



Working for Racing

Annual Review 2010

BRITISH HORSERACING AUTHORITY

Annual Review 2010



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CHAIRMAN'S INTRODUCTION



Click to see
Paul Roy talk about
our year.

2010 was a year of significant challenge and change for British Horseracing, with the sport scoring some significant wins whilst enduring severe recession.

Most encouraging was the rise in attendances. That says a great deal about the thrill of the sport and its fundamental attractions. These were brought to the fore through some truly memorable equine performances, including Imperial Commander in the Totesport Cheltenham Gold Cup, Workforce in the Investec Derby and Harbinger in the Betfair King George at Ascot. We also saw the emergence of new potential superstars such as Frankel and Long Run.

Our human heroes were no less impressive. None of us will forget Ryan Moore winning two classics in 48 hours on Snow Fairy in the Oaks and Workforce in the Derby, or AP McCoy's victorious finish on Don't Push It in the John Smith's Grand National. McCoy being named as the BBC's Sports Personality of the Year was a great and fitting tribute to the man and a proud moment for the sport.

To download a transcript from the video [please click here](#)

CHAIRMAN'S INTRODUCTION

As well as these and other compelling attractions, the increase in attendances reflected a sharper focus on marketing from the Racing for Change team. The poor state of the UK economy was reflected in a falling number of racehorse owners and racehorses in training last year, but this would have been more pronounced without the rising attendance figures. I am confident that RFC's work to reinforce the popularity of Racing will help to speed our recovery from recession when economic conditions improve.

We've had considerable success in grappling with some of our chronic long term funding issues. Last year, the failings of the Levy system were laid bare for all to see. The betting industry's exploitation of loopholes brought us the lowest Levy contribution to prize money in many years: so severe a drop that we were forced into an unprecedented delay in producing the annual fixture list.

Throughout 2010 the BHA - as in earlier years - led racing's fight to get a fair return from the betting industry. Our Racing United campaign generated a groundswell of support from MPs, acknowledging Racing's importance to the country and to the community.

Most importantly, Government has responded to our cause. There is a clear view from Westminster that the current funding arrangements don't work and that we need a level playing field with regard to betting exchanges and offshore operators. The Secretary of State's determination of the Levy indicated a target in the £80 million range and a major change to the threshold arrangement that had been manipulated by the big bookmakers.

That is a good start, although the job is not done and over the coming months, the BHA will continue to fight Racing's corner so that we can - at last - strike a fair deal with betting.

Government has also recognised Racing's inheritance with regard to the Tote. Set up by Racing for Racing back in the 1920s, the Tote has never received a penny from the tax payer. Government has accepted Racing's right to receive a

50% share of any sale proceeds when the Tote is privatised. It has also accepted the need to safeguard the Tote's annual contribution to our sport. BHA has been working throughout to achieve the best possible outcome from the Tote sale and we will continue to press this case.

Funding issues have put pressure on everyone in the sport to ensure that we offer value for money and that we are properly organised for the job. That includes BHA itself, which has reduced costs by 20% in real terms since we were established in 2007. We are constantly looking for cost savings that do not diminish levels of service. This Annual Review is an example of that aim: publishing it online has halved our production costs, whilst offering much more information about the BHA's work over the year.

We have instigated a review of the way in which the sport as a whole is structured, and how that structure can be improved whilst seeking more efficiency through reallocation of resources. In particular, we are encouraging the development of a closer and commercially driven relationship between the Horsemen and the Racecourses. With goodwill and cooperation, this can be achieved to the benefit of everyone involved in the sport.

Finally, my thanks to the BHA staff for their hard work over the year, and to our former chief executive Nic Coward, who has taken up a role with the Premier League. Much of the progress we have made on the sport's long running problems was a result of Nic's diligence. We wish him well in his future career.

I am certain that the next 12 months will be challenging. Whatever 2011 brings, the BHA will continue to lead the way in our key areas of responsibility - welfare, regulation and integrity - to ensure the continued health of Racing for the benefit of its many thousands of participants - equine and human - and the millions who watch and bet on racing every year.



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.

On behalf of the whole sport, 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.

The Authority is tasked with making all decisions in its view as to the best interests of the whole sport. This involves consultative processes, and also compliance with the highest standards of regulatory practice. 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 accountable, through the Chairman's Committee, to its members – the courses, owners, breeders, trainers, jockeys and stable staff – and they have two 'Member Nominee Directors' - the Board also has independent members to ensure it acts in the best interests of the sport.

In addition to many consultative forums, there are numerous formal 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



Paul Roy
Chairman

Paul Roy joined the British Horseracing Board as Chairman in 2006, becoming the first Chairman of the British Horseracing Authority in 2007. He 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. Having been head of Merrill Lynch Global Equities division from 1999 to 2001, he subsequently became co-President of its Global Markets and Investment Banking Division, with responsibility for Merrill Lynch's worldwide Investment Banking, Debt and Equity Markets businesses.

He is a keen racehorse owner, with a number of horses currently in training with Jeremy Nosedá, Ed Dunlop, Richard Hannon, George Baker, Ann Duffield and Jim Boyle. His best-known winners are Sarava (Belmont Stakes), Dutch Art (Middle Park Stakes, Norfolk Stakes, Prix Mornay), Sixties Icon (St Leger), Wilko (Breeders Cup Juvenile) Canford Cliffs (Sussex Stakes, St James Palace Stakes, Irish 2000 Guineas), Fleeting Spirit (July Cup). He also has a small breeding operation. Paul sits as one of Racing's representatives on the Horserace Betting Levy Board. Paul is also Chairman of the property investment company, New River Retail plc and Vice President of the Philip Leverhulme Equine Hospital.



Justin Wadham
Independent Director

Justin Wadham graduated from the University of East Anglia in 1977 and qualified as a solicitor with the City firm of Norton Rose in 1979. In 1985 he moved to Newmarket and practised there before joining David Minton Bloodstock where

he became a Director. He then moved to Darley Stud Management and became Managing Director. In the 1990s, he was Chairman of the Federation of Bloodstock Agents GB Limited and was the Bloodstock Agents' representative on the BHB Industry Committee.

In 1998 he returned to private practice as a solicitor in Newmarket and currently practises in Newmarket with Edmondson Hall. His practice has a heavy horseracing and thoroughbred industry orientation. He is a member of the ROA Council.

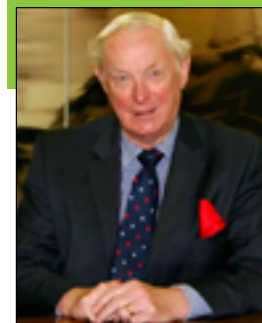
Justin is married to the trainer Lucy Wadham whom he met whilst they were both riding in Point to Pointing in the early 1980s.



Nicholas Jones
Independent Director

Nicholas Jones is a Steward of the Jockey Club and owns Coln Valley Stud near Cirencester where he has nine mares and also several horses in training. He was a Managing Director and Vice Chairman of investment bank Lazard until June

2010; Chairman of The National Stud from 1991 to 2000 and until May 2010 he was the senior Independent Director and Deputy Chairman of Ladbrokes plc as well as Independent Director of both Candover Investments plc and Newbury Racecourse plc.

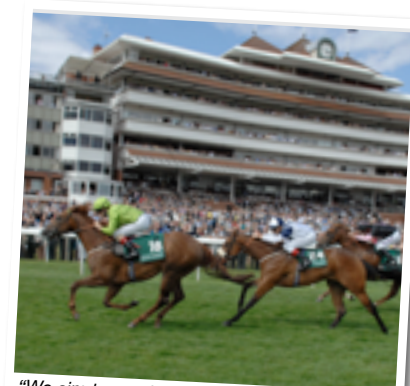


John Bridgeman
Independent Regulatory Director

John Bridgeman CBE joined the Regulatory Board of the Jockey Club in 2004, became its Chairman in 2005 and then the first Chairman of the Horseracing Regulatory Authority in 2006. His longstanding involvement in better regulation

began as a part-time member of the Monopolies and Mergers Commission in 1990. He went on to serve as Director General of the Office of Fair Trading where he took a particular interest in consumer affairs and competition policy in the sporting, gambling and broadcasting sectors. This involved working with sports' governing bodies, other government agencies and broadcasters in this country and in Europe and in Football, Rugby, Cricket, Golf and F1 Racing as well as Horseracing.

A graduate in Chemistry from the University of Wales, John is actively involved in the forensic side of Horseracing Integrity and after launching the enquiry into counter-analysis for racecourse specimens has worked closely with the Equine Science and Welfare Department to develop testing protocols. He is a Trustee of the BHA Pension Fund, has an interest in all equestrian sports and is a keen skier.



"We aim to provide the most compelling and attractive racing in the world"

BOARD OF DIRECTORS



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 10 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.



Mark Johnston Appointed by the Horsemen's Group

Mark Johnston is well known as one of the country's leading Flat trainers. He is also a veterinary surgeon by profession, having qualified from Glasgow University Veterinary School in 1983.

