

Working for Racing



Annual Review **2009**

About the Authority

Contents

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

On behalf of the whole sport, it is the Authority's responsibility to:

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

The Authority is tasked with making all decisions in its view as to the best interests of the whole sport. This involves consultative processes, and also compliance with the highest standards of regulatory practice. Throughout its work, the Authority has set out to be:

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

The composition of the Authority's Board places strong emphasis on decision making in the best interests of Racing as a whole. The Authority is accountable, through the Chairman's Committee, to its members – the courses, owners, breeders, trainers, jockeys and stable staff.

In addition to many consultative forums, there are numerous formal committees that report to the Board on specific areas of the Authority's remit or have a direct regulatory role. Full lists of memberships of these can be found on britishhorseracing.com



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Chairman's Introduction



Paul Roy - Chairman

Our priorities in the coming year will be led by human and equine welfare and further strengthening Racing's integrity. We will work closely with Racing for Change to make our fixture list even more compelling for existing raceday fans, as well as addressing the urgent need to widen and deepen our audiences. We will pursue with absolute conviction and dedication the task of securing a better financial deal for Racing from the betting industry.

In these and other areas, British Racing deserves all of our best efforts over the coming year. I know from my visits around the country that this view is

widely shared and practiced - from stable staff, trainers and breeders to racecourses and racehorse owners and others. We look forward to working with all of our stakeholders over the next 12 months to consolidate this common bond of dedication to making British Racing the best in the world.

Finally I would like to thank the full-time and part-time staff members for their hard work in 2009, together with all of those in the industry who gave their time to committees, research projects and other initiatives over the year. Passion for and commitment to British Racing are our greatest assets and we continue to hold them in abundance.

Welcome to the British Horseracing Authority's review of 2009: a year in which racing rose to the challenge of a difficult economic climate and, again, delivered some spectacular sporting achievements.

Kauto Star over the jumps and Sea The Stars on the Flat were sensational highlights during a period when Britain truly needed relief from the gloomy headlines in our media.

In 2010, racing is poised to deliver another exciting year that we can all look forward to with relish. But the economic challenges are unlikely to abate. While growth is forecast to return, the uncertainties of a general election and continuing problems affecting the banks mean that we must all proceed with caution.

We have strived to become more efficient, doing things differently where possible whilst losing none of our effectiveness in seeking to raise British Racing's standards across the board.

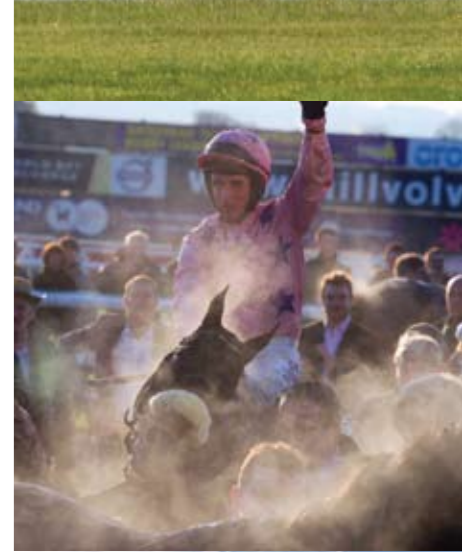


1.7million viewers tuned into Channel 4 to witness **Kauto Star** regain his Gold Cup crown

£3million bet on the Tote



Our Year



Nic Coward - Chief Executive

Few could have predicted the extent to which British Racing's record books would be rewritten in 2009. Sea The Stars and Kauto Star led the way, with AP McCoy extending his reign.

What we did plan for though was a difficult year, with the economic downturn affecting all areas of society. Many of the measures by which the health of the sport can be gauged remained at high levels, in some cases at their highest, as we highlight in this report. These support our view that there is considerable strength, or "resilience" perhaps in current conditions, in the sport. Analysis and underlying trends show the need for change.

The numbers can also hide difficult times for many in the sport. Events of 2009 confirmed our view that the sport must make decisions now to meet the challenges and make the most of the fantastic qualities of British Racing. The considerable impact that the sport has on Britain's economy, and the positive role the sport plays in the community was shown in two major reports we published last autumn. The Economic Impact Study produced by Deloitte's Sports Business Group highlighted Racing's annual worth to be over £3.4 billion, and the Racing Together report in partnership with Business in the Community showed the tremendous diversity of the charitable and good causes work undertaken by our sport at any level.



We have continued to carry out the role of challenging the sport, and leading the big debates. Racing for Change, and all that it represents, is the most important example. The aim is one that everyone in Racing should support; getting people talking about racing, going racing, betting on racing and getting involved in the sport.

Funding issues remain vitally important, with our focus being on the central funding mechanisms established by Government. The challenge is to have a joined-up approach that delivers a fair return for Racing as it is now. In April the Levy Board decided to repeat the previous year's 'rollover' of the Levy Scheme. The advocates for this course of action claimed it would provide



stability and a platform for constructive dialogue, but reality quickly turned out to be the opposite, not least when major operators made moves offshore to escape the Levy net.

The reasons why the Tote and the Levy were put in place are just as compelling now as ever. 2010 is set to be a year in which many long-standing issues are addressed.

One major change in 2009 was our relocation from 151 Shaftesbury Avenue to 75 High Holborn. We are joined by Racing Enterprises, and therefore Racing for Change, The Jockey Club, a satellite office for the Racecourse Association, and the Racehorse Owners' Association will join us this year.

In addition to leading major debates within the sport, we have vital day-to-day responsibilities. This is our focus, and we remain committed to the highest of standards. The pages that follow set this out in detail in a different way to previous reviews. Each director sets out what a typical week can involve.

We have continued to improve the way in which we set and promote

standards, and ensure compliance. The investment we have made in integrity and licensing has further strengthened British Racing's envied reputation. Our work to combat the threat of betting-related corruption is constantly evolving. The combination of a rigorous drug-testing policy and extensive intelligence gathering and analysis is aimed at showing that there is no place for cheats, or anyone not placing the welfare of the horse as a priority.

At every race meeting, and around the country, there is a top-class team often working under intense pressure. From stable yard and weighing room security to our veterinarians, stewards, handicappers, judges, clerks and starters, the same high standards apply, as they do in our London office.

We have also continued to ensure that we promote the highest standards of equine welfare both on and away from the racecourse, including the development of new facilities at Newmarket.

We also made big changes to our communications approach and **britishhorseracing.com** throughout 2009. One of the keys to this has been to convey the real passion of our expert teams through blogs and regular Q&As.

The progress in 2009 is something that all in the Authority, and more importantly the sport we serve and to whom we answer, can look back on with pride. But there is always more to do to ensure Britain continues to be the home of the best Racing in the world.



Racing



Ruth Quinn -
Director of Racing

A Week in the Life

Monday 5th January

A cold snap continues to grip the country and after the loss of Sandown's valuable fixture on Saturday, Richard Russell explores the possibility of restaging the Grade 1 Tolworth Hurdle, discussing possible options with the trainers of some of the horses that had been due to take part at the weekend. Stuart Middleton calls the racecourses due to race at the weekend to ascertain racing's prospects and, as they look bleak for everywhere except Scotland, he persuades the Levy Board to fund an additional fixture in Scotland if a willing venue can be found. There is renewed optimism in the office that we will have something to offer fans by the weekend.

As Kempton's coming Saturday Jump card looks particularly grim, Mike Waring sets to work on creating an extra All-Weather fixture to replace it. Funding is tight and it is difficult to put together a card that will also attract reasonable sized fields at short notice, particularly at this time of year and with ten Flat fixtures already scheduled for the week.

A couple of hours analysing recent races identifies which horses have been declared but unable to get a run; often races with ratings of 46-60 and 46-55 will prove so popular that horses within 2-3lbs of the top weight are eliminated, making such races a sensible option in these circumstances. However, with Channel 4 due to film at Kempton on Saturday, it will be good to programme a race or two for better horses and generate more interest. Sadly budgetary constraints are such that the highest value race that can be programmed is a 7f Class 4 handicap.

The weather is so bad today that even the All-Weather fixture at Wolverhampton is abandoned leaving only the emergency meeting at Lingfield to keep the show on the road. Under the circumstances, we are pleased with the 51 declared runners.

Tuesday 6th January

Ayr responds to the challenge of putting on a fixture at short notice on Saturday and the team set about finding suitable races, bearing in mind they will hopefully be shown on Channel 4 and run on soft to heavy ground. With a total budget of £65,000, things will be tight, but it is agreed that two Class 2 races at £20,000 each for the Channel 4 slots can be justified and we take a chance programming a novices' hurdle that we hope will divide to provide a seventh race on the day. Stuart liaises with Andrew Franklin at Channel 4 who is delighted that they may be able to show some jumping action.

There is a chance Exeter may be able to race towards the end of the week, so a couple of hours is spent exploring options with Jockey Club Racecourses and the weather forecasters regarding the possibility of staging the Tolworth Hurdle there, but frustratingly it comes to nothing. Having exhausted all options trying to reschedule the race this week, we speak to the trainers of declared horses and explain that there

is little prospect of the race being saved. Everyone is very understanding and, with the Grade 2 Rossington Main at Haydock a week on Saturday, a number of these horses will be prepared for that instead.

Despite all of the emergency work going on, the day-to-day tasks still need to be done and Camilla Tabor is putting the finishing touches to Programme Book 2, which details the conditions of all races to be staged between April and June, whilst there is this week's Racing Calendar, covering races from 16 to 22 February, to finalise.

