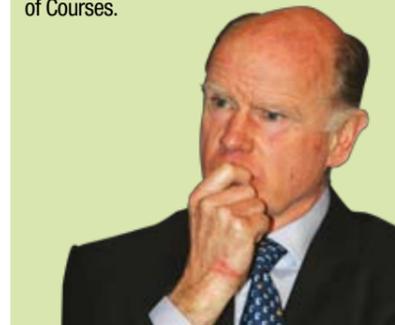
ROLE

To be and be seen as the world leader in raceday regulation

Tony Goodhew, MBE
DIRECTOR OF RACEDAY OPERATIONS & REGULATION

Tony was commissioned into the Army in 1966. He commanded the Life Guards in 1986/87 and retired from the Army as a full Colonel in 1990. The same year he was appointed Director of Field Services to the Jockey Club and subsequently Director of Racecourse Licensing & Standards at the Horseracing Regulatory Authority. A keen horseman, he enjoys hunting, skiing and watersports.

Tony is responsible for the following departments both at Shaftesbury Avenue and on course: Racecourse, Medical, Disciplinary, Advanced Flag Operators, Clerks of Scales, Judges, Starters, Stipendiary Stewards and Inspectors of Courses.



In addition to the day-to-day role of regulating the conduct of the sport on the racecourse through the Stipendiary Stewards, Advanced Flag Operators, Clerks of Scales, Judges and Starters, and as well as the task of enforcing medical and racecourse standards, the following issues were dealt with by Tony's departments in 2008 under the respective targets set.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Tim Newton

Recruited from the Racing Department to project manage new initiatives stemming from the Racecourse Department as well as the three operational teams (Clerk of Scales, Starters, Judge) that recently came under Sean McDonald's new remit.

Sean McDonald

Promoted from Deputy Senior Starter to be Manager (Scales, Start, Judge), responsible for managing, training, developing and overseeing the scheduling of the above operational teams – including the Advanced Flag Operators – and ensuring high levels of performance continue to be maintained. Sean reports to Head of Racecourse Fraser Garrity and on a day-to-day basis will be supported by a designated member of each of the three applicable Raceday Departments. He will continue to act as a starter on around 80 days a year.

Clear rules in place meeting highest standards of better regulation

Review of the Rules

Announced last year and advanced to draft stage. Managed through Disciplinary Department and legal advisors. Stephanie Grundy, an independent specialist in legislative drafting has done a draft which is being reviewed and implications for administration being dealt with. Scheduled for publication in mid 2009, subject to IT developments.

Rule Change Processes

Concern among Authority and wider stakeholders over the number and timing of rule changes – almost weekly in Racing Calendar. Regulatory Committee decided on two dates per year, February and September.

Penalties at right levels to achieve regulatory objectives for the sport

Penalty Review Group

Meets after the Flat Turf Season each year to consider if any changes are necessary to existing penalties. Liaison with NTF, PJA, ROA, RCA and any recommendations sent to Regulatory Committee for implementation. Changes to penalty structures normally introduced from beginning of Flat Turf.

Operations organised to ensure highest confidence in racing's safety and quality

Stewarding Review Group

Following the formation of the Authority in July 2007, the new Regulatory Committee felt that the time was right to undertake a review of Stewarding. The Terms of Reference for the review were: "To review the current stewarding system and its relationship with the disciplinary process and to make recommendations".

The Review Group was made up of: Andrew Merriam (Chairman) Member of the Regulatory Committee, former chairman of the Stewarding Committee; Christopher Rathcreedan Chairman of the Stewarding Committee, member of Disciplinary Panel; Nic Coward Chief Executive; Tony Goodhew Director of Raceday Operations and Regulation; William Nunneley Head of Stewarding; Nigel Macfarlane Head of Disciplinary.

It was tasked to consult widely. Initial views were circulated for comment across a broad spectrum of the sport.

The full review can be downloaded from britishhorseracing.com but a some of the Group's main recommendations are as follows:

- the current basis of the system, a mix of volunteers and professionals, should be retained;
- that volunteers and Stipes be recruited from varied backgrounds, to achieve a broad base of backgrounds, skills and experience from within the wider racing community;
- consideration be given to training up officials or employees from other departments to act as assistant Stipes to create career progression and as part of the objective of creating a Raceday Officials team;
- all Stewards should be responsible for a register of racing interests, to identify and deal openly with conflicts of interest;

- a Code of Conduct be produced to demonstrate the standards expected of Stewards;
- the current system for Training and Assessment of volunteers be continued but with a greater need to focus on in-service training and development;
- that all trainee Stewards should be appointed a mentor, who would act as a primary point of contact and adviser during training;
- enhanced training be introduced for those Chairmen earmarked for acting at major meetings;
- there be no change to the existing retirement age for Stewards at 70;
- centralised rostering of volunteers be introduced but should be put on hold in the current financial climate. Ways to achieve the main objectives should be pursued in the meantime;
- the status quo is maintained as regards press attendance at racecourse enquiries, but that a working practice be developed to ensure timely and clear information to the press and public, including specifically at the racecourse by the Stipes.

Stewards Seminars

Eleven Stewards Seminars, one New Chairmen's Seminar, seven Chairmen's Refresher Seminars held in 2008, as well as internal Stipendiary Stewards training days.

Grand National Starting

The Grand National start was the subject of a review after the delayed start in 2007. The review group was independently chaired by Robert Waley-Cohen, a leading National Hunt owner and Point-to-Point trainer. The members of the group included Tony Goodhew, Andrew Tulloch, Aintree Clerk of the Course, trainers Jonjo O'Neill and Ferdie Murphy, and jockeys Tony McCoy, Mick Fitzgerald and Tony Dobbin.

The group made 15 key recommendations revolving around the practical layout at the start, actions of the starter, preliminary briefings for jockeys and actions from the Stewards for riders disobeying the starter.

After trials of the procedures, all the recommendations were put into action and the race was started smoothly meaning that Comply Or Die's victory got the headlines rather than the start itself. Co-operation between the starter and jockeys was good.

Race Off Time Punctuality

Responsibility for getting races off to time is shared between all involved: our officials, jockeys, trainers, Clerks of Courses. After recent initiatives aimed at reducing the number of badly behaved horses in the stalls, the Racecourse Department addressed courses with the least punctual four-year off time record to establish how it could be improved in the future. This process will be repeated annually.

Portable Speaker System for Starters

Trials of a system to amplify starters' instructions were held in late 2008. Feedback from jockeys is positive thus far. A dedicated speaker system is already used at Cheltenham and Aintree.

Minimum Provision of Stalls Handlers

Increased for February 2009 from nine to 11 after consultation with Horsemen's Group.

IT Developments

Working practices have been further improved in 2008 through the rollout of a bespoke IT system that allows Clerks of the Scales to receive up to the minute data directly to their PC in the weighing room and to return electronically the validated data for each race straight back to Weatherbys.

Stop Race Procedure

A race at Wolverhampton in late 2007 re-raised issues of British racing not having a specific 'stop race' procedure. Agreed with key stakeholders that a protocol (yellow flags and whistles) should be introduced at all racecourses. Responsibility for deployment rests with racecourses. Reminders of the importance of flags and their meanings were given to jockeys at their seminars.

Racecourse Medical Inspections

Fifty carried out in 2007 and 2008. As from 1st January 2009, all inspections that fail to comply with General Instruction 11 (the standards) are referred to the Disciplinary department for consideration. In the past we had a three tier grading system for inspections: A = pass; B = borderline (failure to comply with BHA GI 11 but no direct danger to jockeys identified) – warning; C = failure (direct danger to jockeys identified) – referral to Disciplinary. Between 25 and 33% fell into the B-C categories (did not pass) and therefore new system was introduced to put all B and C cases to the Disciplinary Panel.

Computerised Injury Management and Medical Record System

Budget agreed in 2008 and the programme to be implemented in 2009 (pilot April-May with full implementation in Oct-Dec). Will replace the current Red Entry system but will NOT allow RMOs access to all jockeys medical records. Will improve confidentiality.

Jockeys' Testing

The statistics can be found on page 35.

Research and International Collaboration

On 19th June 2009 the Authority are hosting an International conference on Concussion with input from RFU and RFL. World expert and collaborator with racing Prof Paul McCrory will be coming over from Melbourne. Later in 2009, the Authority and the Irish Turf Club will be hosting a International Conference on Bone Density in jockeys.

To be seen as a world leader

International Harmonisation of Rules

With the aim of harmonising rules on the most common riding rules across the world, to reflect the globalisation of racing, a Review Panel met in Hong Kong December 2007. Using five British races previously circulated, each nation interpreted according to their rules and the results discussed. Of the major nations, France, Japan and USA differed with the rest of the world, in that the interferer is placed behind the sufferer if the sufferer loses a prize money place. In the rest of the world it is only if the interferer has improved its position.

Further meeting held in Newmarket, July 2008. Representatives from Britain, Japan, South Africa, France, USA. Whip, body protectors, helmets, weighing in and out discussed above the usual interference discussions.

Further meeting due in July 2009 at Newmarket to review progress.

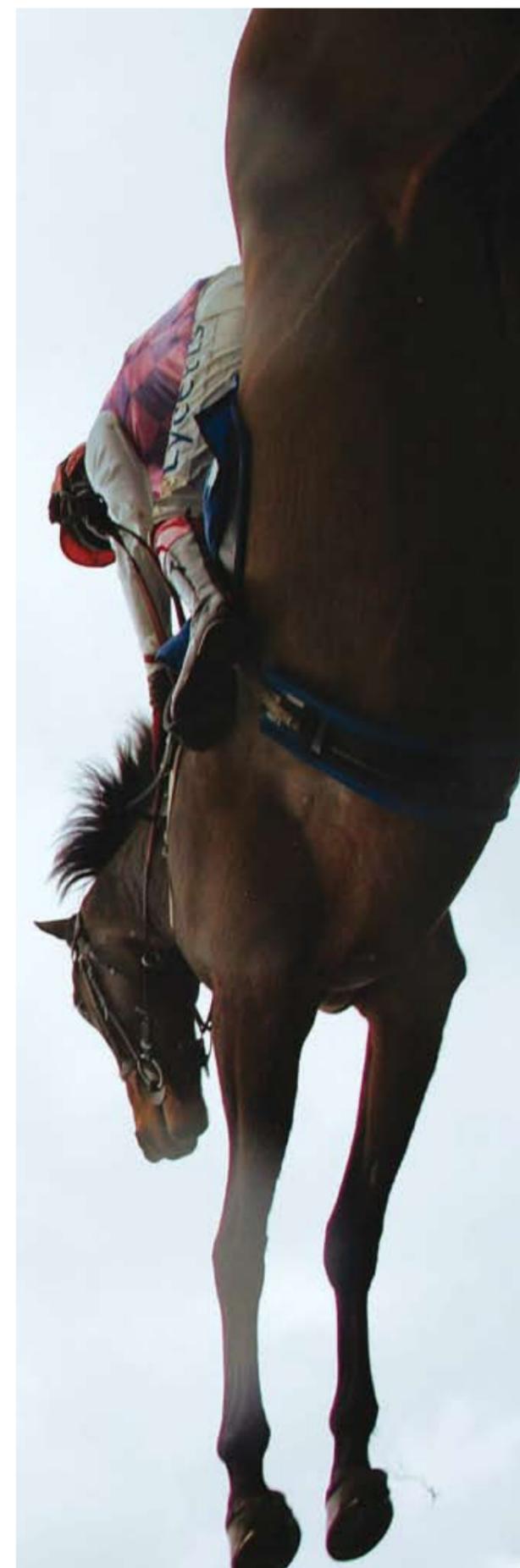
To ensure the highest standards for licensed racecourses

Cranfield Racecourse Irrigation Study

This study was completed and circulated to all racecourse Executives and Clerk of the Course with nine key best practice recommendations. Racecourses staging summer jump racing will, from 2009, provide higher minimum specification irrigation facilities than other tracks.

