

British Horseracing Review 2006–2007





Contents

- 1** Chairman's Introduction
- 2** Our Challenge
- 4** Delivering Great Sport
- 8** Ensuring Safe and Fair Play
- 12** Striving for our Clean and Fair Sport
- 14** Caring for Racing's Main Attractions
- 17** Key Racing Statistics
- 22** Preparing Racing's Stage
- 26** Building for Racing's Future
- 28** Bringing the Sport to Life
- 30** Racing's Financial Health
- 32** Board and Committees
- 34** Board of Directors
- 35** Executive
- 36** Personnel

Paul Roy
Chairman



Welcome to the British Horseracing Authority's review of 2006/07. Although this report documents much impressive and important activity in those years, my focus, as the first chairman of racing's new governing and regulatory authority, is on the future.

The British Horseracing Authority came into being in July 2007 since when we have already embarked on a major review of the Fixture List and made detailed submissions to Government, which is required to determine the Horserace Betting Levy Scheme for the first time since 2002. Both of these tasks have been undertaken with diligence and dedication by Nic Coward and his team.

As a lifelong follower of the sport, it is a privilege to chair the new Authority, which I am determined will lead the sport in a professional, far-sighted, inclusive and cost-effective way. Bringing together governance and regulation under one umbrella is a logical step in the evolution of racing's central organisation and, combined with a board of directors appointed for their expertise rather than by each sector of the sport, I believe that the new structure will serve the sport well.

All of us at the British Horseracing Authority are conscious of our responsibilities as custodians of the worldwide reputation of the sport in this country. Racing is followed by millions of people, it generates more jobs in Britain than any other sport and is second only to football in terms of spectator numbers. Maintaining and enhancing racing's profile, while also upholding the highest standards of welfare and integrity, are major challenges. But they are challenges that we are relishing, and committed to meeting on behalf of everyone involved in this great sport.



Our Challenge



2006 and 2007 were key years for British Horseracing. They were memorable not only for achievements on the racecourse, which cemented this country’s reputation for staging the best racing in the world, but also for the formation of a new unified governing and regulatory body, created with the backing of the whole sport and with a clear mandate to lead and operate independently in the best interests of racing as a whole.

Nic Coward, Chief Executive

It is a huge honour for me to have been appointed the first chief executive of the British Horseracing Authority, which has the vital task of overseeing the running of this sport – the world’s best.

We were finally up and running on 31st July 2007, having set in motion before then a number of key initiatives. Although it was frustrating that various factors conspired to prevent our planned launch in January 2007, one advantage of the hold-ups was that we were able to be further down the line with our early goals. The two merging organisations were operating as one as far as possible from the end of 2006.

Plenty of challenges have been faced in the subsequent months, some foreseeable and some not, but we have certainly been well equipped to deal with them for the sport.

Throughout all of our work, we are committed to being:

- 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 be able to explain why;
- Dynamic** - professional, innovative and focused, delivering a quality service.

It is our responsibility to provide the most compelling and attractive racing in the world, be seen as a 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 and represent and promote the sport and the industry.

We now have an executive and team structure in place that reflects these priorities. Our first key appointment was Professor Tim Morris as Director of Equine Science and Welfare. We have made clear that the horse, and its welfare, will be put first in all that we do.

We have merged together Security and Licensing into one. This is part of a new approach, to ensure that all of British racing’s participants are aware of the standards expected of them from the moment they enter the sport. One of the new Board’s first actions was to sign off the definitions and codes of conduct relating to Inside Information and to establish a comprehensive educational programme. This was a major change, with very encouraging feedback.

The City of London Trial in December 2007 understandably generated considerable publicity, and has raised important issues for the Authority – and indeed all sports governing bodies.

Giant strides have been made by British Horseracing in recent years, a fact recognised by those within the sport, and also by others outside racing. But we will learn any lessons that there are to learn.

Above all, we will always lead from the front in preserving British Horseracing’s hard-earned reputation in this area, and continue to act as a point of contact for other sports as and when – as is inevitable – they face the issues that come hand in hand with betting.

On my first day in this new role, I spelled out that we would need to canvass views within the industry, but also find out what people outside the immediate racing world think of us, and the sport. Opinion former research was carried out with this objective, and involved interviews with Parliamentarians, broadcasters, social commentators, Government officials, regulators, the media, sponsors and others. The staff also gave their full responses.

The results were illuminating and will help to form our priorities in the coming years. The same issues that we need to tackle arose time and time again, with the priorities as follows:

- Ensuring the best welfare for the horse;
- Stable, long term funding;
- Better promotion and marketing of the sport as a sport;
- Standing up to the challenge of corruption;
- For the sport to speak with one voice;
- A new relationship with the betting industry;
- To promote inclusivity and accessibility;
- The racecourse – promoting attendances and improving facilities.

It is little surprise that the funding issue came out on top. At the time of writing, we await the Secretary of State for Culture, Media and Sport’s determination of the 47th Levy Scheme. Racing, led by the Authority and united in its approach, made a thorough case, built on solid evidence, that a fair and reasonable return from the betting industry to racing is far greater than the historical Levy return.

The yield that racing receives from the Levy is only part of our engagement with the betting industry, and the Authority is adamant that for mutual longer term benefit we must act more like business partners than opponents. We have a shared interest – a healthy and vibrant racing industry.

Racing is itself committed to better shaping and promoting our product. The strategic review of the Fixture List, launched in May 2007, has sought input from all involved in the sport. The key challenge is to identify the sport’s optimal fixture list and, just as importantly, how it can be delivered.

That review acknowledges that British Horseracing means different things to different people, but we are clear in our view that we must first and foremost be a sport. If we get the sporting spectacle right, everything else has the best long-term future. That end in itself will give us a more attractive betting product and strengthen us as an industry.

Over the last year, I have tried to spend as much time as possible out and about meeting racing people and organisations, and I have been struck by the devotion to racing’s cause up and down the country. Similarly, the Authority’s staff have a great commitment to the best interests of the sport, and the Board have been appointed to lead – to listen, to challenge and deliver for the whole of the sport.

The renewed efforts of all those within racing will be necessary as we seek to reach out to new audiences. British racing has a tremendous story to tell, as a sport, as a major player in training and education programmes, as an all sport-leading example of integrity and welfare infrastructure, and as the bedrock of rural communities. This document reflects the work that goes into ensuring that British racing maintains its unique contribution to sporting, cultural, economic and social life.

Jockey Robbie Power salutes the crowd after victory on Silver Birch in the John Smith’s Grand National at Aintree





Delivering Great Sport

British Racing has a unique history and tradition as great sport - one that has evolved over 250 years. The framework for the sport is the Fixture List, which the Authority oversees. It is put together to balance the various interests of all those in racing: owners, breeders, trainers, jockeys, racegoers and punters, as well as the key commercial partners of the sport. In framing the Fixture List, and the race programmes that weave through it, the Authority seeks to maximise opportunities for the horse population at all reasonable levels of ability, maintain the competitiveness of racing and produce a satisfactory product in terms of off-course betting. The Fixture List also needs to balance the commercial aspirations of all racecourses, and ensure high standards of turf management. It's a challenge we relish.

The design and implementation of new programmes, under both codes, is an important part of the ongoing research and development work that the Racing department carries out through constant monitoring of the performance of the race programme and Fixture List.

Recent projects have seen the launch of Graduation Steeple Chases - designed to assist Jump horses in bridging the gap between their novice campaign and second season - for horses which, through injury or other factors, had a truncated first season over fences while still losing their novice status.

The department has also introduced a minimum rating of 130 for horses competing in Grade 1 non-novices' races at the Cheltenham Festival. On the Flat, the advent of Twilight Fixtures, the removal of Classified races between Class 3 and Class 7 and the integration of Class 7 races as part of the discontinuation of Regional Racing are examples of the important work carried out.

The Development Fund is also key to the projects delivered by the department, which over the last two years has enabled prize money worth over £1.5m to go towards a large section of races, including new AWT Listed races, existing Listed races, Mares' Hurdle races, Novices' Steeple Chases and Introductory Hurdle races over Jumps. The Fund will continue to play an important role in supporting specific race types that serve key race planning roles.

Five new Listed races in November and December 2007 have formed significant Black Type opportunities during the winter All Weather programme, and come on the back of the success of the six new Listed races which were introduced in the spring of 2007. All but one of the latter races comfortably exceeded the rating parameters required for Listed race status, as well as attracting eight or more runners.

Similarly, the Development Fund has enabled the formation of six new Mares' Pattern and Listed races in the 2007/08 Jumps Season, with

a total value of £320,000. The calendar now caters for the increasing number of mares racing in Britain, strengthens Black Type opportunities for mares within the Pattern and encourages owners and trainers to keep campaigning them at the top level. It is hoped that they will repeat the success of a similar development which was put in place as part of a European-wide initiative on the Flat three seasons ago. The initiative is a working example of how the Racing department, the Jump Racing Sub-Committee and the Racing Committee work in unison to constantly monitor and look to develop the opportunities available for all horse groups within the Fixture List.

Prize Money

Total prize money reached a record £104.1m in 2006, a 4.8% increase on the 2005 total and a 2.8% increase on 2004's then record £101.3m. It dipped to £98.7m in 2007. See pages 20-21 for a full breakdown of contributions to prize money and the minimum prize money levels according to race classification.

Appearance Money

The successful Appearance Money Scheme provides a commercial incentive to participate in races, thus underpinning the VAT Registration Scheme for Racehorse Owners, whilst attracting runners to certain race types which otherwise would often fail to attract a field of at least 8 runners.

The framework of the Scheme extended in 2007, with some small amendments to the structure of the payments and the qualifying race types. Due to an overall decrease in funding it was decided to maintain sensible support for those race types that would benefit most from the additional funding rather than providing much reduced payments for all race types previously covered. To this end it was decided that Flat Conditions Stakes and Novices' Steeple Chases should receive the most support, and these consequently remained in the Scheme. All runners on a Sunday received £140, down from £225 in 2006.

All qualifying races saw average field sizes continue to rise during the 2006 Scheme, with Juvenile Novices' Hurdles, Novices' Hurdles and all Sunday races in the Scheme having 10 or more runners on average.

All of the races included in the Scheme below had a rating restriction applied to them, as provided for under the provisions of Instruction J11.

The 2006 scheme covered:

- Flat Conditions Stakes (Class 2 & 3);
- Jump Novices' Chases (Class 1, 2 and 3, weight-for-age);
- Jump Novices' Hurdles (Class 1, 2 and 3, weight-for-age);
- Jump Juvenile Novices' Hurdles (Class 1, 2, 3 and 4);
- All Races held on a Sunday;
- Mares running in a Steeple Chase not covered by the above.

The 2007 scheme was amended to cover the following:

- Flat Conditions Stakes (Class 2 & 3);
- Jump Novices' Chases (Class 1, 2 and 3, weight-for-age);
- All Races held on a Sunday.

Flat and Jump Competitiveness

Average field sizes on the Flat were 10.9 during 2007, and the number of individual runners rose to over 11,323 following 2005's record 10,974.

Jump Racing continued to progress, as illustrated in 2007 with an average field size of 10.9, the fourth successive year that the average has exceeded 10. In addition to this the number of individual runners increased again to 10,012 in 2007.

Average Field Size by Race Type 1998 to 2007*									
Year	1998	1999	2000	2002	2003	2004	2005	2006	2007
Flat Turf	11.1	11.3	11.5	11.6	11.0	11.4	11.3	10.7	10.9
Flat AWT	9.9	10.3	10.6	11.7	11.5	10.9	11.3	10.7	10.3
Hurdle	10.8	10.6	10.6	11.1	10.5	11.6	11.8	11.4	11.5
Chase	8.0	8.0	8.0	8.1	7.5	8.2	8.7	8.9	8.7
NHF	14.26	13.31	13.57	13.91	12.77	13.51	12.76	12.2	12.4

*2001 figures are omitted because of distortion due to the impact on fixtures and racing of Foot and Mouth Disease.

A comparison of 2007 field sizes with those of five and ten years ago also highlights considerable progress, with a significant reduction in the number of races with field sizes of 1-4 under each code and an increase in the percentage of races with eight or more runners.

