

2015 REVIEW OF JUMP RACING



We dedicate this piece of work to Alan Lee (1954 – 2015), racing correspondent for The Times, a friend and much-loved colleague to many of those involved in Jump racing. Alan had a true passion for Jump racing and he left a meaningful impression on the sport over the years. His wise words, insightful observations and sage counsel will be sorely missed.

We hope the recommendations contained in this document help to safeguard and grow the sport he dearly loved.

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Chairman's Foreword

Jump racing in Britain has a proud history of almost two centuries. The code more than punches its weight in terms of its appeal to Britain's sports fans because of its high-profile and increasingly popular festivals such as Cheltenham and Aintree, the thrilling and exhilarating spectacle it offers and the enduring appeal of its equine stars - many of which race at the highest level for six or more years and therefore are taken to the hearts of racing fans and people who bet on the sport.

However, the Jumping code of British racing needs to be conserved and carefully supported if it is to be maintained on a widespread basis for the future. Whilst there is little concern about the code's survival at the highest level, changing consumer trends and attitudes mean that Jump racing is facing significant challenges that could lead to a considerable weakening of the grassroots of the code if they are not addressed. This sport should be about growth.

In recognising the need to conduct a review of Jump racing, the new BHA Board and Chief Executive have sought to make an accurate assessment of the status of the code, and offer recommendations for actions to conserve and grow this important part of British racing. I am very grateful to Edward Gillespie for agreeing to lead the work, and to those experts drawn from across our sport and the media who gave their time to deliver the review.

Work kicked off in June with a widespread consultation across Jump racing, and Edward delivered his report to the BHA Board this autumn. An Executive Summary follows this foreword, together with the individual recommendations covering four areas:

- Improvement of the finances of Jump racing;
- Improvement of the supply of horses;
- Improvement of the opportunities for horses and participants;
- To promote and be positive about the sport.

The BHA Board welcomed the work done and the recommendations. Several have already been implemented, and the remainder will now be handed to the sport's Executive Committee to work on (the executive-level body within the new "Members" structure for the governance of British racing, which was signed in November). A number of the recommendations (such as those concerning the relationship between Jump racing and Point-to-Pointing, and improvement in breeding incentives) will need further work to develop solutions, and the Executive Committee will work those through in the first half of 2016, ready for the 2016/17 core winter season. Other recommendations, such as those regarding promotion of ownership, relate to existing work on the industry's Strategy for Growth, and will be linked into those workstreams.

Whilst welcoming the recommendations, the BHA Board felt that several key areas outside of the scope of this review also warranted deeper review, potentially with some bold interventions required.

First, the agreed scope of the review was, intentionally, tightly focused, and did not cover attitudes to the sport, both from a 'consuming' point of view (that of the fan, whether racegoing, TV-viewing, or betting) or from a participating and owning one. The Board feels that to make further progress it is vital to understand these attitudes and behaviours so as to be able to take appropriate action to maintain and grow consumer interest in Jump racing. Also specifically, within this topic, the Board wants to understand further what level of threat there is to Jump racing from public attitudes to equine welfare and related issues within Jumping, and what steps might be taken to address any such threat or negative perception.

Second, the Board feels a deeper review will be required on the supply of horses, and specifically the state of the British Jump breeding industry. What can be done to provide a sustainable supply of horses, and to enable a thriving British Jump breeding industry to flourish?

Third, the Board continues to be concerned about the state of Jump racing in the North. It accepts the recommendations regarding Northern racing in the Review, and wants to strive to go further in ensuring sufficient focus and emphasis on the issue.

To ensure these areas result in material and timely interventions and improvements for the sport, the BHA Board will ensure some additional work is completed under the leadership of Richard Wayman, Chief Operating Officer. This will be reported back to the BHA Board in May, when a progress report from the Executive Committee on implementation of the Review recommendations will also be presented.

I would like to close by underlining just how important Jump racing is to the overall future of our sport, and by reiterating the BHA Board's commitment, in conjunction with the Members' Committee, to ensure that the necessary steps are taken to provide the conditions to conserve and grow the code. I would also like to repeat my thanks to Edward Gillespie and his review team for the work they have done. With the recommendations already made, and a further rigorous examination of certain vital areas we can begin to look forward to a brighter future for British Jump racing.

Steve Harman, BHA Chairman

Executive Summary

The Review Group was formed to address challenges and concerns within Jump racing in order to secure the long-term health of this code of the sport. The Review was chaired by Edward Gillespie and the Group was made up of non-representative individuals selected by the BHA, with input from stakeholder groups, from a broad range of areas within the sport.

The objectives of the review were:

1. To assess the health of, and identify problem areas in, Jump racing;
2. To identify and examine the problems and threats that Jump racing faces, and create logical and deliverable solutions to these problems for the benefit of all of Jump racing's stakeholders; and
3. To form a strategy for Jump racing.

The Review assessed a number of KPIs, discussed main areas of focus and suggested deliverable solutions. The Review had a six-week consultation period where stakeholders and interested parties were given the opportunity to contribute. Owing to the extensive resourcing that would have been required, the Review was unable to commission a wide-scale survey of the general Jump racing customer and fan base.

The areas and KPIs that were looked at in detail were:

1. Field sizes
2. Horses in training
3. Prize money
4. Owners
5. Race programme
6. Betting
7. Racecourse attendance
8. Sales
9. Regional differentiation

Field sizes have decreased by over two runners per race in the past 10 years: currently only 40% of Jump races have eight or more runners. The average number of Jump horses in training per month decreased by approximately 850 horses (-14.5%) in the five years to 2014. This is at a time when the number of scheduled Jump races increased by 7.1%.

The Review established that Jump racing had fared poorly since the economic decline in 2008. The downturn in the economy led to a reduction in discretionary spend of owners, and thereby fewer horses in training. The sport made a conscious choice not to react to this downturn by reducing fixtures, instead opting to protect income levels. An expansion in the number of races (predominantly through an increase in the number of seven-race cards) at a time of a contraction in the number of horses in training is undoubtedly the main, but not sole, reason for the decrease in field sizes.

In addition, increased costs for racecourses and owners have seen Jump racing perform poorly against Flat racing in terms of owner attraction and therefore horse numbers. While attendances at the major festivals continues to break records, average attendances at Jump fixtures have fallen significantly, which has a direct impact on racecourse finances, and could be a factor in the widening of the gap in average prize money on offer between Flat and Jump racing. Furthermore, recent Flat racing sponsorship deals have been agreed that have supported increased prize money in this sphere. Whilst this is good news and is to be applauded, it does widen the gap between prize money for the two codes and adds to the pressure on Jump racing.

At a regional level, field sizes in the North perform no worse than in other regions. However, the North has seen a sharp decrease in its share of Jump horses in training and higher-rated horses, with field sizes being maintained by horses travelling from other regions. The race programme has generally been strengthened in the North in more recent years, while the average prize money and average class of race are generally on a par with the overall average. The North, therefore, does not appear to be in particularly poor health from a race programme perspective, although there is a noticeable disparity between racecourses in terms of investment.

The sport has arguably contributed to this disparity with Flat racing. The following are examples of specific behaviour that may have impacted on Jumping:

- Central funding being marginally skewed (unintentionally) in favour of Flat racing
- Positive initiatives such as British Champions Series and the All-Weather Championships accelerating investment in Flat racing
- The consequent increase in investment into Flat racing via sponsorship and new ownership, including many from overseas
- The growth of a number of powerful Flat yards in the North, exacerbating the perceived issue with Jump racing in that region, and providing greater competition with Jump trainers in terms of owners
- The increasing disparity of returns to owners when bearing in mind the time it takes for Jump horses to get to the track, that Jump horses run less often, and the limited residual value of Jump horses

Although impacted in relative terms, Jump racing has been subject to the same type of growth in the number of races as Flat racing and has therefore found it more difficult to meet KPIs such as field size targets. If Jump racing is to continue to deliver the tremendous level of enjoyment that it does, and deliver on profitability, then it will need to meet the challenge of increasing participation or the sport will become both less competitive and less compelling. The drive for short-term revenue needs to be balanced with performance that delivers longer-term health.

The output from the Review focuses on recommendations pertaining to four areas of strategy for British Jump racing:

1. Improve the finances of Jump racing
2. Increase the supply of horses
3. Improve the opportunities for horses and participants
4. Promote and be positive about the sport

The Review group suggested 41 recommendations that fit within the four areas. In order to deliver on those recommendations, the industry's Executive Committee will require the tools to focus on the strategy areas, as well as collective help to redress some of the recent imbalances and reverse recent trends.

There should be a series of immediate interventions, combined with longer-term strategies to deliver improvements to Jump racing. The full list of recommendations is listed below, under the strategy heading they aim to achieve, but the recommendations considered to be most important are as follows:

- Rebalance of central funding – initial recommendation in place for 2016
- Work with Ownership Pillar to enhance attraction of the sport
- Regional breeding programme
- Challenger Series – already introduced
- Holistic Race Planning to help further the development of horses in Jump racing
- In-depth investigation of the changes in the source of Jump horses
- Reinvigorate Jump racing in the North
- Proactive approach to Saturday fixtures to deliver programmes of appropriate value
- Review of the number of Listed races
- Additional peaks through the season, akin to Flat racing

Review Group

Chair: Edward Gillespie
Sponsor: Ruth Quinn
Project manager: Lexi Janson

Racecourse background	Horsemen background	Other
Guy Henderson Richard Landale Ian Renton Claire Sheppard	Nick Alexander Bryan Mayoh Donald McCain Seamus Mullins Stephen Smith Jamie Snowden Nick Sutton Justin Wadham	Simon Clare Niall Hannity John Maxse Steve Mellish Stuart Middleton Lee Mottershead Nigel Roddis Richard Russell Phil Smith

Strategy 1 recommendations: Improve the finances of Jump racing

YEAR 1

Central Funding Budget

Recommendation

Jump racing should receive the amount of centrally funded prize money originally budgeted, by taking into account abandonments. It has now been agreed that the Levy split be amended to budget 41.6% to Jump racing. Following abandonments this should result in a 60:40 split, but will continue to track the proportion of betting activity generated by each code.