Levy Board Capital Projects / Capital Credits Proposals

The Authority's Racecourse Department continues to advise the Levy Board when prioritising those racecourse projects seeking Levy Board capital support. Proposals for track improvements / irrigation work were prioritised in 2008.



GoingStick

The Turftrax GoingStick was trialled throughout 2008 and became a formal requirement from 2009. A project was launched to educate / communicate this to trainers, jockeys, owners, media and industry figures which included dedicated website resource, information video, leaflets and racecourse seminars (including practical demonstrations for trainers).

Optimum Use of the Turf Report

Annual advisory report compiled by Racecourse Department, using Inspector of Courses' feedback and a statistical analysis of going/field sizes for all racecourses, again used for the annual Fixture allocation process.

Racecourse Manual

In 2008 this document, which sets out the ideal standard for track and course infrastructure specification, was updated, re-published and made available publicly on the BHA website. Main users are architects tasked with re-design by racecourses, and/or racecourses seeking to implement best practice.

Specific and Ad-Hoc Racecourse Issues / Developments

During the past 12 months the Authority, through the Racecourse Department and Inspectors of Courses, have been heavily involved in:

- the new build (track and professionals' infrastructure only) and licensing of Great Leighs racecourse;
- ongoing track / infrastructure guidance and monitoring of progress at Ffos Las Racecourse in South Wales, due for opening in June 2009;
- post-flooding track and infrastructure issues at Southwell and Worcester;
- refurbishment of polytrack (wax binder) at Wolverhampton;
- the formal review of equine fatalities at Sedgefield racecourse, with some specific track-related recommendations;
- ensuring resolution of track maintenance difficulties at Wetherby following re-construction of the track as a result of A1 widening;
- signing off of plans for new integrity tower at Fontwell; major stable yard work at Lingfield; brand new stable yard complex at Musselburgh and new weighing room complex at Huntingdon.

Easy Fix Hurdles

These fixed plastic hurdles were trialled in Ireland in late Summer 2008 and are used by some trainers in Britain on their schooling grounds. The Racecourse Department have set up a hurdles working group including NTF, RCA, Inspectorate, PJA and BHA Veterinary input with a view to reviewing their performance and considering their use in GB, based on racecourse demand.

Other

Jockeys' Appeals Scheduling

With appeals before the Disciplinary Panel normally being held on a Thursday, jockeys appearing wouldn't be able to confirm their availability to trainers for the Saturday in enough time to co-incide with 48hr declarations. Worked with PJA to change system so that suspensions started 14 days after the ride rather than 11, giving more Saturday availability.



HIGHLIGHTS

- > Full scale Rules re-write due for roll-out in 2009.
- > Minimum number of stalls handlers increased from 9 to 11 for quicker loads.
- > GoingStick readings now a formal requirement.



Top: Celtic Dragon at Bath.

Above: Richard Hughes guides Free Agent to a Royal victory at Royal Ascot. HM The Queen greets her winner.

Right: Henrythenavigator steers the right course to victory in the Stanjamesuk.com 2000 Guineas.





IN FOCUS

Strategic Review of the Fixture List

By Ruth Quinn, Director of Racing

The 2009 Fixture List was produced with access to information and data that has had never previously been available and, as a result, I believe that the 2009 Fixture List is the strongest that we have ever delivered.

Compiling it involves balancing the interests of all the sport's participants with the wishes of its customers, including bookmakers and racegoers.

The Authority launched a strategic review of the Fixture List as there was concern among participants that fixture expansion was having a negative effect on racing's appeal, its dedicated workforce, its quality and financial returns.

The review, led by my department and utilising the expertise of the Deloitte Sports Business Group, sought to establish the facts and analyse fixture-specific financial data in order to identify the optimal Fixture List for racing.

Submissions were made by a wide range of people including racecourses, trainers, jockeys, owners, breeders, sponsors, bookmakers, broadcasters, journalists and the public.

Coral and Totesport deserve particular credit for the level of co-operation they showed in sharing details of race-by-race betting office turnover with us which led to an analysis that had never previously been possible.

Findings

Key findings were revealed in the following areas:

Financial Analysis

- An average fixture generates a raceday profit of £80,000 (including contribution to the levy yield and profit for the racecourse).
- The top 10% of fixtures contributed 43% of total profit.
- Only 58 fixtures made an overall net raceday loss.

Saturday Racing

- Saturday is the sport's shop window, with 70% of all terrestrially televised races and accounting for approximately 30% of spectators in 2006.
- On average, the total levy generated on a Saturday afternoon exceeds every other afternoon of the week by at least 50%.

- Of the £18 million contributed by sponsors to prize money during 2006, £7.9 million (44%) was for races staged on Saturday.

Sunday Racing

- The performance of fixtures staged on Sunday varies significantly between racecourses although, in general terms, it is the worst performing day in terms of average raceday profit and average betting turnover.
- Despite the fact that, unlike any other day, approximately £1.2m is paid in appearance money to support field sizes, the average number of runners in each race remains at its lowest on Sundays.

Afternoon/Evenings

- Historically there has been little difference between the profitability of afternoon and evening fixtures.
- The floodlit winter evening programme, introduced in September 2007 had disappointing initial returns, with average attendances of only 795 during the mid-winter months, and betting turnover being just 55% of the average race and at its lowest on Saturday evenings.
- The extra volume of All-Weather Track (AWT) fixtures during the winter of 2007/08, resulted in unacceptably small field sizes with 44% of all AWT races staged in January and February including fewer than eight runners compared with 16% during the same period in 2007.

Recommendations

On the back of these findings, the review produced 25 key recommendations, including:

- Premier fixtures should be developed with the aim of establishing a distinctive brand of fixtures comprising solely of British Horseracing's

landmark events with minimum prize money levels and no races below a specified class

- Saturdays should ideally comprise two headline fixtures, a valuable 'newsworthy' feature race, two reasonable supporting cards and a sensibly balanced geographical spread of fixtures.
- The Authority will work with the relevant racecourses to address underperforming Sunday fixtures.
- With effect from the 2009 fixture list, it is recommended that fixtures are not staged on one Sunday in each of the months during the height of the winter, when fixture revenues and attendances are at their lowest.
- The number of winter evening fixtures should be reduced from four to three each week during the period from December to March, when no such fixtures should be staged on Saturdays.
- The Authority will work with Flat racecourses to provide a balanced distribution of AWT opportunities across the summer.
- The movement of an AWT fixture into the summer at the expense of a Turf fixture will in future require the Authority's approval.
- Where considered necessary, bidding for BHA fixtures will be restricted to racecourses in selected regions.
- The Authority will review the fixture list on a day-by-day basis at the end of the fixture allocation process and co-ordinate attempts to resolve geographical imbalances.
- Where a particular region is identified as being in need of a fixture on any given Bank Holiday, racecourses in that locality should be invited to apply to stage an additional fixture.

The Aftermath

Putting the recommendations in place for the 2009 Fixture List required co-operation from racecourses and this was excellent. Armed with specific data on income generation, we were able to concentrate our efforts on the few areas of weakness, where I believe considerable advances have now been achieved.

Many underperforming fixtures have either been removed or found alternative dates, whilst, wherever possible, imbalances have been addressed.

Overall, the 2009 Fixture List was originally reduced by 24 to 1480 fixtures, which included a reduced winter evening programme, an extension of the late summer break for Jumping from six to eight days, and three new Bank Holiday fixtures allocated according to geographic need.

Four blank Sundays had been programmed for January, February, March and December to help remove underperforming fixtures and try to alleviate workforce concerns. However, as part of the 48th Levy Scheme negotiations, the Bookmakers' Committee requested as a priority the reintroduction of Sunday fixtures where we had decided not to stage them. Recognising our duty to work alongside bookmakers as business partners, the Authority reinstated fixtures on those Sundays with the Levy Board providing prize money of £40,000 for each fixture. The bookmakers' requests to have racing staged at a time they identified as a priority emphasises very openly and directly the importance and value of British racing for them.

The Strategic Review of the Fixture List and the 2009 Fixture List can be found in full at britishhorseracing.com



INTEGRITY SERVICES & LICENSING

ROLE

To ensure the highest standards on and away from the racecourse

Paul Scotney

DIRECTOR OF INTEGRITY SERVICES & LICENSING

Paul was appointed Director of Security at the Jockey Club in 2003 after serving 27 years as a Police Officer, attaining the rank of Detective Chief Superintendent. He held a variety of senior management positions within the Metropolitan Police and Cambridgeshire Constabulary, specialising in intelligence development, informant handling, surveillance and covert operations. His last role was Staff Officer to Her Majesty's Inspector of Constabulary, Sir Ronnie Flanagan. He has followed horseracing all his life but also enjoys football, cricket and golf.

Paul is now responsible for the Integrity Services & Licensing Department which includes Investigating Officers, Stable Inspecting Officers, Stable Security Officers and Weighing Room Security Officers. Based in Shaftesbury Avenue is the Intelligence Unit and Licensing team.



In addition to the day-to-day role of policing integrity on the racecourse through the Stable Security Officers and Weighing Room Security Officers, monitoring the betting markets, licensing the sport's riders and trainers, registering members of stable staff, inspecting trainers premises and measuring them against the required standards, conducting investigations into potential breaches of the Rules of Racing, the following issues were dealt with by the Integrity Services & Licensing Department in 2008 under the respective targets set.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Merger of Security Department with Licensing Department

At the end of 2007 the Security Department merged with the Licensing Department to form the 'Integrity Services & Licensing Department', recognising that the licensing function is very much a part of the integrity function. Specifically, this change allows the two departments to work together carrying out a number of checks to ensure that participants entering the sport are of the highest professional and ethical standards.

Integrity Services

At the beginning of the year, Paul Beeby was promoted from Investigating Officer to Head of Intelligence and throughout 2008 has initiated a number of changes to the systems and processes of the intelligence function to ensure the organisation continues to be more intelligence-led in many of its day-to-day activities. In line with recruitment recommendations arising from the Neville Review (see below) a nationwide advertisement campaign recruited three new Investigating Officers from Leicestershire Constabulary, the Gambling Commission and the UK Border Agency.



Licensing function to become vehicle for ensure the standards are understood and met

Licensing Review

A full review of the licensing function was initiated shortly after the Security and Licensing Departments merged. The review recognised that the present systems and processes could be improved, both administratively and in terms of preventing individuals who pose a threat to the integrity of racing from entering or remaining within the sport.

The merger of the two departments has ensured that the licensing process is now intelligence-led. Specifically, a person entering the sport not only has to prove professional competence but also demonstrate appropriate standards; this is termed 'Fit and Proper' behaviour (see below).

Another fundamental change is the adoption of a 'risk-based' approach to licensing enabling more time and resources to be targeted at high risk areas. A review of the criteria for 'Fit and Proper' is also nearing conclusion, with issues being finalised with lawyers. Other consequential systems and process changes are taking place and include the replacement of the annual licence with a licence for an indefinite period. This will allow more time and resources to be devoted to our compliance regime. Specifically, individuals will be categorised as low, medium or high risk. A good example of how this will work is a trainer categorised as low risk will be visited less frequently by our Stable Inspectors than those categorised as medium or high risk. However, it should be borne in mind that someone categorised as high or medium risk is not necessarily because they are a threat to the integrity of the sport. It may be that they are new to the sport and regular visits are designed to provide them with support and guidance.