After three years in general veterinary practice he obtained a license to train in 1987 and, two years later, moved to his

current base in Middleham, North Yorkshire. His first Classic winner came in 1994 and the yard rapidly grew into one of the largest in the country. In 2009, Mark became the first British trainer to train more than 200 Flat race winners in a year and he repeated the feat in 2010. His interests and involvement stretch into all aspects of horseracing with him currently holding the post of non-executive director at Hamilton Park racecourse; his company, Mark Johnston Racing Limited, owning mares, young-stock, and horses in training; and he has written on a variety of racing issues over many years for The Sporting Life, The Times, Horse and Hound and now his own monthly publication, Kingsley Klarion. He is a former council member and past President of the National Trainers Federation.

Mark married Deirdre in 1985 and she has a prominent role in their training business.



Ben Gunn
Independent Regulatory Director

Ben Gunn CBE 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 British Horseracing Board-Jockey Club Security Review which made 36 key recommendations to enhance the integrity of horseracing in Great Britain. Ben 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.



"We strive to represent and promote the best of the sport"



"Ensure the continued popularity of the horseracing and betting industries"



"Be seen as the world leader in raceday regulation"



Bill Farnsworth Appointed by the Racecourse Association

Bill Farnsworth studied Agriculture at Harper Adams Agricultural College and Business Studies at Hull University. He started working in racing as the Clerk of the Course at Hamilton Park Racecourse in 1995. In 1999 he moved East to

become the General Manager at Musselburgh Racecourse, close to Edinburgh.

During his tenure at Musselburgh Bill has represented the Independent Racecourses on the Racecourse Association's (RCA) Technical Group (also representing the RCA on the BHA Racecourse Committee), the RCA Race Planning Group and the RCA Fixtures Advisory Group.

Bill was also a Director on the RCA Board since 2006, from which he stood down upon joining the BHA board. He has been a Director of Racecourse Media Group Ltd (Racing UK) and Racecourse Media Services Ltd since their inception in 2004. His interest in racing was ignited by Point to Pointing and working for racehorse trainer, Mick Easterby, during University.

ACTING CHIEF EXECUTIVE - LOOKING FORWARD



Chris Brand
Acting Chief Executive

2011 marks the beginning of a period of significant opportunity for the sport, as the foundations are laid for a change in how we are funded and, to ensure that we are all best placed to benefit from this, we progress proposals to clarify roles, responsibilities and accountability amongst the sport's central organisations.

In April, it was an honour to step up as Acting Chief Executive and take over the reins from Nic. As set out by Paul Roy in his introduction, Nic has sown the seeds for the sport to take itself forward. That applies equally to the way the Authority is organised and operates, so I'd like to add my own personal thanks to Nic for that.

In publishing our annual review slightly later than in recent years, we have seen already more magical moments on the racecourse, including a totesport Cheltenham Gold Cup which some people are saying is the greatest jump race ever, and a victory by Frankel in the QIPCO 2000 Guineas that had to be seen to be believed. Meanwhile, Paul Hanagan is again clear in the Flat Jockey's Championship as he looks to retain his title, another of 2010's captivating stories.

ACTING CHIEF EXECUTIVE – LOOKING FORWARD

This later publication date has also afforded us the opportunity to include full financial information for the 2010 year in review and for the first time, looking forward, our budgets and targets for 2011. Operating costs for the Authority fell by £2.3m from £33.3m in 2009 to £31m in 2010, which was achieved through improved contracts with some of our key partners and suppliers, reduced headcount and continued improvements in the way we carry out our key roles. This is a credit to all of our staff as they continue to adapt to new ways of working and work hard to maintain the reduction in spending. It amply demonstrates our continued focus on delivering value for the sport, reducing costs whilst still delivering high levels of service across our broad range of activities.

The next twelve months will undoubtedly be challenging but they also represent a significant opportunity for the sport to ensure it is in the best shape possible.

The future of the Tote will finally be resolved and offer Racing the chance to build a fresh and prosperous commercial partnership with the new owners, while also benefiting from the commitments made by Government from the outset, in recognition of our historic link with the organisation.

Most important of all, the team here will lead the sport's response to the pre-consultation launched by the Department for Culture, Media and Sport to address, through fundamental reform or, more likely, replacement, the broken funding system at the heart of the sport's finances, the Horserace Betting Levy. We have worked relentlessly over the past twelve months, and in preceding years, to get to this point, and again look to have Racing United in pressing to Government, and others, the clear case for change.

The Betting industry remains one of the sport's biggest customers and partners, with much of our product designed and arranged for its requirements. We have clearly defined markets for Racing's media and sponsorship rights, but need new arrangements to put the return to Racing from betting activity by British punters on a more commercial basis, and of course on the level playing field that captures this activity fairly, irrespective

of both where the operator is located and the operator's business model. This in turn will lead to direct commercial discussions between the two industries that are the only way to produce the long desired mutually beneficial partnership, rather than the adversarial approach of old.

Looking at our regulatory remit, which remains crucial, by the autumn we will publish the conclusions of our reviews into both the Grand National and the use of the whip within Racing. Our commitment to the welfare of the horse and rider is without question and widely recognised, not least by Government. We must be able to demonstrate this commitment and be confident and open in discussing the issues. The reviews are central to this.

Later in the year, we will be dealing with a number of disciplinary issues amongst the sport's participants. Don't be tempted to think that this shows Racing in a bad light. On the contrary, it demonstrates that Racing has been willing to face up to the integrity challenges that go hand in hand with betting on any sport, and that it has the ability and desire to deal with such matters properly, whilst recognising that the overwhelming majority of our races are free of suspicion.

We must never, and do never, lose sight of the fact that at the top end of the scale we produce Racing of unparalleled quality and sporting moments to rival any in this country and beyond. It took some considerable effort from all parts of racing, working together, with the Authority involved constructively from the outset, to get the QIPCO British Champions Series up and running, and it has got off to a flying start. We all look forward to what should be a groundbreaking QIPCO British Champions Day at Ascot in October.

In closing, it has been a privilege to work for the governing body of British Horseracing for the last seven years, which will culminate this autumn as I hand over to the new Chief Executive. The people I have had the pleasure of working with and the effort – in such varied roles – they put into helping bring this sport to life will always stay with me. All our staff, both on

and away from the racecourse, play an integral role in British Racing, and do so with the highest integrity. We are tasked with safeguarding the reputation and image of the sport, and working throughout for the greater good, and that is a responsibility that no one who works here carries lightly.



"The Gold Cup- the greatest race ever seen?"



"Paul Hanagan claims the 2010 Flat Jockeys Championship"



"By autumn we will publish conclusions of a review into the Grand National"

RACING



Click to see
Ruth Quinn talk
about our year.

The Racing Department is responsible for day-to-day race planning, handicapping, co-ordinating race off-times and the compilation of the Annual Fixture List.

The department is organised to ensure the optimal racing schedule to meet the sport's objectives, improving the quality of the British thoroughbred population through top quality racing. By maximising British Racing's presence and influence in the European Pattern and handicapping programme, the department strives to provide the most compelling racing in the world.

"Whilst we are confident that measures we have introduced will put us in the best possible shape going into 2011, we recognise that, given the current funding issues, there are more tough times ahead and considerable challenges that we will be facing."

To download a transcript from the video [please click here](#)

RACING

HIGHLIGHTS

2010



Winter evening fixtures changed to 'twilight' fixtures



Extra fixtures were organised and major races were rescheduled during the winter

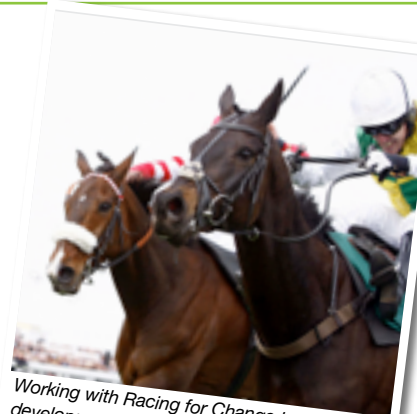


Maximum weight and a maximum permitted overweight were introduced within the Rules

- Increased Racing's revenues by replacing winter evening fixtures with twilight fixtures and, also, by reducing the period between afternoon and evening fixtures, making changes to the divided race scheme such as allowing the division of handicap races
- Supported the delivery of a number of Racing for Change initiatives which included maximising the value of Saturdays by moving a number of high quality events from midweek and by incentivising racecourses to ensure cards of appropriate quality that also meet target prize money levels
- Worked with the Levy Board to develop proposals for a fairer, more effective and transparent process for distributing Levy funding to fixtures with payments now determined solely by the amount that racecourses contribute to prize money and the amount of betting that each course generates
- Ensured that racing continued during periods of bad weather. This involved the introduction of new concepts such as All-Weather Flat meetings for Jump horses and moving abandoned fixtures to different days or, alternatively, facilitating late changes of venue. A number of Grade 1 and 2 Jump races were rescheduled at alternative meetings
- Non-runner numbers have fallen significantly after instigating measures that target the trainers with unusually high rates of non-runners
- Introduced a maximum weight and a maximum permitted overweight within the Rules of Racing
- Led the review into the Rules governing the Juvenile Hurdle category, resulting in the removal of the novices' restriction from all such races including the Triumph Hurdle
- Increased the exposure of the already popular BHA Handicappers' Blog by making it available via the Racing Post's website

OBJECTIVES

2011



Working with Racing for Change to aid the development of Premier Fixtures



A limited range of new colour designs for owners will be introduced



Implement agreed recommendations emanating from the ongoing Handicapping Review

- Work with Racing for Change to support the introduction of minimum broadcast standards at the major meetings on terrestrial television each week. Address any remaining 'weak' Saturdays
- Work with the Levy Board to determine how to make the best use of Levy funding to achieve the optimum structure to the Fixture List, whilst ensuring that the quality of the racing programme is maintained and that appropriate developmental opportunities exist
- Introduce an improved process for the allocation of any non-funded fixtures underpinned by agreements between the horsemen and the racecourses
- Assist the International Grading and Race Planning Advisory Committee to develop improved quality control of Pattern races staged worldwide, particularly Group 1 races
- Develop proposals for the consideration of the European Pattern Committee that would strengthen the Ground Rules associated with the downgrading of black type races and improve the quality control of Listed races in Europe
- Implement agreed recommendations emanating from the ongoing Handicapping Review
- Introduce a limited range of new colour designs for owners
- Complete a review of non-runners, and consider whether any changes to the existing Rules are required

RACEDAY OPERATIONS & REGULATION



Click to see
Jamie Stier talk
about our year.