Comparison of Field Sizes 1997, 2002 & 2007									
Field Size	Flat (%)			Chase (%)			Hurdle (%)		
	1997	2002	2007	1997	2002	2007	1997	2002	2007
1-4	5	3	2	19	11	8	9	3	1
5-7	21	16	16	42	39	37	26	21	13
8-11	36	32	42	28	35	34	36	37	36
12-15	23	30	34	9	11	16	19	25	36
16+	15	19	6	2	4	5	10	14	14

Light Shift (right) gives Ted Durcan a first Classic victory and trainer Henry Cecil his eighth winner of the Vodafone Oaks at Epsom Downs



Review of the Fixture List and Fixture List Policy 2008

One of the first major projects of the British Horseracing Authority is an all-encompassing review of the Fixture List, with the principal aim being to identify the sport's optimal fixture list and how it might be delivered.

The review acknowledges that the sport means different things to different people and approaches the Fixture List from three key perspectives: British Horseracing as a sport; British Horseracing as a centrepiece for racecourse and other leisure activity; and British Horseracing as a betting product.

Following widespread consultation, recommendations will be developed in spring 2008, with implementation of key decisions in the 2009 Fixture List.

Meanwhile the 2008 Fixture List has been designed to meet and balance the demands of all sectors of the sport, including its varied customers, and features:

- 1,504 fixture opportunities for horses, their connections and customers of the racing industry, up from 1,415 in 2007;
- 599 individual betting sessions (afternoon, evening or twilight slots), up 10.3% on 2007;
- 372 evening fixtures on 236 evenings (2007: 287 and 178 respectively);
- 147 fixtures on all 52 Sundays during the year (2007: 144 and 51 respectively).

In addition, 2008 marks the introduction of Enterprise Fixtures, which have been designed to allow racecourses to expand their fixture portfolios in commercially attractive slots. Provision was made for 35, with 30 being taken up. They will predominantly take place on Thursday and Friday evenings, with the racecourse contributing a minimum of £40,000 (Flat) and £30,000 (Jump) prize money to each fixture.

Fixture Allocation Process

A further expansion in the number of fixtures in 2008 was facilitated largely due to the new legislation in place from Autumn 2007, which allows for the year-round evening opening of betting shops. This allowed another tranche of evening All Weather Track (AWT) fixtures (on four evenings a week between the first week in January and mid-April).

270 BHA Fixtures will be staged in 2008. 168 of these were auctioned in June via the bidding website (of the remainder, 16 were pre-allocated to new racecourse Great Leighs and 86 had previously been bid for on two or three-year leases). As a result of the bidding activity the 2008 Development Fund will stand at £1.49m.

The online bidding process for BHA Fixtures, first used in the compilation of the 2006 Fixture List and significantly extended and enhanced for the 2007 Process, will continue to underpin auctioning of BHA Fixtures. The auctions are conducted using a new 'soft-close' online auction model, whereby all bidders are given a rolling two minute window in which to place a new incremental bid (in the form of a prize money commitment for an individual fixture) on any existing highest bid already made. At the end of the two minute window, if no further bid has been made, the fixture is allocated for lease, subject to Inspectorate approval.

Each winning bid reflects a commitment to prize money for the individual fixture itself, and also generates a contribution to the Development Fund.

Handicapping

The role of the Authority's Handicapping team continues to underline the importance placed upon a horse's rating, establishing levels of competitiveness and integrity, whilst maintaining and building good relationships with trainers, owners and the media. The role of the Handicapping team is not just instrumental in Britain, but also on an international level, reflecting British Racing's position within the world rankings as the best racing nation in the world.

Throughout the season, the Jumps handicappers liaised more closely than ever with their Irish colleagues and, combined with now producing their own performance figures for all races run in Ireland, this approach has resulted in Irish-trained success rates in handicaps in Britain more commensurate with their levels of participation.

Statistical evidence is also compiled by the Handicapping team on an on-going basis, and is used in race planning and setting race conditions. A recent example of their work is the changes to a number of Orders relating to eligibility for handicaps with the aim of further enhancing competitiveness. On the Flat, cumulative penalties were introduced in handicap races and they have already had the effect of making those races fairer for all participants.

The implementation of another initiative has resulted in two-year-olds which had never finished in the first four in three maiden races now being allowed into Nursery Handicaps before 1st September. This has increased field sizes and competitiveness in the early Nurseries and has been particularly well received by the connections of those horses for which it has opened up new opportunities and allowed their horses to race competitively at an earlier stage in their careers.

The Jumping Weight-For-Age scale was amended for the 2007-08 season for the first time since 1999, reducing the allowance received by 4-year-old steeplechasers following statistical analysis indicating that they need a lesser weight allowance to compensate for their immaturity than has historically been the case.

The extent of the team's international duties include representation at the annual World Thoroughbred Racehorse Rankings Conference and the International Federation of Horseracing Authorities, which in turn leads to the Handicapping team announcing the World and European Thoroughbred Racehorse Rankings in London every January.

Britain is also represented by the team at the meeting of international handicappers every summer to determine the World Thoroughbred Racehorse Rankings for those horses who either raced in or were trained in the Southern Hemisphere, as well as compiling the latest list of the world's leading horses, detailing the top racehorses to have run anywhere in the world assessed on the form they had shown in the previous six months. The publication of these lists has now become an established source of interest and information worldwide.

With the increasing involvement of British trained runners, the handicappers have started producing performance ratings for all races taking place at the Dubai Carnival, as well as continuing to assist the Australian handicapper with his assessments for the Melbourne Cup. This strengthening of international co-operation



A race that lives long in the memory of all racing fans – a battle all the way down the Goodwood straight by two international flag-bearers who, by the end of their careers, had won 12 Group One races between them. **Ouija Board** (far side) beats **Alexander Goldrun** in the Vodafone Nassau Stakes at Glorious Goodwood

has been a fundamental aspect of the work of the handicappers for some time.

The international role of the Jumps team has also grown significantly in recent years, culminating in the annual Anglo-Irish Jump Classifications which are announced in May under the chairmanship of Head of Handicapping Phil Smith. These had been formulated with their Irish counterparts and, immediately after the announcement of the Classifications, the Anglo-Irish Jump Awards are presented in London with the winners in each category being determined by the ratings allocated by the handicappers.

In addition to their principal duties, the handicapping team play an increasing role in the Authority's Industry Recruitment and Training function. Throughout the year, Phil Smith, Dominic Gardiner-Hill, Matthew Tester, Martin Greenwood, Stewart Copeland and Dave Dickinson lead training sessions at a variety of courses at both the British Racing School and the Northern Racing College, with the aim to further enhance the general levels of understanding of handicapping methodology.



Ensuring Safe and Fair Play

Ensuring fair racing is a mainstay of our work on the racecourse. As in all sports, our participants are fiercely competitive, but there have to be rules in place to protect safety, welfare and integrity of the sport. All can – and should – expect a safe and fair run, and that is what we aim to achieve.

Rules Review

There has long been a view that the Rules book in its current format (Rules, Orders, Instructions, Codes of Conduct etc.) is overly complicated. The time has come for a full review, with the aim of re-writing the Rules to create a more easily understood version for all sections of the industry. The project, which will be managed by the Disciplinary Department and our legal advisors, is expected to last through 2008.

In a separate advance, the Rules of Racing have been made more readily accessible through a fully interactive website, rules.britishhorseracing.com, which will be of tremendous use for both the racing public and professionals alike.

In addition, a shortened document has been produced for the benefit of overseas jockeys, outlining the key rules in relation to the whip, the running and riding of horses, interference and medical issues.

International Harmonisation

The momentum from racing regulators throughout the world to explore further harmonisation of the Rules has reached a point where the International Federation of Horseracing Authorities (IFHA) has set up a Rules Committee. Malcolm Wallace, previously Director of Regulation, presented on the topic at the main IFHA Conference at Paris in October 2007 where he demonstrated how turf authorities treat the same racing incident differently. Prior to that meeting, a DVD with six races was sent to 10 turf authorities around the world requesting what action their stewards would take. The answers received were varied and support the need for a global approach on key racecourse issues, especially race riding rules.

We are always looking to improve our own procedures and to that end we send officials overseas and host overseas authorities to learn and share best practice.

Stewarding

The Stewarding system continues to evolve and at present there is a moratorium on the recruitment of new stewards, allied to the compulsory retirement for any over 70, in line with our ethos of fewer stewards doing more days rather than more stewards doing fewer days. It is interesting to recall that ten years ago stewards did roughly 14 days stewarding per year. Today it is approximately 25 days. We believe this increase of

days on the racecourse, together with increased training, has led to more consistent stewarding.

New Flat Whip

Shock absorbing whips were introduced for National Hunt jockeys in October 2003 once a whip with suitable welfare benefits for the horse had been created and been accepted by the jockeys, ourselves and the RSPCA.

Work then commenced to find a suitable design for a shock absorbing whip on the Flat. Input was given by ourselves and the RSPCA direct to the designer prior to a prototype being trialled by some jockeys in 2005. Jockeys' comments were taken into account and a new version trialled in October 2006.

These whips were then made mandatory for the Flat Turf season. As with the Jumps whips, if the new Flat whips are used within the rules, there is minimal chance of a horse's welfare being compromised.

End of Season Review Meetings

End of Season review meetings between ourselves as regulator and the trainers and jockeys have become an important part of our regulatory activity. It gives both the regulators and regulated the opportunity to review certain policies, procedures and rules, discuss what may need changing ahead of the next season and resolve any outstanding issues. Such meetings are not restricted to racecourse stewarding issues but take in subjects with wider licensing or integrity implications.

Assistant Trainers' Courses

Two pilot courses for Assistant Trainers have begun at the British Racing School and Northern Racing College to reflect the increasing responsibility that Assistant Trainers have both in the yards and on the racecourse.

Attendees included Amy Weaver, assistant trainer at Michael Bell's Derby-winning Fitzroy House yard in Newmarket. She said of the course: "It was really good - we learnt a lot about what was required of a trainer as well as people management and Health & Safety. It was well worth doing and as it was a pilot course we gave some feedback on what aspects could be expanded on for the future, such as handicapping."

The course covers aspects of Staff Management, Handicapping, Media Training, Health and Safety, Racing Welfare, the Authority's Licensing and Integrity functions, Weatherbys Operations and the Rules. It is suitable for Head Grooms as well as Assistants and more are planned for the future.

Stable Inspectors' Courses

A new course was introduced for the five stable inspectors to update and improve their knowledge in the four key areas of employment law, accounting, health and safety, and welfare, which now form a larger part of their workload when carrying out inspections on behalf of the Licensing Department and investigations for the Integrity Services Department. In an average year the team carries out over 750 stable inspections. As well as checking the standards for new trainers, it is the team's aim to hold a routine inspection for licensed trainers once every 18 months and

with the addition of a fifth inspector in 2006 there were over 450 routine inspections of licensed trainers in 2007.

Licensing Committee

Michael Henriques, Charles Lloyd-Baker and Michael Felton have retired from the Committee after serving on it for a combined 20 years. Stephen Allday, an experienced racecourse steward who has also served on the Disciplinary Panel, has been appointed Chairman of the Committee. He is joined by Anthony Webber, a former professional National Hunt jockey with over 400 winners and a racecourse steward, and Caroline Robinson, also a steward and accomplished horsewoman who won the Cheltenham and Aintree Foxhunters as an amateur on Eliogarty.

Quite simply a phenomenon! **Kauto Star**, winner of the [totesport Cheltenham Gold Cup](#) and a people's favourite





Body Protectors

As of July 1st 2007 it has been mandatory for all stable staff to wear body protectors when mounted. Although at first we had decided to leave individual trainers to carry out their own risk assessments and come to their own conclusions, we received a specific request from the industry's Health and Safety Group in relation to protectors and it was apparent that the industry wanted stable staff to have the same protection as jockeys. Our stable inspectors are checking on these as part of their routine inspections.

Inevitably there was some comment from trainers on the matter, especially as the expense of purchasing this protective equipment falls on them. However, the Racing Post published a compelling letter from Dr Adrian McGoldrick, racecourse medical officer at the Curragh with responsibility for the Curragh training grounds as well:

"Since their mandatory introduction, the number of back injuries has fallen significantly. All of us involved in racing have not just a moral responsibility to provide safe systems of work - of which body protectors are just one aspect - we also have a legal responsibility under European health and safety regulations... It is an issue of education and a change of culture."

Apprentices' and Conditionals' Training Agreement

After a period of development between ourselves, JAGB and NTF, a new Apprentice Training Agreement has been introduced and has proven a much-needed update to an agreement that was first put in place in 1977.