The current Licensing regime covers 35 valets, 596 trainers, around 7,000 stable staff of whom 5,500 need racing passes, 241 Flat and Apprentice jockeys, 400 amateur riders, 141 Permit holders, 190 Jump and conditional jockeys, and 42 riders' agents, all of whom are currently licensed / registered annually, at different times of the year.

Computer system development and a process to introduce digital cards rather than paper licences is well under way. It is envisaged that 2009 sees the end of annual licences.

Jockeys returning from suspensions

Any jockey or trainer returning to the sport after serving a penalty for the misuse of inside information has had to appear before the Licensing Committee prior to being granted a licence. They are asked about their

understanding of the new rules surrounding Inside Information and make a recorded commitment to the Committee to abide by those rules.

Racing School Talks

During the year there were 56 talks given by the Department to trainers, jockeys and stable staff attending courses at the British Racing School or Northern Racing College. They are aimed at educating people at the point of entry into the industry on integrity and licensing, including the rules around the use of Inside Information.

Integrity awareness programme to be established and rolled out

Inside Information Education Programme

Throughout the year, the department has worked together with Industry Recruitment & Training department to ensure that the regulated community receive the appropriate training on inside information. Eleven seminars on the subject were held for jockeys as a condition of their licence. All jockeys completed this training by the early half of 2008. Following this first phase of training, a number of similar seminars were organised for trainers around the country, who were also offered the alternative of completing an on-line e-learning module. Attention has now turned to advising owners and stable staff on this subject.

Anti-corruption: processes and procedures to be seen as best in all sport

Neville Integrity Review

Commissioned in October 2007 to ensure the recommendations of the 2003 Joint BHB/Jockey Club Security Review have been implemented and assess their effectiveness; carried out by Dame Elizabeth Neville, former Chief Constable of Wiltshire and a non-executive Director of the Serious Fraud Office. Soon after the review commenced, the terms of reference were widened to consider issues arising from the collapsed City of London Police Trial, as well as to assess the role and procedures that racing and sports governing bodies should adopt when dealing with matters that may involve breaches of law, in addition to the sport's own rules.

The review, published in May 2008, concluded that the approach adopted by racing is 'a model for the effective investigation of corruption in sport' and endorsed the sporting regulator's actions since 2003. It made recommendations to ensure 'continual evolution and development' the majority of which have now been implemented. The Review confirmed that, in relation to the City of London Police investigation and Trial, the Authority 'played no part in the decision to prosecute, in the preparation of the case or its presentation at court'

The recommendations included changes aimed at speeding up the investigation process, strengthening the role of Licensing as the gateway to participation in the sport, proposals to develop the prevention and deterrence strategy, a recommendation for the department's recruitment policies and practical recommendations for the department's on-course presence.

The Review Team also made it clear that the Authority should investigate and prosecute alleged breaches of the Rules of Racing notwithstanding that this conduct may amount to a criminal offence, subject to the exceptions:

- where the disciplinary powers of the Authority are so inadequate in an individual case that the evidence necessary to prove the charge cannot be obtained or the penalty would be ineffective;
- where the conduct disclosed to the Authority concerns substantial non-racing or non-betting matters of a serious nature;
- where a disciplinary panel, appeal board or the Board recommends such a step at the conclusion of disciplinary proceedings.

Assistance to Government Departments / Other Sports

Throughout the year, the department maintained a good working relationship with Government, the Gambling Commission and the Police.

The Department also continues to work very closely with the Central Council of Physical Recreation which is the umbrella organisation representing all major sports in the UK.

Integrity Services – Sharing Expertise

During 2008 the Department was visited by a number of other sports, law enforcement agencies, regulatory bodies and media representatives. These visits help others to understand how we operate.

The department continues to liaise productively with other industry bodies such as the Professional Jockeys' Association, National Trainers Federation and Racehorse Owners Association on all aspects of licensing and integrity.

In addition to these visits, Paul Scotney has spoken at a number of Integrity in Sports Betting conferences and workshops held during in 2008 hosted by other sports and law enforcement agencies.

Scambusters

The Authority shares information with the Office of Fair Trading's Scambusters team, which investigates mass-marketing betting scams under the guise of racing tipsters.

Case management

Investigations

The Department undertakes investigations into possible breaches of the Rules of Racing, corruption or other matters concerned with maintaining the integrity of racing. In 2008 the Department commenced 100 new investigations which included enquiries into betting irregularities, positive dope tests, intelligence-led information and the misuse of inside information.

Intelligence

The Integrity Unit received 2,698 intelligence reports in 2008 from a variety of sources. These are evaluated, linked to existing intelligence reports and developed where necessary into further enquiries or investigations.

HIGHLIGHTS

- > **Licensing Review means a move to a risk-based approach. 2009 will see end to annual licences.**
- > **2,698 intelligence reports dealt with in 2008.**
- > **56 talks given by Integrity team at the racing schools to educate those coming into the sport.**



EQUINE SCIENCE & WELFARE

ROLE

To promote the best for the Racehorse

Professor Tim Morris
DIRECTOR OF EQUINE SCIENCE
& WELFARE

Tim has a wide experience and expertise in veterinary science and animal welfare and joined the Authority in January 2008.

After graduating from the Royal Veterinary College, he spent some time in thoroughbred stud and mixed veterinary practice before returning to the College to complete a PhD. He then held a range of roles in research, clinical veterinary medicine and in public affairs for GlaxoSmithKline. He is a visiting professor at the University of Nottingham School of Veterinary Medicine and Science and has held a wide range of roles in veterinary professional organisations, industry bodies and animal welfare charities.

Tim is responsible for the Veterinary Officers, Technicians and Administrators, and for an Equine Science & Welfare Executive.



In addition to the day-to-day role of maintaining high standards of veterinary care on the racecourse, the integrity role of medication and drug testing, checking horse identities, providing veterinary expertise to the Stewards, the following issues were dealt with by Tim's departments in 2008 under the respective targets set.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Staffing

Veterinary Officers roles expanded to include specific projects or liaison roles.

Peer review for professional standards introduced for Veterinary Officers.

Veterinary Technician review for quality control introduced, and initiated broadening of role.

To ensure British Horseracing is best protected from and best prepared for risks of equine disease

Exotic Diseases

Leading role to raise awareness within government at Ministerial level of the animal health, welfare, economic, social and political risks of inadequate preparation for the risks of the introduction of exotic equine disease. Active involvement of racing in contingency planning for disease, gaining wide agreement on an industry roadmap that defines the need and priorities for disease control. Risk assessment for African Horse Sickness carried out for British Horseracing. Rules updated to cover all equine diseases that might affect racing.

Enzootic (Endemic) Disease

A number of incidents of stranglers at trainers yards. Trainers and their veterinary surgeons supported in using blood tests for speedier control of disease and speedier return to racing.

Vaccination Rules

There has been a small but significant incidence of errors in vaccination records in horse passports. This was fully reviewed, with involvement of stakeholders via the Veterinary Committee. A flexible approach to minor historical errors has been combined with stronger enforcement from 2009 and wide communication via national and international trainers' organisations and racing authorities.

Be seen as promoting the best care of racehorses, throughout their life in racing and beyond

Jump Racing Research Proposal

Submission made for a Levy Board funded post to use the Authority's comprehensive database of fatalities and injuries since 2000 to identify risk factors and design interventions to minimise risk to jump horses.

Review of Fatalities and Injuries

Senior Veterinary Advisor now produces weekly reports for internal departments covering fatalities at racecourses. The purpose is the active early management of any increased fatality rates above course and national norms. Any issues are addressed by the Veterinary and Racecourse Departments working with the racecourse. These reports complement yearly summaries for each course that are sent to each Clerk of the Course. Increasing interest from Clerks in reviewing and acting on these reports.

Training and Welfare System

This free on-line system that records training, health and management data for trainer's horses has been in development for some years. It was finalised and launched in July and is available via the Racing Administration website. There has been modest but sustained uptake, and further use is being promoted.

Whip Use

New public policy document produced and published. Approach to whip use reviewed with Stewards and Professional Jockeys Association, leading to commitment to introduction of individually identified whips to allow monitoring of any whip wear, improved jockey education and Rules that distinguish between misuse that may affect horse welfare and use that does not.

Stable Hygiene

Veterinary Officers continue to inspect a selection of boxes and the Sampling Unit at every meeting attended and liaise with racecourse and Inspectors of Course.

Major Jump Meetings

Enhanced veterinary presence at the Cheltenham Festival and Grand National meeting includes risk based pre-race examination, close liaison with racecourse and its Veterinary Surgeons.

National Equine Welfare Protocol

HRH The Princess Royal invited the Police, national and local Government, regulators such as the British Horseracing Authority, equine and animal welfare groups to participate in a lessons-to-be-learned review after the incident at Spindles Farm, Buckinghamshire where neglected and dead horses were found in January 2008. The result was the National Equine Welfare Protocol launched in June 2008. Although there were no registered thoroughbreds found at Spindles Farm, the Authority played a leading role in the Review as part of its wider responsibility to the equine industry. The Protocol provides a coherent and swift response to instances of neglect, especially in the rare cases where many horses are involved, setting out the relevant

procedures to be followed and the agencies involved. It has also enhanced the day to day relationship between the groups involved.

Horses before, during and after Racing

During the second half of the year the Equine Science and Welfare Executive worked with Weatherbys to produce an analysis of horses after racing. This was to allow a review of racing's needs and strategy for these horses. As the economic situation deteriorated this work was expanded to initiate wider monitoring of data and intelligence to alert the Authority to any risks to horse welfare.

Research Projects and Veterinary Advice

The Authority supports via data or assistance a number of research projects involving racing's data. As an example Nottingham Veterinary School has completed the first database and analysis of Point-to-Point fatalities and injuries. Protocols were established to ensure confidentiality and data security. Scientific advice was provided within the Authority, for example on wind operations and laparoscopic sterilisation.

To have clear, understood and respected anti-doping rules, procedures and protocols

Raceday Medication Restrictions

There has been poor understanding of the Rules on what can, and cannot be bought into, and used, in racecourse stables. A major communications campaign was undertaken nationally and internationally, involving stakeholders' own publications and well as posters and help sheets in several languages.

European Horserace Scientific Liaison Committee

Leading role to formally incorporate this group as legal entity to allow robust data exchange within Europe and increasingly beyond to achieve better harmonisation of medication and drug control.

Testing Policy

The Directors of Integrity & Licensing and of Equine Science & Welfare worked together to produce a new Testing Policy. This moves away from passive surveillance for drug misuse to an intelligence led approach, with testing based on risk. Education and prevention are now balanced with drug detection and enforcement. Formal procedures were introduced to monitor and approve any changes in drug analytical methodology with requirements to notify stakeholder where the changes might have an impact.

Professional Communications

Veterinary Advisor (Medication) role established out of existing post to refocus activities on communication and advice to trainers and their Veterinary Surgeons. Communication with British Equine Veterinary Association and Association of Racecourse Veterinary Surgeons over concerns on Detection Times for intra-articular corticosteroids.

Contaminated Feed

Authority leading work to understand what standards should be required of feed manufacturers to avoid contamination. Contacts established with poppy growers and processors to understand risks and specialist feed manufacturers outside the equine sector to understand quality standards, Working with British Equine Trade Association (representing horse feed manufacturers) to establish robust quality control and assurance for horse feed.