Wednesday 7th January

The effects of the economic recession are of huge concern to us all and we receive worrying news regarding Great Leighs which, by the end of the following week, is in administration. The latest horses in training data is reviewed with Richard Wayman, and whilst the current numbers highlight the resilience of owners, we know that it is early days and difficult times are ahead. Racing's re-branding exercise is well underway and so we also discuss longer-term plans to introduce a tiered fixture list with a particular objective of ensuring that the sport's top quality fixtures are easily identifiable.

With the World Thoroughbred Rankings Press Conference next week, Phil Smith provides an update on the final ratings for 2008 agreed by the International Handicappers at their end of year conference. This confirms that it has been a fantastic year for European Flat racing, with horses trained in this continent dominating the various categories of World Champions. The Handicappers, an integral part of my team, are due to hold one of their biannual meetings next week and so we also run through the various issues that they will cover. The treatment of Irish horses in British handicaps remains a topic of much discussion and so I am pleased to see that the latest data shows that there is little

differentiation between the success rates of British and Irish-trained runners.

Thursday 8th January

John Baker from Carlisle calls to reveal the Hurdle course is still not ready to race on and more all-chase cards will have to be programmed throughout February. We start preliminary work on what will fit into the overall programme given the budget. It is generally a case of damage limitation when we put together single discipline cards. Existing races at other venues need to be respected and clashes with existing races on the same card need to be avoided; a difficult balancing act.

On a brighter note the team has a meeting with Mark Kershaw from Ffos Las and finalise plans for the summer programme including the valuable card for the official opening on 28th August. The latest photos look great and it is really exciting to turn thoughts to sunnier times for an hour or two.

Paul Rogers finalises ratings for all Pattern races run in Europe in 2008 ahead of next week's European Pattern Committee meeting. The latest figures confirm fears that the Italian Derby faces being downgraded but there is much better news about our own races, including that the Bahrain Trophy will be eligible to upgrade to Group 3 status, thereby providing a welcome addition to the Pattern programme for staying three-year-olds.

Friday 9th January

D-Day for Ayr & Kempton declarations. It is always a worrying time, but connections have responded well to these emergency fixtures and we have built a good card under the circumstances for Saturday afternoon's 'shop window'. With 87 declarations at Kempton and 77 at Ayr, it makes all the hard work worthwhile and



the novices' hurdle even divided as well, by virtue of getting more than 20 declarations.

James Savage, who has had a busy week moving the floodlit evening All-Weather fixtures into the afternoon to fill the gap left by the turf abandonments, speaks to Channel 4 before confirming the times for Saturday's races.

Saturday 10th January

The early morning news from Ayr is positive and it is wonderful to see Jumping resume following a seven-day absence. Everyone agrees that the events of this week are testimony to what the sport can achieve when it pulls together to achieve a common goal.

2009 HIGHLIGHTS

Introduced changes to the Divided Race Scheme that will provide more opportunities for horses when they are most needed, at times that will have the maximum uplift on Levy returns

Maintained minimum prize money values for most Black Type races in 2010 despite a significant reduction in Levy yield

Upgraded the lowest class of race on the Flat, removing all races that were restricted to horses rated 45 and below

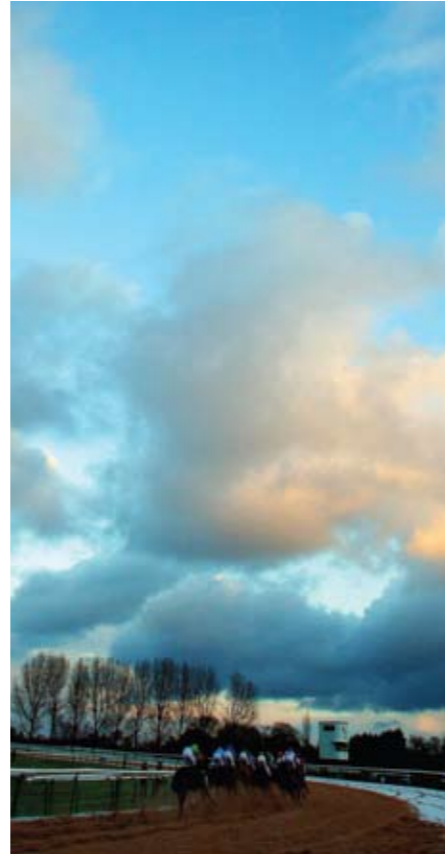
Arranged the highest number of replacement fixtures in recent years during the bad weather in January and February

Introduced additional racegoer-friendly opportunities to the 2010 Fixture List, including on previously blank August evenings, some Bank Holidays and to coincide with major local events

Improved the balance of fixtures through the middle of winter, with one All-Weather Track fixture programmed on each afternoon in January and February 2010

Revised the protocol for the use of reserves, ensuring a consistent 'optimal' approach across all affected races

Established the Handicappers' Blog as a regular and popular feature on britishhorseracing.com



2010 OBJECTIVES

Ensure that British Racing remains the best in the world

Working in partnership with the Levy Board, introduce a modernised funding structure for fixtures that is more closely matched to the sport's requirements

Aim to secure additional resource to support races for up-and-coming and high quality horses

Deliver the best possible Fixture List for 2011

Ensure that it more clearly differentiates fixtures so that the sport's high quality meetings are easily identifiable

Deliver Racing for Change plans

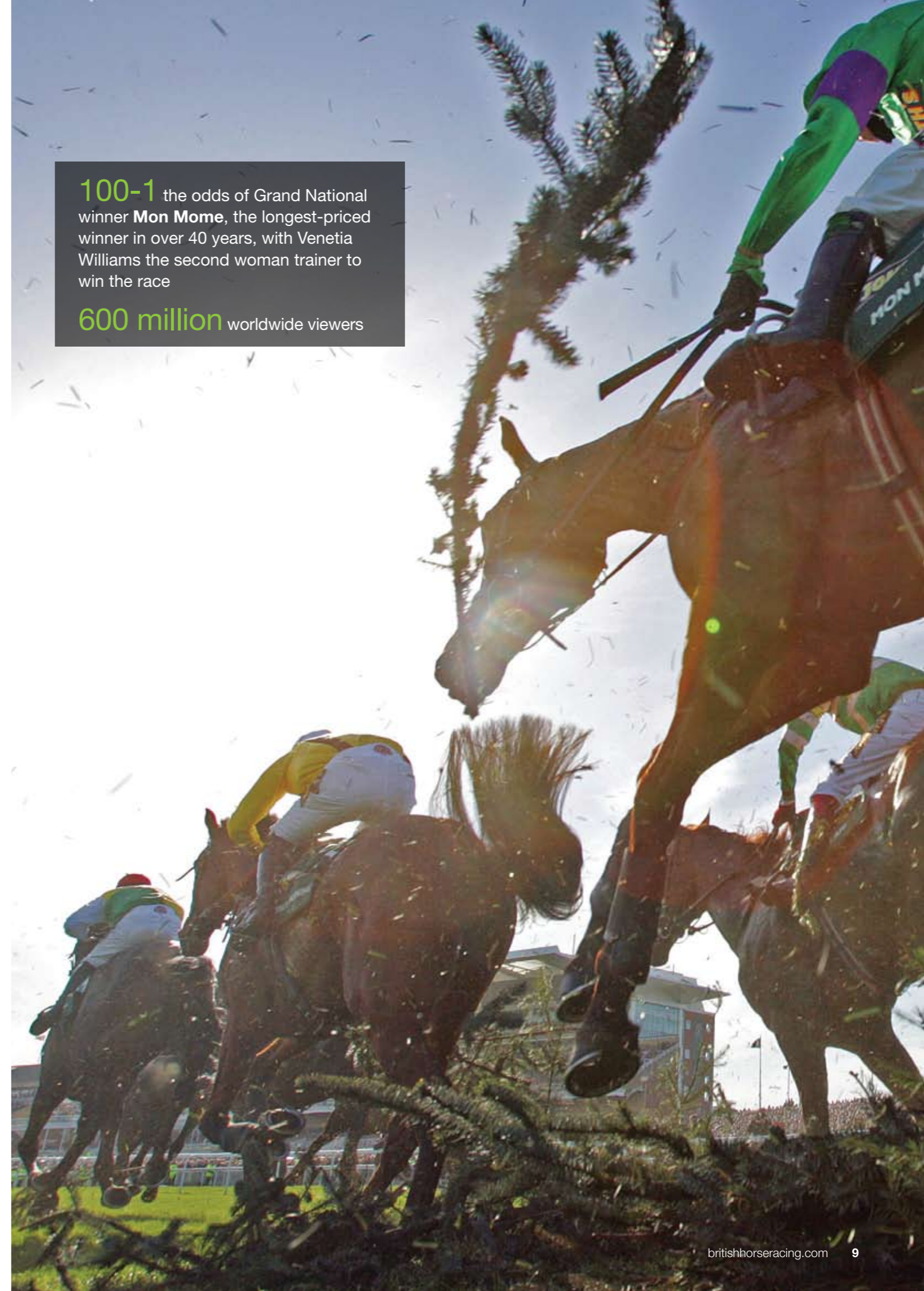
Make further improvements to the geographical spread of fixtures



Working in partnership with racecourses and the betting industry, ensure fixtures and races take place at the time that maximises their return, whilst also taking advantage of opportunities associated with other major sporting events such as the World Cup

Review the existing rates of non-runners with a view to reducing the current volume

Examine whether the current choice of racing colours available to owners should be extended



100-1 the odds of Grand National winner **Mon Mome**, the longest-priced winner in over 40 years, with Venetia Williams the second woman trainer to win the race

600 million worldwide viewers



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The Prince's Trust Horseracing and the Community

In June 2009, Racing hosted its first Prince's Trust Racing Experience Day, when nine students from Buttershaw Business & Enterprise College in Bradford were invited to York racecourse.