Prize Money Distribution in Races

Recommendation

The BHA to consider further, with the RCA and the Horsemen's Group, whether racecourses should be provided with more flexibility on the distribution of prize money. Any change should have as its key objective that it would encourage more horses to run, more often.

1 – 3 YEARS

Central Funding

Recommendation

That the BHA, RCA, Horsemen's Group and HBLB consider an alternative distribution while reviewing all central funding as part of the proposed 2017 Funding Review. The review should also consider whether the different cost base for Jump and Flat racecourses should be reflected in the distribution of central funding.

Prize Money Distribution

Recommendation

Consideration should be given to whether any new funds into Jump racing from the initiatives outlined above should first be directed at the races that introduce horses into the sport (the exact race types to be determined). The supply of horses is a key concern and any new money might sensibly be directed at encouraging entrants into the sport, rewarding them as early as possible.

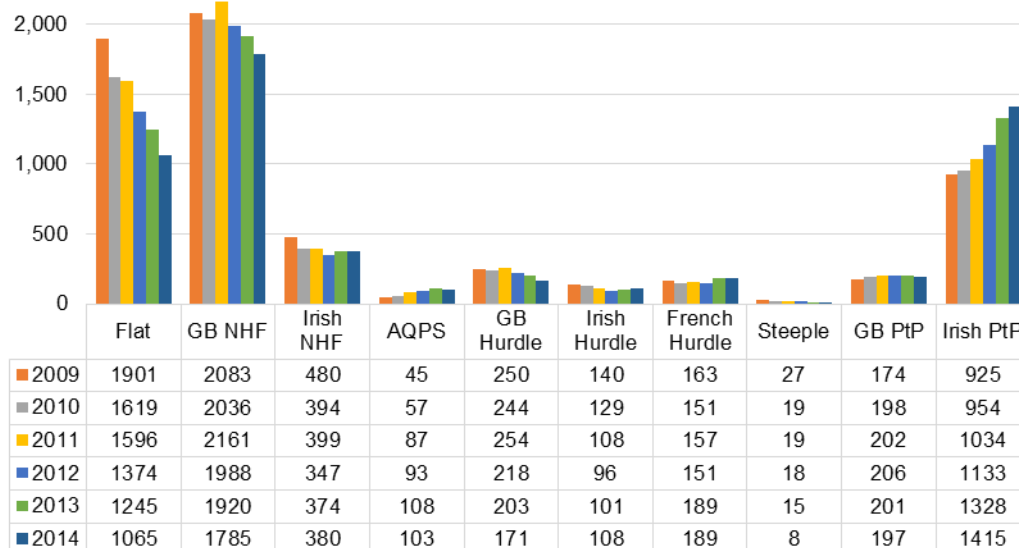
Minimum Values

Recommendation

That there could be a more strategic approach taken to determining minimum values. Whilst the aspirational element of minimum values should be retained, more effort could be applied to help introduce horses into the sport. Increasing minimum values for introductory races could help to encourage this and provide owners with the possibility of a quicker return.

Strategy 2 recommendations: Increase the supply of horses

The chart shows the source of horses coming into Jump racing by the type of its first run.



YEAR 1

Understanding Owners

Recommendation

That a small number of Review members input into the Ownership Pillar survey to ensure that Jump racing and its particular issues are afforded sufficient focus.

Trainer Information

Recommendation

That a more accessible (and realistic) guide to potential costs and unforeseen elements be produced and made available through the same sources.

Agents

Recommendation

That further consideration be given to introducing a code of conduct for agents/syndicates.

Mares' Owners

Recommendation

That the TBA proposed Mare Owners Prize Scheme (MOPS) scheme be supported and a concerted effort made to encourage the introduction of mares to the sport. (Note: HBLB has since approved funding and the scheme will commence on 1 January 2016.)

1-3 YEARS

Communications

Recommendation

To move to a more modern system that allows tailored communication to owners in a digital, cost effective, method. As a minimum, owners should be able to opt into receiving an email or text message detailing when their horse has been entered and/or declared, and the result after the race.

Trainer Information**Recommendation**

That there be more transparency on the performance of trainers, with the BHA/GBR/ROA websites providing user-friendly statistics to provide prospective owners with an accessible pool of information regarding different trainers and their performances.

Owner Experience**Recommendation**

That racecourse and owner organisations set up a project group to implement a tiered approach to owners' experiences – elevating the experience for single owners, and offering appropriate experience for shared ownership – and to review the current badge-allocation policies to allow a larger proportion involved in shared ownership an opportunity to see their horse run without paying an admission fee.

Racecourse CRM**Recommendation**

That racecourses improve their customer relationship management (CRM) systems, allowing them to tailor the racecourse experience better and to target its marketing efforts more appropriately.

Syndicates**Recommendation**

That support be provided to the Ownership Pillar regarding the development of syndicates, including whether there should be a role for central promotion of ownerships that sign-up to an improved level of minimum standards.

Racecourse Syndicates**Recommendation**

That the RCA and racecourses develop racecourse Jump syndicates to encourage greater engagement between racegoers and ownership.

Leasing of Mares**Recommendation**

That the concept of a centralised mares leasing programme be developed, and possibly linked with the recommendation regarding racecourse operated shared ownerships.

Point-to-Point

The links between Point-to-Point racing and Jump racing are critical – in terms of developing participation (potential owners); retention and education of staff in Jump racing; and as an outlet for horses leaving Jump racing. The link in terms of the supply of horses was less apparent, unlike in Ireland, but this was something that could perhaps be developed further over time.

Recommendation

That the BHA and the Point-to-Point Authority work closely to develop a future strategy for Point-to-Point racing with an objective of strengthening both codes – including creating an improved point-to-point programme for the development of younger horses, as well as general improvements to race planning and their fixture list.

3 – 5 YEARS**Regional Breeding Programme****Recommendation**

That the concept of a regional breeding programme be investigated further, including how the British Jump stallion industry could be supported such that an appropriate number of high-quality stallions stand in various parts of the country. Unlocking potential funding opportunities, such as the Regional Growth Fund, should be a priority in the development of the concept.

Strategy 3 recommendations: Improve the opportunities for horses and participants

YEAR 1

Challenger Series

The pre-eminence of Cheltenham was a subject aired by many during the consultation, though views on the impact of the Festival on the rest of the Jump calendar were varied. There was however consensus that there was a need for Jump racing to provide a more high profile event with a number of opportunities for horses ranked below the level required to take part at Cheltenham and Aintree. The suggested rating was up to 140.

Recommendation

That the BHA and the Jockey Club develop the idea of extending the current “Grassroots” series into a 5 category “Challenger” series with 75 qualifiers to be run across all regions. This to be introduced for the 2015/16 Jump season. A by-product will be to improve the quality of mid-week fixtures. In time, the event could create an additional Festival opportunity for the North.

Conditional Jockeys and Amateur Riders

The allowance for conditional jockeys was discussed, in particular the additional allowance for riding for the retained yard. Discussions clearly highlighted that the development of young jockeys was key and that further initiatives were required to develop young talent. Staffing was a general concern – something that is being tackled by the BHA under a number of initiatives – but trainers were keen to ensure that a clear pathway was available to provide progression from Pony Racing through to the professional sport. Amateur riders were viewed by trainers as critically important, and an appropriate and aspirational programme was key for developing potential jockeys.

Recommendation

That the additional own-yard allowance continue to apply. The BHA should also review the number of wins required before a conditional jockey loses their claiming allowance, again with the aim of providing young jockeys with more opportunities.

Recommendation

That greater emphasis and reward be provided to the conditional jockeys’ title as part of the revamp to the Jump jockeys’ title. Under the proposal, there shall be a £5,000 reward for the winner of the Conditional Jockey title, and £1,500 for the Champion Northern Conditional.

Recommendation

That the programme of Amateur Riders’ races be reviewed to further encourage the development of young riders into the sport.

Handicapping

There were many anecdotal views expressed on handicapping. The most common views were that older horses did not drop rating as quickly as they should; that Northern based horses are disproportionately penalised; and that placed horses are too harshly treated. It was clear from discussions that there is a need for handicappers to understand the concerns of participants, and for participants to understand why decisions had been taken as they had. It was also discussed that, even if the perception is not a reality, issues could become self-fulfilling by horsemen changing their behaviours based on that perception. A more evidence-based approach was needed to deal with anecdotal views and perceptions.

Recommendation

An explanation for handicapping processes should be prepared where general perceptions, rather than specific horse-related ones, are put forward, and the handicapping team address these with relevant data, or with suggestion for change if appropriate. An outlet for participants’ issues should be available, which would then allow the handicappers to provide analysis to help explain why.