Enforcing the Ban on Non-therapeutic Substances

British Horseracing has always had the policy of drug free racing, including no use of prohibited substances, and not allowing any medicines on racedays. In training we only permit therapeutic agents that must only be given in the best health and welfare interests of the horse. We prohibit the use of performance enhancing drugs. This includes any use of anabolic agents to increase muscle mass, such as certain types of steroid drugs, and the use of drugs for a 'partitioning' effect to increase muscle and

reduce fat, such as seen in the misuse of bronchodilator drugs. This approach to drug use in training is harmonised across Europe and is similar to many, but not all, racing nations. In July 2008 it was announced that from 2009, overseas trainers will have to declare that their horses have not been trained on non-therapeutic substances or face a ban from running in British races.

Establish equine welfare communication and stakeholder engagement plan

Animal Welfare Act

The Authority has been active in educating racings stakeholders over the impact of the recently introduced Animal Welfare Act. Its provisions were already covered in the Rules, but they have been brought together more clearly in the revision of the Rules. The Authority has been in ongoing discussions with the RSPCA and the Association of Chief Police Officers to formalise interactions in potentially serious cases.

Thoroughbred Exports

Continued support to the Thoroughbred Breeders Association on exports to India.

DEFRA

Improved contacts with Ministers and officials of the Department for Environment, Food and Rural Affairs. The Authority hosted a Ministerial behind-the-scenes visit to Ascot. Contact with the Veterinary Medicines Directorate on registration of premises for drug supply at racecourses and on sharing medication control data.

Communications Department

Extensive co-operation with the Authority's Communications Department to ensure Ministerial, Parliamentary, Media and stakeholder animal welfare issues addressed.

Veterinary Committee

Established in BHA format as industry's forum for feedback, advice on regulatory action and establishing priorities for research. Met twice, established firm industry research priorities for the first time, met with horse welfare group and discussed a wide range of other welfare and science issues.

Association of Racecourse Veterinary Surgeons

Joined Veterinary Committee in 2008. The Authority supported with planning, speakers and resources a successful, and largest ever, Casualty Management Course. Supported ARCVS in new Communications Good Practice Guide for Racecourse Veterinary Surgeons.

Levy Board's Veterinary Advisory Committee

Extensive discussions over industry research priorities.

Public Information

Public Policy documents developed on Racing's position on the whip, bringing together law of the land, rules of racing, whip specifications, penalties for misuse. Major Veterinary section of britishhorseracing.com overhauled, with separation of general and detailed information and new reporting page with narrative and metrics on horse fatalities and injuries.

Welfare Communication Workshop

Held at Newbury in October – jointly by the Authority and RCA for racecourses. Talks by Tim Morris and Jon Ryan from BHA. Other presentations on crisis management, threats to the industry, racing's key equine welfare message, dealing with the media. RCA Guidance Document on this area reviewed, with very positive feedback from attendees. Increased number of horse welfare statements on racecourse websites and contact from racecourses to the Authority.

Thoroughbred Racing & Breeding Seminar

Held at Cheltenham Racecourse, November 2008. The Director spoke on genetics research and its responsible application in thoroughbred breeding and the Senior Veterinary Advisor updated stakeholders on injury and training records.

Veterinary Officers

Authority's Senior Veterinary Officer attended the Breeders Cup meeting as a member of the International Veterinary Officer Team. One of the Authority's Veterinary Officers attended the American Association of Equine Practitioners Conference in December 2008 and participated in several of the specialist meetings of US racing regulatory Veterinarians.



HIGHLIGHTS

- > Raceday medication rules simplified and published in foreign languages as well as English.
- > Welfare Communications Workshop held for racecourses resulted in more welfare statements on courses' websites.
- > Weekly fatality reports done to allow quicker reviewing and action.





IN FOCUS

Racing Together Horseracing and the Community

British Horseracing is important to a great many people in many different ways. The sport is an integral part of a wide range of communities throughout Britain, and plays an enormous role in the social and cultural life of the country.

Our reach extends across the whole of Britain, from the biggest cities through to the smallest villages, encompassing 61 racecourses, hundreds of training yards and stud farms, and of course a presence on virtually every high street through the windows of bookmakers shops.

Our appeal draws in huge numbers of people. Just under six million people went racing in 2008. The unique reach of Racing, across age, gender and class, is a huge credit to the appeal of our sport.

In 2006, we measured the economic impact of racing in a report we commissioned from Deloitte. It revealed some impressive and important statistics about the contribution of the sport and the wider industry. But statistics can never convey the full contribution of racing – the less measurable impact on British life and how much racing does and what it really means to people.

In 2008 we issued a pamphlet – Racing Together – Horseracing and the Community – which gave a snapshot of just some of the projects, charity giving, and partnerships where Racing is involved in local communities and educational projects across the country, and there are of course many more.

One of the responsibilities of the Authority is to promote the sport. This includes demonstrating its importance to modern Britain. We want to champion the contribution that racing makes. In 2009, we will be working closely with all in the sport to develop our first Community Strategy.

This work will include undertaking the first audit of the contribution racing makes to the community; highlighting best practice and giving greater recognition to existing work; and developing still further public and private partnerships in which racing works to deliver in the community.

Some examples of this work, featured in Racing Together, were:

Lambourn Open Day – Run by Lambourn Trainers Association

This is run on Good Friday every year and is a unique opportunity to see the horses in the training yards throughout the Lambourn Valley. Last year over 30 trainers opened to the public and more than 10,000 people took the opportunity to see at first hand the Lambourn racing industry.

In the afternoon the massive events field opens with a full programme of equine and country related shows.

Since the first Lambourn Open Day in its current format it is estimated that over 100,000 will have attended and over £500,000 has been raised.

The bulk of the money goes to The Lambourn Valley Housing Trust which works for the welfare of the stable staff and their families in the valley. As well as the main Francome Fields project, they also donate money to Lambourn based groups, e.g. Scouts and Girl Guides and coffee and holiday clubs for the elderly, as well as a decent donation to the Lambourn School; in recent years they have given an annual £3,000 to the Thames Valley Air Ambulance which gives a great service to the Lambourn region.

Racing to School – Run by British Horseracing Education and Standards Trust

Racing to School Smiling faces, laughter and learning? That's exactly what happens on the Racing to School programme. It introduces young people to the horseracing industry and gives them an opportunity to consider the sport as both a leisure pursuit and career opportunity, whilst enhancing and enriching their studies.

Groups of pupils and students in the 4-18 age range cover extensive areas of the National Curriculum during their visits to racecourses, with Maths, Literacy and Science easily linked to the horseracing industry. Since 2001 over 50,000 pupils have taken part and the aim by 2010 is to see 20,000 a year going through the programme.

The Newmarket Racing Partnership

Racing Welfare is a leading charity providing an accessible, responsive and professional occupational and welfare service to all of Racing's people. The Newmarket Racing Partnership was initiated in response to growing concerns around social issues within the community, particularly associated with addiction. It brings together various groups from the racing and breeding industry, and the wider community, initially in Newmarket and eventually across the UK. The partners work closely with other community groups on projects within established forums such as the Safer Neighbourhood Partnership, Pubwatch and the Voluntary and Statutory Partnership. The racing industry is working to ensure that if any of its members find themselves affected by addiction they have the opportunity and support to take responsibility for their situation. This support is offered to all members of the Newmarket community.

Partners: Injured Jockeys Fund, National Trainers Federation, New Astley Club, Newmarket Trainers Federation, Racing Welfare, Substance Misuse Implementation Team, Thoroughbred Breeders' Association.

Charity Events

Angels of the North

Northern Racing Ltd has racecourses all over the country, and when it comes to supporting charities' fundraising efforts Newcastle Racecourse shines out as being most certainly an Angel of the North. It held nine charity race meetings in 2008 for nine different charities.

This is just one example of how a single racecourse facilitates fundraising activities for charities and it is repeated up and down the country. Race meetings offer a fantastic opportunity for charities and are always so well-supported by the generosity and goodwill of the British racegoer.

Saints and Sinners

Scottish racing in particular boasts one of the longest charity relationships likely to be found in any sport with their Saints & Sinners raceday. It was held at Hamilton Park Racecourse for 42 years in support of the Saints and Sinners Club of Scotland before moving to Ayr Racecourse in 2008. This special race night aims to raise funds for the Saints and Sinners Club to support small Scottish charities through the awarding of grants. Members of the Celtic football team rubbed shoulders with stars from radio and television and after racing top tribute act Bjorn Again performed Abba hits.



The full Racing Together – Horseracing and the Community document can be found on britishhorseracing.com

We want to champion the contribution that Racing makes. In 2009, we will be working closely with all in the sport to develop our first Community Strategy.



COMMUNICATIONS & PROMOTION



ROLE

To represent and promote the best of the sport

Jon Ryan

DIRECTOR OF COMMUNICATIONS

Jon joined in April 2008 from the Sunday Telegraph where he had been sports editor for eight years.

A Fleet Street journalist for more than 30 years, he joined the Daily Mail as a reporter in 1972 after working on local newspapers in west London and Reading on both sport and news. He covered a range of major national and international stories before moving to the Mail on Sunday and during his time there was news editor, sports editor and assistant editor until joining the Telegraph in 1999. London-born, he spent part of his childhood in Epsom where his enthusiasm for racing was triggered. A regular skier he takes a keen interest in a number of other sports, particularly football.

Jon has responsibility for the Communications & Promotion Department.



Jon's departments cover all aspects of internal and external communications and promoting the sport to get more people involved. The following projects were undertaken in 2008.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Departmental Re-Organisation

In February 2008 Paul Struthers became Media Relations Manager, Authority's first point of contact for media enquiries. Will Lambe appointed Head of External Affairs to deal with policy, public affairs, racing's position with Government and other stakeholders.

James Oldring, previously Industry Marketing Manager, moved away from promotions to a projects role with the title Corporate Projects Manager.

Promotions Manager

Amy Sherman appointed to develop and manage a well-constructed, cost-effective promotional plan to support the Authority's promotional objectives and reach key target audiences. Amy comes from Freud Communications, where she managed a number of consumer PR and Marketing accounts and has previous racing experience at both Ascot and Newmarket and Racenews.

Website Editor

Robin Mounsey joined as a dedicated resource to ensure britishhorseracing.com becomes more prominent as the sport's key website promoting the sport and providing necessary information on governance and regulation.

Daily Press Cuttings

Service to be changed from paper to electronic system to save money, departmental time and improve efficiency and service level provided for other Authority employees.

Authority's position to be clear and understood

British Horseracing Conference

First one held February 2008 to set out objectives and proposals for the Authority, at QEII Conference Centre, Westminster. Minister for Sport Gerry Sutcliffe and Chairman of the Gambling Commission were guest speakers. Conference was attended by media, key stakeholders and industry leaders from horseracing and other sports.

Annual Review

2006/7 version distributed at Conference, also sent to industry, media, overseas racing authorities and staff. 2008 Review to be delivered at 2009 Conference.

Panorama

BBC's Panorama gave notice of intention to revisit racing post-City of London Police trial, revealing little about the actual content. Background briefings held to convey details of integrity measures taken since last Panorama programme in 2002. Allowed to film in Integrity Unit, at an inside information seminar for jockeys and interview Authority director Ben Gunn.

Programme screened late July, focusing on the Crown Court trial and related issues such as the misuse of inside information and laying horses to lose on betting exchanges.

After the screening, the Authority was able to confirm it had investigations ongoing and files with legal advisers for consideration of possible disciplinary proceedings against those mentioned and that the CPS and Police had agreed to make evidence from criminal trial available to the Authority after a frustrating seven month delay. The programme acknowledged that the sport had made major decisions to address the threats faced and nothing in the programme was not known to the Authority's Integrity Services department.

Industry Monthly Briefing

Monthly email briefing instituted in 2008, prepared by Corporate Projects Manager, to communicate decisions, policy positions and ongoing consultations with stakeholders.