Regulating the conduct of the sport through Stipendiary Stewards, Clerks of the Scales, Judges and Starters, the department's objective is to be seen as a world leader in this field. The team also enforces medical and racecourse standards to ensure the highest confidence in racing's safety and quality.

"A lot of our focus has, understandably, been on efficiency and flexibility, reviewing what we do, and making sure we continue to provide the industry with good value for money. It's made for some tough decisions."

To download a transcript from the video [please click here](#)

RACEDAY OPERATIONS & REGULATION

HIGHLIGHTS

2010

Role: To be and be seen as a world leader in Raceday regulation

Continued to review all Raceday Operational roles:

- Changes to scheduling improved effectiveness and efficiency, including quarterly expenses analysis for Raceday Team
- Ongoing scheduling development with other areas ensured appropriate staffing levels at all race meetings
- Removal of Starters Signallers saved industry £90K – new procedures absorbed by Raceday Teams to cover removal of this role
- Raceday Team ethos improved through commencement of Raceday Team Briefings
- New Rules regarding Flat Starts implemented in creating more flexibility for trainers
- Judges absorbed role of Sponsorship Framework Compliance Officers

Restructuring of Disciplinary Department:

- Reviewed functions and relevance to regulator and restructured as appropriate
- Completed trials of remote audio evidence at Disciplinary Hearings
- The capability for video link evidence at Disciplinary Hearings was set up pending trial at a suitable hearing
- Developed closer links with IS&L

Implemented new Totting up Procedures:

- Achieved objective of reducing number of referrals

Refinement of Rules Process:

- Schedule established and communicated to relevant parties ensuring clear process for Rule amendments and Standard Operating Procedures
- Rules Committee established and functioning
- Amended and re-issued BHAGIs

European Harmonisation of Rules:

- Hosted and participated in IFHA Committee

Off Times Initiative:

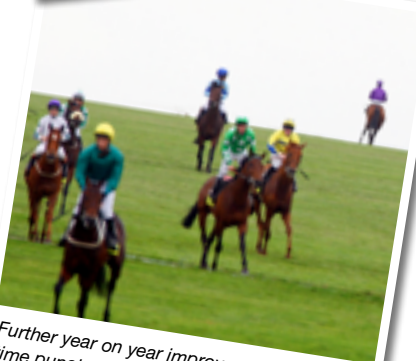
- Communication with stakeholders led to further year on year improvement in off time punctuality

5-year Racecourse Infrastructure Plan:

- Plan continued to be reviewed and implemented in line with timetable



The removal of Starters Signallers saved the industry £90,000



Further year on year improvement in off time punctuality



Popular Monet's Garden on his way to winning the Betfair Ascot Chase

OBJECTIVES

2011

Role: To be and be seen as a world leader in Raceday regulation

Successful roll out of Presagia (Computerised Jockeys' Medical Records)

Further review of Flat start arrangements – more loading flexibility

Full review and implementation of penalty guidelines

Further review of race “clashes” protocol together with continued monitoring of off times

Delphic (rewrite of BHA IT Systems) project work:

- Ongoing 5 year plan
- 2011 dedicated to gathering requirements from all system users and customers

Implement electronic link to Scales

R & D Projects:

- Complete removal of top bar brackets from all hurdles by October 2011
- Continue development of one-pad hurdle and rubber hurdle leg caps
- Provide assistance to RSPCA on research into a “leg-free” hurdle

Improve data reporting to all courses re equine injuries:

- Quarterly reports to all racecourses

Riders' suspensions:

- Develop an automated system of notification to riders of suspension dates
- Review Rules relating to commencement dates of riders suspensions for minor offences

Review the Rules relating to claiming races

Decrease the time of matters coming before the Disciplinary Panel for hearing

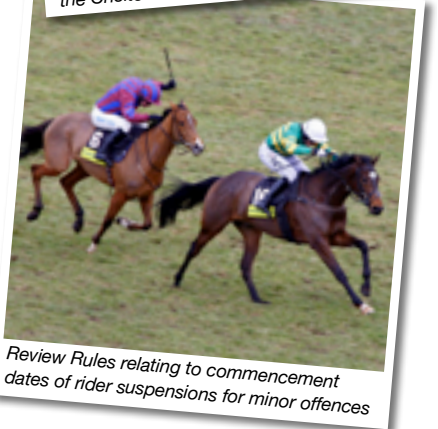
Arrange for racecourse Stewards Enquiry Reports to be entered onto the BHA information site at the end of each race meeting by SRA and Stipe



Role: To be seen as a world leader in Raceday regulation



Imperial Commander on his way to winning the Cheltenham Gold Cup



Review Rules relating to commencement dates of rider suspensions for minor offences

RACEDAY OPERATIONS & REGULATION

OBJECTIVES

2011

R&D Projects to minimise injury in conjunction with Veterinary Department:

- Fence/Hurdle Design:
 - Rubber caps to cover top of traditional hurdle legs trialled with potential roll out in 2011
 - In process of phasing out timber hurdle top bar brackets
 - Inspectorate are developing and trialling a new version of one-pad hurdle

Implemented changes in conjunction with Racing for Change:

- Trialled Televised Stewards' Enquiries
- Rolled out use of large number cloths
- Judges trialled enhanced big screen photofinish and modernised announcements
- Co-ordinated jockeys full names in racecards
- Co-ordinated non-racing equine events staged in conjunction with race meetings

Racecourse Licensing Suitability Criteria:

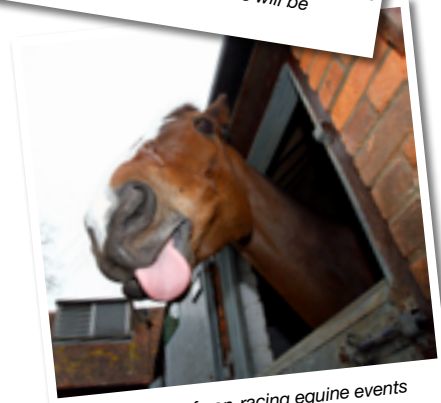
- Implemented criteria for suitability of relevant racecourse persons into racecourse licence for 2011 licensing process



Changes to fence and hurdle designs to minimise injury



Timber hurdle top bar brackets will be phased out



Co-ordination of non-racing equine events







Tickets for Troops

Tickets for Troops (T4T) is a charity that supports the work of serving military personnel and veterans by offering them free tickets to events around the country and at the start of 2010, the British Horseracing Authority implemented what has become a successful charity partnership.

Every racecourse in Britain was brought on board to participate in the initiative, with a total donation for 2010 that exceeded 30,000 tickets for our servicemen and women to enjoy a day at the races. Over 800 fixtures were included in the pledge from British Racing, ranging from feature days at The Ebor Festival, The St Leger and Glorious Goodwood, to unlimited attendance for troops at courses including Carlisle, Ffos Las and Musselburgh.

Over 5,000 members of HM Forces visited the races in 2010 as a result of the partnership, many of whom brought along their

families as a result of racing's generous offer of free attendance for those under the age of 16. Racecourses promoted the partnership through hosting charity races and racedays in the charity's name, while celebrities such as Liz Hurley took the time to meet with T4T members at the races and the Racing Post published the fixtures included within the offer on a daily basis.

Due to the ongoing support offered by the racing industry, top Jockey Richard Johnson was invited to become a Patron of Tickets For Troops, and now acts as an ambassador for the charity alongside the likes of Dame Kelly Holmes, Joanna Lumley, Steven Gerrard and Freddie Flintoff.

The support from the industry and every racecourse in Britain continues into 2011, with over 40,000 tickets at over 1,100 fixtures throughout the year pledged to Tickets For Troops. To apply to become a member of the charity, visit www.ticketsfortroops.org.uk.



INTEGRITY SERVICES & LICENSING



Click to see
Paul Scotney talk
about our year.