The key advances are the inclusion of six-monthly personal assessment reports to cover aptitude, ability, discipline and progress, together with the clearer setting of expenses payable by trainer and rider. A similar agreement was introduced for conditional jockeys at the end of 2007.

Disciplinary Panel Enquiries	2006	2007
Enquiries into breaches of the rules of racing	141	127
Appeals against the decisions of stewards of meetings (successful)	39 (15)	39 (16)
Legal representation in general enquiries	40	38
Disqualified and excluded persons		
Indefinitely	1	11
5 – 10 Years	1	0
1 – 4 Years	6	4
< Year	3	1
Trainers Licences withdrawn	0	0
Jockeys Licences withdrawn (positive sample)	1	1 (35 days)
Jockeys Licences Withdrawn (other)	0	5
Fines (£)	51,205	56,760
Horses disqualified from particular races		
(Prohibited substances)	19	14
(Other)	1	6
Amended result following a disciplinary enquiry	0	3

Stewards' Enquiries	2006	2007
Total enquiries	9,600	9,740
Rule 153		
Enquiries into interference	867	1,055
In breach	555	735
No enquiry but interference noted	807	694
Instruction H9		
Enquiries into the use of the whip	568	717
In breach	548	689
Rule 155-158 Enquiries into running and riding		
Enquiries under rules 155-8	399	425
In breach	49	64
Reports on poor performance	6,410	6,697



Inglis Drever (left), leads Blazing Bailey at the last in the Ladbrokes' World Hurdle at Cheltenham

Winker Watson (black cap, right) lands the TNT July Stakes on the revamped July Course at Newmarket

State of Play (near side) takes Newbury's water jump en route to winning the Hennessy Cognac Gold Cup





Striving for our Clean and Fair Sport

As responsible regulators, it is our duty to protect the integrity of the sport both at and away from the racecourse. With the sport's strong links to betting, there will always be people who try to make money by gaining an unfair advantage over others, but for the sport to flourish and for racegoers and punters to have confidence, racing has to be clean and fair. Through our Integrity Services department we have built a team the envy of other sports, in order to detect and deter any malpractice.

Inside Information

Following a lengthy industry-wide consultation process involving trainers, jockeys, owners, bookmakers, exchanges and journalists the Authority approved the following definition of what constitutes Inside Information:

“Inside Information” is information about the likely participation or likely performance of a horse in a race which is known by an Owner, Trainer, Rider, Stable Employee or their Service Providers as a result of acting as such and is not Information in the Public Domain.

The Working Group set up to consider all aspects of how Inside Information is managed agreed that, as a general principle, passing negative information outside the horse's connections is not acceptable. Although the current approach was generally considered right, a number of changes should be made, particularly to introduce a focus on training and education to complement the deterrence and detection work.

The Group strongly endorsed the need for rules, disciplinary action and sanctions to prevent and deter anyone seeking to profit from using Inside Information for corrupt betting purposes. It also commended racing's investment in the Integrity Services Department to detect and deter attacks on the sport, working closely with betting operators and, more recently, the Gambling Commission.

Another important factor is that cheating connected with betting became a specific criminal offence in September 2007, when section 42 of the Gambling Act 2005 became law.

The Working Group's findings, below, were adopted:

- A thorough programme of industry training and education, to ensure that everyone in racing understands the Rules, and the part they have to play in keeping racing clean;
- Published guidance for trainers, jockeys, stable staff and owners setting out what is and is not acceptable;
- Jockeys' agents being prohibited from laying horses to lose ridden by a jockey they represent;

- Agreements to formalise arrangements to ensure that anyone within the betting industry found to be posing a threat to Racing is removed from the industry;
- Application of the requirements to inform the Racing Calendar Office at Weatherbys as soon as practicable of non-participation of horses, with speedy dissemination to the betting industry;
- Agreement with the Horserace Writers and Photographers Association to introduce a code of conduct for journalists, with tough penalties for any misuse of Inside Information.

One important recommendation was a review of the penalties imposed for passing information for reward. This was duly considered and we have raised the penalties, deciding that licence-holders should be disqualified rather than simply being suspended, reflecting the gravity of the offence.

Overall, following the high profile disciplinary cases and the work of the Inside Information Review, anyone in racing who contemplates using the defence “I didn't know what the rules were” or “I didn't know it was wrong” should think again. Our ability to police this area grows stronger each year and the possibility of being convicted under law of the offence of cheating should act as a real deterrent.

Inter-Sports Liaison

While there has been betting on racing for several hundred years, betting on other sports, such as football, tennis and golf, is a reasonably new phenomenon. In a short time, betting on sport has become a leisure activity for many hundreds of thousands of people. The Authority has worked hard with other sports to try to assist them in dealing with threats to the integrity of their sport posed by betting. Over the past year we have worked with the regulatory authorities for football, cricket, tennis, rugby, darts, snooker, motorsports and boxing.

This partnership work does not impinge on the day-to-day running of our Integrity Services department's investigative duties but is important to show that British Horseracing is one of the best policed sports in the world and that we can play a leading role protecting sports integrity overall.

Stable Security

In 2006 an independent review was conducted into the security of Racecourse Stables following a number of breaches in this area over the past few years, including the removal of a horse from the official racecourse stables in 2004 and more recently the unauthorised access by a journalist at the 2006 Grand National Meeting. The review was carried out by John Essery, a former senior police officer who had previously worked on the Security Review with Ben Gunn in 2003.

The review made 19 recommendations to improve security in a cost effective manner while taking into account the need to facilitate racing with little or no disruption. These recommendations looked at the internal processes surrounding the Stable Security Officers' team, the use of the current digital CCTV and the need for better access control to the secure area of the Racecourse Stables, all of which will be assisted by extra staff at each race meeting.

Two of the recommendations focused on secure access control systems for entry into the racecourse stables to replace the paper-based register used at present. There is a crucial need to progress to a more sophisticated technology-based system which would free up the Stable Security Officers, enabling them to carry out more pro-active duties. This recommendation is currently in the process of being implemented.

One solution under consideration is the installation of 'infra-red beams' at the entrance to the official racecourse stables. In conjunction with this the current paper-based licence would be replaced with an electronic pass card. These technologies working together would identify any unauthorised entry into the area and may in the future be linked to our current digital CCTV system – taking snap shots of all persons entering the area.

Racing and the Gambling Commission – Criminal Offence of Cheating

The Gambling Commission was created by the Gambling Act 2005 and came into existence on the 1st October 2005. Its primary purpose is to regulate all forms of gambling in Britain and from September 2007 its powers extended to the regulation of betting and internet gambling in addition to the traditional sectors of casinos, lotteries (other than the National Lottery), bingo and gaming machines.

The Gambling Commission expects that maintaining integrity in sport to be primarily an issue for sports regulators, particularly when it involves licensed or registered participants who commit disciplinary offences against the sport's own rules. However, the Commission will have a role to play where a threat to the integrity of a sport involves betting in Britain and particularly when the holder of a licence issued by the Commission may be involved.

The Gambling Act provides that the Commission may provide information received by it in the exercise of its functions to certain sports regulators listed in the Act. The Commission is currently minded to impose a condition under the Act to require betting operators to share information with both the Commission and those sporting bodies.

Racing was the first sport to have a 'Memorandum of Understanding' with betting exchanges and this voluntary sharing of information between the exchanges, and now the traditional bookmakers, has played a significant part in the fight against corruption in racing. These voluntary agreements, which have to meet the provisions of the Data Protection Act, will be supplemented by the new statutory provisions and will further assist in identifying those who seek to corrupt horseracing.

As well documented over the past few years, racing's powers over non-licensed persons are limited. Everyone – whether licensed or not

- needs to note that from September 2007 a new offence of 'cheating' was created by the Gambling Act. Cheating is given its normal dictionary definition but essentially the offence means that a person cheats at gambling if they actually commit or attempt to commit a deception or interference with the process by which gambling is conducted or with a real or virtual game, race or other event or process to which gambling relates.

We have no power to investigate criminal offences but will continue to regulate our sport under our Rules and refer matters to the Commission where it is deemed appropriate.

Close liaison and co-operation between the Gambling Commission and the Integrity Services Department is clearly crucial and we are currently engaged in a comprehensive consultation programme with the Commission on all aspects of information sharing and integrity in sports betting. We are also liaising with DCMS and the other sports regulators on these issues.

Victory for Susan Roy, wife of BHA Chairman Paul Roy, with **Sixties Icon** in the Ladbrokes St Leger at York. The horse was bred to be the best - by Derby winner **Galileo** out of Oaks winner **Love Divine**





Caring for Racing's Main Attractions

The safety and welfare of horse and rider is a top priority for racing. Like most sports, racing carries risks and our work focuses on reducing these risks, dealing quickly and humanely with injuries, and setting standards to ensure horses are cared for during their racing careers.

Reducing The Risk Of Injury

Minimising the risk of fatal and non-fatal injuries on and off the racecourse is an integral part of our commitment to welfare. The important role of the Authority's database system for the recording and analysis of racecourse injuries has been highlighted by the contributions we have been able to make to the enquiries into unusual patterns of injury at the 2006 Cheltenham Festival and at Wolverhampton in early 2007, and to the Summer Jumping Review. The Veterinary and Racecourse teams worked hand in hand to relate the veterinary statistics to events on the track, using the data to identify and then modify any factors which might have contributed to the problems.

The Authority reported to a Seminar at Cheltenham in November 2006 that in 2005, rates of fatal injuries were the lowest for ten years across all racing, and particularly in steeplechasing and National Hunt Flat racing. The rates were the second lowest, in the context of the previous ten years, for Flat racing, both on turf and all weather surfaces. These general trends continued through 2006 and 2007. The Authority believes this is in large part due to the care taken with racecourse going conditions by all those involved.

Veterinary Committee

The Authority's Veterinary Committee is an advisory group that brings together veterinary expertise from across the industry to discuss general veterinary developments and their effect on the racing industry, and provide stakeholder input to the Authority. It comprises veterinary surgeons representing the British Equine Veterinary Association, Animal Health Trust, National Trainers Federation, Thoroughbred Breeders Association, Racehorse Owners Association and the Racecourse Association and meets three times a year. The Royal Society for the Protection of Cruelty to Animals and the International League for the Protection of Horses also meet with the Veterinary Committee and with the Authority on an ad-hoc basis throughout the year.

Amongst the many items discussed this year were:

- the racing of older horses;
- bitless bridles;
- laparoscopic sterilisation;
- microchipping of older horses;

- veterinary attendance and ambulance specifications at Point-to-Points;
- the use of electrolytes on the racecourse;
- veterinary attendance at starts;
- tongue ties;
- racecourse stable hygiene;
- veterinary non-runner certificates;
- summer jumping.

Assessment And Management Of 'Poor Movers'

One such issue discussed at the Veterinary Committee and developed by the Veterinary Department was 'poor movers'. Many horses have different actions, or gaits, that could be perfectly normal for that individual horse and this does not necessarily imply that the horse is injured. As well as horses recorded as 'lame' on their previous racecourse visit(s) 'poor movers' are also now routinely examined by the Authority's Veterinary Officers who are present at every raceday. Should the Veterinary Officer think that the horse is unfit to race, a second opinion from a racecourse Veterinary Surgeon is sought. If there is a difference of veterinary opinion, the horse may, subject to overriding welfare considerations, be allowed to race, but will be closely monitored on that and its subsequent start(s). If both veterinary surgeons are in agreement that the horse is unfit to race, a recommendation is made to the Stewards that the horse be withdrawn and the trainer is informed of the reason for withdrawal, and advised that the horse will be examined pre-race on its next start. Should the horse then still be considered unfit to race, further entries will be refused until the horse has been examined in the trainer's yard by a Veterinary Officer accompanied by the connections' Veterinary Surgeon and after a review of the full clinical history. This protocol, and the reasoning for it, has been fully accepted by both trainers and owners.

In addition, a standardised grading system for lameness seen on the racecourse (including at the start), with recommendations regarding grounds for withdrawal, is under consideration, in part in response to concerns expressed after the 2006 Vodafone Derby at Epsom Downs. Classic races will also require the attendance of two veterinary surgeons at the start, one of which will be an Authority Veterinary Officer.

Infectious Diseases

A key role of the Veterinary Department has been to monitor and act on any outbreaks of infectious diseases among the wider animal population, and liaise with the Governments and others on appropriate responses.