With over one million young people not in work, education or training in the UK, youth charity The Prince's Trust helps disadvantaged young people overcome barriers and gain the confidence, skills and motivation needed to find future employment and training opportunities.

Racing became involved with The Prince's Trust through 'Sport United', an initiative to encourage and enable disadvantaged young people to develop skills such as confidence, teamwork, communication and discipline through participation in sport.

Racing pledged to help The Trust's key Team programme, a 12-week personal development course for unemployed 16-25 year-olds and its xl clubs, run in schools nationwide for pupils in years 10 and 11 who face a range of difficulties at school, such as truancy, risk of exclusion and underachievement. These programmes aim to increase attendance and motivation at compulsory schooling, boost their qualifications and the quality of evidence for the National Record of Achievement, and enhance citizenship and community awareness.

Following a successful launch at York racecourse, The Prince's Trust continued its association with the sport visiting Fontwell Park and the

Champions' meeting at Newmarket.

Students gained an exclusive behind-the-scenes introduction to the sport, with a number of Racing's biggest names demonstrating their support for the scheme.

Students from Westbourne Sports College in Ipswich nominated meeting Champion Flat Jockey Ryan Moore the highlight of their day at Newmarket, while the ten pupils from Testwood Sports College in Southampton who attended Fontwell in September, gained inspiration from Champion Jump Jockey Tony McCoy and rising star Rhys Flint.

The Prince's Trust Racing Experience Days offer students an insight into the sport, with officials introducing them to the many aspects of the industry, from a jockey's equipment in the weighing room to a face-to-face encounter with a racehorse.

In February 2010 the BHA will expand this scheme, working with The Turf Club

to launch its first Prince's Trust Racing Experience Day in Northern Ireland. This day will benefit a range of students from both a Catholic and a Protestant school. This will be followed by a day at Doncaster racecourse in March.

A number of Racing's figureheads, including jockey Richard Kingscote and trainer Andrew Balding have pledged their support of the partnership, becoming official ambassadors for The Prince's Trust. As ambassadors, they shall help to motivate and develop confidence in young people, as well as create awareness of the purpose and achievements of The Trust.

Through The Prince's Trust, Racing hopes to help the lives of thousands of disadvantaged and unemployed young people throughout the country, with the sport vowing to support those students who complete The Trust's numerous courses and programmes through future Racing Experience Days.



Raceday Operations & Regulation

Tony Goodhew - Director of Raceday Operations & Regulation



A Week in the Life

Monday 8th June

Begin the day with wash up points from the Derby. It was a tremendous meeting and Richard Linley and I walked the Epsom course on both days with Andrew Cooper and Nigel Whybrow who made a great job of preparing the track. No major problems for the Stewards, other than concerns over horses arriving into the parade ring late to the disappointment of the sponsors and racegoers. Agree with William Nunneley to review the Rules in Grade 1 and Group 1 races, where seeing the horses is so important. Sean McDonald, Manager of Scales, Starters and Judges - a new role created to improve management - confirms he had followed up with RaceTech regarding the stalls failure during routine testing before the Coronation Cup. Despite all the major components having been replaced, no fault had been found.

Tuesday 9th June

Attend the biannual Stewarding Committee meeting where there is a lively discussion on new assessment processes for Stewards resulting from last year's Stewarding Review. It's also a great opportunity to hear views and confirm we are all singing off the same hymn sheet and getting consistency across the regions. Fraser Garrity and Richard confirm the final details for Ffos Las' first meeting next week with our own raceday teams and the Racecourse Executive. Everything completed on schedule and looking good. The Inspectorate and Racecourse Department have worked closely with the Ffos Las team for the last three years, signing off the site, track and key racing facilities; the regular liaison has paid off and it's a great credit to them and the Ffos Las team. In the office, Nigel Macfarlane, Head of Disciplinary, sets up a Disciplinary Panel hearing to consider Johnny Murtagh's appeal against the decision of the Epsom Stewards, whilst Shirley Cowan makes final arrangements for Thursday's enquiries. Finish the day with Nic Coward to tie up arrangements for the new Rules Committee, which would take over a large part of the recently disbanded Regulatory Committee's role.

Wednesday 10th June

Join the Disciplinary Panel for one of their three annual meetings where, in addition to reviewing recent panel decisions for the previous three months, we discuss the appointment of Patrick Russell in the new post of Disciplinary Officer for the Authority. Sean follows up concerns that a horse had been marginally ahead of the others leaving the stalls at Pontefract on Monday. Discussions with Hugh Barclay and Jason Callaghan, the Starters on duty, and a video review confirm that Mr Wolf

had not broken out of the stalls but just made one of his usual fast breaks! Peter Hobbs confirms that the newly modified timber hurdles on trial at the Lambourn gallops are not getting much use yet, but comments are favourable. They've done the rounds during development, getting positive reactions and useful input from jockeys and trainers, but the practical trials will be the test.

Thursday 11th June

Start the day with Executive Management Meeting with Nic Coward and the other Directors and hear how the Derby Meeting had gone for other departments. Charles Stebbing and his team are delighted with their new high spec laptops which include specially produced software to enable them to make live returns to Weatherbys after each race. Sadly, the scales are still not linked in to provide a recorded audit of each weight, but I'm assured this will be completed early 2010. Cutbacks to the IT development budget have delayed this highly desirable but not essential development. The Inspectorate are at Wetherby to discuss the track's close season schedule of works with the Racecourse team following major course reconstruction when the A1 was widened.



Friday 12th June

I visit Market Rasen as part of my programme of weekly racecourse visits, which keep me in touch with reality and give me a chance to hear the views of racecourses, jockeys and trainers as well as my own team. Meet up with Clerk of the Course Nick Patton and Nick Carlisle prior to walking the course and view their new portable fences. We later decide that the next fixture needs to be all hurdle as some drainage work hasn't fully recovered and call the Racecourse Department's Rob Hartley to kick-start the administrative process. Get an update from Brian Goodwill, the Judge, on how their new software is performing during its trials. Back at Shaftesbury Avenue, Fraser and Tim Newton are putting together an industry-wide project plan for improving race off-time punctuality. All late races are monitored by Paul Lifton and it's vital that the whole sport does more to increase punctuality. Fraser also has a call from an All-Weather surface manufacturer who wants to put his product through our Approval Protocol. Dr Michael Turner and Paul are in discussion with Weatherbys re the forthcoming trials of RIMANI, the new computerised jockeys' medical record system. Two months' delay, but trials will still begin before the year ends. William Nunneley confirms the Stewarding team for next week's Royal Meeting, and Richard Linley reports on the condition of the course after meeting with Chris Stickels and the Ascot team to discuss arrangements for the meeting.

Saturday 13th June

Catch a hurdle race from Limerick on the TV. They're using the new Easyfix plastic hurdles and we're working closely with our Irish Turf Club Colleagues before deciding on any approval timescales in Britain.



2009 HIGHLIGHTS

Introduced mobile PA Kits for Starters to enhance clarity of instructions at Jump starts

Revised the procedures and clarified Racecourse/raceday Stewards responsibilities for abandoning a fixture

Coordinated an Industry plan for improved off time punctuality (to be monitored in 2010)

Implemented new Flat starting Rules to enable more flexibility in the procedures

Rules rewrite successfully concluded

Stewarding Review implemented, including progression of central rostering

Established a clearly identified central resource with Integrity Services and Licensing Department (and Racing) to ensure effective communication on/before raceday with Raceday Stewards, real-time review and advice

New raceday procedures established to support Racing for Change project findings

Racecourse Licensing and Rules reviewed and implemented to plan; created risk-based regulation; responsibilities on-course (e.g. to achieve published start times, managed parade ring exit etc) clarified with single point accountability

GoingStick successfully introduced and education rolled out

Hurdle Review ongoing

Implemented five-year review of Concussions Protocol; Injury Tracker (RIMANI); Jockeys' Health and Welfare with PJA Medical Advisor

2010 OBJECTIVES

Continue Review of all Raceday Operational roles

Confirm effectiveness of changes to scheduling in 2010. Complete trials of Assistant Stipendiary Stewards. Build on Raceday Team ethos. Develop scheduling with other areas

Complete Restructuring of Disciplinary Department

Complete review of functions and relevance to regulator and restructure as necessary. Complete trials of remote audio/visual evidence. Develop closer links with Integrity Services and Licensing

Implement new Totting Up Procedures

Evaluate effects

Refinement of Rules Process

Clarify rules/processes/Standard Operating Procedures. Develop Rules Committee and relationship with Board. Amendment and Re-issue of BHAGIs

Progress Harmonisation of Rules

Continue Off Times Initiative

Continue Research and Development projects to minimise injury in conjunction with Equine Science & Welfare
Take off/landings. Fence/Hurdle design

Implement changes resulting from Racing for Change

Introduce Suitability Test for Racecourse Managing Executives as part of licensing process

Completion of raceday IT software enhancements for certain raceday teams

4 Gold Cups Yeats rewrote the record books with four consecutive wins in the Ascot Gold Cup

70,000 spectators were at Royal Ascot that day



Equine Science & Welfare

Tim Morris -
Director of Equine Science & Welfare



A Week in the Life

Monday 20th April

Early meeting in Shaftesbury Avenue on next year's budget with fellow directors Tony Goodhew and Paul Scotney. The message from Nic and the Board is clear that we have to question everything but the daily assurance of horse welfare, and racing integrity has to be met on and off course. Then off to Westminster for contrasting meetings with Defra, the Government department which is responsible for equine matters. The first is very detailed and technical, on the implementation of revised Rules on horse passports. Racing is ahead of the game on passports, and even today, a 'quiet' Monday, the Equine Science and Welfare department has 15 staff at five race meetings. Today, as at every raceday, our Veterinary Technicians will be identifying horses as they arrive via their implanted microchip, and later in the day collecting samples for medication and doping control with our Veterinary Officers assuring horse health and welfare, and providing oversight of our equine related Rules.