Handicap bands

It was agreed that allowing horses outside of a rating-band to run and carry additional weight would widen the number of horses available to run, and therefore could increase field sizes.

Recommendation

In certain race types (to be determined), horses outside a specified rating band for a race could be allowed to run, subject to a 2lb additional limit. These horses would be the first to be eliminated.

Race Conditions**Recommendation**

The BHA to propose a number of new race types and race conditions to provide a greater range of opportunities. New race conditions to be introduced during 2016 with the aim of providing increased interest, variety and generally reinvigorating the sport.

Race Planning

Race planning has been recognised by the BHA as a subject that requires reviewing. It has since issued a consultation document regarding Holistic Race Planning that aims to deliver a number of improvements identified in the Review process, including a more co-ordinated approach to race planning.

The suggested extension and improvement of the Stayers' programme on the Flat would also hopefully have a positive impact on Jump racing, either for progression to race under that code or the development of future stallions.

Recommendation

That the review of race planning being undertaken by the BHA recognise the dramatic fall in horses transferring from the Flat to Jump racing. There may be ways in which the two programmes can complement each other to a greater degree and integrate more effectively, to help to arrest the decline and then ideally reverse it. The Group also believed that a more central approach to race planning would provide significant advantages and this view was to be made known to those undertaking the consultation on Holistic Race Planning.

The Jump Pattern

The Jump Pattern was largely viewed as delivering against its objectives. It obviously needs to be continually reviewed in order to ensure it meets its purpose and to ensure that the number of opportunities in each category remains appropriate, keeping the number of uncompetitive events that are produced to a minimum. There was some concern that there might now be too many Listed races and this should be specifically reviewed.

The possibility of a more aligned Jump racing Pattern with Ireland should be explored.

Recommendation

That the Pattern be continually reviewed to ensure it delivers its objectives. Specific focus should be given to the number of opportunities in certain categories and whether that number is appropriate if it delivers uncompetitive events. The possibility of a more aligned Jump racing Pattern with Ireland should be explored.

Recommendation

That the number of Listed races be reviewed with an objective of delivering improved field sizes and quality in these races.

1 – 3 YEARS**Earlier opportunities for Jump horses****Recommendation**

That the BHA give further consideration to developing a wider programme of opportunities for Jump horses at an earlier age. This might include earlier bumpers for unraced Jump-bred 3yos and a review / enhancement of the early programme of Juvenile Novice Hurdles as a means to encourage a focus on racing Jump-bred horses earlier.

Mares' Programme

The recent developments of the mares' programme were very well received and appreciated. There was support for this development to continue, but in a measured way. It was also recognised that the improved programme required targets at the highest level. The introduction of the new Grade 2 mares' Novice Hurdle at the Festival was welcomed, as would be a mares' Steeple Chase in the near future if an opening could be found for such a race.

Recommendation

That the BHA continue to develop the mares' programme, encouraging an increased level of participation and aspirational opportunities at the highest level.

Mares' allowance

With the objective of encouraging mares to race, the possibility of increasing the mares' allowance to 10lb was discussed but not supported. There was however support for the mares' allowance to increase for Chases, though not at the highest level, to encourage more mares to stay in training longer and to be targeted at the Novice Chase programme in particular.

Recommendation

That the BHA investigate whether there should be an increase to the mares' allowance in Steeple Chases and, if so, at what level and in which races.

Summer Jumping

It was agreed that Summer Jumping has played an important role for racecourses and there is no need to produce a manufactured season for Summer Jump racing. That said, there was a suggestion from participants that the sport is potentially being damaged by racing all year round. It was felt that the constant programme could be having a negative impact on staff morale and impacting on staff recruitment.

A race programme opportunity was identified around the August Bank Holiday period, when horses engaged at Galway and Listowel could potentially be attracted to a high-value card in Britain.

Recommendation

The BHA and RCA should work closely to review the Jump racing calendar in the summer months to deliver a more balanced and appropriate run of fixtures. This review will look at the balance and pattern of fixtures across this period, as well as consider the feasibility of increasing / altering the Jump racing-free period. Any such proposal should not result in a reduction in the number of Jump fixtures, but a rebalancing of the fixtures over a more concentrated period.

Recommendation

That the BHA, Racecourses and RCA review the strategic objectives of Summer Jumping and consider initiatives such as encouraging a racecourse to develop the concept of a high-profile (in terms of prize money and associated race programme) Jump meeting around the August Bank Holiday weekend.

Hurdles Design

The trial of a new design of hurdle used at Newton Abbot and Taunton had shown initial positive results in terms of welfare. These were also appreciated by the participants, although it is accepted that the scale of the trial does not currently justify an insistence on the change to the hurdle design for all racecourses.

Recommendation

That there be a continuation and extension of trials of new hurdle designs including extending the trial of the hurdle used at Newton Abbot and Taunton to at least two other racecourses. Consideration for and trials of alternative new hurdle designs should be encouraged also. This would provide more robust data, allowing for an informed decision to be taken on a wider rollout.

Strategy 4 recommendations:

Promote and be positive about the sport

YEAR 1

Jockeys' Championship

Great British Racing (GBR), the sport's central marketing and promotional arm, could do more promotion for Jump racing, and ownership in particular. The success of developing the British Champions Series was recognised but it was felt that more attention should now be paid to the Jump sector, assisting in developing a number of the identified KPIs.

Recommendation

That a new Jump Jockeys' Championship be developed. The development of the Jockeys' Championship was announced in October 2015 and included:

- Financial reward for the leading Jockeys
- A northern-based prize for leading Jump Jockey by number of wins on northern racecourses
- Jockey of the Month, which will have a financial reward and will be decided by public vote
- A prize for the best conditional and northern conditional jockey

Spokesperson

It is important to keep the public informed about all issues involving participant welfare. This includes all major meetings, there should be someone available to speak with the media if there is a welfare issue. The concept is used extensively in the US and should be developed in British Jump racing to ensure that the subject is elevated to an appropriate level.

Recommendation

That at major meetings – perhaps all TV events, but to be determined – a spokesperson for the horse should be designated to act as the go to point for any media to speak with in the case of a welfare issue.

1 – 3 YEARS

Jump racing in the North

Although data suggested that the race programme, prize money and class of races in the North had not materially declined, or experienced a disproportionate decline compared to the rest of the country, there is significant concern that Jump racing in the North needs specific attention. There is no aspirational meeting in the North, other than Aintree at the end of the season, to encourage Northern owners and trainers.

Recommendation

That the proposed Challenger Series be developed with specific focus on the fact that the final would be held in the North. The number of qualifiers in the North to be highlighted.

Recommendation

That there be a specific BHA appointed "task force" charged with providing initiatives to reinvigorate Jump racing in the North and to champion the sport to the media, horsemen, racegoers, the betting public and potential owners. Accessing potential funding should be key to the work of the "task force" in seeking to reinvigorate the sport in the North, and provide access to opportunities for involvement in the sport. One possibility is the development of a new northern training facility.

Jump Ownership

Recommendation

The sport needed to do more to encourage Jump ownership. There should be a centrally co-ordinated campaign to do this, with high profile events at the Festival meetings (at least) to act as a central contact point to stimulate interest in Ownership. A dedicated kiosk at race meetings was suggested, though the actual concept should be developed by marketing focus.

Saturdays

Racecourses provided with the most commercially advantageous opportunities of Saturday fixtures should deliver an appropriate return to horsemen for those opportunities. Racing did not work to an optimum Fixture List – it operated a historic Fixture List where it was difficult to alter fixtures, unless it came with racecourse consent. The industry needs to set an objective of what it believed to be an optimum Fixture List, then work collaboratively to deliver it.

Recommendation

Racing should set out the broad principles of what it believes to be its optimum Fixture List and should then seek to implement that – subject to the restrictions that currently apply, or with agreement to move away from the current restrictive basis in order to deliver to the optimum Fixture List objective. Betting data suggests that Saturday fixtures should incorporate two strong meetings and two support meetings. Each Saturday should have a high value handicap – minimum of £75k throughout the core Jump racing period. This broad objective for Saturdays should then be extended to other days.

3 – 5 YEARS**Additional Peaks****Recommendation**

That the development of a new high profile event be explored with the BHA, RCA, HG and GBR, with input from betting and media. Anything that linked with Ireland would also require HRI involvement.

Introduction

There is a great deal to be positive and proud about in British Jump racing. Attendances and betting turnover at Cheltenham and Aintree reached record levels in 2015, and the quality of the Jump racing product at the top end remains first class, and continues to capture the imagination of the British Public. Significant developments have also taken place regarding welfare matters.

Despite these positive indicators, there are a number of underlying trends that give cause for concern for Jump racing. There is also a perception that certain regions are experiencing an unfair share of any negative trends, in particular the North. In order to continue to achieve the high points that are enjoyed by so many, it is necessary for all levels of the sport to begin to see some of these negative trends reversed.

This document aims to highlight the areas of concern; proposes a number of short, medium and long term initiatives to positively impact the sport; and suggests a broader strategy for Jump racing in the future.

The Review does not deal with specific welfare related matters. It was a Review that focussed on the economics of the sport, and it suggests a number of changes designed to deliver improved opportunities for participants. The Group was however acutely aware of the paramount importance of welfare for horses and participants – this being the over-riding priority for all those involved with the staging of the sport. As a result of the work undertaken within the sport, British Racing can lay claim to being among the world's best-regulated animal activities.