In response to the onset of an outbreak in Ireland of Equine Infectious Anaemia ('Swamp Fever') in June 2006, a requirement for testing horses travelling to Britain from Ireland was introduced to safeguard the British racehorse population from this highly infectious, devastating disease after working with the Department for the Environment, Food and Rural Affairs (Defra), our European colleagues and the equine infectious disease surveillance team at the Animal Health Trust in Newmarket. In March 2007, some 57,000 blood samples and 28 cases later, the Irish authorities were able to lift their restrictions; the UK followed suit in June, having been satisfied that this was proportionate to the then reduced risk of disease. We have continued to monitor the threat of swamp fever, along with other infectious equine diseases, such as African Horse Sickness, and will continue to contribute on Racing's behalf to Defra's Contingency Planning for Exotic Diseases.

The Summer of 2007 saw an outbreak of Foot & Mouth Disease (FMD). The 2001 FMD outbreak had a nationwide impact on racing, including the abandonment of the Cheltenham Festival. It was important that the Authority's response to the very different, localized pattern of the disease in 2007 was suitably measured. Working closely with Defra to develop policy which, in common with the nature of the disease outbreak, needed to evolve rapidly, it was possible to limit restrictions to the trainers within the 3km 'protection zone' being unable to have runners, and allow those in the 10km 'surveillance zone' to have runners provided biosecurity measures had been adopted at the yard. Ascot, Kempton, Windsor and Sandown all fell within the surveillance zone. Whilst there were no special requirements from Defra, the teams at these courses worked with the Authority, adopting disinfection procedures as a responsible approach. Through constant communication with stakeholders both nationally and overseas, racing did all it could to stop the spread of the disease and no meetings were lost because of the outbreak.

Towards the end of the FMD scenario, a case of Bluetongue was detected in Suffolk. Although the Bluetongue virus presented no risk to the equine population or the staging of racing, the similarity of this exotic disease to African Horse Sickness caused disproportionate concern which the Authority had to move swiftly to address.

Meetings Attended

In line with the Authority's ethos of striving to learn and share best practice both at home and around the world, representatives of the Veterinary Department made presentations to, or represented the Authority at, the following external national and international meetings in 2006-7:

- Conference on Equine Sports Medicine and Science, Cambridge;
- Racing Industry Seminar, Cheltenham;
- International Conference of Racing Analysts and Veterinarians, Tokyo;
- Racing Medication and Testing Consortium, San Antonio, Texas;
- American Association of Equine Practitioners Annual Conference, Texas;
- Havemeyer Foundation Workshop on Epidemiology of Training and Racing Injuries, Hong Kong;
- Horserace Betting Levy Board Veterinary Advisory Committee, Newmarket;
- Association of Racecourse Veterinary Surgeons AGM, Towcester;

- 7th International Conference on Equine Exercise Physiology, Fontainebleau;
- Animal Health Trust Equine Industry Committee, Newmarket;
- Racing and Breeding Industry Infectious Disease Funding Group, Newmarket;
- European Horserace Scientific Liaison Committee, Dublin and Windsor.

Equine Science And Welfare

Racing's authorities have always had a strong veterinary involvement and the Authority wished to develop this further to a wider focus on Equine Science and Welfare. The Authority's first major appointment was of Professor Tim Morris as Director of Equine Science & Welfare. He joined the Authority at the start of 2008 from GlaxoSmithKline and brings with him a wide experience and expertise in veterinary science and animal welfare. After qualification from the Royal Veterinary College (RVC), he spent some time at a thoroughbred stud and mixed veterinary practice before returning to the RVC to complete a PhD. Since then he has 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's School of Veterinary Medicine and Science.

The concept of science underpinning best practice in racehorse welfare is not a new one, as already outlined in relation to our data being used to reduce risk of injury.

In 2008 the Authority will be developing its science and welfare activities by ensuring our data is fully analysed and interpreted to inform our policies, continuing to develop standards of veterinary care and oversight, working with Government and others to better prepare for disease outbreaks, and reviewing the oversight of our research activities. A major project related to the use of medication in racing will be to develop the Authority's capacity to generate data to help practising Veterinary Surgeons to treat horses adequately but to ensure that they withdraw appropriate medication in good time before racedays.

Dylan Thomas' groom shows his affection for the colt after his victory in the King George VI and Queen Elizabeth Diamond Stakes at Ascot





Frankie Dettori finally wins the Vodafone Derby at Epsom Downs, on his 15th attempt, aboard Authorized.



Racing’s Participants

Annual Average of 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

Professional Jockeys

	Flat	Apprentice	Jump	Conditional	Total
2004	111	131	83	108	433
2005	112	128	87	103	430
2006	113	136	87	103	439
2007	128	113	96	94	431

Stable Employees

	2006	2007
Full-time	5,078	5,177
Part-time	2,351	2,347
Total	7,429	7,524

Amateur Riders

	2006	2007
Category A*		
Flat only	68	73
Jump only	50	41
Dual purpose	110	129
Category B**	167	157
Total	395	400

*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

	2005	2006	2007
Runners	94,659	94,610	93,719
Samples analysed	8,758	9,086	9,035
Positives confirmed	9	21	7
% of tests positive	0.10	0.23	0.08

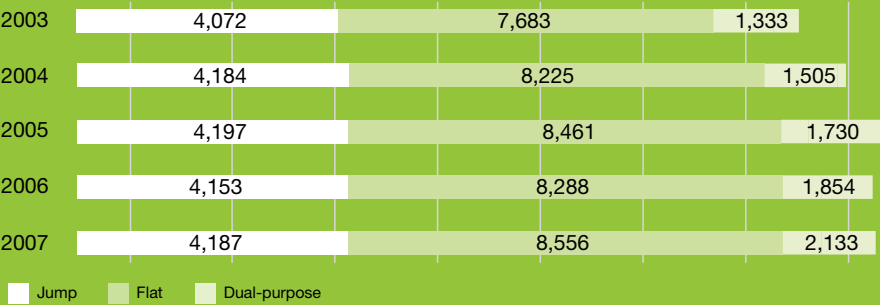
Jockeys’ Testing

Racecourse	2005	2006
Urine tests (positive)	318 (1)	350 (2)
Breathalyser tests (positive)	1,110 (2)	309 (3)
Racing Schools		
Urine tests (positive)	130 (0)	120 (0)
Total tests (positive)	1558 (3)	779 (5)

Note: 2007 statistics have not yet been audited. They will be posted on the website when available.



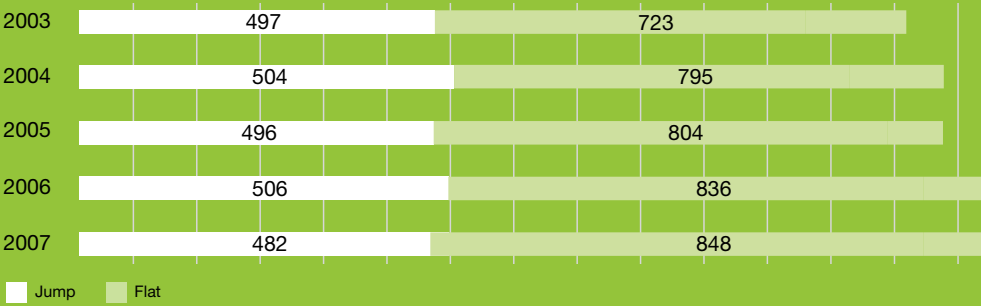
Horses in Training (Monthly Average)



Total

13,088
13,914
14,388
14,295
14,876 +4.0%

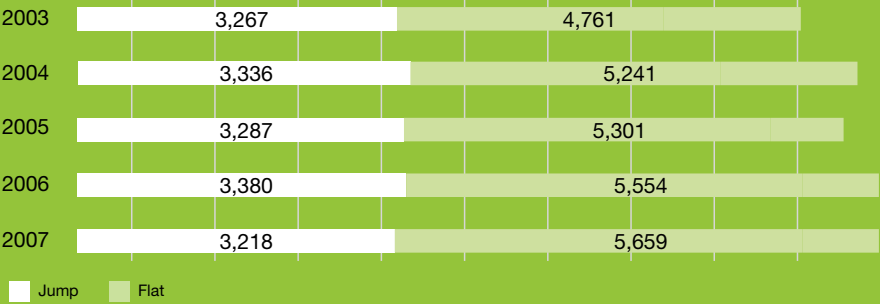
Number of Fixtures that took place



Total

1,220
1,299
1,300
1,342
1,330 -0.9%

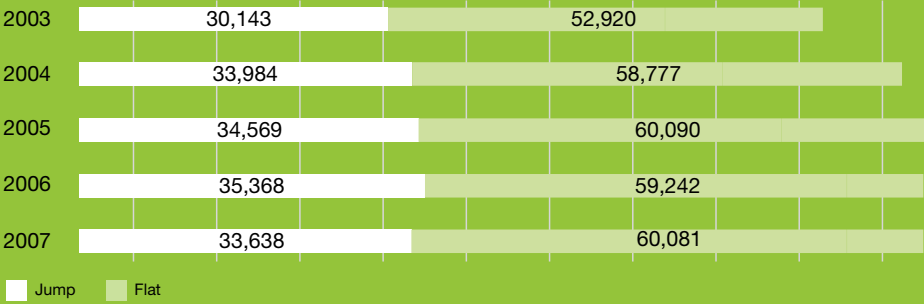
Number of Races that took place



Total

8,028
8,757
8,588
8,934
8,877 -0.6%

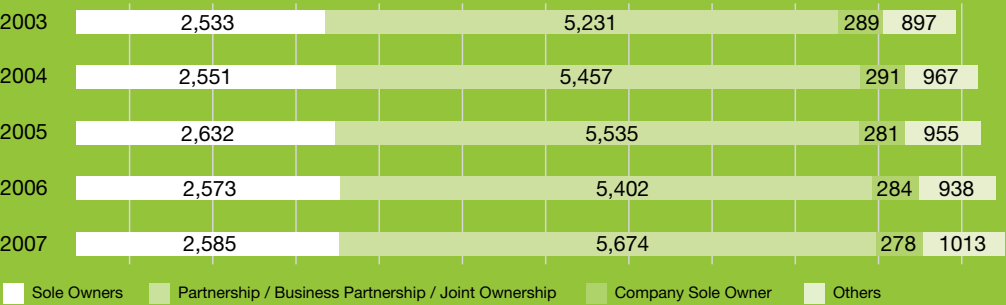
Number of Runners



Total

83,063
92,761
94,659
94,610
93,719 -1.0%

Owners with Horses in Training (Monthly Average)



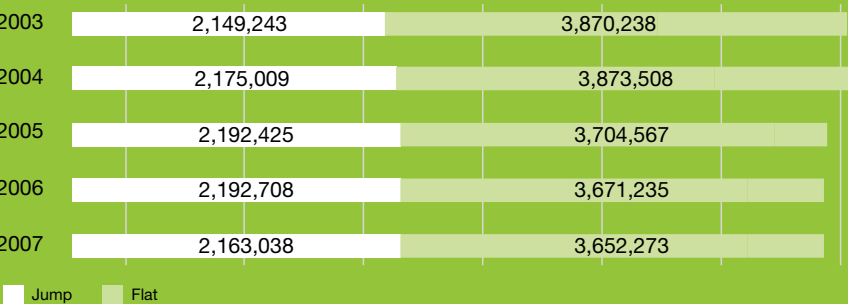
Total

8,949
9,266
9,403
9,329
9,550 +2.4%

Average Attendance per Fixture



Total Attendances



Total

6,019,481
6,048,517
5,896,992
5,863,943
5,815,311 -0.8%



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 (Note 1)	372,581	74,279	446,860	0.5
BHB Order of Merit (Note 2)	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 (Note 1)	577,561	129,993	707,554	0.7
BHB Order of Merit (Note 2)	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 (Note 2)	0	255,000	255,000	0.3
TOTAL	63,153,934	35,528,135	98,682,069	

Minimum Prize Money by Race Classification (£)