The second meeting, together with five other horse organisations (TBA, BEF, BETA, BEVA, BHS), is to see the Minister for the Horse, Jane Kennedy, who is very interested; most memorable is her surprise that the UK economic impact of horses is £7 billion, with Racing half of that. We all stress our commitment to welfare, and that the biggest single threat to horses and racing is animal disease.

Tuesday 21st April

Much of the day spent with the Police national group that coordinates the Police approach to Racing and the major meetings; Police from 12 different local forces present. I attend together with Paul Beeby, Head of Intelligence in the Integrity Services and Licensing Department. The two departments work closely together as we have common roles to ensure horse welfare and racing integrity. Explain to the Police the welfare role of our Veterinary Officers. The Authority sits between the racing industry and government institutions, so groups like the Police can and do ask us to help out as an independent regulator. Phone calls and emails continue back and forth throughout the day; some that need attention immediately, such as from our Senior Veterinary Officer Robin White at a racecourse, others can wait but all reflect the fact that racing is on almost every day of the year.

Wednesday 22nd April

BHA hosts a large meeting of many equine welfare organisations and government bodies to talk about improving coordination on equine welfare. This was called together by HRH Princess Anne following a horse welfare incident in Buckinghamshire, and has

been very useful in helping ensure that all the different groups talk. It has resulted in both a formal document dictating how we work together, but also much improved cooperation on the ground. The BHA wants to hear of any welfare concerns involving thoroughbreds as fast as possible. There is much we can do quickly because of our local and specialist knowledge, as well as our team on the ground, including our Stable Inspectorate (who visit trainers' yards) and work closely with Veterinary Officers. A telephone conference is held with the department's team, manager Carol Clarkson and our Veterinary Advisor on Medication, Lynn Hillyer, who are building a new Centre for Racehorse Studies (CRS) at the British Racing School in Newmarket. This key resource for Racing will produce drug withdrawal times; a real need for trainers and vets. Most drug positives are not doping, we have just one a year, but medication errors where a medicine lingers on into a raceday. Our new barn, staffed by a small group based in Newmarket, assisted by our Veterinary Technicians, will help to get better information to trainers. It's a long process, expensive and scientifically challenging, but necessary.

Thursday 23rd April

The Ethics Committee meet in Shaftesbury Avenue. The Authority deals with complex research issues, both with horses and jockeys, and so we have set up a group of respected independent experts, including a trainer, lawyer, welfare expert, medical specialist and ethicist to advise us that such work is ethical, legal and what Racing should be proud to talk about. The Committee held one of its first meetings today, and was reassuringly independent and robust in its views; just what is needed.

Friday 24th April

There is a strong racing presence in Scotland. At Glasgow University our Veterinary Advisor Anthony Stirk is working on a research project to reduce risk to horses in jump racing. I attend Perth races, a stunning location with a unique character, underlining the diversity of British racecourses. It is important for

the staff based in London to know the people, the geography and the special aspects of each of our 60 courses and the racecourse is the place to see our raceday staff, who are generally regionally based, so getting to talk to our Scottish Veterinary team, Vet Keith Mason and Technicians Sally Dickenson and Linda

Porter, is a rare opportunity. But I also have meetings, open-air in the Scottish spring, with the racecourse management, the racecourse vets, Scottish Racing, the Scottish Society for the Protection of Cruelty to Animals, and Scottish division of the British Horse Society. Even manage to see some racing as well.

2009 HIGHLIGHTS

Improved communication between Veterinary Technicians and Stable Security staff

- Supporting each other to allow flexible working, additional roles and risk-based changes to drug testing

Leaders in equine health and welfare

- Whole equestrian sector united in major public campaign against the 'horse tax'
- Publication of industry-funded assessment of risk from African Horse Sickness, and proposed legislation to control AHS, minimising the threat to racing

Centre for Racehorse Studies established at best value for Racing, in partnership with the British Racing School

- Aiding prevention education as part of equine medication and doping control

Modernised risk and education-based strategy for equine drug testing, and associated testing contract put in place

Major research project to understand risks to horses in racing, using ten years of the Authority's data, initiated with funding from the Levy Board

Advice and monitoring in place to ensure aware of any risks to thoroughbreds arising from economic downturn

2010 OBJECTIVES

Continue to develop Veterinary and wider Raceday Team outputs and role so as to be seen of value by racing

Continue better preparation for the risks of Equine Disease: research, education, planning and lobbying

Implement new HFL contract and continue to modernise Medication Control and its communication to trainers, CRS producing Detection Time data, increase output by international cooperation

Work with Levy Board to establish, implement and communicate research priorities that are focused on Racing's needs and provide value for money

Work with Retraining of Racehorses to increase promotion of post-racing careers for horses

Continued leadership in communicating and engaging on Equine Welfare

Integrity Services & Licensing

Paul Scotney - Director of Integrity Services & Licensing



A Week in the Life

Monday 15th June

Representatives from the RSPCA visit the Department; it is important to share information and expertise with other agencies and we often welcome visitors to improve understanding of our intelligence systems and processes, highlighted by the 2008 Neville Review.

At Ascot, Stable Security Officers Steve Fox, Darren Stone and Rob Cuthbert are already on duty. Although the Royal meeting does not commence until tomorrow, many international runners have arrived and the stables are busy.

In London, the recruitment of a Raceday Integrity Coordinator is underway; an important role for an experienced race reader interpreting what happens on the track and marrying his observations with long-term trends and intelligence. This is to improve communications between Integrity Services, the Stipendiary Stewards and the Handicappers. Meanwhile, the Licensing team process

licence renewals for Amateur riders, due at the end of June. The evening involves a function with International racing counterparts at Paul Roy's home, before Ascot in the morning.

Tuesday 16th June

The first day of Royal Ascot is one of our busiest with the Security Operations team attending an early Police Briefing and the first Stewards Briefing. Our Intelligence Unit highlight potential risks and there are a number of areas that must be addressed for the meeting to run smoothly.

In London, the Compliance team is involved in a two-day Preliminary Hearing to hear legal arguments for the Miles Rodgers case. Members of the Intelligence Unit liaise with the Equine Science & Welfare Department to arrange unannounced visits to trainers' yards and meet with outside consultants, to discuss the strategic focus and further promotion of our RaceStraight initiative. This anonymous hotline plays a crucial role in intelligence gathering.

Wednesday 17th June

Stable Inspecting Officer Derrick Morris heads to Newmarket to make an integrity presentation to jockeys at the Racing School, an important part of our ongoing education programme. Tom Astley, a new arrival to the Intelligence Unit, is also in Newmarket continuing his induction and accompanies a Stable Inspecting Officer on a routine Stable Inspection.

A travelling head lad has found a syringe in the stables at Ascot, prompting a search of all tack boxes. Nothing more is found but this is a good example of staff throughout Racing understanding the part they play in maintaining integrity.

Thursday 18th June

As Ffos Las prepares to hold its inaugural meeting, Head of Intelligence Paul Beeby seeks to gain a perspective for potential integrity issues at Britain's newest racecourse.

Betting Investigator Tom Chignell accompanies Investigating Officer Stuart Williams to Ireland to interview betting exchange account holders.

We host racing officials from foreign jurisdictions; this is integral in our efforts to harmonise standards. The Licensing team meet to discuss enhanced suitability criteria for licensed individuals.

Friday 19th June

The Compliance team meets with Counsel in preparation for a doping Disciplinary Panel Inquiry while the Intelligence Unit processes a request for information from the Gambling Commission in relation to a possible ownership syndicate fraud. We received 107 intelligence reports this week alone and each report is evaluated before the information is disseminated, investigated further or used for a disruption exercise.

Investigating Officer Malcolm Carson has spent the week assisting in the resolution of a civil dispute between two licensed persons. With the assistance of the Licensing team, he finalises warning letters to those involved, reminding them of the Rules regarding behaviour.

Saturday 20th June

London office staff attend Royal Ascot which is a good opportunity to catch up with our raceday team and discuss ongoing issues.

Sunday 21st June

Racing takes place 361 days a year and today is a work day like all the others with Betting Investigators monitoring the racing along with the betting markets.