40 of the 59 racecourses in Great Britain host Jump racing, compared with 36 (17 dual) that host Flat racing. Below is a list of Jump racecourses where dual racecourses are labelled with a "(D)".

North	Midlands	South
Aintree	Bangor-On-Dee	Ascot (D)
Ayr (D)	Cheltenham	Chepstow (D)
Carlisle (D)	Fakenham	Exeter
Cartmel	Huntingdon	Ffos Las (D)
Catterick Bridge (D)	Leicester (D)	Fontwell Park
Doncaster (D)	Ludlow	Kempton Park (D)
Haydock Park (D)	Market Rasen	Lingfield Park (D)
Hexham	Southwell (D)	Newbury (D)
Kelso	Stratford-On-Avon	Newton Abbot
Musselburgh (D)	Towcester	Plumpton
Newcastle (D)	Uttoxeter	Sandown Park (D)
Perth	Warwick	Taunton
Sedgefield	Worcester	Wincanton
Wetherby (D)		

Objective 1:

To assess the health of, and identify the problem areas in Jump racing

In order to assess the health of Jump racing, the Review looked at a range of KPIs:

1. Field sizes
2. Horses in training
3. Prize money
4. Owners
5. Race programme
6. Betting
7. Racecourse attendance
8. Sales
9. Regional differentiation

Performance of KPIs

Field Sizes

Field sizes have decreased by over two runners per race in the past 10 years, while currently only 40% of Jump races have eight or more runners. Both Average Field Size (AFS) and races with more than 8 runners (success rate) are key indicators of the health of Jump racing.

Fig. 1 Average Field Sizes (AFS) over time

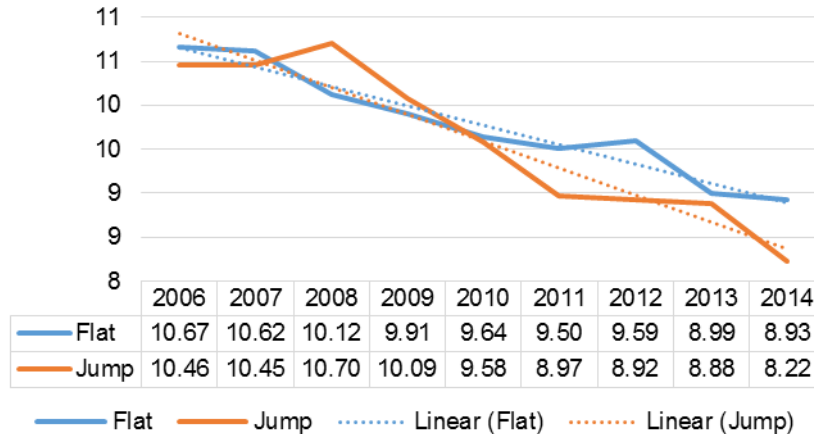
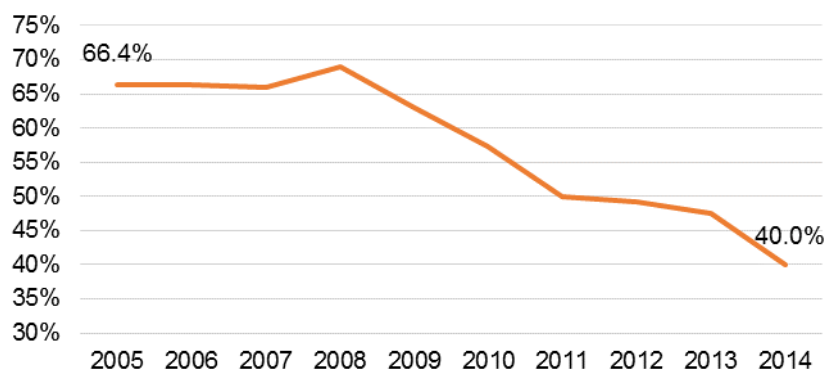
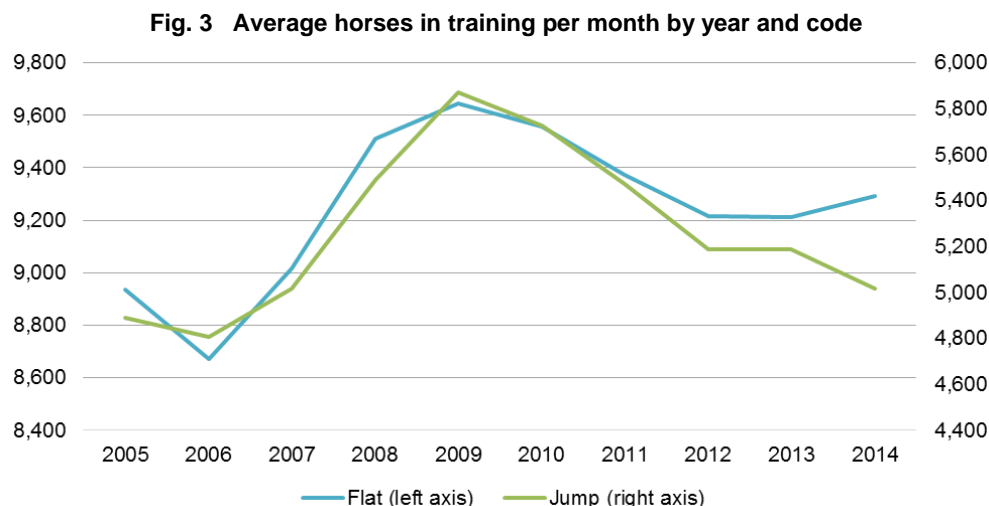


Fig. 2 Jump Success Rates (races with 8 or more runners) over time



Horses in Training

The British Real GDP dropped by 7.2% from the beginning of the recession in 2008, until the Economy exited recession at the end of 2009. Both Flat and Jump Horses in Training (HIT) suffered from the economic downturn with a slight lag due to the natural time between breeding and training. The UK economy has been recovering at a relatively strong rate since early 2013, which is likely to have contributed toward Flat HIT beginning to recover in 2014, however Jump HIT has continued to decrease. The early indication for 2015 is that the decline has bottomed out for Jump racing, but not yet reversed.



The average number of Jump horses in training per month has decreased by approximately 850 horses (-14.5%) in the five years to 2014. This is at a time when the number of scheduled Jump races increased by 7.1%. The expansion in the number of races (predominantly through an increase in the number of seven-race cards) at a time of a contraction in the numbers of horses in training is undoubtedly the main, but not sole, reason for the decrease in field sizes.

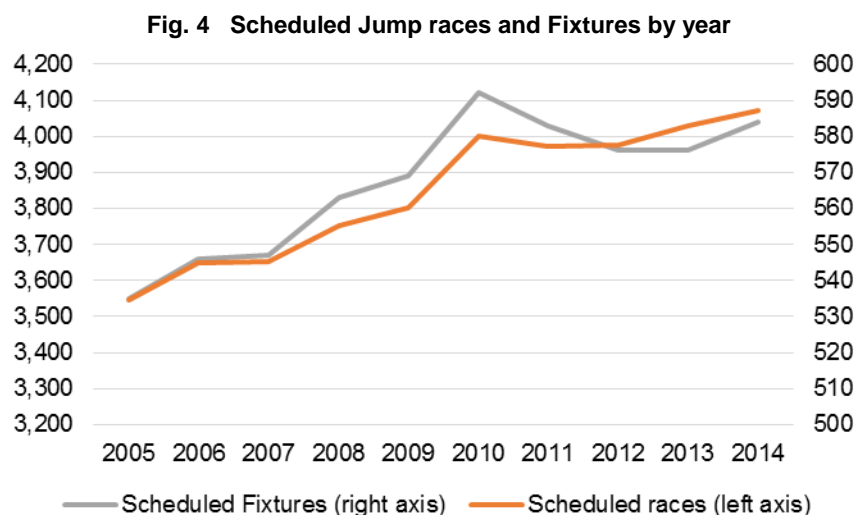
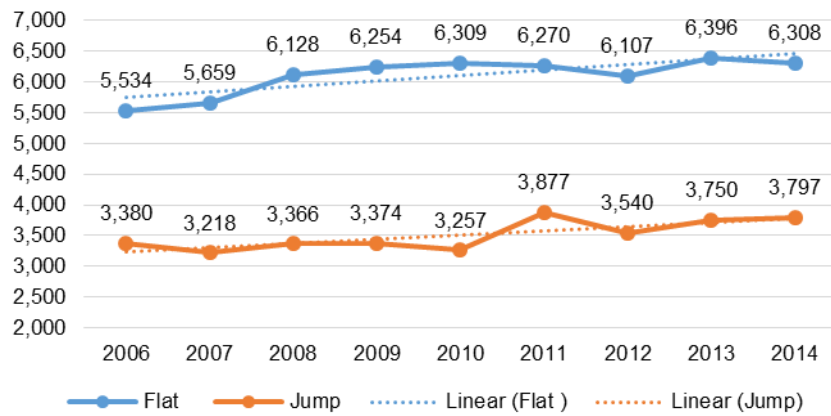


Fig. 5 Races run by year



The expansion of All-Weather Racing has not only significantly increased the total number of races run, but also spread the Jump horses in training more thinly by both providing an alternative for Flat bred horses, and offering enticing prize money fuelled by the All-Weather Championships – the impact of which is shown in Fig 6 and 7.