The department polices integrity on the racecourse through the Stable Security Officers and Weighing Room Security Officers as well as licensing the sport's Jockeys and Trainers – registering stable staff and conducting regular checks on training premises. Specialists in the London office also monitor the betting markets, conduct investigations into potential breaches of the Rules of Racing so that British Racing can be seen as the best in all sport.

“Throughout 2010 we have made a number of changes to the licensing process which is the gateway to our sport. We are now much more rigorous in ensuring that Jockeys, Owners and Trainers are ‘suitable’ to enter or remain in racing both in terms of their professionalism and integrity.”

To download a transcript from the video [please click here](#)

INTEGRITY SERVICES & LICENSING

HIGHLIGHTS

2010

- **Reduced** time spent on investigations and case management
- **Implementation** of an extensive intelligence database
- **Cost effective** use of external legal advisers and **increased** use of in-house resources
- **Completion** of a comprehensive review of anti-doping processes and procedures
- **Implementation** of enhanced suitability criteria for the sport's participants
- Closer working with the ES&W Department on **targeted** intelligence-led testing for horses in training and **risk-based** decision making for stable yard inspections
- **Risk-based** and **targeted** approach to scheduling raceday operations and activities
- **Improved** working relationships with other agencies including UK Anti-doping, RSPCA and World Horse Welfare, with regular exchanges of intelligence
- Continued input to Sports' Betting Group to provide **assistance** for other sports regulators



Reduced time spent on investigations and case management



Employ risk-based decision making for stable yard inspections



Closer work with the ES&W Department

OBJECTIVES

2011

To continue to provide world class, intelligence-led, cost effective integrity services to racing, through:

- **Streamlined and stringent** approach to provision of integrity operations on racedays, multi-tasking with ES&W Department where appropriate
- **Risk-based** and **intelligence-led** approach to raceday anti-doping activities and testing in training (in conjunction with the ES&W Department)
- Continual **monitoring** of the betting markets and racing trends
- **Robust** licensing processes
- **Focused** intelligence gathering
- **Strategic** direction of investigations
- **Enhanced** deterrence approach
- **Efficient** case management
- **Decisive** prosecutions

Through the licensing process, to:

- continue our robust application of 'suitability criteria' for the sport's participants
- continue our 'risk-based' and 'intelligence-led' approach to licensing
- work towards a new on-line licensing application process for the sport's participants
- continue to increase awareness of the Rules on Inside Information through the licensing application process and via the Racing Schools



Improved working relationships with UK Anti-doping, RSPCA and World Horse Welfare



Streamlined and stringent approach to provision of integrity operations on racedays



Risk-based and targeted approach to scheduling raceday operations and activities

INTEGRITY SERVICES & LICENSING

OBJECTIVES

2011

Through the compliance process:

- develop the expertise and experience in the Compliance team to enable more case work to be undertaken in-house
- ensure that the Compliance team remain closely aligned with other areas of the Department and are involved at an early stage of investigations
- work towards common standards for case management and prosecutions
- enhance the deterrent factors against those considering not running horses on their merits and for non-compliance with the requirement to keep accurate medication records
- implement minimal cost recommendations arising from the review of anti-doping processes and procedures

Through the intelligence and investigative process:

- maintain the objective of reducing time spent on investigations and case management to ensure an earlier resolution
- consider alternatives to disciplinary hearings for the early disposal of investigations
- develop communications with other BHA departments to provide an enhanced service to raceday officials
- continue our innovative approach to Race Straight
- play a meaningful role in the Sports Betting Group including the sharing of resources and information between sports in the fight against betting related corruption



Develop the expertise and experience of the Compliance team



Consider alternatives to disciplinary hearings for the early disposal of investigations



Continue our innovative approach to RaceStraight



EQUINE SCIENCE & WELFARE



Click to see
Tim Morris talk
about our year.

High standards of veterinary care are of paramount importance both on and off the racecourse. As well as its day-to-day role on course, the department is also responsible for maintaining integrity through medication and drugs testing, checking horse identities and providing veterinary expertise to the Stewards. The department must also ensure that British Racing is best placed to protect from the risks of equine disease and is continually striving to provide the best care for racehorses, both during their racing career and beyond.

"We have a wider role, through education, working with welfare organisations, Government, the press and others, and through scientific research, to ensure the health and welfare of racehorses. This is the department's most diverse activity."

To download a transcript from the video [please click here](#)

EQUINE SCIENCE & WELFARE

HIGHLIGHTS

2010

Good value from Veterinary Team outputs

- Cross-team and flexible working has increased scope of roles whilst reducing headcount and improving the targeting of the drug control programme

Reducing the risks from equine disease

- Racing led successful campaign to ensure responsibility and cost sharing proposals will benefit all the equine sector
- Legislation and government-funded vaccine research in place for the threat of African Horse Sickness

Centre for Racehorse Studies producing data and increased international cooperation

- 14 studies completed in the Centre's first year and reported on line
- Research information and intelligence being formally exchanged between wider range of sporting regulators

New HFL contract and continued modernisation of medication control

- Implemented new contract for drug testing and research at significantly greater value and flexibility
- Increased communication on advice and education on medication control

Ensure research focused on racing's needs

- Increased use of internal resources to mitigate serious fall in HBLB funding for equine health and welfare
- Major Equine Genetics programme completed and commercialisation explored

Monitoring of thoroughbreds before, during and after racing

- Monitoring showed no significant welfare threat from economic downturn
- 25% reduction on GB/IRE foal production over last two years

Leadership in Equine Welfare

- Overall equine welfare position agreed for racing and publicised
- Wide engagement with Government, MPs and welfare organisations
- Agreement on responsibilities for equine welfare signed with Police and RSPCA



Wide engagement with Government, MPs and welfare organisations



Monitoring of Thoroughbreds before, during and after racing



Implemented new contract for drug testing and research

OBJECTIVES

2011

- Provide veterinary services on racedays, off course and at CRS at lower cost whilst maintaining key outputs of integrity and welfare
- Maintain adequate appreciation and management of risks of Equine Disease in the face of significant cuts to funding by Government and betting contributions
- Ensure commitment from racing for ongoing funding of horse health and welfare and associated research in a post-Levy world, and propose delivery models focused on racing's needs and value for money
- Focus work on minimising injury using existing resources and developing communication to trainers on best practice
- Continued national and international leadership in communicating and engaging on Equine Welfare including promotion of post-racing careers for horses
- Deliver detection time data from CRS and continue to maintain international cooperation



Continued effort to ensure horse welfare on course, including a review of the whip



Focus work on minimising injury



Ensure commitment from racing for ongoing funding of horse health and welfare





www.lovetheraces.com

One of the key requirements isolated by the research which formed the basis of the Racing for Change campaign was the need to engage, with and promote racing to, new, younger audiences by entering the online market with a dedicated website and social media presence.

The objective was to create a buzzing online community and website which showcases the joys of a day at the races but focuses less on the racing itself, more on the social and entertainment aspects of the experience.

The site concept itself was to be fronted by our 'Voices of the Races', real people who were hired to go racing and communicate their experiences through the form of blogs, videos and photos, dispensing honest advice, interacting with fans and showing what fun they are having. A PR campaign was carried

out throughout the summer in order to recruit the Voices, and a total of 650 applications were received. The final 8 were chosen via a short interview process, and chosen to cover a wide spread both geographically and demographically.

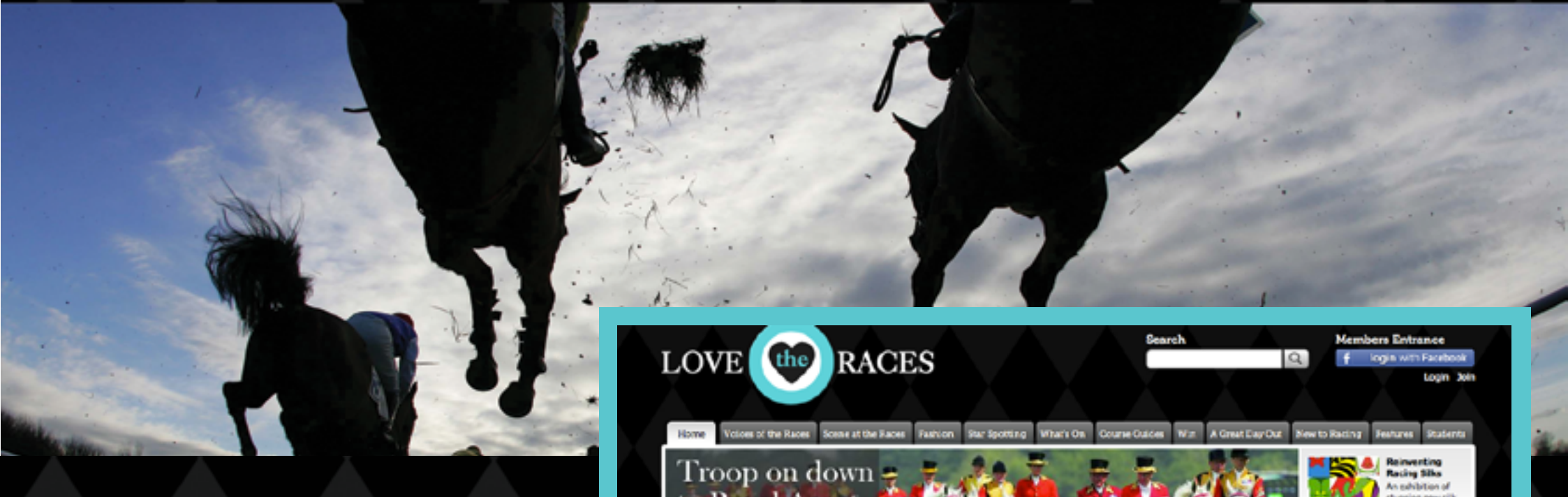
The site itself then launched on 10th September, to coincide with the St Leger festival. The site offers a platform for users to post up their own photos of their day at the races and browse other racegoers', as well as interact with the site in a number of ways such as posting up stories of 'stars' they have spotted on the site, ask questions or win prizes.