2009 HIGHLIGHTS

All investigations pre-dating January 2009 concluded

Streamlining of the licensing function to a more risk-based and intelligence-led approach

Full implementation of the Neville Review recommendations

Appointment of Raceday Integrity Coordinator to enhance our monitoring capabilities and support the work of the Stipendiary Stewards

Completion of a comprehensive Inside Information Education programme with Owners and Stable Staff

Pivotal guidance for other sports regulators including assisting Rick Parry's Sports Betting Integrity Panel

2010 OBJECTIVES

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

- Intelligence-led and risk-based approach to race day operations in and around the stabling areas and weighing rooms
- Enhanced level of security at major race meetings
- Streamlined risk-based scheduling
- Focused intelligence gathering
- Continual monitoring of the betting markets and racing trends
- Strategic direction of investigations
- Efficient case management

Through the licensing process:

- The continued development of risk-based decision making and intelligence-led target testing and stable yard inspections
- The implementation of enhanced suitability criteria
- The implement a new online application system

Through the intelligence and investigative process:

- A more innovative approach for RaceStraight
- Targeted testing for horses in training
- The adoption of an enhanced investigation management computer system to incorporate the existing intelligence database

Through the compliance process:

- Reduced time for case management
- Cost effective use of external legal advisers



Communications & Promotions



Jon Ryan -
Director of Communications

A Week in the Life

Monday 26th October

We first hold our weekly catch up and briefings where necessary. Since moving to open-plan offices at 75 High Holborn, communication is better than ever with the team surrounded by Nic Coward and the Racing For Change department. The focus is on Will Lambe, who is understandably anxious about the reception at the House of Commons. Turia Tellwright, who recently joined our team as Communications Officer from the Racing Post, is down at Westminster helping with last-minute preparations alongside Kelly Barnes. The turnout from both Racing and politics is excellent; Sports Minister Gerry Sutcliffe rubs shoulders with John Gosden, Sir Peter O'Sullivan and more than 50 MPs and Peers. Clare Balding is professionalism personified as she interviews Nic Coward and Jeff Ennis, Joint Chair of the All Party Racing Group, and the event marks the political launch of the Economic Impact of British Racing Report. Dawn Goodfellow makes a passionate case for the Northern Racing College, and leaves no one in any doubt as to the great power

of Racing to change lives. We decide we must have a presence at Wetherby where four horses suffered fatal injuries at the last meeting; there is nothing to suggest that the course was responsible for the tragic toll but there is media interest nonetheless.

Tuesday 27th October

Amy Sherman and I head to Ascot for the Horseracing Sponsors Association showcase seminar. Amy is there as a delegate, I am sitting on a panel while Nic Coward is a speaker. The BBC's Rishi Persad introduces the event which has attracted a good cross-section from within Racing and groups connected to the sport. Robin Mounsey is working his way through his varied tasks such as editing Chief Handicapper Phil Smith's Breeders' Cup blog, producing the 'Great Racehorses of the Decade' feature and writing horseracing content for the VisitBritain website. Britishhorseracing.com and GototheRaces.com are a vital part of the BHA's Communications and the number of users continues to rise steadily.

Wednesday 28th October

Media Relations Manager Paul Struthers prepares for his trip to Wetherby with briefings from Tony Goodhew and Fraser Garrity. He also talks to Jonjo Sanderson, Chief Executive at Wetherby, as it is crucial that we work with the courses, having discussed the latest figures of fallers and fatalities with Tim Morris, Director of Equine Science and Welfare. A television crew wants to go on to the course and is directed to us for permission, which is given. Morag Gray, a member the BHA board and Judge in the Godolphin sponsored-Stud and Stable Staff Awards, has a meeting with us over the 2010 event. Robin is reporting on efforts to get Sea The Stars nominated for the overseas prize in the BBC Sports Personality of the Year Awards, but we soon learn that he is not eligible.

Thursday 29th October

Jockey Darren Williams is at 75HH to apply for a Flat Jockey's licence. The Licensing Committee decides it is not prepared to grant the application, confirming that reasons for its decision will be available in the next seven days. Paul puts together a press release and he and Turia deal with media calls. I am at Lingfield, where the 20th anniversary of the start of All-Weather racing in Britain is celebrated with a lunch, a Frankie Dettori treble, fine weather and an excellent crowd boosted by the school half-term.

Friday 30th October

A number of press and broadcast media go to Wetherby. The tragic events of a fortnight earlier put the spotlight on the course but everyone is concerned to emphasise that horse welfare is paramount. Paul is kept busy and the media have no doubt as to our collective resolve to look after the horses. At 75HH there is a wash-up meeting after a recent court hearing arising from a disciplinary case. The lawyers involved meet with Head of Compliance and Licensing Oliver Codrington, Paul Scotney, Nic Coward and myself to see what lessons can be learnt in the way we handle such matters. Robin is now working on the Ten to Follow feature and planning a new Racestraight "microsite" with the Integrity Department.

Saturday 31st October

Paul is used to having his weekends interrupted with regular calls to Nic and others and they concern Wetherby today. This demonstrates how the whole team operates. Any emails sent in to Channel 4 during their racing coverage will be forwarded to us for Turia to deal with next week. Finally, although it's the weekend, the Daily Bulletin is sent out to the media, covering the weekend fixtures.

2009 HIGHLIGHTS

The completion and successful launch of the **Economic Impact Study**, produced by the Sports Business Group at Deloitte

Successful **promotional campaigns** with Walkers Crisps, Gourmet Society, Arab racing, Point-to-Point, Continental Tyres, Smooth FM

The Prince's Trust links strengthened through Sport United programme with three successful Racing Experience trips organised to York, Fontwell and Newmarket

Formation of **Public Affairs Stakeholder Group**, leading to distribution of fortnightly political monitoring report, and monthly EU and equine welfare reports circulated to stakeholders, along with briefing notes on key issues

The sport's first **Parliamentary Reception**

Creation of an **Online Press Office**, an updated resource centre for the media, and launch of **BHA Xtra**, bringing telephone blogging coverage to the website

Gojumpracing.com (now GototheRaces.com) nominated in '**Best Promotion of a Sport by a Governing Body**' category at Sports Industry Awards



2010 OBJECTIVES

Promoting the Sport

Developing relationships with VisitBritain, Sport Relief, radio stations and national companies to ensure Racing is used in major promotions

Turning our website into Racing's platform

Increasing user involvement through forums such as 'Ask the BHA' and Q & A sessions with staff and directors

Making Racing's voice louder

Creating greater interest in the Stud and Stable Staff Awards, ensuring that the Annual Conference is the key forum for British Racing, and increasing interest in the Anglo-Irish Awards

General Election

Making Racing's case

Racing Together

Implementing the plan

Developing The Prince's Trust partnership

Target of ten raceday experiences to enable young people to be introduced to Racing and learn about career opportunities



REPORT

Racing for Change Getting the Right Result for Racing

If 2009 was about building the case, and the momentum, for Racing for Change, 2010 is about delivery and numerous initiatives, large and small, which will be brought to life throughout the year.

As highlighted in this report, British Racing remains the envy of the racing world and is blessed with strengths. Racing can boast year round availability and four out of the top ten most highly attended sporting events in Britain, namely Royal Ascot, the Cheltenham Festival, the Derby and the Grand National.

We are the most broadcast and bet upon sport, and attract huge investment from owners. The sport also creates excitement, spectacle and no shortage of opinions.

Compared to many other market sectors, the industry is in relatively good health and, in an increasingly competitive entertainment and gaming environment, has a big opportunity to share its drama with the broadest possible audience.

Moves to market the sport more pro-actively follow over a year of research analysis and consultation. Racing no longer dominates the betting market as it once did, whilst the sport also faces competition from a multitude of leisure offerings.

Central to the Racing for Change strategy is the recognition that the sport needs to connect with a new and younger audience while retaining its loyal customer base. This will be achieved by creating a series of events that the public can follow

as well as the development of new betting products that present the sport in a compelling way.

Racing for Change aims to capitalise on the sport's assets to bring out the best of what the industry offers. To do this needs a huge joined up effort across the whole industry and ultimately the buy in of our many diverse customers. It does not matter where in the industry anyone works; everyone is ultimately involved in getting people talking about Racing, going Racing, betting on Racing and getting involved directly.

Rod Street has been involved from the start as Project Director and leads a team - working in collaboration with many of racing's stakeholders - focussed on four strategies:

- **Consumer PR Director Nick Attenborough** - responsible for a PR and marketing plan to engage with a the broadest possible audience

- **Betting Development Director Nigel Roddis** - developing a pro-active relationship with betting operators to maximise interest in and turnover on horseracing, both in betting shops and online
- **Racecourse Experience Project Manager Jon Williams** - creating the best possible customer experience on racecourses
- **Premier Racing Project Director Karl Oliver** - defining and launching a strategy that leads with distinctive premium-branded racing events, 52 weeks a year

*The project board members represent Racing's key constituents and bring specific expertise: **Chris McFadden**, Chairman of Racing Enterprises, **Ian Barlow**, Chairman of the Racecourse Association, **Stephen Smith**, ROA Council, **Tony Kelly**, ATR racecourses, **Simon Bazalgette**, RUK racecourses, **Nic Coward**, Chief Executive BHA, **Douglas Erskine-Crum**, Chief Executive HBLB, and **Wilf Walsh**, Independent.*

Finance & Corporate Services

Chris Brand - Director of Finance & Corporate Services



A Week in the Life

Monday 20th July

The 2010 plan and budget process started early. It is our role to pull it together, and say to Nic and the Board that not only are we providing a quality service, but cost efficiently. Paul Foster takes a break from this to meet with me and compare notes on the National Trainers Federation regional meetings regarding consultation on better use of the racing administration website.

The Information, Communication and Technology (ICT) Team has a busy week looming, finalising preparations for the office move; Karen Dewhurst tries to motivate people not to leave their packing until the last minute, while aiming to reduce storage by 50 percent.

The ICT team also updates the office website filter - Myspace and Ebay now have limited daytime access while the Industry Recruitment and Training team are catching up with work after a busy

few weeks away from the office. The Horseracing and the Community report, 'Racing Together', is taking shape with Zoë Elliott sorting the information collected in the audit, while Sam Martin checks that all the kit has arrived back from the Royal Show.