The source of horses into Jump racing has shifted significantly, with far fewer horses having their first run on the Flat compared to 3-5 years ago. The downturn in the number of Flat horses going jumping has created a reliance on Irish Point-to-Point. Irish Point-to-Point has overtaken Flat racing as the most popular source of previously raced horses, but as falling Jump foal crop sizes in Ireland have reduced the number of Point-to-Point runners, this impacted on the numbers and cost of Irish Point-to-Point horses.

Fig. 6 Source of horses into Jump racing – first run race type

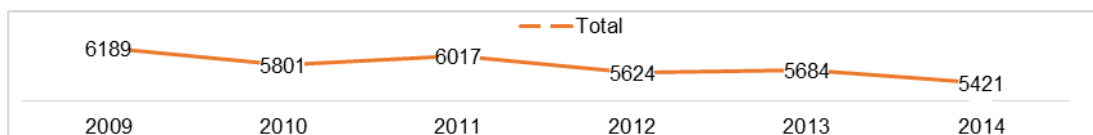
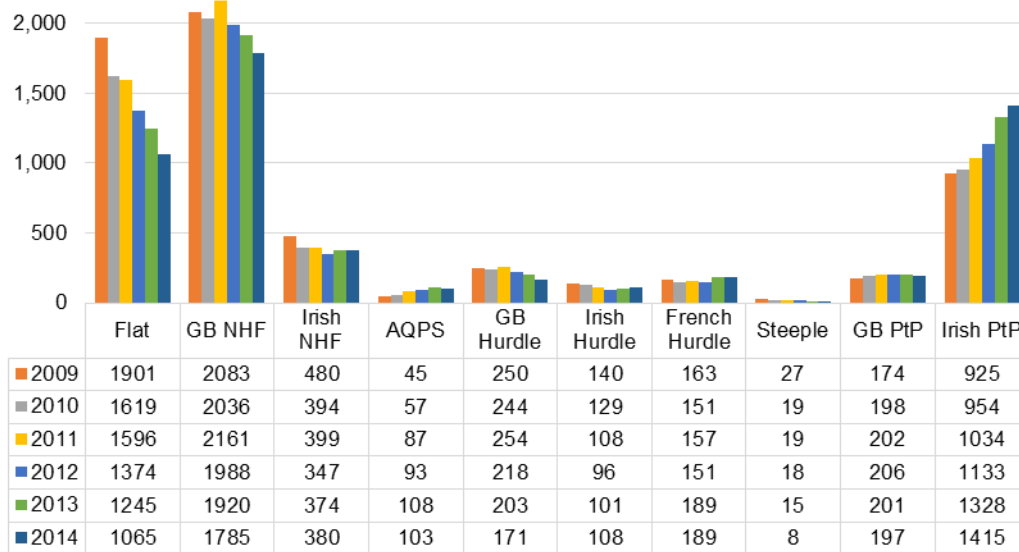
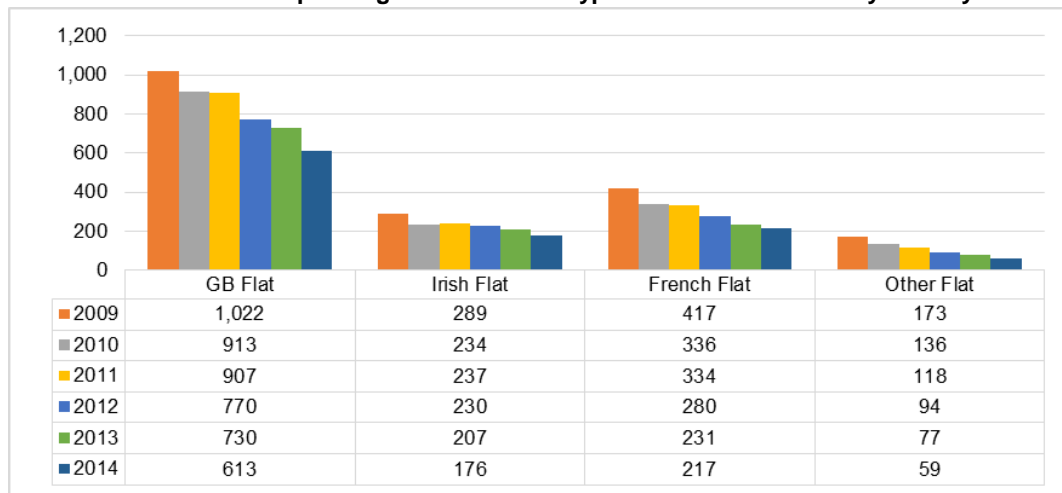


Fig. 7 Source of horses into Jump racing – first run race type – Flat broken down by country



There has been a reduction in the amount of races run on ground firmer than Good to Soft. While this is good from a welfare perspective because there are fewer injuries on softer ground, it may have also been a small contributing factor – together with the strong economic drivers – for fewer Flat bred horses going Jumping.

Fig. 8 % of races run on firmer ground than Good to Soft

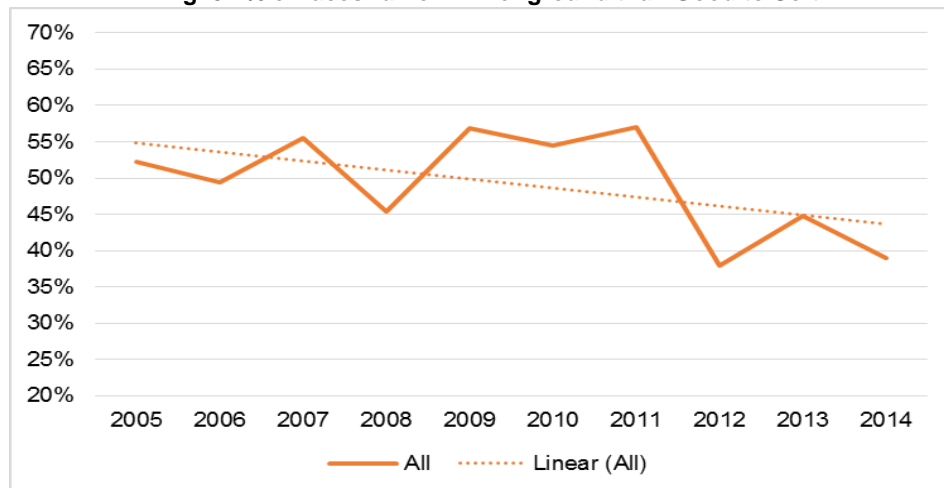
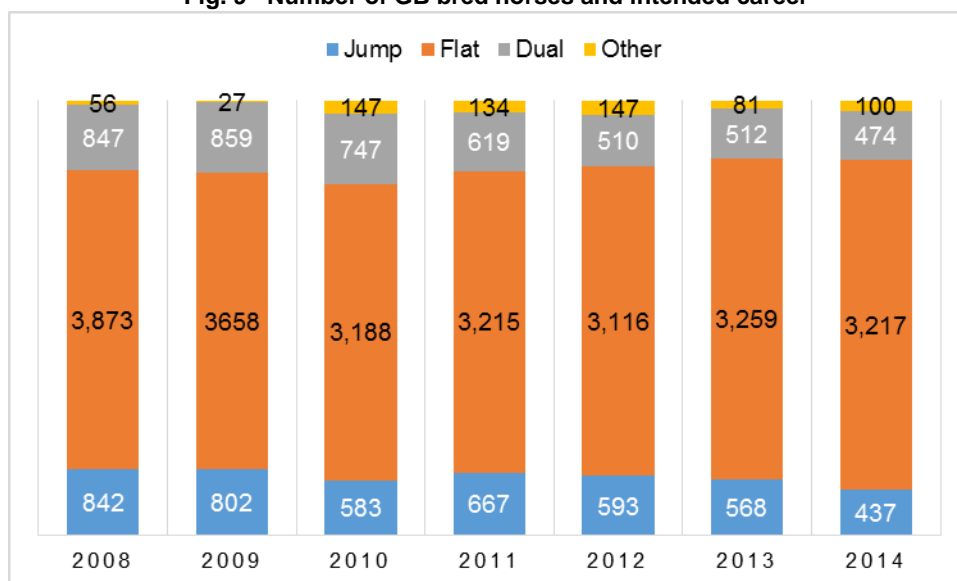


Fig. 9 Number of GB bred horses and intended career



The number of Jump horses being bred in GB compounds the concern over the number of horses entering the sport.

Prize Money

Average prize money for the two codes were almost on a par in 2007 and 2008 – subsequent to which the rewards in Jump racing have fallen significantly below those in Flat racing. The gap between the two has been widened by Qipco British Champions Day – a hugely positive event for Flat racing.