The site is also full of content such as fashion articles, features, information and videos for newcomers to racing, details of great offers or special days out which are coming up, as well as a full fixture calendar and of course the Voices of the Races.

From a very limited promotional budget the site has received over 64 separate items of coverage after launch, and counting!



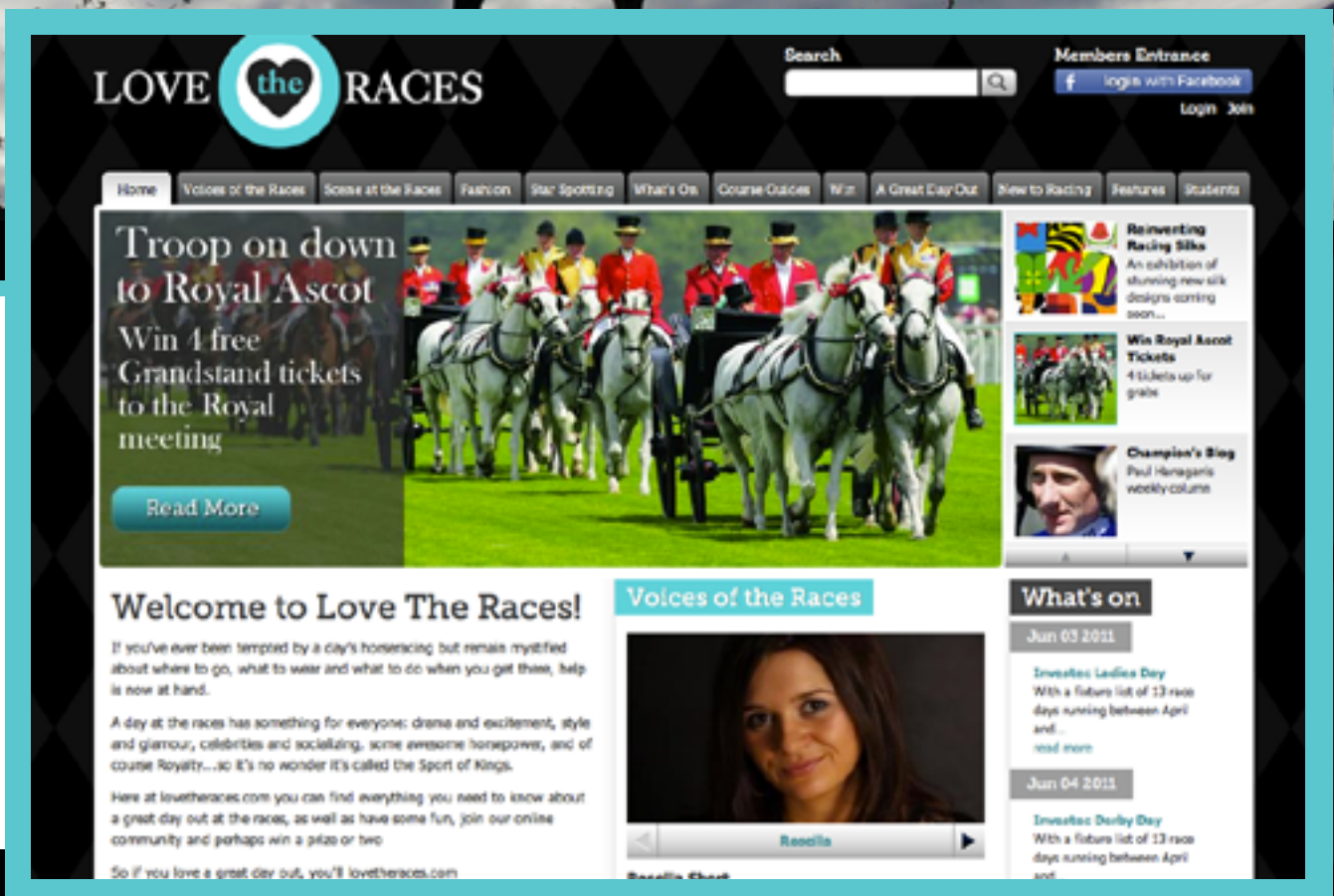
IN FOCUS



In addition the Cheltenham Chase game was launched just before Christmas - a weekly tipping game promoting the major race each Saturday throughout the Jumps season in the lead up to the Cheltenham Festival. The game is supported by both The Sun with weekly editorial and a constant online presence, and At The Races.

In terms of figures the site has been a huge success, and is now up to 50,000 monthly users - exceptional for a completely new site and brand after only a few months. There are also over 11,000 registered users on the site at time of writing.

With more developments planned for 2011, including a 'freelplay betting game' and student raceclub, be sure to stay tuned to www.lovetheraces.com



The screenshot shows the homepage of the Love The Races website. At the top, there's a navigation bar with the site's logo and a search bar. Below the navigation bar, there's a large featured article titled "Troop on down to Royal Ascot" with a sub-headline "Win 4 free Grandstand tickets to the Royal meeting". To the right of this article, there are several smaller promotional boxes: "Reinventing Racing Silks", "Win Royal Ascot Tickets", and "Champion's Blog". Below the featured article, there's a "Welcome to Love The Races!" section with a brief introduction to the site. To the right of this, there's a "Voices of the Races" section featuring a photo of a woman. Further right, there's a "What's on" section with a calendar of events for June 03 2011 and June 04 2011.

COMMUNICATIONS & PROMOTIONS



Click to see
Paul Struthers talk
about our year.

Looking after all aspects of internal and external communications, the Communications department is there to ensure that the Authority's position is clear and understood in all matters, particularly those relating to the industry as a whole. The Communications team manages the Authority's website, britishhorseracing.com, works with Racing for Change managing and promoting lovetheraces.com and is responsible for the Authority's [social networking presences](#). The department is also responsible for [representing the Authority to the media](#) and for all of the Authority's public affairs work.

"Traffic on our website, britishhorseracing.com, is up 40% year on year while nominations for the 2010 Godolphin Stud and Stable Staff Awards doubled."

To download a transcript from the video [please click here](#)

COMMUNICATIONS & PROMOTIONS

HIGHLIGHTS

2010

Promoting the sport

- Worked with [Racing For Change](#) on a number of initiatives, including promoting key racecourse events to generate additional interest and media coverage, implementing a partnership with Soccer AM, showcasing racehorse ownership throughout the Jumps season on air and within key titles, and managing the design, build and PR for the launch of [Lovetheraces.com](#)
- Led racing's involvement with [Tickets for Troops](#), ensuring the participation of every racecourse in Britain and securing 30,000 tickets for the scheme, as well as recruiting top jumps jockey Richard Johnson as ambassador, alongside names such as Steven Gerrard and Dame Kelly Holmes

Making Racing's Voice Louder

- Organised the [Stud and Stable Staff Awards](#), with more than double the number of nominations to 2009 and delivering key coverage across national and regional broadcast channels, national and regional print titles and online
- Organised the 2010 Jump Awards, delivering an increase in coverage achieved and introducing for the first time a public vote for the Horse of the Year award
- [Britishhorseracing.com](#) traffic up substantially in 2010 through new features such as [BHA Toolbox](#) and [BHA Xtra](#):
Visitor sessions (compared against 2009): 1,035,828 (2009: 755,081 +37.18%)
Unique visitors (compared against 2009): 575,428 (2009: 420,691 +36.78%)
- [Racing United](#) campaign established, calling for a fair return to the sport from betting, driving increased media and political engagement and understanding of the issue
- Developed racing's partnership with The Prince's Trust, with Racing Experience Days at Ascot, Beverley, Cheltenham, Doncaster, Ffos Las and Down Royal

Help to promote the social side of racing through [lovetheraces.com](#)

Build and maintain solid relationships with the media

Publicise and disseminate information on changes such as revised stalls numbering

OBJECTIVES

2011

Making Racing's Voice Louder

- Continue to drive interest in the Stud and Stable Staff Awards
- Produce and launch a new interactive Annual Review
- Further develop [www.britishhorseracing.com](#) as a resource for the Authority to communicate with the racing industry and racing fans, and streamline the site to focus solely on racing audiences as opposed to promotional activity
- Increase our use and monitoring of [social media](#) to engage with Racing fans and opinion formers
- Maintain and further develop relationships across the media ensuring positive coverage of Racing and the Authority, responding to their needs in an accurate and timely manner
- Continue to develop [The Prince's Trust](#) partnership, targeting 10 Raceday Experiences designed to enable young people to be introduced to racing and learn about the opportunities within the sport, and looking at other partnership opportunities.
- Continue to coordinate and unify Racing's efforts to broaden and strengthen support and understanding amongst the media and parliamentarians
- Hand over all generic promotional activity to Racing for Change and complete a restructure of the team

Supporting Racing for Change in promoting the sport

- Further enhancing the new online presence, [www.lovetheraces.com](#), through the successful implementation of Phases 2 and 3 of the development



Maintain [www.britishhorseracing.com](#) as an essential resource for the racing industry



Work with RFC to attract a wider audience through initiatives such as Free Racing Month



Champion Jockey AP McCoy won the Grand National at the 15th attempt on Don't Push It

FINANCE & CORPORATE SERVICES



Click to see
Chris Brand talk
about our year.