Media Liaison

Daily by Media Relations Manager and Communications Officer. Individual Directors as required by Communications Team.

Public Liaison

Daily by Communications Officer and Assistant by email, letter, phone, dealing with complaints and queries. Better links developed between Communications Officer and Channel 4 Racing to answer the public emails / queries sent via that route. Recognition of those viewers as key constituents.

Welfare Communication

Seminar held for racecourses at Newbury in October – jointly by Workshop the Authority and RCA. Talks by Tim Morris and Jon Ryan from the Authority. Other presentations on crisis management, threats to the industry, racing's key equine welfare message, dealing with the media. RCA Guidance Document on this area reviewed. Positive feedback from attendees.

Internal Communications

Monthly email briefing sent to staff to convey both industry issues and internal company issues. Intranet a key tool for internal communications.

Sports Editors

Chairman and Chief Executive held a lunch for Sports Editors from key newspapers, to thank them for continued strong coverage, explain issues affecting the sport. Well received.



Establish single voice for racing with government and agencies

Head of External Affairs

As well as the specific issues below, support of project work on Tote, Levy, to Paul Scotney (Integrity in Sport), Tim Morris, work on consultations from DCMS, DEFRA.

Gambling Commission

Work with Gambling Commission to increase their understanding of racing.

DEFRA Review of Drought Order

Work to protect racing's interests and ensure that courses/others receive priority in any drought situations.

APRG

Head of External Affairs acts as Secretariat to this group. Co-ordinates interested MPs and Lords to visit courses and racing centres. Ensures racing's policy positions and updates on issues are communicated to the group.

Parliamentary Monitoring

Your Mandate retained as parliamentary monitors. Every time mention is made of the sport in Parliament, relevant stakeholders are alerted by Head of External Affairs and our position is made clear where appropriate.

Get more people going racing, talking about racing, watching racing, betting on racing, getting involved in racing

Cheltenham Gold Cup 2008 – Kauto Star vs Denman

Promotional plan and activities dovetailing with sponsor and racecourse promotion of their race. Frontpage of britishhorseracing.com changed to focus on the race, factfiles for both horses circulated to the non-racing press and television news stations.

Britishhorseracing.com

Website redesign put on hold pending Racing Promotions Group / Rod Street's rebranding project, sure to have implications for the promotion of the sport through the Authority's website. A number of 'quick win' solutions for are being brought in to increase traffic to the site, such as redesigning the look and feel of the site, adding more features such as blogs from notable industry personalities, a new homepage which includes video, content refreshed and brought up to do and more logical structure given to the site.

Consideration being given to allowing relevant advertising on the site in 2009.



Beaming owner Princess Haya and husband Sheikh Mohammed lead in Vodafone Derby winner New Approach.

Scottish Bookmakers Promotion

Following ideas put forward within the Racing Promotions Group (RPG), in which it was suggested that British racing should work more closely with bookmakers to encourage punters to go racing, a trial promotion was held in Scotland with a view to roll out nationally in 2009. The promotion was based on a 2-for-1 offer, available through all Scottish bookmakers' shops during August 2008. Ladbrokes, Coral, William Hill, Scotbet and totesport all supported the initiative, which was viewed by the RPG as a success. The promotion was devised in conjunction with Scottish Racing and all promotional material produced and circulated by the Authority.

Daily Racing Bulletin

Working with the RCA and funded by Racing Enterprises, a daily email is sent to papers and radio stations local to those courses racing the next day, highlighting notable jockeys, horses, traffic news, entrance prices, any interesting facts and any raceday theme. Designed to increase local coverage of racing. Also sent to Nationals every day. Strong feedback. Betfair/Timeform radio looking to do an audio version daily based on the back of this.

Stable & Stud Staff Awards, Anglo-Irish Jump Racing Awards Order of Merit

See IN FOCUS pages 32-33.

Racing Promotions Group

Department working closely with Rod Street, REL and Racing Promotions Group over the rebranding project currently being undertaken.

Gojumpracing.com

Jump racing portal inspired by Racing Promotions Group and funded by Racing Enterprises Ltd, successfully delivered by HRSM Ltd, overseen by Web Editor. Advertising and press coverage obtained to hail its arrival. Positive feedback received. Site is centralised ticketing portal which decodes the fixture list making it more accessible for newcomers to the sport, alongside promoting major events and featuring many ticket promotions, alongside several tools such as a beginners guide to demystify the sport.

Summer Card

With sponsorship from ladies retailer Coast, Summer Card issued to those registered on the Authority's website (approx. 29,500) and given to all Coast customers during May. It is essentially a guide to Flat racing's major events and beginner's guide, dress guide etc. The Authority and Coast Stores teamed up to offer an exclusive competition for their customers, with the prize of a package for four to Ladies Day at Royal Ascot.

Tote Scoop6

Competition on britishhorseracing.com to herald the biggest ever pool for the Scoop6 in late 2008.

Sun Summer Racing Supplement

A sponsored eight-page pullout in the Sun; copy provided by the Authority, betting and advertising partners sourced by the paper. Competitions were included to enhance the pullout, including days out at Royal Ascot. The supplement was targeted at a younger audience and those with families. It focused on value for money and entertainment, highlighting supplementary on-track events such as pop concerts, beginning after the racing has concluded. The centre pages included a map showing all racecourses, with contact details, as a call to action, to encourage ticket sales.

Tourism

A key marketing and promotional area being looked into with an Ashes Tour in 2009. Working with Welsh Tourist Board over Ryder Cup 2010 at Celtic Manor and Ffos Las racecourse opening in 2009.

Weddings Promotion

In September 2008, the Authority exhibited at the National Wedding Show in London, with the aim of presenting British racecourses as the ideal, unique setting for the perfect wedding ceremony and reception, as well as all the other associated celebrations (stag, hen, engagement). Through a competition to win a day at the races, we collected 800 people's contact details - varying from those that simply entered the competition to those who want to find out about getting married at racecourses - through to those who wanted to know more about racing in general. The target audience of 27,000, many of which passed or visited the stand, was further supported by press and advertorial activity in key wedding publications.

British Horseracing to be, and be seen as, important to modern Britain

Community Plan

See IN FOCUS pages 24-25.

Prince's Trust

In November 2008, the Authority announced its commitment to working with The Prince's Trust. Racing will join football, cricket and rugby in the Sport United leadership group. To help publicise the scheme, four Racing Ambassadors have agreed to promote the link between the sport and the Trust - trainer Andrew Balding, recently retired jump jockey Mick Fitzgerald, the most successful current female rider in British racing, Hayley Turner, and in the rising star of flat racing Richard Kingscote. The project aims to show the opportunities that exist within the sport. Racing directly employs over 20,000 people with another 70,000 working in related sectors. With over one million young people not in work, education or training in the UK, The Prince's Trust helps young people to broaden their horizons and believe in themselves - and racing wants to play its part.

HIGHLIGHTS

- > **Gojumpracing.com launched and nominated for a prestigious sports industry award.**
- > **Daily Racing bulletin launched to provide local papers and radio with news on their local fixtures.**
- > **Authority sponsored and wrote copy for an eight-page pullout in the Sun to get their readership to the races.**



All the departments in Chris's domain have a wide ranging remit to support both the other business areas of the Authority and the sport's stakeholders generally. For example, the Legal team works day-to-day in helping to deliver the objectives of the Disciplinary and Integrity Services & Licensing teams, and the Industry Recruitment & Training team has played an integral part in the Inside Information project led by Integrity Services. Projects and initiatives led the Finance & Corporate Services team are set out below.

TARGETS

Department organised to ensure high service levels in most cost-effective way

Finance

Paul Foster promoted to role of Financial Controller, tasked with driving efficiencies through improved budgeting process and financial reporting.

Reduction in transaction numbers and improved cashflows through agreement with racecourses over fees invoicing, enabling delivery of a nil increase in fees year on year.

Human Resources

Rationalisation of team structure, reduced to four staff, with Claire Dale leading the team as new department manager and restructured roles for the other three team members.

ROLE

To ensure the best possible administration and services for the sport

Chris Brand

DIRECTOR OF FINANCE & CORPORATE SERVICES

Chris graduated in mathematics from Oxford University and joined Trafalgar House in 1992, qualifying as a Chartered Accountant in 1995. He left the company in 1997 to join the BBC's Group Finance department, before successive promotions saw him assume, in 2000, the role of Head of Finance and Business for BBC Radio 4 and BBC7. He was appointed as BHB Finance Director in June 2004, and has a lifelong interest in horseracing, currently with two horses in a small racing partnership.

Chris is responsible for the Finance, Legal, Information and Communication Technology, Industry Recruitment & Training, Human Resources, Office Services departments.



Legal

Expansion of the team's contribution under Legal Affairs Manager / Company Secretary Oliver Codrington, now providing advice in-house across all issues rather than the previous narrow regulatory remit.

BHA people and office

Office Accommodation

A rent review of our current offices in Shaftesbury Avenue has given us the opportunity to consider our future property requirements, making most efficient and effective use of our space and looking for ways to share space with stakeholders to minimise cost and improve communication.

As part of the review, new properties have also been considered, and a decision will be taken well in advance of the September 2009 rent review date.

Staff Survey

Carried out in 1st quarter of 2008 to gather information about what it was like to work for the new Authority. 72% of staff responded to give views. As expected, these were wide ranging, but a request for improved communication down through the Board, Executive team and line managers was a consistent theme. We are now addressing this in a number of ways, specifically to improve face to face communication with our staff based outside of the London head office.

Performance Management

The Staff Survey feedback above also raised the issue of career progression within the Authority. This has fed into a new Performance Management system, replacing previous disparate systems and capable of being used for all job roles in the Authority. Rolled out in fourth quarter of 2008, more regular assessment of performance will allow us to develop our staff more effectively and ensure individual's objectives are aligned with the Authority's overall objectives.

Employee Betting Policy

Betting is symbiotic with our sport, but as the regulatory body, we have a responsibility to be clear with staff and stakeholders as to how and when our own staff can bet. The new policy was launched in the 4th quarter of 2008 following an extensive staff consultation process.

Expenses Policy

A new policy, again to combine previous different practices of our legacy organisations, has been the subject of another extensive staff consultation process and will be launched in April 2009.

Field Operations Staff Clothing

New clothing issued to those working on the racecourse / away from 151 to ensure better protection from the elements and provide a visible and consistent on course presence for our Raceday Teams.

Ensure British Horseracing has the best possible administration systems and support at an agreed cost

Business Continuity

Business Continuity team established under Steve Shaw, ICT Manager, with representatives from each department, to ensure procedures in place to maintain the essential regulatory and governance activities of the Authority in the event of a major incident or crisis that threatens critical infrastructures eg, hardware failure, denial of access to site or staff accessibility.

Information Access and Security Policy

Work in progress to consider the extensive range of physical and electronic data and information captured by the Authority, to ensure its secure storage (and destruction when no longer required) but also to make it easily accessible to all our staff and, where appropriate, stakeholders.

Technology Review

Working with Weatherbys to ensure that sport's administration systems make best use of technology in the future, beginning with the integration of three Weatherbys administration systems into a single new service.

2009 Budget

Authorised by Board in December 2008. Spend frozen at 2008 level - £33.7m, which in turn was only 1.7% higher than spend in 2007 excluding one-off pension costs. Consequently, the Board was able to confirm there would be no increase in fees payable by racing's participants in 2009, such as those for licensing and the processing of entries.