Fig. 10 Average prize money per race by year

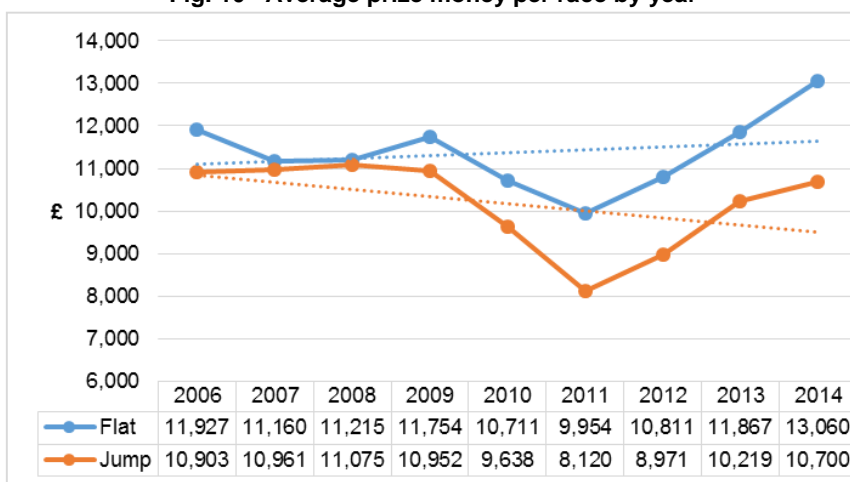
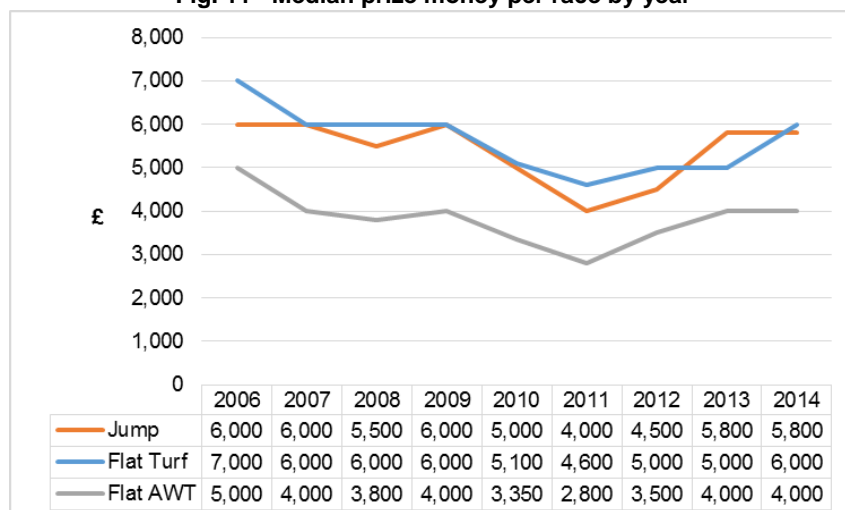
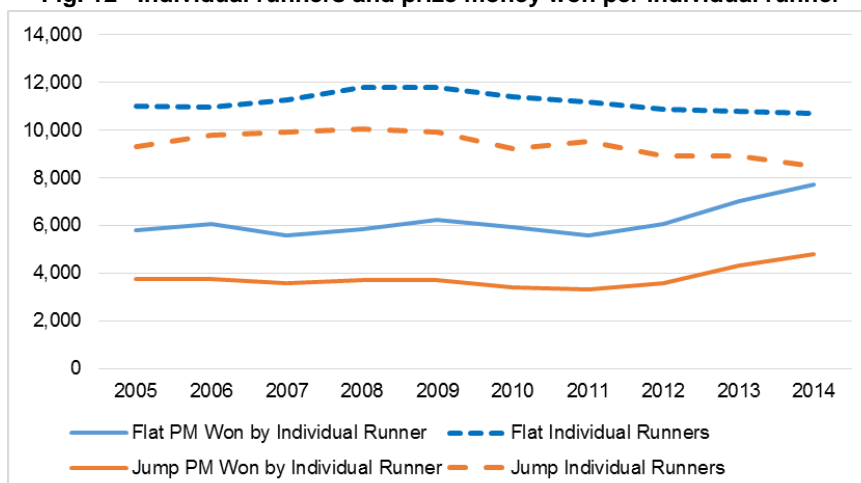


Fig. 11 Median prize money per race by year



There are some positive signs for prize money, with total prize money having increased and the amounts won per individual runner showing reasonable uplift – though partly as a consequence of the reduced number of horses.

Fig. 12 Individual runners and prize money won per individual runner



Owners

Racing has experienced a decline in the number of owners over recent years. Macroeconomic factors have largely influenced this. The opportunity for sharing costs – and the enjoyment – is a potential growth area discussed later, but as can be seen from Fig. 14, there has been some improvement in the number of shared ownerships. The growing average age of sole owners is a concern, and the sport needs to promote ownership, perhaps shared rather than sole, to a younger audience.

Fig. 13 Registered sole owners

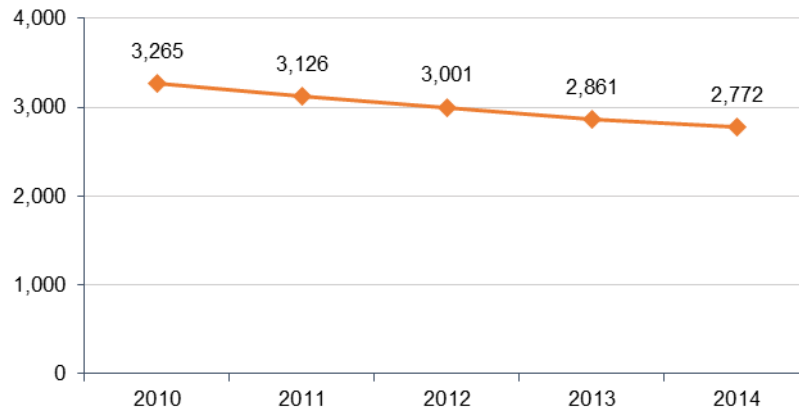


Fig. 14 Registered shared ownerships

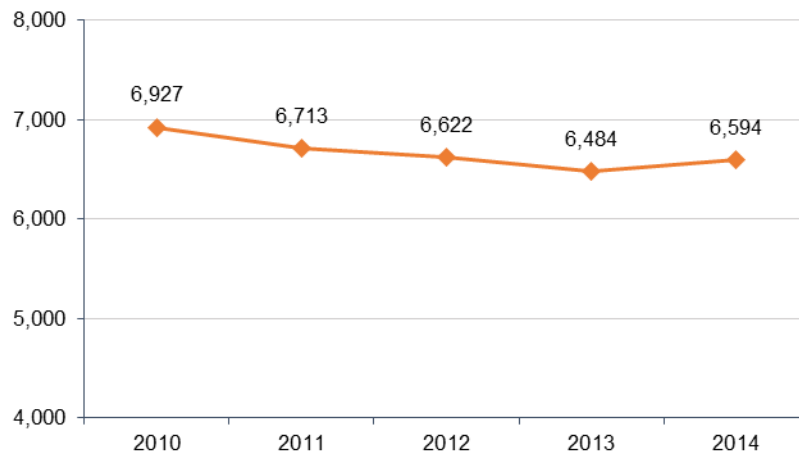
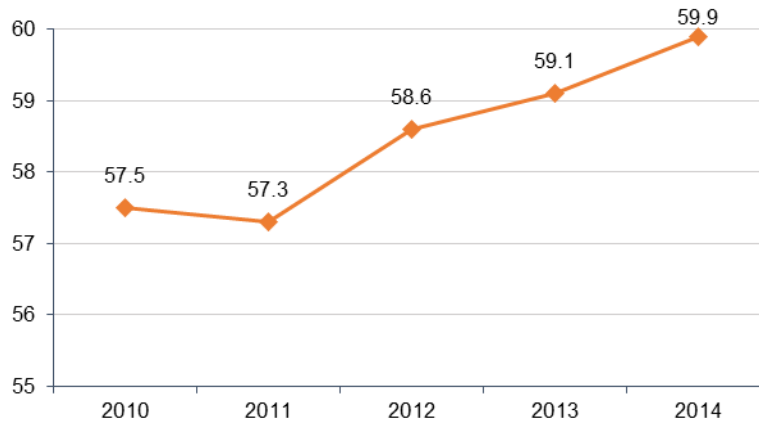


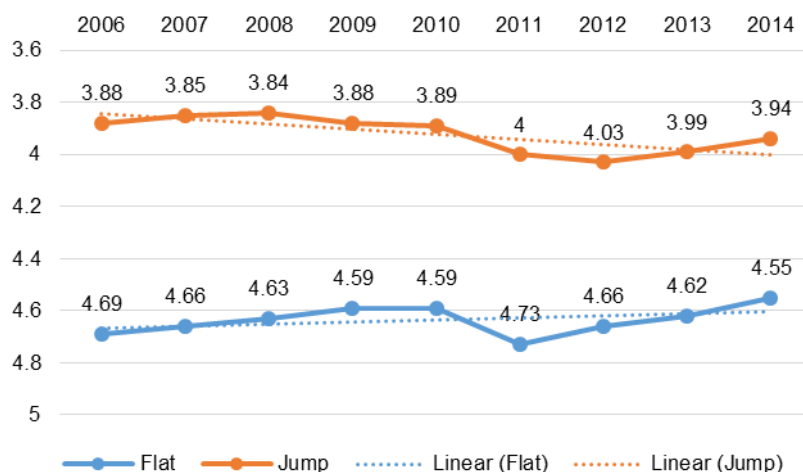
Fig. 15 Average age of sole owners



Race Programme

The average Jump class of race dipped to a low in 2012 but has improved during the last couple of years. The reintroduction of minimum values has contributed to an upturn in race class, following the downgrades introduced as a consequence of the pressure on central funding in 2011 and the reaction by racecourses to the introduction of the Horsemen's Group (HG) tariffs.

Fig. 16 Average class by code and year



Betting

The major festivals within Jump racing are extremely popular betting events. However, outside of the major Jump festivals, the popularity of the two codes from a betting perspective is generally split by volume of racing.