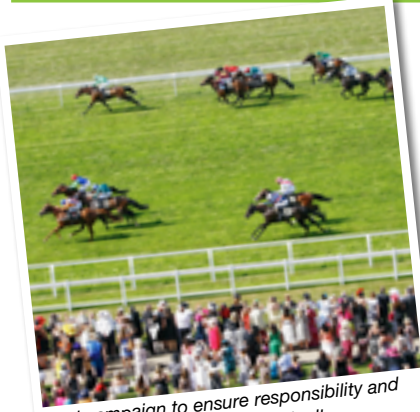
Responsible for racing's administration and services, the Finance and Corporate Services department holds a wide-ranging remit, supporting the Authority's various business areas and the sport's stakeholders. While the legal team helps to deliver the Disciplinary, Integrity Services and Licensing teams' objectives, the Industry Recruitment and Training team plays an integral role in providing recognised qualifications to those working in the sport. The Finance, HR and ICT teams all hold vital roles ensuring the best possible service for the sport.

"Autumn is always busy for the Finance team as the budget process goes into top gear, working with all teams to find ways to reduce the cost of our services to the sport – we've achieved it as well."

To download a transcript from the video [please click here](#)

FINANCE & CORPORATE SERVICES

HIGHLIGHTS



Led campaign to ensure responsibility and cost sharing proposals benefit all



Industry Recruitment and Training provide training for those wanting to work in the industry



Overall equine welfare position agreed for racing and publicised

2010

Strong financial management

- Delivering significant cost savings to ensure a balanced budget for 2010 despite significant drops in income
- Launch of Smart Pensions scheme for tax-efficient pension contributions
- Agreement with Pension Trustees to launch de-risking strategy and ensure future deficits are managed

Improved value from new supplier agreements

- Heads of terms for Weatherbys contract agreed
- New agreement with Racetech for delivery of race archive materials to our regulatory and integrity teams
- New service contract to provide technical support to raceday teams
- The Legal and Finance teams provided support to the Equine Science and Welfare department in negotiating and agreeing a new contract with HFL for drug testing and research services

Delivering services to the industry

- Creating British Horseracing Database Limited and the structure required by the industry to deliver joint ownership of Racing's administration database
- Continued provision of financial, legal and HR support to Racing Enterprises Limited, BHEST and RoR.
- Assisting with the launch and development of lovetheraces.com, careersinracing.com and related microsites and providing ongoing legal advice and support in relation to various promotions and competitions

The importance of training and development

- New industry qualifications developed in conjunction with BHEST
- Review and development of jockey education including the launch of Racing Excellence
- Two new staff development programmes, for managers and managers of the future
- Launched industry wide review of welfare, training and development funding
- Launch of externally accredited jockey coach training programme

OBJECTIVES

2011

Delivering best value for the industry

- Developing a sustainable plan and budget for 2012 that delivers the services required by the sport
- Sign Weatherbys contracts, enabling both savings, and investment to improve the administration database
- Assessment of cross-industry insurance savings
- Ongoing rationalisation of head office supplier contracts
- Deliver a restructure of the sports' central organisations to better align roles and responsibilities, and accountability for outcomes, with real authority to act
- Co-ordinate a united approach from Racing to Government with regard to securing a viable Levy reform/replacement which ensures a fair return to Racing from betting

Investment in technology

- Complete upgrade of race archive and inquiry room to allow storage and use of new Hi Definition recordings
- Implementation and upgrade of head office infrastructure and the wireless networks supporting raceday teams

Process improvement

- Across the organisation, reviewing our business processes to deliver the maximum benefit from the investment in updating the racing administration systems at Weatherbys
- Implement an E-expenses system
- Roll out of an automated system to record and monitor annual leave

Training, development and education remains an ongoing priority

- Delivery of new industry training and development funding mechanism
- Second Management Development Programme successfully operated
- Deliver the first Prince's Trust 'getting started' programme
- Launch the jockey education system and jockey coaches pilot



Careersinracing.com website highlights the varied roles available in the industry



Jockeys will be provided with media training, although Frankie doesn't seem to need any!



Open days at studs and stable yards take the sport beyond the racecourse



KEY RACING STATISTICS

Racing's Participants

Licensed and Permitted Trainers

	Combined	Flat only	Jump only	All licensed trainers	Permits
2006	494	61	39	594	156
2007	504	37	55	596	141
2008	508	40	52	600	156
2009	496	42	48	586	141
2010	487	40	46	573	136

Professional Jockeys

	Apprentice	Flat	Jump	Conditional	Total
2006	136	113	87	103	439
2007	113	128	96	94	431
2008	123	127	84	93	427
2009	120	134	90	83	427
2010	123	125	93	92	433

Stable Employees

	2009	2010
Full-time	4,814	4,778
Part-time	2,230	2,190
Total	7,044	6,968

Amateur Riders

	2009	2010
Category A*		
Flat only	59	54
Jump only	45	46
Dual purpose	149	128
Category B**	143	148
Total	396	376

*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.

Participant Testing

Raceday Drug Surveillance – Horses

	2009	2010
Runners	95,996	92,025
Samples analysed	9,469	7,952
Positives confirmed	25	25
% of tests positive	0.26	0.31

Jockeys' Testing Racecourse

	2009	2010
Urine tests (positive)	369 (3)	338 (1)
Breathalyser tests (positive)	442 (1)	425 (1)

Out of Competition

	52 (0)	0
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Racing Schools

Urine tests (positive)	140 (1)	147 (0)
Total tests (positive)	1003 (5)	910 (2)

Stewards' Enquiries

	2009	2010
Total enquiries	10,510	12,167

Rule (B)53 to (B)55

Enquiries into interference	1,447	1,421
In breach	855	887
Breaches as a % of total rides	0.89	0.96
No enquiry but interference noted	873	997

Schedule (B) 6

Enquiries into the use of the whip	981	899
In breach	945	892
Breaches as a % of total rides	0.99	0.97

Rule (B)58 & (B)59 Enquiries into running and riding

In breach	49	49
Reports on poor performance	6,574	6,302

Disciplinary Panel Enquiries

	2009	2010
Enquiries into breaches of the Rules of Racing	113	119
Appeals against the decisions of stewards of meetings (successful)	35 (17)	22 (7)
Legal representation in general enquiries	39	19
Disqualified and excluded persons		
Indefinitely	2	0
5 – 10 Years	2	1
1 – 4 Years	4	15
< 1 Year	2	3
Fines (£)	81,400	91,900

Appeal Board Hearings

Appeals against decision of the Disciplinary Panel (successful)	1 (0)	3 (2)
Appeals against the decision of the Licensing Committee (successful)	0	1 (0)

Horses disqualified from particular races

Prohibited substances	17	16
Amended result following a disciplinary enquiry	3	1



There were 433 registered professional jockeys in 2010

KEY RACING STATISTICS

Horses in Training (Monthly Average)

2006	4,153	8,288	1,854
2007	4,187	8,556	2,133
2008	4,077	8,783	2,294
2009	4,677	8,917	1,075
2010	4,730	8,848	762

Jump Flat Dual-purpose

Total

14,295
14,876
15,154
14,669
14,340

-2.2%

Number of Fixtures

2006	506	836
2007	482	836
2008	506	918
2009	505	921
2010	481	911

Jump Flat

Total

1,342
1,330
1,424
1,426
1,392

-2.4%

Number of Races

2006	3,380	5,301
2007	3,218	5,659
2008	3,366	6,128
2009	3,374	6,254
2010	3,257	6,309

Jump Flat

Total

8,934
8,877
9,494
9,628
9,566

-0.6%

Number of Runners

2006	35,368	59,242
2007	33,638	60,081
2008	36,016	61,998
2009	34,027	61,969
2010	31,209	60,816

Jump Flat

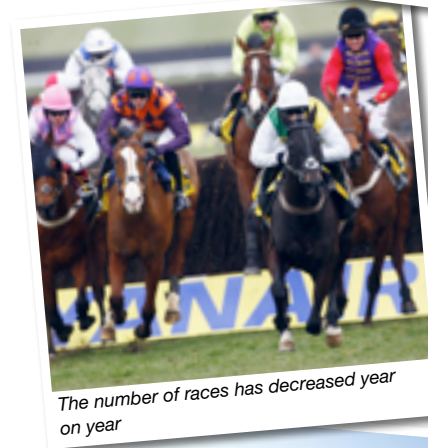
Total

94,610
93,719
98,014
95,996
92,025

-4.1%



A 10% rise in the number of conditional jockeys shows the future is in safe hands