Racing to agree plan and priorities for central funding

Racing Enterprises Limited (REL)

Encouraged by Government, Racing took a lead in British sport in setting up the British Horseracing Authority as governing body managed by a Board including a majority of independent directors. Part of that process involved splitting central commercial activity into a separate company, to be controlled directly by the sport's stakeholders. The corporate structures and agreements to achieve this are complex, but good progress has been made in late 2008 / early 2009 in completing them.

REL appointed Chris McFadden as its first Chairman in June 2008.

Tote Sale

Government rejected a racing consortium bid in March 2008, but gave a welcome reinforcement of their commitment to Racing that half of the net proceeds from any sale of the Tote on the open market would be returned to Racing.

In view of the economic conditions, Paul Roy advocated a no-sale decision in July 2008. Government announced in October that it would not proceed with the sale in the medium term, calling forth Tote and racing to "continue to work closely together for the benefit of the sport and the punter."

Whole sport people plan

Workforce Shortage

After Government consulted on their plans to change the current migration systems for non-EU nationals, the Authority worked with NTF and NASS to press racing's case for 'shortage occupation' status. Our approach was successful as in September 2008 the Migration Advisory Council granted Shortage Occupation status to work riders, although it did not recognise Grooms in the skilled workers category. The Authority is now working with the UK Border Agency to agree a process for endorsement of sponsoring employers and is looking at ways to continue to recruit skilled staff.

School Curriculum Programme

Following the launch of the racing industry's community strategy, 'Racing Together', a new online resource aimed at 11-16 year olds was created under the banner 'Racing To School' and is one of the Authority's first major projects that reaches out into the community supporting the education of young people. Raceday for Schools went live nationally in September and is directly linked to Enterprise education and gives students the chance to develop their knowledge and skills through the context of the British horseracing industry. Students are able to manage an interactive racecourse and see the effects of business decisions as well as completing quizzes and games throughout the resource. It has been nominated for a Sports Industry award in the 'Best Digital Sport Marketing Campaign'.

Welfare and Training Group

Under the chairmanship of Morag Gray, the Group considers all health, welfare, lifestyle and training issues. It will co-ordinate the implementation of new and existing welfare plans and strategies. These include those arising from the Stud & Stable Staff Steering Group (whose work has been absorbed into this new Group), the Lifestyle & Welfare Group and issues arising out of Dr Michael Turner's findings in relation to jockeys' health and his ongoing research. The Group will be where all such future welfare issues will be dealt with on behalf of the Board and its main objectives are:

- To achieve the optimal welfare for those front-line participants in the sport (i.e. jockeys, stud & stable staff, attendees of the Racing Schools) through a co-ordinated programme of care provision, protection, and prevention;
- To ensure a co-ordinated programme of training and education for the participants in the sport to maximise participants' potential, throughout their careers.

Industry Recruitment & Careersinracing.com

Careersinracing.com is still a key part of the sport's Careers in Racing brand recruitment strategy. The team attended the Badminton and Bramham Horse Trials, The Royal Show and Olympia in 2008 to raise the profile of horseracing to the equine audience. Also teamed up with Cheltenham, Uttoxeter and Brighton racecourses to run Careers Fairs where over 600 students, 30 lecturers and 40 career advisors from 12 equine colleges attended.

The website continues to attract a monthly average of 9,554 visitors. The Job Board boasts over 250 registered employers, over 1200 candidates and has seen over 550 jobs advertised since its launch in July 2006.

Industry Training

Industry-funded foundation courses run by the BRS and NRC saw 237 people complete their apprenticeships in 2008, while over 45 students completed the apprenticeship and diploma courses run by the National Stud, which also successfully run stud secretaries courses.

Authority-run courses: Graduate Development Programme with 14 students; British Racing Industry Course; two Overview of British Racing one-day introductory courses held in 2008 - 65 delegates.

Other

National Association of Stable Staff

Since December 2006, the Authority has held in a separate Escrow account funds due to NASS from the distribution of prize money. These will be released in full when their restructuring is complete. It has made significant progress during 2008 and the Authority recognised this by approving the release of six months funding directly to the association in November 2008.

Tattersalls Committee

Since the Gambling Act came into force on 1st September 2007, gambling debts are now recoverable in law. Therefore, it is no longer necessary or appropriate for the Authority to give effect to a decision of the Tattersalls Committee by excluding people from the sport and access to British racecourses. References to the Tattersalls Committee were therefore removed from the Rules of Racing.

Tattersalls Committee does remain in existence as an adjudication service largely in relation to on-course betting disputes, with the new Administration of Gambling on Tracks Limited (formerly the NJPC) providing a secretariat role. The Committee also maintains the Tattersalls Rules on Betting, the standard set of rules used by the on-course market.





IN FOCUS

Celebrating the Sport

By Jon Ryan, Director of Communications

One of the things that attracted me to this job – promoting the sport – was that as a lifelong fan of racing and former Sports Editor of the Sunday Telegraph, I knew that racing had a good story to tell.

Every Saturday brings a new hero, either to purists or punters, and I was lucky to read all about their exploits through Brough Scott's reports. His new book has just the right title – Of Horses and Heroes. The sport has plenty of highlights and heroes, and it is right to honour them all.

Alongside the day-to-day regulatory work of the Authority, my department organises several award ceremonies to honour the champions of our sport, but not just the household names.

Stable and Stud Staff Awards

The Stud and Stable Staff Awards celebrate the grass roots heroes. It is an event to honour those who truly make the sport happen.

These Awards, generously sponsored by Godolphin and run by the Authority in association with the Racing Post, offer the chance for stud and stable staff to gain recognition for their work behind-the-scenes as well as a welcome cheque. An invited audience of over 150 was at the ceremony to watch the awards being presented by guest of honour Richard Dunwoody, former Champion Jockey.

Nominations are made in five categories: newcomer, special merit, rider/groom, stud staff, senior staff. Three people are shortlisted in each category and a winner announced the next day at the Awards. The winners of each category win £3,000 for themselves and £3,000 for the other staff in their yard, and the two runners-up in each category win £2,000 for themselves.

One of the five category winners goes on to be voted as Employee of the Year, which carries a prize of £12,500 for the winner and the same amount to be shared among other employees in the yard.

There was no shortage of emotion at the Awards ceremony in London as the audience applauded Katie Clark's courage in the face of Aggressive Hodgkins Lymphoma to win the special merit award. The disease was first diagnosed in the summer of 2005 when she was a full-time lass

at Henrietta Knight's yard. Within two years she had fought hard and although too weak to ride out, she managed to lead up Aztec Warrior at Cheltenham and also had the classy Racing Demon under her care – two horses that inspired her in her battle.

Victoria Blueman, an employee of Lucy Wadham at Newmarket and winner of the Newcomer award, was another who struggled to get where she has. Her mother died when she was 12, she had little family support and fell out of the education system. But, she always wanted to work with horses and pursued this by going to the Northern Racing College and from there to Lucy Wadham who praised in particular Victoria's work ethic and cheerful approach.

Victories for Charlie Wood in the Stud category, Karen Parris in the Senior Staff category and Sean Travis in Rider/Groom category gave just rewards to three people who had over 100 years experience in the sport between them.

Sean Travis won Rider/Groom and was also judged Employee of the Year. By the end of the afternoon he was known simply as 'Trav' to everyone who hung on to his every word as this natural raconteur regaled the room with tales of horses he had known and loved from his 45 years in racing, spent with Noel Murless, John Oxley, Jeremy Hindley, Henry Cecil and Jeremy Nosedá.

The sport has plenty of highlights and heroes, and it is right to honour them all.

Anglo-Irish Jump Awards

From human heroes to equine ones, and just as Aidan O'Brien was warming up to win a record haul of European Group 1s on the Flat, there was a chance for Britain to stake its claim to jumping dominance with the Anglo-Irish Jump Awards.

The Awards are held to coincide with the Anglo-Irish National Hunt Classifications, where handicappers from both sides of the Irish Sea agree ratings for the best performers according to distance and divided between hurdlers and chasers. An audience of over 200 including trainers, owners, jockeys, industry figures and the media from Britain and Ireland attended the ceremony at the Cafe Royal, hosted by Clare Balding.

For me the Awards sum up some of the best things about jump racing: the amazing level of achievement from horses we see over many seasons; the analysis of performances leading to the usual pub debates – and professional debates for those who witnessed the handicappers being grilled on their ratings by the likes of Timeform and the Racing Post at the press conference prior to the lunch; the camaraderie between rivals; and finally the healthy dose of competition between the British and Irish which is a vital ingredient of jump racing. Fans of jump racing on both sides of the Irish Sea recognise class horses when they see them, no matter where they come from.

Master Minded, owned by Clive Smith of Kauto Star fame, posted the highest rating of any horse since the Classifications began ten years ago, higher than stable mate Denman who humbled the opposition in the Gold Cup and left with the Horse of the Year Award.

Order of Merit

An Authority initiative that goes from strength to strength is the Order of Merit, which saw Kauto Star win again in 2008 after a season-long duel with hurdler Lough Derg, trained by David Pipe. The £200,000 winner's cheque isn't going to determine the races for the stars, but it is a help in enhancing the field sizes in the races in the series which have definitely shown an upward trend, showing the strength of competition out there.

My thanks go to those in my department who run these awards so smoothly, but more importantly the sport's thanks go to those stud, stable staff and trainers in preparing the horses to race; the owners who put their money into racing for all of us to enjoy the performances we see on a daily basis, the jockeys who make racing the spectacle it is; the racecourses for staging such sport, the sponsors for their vital contribution and the media who ensure our story is told in newspapers and on television.

More information on the Awards and Order of Merit series can be found on britishhorseracing.com



08

Key Racing Statistics

Racing's Participants

Licensed and Permitted Trainers

	Combined	Flat only	Jump only	All licensed trainers	Permits
2004	471	44	56	571	171
2005	490	41	53	584	160
2006	494	61	39	594	156
2007	504	37	55	596	141
2008	508	40	52	600	156

Professional Jockeys

	Apprentice	Flat	Jump	Conditional	Total
2005	128	112	87	103	430
2006	136	113	87	103	439
2007	113	128	96	94	431
2008	123	127	84	93	427

Stable Employees

	2007	2008
Full-time	5,177	4,916
Part-time	2,347	2,244
Total	7,524	7,160

Amateur Riders

	2007	2008
Category A*		
Flat only	73	71
Jump only	41	39
Dual purpose	129	161
Category B**	157	150
Total	400	421

*Category A permit holders may only ride in races confined to amateurs.

** Category B permit holders may ride in Flat races confined to amateur riders, any Steeplechase or Hurdle race, except those confined to licensed jockeys and in all National Hunt Flat Races.

Stewards' Enquiries

	2007	2008
Total enquiries	9,740	10,955

Rule 153

Enquiries into interference	1,055	1,577
In breach	735	948
Breaches as a % of total rides	0.81	0.95
No enquiry but interference noted	694	655

Instruction H9

Enquiries into the use of the whip	717	871
In breach	689	833
Breaches as a % of total rides	0.73	0.83

Rule 155-158 Enquiries into running and riding

In breach	64	92
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Reports on poor performance	6,697	6,685
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Participant Testing

Raceday Drug Surveillance – Horses

	2007	2008
Runners	93,719	98,014
Samples analysed	9,035	9,631
Positives confirmed	7	15
% of tests positive	0.08	0.15

Jockeys' Testing

Racecourse	2007	2008
Urine tests (positive)	459 (1)	475 (1)
Breathalyser tests (positive)	394 (4)	442 (1)

Out of Competition

	3 (0)	25 (0)
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Racing Schools

Urine tests (positive)	115 (0)	137 (0)
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Total tests (positive)	971 (5)	1079 (1)
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In addition to the positives listed, there were two suspensions in 2008 for failing to give a sample. One an amateur on the racecourse, the other an amateur attending a course at the British Racing School.