Fig. 17 Top betting races by volume – Flat vs Jump % split

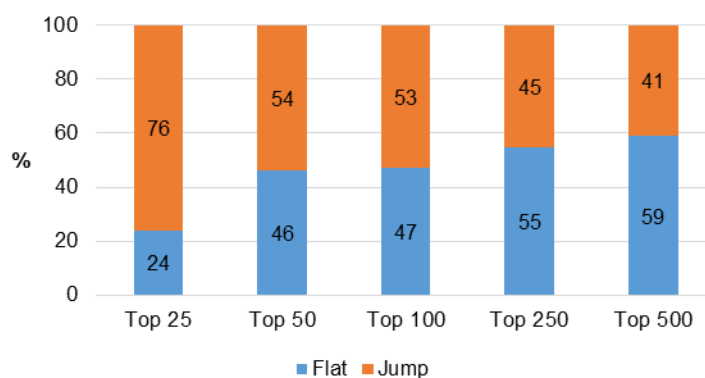


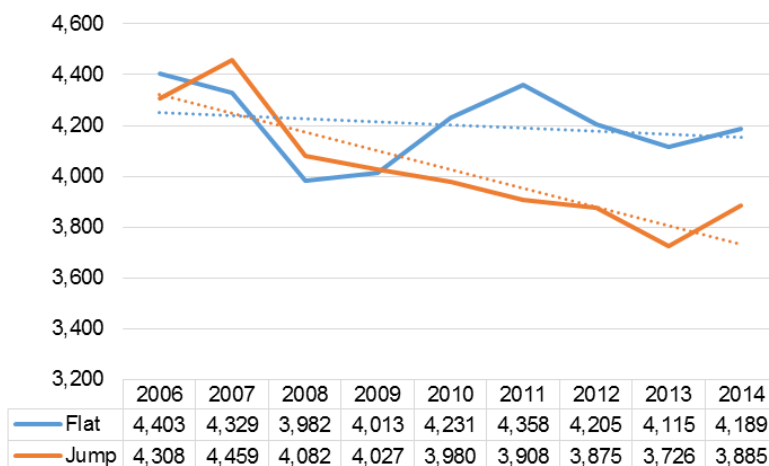
Fig. 18 Top betting races by volume – Flat vs Jump actual split

	Flat	Jump
Top 25	6	19
Top 50	23	27
Top 100	47	53
Top 250	137	113
Top 500	296	204

Racecourse attendance

While attendance at the major festivals continue to break records, average attendances at Jump Fixtures has fallen significantly, which has a direct impact on racecourse finances, and could be contributing to the differential in average prize money in Fig. 10.

Fig. 19 Average attendance by code and year



Sales

The cost of purchasing a horse has risen for both Flat and Jump horses, although in real terms (adjusted for inflation) the Jump median prices are broadly unchanged over the period shown.

Fig. 20 Median price at major Jump racing sales by year

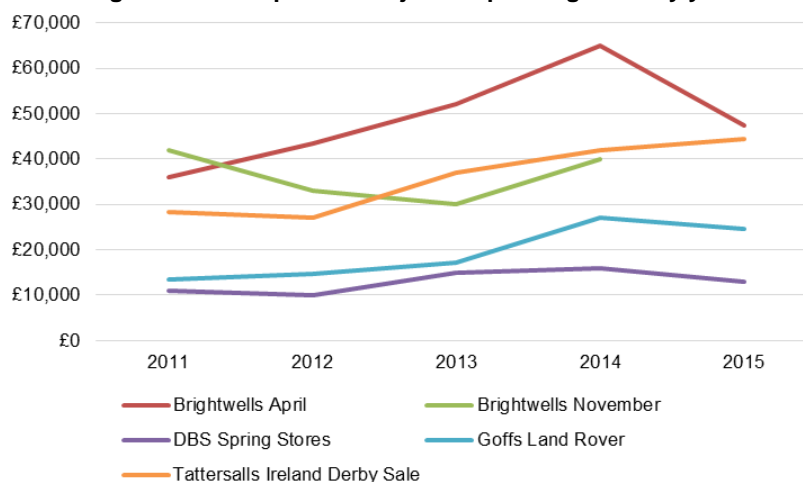
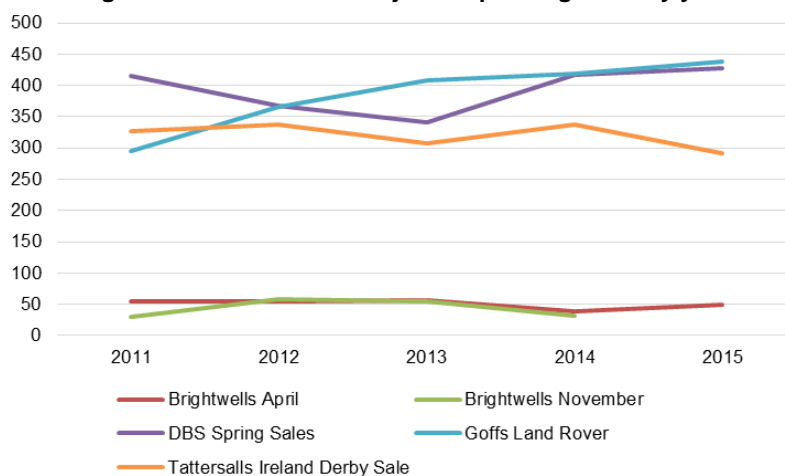
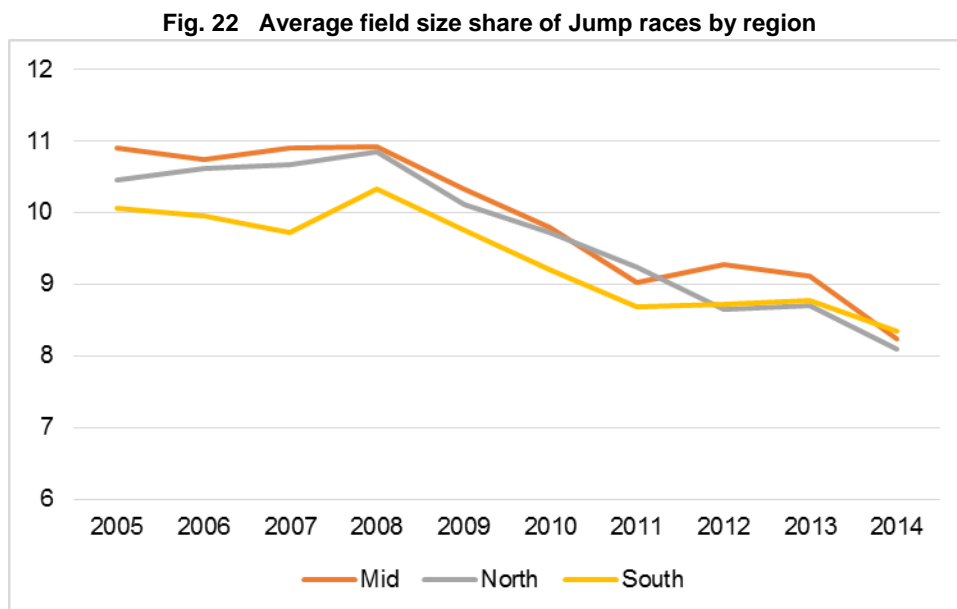


Fig. 21 Number sold at major Jump racing sales by year

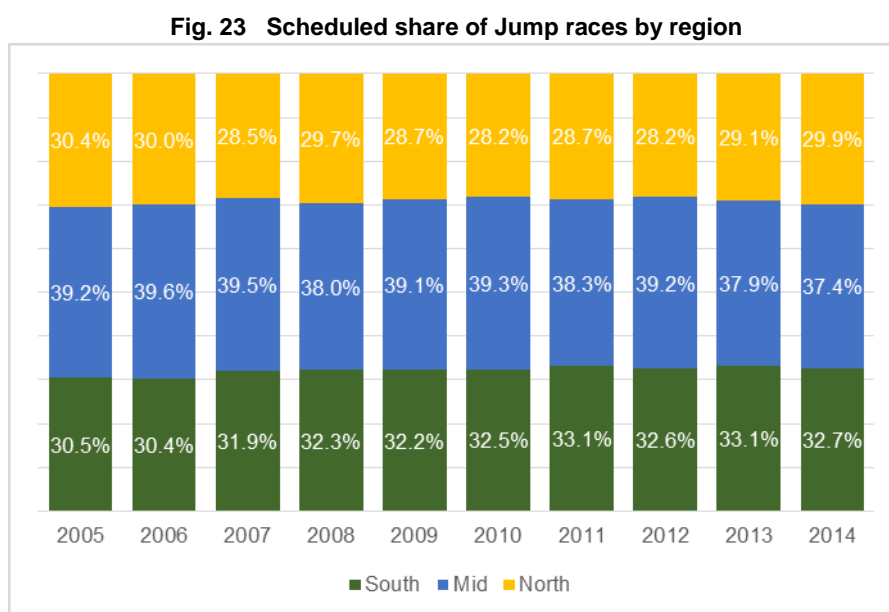


Regional Differentiation

At a regional level, field sizes in the North perform no worse than in other regions. However, as can be seen in Fig. 24, the North has seen a sharp decrease in its share of Jump horses in training, with field sizes being maintained by horses travelling from other regions.