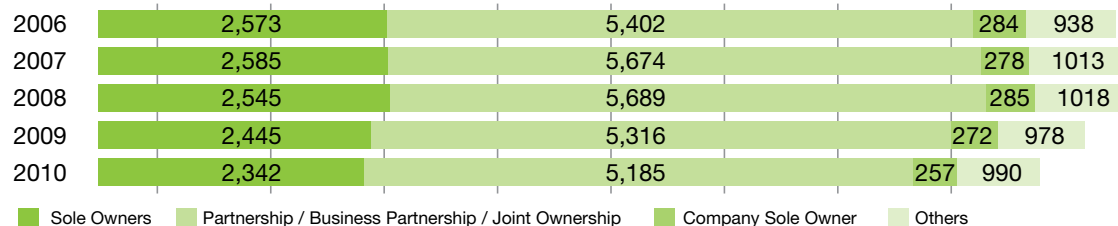
The number of races has decreased year on year



New initiatives were brought in to combat the bad weather over the winter months

KEY RACING STATISTICS

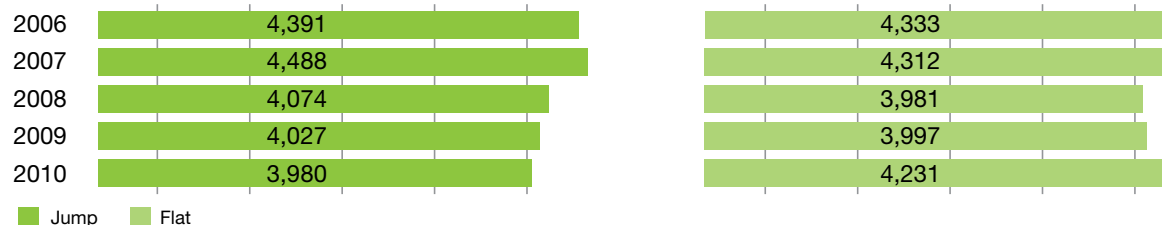
Owners with Horses in Training (Monthly Average)



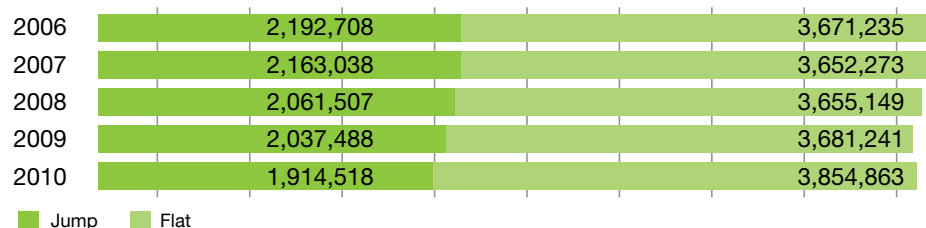
Total

9,329
9,550
9,537
9,011
8,774
-2.6%

Average Attendance per Fixture



Total Attendances



Total

5,863,943
5,815,311
5,716,656
5,718,729
5,769,381
+0.9%



Paddy Brennan celebrating his Gold Cup triumph aboard Imperial Commander



Training and exercise continues even in the snow...

Comparison of Field Sizes 2000, 2005 & 2010

Field Size	Flat (%)			Chase (%)			Hurdle (%)		
	2000	2005	2010	2000	2005	2010	2000	2005	2010
1-4	4	1	3	12	6	11	4	1	2
5-7	18	13	24	41	34	40	23	12	17
8-11	35	37	46	33	44	35	36	38	43
12-15	25	37	23	11	12	11	25	34	30
16+	18	12	4	3	4	3	12	15	8

Average Field Size 2002 to 2010

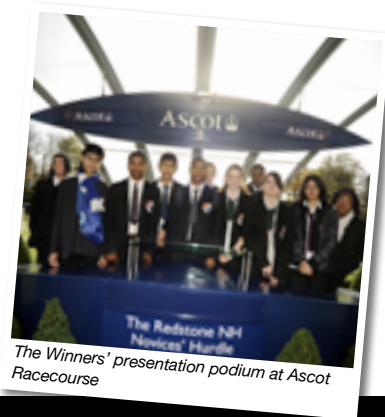
Year	2002	2003	2004	2005	2006	2007	2008	2009	2010
Flat Turf	11.6	11.0	11.4	11.3	10.7	10.9	10.6	10.1	9.8
Flat AWT	11.7	11.5	10.9	11.3	10.7	10.3	9.5	9.6	9.3
Hurdle	11.1	10.5	11.6	11.8	11.4	11.5	11.7	10.9	10.6
Chase	8.1	7.5	8.2	8.7	8.9	8.7	9.1	8.5	7.9
NHF	13.91	12.77	13.51	12.76	12.2	12.4	12.8	11.7	11.2

KEY RACING STATISTICS

Contributions to Prize Money (£)



There are many celebrity owners, including world-renowned composer Andrew Lloyd Webber



The Winners' presentation podium at Ascot Racecourse



Denman and Niche Market contest the Hennessy Gold Cup at Newbury

OUR BUDGET



In this section of the report we focus on how the Authority is funded and where expenditure is utilised in order to fulfil our objectives.

Background

Our annual planning and budgeting process commences each year in early September, although throughout the year we continue to seek ways to drive efficiencies and reassess our spending priorities as the needs of the business change.

The key budget objective we set ourselves is to provide the best possible service to the sport in a way which is demonstrably value for money.

In 2011 we budgeted in the knowledge that the main income stream which indirectly funds our activities - HBLB fixture fee grants to racecourses - was forecast to decrease significantly. This created a challenge to find further cost savings to offset the

reduced income, whilst participant fees were reluctantly increased to fund the balance of our ongoing activities.

Income

The table below sets out how our income has decreased since 2008 with our annual take from the sport reduced by £5.2m across the period.

£000	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Forecast 2011
Fixture Fees	19,978	20,067	18,117	12,733	12,733
Owners	7,261	6,934	6,786	8,202	8,112
Racecourses	3,709	3,626	3,562	5,770	5,620
Other Horsemen	732	641	660	630	630
Publications	743	641	618	591	591
Other Income	1,319	1,151	1,051	946	886
Total	33,742	33,060	30,794	28,872	28,572

Our income is generated from fees, determined by the Board in order to deliver sufficient revenues once we have assessed our resource requirements and understood our ongoing costs. However, the significant decreases in HBLB fixture fees of the level shown cannot all be offset by reducing activity and cost and, as such, participant fees were increased in 2011 for the first time in 4 years. This still left us with a target of finding £1.7m of further cost reductions to break even in 2011.

The new funding model, more reliant as it is on participants' fees, means we are more likely to be affected by variations in the level of ownership and entry levels. These issues are reflected in our 2011 forecast.

OUR BUDGET

Costs

The table below sets out how our costs have changed since 2008.

£000	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Forecast 2011	Decrease 08 v 11
People Costs	15,035	15,401	14,962	14,603	14,134	-6%
Weatherbys	5,603	5,612	5,552	5,175	4,775	-15%
Doping control	3,910	3,789	3,366	3,464	3,464	-11%
Property and Overheads	2,611	3,228	2,236	2,481	2,461	-6%
Legal and Professional	1,989	1,602	1,722	1,550	1,550	-22%
Promotions	821	785	612	640	640	-22%
Other	3,405	2,676	2,453	2,658	2,658	-22%
Total	33,374	33,093	30,903	30,571	29,682	-11%

We have reduced our costs since 2008 by nearly £3.7m without any significant reduction in our activities or the quality of service being delivered.

This 11% reduction does not take account of inflation which, if applied to the 2008 base, would have indicated 2011 costs should have been £36.4m and therefore means we have delivered £6.7m in real cost savings compared to 2008.

Our people costs remain our largest and most important area. We are only as good as the people we employ and we strive to attract and retain high quality staff. Savings in this area have been driven by reductions in headcount across the whole organisation, with a reduction of 27 people between December 2008 and March 2011. Our manning levels on a raceday have decreased by 10% from 2009 to 2011, but without any reduction in overall service level.

Our pension costs have increased as a result of historic deficits. Savings in people costs also include a new expenses policy, a salary sacrifice scheme and reduced premiums on benefits.

We have signed new contracts with key suppliers, Weatherbys and HFL Sports Science, which will deliver long term savings and more efficient working practices for our own teams. Further savings will be delivered with Weatherbys as we move further towards an entirely internet based transaction model.

Our property and overhead costs are lower now than in 2008 achieved mainly through the move to 75 High Holborn.

Legal and Professional fees remain high but are 22% lower than in 2008 as structural issues are resolved. We have continued to spend significant amounts on achieving a fair return to racing through the Levy and ensuring the best possible outcome for the sport from the sale of the Tote.