Flat Racing

Classification		FLAT - 3yo+ 2006	FLAT - 3yo + 2007	Change	FLAT - 2yo 2006	FLAT - 2yo 2007	Change
1	Group 1	200,000*	185,000	-15,000	165,000*	150,000	-15,000
1	Group 2	90,000*	85,000	-5,000	70,000*	65,000	-5,000
1	Group 3	50,000*	47,000	-3,000	40,000*	37,000	-3,000
1	Listed	28,000*	26,000	-2,000	23,500*	21,500	-2,000
2	Heritage handicaps	45,000*	40,000	-5,000	N/A	N/A	
2		18,000	18,000		13,000	13,000	
3		12,500	12,500		11,000	10,000	-1,000
4		8,500	8,000		7,000	7,000	
5		5,000	5,000		5,000	5,000	
6		3,500	3,500		3,500	3,500	
7		No minimum	No minimum			No minimum	No minimum

* Minimum Total Prize Fund

Jump Racing

Classification		Steeple Chases 2006	2007	Change	Hurdle Races 2006	2007	Change
1	Grade 1	100,000*	95,000*	-5,000	75,000*	70,000*	-5,000
1	Grade 1 Novice	50,000*	47,000*	-3,000	40,000*	38,000*	-2,000
1	Grade 1 NHF				25,000*	23,000*	-2,000
1	Grade 2	50,000*	47,000*	-3,000	40,000*	38,000	-2,000
1	Grade 2 Novice	32,000*	30,000*	-2,000	28,000	26,000	-2,000
1	Grade 2 NHF				20,000*	18,500*	-1,500
1	Grade 3	50,000*	47,000*	-3,000	45,000	42,000	-3,000
1	Listed	25,000	23,000	-2,000	22,000	20,000	-2,000
1	Listed Novice	20,000	18,500	-1,500	18,000	16,500	-1,500
1	Listed NHF				15,000*	14,000*	-1,000
2	Open Handicaps	23,000	21,000	-2,000	18,000	17,000	-1,000
2		20,000	18,000	-2,000	14,000	14,000	
3		10,000	10,000		8,000	7,200	-800
4		5,500	5,500		4,500	4,000	-500
5		3,500	3,000	-500	3,200	2,700	-500
6	Hunters' Steeple Chases	1,600	1,400	-200			
6	NHF				2,500	2,000	-500

* Minimum Total Prize Fund

Note 1 In 2006, funding for the BHB Owners' Premium Scheme was provided by the Horserace Betting Levy Board.
Note 2 The prize money represents the cash payments made for the Order of Merit, it excludes the element of the prize which is represented by bloodstock vouchers.
Order of Merit funding is provided equally by the Authority and the Racecourses.



Preparing Racing's Stage

In common with our work in other areas, we license racecourses to ensure the safety and welfare of both horse and rider, not only ensuring that there are consistent levels of veterinary and medical care, but also that racecourses provide a surface suitable for the horses racing on it. British racing is like no other in the world, where every course is individual in size and layout, but all must adhere to common standards.

Summer Jumping Review

An industry working group was set up in Autumn 2006 to conduct a review of the practical and technical aspects of Summer Jumping and identify whether possible improvements could be made across the industry to enhance the welfare of the participants and enable this important part of the Jump Racing Calendar to continue to thrive.

The Group comprised Tony Goodhew, Richard Linley (Senior Inspector of Courses), Anthony Stirk (Chief Veterinary Adviser), Fraser Garrity (Manager of the Racecourse Department), representatives from the Racing Department, Caroline Davies, Charlie Moore and Jon Pullin representing the Racecourse Association and Charlie Egerton, Seamus Mullins and Toby Balding representing trainers.

The Group discussed racecourse fatalities, turf management best practice (especially watering regimes), the available statistics in relation to equine injuries, framing of races and average ratings. Further information was sought via a questionnaire from a representative selection of trainers and all Summer Jump courses. A full report has been produced and the ten recommendations are being put in place for the 2008 season. There is no doubt that equine facilities (e.g. washdowns / new stableyards) have improved significantly in recent years, but in some cases there may be scope for summer tracks to improve further their irrigation equipment in line with best practice.

New Racecourses / Major Redevelopments

The Racecourse Department and Inspectorate continue to play a key role with the racecourses in major re-developments such as Aintree and Doncaster. Both courses re-opened to critical acclaim, and it is important to note that equine facilities at the tracks received as much attention as the new grandstands and racegoer facilities.

It was particularly disappointing that, after a huge amount of detailed planning and regulatory consultation, the Scottish Executive denied Musselburgh planning permission for a floodlit synthetic track to run alongside the turf course. The racecourse's team put together an excellent proposal but sadly it was not to be.

In terms of new racecourses, developments at Great Leighs have been slower than all parties would have liked, although, with our Inspectorate paying regular visits to the track, it is hoped that the course will open

in spring 2008. Encouraging progress is being made by Ffos Las, in South Wales, where our Inspectorate are conducting site visits and working with the team there on track and infrastructure issues ahead of an intended launch in 2009.

Portable Steeplechase Fences

The announcement that Haydock intended to use portable fences and reduce its number of jumps fixtures by two produced considerable debate in the press but much of it was ill-informed. Clearly the fixtures issue is a commercial one for the racecourse, but the turf management issue has regulatory implications and our racecourse Inspectorate were fully aware of developments and played a part in their implementation.

The extent to which Haydock's news was perceived as the death-knell of jumps racing was disappointing, given that three fences down the back straight were already of the portable variety and had jumped very well.

It is important to remember that there are two types of portable fence: the first is built as one section and can be moved (mid-meeting) about on rollers or wheels; the other is built in a number of sections which are put together on site but are moved between seasons rather than mid-meeting. Both of these types of fences have been in use on British racecourses from a number of years and share the same dimensions as those set out in our standard sizes.

Haydock has used fences on rollers/wheels to good effect in the back straight since October 2006. Our own view of Haydock's plan is that it will allow them to make much better use of their track width and provide chasers with fresh ground more easily from meeting to meeting. That has to be good for the long term prospects of jumping at the course and in our view this type of portable fence is sure to gain popularity with other courses soon enough.

Number of Stalls Handlers

With the cost for the provision of stalls handlers passing to the racecourses, some courses felt that there was scope for a reduction in the minimum number of handlers required. This didn't sit easily

with our efforts to ensure more races went off to time by coming down harder on trainers who were responsible for badly behaved horses at the start. Following liaison with the Racecourse Association and trainers we arranged an 18 week trial of nine man minimum stalls teams (down from 11) during which any knock-on effects could be identified. A compromise was ultimately agreed such that a sliding scale was introduced. A field of 8-15 runners requires a minimum of nine handlers, 16-17 ten handlers, 18-20 11 handlers, and for any race with over 20 runners there is an additional leader for every three extra runners and two additional pushers for each additional 10 runners over 20. While some courses seek to use the minimum, it is encouraging that Arena, for instance, have kept the minimum number of handlers at 11 and their off times reflect this.

Going Stick

March 2007 saw the introduction of a year-long validation trial for the Turftrax GoingStick whereby all turf courses receive the device and give a GoingStick reading alongside the official textual going readings at declaration stage and on the raceday. Early indications are that the GoingStick is proving to be a useful Turf management tool for Clerks of the Course. The GoingStick is also being trialled to varying degrees in Australia, France and the Far East.

In addition to Going Stick readings, we have worked with racecourses to ensure that more information is given to racecourse professionals and the betting public in terms of, for instance, rainfall in the run up to the meeting and any significant running rail movements.

Synthetic All Weather Surfaces

Anyone familiar with American racing will be aware of the major changes taking place in the States to replace the traditional "dirt" surface – which has historically carried a higher equine injury rate than turf - with synthetic (AWT) surfaces. The California Horse Racing Board has made it mandatory for the state's five courses to have a synthetic surface from 2008 and other

courses across the country are changing. Indeed the 2008 Breeders' Cup Meeting at Santa Anita will be run on a synthetic surface.

British racing can rightly claim to have led the way in terms of synthetic surfaces since they were developed in the late 1980s and, although there are only four racecourses using a synthetic surface in Britain, many training yards and gallops have them installed. Britain has hosted many scouting parties from the States and we were able to provide the Americans with detailed synthetic surface injury data for comparative purposes.

In 2007, another synthetic surface, Mactrac, was approved for use on racecourses. Three other surfaces are also under consideration. Our protocol for the approval of such new surfaces requires the submission of safety data sheets for each of the product's component parts, medical and veterinary testing, practical trials on gallops and finally a validation day to ensure jockey and trainer support.

Frost Protection on Racecourses

The use of frost covers to protect a meeting at Newbury last year was a landmark development for racecourses. Although racegoers and trainers may ask why all courses can't do the same when a meeting is under threat, it should be remembered that the Newbury fixture was a best case scenario in terms of weather, deployment, timescale, manpower, track configuration and cost efficiency. The use of covers is developing and with major logistical issues still to overcome the industry needs to appreciate that this is a work in progress.

Following initial lab-based analysis funded by the Levy Board, the Cranfield Sports Surfaces team have carried out field trials to assess the efficiency of various types of frost covers and the effect they have in terms of drying the ground. Richard Linley, Senior Inspector of Courses, is working with the Racecourse Association and the trainers on this issue.

Dual champion hurdler **Hardy Eustace** stretches out with a companion at an early morning Cheltenham



The Grand National

The start for the Grand National in 2007 was less than satisfactory. A successful start to this unique 40-runner race requires the co-operation of the jockeys with the starter and while riders are reminded of their responsibilities in the run up to the meeting there are lessons to be learned for both sides in 2008. The Grand National is one of racing's showpiece occasions. For many it will be the only race they watch each year and it is important for the world watching on television to see a professional and smooth start. It should be remembered that the majority of jump races, since the walk-in procedures were adopted, go off perfectly.

There is plenty of pressure on the starter to get horses off first time and there is pressure on riders to do the best for their connections. At the same time it is important to the sport that a fair start is achieved and no horse is given an advantage by charging the tapes. We had an internal review of the start, the disciplinary process after the race and any other contributory factors, such as timings and layout. Robert Waley-Cohen chaired a Working Group which included leading jockeys and trainers as well as our own officials. At their first meeting all manner of options and ideas were put forward, relating to the configuration of the start area, the tape mechanism, positioning of the starter and other issues. The Group's recommendations have been trialled ahead of the big race this year.

Dr Michael Turner - Award

Michael Turner, our Chief Medical Adviser, was awarded the 2006 Institute of Sports Medicine Robert Atkins Award for 'consistently valuable medical service to sport'.

This prestigious award was due recognition for Michael's tireless work not only in racing but in sport overall. Since Michael arrived in 1993 he has driven up medical standards and brought in major developments which are the envy of other turf authorities and many other sports.

By way of example, soon after he was appointed he introduced the 60-second rule, which is the time set for a doctor or paramedic to reach an injured jockey on the racecourse. Since then he has been involved in numerous and diverse advances from the design of jockeys' back protectors and helmets to the availability of nutritional advice and physiotherapists on the racecourse.

Whilst being a firm regulator, Michael is respected within racing as working in the long term interests of jockeys and remains proactive in his work to protect their welfare.

Point-to-Point

After focusing on the strength of the sport following the Government's ban on hunting with dogs, the sport has now been looking forward and planning for the future. In 2006 the Point-to-Point Board commissioned a working group to review the development of the sport since 1986 (when the last root and branch review as a whole took place) and to identify and consider future requirements of the sport.

Submissions to the working party were received from a wide range of participants. The main themes raised revolved around governance and administration, the roles of the main associations and the safeguarding of funding. The length of the season, race planning and promotion of the sport were also reviewed.

The group duly presented recommendations to the Point-to-Point Board and these are now being developed and implemented through key stakeholder committees.

In terms of regulation the review stated that "there is a strong and undisputed feeling that it is essential to keep the regulation of Point-to-Pointing within the control of the British Horseracing Authority".

A number of recommendations of the working group focused on the sport's promotion. The sport received a welcome boost with the inclusion of a weekly programme on Racing UK based at a meeting and bringing news from around the country.

Point-to-Point Testing Strategy

The Authority attends a number of Point-to-Point meetings during the season in order to confirm the identity and vaccination status of runners and routinely sample a proportion of them for evidence of prohibited substances. For obvious reasons of integrity and welfare, the medication rules that apply for horses running under Rules also apply to Point-to-Pointers. As on the racecourse, urine has been the preferred sample to take. At Point-to-Points, in the absence of a 'dope box', we have needed to use large horse-boxes bedded down with straw. One of our longer term strategies is to carry out all forensic testing in blood. The laboratory techniques to enable this have now been developed sufficiently to allow us to change policy for sampling horses at Point-to-Points so that each horse selected for sampling has had a blood sample taken as opposed to urine. The releasing of funds previously allocated to hiring of horse-boxes enabled the Authority to attend considerably more meetings and therefore sample many more horses. This new policy is to continue and the significant increase in the presence of the Veterinary Department has been very well received and fully endorsed by Point-to-Point Stewards and Committees.