The BHA Graduate Development Programme finished last week and Tim Hirst calls the 12 graduates to see how they are settling into their placements. Karen and Lisa Hambelton welcome the two graduates working at the BHA head office, before Lisa meets the Trustees of the Pension Scheme for a communications update. Graduate Ginny Lancaster is working with IR&T on the stable staff nutrition website, Feelgood Fodder.

Tuesday 21st July

While I am in the fortnightly Executive Management Meeting, Paul and Lorna Ewens meet with Bluefin Insurance to discuss BHA insurance requirements; the result is a £25k saving on the car insurance premium.

The legal team is preparing for a forthcoming application before the Appeal Board, while the Business Continuance team meet to discuss the impact of Swine Flu, with Sarah Bryan appointed co-ordinator. The IR&T team are hit first with Sara Hay-Jahans struck down and diaries are swiftly reorganised. Sam is next, and having finalised tomorrow's careers advisers event at Lingfield with the British Racing School, Northern Racing College, National Stud, Thoroughbred Breeders' Association and the NTF, she is sent home at lunchtime with Tim stepping into the breach on the Careers Adviser day.

Claire Dale meets with Nic to update him on the applicants for the Director of Raceday Operations & Regulation role while the rest of the HR team put together the final details for the gardening day at Meanwhile Gardens (a community project in Kensington) taking place on the day of the office move.

While some of the ICT team are over at 75 High Holborn migrating the wireless network to be used within the new building, the others, including James Walker, are planning scheduled server maintenance for this evening.

Wednesday 22nd July

Legal Adviser Adam Brickell, on secondment from DLA Piper, meets Paul Lifton and consultant Chris Buckley to plan our approach on the reworked contract with Weatherbys, while Oliver Codrington attends the monthly Rules Committee meeting.

As we enter the final weeks in Shaftesbury Avenue, the Legal team are hard at work finalising break clauses and dilapidations liability while the ICT team are on site at the new building to sign off the completion certificate for the Access control and CCTV, ready for next week's move. The HR team have a much needed clear out of old files and it's business as usual for the Finance team with Johanna and Shereen making the fortnightly creditor payments on the BACS system and email out remittances.

Lisa is working on the BUPA renewal where it looks like we're going to get a slight reduction in our annual premium while I am supporting Cedric Burton, Chief Executive of Racing Welfare, in presenting proposals to the Levy Board for investment in Affordable Housing.

Thursday 23rd July

Paul and Sara meet to discuss the funding and management of the 'Flying Physios' scheme, providing raceday physiotherapy for jockeys, while the penultimate office move meeting takes place.

I join Paul Scotney and his team to discuss how new systems can improve the licensing process while Jason and Lisa are frantically testing and finalising the new company Intranet, 'Diomed'.

Rebecca Baker calls Sandown to finalise arrangements for next week's Overview Day training course while the HR team put together training days for all staff on the annual review process and performance management. Karen is working on the recruitment of a new receptionist and a vacancy for a Communications Officer is launched on careersinracing.com

Adam finally reaches agreement on the Articles of Association for the new holding company for the racing database, British Horseracing Database Limited (BHD), before leaving early to drive to Northamptonshire with Oliver for the annual cricket lesson from Weatherbys.

Friday 24th July

Paul and I have an early morning conference call with Paul Roy to discuss the BHA's pension valuation and devise a strategy for agreeing a deficit repair plan with the trustees. It's straight on into a monthly meeting with Weatherbys for Paul, one which Steven Shaw usually attends, but misses this month as the move takes precedence. After an early morning snagging list with onsite contractors, he heads to a planning meeting with the IT relocation specialists contracted for the move. Karen is also there, pulling together final arrangements



including access cards and the recruitment of a security guard.

Sara updates Morag Gray on strategy papers relating to nutrition and fitness and mentoring, subjects for the next Welfare and Training Group meeting in September while Sam finalises the agenda for the next recruitment meeting with the BRS, NRC, NS, TBA and NTF.

I join a small BHA team to meet a delegation from the Korean Racing Association for lunch and explain how governance and regulation of the sport is put together in Britain.

Adam is finalising the registration of the lease for the new Centre for Racehorse Studies at the British Racing School in Newmarket, including payment of the inevitable Stamp Duty, and then meets with Weatherbys regarding arrangements for the transfer of the racing database and novation of the Weatherbys Contract to BHD.

At 5.30pm, Paul takes a call from Lisa Jeffrey of Weatherbys, who reports that the first historical and cherished colours sale held after racing at Ascot, has been a huge success.

2009 HIGHLIGHTS

Office move successfully completed, with huge staff support for the new building, delivering a minimum £1m budget reduction over six years

Racing Enterprises fully operational in October with stakeholder directors appointed to the Board and direct access to the commercial reserves carried forward from British Horseracing Board; racing database ownership and future operation resolved – contractual and corporate documents to take effect 1 January 2010

Continued modernisation and improved governance of National Association of Stable Staff. Final review due May 2010

Common system of Performance Review for all staff introduced with training; new expenses policy implemented

New company intranet, 'Diomed', introduced to improve communication and sharing of information, aided by simplified remote system access for home workers and Raceday teams

Production of Racing's community report, Racing Together

2010 OBJECTIVES

Completion of a new long term contract with Weatherbys for administration services

Insurance Review seeking to eliminate insurance inefficiencies

Rollout of Talent Scheme and Management Development Programme for staff

New Jockey Training scheme curriculum agreed and funded; local training for continued professional development of staff made available to trainers / studs

Support continued efficiency drive across all departments and between all administrative bodies in the sport

Lead thinking in response to HBLB plans for radical alteration of Levy allocation

Present Racing's case for the 50th Levy Scheme

Continued rationalisation of legal and professional spend



Key Racing Statistics

Racing's Participants

	Licensed and Permitted Trainers		All licensed trainers		Permits
	Combined	Flat only	Jump only		
2005	490	41	53	584	160
2006	494	61	39	594	156
2007	504	37	55	596	141
2008	508	40	52	600	156
2009	496	42	48	586	141

	Professional Jockeys				
	Apprentice	Flat	Jump	Conditional	Total
2005	128	112	87	103	430
2006	136	113	87	103	439
2007	113	128	96	94	431
2008	123	127	84	93	427
2009	120	134	90	83	427

	2008	2009
Stable Employees		
Full-time	4,916	4,814
Part-time	2,244	2,230
Total	7,160	7,044

	2008	2009
Amateur Riders		
Category A*		
Flat only	71	59
Jump only	39	45
Dual purpose	161	149
Category B**	150	143
Total	421	396

*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.

	2008	2009
Stewards' Enquiries		
Total enquiries	10,955	10,510

Rule 153		
Enquiries into interference	1,577	1,447
In breach	948	855
Breaches as a % of total rides	0.95	0.89
No enquiry but interference noted	655	873

Instruction H9		
Enquiries into the use of the whip	871	881
In breach	833	845
Breaches as a % of total rides	0.83	0.88

Rule 155-158 Enquiries into running and riding		
In breach	92	49
Reports on poor performance	6,685	6,574

Participant Testing

	Raceday Drug Surveillance – Horses	
	2008	2009
Runners	98,014	95,996
Samples analysed	9,631	9,469
Positives confirmed	15	25
% of tests positive	0.15	0.26

	Jockeys' Testing	
	2008	2009
Urine tests (positive)	475 (1)	369 (3)
Breathalyser tests (positive)	442 (1)	442 (1)

Out of Competition		
	25 (0)	52 (0)

Racing Schools		
Urine tests (positive)	137 (0)	140 (1)
Total tests (positive)	1079 (1)	1003 (5)

In addition to the positives listed, there were two suspensions in 2008 for failing to give a sample. One an amateur on the racecourse, the other an amateur attending a course at the British Racing School.

Disciplinary Panel Enquiries

	2008	2009
Enquiries into breaches of the rules of racing	143	113
Appeals against the decisions of stewards of meetings (successful)	34(13)	35 (17)
Legal representation in general enquiries	40	39
Disqualified and excluded persons		
Indefinitely	0	2
5 – 10 Years	3	2
1 – 4 Years	4	4
< 1 Year	0	2
Fines (£)	94,845	81,400

Appeal Board Hearings		
Appeals against decision of the Disciplinary Panel (successful)	1 (0)	1 (0)

Horses disqualified from particular races		
Prohibited substances	21	17
Amended result following a disciplinary enquiry	1	3

Horses in Training (Monthly Average)

Year	Jump	Flat	Dual-purpose	Total	% Change
2005	4,197	8,461	1,730	14,388	
2006	4,153	8,288	1,854	14,295	
2007	4,187	8,556	2,133	14,876	
2008	4,077	8,783	2,294	15,154	
2009	4,677	8,917	1,075	14,669	-3.2%

Number of Fixtures

Year	Jump	Flat	Total	% Change
2005	496	804	1,300	
2006	506	836	1,342	
2007	482	848	1,330	
2008	506	918	1,424	
2009	505	921	1,426	+0.1%

Number of Races

Year	Jump	Flat	Total	% Change
2005	3,287	5,301	8,588	
2006	3,380	5,554	8,934	
2007	3,218	5,659	8,877	
2008	3,366	6,128	9,494	
2009	3,374	6,254	9,628	+1.4%

Number of Runners

Year	Jump	Flat	Total	% Change
2005	34,569	60,090	94,659	
2006	35,368	59,242	94,610	
2007	33,638	60,081	93,719	
2008	36,016	61,998	98,014	
2009	34,027	61,969	95,996	-2.1%

Owners with Horses in Training (Monthly Average)