Disciplinary Panel Enquiries

	2007	2008
Enquiries into breaches of the rules of racing	127	143
Appeals against the decisions of stewards of meetings (successful)	39 (16)	34(13)
Legal representation in general enquiries	38	40
Disqualified and excluded persons Indefinitely	11	0
5 – 10 Years	0	3
1 – 4 Years	4	4
< Year	1	0
Trainers Licences withdrawn	0	0
Jockeys Licences	6	4

Fines (£)	56,760	94,845
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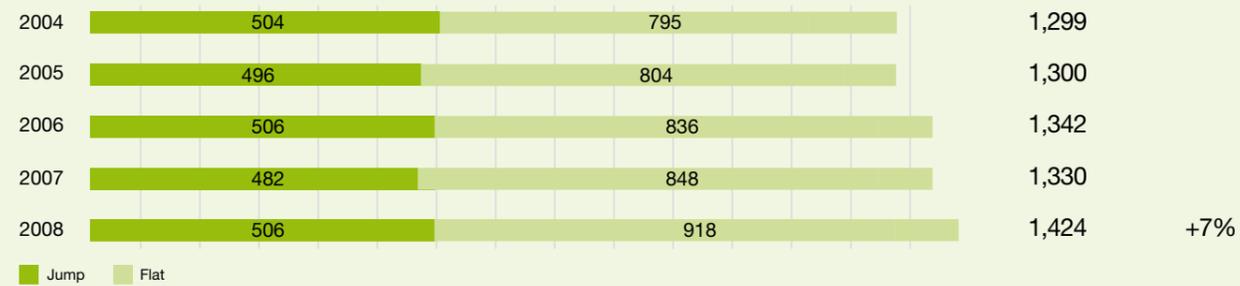
Horses disqualified from particular races

(Prohibited substances)	14	21
(Other)	6	0
Amended result following a disciplinary enquiry	3	1

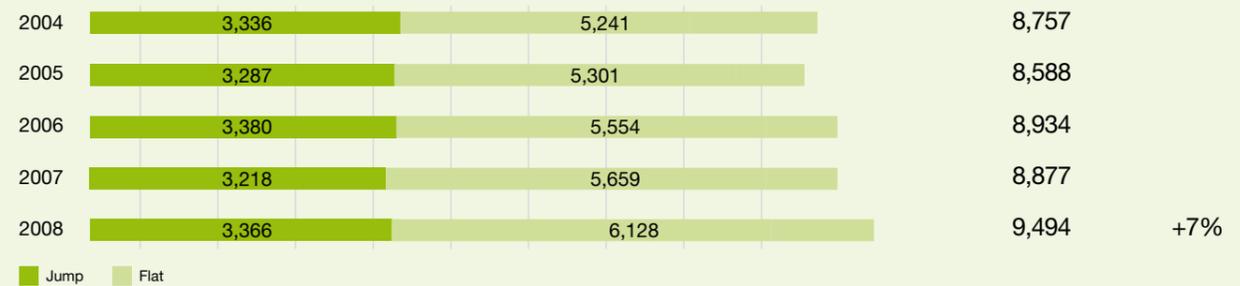
Horses in Training (Monthly Average)



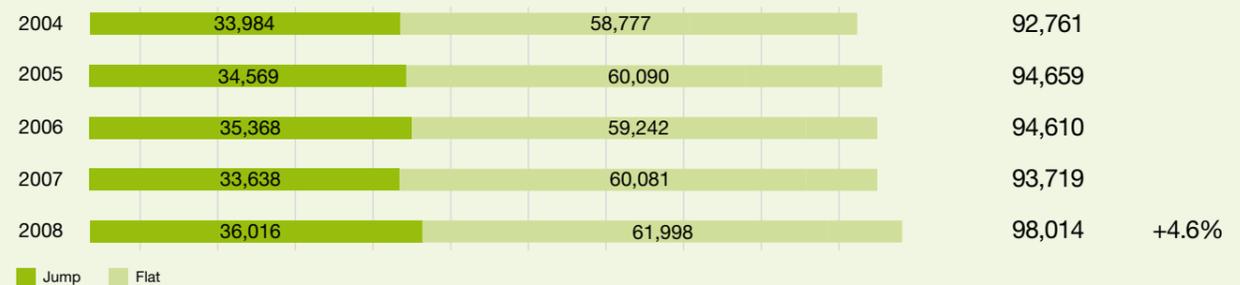
Number of Fixtures that took place



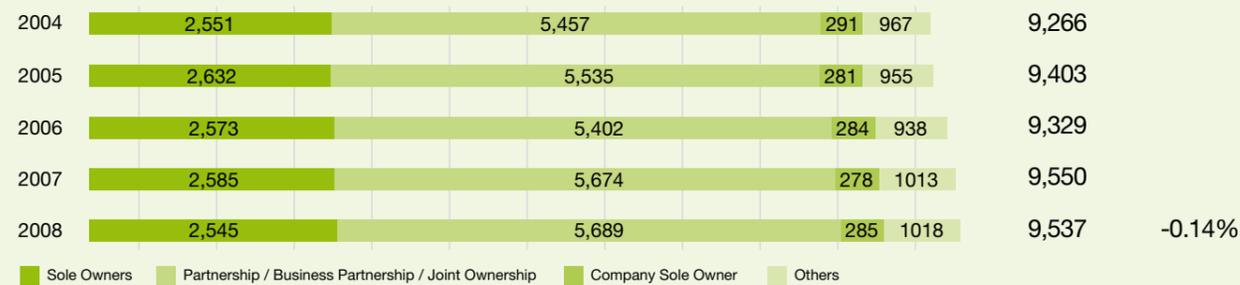
Number of Races that took place



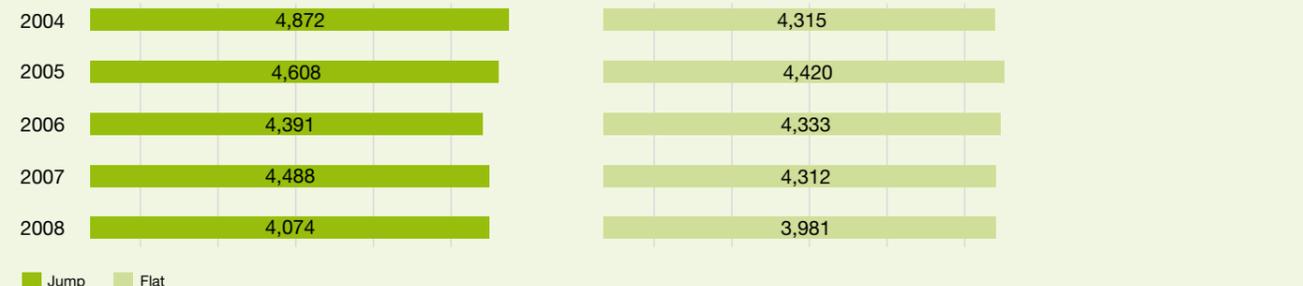
Number of Runners



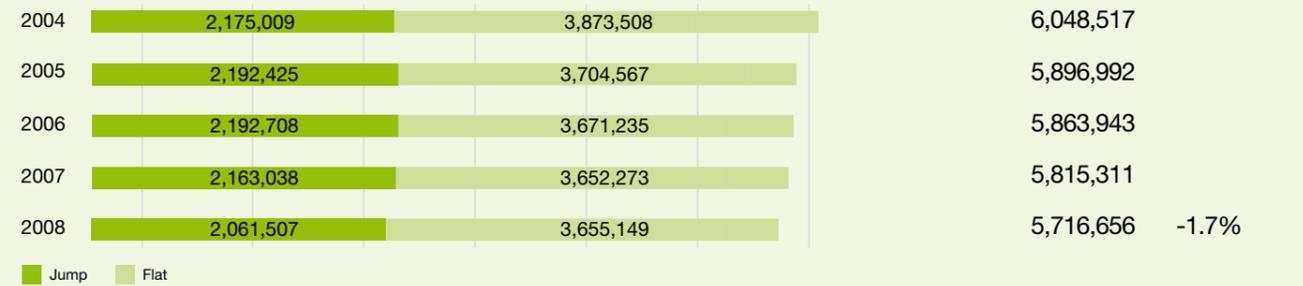
Owners with Horses in Training (Monthly Average)



Average Attendance per Fixture



Total Attendances



Average Field Size by Race Type 1999 to 2008

Year	1999	2000	2002	2003	2004	2005	2006	2007	2008
Flat Turf	11.3	11.5	11.6	11.0	11.4	11.3	10.7	10.9	10.6
Flat AWT	10.3	10.6	11.7	11.5	10.9	11.3	10.7	10.3	9.5
Hurdle	10.6	10.6	11.1	10.5	11.6	11.8	11.4	11.5	11.7
Chase	8.0	8.0	8.1	7.5	8.2	8.7	8.9	8.7	9.1
NHF	13.31	13.57	13.91	12.77	13.51	12.76	12.2	12.4	12.8

Comparison of Field Sizes 1998, 2003 & 2008

Field Size	Flat (%)			Chase (%)			Hurdle (%)		
	1998	2003	2008	1998	2003	2008	1998	2003	2008
1-4	5	4	3	11	18	6	4	5	1
5-7	21	18	21	39	41	31	22	23	12
8-11	35	34	43	36	30	42	37	37	36
12-15	22	28	28	12	9	17	25	24	37
16+	16	16	6	3	3	5	12	11	14

Point-to-Point Key Statistics

	2006-7	2007-8
Fixtures	213	213
Meetings that took place	208	209
Sunday meetings	86	92
Abandonments	13	4
Postponements	7	12
Hunter certificates registered	3,852	3,925
Entries	30,109	30,379
Races	1,408	1,502
Runners	11,172	12,825
Average runners per race	7.9	8.5
Courses	117	117
Riders' certificates issued	878	858

Contributions to Prize Money (£)

2004	FLAT	JUMP	TOTAL	%
Horserace Betting Levy Board	32,822,305	22,088,542	54,910,847	54.2
Sponsors	11,655,627	6,315,195	17,970,822	17.7
Owners	9,198,082	2,687,436	11,885,518	11.7
Racecourses	5,694,243	2,075,266	7,769,509	7.7
Divided Race Fund	1,063,900	339,800	1,403,700	1.4
BHB Prize Money Incentive Scheme	1,568,235	1,191,859	2,760,094	2.7
BHB Race Planning Incentive Scheme	420,000	280,000	700,000	0.7
BHB Prize Money augmentation	1,135,930	788,917	1,924,847	1.9
BHB Regional Racing Fund	840,000	0	840,000	0.8
BHB Owners' Premium Scheme	870,312	179,893	1,050,205	1.1
BHB Middle Distance Championship	100,000	0	100,000	0.1
TOTAL	65,368,634	35,946,908	101,315,542	

2005	FLAT	JUMP	TOTAL	%
Horserace Betting Levy Board	36,470,543	23,855,036	60,325,579	60.8
Sponsors	9,629,234	6,408,196	16,037,430	16.2
Owners	8,925,296	2,797,201	11,722,497	11.8
Racecourses	7,403,981	1,716,805	9,120,786	9.2
Divided Race Fund	1,071,700	229,100	1,300,800	1.3
BHB Race Planning Incentive Scheme	0	67,000	67,000	0.1
BHB Owners' Premium Scheme	372,581	74,279	446,860	0.5
BHB Order of Merit	0	255,000	255,000	0.3
TOTAL	63,873,335	35,402,617	99,275,952	