Point-to-Point Key Statistics

	2005-6	2006-7
Fixtures	211	213
Meetings that took place	198	208
Sunday meetings	86	86
Abandonments	12	13
Postponements	14	7
Hunter certificates registered	3,841	3,852
Entries	31,745	30,109
Races	1,430	1,408
Runners	11,638	11,172
Average runners per race	8.3	7.9
Courses	113	117
Riders' certificates issued	926	878



My Way De Solzen is foot perfect at Haydock before going on to victory in the Irish Independent Arkle Chase at Cheltenham



Building for Racing's Future

Building for racing's future is a vital responsibility of the Authority. Bringing in new racegoers, punters and owners has to be matched by the promotion of the sport as a fantastic and viable career for those interested in it. For racing to be fun for millions of people, there are those behind the scenes doing a serious job to bring that fun about, not least the stable staff. The recruitment and retention of staff for racing and the breeding industry is therefore vital for the long-term health of the sport. Our work in this area focuses on recruitment into the sport, together with training and development for those looking to further their careers.

Stable and Stud Staff Steering Group

The Stable and Stud Staff Steering Group continues to monitor the progress made on the Donoughue Commission recommendations. Over the last year particular areas of priority have been:

- Modernising the working environment for staff in respect of pay, benefits and working conditions;
- Developing and modernising the structure of the National Association of Stable Staff (NASS) in order to ensure effective representation;
- Putting the recruitment strategy into place;
- Conducting a repeat staff survey to check progress;
- Continuing the work with the agents of change to implement the wider recommendations from the Donoughue Commission.

During 2006, the Health and Safety Industry Committee reviewed the current guidelines for the use of body protectors and made a subsequent recommendation to the Regulatory Board that their use should become mandatory. A new rule was subsequently passed and came into effect on 1st July 2007.

Since the Steering Group's second year report, which highlighted concerns with the lack of progress made in modernising the Stable Lads Association (SLA), the SLA elected a new chief executive, Jim Cornelius, in mid-2007 and the organisation is reviewing a number of aspects of its operation, and in October 2007 renamed itself the National Association of Stable Staff.

The most recent stable staff survey achieved a similar return rate of 9.5% to the 2004 survey. Whilst some areas of improvement were noted, further progress is still needed in:

- improving communication channels with staff;
- promoting good management practices in yards such as the use of appraisals and job descriptions;
- addressing issues of bullying and harassment;
- providing clearer and better career progression.

The Steering Group's focus going forward is centred on addressing these issues and the retention of staff in order to support the recruitment work. This also means a continued drive to address the overtime and pension issues, along with affordable housing.

Industry Recruitment – Strategy and Campaigns

A cohesive approach to recruitment continues to be developed between various industry bodies, which have embraced the key elements of the three year recruitment strategy plan, and enabled the launch of a branded campaign and website: careersinracing.com.

Recent initiatives focused on raising the careersinracing.com brand and the creation of a range of support material. Branded gym bags and posters have been provided as giveaways to the BHEST education programme and future projects will continue to develop material that captures the attention of school children and young adults.

Advertising, direct mailing, college visits, shows and PR all play a key role in taking the Industry Recruitment campaign forward, with the careersinracing.com Careers Fair going from strength to strength in providing an important platform through which to raise the awareness of the Racing Industry, and the career opportunities it can offer to equine students.

Last year's Careers Fair at Newbury attracted over 400 students and 60 lecturers. They were able to benefit from tours of the racecourse, presence from Racing Industry bodies, employers' stands and the chance for students to try their skills on a mechanical horse with coaching from a jockey all whilst experiencing a day's racing. The blueprint for the Careers Fairs will continue to be developed and take place at racecourses across the country in larger numbers.

Careersinracing.com

The key feature of careersinracing.com is the industry Job Board, which since its inception in July 2006 has seen visitor numbers quadruple to over 8,000 a month. New visitors continue to be driven to the website through an online search engine campaign and extensive advertising of the Job Board, which has rapidly established itself within the industry.

Racecourses, trainers, studs and Industry bodies all make use of this free service which is extensively advertised in national and regional equestrian press, regional newspapers and industry specific journals. The Job Board averages 25 jobs on the site at any one time, with over 450 registered job seekers, and posters encouraging stable staff to use the Job Board are also frequently displayed in racecourse canteens.

[Careersinracing.com](http://careersinracing.com) was also again shortlisted in the CIPD Recruitment Marketing Awards, which were held in partnership with The Guardian. The brand was entered in the Best Employer Brand category and was runner up to McDonalds, one of the most familiar brands in the world, and it was a great achievement for the website to be shortlisted in the category two years running.

Industry Training

The Industry Training and Development strategy has established high level plans over the next five years. The key priorities identified to be developed over the next 24 months are:

- Carrying out a Training Needs Analysis to identify key skills gaps and training needs amongst stud and stable staff, which will then inform a three year training plan;
- Continued skills training programmes for stable and stud staff to support retention and career progression and development;
- Planning development and management skills for managers and employers within the stable and stud staff workforce. This will include the review and integration of current offerings;
- Pilot of a skills matrix project with selected yards and studs in advance of scoping and developing a career pathways framework;
- A funding review based on the new identification of areas for improvement from the Training Needs Analysis to. Entry level training programmes will be reviewed, including how the foundational apprenticeships are delivered with a view to increasing capacity. Increasing flexibility to meet the different needs of learners and entrants will be looked at along with geographic flexibility.

Industry Based Courses

Industry based courses continue to excel in many areas.

Stable and Stud Staff – The stable staff programme run by the British Racing School (BRS) and the Northern Racing College (NRC) continues to be a great success, and saw 237 industry funded individuals complete their apprenticeships in 2007, with the majority going on to take jobs in racing yards. This number was also supplemented by 56 college conversion students who undertook their training with the NRC, who also piloted a new entry level programme - The Winning Formula - for individuals from the equine world wishing to strengthen their race riding skills with the aim of working in racing.

The National Stud placed 43 students into the industry through their apprenticeship and diploma programmes during 2007, and also introduced a new course for Stud Secretaries.

Graduate Development Programme - continues to be a highly popular and competitive course, with 16 students chosen from over 100 applicants. The programme continues to open with a two week induction course in Newmarket, followed by an eight week placement with high profile organisations across racing. Over 75% of the 2007 students are now employed in the Racing and Breeding industries.

Overview of British Racing – This course is now used by many Industry bodies as a key part of new employees' inductions and the one-day programme ran twice during 2007 with over 100 attendees.

Stud and Stable Staff Awards

The third running of the Stud and Stable Staff Awards, sponsored by Godolphin and run in conjunction with the Racing Post, took place in February 2007, and again recognised stud and stable staff across the country.

Chris Hinson was crowned Stable Employee of the Year, and was acknowledged for his outstanding contribution to racing in his role as Head Lad at Ed Dunlop's Newmarket yard, and especially his outstanding relationship with Ouija Board. Chris collected £2,500 for winning the Senior Staff category and a further £10,000 for being Stable Employee of the Year. His colleagues shared a further £11,000 in total between them.

On the back of the 2007 Awards came the announcement that Godolphin, had generously agreed to support the Awards until 2010, and increase prize money to £75,000 per year.

Support for the Awards is vital from trainers, breeders and their employees, and work will continue with the NTF and TBA in order to encourage and increase the number of nominations to ensure that the Awards can go from strength to strength.

Lifestyle and Welfare Forum

Born from a cross industry forum established to discuss welfare issues affecting the sport's participants, the Lifestyle and Welfare Group was set up and continues to consider issues that relate to jockeys and stable and stud staff, focusing on the following areas:

- Fitness and nutritional awareness/education;
- Physiotherapy services for jockeys;
- Named support on course for jockeys;
- The provision of a medical liaison adviser for jockeys;
- The role of employee assistance programmes combining helplines, counselling and support;
- Life skills education for jockeys, stable and stud staff.

Major areas that have been worked on include:

- On-course Physiotherapy for Jockeys – the development and set-up of a consistent and coherent funding model to enable more widespread coverage across fixtures and racecourses, with a view to implementing increased provision in 2008. Ultimately the aim is to increase the provision annually, over a four year period to provide 95% coverage on fixtures;
- Fitness and Nutrition – a Fit For Work Group is to be set up to carry forward recommendations on fitness and nutrition education/awareness from the Lifestyle and Welfare forum. The Group will be made up of representatives from the Racing Schools, Racing Welfare, and experts in Fitness and Nutrition.



Bringing the Sport to Life

Promoting and representing the sport and telling British racing's story is one of the Authority's key responsibilities. Our aim is to attract more people into racing and ensure that racing's profile remains visible through the media. Our work is across a variety of disciplines, including central promotion to the public, media relations, corporate social responsibility and raising the profile of racing's charitable and good causes.

Order of Merit

The Order of Merit continues to support the Jump Racing Pattern, and 63% of the qualifying races now contain 8 or more runners, compared to a four year average of 49% prior to the inaugural Order of Merit. A joint venture between the British Horseracing Authority and the racecourses staging non-novice Graded races during the core Jump Racing season, the points-based competition is designed to encourage the best horses to compete against each other more often, to support the field sizes of those top races and to provide a narrative for racing fans to follow throughout the season.

The 2007/8 series kicked off impressively at Aintree in October, attracting a field that included the previous season's Order of Merit winner Kauto Star, who had in March become the first horse to break the 100 points barrier in the series. Kauto Star embodies exactly the qualities that the Order of Merit was set up to reward – consistency, durability and class.

Prize money for the Order of Merit totals £300,000, and the top three horses on the leaderboard at the end of the season collect the following prizes:

Overall winner:	Runner up:	Third:
£200,000	£75,000	£25,000

The prizes are then split as follows:

Owner(s): 75%*	Trainer: 12.5%	Stable Team: 12.5%
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* 20% of the owner's prize is paid in the form of vouchers for the purpose of purchasing bloodstock at British sales houses.

Promotion of the series continues to focus on raising awareness of the Order of Merit amongst owners and trainers of possible contenders, as well as also raising the profile of the series and its stars to the general racegoer.

Anglo-Irish Jump Racing Awards and World Thoroughbred Racehorse Rankings

Britain and Ireland's leading Jump performers are acknowledged at the annual Anglo-Irish Jump Racing Awards, run in association with the Irish Turf Club. These Awards were hosted jointly for the first time in 2006

to reflect the close link between the two countries, and saw Brave Inca announced as Horse of the Year.

The Awards are based on and coincide with the publication of the Anglo-Irish National Hunt Classifications, which are announced at a press conference held on the morning of the Awards, and hosted by British Horseracing's Head of Handicapping Phil Smith, and Noel O'Brien, his Irish equivalent.

The 2007 Awards saw Kauto Star sweep the board, as Paul Nicholls' chaser collected the leading 3 mile, 2 1/2 mile, and 2 mile trophy, as well as the Order of Merit title and the Horse of the Year Award.

On the Flat, Motivator had been crowned Horse of the Year at the British Flat Racing Awards in January 2006, which also marked the announcement of the 2006 World Thoroughbred Racehorse Rankings.

From 2007 onwards, the format on the day reverted to a press conference to unveil the World Thoroughbred Racehorse Rankings and the European Thoroughbred Racehorse Rankings for two-year-olds. A panel of leading European handicappers are gathered, including Phil Smith, Dominic Gardiner-Hill and Matthew Tester from the British Horseracing Authority.

Efforts to raise further the profile of all sets of official rankings will continue, accompanied by close liaison with other major racing nations and the International Federation of Horseracing Authorities.

britishhorseracing.com

Traffic to britishhorseracing.com continues to grow, and in recent months has seen monthly unique visitors break 60,000, the highest ever achieved since the website launched in January 2004.

The website continues to act as a central 'one-stop shop', promoting racing, its personalities, racecourses and ticket sales, as well as explaining racing's regulation and governance to consumers and industry professionals. Low-cost marketing strategies are executed online, which enable the website to reach a large number of new users. Examples include a third-party ticket promotion with Travelodge and a large number of racecourses, which provided access to 500,000 Travelodge

members registered on the Travelodge website, and promoted racing across the country. A monthly e-newsletter, and weekly news updates to more than 40,000 consumers continues to develop the relationship britishhorseracing.com has with its registered users.