Year	Sole Owners	Partnership / Business Partnership / Joint Ownership	Company Sole Owner	Others	Total	% Change
2005	2,632	5,535	281	955	9,403	
2006	2,573	5,402	284	938	9,329	
2007	2,585	5,674	278	1013	9,550	
2008	2,545	5,689	285	1018	9,537	
2009	2,445	5,316	272	978	9,011	-5.5%

Average Attendance per Fixture

Year	Jump	Flat
2005	4,608	4,420
2006	4,391	4,333
2007	4,488	4,312
2008	4,074	3,981
2009	4,027	3,997

Total Attendances

Year	Jump	Flat	Total	% Change
2005	2,192,425	3,704,567	5,896,992	
2006	2,192,708	3,671,235	5,863,943	
2007	2,163,038	3,652,273	5,815,311	
2008	2,061,507	3,655,149	5,716,656	
2009	2,037,488	3,681,241	5,718,729	+0.04%

Average Field Size 2000 to 2009

Year	2000	2002	2003	2004	2005	2006	2007	2008	2009
Flat Turf	11.5	11.6	11.0	11.4	11.3	10.7	10.9	10.6	10.1
Flat AWT	10.6	11.7	11.5	10.9	11.3	10.7	10.3	9.5	9.6
Hurdle	10.6	11.1	10.5	11.6	11.8	11.4	11.5	11.7	10.9
Chase	8.0	8.1	7.5	8.2	8.7	8.9	8.7	9.1	8.5
NHF	13.57	13.91	12.77	13.51	12.76	12.2	12.4	12.8	11.7

Comparison of Field Sizes 1999, 2004 & 2009

Field Size	Flat (%)			Chase (%)			Hurdle (%)		
	1999	2004	2009	1999	2004	2009	1999	2004	2009
1-4	4	2	3	11	9	9	3	1	1
5-7	20	15	22	42	40	34	24	14	16
8-11	33	37	45	33	37	37	38	39	41
12-15	25	33	26	11	11	16	24	31	32
16+	18	13	4	3	3	4	11	15	10

Contributions to Prize Money (£)

Year	FLAT	JUMP	TOTAL	%
2005				
Horserace Betting Levy Board	36,470,543	23,855,036	60,325,579	60.8
Sponsors	9,629,234	6,408,196	16,037,430	16.2
Owners	8,925,296	2,797,201	11,722,497	11.8
Racecourses	7,403,981	1,716,805	9,120,786	9.2
Divided Race Fund	1,071,700	229,100	1,300,800	1.3
BHB Race Planning Incentive Scheme	0	67,000	67,000	0.1
BHB Owners' Premium Scheme	372,581	74,279	446,860	0.5
BHB Order of Merit	0	255,000	255,000	0.3
TOTAL	63,873,335	35,402,617	99,275,952	
2006				
Horserace Betting Levy Board	37,297,231	24,803,679	62,100,910	59.7
Sponsors	11,169,101	6,831,810	18,000,911	17.3
Owners	9,184,664	2,912,929	12,097,593	11.6
Racecourses	7,461,115	1,803,144	9,264,259	8.9
Divided Race Fund	657,700	262,550	920,250	0.9
BHB Development Fund	474,000	238,000	712,000	0.7
BHB Owners' Premium Scheme	577,561	129,993	707,554	0.7
BHB Order of Merit	0	255,000	255,000	0.2
TOTAL	66,821,372	37,237,105	104,058,477	
2007				
Horserace Betting Levy Board	32,022,271	21,400,039	53,422,310	54.3
Sponsors	8,952,730	6,036,615	14,989,345	15.2
Owners	9,981,827	3,114,112	13,125,939	13.3
Racecourses	10,650,986	4,002,669	14,653,655	14.9
Divided Race Fund	569,550	209,200	778,750	0.8
Development Fund	976,570	480,500	1,457,070	1.4
Order of Merit	0	255,000	255,000	0.3
TOTAL	63,153,934	35,528,135	98,682,069	
2008				
Horserace Betting Levy Board	32,757,268	22,301,997	56,059,265	52.8
Sponsors	8,983,499	5,944,337	14,927,836	14.0
Owners	13,064,969	3,844,172	16,909,141	15.9
Racecourses	10,960,365	4,489,351	15,449,716	14.5
Divided Race Fund	653,300	192,000	845,300	0.8
Development Fund	1,303,256	506,000	1,809,256	1.7
Order of Merit	0	255,000	255,000	0.2
TOTAL	68,722,657	37,532,857	106,255,514	
2009				
Horserace Betting Levy Board	39,647,457	23,493,210	63,140,667	57.0
Sponsors	8,567,537	6,119,728	14,687,265	13.3
Owners	13,453,611	3,871,002	17,324,613	15.6
Racecourses	9,946,207	2,973,384	12,919,591	11.7
Divided Race Fund	751,950	222,450	974,400	0.9
Development Fund	1,143,000	271,500	1,414,500	1.3
Order of Merit	0	216,000	216,000	0.3
TOTAL	73,509,762	37,167,274	110,677,036	



Our Budget

Our budget is set in order to deliver the plans and objectives agreed by the Board, driven by the tasks that our stakeholders have asked us to carry out on behalf of the whole sport.

Budget Process

Our planning and budgeting process commences each year in early September, although for 2010 it started much earlier.

The key budget objective we set ourselves was to continue to provide the best possible service to the sport in a way which was also demonstrably value for money. Everyone involved in the planning process was challenged to question why we do what we do, and how we do it. We also worked closely with our key contract partners, including Weatherbys and HFL Sports Science, to deliver the same high service but through doing things differently. In other areas, this has led us to adopt a more risk-based, flexible approach to many of our roles as opposed to dealing with all our tasks in the same way.

We also budgeted in the knowledge that the income streams which fund what we do - participants' licence fees and indirectly through the Levy - were forecast

to decrease. We know that every pound spent on what we do is a pound less to be invested across the sport.

The 2010 budget was approved by the Board at their November 2009 meeting and endorsed later in the month by our stakeholders, through the Chairman's Committee.

2009 & 2010 Forecast Results

Total budgeted costs for 2010 are £31.7million, with budget savings of £2million from 2009 and a further £1million reduction planned for 2011. As some of our savings have been delivered early, we expect our actual spend for 2009 to beat budget; this will be confirmed when our statutory audited accounts for the year are finalised and published in May 2010.

The planned changes in our operations and cost base, coupled with strong cost control, have enabled a freeze in licence and

registration fees again, which remain at 2008 levels. We have also absorbed a 5% cut to the indirect Levy funding, and removed all but one of the charges for the use of the racing administration website, which we hope will see increased traffic to the site.

The budgeted result for the year is a small surplus, which will be held as a contingency.

2008 Actual Results

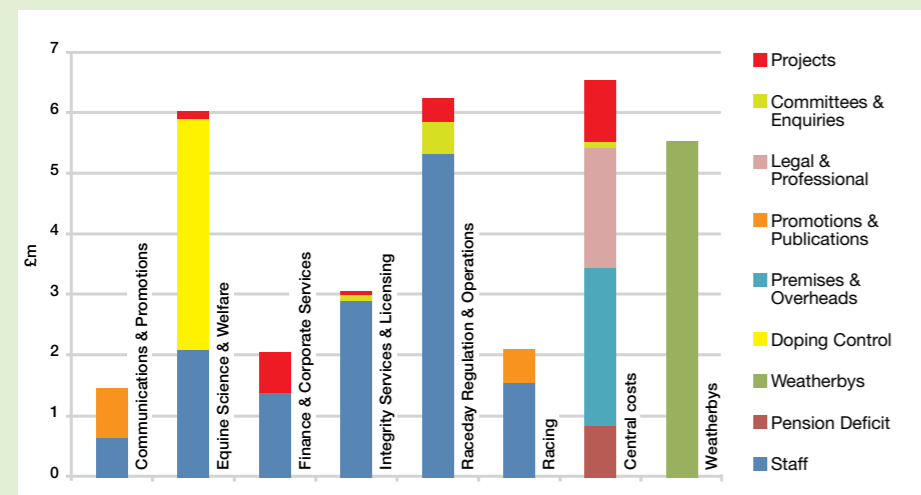
Our last audited, published accounts relate to 2008, in which total expenditure¹ was £33.3m, or 0.6% above the budget that had been agreed under the same process as set out above, and included a number of exceptional items which the industry decided to address in the year through the Authority.

People costs of £14.1m, allocated across the six departments, were £0.4m lower than budget. Also included in departmental costs are other directly attributable costs such as projects, committees, seminars and publications. Certain central costs such as maintaining the IT infrastructure and the Authority's recruitment and training have been allocated to Finance and Corporate Services.

Doping Control costs are the contract with the HFL Sports Science and the Centre for Racehorse Studies which is overseen directly by the Authority.

Central costs include meeting the pension scheme deficit, legal and professional costs, certain central project costs carried out through the Authority, overhead and property costs and sundry costs such as grants. Legal and professional costs included costs in relation to the Levy modernisation process, and the professional costs on the pension scheme, as well as ongoing governance and regulatory advice.

¹Non-cash FRS17 pension adjustments have been excluded from this analysis. Our full statutory accounts are available on britishhorseracing.com



Board Profiles

Paul Roy - Chairman

Paul Roy founded NewSmith Capital Partners, an independent investment management firm in 2003, having spent over 30 years in the investment banking and securities industry. He was previously Chief Executive of Smith New Court plc and following a merger in 1995 joined Merrill Lynch. Head of Merrill Lynch Global Equities division from 1999 to 2001, he became co-President of its Global Markets and Investment Banking Division, with responsibility for Merrill Lynch's worldwide Investment Banking, Debt and Equity Markets businesses. He and his family are keen owners and breeders, with horses in training with Jeremy Nosedo, Ed Dunlop, Richard Hannon, George Baker and Nicky Henderson. As a member of The Searchers syndicate, he enjoyed Group 1 success in 2009 with Fleeting Spirit winning the July Cup. He is a member of the Horserace Betting Levy Board, Chairman of NewRiver Retail plc, non-executive director of Cenkos plc, Chairman of the University of Liverpool Development Foundation and Vice President of the Philip Leverhulme Equine Hospital.