Promotional costs and other costs have both reduced by over 20% as we change processes and review how we deliver services.

2011 forecasts

For the first time in an annual report we have included forecast results, demonstrating transparency and highlighting the continued effort to reduce our cost base further. Forecast costs are already £890,000 lower than was budgeted for in 2011.

The current forecast loss of £1.1m, down from the £1.7m budgeted, will be funded through further cost savings and reserves. Plans are well advanced to return to break even in 2012.



We are only as good as the people we employ and we strive to attract and retain high quality staff

2010 audited accounts

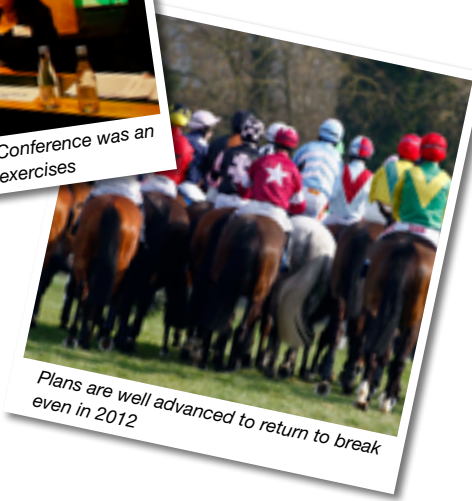
[Our 2010 audited accounts are available on our website and at Companies House.](#)

Our accounts show both a consolidated profit and loss and balance sheet which includes the activities of Racing Enterprises Limited and British Horseracing Database Limited.

In the interests of transparency, the accounts also show a company profit and loss account and balance sheet to reflect just the regulatory and governance activities of the Authority. All figures in this report are calculated on a like for like basis, other than that the statutory adjustments for pension costs and our income and costs relating to ticket sales are not included in this report, whilst interest is shown separately in our statutory accounts.



Not staging the Annual Conference was an example of cost saving exercises



Plans are well advanced to return to break even in 2012



PERSONNEL

Chris Brand

Acting Chief Executive

Will Lambe	<i>Head of External Affairs</i>
Claire Simmonds	<i>Executive Assistant to the Chairman and Chief Executive</i>

Paul Struthers

Head of Communications

Communications & Promotions

Robin Mounsey	<i>Communications and Online Manager</i>
Nicky Lander	<i>Communications and Online Assistant</i>

Tim Morris

Director of Equine Science & Welfare

Fiona Carlin	<i>Personal Assistant</i>
Jennifer Wood	<i>Operations Administrator</i>

Veterinary Officers

Robin White	<i>Senior Veterinary Officer</i>
Anthony Stirk	<i>Senior Veterinary Adviser</i>
Lynn Hillyer	<i>Veterinary Adviser - Medication Control</i>
David Freeman	Jennifer Hall
Chris Hammond	Duncan Macdonald
Tony Welsh	

Veterinary Technicians

Mel Baker	Carol Broodbank
David Cook	Paul Elliott
Robert Hamilton	Nick Holman
David Mills	Linda Porter
Clifford Rawlings	Sandy Sanderson
Stuart Shilston	Jane Southam
Jeremy Willis	Dawn Yardley

Centre for Racecourse Studies

Carol Clarkson	<i>Manager of the Racehorse Centre</i>
Rebecca Milmine	<i>Deputy Manager</i>

Chris Brand

Director of Finance & Corporate Services

Human Resources

Claire Dale	<i>HR Manager</i>
Lisa Hambelton	<i>Human Resources Adviser</i>
Helen Oram	<i>Human Resources Officer</i>

Finance & Office Services

Paul Foster	<i>Group Financial Controller</i>
Lorna Ewens	<i>Financial Accountant</i>
John Hall	<i>Office Services Manager</i>
Silvia Revenga Rojo	<i>Receptionist</i>
Claire Strickland	<i>Receptionist</i>

Information, Communication & Technology

Steven Shaw	<i>Head of ICT</i>
Jason Pearce	<i>Project Specialist/Web Developer</i>
Gavin Hope	<i>ICT Systems Administrator</i>
Chris Brown	<i>ICT Support Analyst</i>

Paul Scotney

Director of Integrity Services
& Licensing

Fiona Carlin	<i>Personal Assistant</i>
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Compliance

Adam Brickell	<i>Head of Legal and Compliance</i>
Nick Hill	<i>Compliance Adviser</i>
Danielle Sharkey	<i>Compliance Assistant</i>
Hilary Forde	<i>Compliance Adviser (Drugs)</i>
Lucy Price	<i>Licensing and Compliance Administrator</i>

Licensing

John Smith	<i>Licensing Team Manager</i>
Annette Baker	<i>Licensing Team Executive</i>
Joanne Crowthorn	<i>Jockeys and Riders Licensing Assistant</i>
Lucy Jones	<i>Trainers Licensing Assistant</i>

Integrity Services

Paul Beeby	<i>Head of Integrity (Operations)</i>
Mark Blackman	<i>Raceday Integrity Coordinator</i>
Tom Chignell	<i>Betting Investigator</i>
Gary Coyle	<i>Betting Analyst</i>
John Gardner	<i>Principle Intelligence Analyst</i>
Barry Holmes	<i>Intelligence Analyst</i>
Jennifer Hughes	<i>Intelligence Principal</i>
Tom Astley	<i>Intelligence Development Co-ordinator</i>

Investigating Officers

John Burgess	Malcolm Carson
Jonathan Dunn	Tim Miller
Stuart Williams	

Stable Inspecting Officers

Mark Beecroft	Robin Gow
Yvonne Mee	Derrick Morris
Andy Streeter	

Weighing Room Security Officers & Stable Security Officers

Graham Prentice	<i>Integrity Team Leader</i>
Henry Smithers	<i>Integrity Team Leader</i>
John Buchanan	<i>Weighing Room Security Officer</i>
Paul Cooper	<i>Weighing Room Security Officer</i>
Brian Holding	<i>Weighing Room Security Officer</i>
Howard Lord	<i>Weighing Room Security Officer</i>
George Smith	<i>Weighing Room Security Officer</i>
Steve Tomlin	<i>Weighing Room Security Officer</i>
Ian Wood	<i>Weighing Room Security Officer</i>

Stable Security Officers

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

As at 1st May 2011.

PERSONNEL

Jamie Stier

Director of Raceday Operations
& Regulation

Amanda McNamara *Personal Assistant*

Disciplinary

Nigel Macfarlane *Head of Disciplinary*
Lyn Williams *Disciplinary Team Manager*
Shirley Cowan *Rules Executive and Secretary to the Disciplinary Panel*
Tricia Hill *Disciplinary Enquiries & Projects Executive*
Kate Pittam *Racecourse Stewarding Executive*
Angela Smith *Disciplinary and Race Times Executive*
Luke Smith *Disciplinary Team Administrator*
Michael Whyatt *Disciplinary Race Analyst*

Medical

Dr Michael Turner *Chief Medical Adviser*
Helen Pavitt *Medical Administrator*

Industry Recruitment & Training

Sara Hay-Jahans *Head of Industry Recruitment & Training*
Michelle Douglas *Industry Recruitment Associate*
Gill Greeves *Learning and Development Partner*
Sam Martin *Training, Welfare and Community Associate*

Racecourse

Fraser Garrity *Head of Racecourse*
Rob Hartley *Racecourse Licensing Executive*
Paul Lifton *Statistical & IT Analyst*
Tim Newton *Racecourse and Operations Projects Manager*
Shelley Wheeler *Racecourse Department Administrator*

Inspectors of Courses

Richard Linley *Senior Inspector of Courses*
Nick Carlisle *Chris Dennis*
Peter Hobbs

Raceday Operations

Sean McDonald *Manager (Starters, Scales and Judges)*

Clerks of the Scales

Charles Stebbing *Team Principal*
William Baker *Gavin Cope*
Michael Hamilton *Jeremy Lind*
Leigh O'Brien *Georgie Robarts*
Graham Ford *Stephen Watkins*
Martin Wright

Judges

Nick Bostock *Team Principal*
Guy Lewis *Di Clark*
Brian Goodwill *Nick Hargreave*
Mark Ritchie-Noakes *Felix Wheeler*

Starters

Kieran O'Shea *Team Principal*
Steven Avis *Hugh Barclay*
Jason Callaghan *Peter Haynes*
Willie Jardine *William Jordan*
Bob Mann *Simon McNeill*
Seamus O'Neill *Michael Reid*
James Stenning *Robert Supple*
Steve Taylor *Stuart Turner*

Stipendiary Stewards

William Nunneley *Head of Stewarding*
Paul Barton *Stipendiary Steward Manager*
Robert Earnshaw *Stipendiary Steward Manager*
Terence Brennan *Simon Cowley*
Alan Dempsey *Geoff Forster*
Tony McGlone *Chris Rutter*
Adrian Sharpe *Robert Sidebottom*
Adie Smith *Colin Vickers*
Marcus Weedon *Richard Westropp*
Louise Williams

Ruth Quinn

Director of Racing

Amanda McNamara *Personal Assistant*

Racing Department

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

Handicappers

Phillip 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*
Gregory Pearson *Graeme Smith*



The royal procession at Ascot Racecourse