The Summer Card, launched in 2006, was again successful in showcasing the leading Flat racing events to first time or infrequent racegoers in 2007. The website and brochure highlighted 19 major events featuring either Group 1 racing or a Handicap rich in heritage, and offered fashion advice, beginners guide to types of horses and types of races, breeding, and profiles on the leading owners, trainers and jockeys. The website www.summertime.co.uk mirrored the details in the brochure as well as showcasing all Ladies Days and feature days on all of the country's racecourses. The brochure was sponsored for the first time by leading fashion chain Coast, who displayed 1000 copies of the brochure in each of its 40 stores nationwide, as well as offering fashion advice from its stylists in the brochure, and promoting the summer card through a number of email campaigns to Coast's database.

www.britishhorseracing.com continues in its role as an additional promotional window through which all of Britain's racecourses sell tickets. Through advance admission ticket sales in 2006, the website generated £605,612, and increase on the £579,452 generated in 2005, a sum of significant value to the sport. The website call centre facility is now run in-house by the Racecourse Association (RCA) which handles all calls and enquiries regarding tickets.

Promoting the industry is also part of the Authority's remit, from the highlighting of sponsorship and ownership opportunities, to raising the profile of British-bred horses and Britain's leading sales houses.

VAT and Sponsorship

The number of horses covered, and the value of sponsorships registered with the VAT Scheme for Racehorse Owners continues to grow, thanks to Government's further extension of the scheme in 2006. There are record numbers of horses in training covered by sponsorship agreements, with an average of 78% of horses in training in 2006 included. The value of sponsorships registered in 2007 reached £8.4m, an increase of 45% on the 2006 total.

The VAT Working Group meet regularly to ensure that all that can be done to maintain the VAT Scheme is being done. The group is in regular contact with HM Revenue & Customs and an excellent working relationship has been established.

Bloodstock

The British Bloodstock Marketing Group, consisting of the British Horseracing Authority, Doncaster Bloodstock Sale, the Federation of Bloodstock Agents, Tattersalls, the Thoroughbred Breeders' Association and Weatherbys pooled resources in 2007 to create a new marketing organisation: British Bloodstock Marketing.

Anna Pinnington, formerly of the French Racing & Breeding Committee, was appointed as British Bloodstock Marketing Manager and her key remit is to promote British bred and British sold success both nationally and internationally, as well as to assist foreign visitors to the sales in Britain and develop new international markets.

In time, British Bloodstock Marketing will manage the inward buyers' scheme, which refunds foreign visitors to the sales the cost of their air fares, with a view to establishing the organisation as the first port of call for overseas buyers and developing relationships with bloodstock agents and purchasers on a global scale.

Ownership

The Authority continues to provide impartial advice and promotional material about ownership in Britain.

www.welcometoracehorseownership.co.uk provides an interactive experience for those potentially interested in ownership. The site incorporates video footage and commentary alongside the information in an online brochure format.



Racing's celebrity appeal: (clockwise from left) Lawrence Dallaglio, Clive Owen, Bernie Ecclestone, James Nesbitt, Stephen Fry, Alan Shearer and Coleen McLoughlin



Racing’s Financial Health

Note: As the Review goes to press, the 2007 year-end accounts are yet to be audited

Executive Summary

The British Horseracing Board Group generated a profit after taxation of £604,000 (2005: £2,357,000) in the year to 31 December 2006, resulting in an increase in reserves to £9.5m (2005: £8.9m).

The Group again worked hard to reduce costs to ensure that, once its data licensing income reduces further, it is able to run a balanced budget. The profit in the year was not forecast but arises primarily from more data licensing income than was expected and the successful resolution of the case with Attheraces.

Income

Total income for the year decreased by 15.1% to £35.5m (2005: £41.8m). The decrease arose due to a significant reduction in data licensing income.

Data licensing income decreased to £5.3m (2005: £16.2m) primarily due to many of the group’s bookmaker licensees terminating their contracts and taking their data supply from another company which creates its own data stream from publicly available sources. This is a direct consequence of the Court of Appeal ruling in the William Hill case.

Racing Administration income increased by 4.0% to £22.9m (2005: £22.0m) as a result of increases in both the fixture list and inflation on unit prices.

Horserace Betting Levy Board Grants for the year of £7.3m (2005: £3.6m) represent the cost of the laboratory services provided by the Horseracing Forensic Laboratory and a contribution towards regulatory head office costs, the latter being new in 2007 and being required to offset the drop in data licensing income.

Expenditure

Total expenditure decreased by £3.6m (9.5%) to £34.5m (2005: £38.1m).

Governance costs, which include all commercial legal and professional costs, saw a fall on 2005 levels across virtually all headings. The key was a reduction of £5.0m in legal and professional expenditure, which included costs repaid to the British Horseracing Board as part of the Attheraces court case. In addition, real savings were made in publications, direct marketing and administrative salaries and expenses, the latter being due to significant headcount reductions. A comparison to 2004 shows that 2006 costs have increased by no more than inflation over the last 2 years.

Regulatory costs increased by 4.5% to £17.2m (2005: £16.5m), primarily through increases in the fixture list and the impact of inflation on the cost base.

Commercial operating costs rose to £4.2m (2005: £4.1m). £4.0m of these costs are a bad debt provision against data licensing income.

The Board’s summarised financial data can be found opposite.

Financial Position as 31 December 2006

	2006 £000	£000	2005 £000	£000
Fixed Assets				
Tangible assets	1,099		1,336	
Investments	-		11	
		1,099		1,347
Current Assets				
Debtors	8,842		5,981	
Short-term deposits	1,522		682	
Cash at bank and in hand	5,795	Note 1	9,515	
		16,159		16,178
		(7,757)		(8,628)
Total Liabilities				
Net Assets		9,501		8,897

Note 1 Included within the cash balance are amounts of £392,000 (2005: £218,000) and £83,000 (2005: £339,000) relating to Early closing monies and development fund monies respectively. Both of these funds are ring fenced and are not used for in the normal course of business.

Results For The Year Ended 31 December 2006

These accounts represent an aggregation of the income received and costs incurred by the British Horseracing Board Group and The Jockey Club in administering the racing industry in Great Britain. The figures aggregated have been taken from the audited company accounts.

	2006 £000	2005 £000	2004 £000	2003 £000	2002 £000
Income					
Racing Administration					
Racecourse fixture fees	10,161	9,723	9,057	7,459	6,872
Racecourse other fees	3,442	3,281	3,117	2,991	2,951
Owners	6,432	6,233	5,936	5,464	5,168
Trainers	395	378	356	341	334
Jockeys’ licences	87	72	80	81	69
Amateur Riders’ permits and riding fees	218	152	165	201	170
Publication Sales and Advertising	759	751	687	651	625
Interest receivable and other income	1,404	1,419	1,062	971	954
	22,898	22,009	20,460	18,159	17,143
Data Licensing	5,327	16,181	18,331	15,385	9,054
Horserace Betting Levy Board Grants	7,263	3,586	3,478	5,705	7,494
Other Operating Income	0	0	2,000	0	0
Total Income	35,488	41,776	44,269	39,249	33,691

	2006 £000	2005 £000	2004 £000	2003 £000	2002 £000
Expenditure					
Governance					
Weatherbys contract	5,364	4,690	5,024	4,810	4,566
Administrative salaries and expenses	3,795	4,078	4,090	3,283	2,894
Legal and professional fees	(328)	4,640	3,241	3,471	2,498
Publications costs	585	660	627	540	577
Direct Marketing costs	1,045	1,241	3,002	3,593	5,321
Other costs	2,605	2,251	1,937	1,531	1,729
	13,066	17,560	17,921	17,228	17,585
Regulation					
Racecourse Personnel	9,318	8,903	8,307	6,837	6,350
Laboratory charges	3,812	3,586	3,478	3,480	2,789
Regulatory head office costs	4,072	3,977	3,632	2,846	2,911
	17,202	16,466	15,417	13,163	12,050

Commercial					
Operating costs	254	1,118	1,237	1,258	701
Bad debts	3,978	3,020	1,473	617	5
	4,232	4,138	2,710	1,875	706
Prize money funding and schemes	0	(36)	7,848	4,531	0
Total Expenditure	34,500	38,128	43,896	36,797	30,341
Surplus for the year before taxation	988	3,648	373	2,452	3,350
Taxation charge	(384)	(1,291)	(33)	(824)	(1,005)
Surplus for the year after taxation	604	2,357	340	1,628	2,345

Directors’ Emoluments

Fees paid to Directors during the year were as follows:

	2006 £000	2005 £000
MF Broughton (Chairman)	75	75
RJ Morgan-Jones	20	20
JH Richmond-Watson	10	10
PW Freedman	10	10
APS de Freitas	10	10
AM Grazebrook	15	15
CF Deuters (resigned 12 July 2006)	-	10
JF Sanderson	10	10
GP Nichols (resigned 30 June 2006)	304	336
JR Arnold	10	10
SM Crown	10	10
Baroness Mallalieu	20	20
JC McGrath	10	10
DA Thorpe	10	10
Sir Michael Connell	10	10
PJ Dixon (appointed 12 July 2006)	5	-
	529	566



Boards and Committees

Prior to the British Horseracing Authority’s launch in July 2007, the sport was governed by the British Horseracing Board and regulated by the Horseracing Regulatory Authority. The Boards of both organisations and the key committees are listed below. Updated lists of committees, along with their terms of reference, will be posted on www.britishhorseracing.com

The British Horseracing Board

Directors	Appointed By		
Martin Broughton (Chairman to 23 April 2007)	The Board	Chris Deuters	Racehorse Owners Association
Paul Roy (Chairman from 24 April 2007)	The Board	Philip Freedman	Thoroughbred Breeders Association
Rupert Arnold		Adrian Grazebrook	Co-opted (Race Planning Committee Chairman)
			The Board
Sir Michael Connell	Co-opted (National Trainers Federation Chief Executive)	Baroness Mallalieu	Jockey Club
Stephen Crown	Jockey Club	Jim McGrath	Industry Committee (Horseracing) Ltd
Anthony de Freitas	Racehorse Owners Association	Rhydian Morgan-Jones	Jockey Club
	Industry Committee (Horseracing) Ltd	Julian Richmond-Watson	Racecourse Association
		John Sanderson	Racecourse Association
		David Thorpe	

Horseracing Regulatory Authority

John Bridgeman (Chairman)	Andrew Merriam
Sir Michael Connell	Peter Webbon (Chief Executive April 2006-December 2006)
Ben Gunn	Nic Coward (Chief Executive Jan 2007-July 2007)

Race Planning Committee

Adrian Grazebrook (Chairman)
Ian Balding (ROA)
Toby Balding (NTF)
Philip Freedman (Co-opted)
William Haggas (NTF)
Carla Moore (Co-opted)
William Morgan (TBA)
Adrian Pratt (JC)
Erik Penser (JC)
Michael Prosser (RCA)
Ruth Quinn

Flat Racing Committee

Philip Freedman (Chairman)
Ian Balding
Nick Cheyne
John Dunlop
Adrian Grazebrook
Lydia Hislop
David Oldrey
Ruth Quinn
John Sanderson
Howard Wright

Audit Committee

Rhydian Morgan-Jones (ICHL) (Chairman)
Stephen Crown (ROA)
Julian Richmond-Watson (Jockey Club)
David Thorpe (RCA)

Jump Racing Committee

Adrian Grazebrook (Chairman)
Peter Deal
Graham Dench
Philip Hobbs
Ruth Quinn
Ian Renton
John Smee
Tom Tate

Fixture Allocation Group

Ruth Quinn (BHA) (Chairman)
Stephen Atkin (RCA)
Toby Balding (NTF)
Adrian Grazebrook (BHA)
Michael Harris (ROA)
Carla Moore (RCA)

VAT Working Group

Jeff Ennis MP (Chairman)
Rupert Arnold
James Beazley
Mike Butts
Paul Dixon
Peter Mendham
Rhydian Morgan-Jones
James Oldring
Nigel Payne
Philip Potts
Mary-Ann Sandercock

Taxation Group

Gary Deans (Chairman)
Richard Baldwin
Chris Brand
Stephen Crown
Philip Freedman
Chris Kennard
Peter Mendham
Robin Platt
Philip Potts
Owen Tebbs