Nic Coward - Chief Executive

Nic Coward took on the roles of Chief Executive of the British Horseracing Board and Horseracing Regulatory Authority in 2006, before becoming Chief Executive of the newly created British Horseracing Authority in 2007. He is on the Executive Committee of the International Federation of Horseracing Authorities, and has served on both the Horserace Betting Levy Board and the British Horse Industry Confederation, as Chairman. From acting as a solicitor for city firm Freshfields, he spent ten years with the Football Association where he became Corporate and Legal Affairs Director and was acting CEO for almost two years. He left in 2004 to join a leading public affairs consultancy, where he was Deputy Chairman and mostly advised on sports and media issues. He was also special adviser to the board of the Premier League on regulatory, media rights and Intellectual Property rights, a director of Sport Resolutions UK, and Treasurer of the Central Council for Physical Recreation. His family own racehorses bred by his sister.

Ian Renton

Ian Renton is Executive Director of Arena Leisure plc, where he has also 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 General Manager and Clerk of the Course at Wincanton and Salisbury. He was a Director of the RCA from 2001 to 2007.

Ben Gunn CBE QPM

Ben Gunn 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 retirement in 2002 he was Chief Constable of Cambridgeshire. Since 2002 he has served a number of roles in racing including membership of the Integrity Review Committee and, in 2003, chairing the joint BHB/Jockey Club Security Review which made 36 key recommendations to enhance the integrity of horseracing in Great Britain, and also had a special responsibility for Security issues within the regulatory function of the Horseracing Regulatory Authority. Ben was appointed a Non-Executive Independent Regulatory Director of the British Horseracing Authority in July 2007. He has a law degree from Cambridge University, and is a Commissioner of the Gambling Commission. He has had a lifelong interest in horseracing, rugby, cricket and boxing.

Toby Balding

Toby Balding retired as a trainer in 2004, after a 48 year career which saw him train over 2,000 winners, including successes in the Grand National, Cheltenham Gold Cup and Champion Hurdle. For over 40 years he has worked on behalf of trainers and racing, negotiating improvement on a wide range of issues including stable staff welfare and pension schemes. He was Chairman of the National Hunt board of the National Trainers Federation (NTF) from 1960 to 2004, President of the NTF from 2003 to 2004 and was elected an Honorary Member of the Jockey Club in 2005. He has been on the ROA Council since 1995. He has an advisory role to the NTF Council, is a member of the Jump Racing Development Group and is Chairman of the National Hunt Committee of the TBA.

John Bridgeman CBE TD DL

John Bridgeman 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 taking particular interest in consumer affairs and competition policy in the sporting, gambling and broadcasting sectors. Before joining the Jockey Club he acted as an independent advisor to the European Commission and a number of sports governing bodies as well as racecourses, gambling organisations and broadcasters. He has a longstanding interest in all equestrian sports and, with his family, has owned a number of horses for competition and recreational purposes.

Morag Gray MBE

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

Jim McGrath

Jim McGrath joined the Timeform Organisation upon leaving school in 1974. By the time he left in February 2009, he had fulfilled several roles, from trainee assistant to chairman. He has worked extensively in broadcasting, notably as a racing pundit/presenter for ITV (1981 to 85) and Channel 4 (1985 onwards). A successful owner/breeder, with horses in training with Jonjo O'Neill, Tim Easterby, Mark Johnston and Richard Fahey, McGrath has previously served as a member of the Jump Racing Committee, chaired the British Racing Consumer Committee and was one of two BHB independent board directors. He chairs the Racing Committee and is also a non-executive director of Haydock Park racecourse.



Personnel

Nic Coward

Chief Executive

James Oldring *Corporate Projects Manager*
 Claire Simmonds *Executive Assistant*

Jon Ryan

Director of Communications

Marjorie Farley *Personal Assistant*

Communications & Promotions

Kelly Barnes *Promotions Assistant*
 Will Lambe *Head of External Affairs*
 Robin Mounsey *Website Editor*
 Anna Powell *International Development Manager, British Bloodstock Marketing*

Amy Sherman *Promotions Manager*
 Paul Struthers *Media Relations Manager*
 Turia Tellwright *Communications Officer*

Tim Morris

Director of Equine Science & Welfare

Fiona Carlin *Personal Assistant*
 Phyll Webbon *Veterinary Administrator*

Veterinary Officers

Lynn Hillyer *Veterinary Adviser - Medication Control*
 Anthony Stirk *Senior Veterinary Adviser*
 Robin White *Senior Veterinary Officer*
 Peter Curl *David Freeman*
 Chris Hammond *Jilly Hancock*
 Keith Mason *Tony Welsh*

Veterinary Technicians

Mel Baker *Alan Bowen*
 Carol Broodbank *David Cook*
 Paul Elliott *Robert Hamilton*
 Nick Holman *David Mills*
 Linda Porter *Clifford Rawlings*
 Sandy Sanderson *Stuart Shilston*
 Jane Southam *Jeremy Willis*
 Dawn Yardley
 Carol Clarkson *Manager of the Centre for Racehorse Studies*
 Rebecca Milmine *Deputy Manager*

Chris Brand

Director of Finance & Corporate Services

Marjorie Farley *Personal Assistant*
 Adam Brickell *Legal Affairs Manager and Company Secretary*

Finance

Johanna Bentinck *Finance Assistant*
 Lorna Ewens *Financial Accountant*
 Paul Foster *Financial Controller*

Human Resources

Sarah Bryan *Senior HR Business Partner*
 Claire Dale *HR Manager*
 Karen Dewhurst *Office Services Supervisor*
 Lisa Hambelton *Human Resources Adviser*
 Silvia Revenga Rojo *Receptionist*
 Laura Wilson *HR Assistant*

Industry Recruitment & Training

Bekki Baker *Administrative Assistant*
 Michelle Douglas *Industry Recruitment & Training Coordinator*
 Sara Hay-Jahans *Head of Industry Recruitment & Training*
 Samantha Martin *Industry Recruitment and Training Executive*

Information, Communication & Technology

Jason Pearce *Project Specialist/Web Developer*
 Steven Shaw *ICT Manager*
 James Walker *ICT Systems Administrator*

Paul Scotney

Director of Integrity Services & Licensing

Fiona Carlin *Personal Assistant*

Compliance & Licensing

Annette Baker *Licensing Team Executive*
 Oliver Codrington *Head of Compliance and Licensing*
 Nick Hill *Compliance Adviser*
 Lucy Jones *Trainers Licensing Assistant*
 John McCormack *Compliance Assistant*
 Hayley Rogers *Compliance Administrator*
 John Smith *Licensing Team Manager*

Integrity Services

Tom Astley *Intelligence Unit Administrator*
 Paul Beeby *Head of Intelligence*
 Mark Blackman *Raceday Integrity Coordinator*
 Tom Chignell *Betting Investigator*
 John Gardner *Principal Intelligence Analyst*
 Barry Holmes *Intelligence Analyst*
 Jennifer Hughes *Intelligence Development Co-ordinator*

David Murphy *Head of Investigations*
 Mark Phillips *Principal Betting Investigator*

Investigating Officers

John Burgess *Malcolm Carson*
 Jonathan Dunn *Tim Miller*
 Stuart Williams

Stable Inspecting Officers

Mark Beecroft *Robin Gow*
 Yvonne Mee *Derrick Morris*
 Andy Streeter

Security Operations

Matt Clarke *Security Operations Supervisor*
 Henry Smithers *Deputy Security Operations Supervisor*

Stable Security Officers

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

Weighing Room Security Officers

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

Tony Goodhew

Director of Raceday Operations & Regulation

Amanda McNamara *Personal Assistant*

Disciplinary

Caroline Beaumont *Personal Assistant*
 Shirley Cowan *Rules Executive and Secretary to the Disciplinary Panel*
 Tricia Hill *Disciplinary Project Executive*
 Nigel Macfarlane *Head of Disciplinary*
 Kate Pittam *Racecourse Stewarding Executive*

Angela Smith *Disciplinary Executive*
 Michael Whyatt *Information Analyst*
 Lyn Williams *Disciplinary Team Manager*

Medical

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

Racecourse

Fraser Garrity *Head of Racecourse*
 Rob Hartley *Racecourse Licensing Executive*
 Paul Lifton *Statistical & IT Analyst*
 Sean McDonald *Manager (Scales, Starters, Judges)*
 Tim Newton *Racecourse and Operations Projects Manager*
 Shelley Wheeler *Racecourse Department Administrator*

Inspectors of Courses

Richard Linley *Senior*
 Nick Carlisle *Chris Dennis*
 Peter Hobbs

Advanced Flag Operators

Howard Crook *Sharon Firmin*
 Margaret Fordham *Rose Gosney*
 Grant Jacob *David Lynn*
 Alan Nightingale *John Rowe*
 Melanie Sheppard *John Southern*

Clerks of the Scales

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

Judges

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

Starters

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

Stipendiary Stewards

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

Ruth Quinn

Director of Racing

Amanda McNamara *Personal Assistant*

Racing Department

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

Handicappers

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





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