2006	FLAT	JUMP	TOTAL	%
Horserace Betting Levy Board	37,297,231	24,803,679	62,100,910	59.7
Sponsors	11,169,101	6,831,810	18,000,911	17.3
Owners	9,184,664	2,912,929	12,097,593	11.6
Racecourses	7,461,115	1,803,144	9,264,259	8.9
Divided Race Fund	657,700	262,550	920,250	0.9
BHB Development Fund	474,000	238,000	712,000	0.7
BHB Owners' Premium Scheme	577,561	129,993	707,554	0.7
BHB Order of Merit	0	255,000	255,000	0.2
TOTAL	66,821,372	37,237,105	104,058,477	

2007	FLAT	JUMP	TOTAL	%
Horserace Betting Levy Board	32,022,271	21,400,039	53,422,310	54.3
Sponsors	8,952,730	6,036,615	14,989,345	15.2
Owners	9,981,827	3,114,112	13,125,939	13.3
Racecourses	10,650,986	4,002,669	14,653,655	14.9
Divided Race Fund	569,550	209,200	778,750	0.8
Development Fund	976,570	480,500	1,457,070	1.4
Order of Merit	0	255,000	255,000	0.3
TOTAL	63,153,934	35,528,135	98,682,069	

2008	FLAT	JUMP	TOTAL	%
Horserace Betting Levy Board	32,757,268	22,301,997	56,059,265	52.8
Sponsors	8,983,499	5,944,337	14,927,836	14.0
Owners	13,064,969	3,844,172	16,909,141	15.9
Racecourses	10,960,365	4,489,351	15,449,716	14.5
Divided Race Fund	653,300	192,000	845,300	0.8
Development Fund	1,303,256	506,000	1,809,256	1.7
Order of Merit	0	255,000	255,000	0.2
TOTAL	68,722,657	37,532,857	106,255,514	

Minimum Prize Money by Race Classification (£)

Flat Racing

Classification		FLAT - 3yo+	FLAT - 2yo
1	Group 1	200,000	170,000
	Group 2	100,000	80,000
	Group 3	65,000	50,000
	Listed	40,000	30,000
2	Heritage handicaps	40,000	n/a
	Others	17,800	13,400
3		11,800	10,300
4		7,300	6,000
5		4,000	4,000
6		2,900	2,900
7		No minimum	No minimum

Jump Racing

Classification		Steeple Chases	Novice Steeple Chases	Hurdles	Novice Hurdles	National Hunt Flat Races
1	Grade 1	105,000	53,000	80,000	42,500	26,000
	Grade 2	53,000	33,000	42,500	30,000	21,000
	Grade 3	53,000	n/a	47,000	n/a	n/a
	Listed Races	25,000	20,000	22,000	18,000	15,500
2	Open Handicaps	22,500		18,500		
	Others	19,500		15,500		15,500
3		9,900		7,900		7,900
4		5,200		4,300		4,300
5		3,200		2,850		2,850
6	National Hunt Flat Races					2,400
6	Hunters' Steeple Chases	n/a				



PERSONNEL



Nic Coward

Chief Executive

Claire Simmonds	Executive Assistant
James Oldring	Corporate Projects Manager

Jon Ryan

Director of Communications

Marjorie Fairley	Personal Assistant
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Communications & Promotions

Owen Byrne	Communications Officer
Will Lambe	Head of External Affairs
Robin Mounsey	Website Editor
Sarah Nuttall	Marketing Assistant
Amy Sherman	Promotions Manager
Paul Struthers	Media Relations Manager
Kelly Sutton	Communications Assistant

Tim Morris

Director of Equine Science & Welfare

Fiona Carlin	Personal Assistant
Annie Dodd	Equine Science and Welfare Executive
Di Arbutnot	Director of Operations, ROR

Veterinary Officers

Anthony Stirk	Senior Veterinary Adviser
Lynn Hillyer	Veterinary Adviser – Medication Control
Robin White	Senior Veterinary Officer
David Freeman	Chris Hammond
Jilly Hancock	Keith Mason

Veterinary Administrators

Carol Clarkson	Phyll Webbon
Rebecca Milmine	

Veterinary Technicians

Alan Bowen	Peter Breeze
Carol Broodbank	David Cook
Sally Dickenson	Paul Elliott
Robert Hamilton	Nick Holman
David Mills	Linda Porter
Clifford Rawlings	Sandy Sanderson
Stuart Shilston	Jane Southam
Jeremy Willis	Dawn Yardley

Chris Brand

Director of Finance & Corporate Services

Marjorie Farley	Personal Assistant
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Finance Department

Paul Foster	Financial Controller
Johanna Bentinck	Finance Assistant
Lorna Ewens	Financial Accountant
Pam Mansley	Management Accountant

Office Services

Karen Dewhurst	Office Services Supervisor
Lindsey Alvis	Receptionist
Silvia Revenga Rojo	Receptionist
Jenny Paddy	Cook

Human Resources

Claire Dale	HR Manager
Sarah Bryan	Senior HR Business Partner
Lisa Hambelton	HR Adviser
Laura Wilson	HR Administrator

Industry Recruitment & Training

Sara Hay-Jahans	Head of IR&T
Bekki Baker	Administrative Assistant
Michelle Douglas	IR&T Coordinator
Tim Hirst	Learning and Development Manager

IT

Muzafar Mahgoub	IT Support Technician
Jason Pearce	Project Specialist/Web Developer
Steven Shaw	ICT Manager
James Walker	ICT Systems Administrator

Legal

Joanna Bowling	Legal Administrator
Oliver Codrington	Legal Affairs Manager and Company Secretary
Nick Hill	Legal Assistant

Paul Scotney

Director of Integrity Services & Licensing

Fiona Carlin	Personal Assistant
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Integrity Services

Tom Chignell	Betting Investigator
Paul Beeby	Head of Intelligence
Barry Holmes	Intelligence Analyst
Sam Morris-Warburton	Intelligence Development Co-ordinator
Jennifer Hughes	Intelligence Unit Administrator
Mark Phillips	Principle Betting Investigator
John Gardner	Principle Intelligence Analyst
Yogita Popat	Security Operations & Project Manager

Licensing

John Smith	Licensing Team Manager
Annette Baker	Licensing Team Executive
Lucy Jones	Trainers Licensing Assistant
Laura Monger	Jockeys and Riders Licensing Assistant

Investigating Officers

Phil Walker	Head of Investigations
David Murphy	Acting Head of Investigations
John Burgess	Malcolm Carson
Jonathan Dunn	Eric John
Tim Miller	Stuart Williams

Stable Inspecting Officers

Mark Beecroft	Robin Gow
Yvonne Mee	Derrick Morris
Andy Streeter	

Security Operations

Matthew Clarke	Security Operations Supervisor
Henry Smithers	Deputy Security Operations Supervisor

Stable Security Officers

Jim Bonar	Jo Hardy
Stewart Blackburn	Rob Cuthbert
Steve Davies	Alan Flaherty
Steve Fox	Dave Jeffries
Martin Knight	Vince McKeivitt
Shaun Mitchell	Steve Poyser
Henry Simms	Darren Stone
John Tierney	Mick Turner
Karen West	John Wright
Sarah Duncan	Wayne Hardie
Cyril Johnstone	Christopher Maiden
Geoff Taylor	

Weighing Room Security Officers

Paul Cooper	Howard Lord
Brian Holding	Graham Antcliffe
John Buchanan	Chris Hammond
George Smith	Steve Tomlin
Ian Wood	Graham Prentice

Tony Goodhew

Director of Raceday Operations & Regulation

Amanda McNamara	Personal Assistant
Fraser Garrity	Head of Racecourse Manager (Scales, Start, Judges)
Sean McDonald	

Disciplinary

Nigel Macfarlane	Head of Disciplinary Manager
Lyn Williams	Appeals Manager
Katie Luck	Personal Assistant
Caroline Beaumont	Rules Executive and Secretary to the Disciplinary Panel
Shirley Cowan	Disciplinary Project Executive
Patricia Hill	Disciplinary Assistant
John McCormack	Racecourse Stewarding Executive
Kate Pittam	Disciplinary Executive
Angela Smith	Disciplinary Executive
Michael Whyatt	Information Analyst

Racecourse

Rob Hartley	Racecourse Licensing Executive
Paul Lifton	Statistical & IT Analyst
Tim Newton	Racecourse and Operations Projects Manager
Shelley Wheeler	Administrator

Inspectors of Courses

Richard Linley	Senior
Nick Carlisle	Chris Dennis
Peter Hobbs	

Medical

Dr. Michael Turner	Chief Medical Adviser
Prue Bester	Medical Administrator

Advanced Flag Operators

Melanie Baskwill	Rose Gosney
Grant Jacob	Alan Nightingale
John Rowe	John Sutherland
Sharon Firmin	Margaret Fordham
David Lynn	Howard Crook



A team from the Authority stamp their authority at the annual Masterminds quiz, raising money for the Moorcroft Racehorse Welfare Centre. The winners are (from l-r, top): Jon Ryan, Mark Phillips, Paul Scotney, Tim Newton; middle: Katie Luck, Will Lambe, Paul Rogers; front: Stuart Middleton, Chris Brand, Mike Waring.

Clerks of Scales

Martin Wright	Senior
Charles Stebbing	Deputy Senior
Bill Baker	Derrick Blake
Gavin Cope	Michael Hamilton
Jeremy Lind	Leigh O'Brien
Georgie Roberts	Stephen Watkins

Judges

Alastair Stewart	Senior
Brian Goodwill	Deputy Senior
Nick Bostock	Di Clark
Nick Hargreave	Mark Ritchie-Noakes
Felix Wheeler	

Starters

William Jordan	Stuart Turner
Steven Avis	Hugh Barclay
Jason Callaghan	Peter Haynes
William Jardine	Simon McNeill
Seamus O'Neill	Kieran O'Shea
Mervyn Smith	Robert Supple
Bob Mann	Steve Taylor

Stipendiary Stewards

William Nunneley	Head of Stewarding
Paul Barton	Stipendiary Steward Manager
Robert Earnshaw	Stipendiary Steward Manager

Ashley Bealby	Terence Brennan
Simon Cowley	Alan Dempsey
Geoff Forster	Anthony Gillam
Tony McGlone	Chris Rutter
Adrian Sharpe	Robert Sidebottom
Adie Smith	Rachel Tonks
Colin Vickers	Marcus Weedon
Richard Westropp	Louise Williams

Ruth Quinn

Director of Racing

Amanda McNamara	Personal Assistant
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Racing Department

Richard Wayman	Assistant Racing Director
Stuart Middleton	Racing Manager
Mike Waring	Deputy Manager
Freddy Arthur	Point-to-Point Executive
Paul Rogers	International & Pattern Races Executive
Richard Russell	Jump Race Executive
James Savage	Fixtures and Race Times Executive
Camilla Tabor	Flat Race Executive

Handicappers

Phil Smith	Head of Handicapping
Dominic Gardiner-Hill	Deputy Head of Handicapping
Martin Greenwood	Senior Handicapper
Matthew Tester	Senior Handicapper
Stewart Copeland	John De Moraville
David Dickinson	Stephen Hindle
Chris Nash	Mark Olley
Greg Pearson	Neil Young

In addition to the above employees, the Authority makes use of a pool of casual staff to cover the full Fixture List in the following areas: Sponsorship Compliance Officers, Veterinary Officers, Veterinary Technicians, Stable Security Officers, Judges, Starters, Clerks of Scales, Advanced Flag Operators, and the Medical Department.

Edited by Owen Byrne, Designed by Foam Design Ltd, Main photography by Dan Abraham.



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