Stable and Stud Staff
Steering Group

Baroness Mallalieu (Chairman)
Fiona Birt-Llewellyn
Lady Burnham
Alan Byrne
Jim Cornelius
Gardie Grissell
Sara Hay-Jahans
Richard Lancaster
Brough Scott
Zoe Taylor
Caroline Turnbull

Jump Racing Development Group

Nigel Clark (Chairman)
Marcus Armytage
Toby Balding
Charles Egerton
Edward Gillespie
Tony Goodhew
Chris John
Stuart Middleton
David Minton
Carla Moore
Sam Morshead
Ruth Quinn
Sally Rowley-Williams
Richard Russell
Phil Smith
Peter Webbon
Charles Wilson

Disciplinary Panel

The Duke of Roxburghe - Chairman
Tim Charlton QC - Chairman
Patrick Hibbert-Foy - Chairman
Matthew Lohn - Chairman
Jeremy Philips - Chairman
Lord Rathcreedan - Chairman
Sandra Arkwright
The Hon Mrs J Cavendish
Didi Powles
Nicky Vigors
Charles Warde-Aldam

Licensing Committee

Michael Henriques - Chairman
Mike Felton
Charles Lloyd-Baker
Caroline Robinson
Anthony Webber

Stewarding Committee

Lord Rathcreedan - Chairman
The Viscount Allendale
Tim Bell
Timothy Motley
Jeremy Phillips
John Rose
Susan Wood

Appeal Board

Sir Roger Buckley QC - Chairman
Bruce Blair QC - Chairman
Richard Hartley QC - Chairman
The Viscount Allendale
The Hon Jane Gillies
Christopher Hall
Christoper Hodgson
Alastair Macdonald-Buchanan
Anthony Mildmay-White
John Wallinger

Veterinary Committee

Tony Goodhew	Chairman
David Ellis	ROA
Richard Greenwood	TBA
Simon Knapp	RCA
James Main	NTF
Richard Newton	AHT
Chris Rea	BEVA
Hon Peter Stanley	
Anthony Stirk	

Counter Analysis Advisory
Committee

Dr Ernest Newman – Chairman
David Ellis (ROA)
James Main (NTF)
Prof John Monaghan
Prof Alan Townshend

Racecourse Committee

Tony Goodhew	Chairman (ex-officio)
Fraser Garrity	
Anthony Stirk	
Richard Linley	
Caroline Davies	RCA
Kirkland Tellwright	RCA
Bob Davies	RCA
Godfrey Ayres	HBLB
Rupert Arnold	NTF + two trainers

Medical Advisory Committee

Dr Michael Turner	Chairman ex officio
Caroline Davies	RCA
Dr John Disney	RCA
Tony Goodhew	
Dr Iain McNeil	RCA
Dr Bob Sharp	JAGB
Dr Guy Staight	

Medical Review Panel

Prof David Silk (Chair)
Independent Medical Expert
Member of Licensing Committee

Medical Control Panel

Prof Robert Forrest
Dr John Honour
John Ramsey
Dr Michael Turner
Dr Brian Widdop
Prof Frank Woods

Key:

AHT – Animal Health Trust
BEVA – British Equine Veterinary Association
HBLB – Horserace Betting Levy Board
ICHL – Industry Committee (Horseracing) Ltd
JAGB – Jockeys Association
JC – Jockey Club
NTF – National Trainers Federation
RCA – Racecourse Association
ROA – Racehorse Owners Association
TBA – Thoroughbred Breeders Association

Runners out on the downs at Glorious Goodwood



British Horseracing Authority Directors



Paul Roy – Chairman

Paul Roy co-founded NewSmith Capital Partners, an independent investment management firm, in 2003, having spent over 30 years in the investment banking and securities industry, most recently as co-president of Merrill Lynch's Global Markets and Investment Banking Division. He has a number of horses in training with Jeremy Nosedo, Peter Chapple-Hyam, Brian Meehan and Ed Dunlop including Sixties Icon, winner of the 2006 St Leger and Dutch Art, winner of the 2006 Prix Morny and Middle Park Stakes. He also has a small breeding operation with the first crop of two-year-olds racing in 2006. He is Chairman of the Liverpool University Development Foundation and Vice President of the Philip Leverhulme Equine Hospital.

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 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 Chairman of the National Hunt Committee of the TBA.



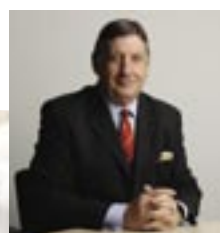
John Bridgeman – Independent Regulatory Director

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. A Graduate in Chemistry and a Fellow of the University of Wales, he is actively involved in the forensic side of horseracing integrity and launched the 2006 enquiry into the counter-analysis regime. He has a longstanding interest in all equestrian sports and, with his family, has owned a number of horses for competition and recreational purposes. He is Chairman of the Audit and Standards Committees of Warwickshire County Council and the Warwickshire Police Authority.

Nic Coward – Chief Executive (See opposite)

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 BHB 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, 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.



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 in a number of roles in racing including membership of the Integrity Review Committee and, in 2003, chairing the Security Review which made 36 key recommendations to enhance the integrity of horseracing. He also had a special responsibility for integrity issues within the Horseracing Regulatory Authority. Ben has a law degree from the University of Cambridge, 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.

Jim McGrath – Independent Director

Jim McGrath is Managing Director of the 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, Jonjo O'Neill, Pat Eddery and Mark Johnston.



Ian Renton – Member Nominee Director

Ian Renton is a 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.

Executive



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. He was special adviser to the board of the FA Premier League for two years on regulatory and media and IP rights issues, and was also a director of the Sports Dispute Resolution Panel, and Treasurer of the Central Council for Physical Recreation. He chairs the Sports Rights Owners Coalition. His family own and breed a small number of racehorses.

Chris Brand – Director of Finance & Corporate Services

Chris Brand 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.



Ruth Quinn – Director of Racing

Ruth Quinn 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.

Alan Delmonte – Acting Director of Communications & Promotion, Company Secretary

Alan Delmonte joined BHB in December 1996 and was appointed Public Affairs Director and Company Secretary in September 2005 having been Communications Manager since 2001. After completing the BHB's Graduate Development Programme in 1994, he was a racing journalist with Racenews for two years.



Tony Goodhew – Director of Raceday Operations & Regulation

Tony Goodhew MBE 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.

Paul Scotney – Director of Integrity Services & Licensing

Paul Scotney 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. He was in charge of many investigations into serious crime including murder, drug trafficking and money laundering. His last role was Staff Officer to Her Majesty's Inspector of Constabulary, Sir Ronnie Flanagan, where he was responsible for reviewing the intelligence and criminal investigations structures of police forces throughout the country. He has followed horseracing since he was a boy but also enjoys football, cricket and golf.



Prof. Tim Morris – Director of Equine Science & Welfare

Tim Morris began as Director of Equine Science & Welfare in January 2008. He previously worked at GlaxoSmithKline and has a wide experience and expertise in veterinary science and animal welfare. After qualification 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. Since then he has 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 held a large number of roles in veterinary professional organisations, industry bodies and animal welfare charities.



Personnel

Nic Coward Chief Executive

Claire Simmonds	Executive Assistant
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Alan Delmonte Acting Director of Communications & Promotion

Paul Struthers	PR Manager
Will Lambe	Communications Manager
James Oldring	Industry Marketing Manager
Owen Byrne	PR Officer
Sarah Nuttall	Marketing Assistant
Kelly Sutton	PR Assistant

Sponsorship Compliance Officers

John Ivel	Jane Kugele
Sue Parry	Teresa Wadeson

Prof. Tim Morris Director of Equine Science & Welfare

Annie Dodd	Associate Director - Industry Liaison
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Veterinary Officers

Robin White	Senior Veterinary Officer
Anthony Stirk	Senior Veterinary Adviser
Lynn Hillyer	Drug Surveillance and Research Adviser

Steve Cannon	David Freeman
Chris Hammond	Jilly Hancock
Keith Mason	

Veterinary Administrators

Carol Clarkson	Rebecca Milmine
Phyll Webbon	

Veterinary Technicians

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

Chris Brand Director of Finance & Corporate Services

Finance

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

IT

Steve Shaw	IT Manager
Jason Pearce	Project Specialist/ Web Developer
James Walker	IT Support Analyst
Muzafar Mahgoub	IT Support Technician

Industry Recruitment & Training

Sara Hay-Jahans	Head of Industry Recruitment & Training
Michelle Douglas	Co-ordinator
Rebecca Baker	Administrative Assistant

Human Resources

Ingrid Richardson	Head of HR
Claire Dale	Senior HR Adviser
Sarah Bryan	HR Adviser
Lisa Hambelton	Senior HR Administrator
Bhavisha Tailor	HR Administrator

Office Services

Karen Dewhurst	Office Services Supervisor
Aliya D'Oyen Harper	Receptionist
Shazmin Fatima	Receptionist

Legal

Oliver Codrington	Legal Affairs Manager
Elaine Doyle	Legal Assistant
Nick Hill	Legal Assistant

Paul Scotney Director of Integrity Services & Licensing

Fiona Carlin	Personal Assistant
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Integrity Services

Phil Walker	Head of Investigations
Paul Beeby	Acting Intelligence Development Manager
Yogita Popat	Intelligence Systems Manager
Tom Chignell	Betting Investigator

John Gardner	Principal Intelligence Analyst
Barry Holmes	Intelligence Analyst
Mark Phillips	Betting Investigator
Sam Morris-Warburton	Intelligence Administrator
Jen Hughes	Intelligence Administrative Assistant

Licensing

Phil Hubbard	Manager
John Smith	Deputy Manager
Annette Baker	Licensing Assistant
Laura Monger	Licensing Assistant
Tracey Nutkins	Licensing Assistant
Alexandra Walls	Licensing Assistant
Barbara Reuby	Secretary

Investigating Officers

Malcolm Carson	Eric John
Dick Wall	Stuart Williams
David Murphy	

Stable Inspecting Officers

Mark Beecroft	Robin Gow
Derrick Morris	Yvonne Stapleton
Andy Streeter	

Security Operations

Matthew Clarke	Security Operations Supervisor
Henry Smithers	Deputy

Stable Security Officers

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

Weighing Room Security Officers

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

Tony Goodhew Director of Raceday Operations & Regulation

Amanda McNamara	Personal Assistant
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Racecourse

Fraser Garrity	Manager
Rob Hartley	Racecourse Licensing Executive
Paul Lifton	Statistical & IT Analyst
Tim Newton	Fixtures & Racecourse Projects Executive
Shelley Wheeler	Secretary

Medical

Dr. Michael Turner	Chief Medical Adviser
Prue Bester	Medical Administrator

Disciplinary

Nigel Macfarlane	Secretary to the Disciplinary Panel
Lyn Williams	Manager
Katie Luck	Appeals Manager
Shirley Cowan	Rules Executive
Trish Hill	Stewarding & Projects Executive

Caroline Beaumont	Personal Assistant
John McCormack	Disciplinary Assistant
Kate Pittam	Disciplinary Executive Assistant
Angela Smith	Disciplinary Executive
Michael Whyatt	Information Analyst

Advanced Flag Operators

Melanie Baskwill	Tony Esler
Sharon Firmin	Margaret Fordham
Rose Gosney	Grant Jacob
John Kavanagh	David Lynn
Alan Nightingale	John Suthern

Clerks of Scales

Martin Wright	Senior
Charles Stebbing	Deputy
Bill Baker	Derrick Blake
Caroline Carr	Michael Hamilton
Leigh O'Brien	Georgina Roberts
Steve Watkins	Graham Wilks

Judges

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

Starters

Peter Haynes	Senior
Sean McDonald	Deputy Senior

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

Stipendiary Stewards

William Nunneley	Senior
Paul Barton	Deputy Senior
Robert Earnshaw	Deputy Senior

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

Inspectors of Courses

Richard Linley	Senior
Nick Carlisle	Chris Dennis
Peter Hobbs	

Ruth Quinn Director of Racing

Racing Department

Richard Wayman	Assistant Racing Director
Stuart Middleton	Racing Manager
Mike Waring	Deputy Manager
Paul Rogers	International & Pattern Races Executive
Richard Russell	Jump Race Executive
James Savage	Race Times & Research Executive
Camilla Tabor	Race Programmes Assistant

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
Marcus Weedon	Neil Young

Point-to-Point

Lucy Brack	Point-to-Point Executive
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