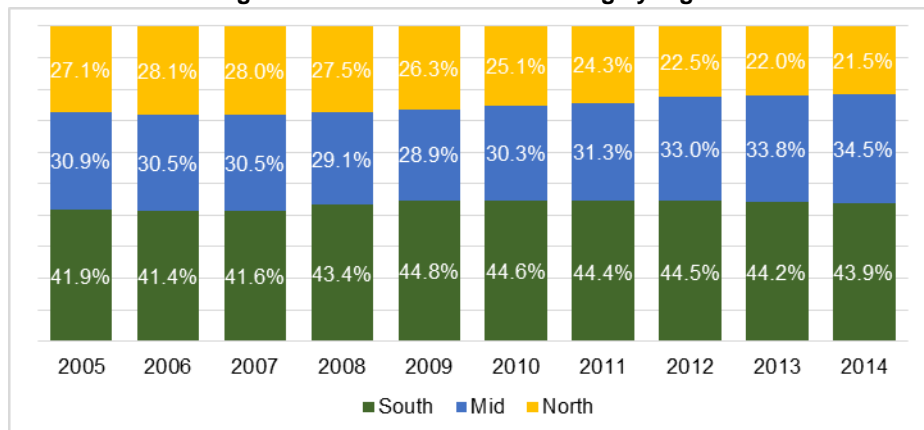


The race programme – in terms of both the proportion of Fixtures and races – has been strengthened in the North in recent years. The average prize money and average class of race hold up against and even exceed the industry average.



The area where the North falls behind the rest of the country is in the horse population. The proportion of horses in training in the North has reduced, with 21.5% of horses in training being trained in the North, down from highs of 28.1% in 2006.

Fig. 24 Share of horses in training by region



The quality of horses in the North has decreased significantly compared to other regions in recent years, with only 8.7% of the 140+ Anglo-Irish Jump horses in 2013/14.

Fig. 25 Northern 140+ Anglo-Irish Jump classifications 1999/00 to 2013/14

	1999-2000			2013-2014		
	North	Industry	North %	North	Industry	North %
Chasers	14	84	16.7%	28	287	9.8%
Hurdlers	6	86	7.0%	15	208	7.2%
Total	20	170	11.8%	43	495	8.7%

There is a suggestion that while as a whole the North seems in good health from a race programme perspective, there is a disparity between racecourses in terms of investment. There is also an expectation from Horsemen that some of the larger racecourses could be investing more into their race programme and prize money.

Fig. 26 Racecourses in the North, average class and prize money per race (Class 3 and below, and all races)

Northern Racecourse	Class 3 & below Av class 2014/15	Class 3 & below Av prize money 2014/15	Av class All races 2014/15	Av prize money All races 2014/15
AINTREE	3.48	9,217	2.20	62,929
AYR	4.14	6,677	3.87	12,123
CARLISLE	4.00	6,670	3.89	7,376
CARTMEL	4.21	6,385	4.16	6,663
CATTERICK BRIDGE	4.31	6,670	4.31	6,670
DONCASTER	4.19	5,546	3.59	10,949
HAYDOCK PARK	3.39	11,283	2.39	29,578
HEXHAM	4.48	5,204	4.48	5,204
KELSO	4.11	7,115	3.84	9,289
MUSSELBURGH	4.21	7,224	3.91	9,303
NEWCASTLE	4.31	5,436	4.11	8,579
PERTH	4.09	6,834	4.02	7,353
SEDGEFIELD	4.42	5,234	4.40	5,348
WETHERBY	4.16	5,810	3.90	8,345
NORTH AVERAGE	4.19	6,343	3.89	11,643

Fig. 27 Racecourses in the Midlands, average class and prize money per race (Class 3 and below, and all races)

Midlands Racecourse	Class 3 & below Av class 2014/15	Class 3 & below Av prize money 2014/15	Av class All races 2014/15	Av prize money All races 2014/15
BANGOR-ON-DEE	4.29	6,124	4.24	6,439
CHELTENHAM	3.44	9,520	1.86	57,968
FAKENHAM	4.23	6,740	4.23	6,740
HUNTINGDON	4.33	5,441	4.18	6,597
LEICESTER	4.15	6,936	4.15	6,936
LUDLOW	3.89	9,069	3.89	9,069
MARKET RASEN	4.13	6,126	3.96	7,703
SOUTHWELL	4.52	4,729	4.47	5,052
STRATFORD-ON-AVON	4.28	5,826	4.16	6,521
TOWCESTER	4.73	4,427	4.73	4,427
UTTOXETER	4.47	5,317	4.43	6,201
WARWICK	4.18	6,270	3.86	9,034
WORCESTER	4.45	4,849	4.41	5,033
MIDLANDS AVERAGE	4.31	5,913	4.07	10,407

Fig. 28 Racecourses in the South, average class and prize money per race (Class 3 and below, and all races)

Southern Racecourse	Class 3 & below Av class 2014/15	Class 3 & below Av prize money 2014/15	Av class All races 2014/15	Av prize money All races 2014/15
ASCOT	3.36	11,760	2.32	36,160
CHEPSTOW	4.27	5,504	3.97	8,539
EXETER	4.07	6,655	3.91	8,040
FFOS LAS	4.32	5,370	4.29	5,883
FONTWELL PARK	4.42	5,170	4.35	5,730
KEMPTON PARK	3.78	7,691	3.09	18,538
LINGFIELD PARK	4.38	6,175	4.32	6,512
NEWBURY	3.66	8,605	3.01	19,160
NEWTON ABBOT	4.25	6,124	4.13	7,191
PLUMPTON	4.32	6,061	4.30	6,279
SANDOWN PARK	3.29	10,871	2.36	29,270
TAUNTON	4.26	5,912	4.21	6,135
WINCANTON	4.01	7,256	3.82	9,445
SOUTH AVERAGE	4.16	6,443	3.84	10,797

Identifying areas for improvement

Using the various KPIs, it is clear that Jump racing has fared poorly since the economic decline in 2008. The impact of the economic decline and the consequences for the sport should not, however, be a surprise. Owning racehorses is impacted by macroeconomic factors, with a downturn in the economy leading to a reduction in discretionary spend and thereby fewer horses in training. The sport made a conscious choice not to react to this downturn by reducing fixtures and races to react to the reduced horse population. Many racecourses have shareholder demands to satisfy, and current media rights arrangements – which generate a significant proportion of prize money, underpinned in the majority of cases by Prize Money Agreements – rely on volume, so the sport has continued to facilitate these arrangements and maintained the number of fixtures and races. This has resulted in smaller field sizes, and possibly contributed to a number of other negative KPIs. So deliberate actions taken to maintain volume have led to some of the negative data shown.

In addition, increased costs for racecourses and owners have seen Jump racing perform poorly against Flat racing in terms of owner attraction and therefore horse numbers.

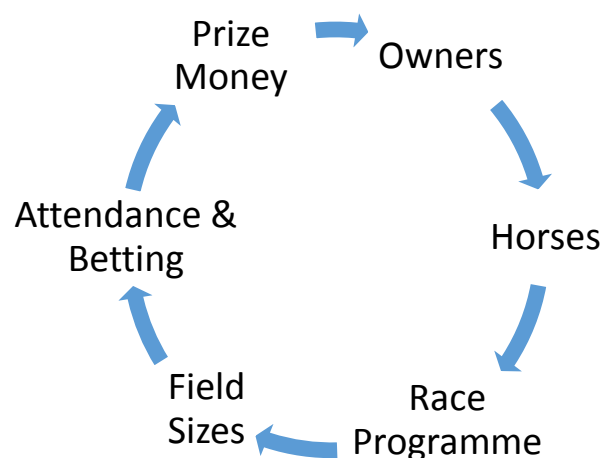
The sport has arguably contributed to this disparity with Flat racing. The following are examples of specific behaviour that may have impacted on Jumping:

- Central funding being marginally skewed (unintentionally) in favour of Flat racing
- Positive initiatives such as British Champions Series and the All-Weather Championships accelerating investment in Flat racing
- The consequent increase in investment into Flat racing via sponsorship and new ownership, including from overseas
- The growth of a number of powerful Flat yards in the North, exacerbating the perceived issue with Jump racing in that region, and providing great competition with Jump trainers in terms of owners
- The increasing disparity of returns to owners when bearing in mind the time it takes for Jump horses to get to the track, that Jump horses run less often, and the limited residual value of Jump horses

Although impacted in relative terms, Jump racing has been subject to the same type of growth in the number of races as Flat racing and has therefore found it more difficult to meet KPIs such as field size targets. It is worth restating that many of the negative field size KPIs could be addressed in the short term by reducing the number of races. The consequent impact on revenue – through LBO rights; streaming rights; Levy payments; and attendances – have been viewed as impacts that the sport does not wish to bear, and which racecourses and betting in particular have been unprepared to face. If Jump racing is to continue to deliver the tremendous level of enjoyment that it does, and deliver on profitability, then it will need to meet the challenge of increasing participation or the sport will become both less competitive and less compelling. The drive for short-term revenue needs to be balanced with performance that delivers longer-term health.

One view summed up the concern from within the horsemen stakeholder group – “the present model of rewarding racecourses for running more races but then agonising about lower field sizes, when there are fewer horses in training able to run in these races, is plainly flawed and needs to change”. It is not within the remit of this Review to change the funding mechanisms for the sport – central and media rights – but a number of suggestions are made within this document with the objective of improving the finances of, and increasing the participation level in, Jump racing.

Each of the KPIs identified depend upon the other. In order to make advancements, the sport needs to look to the medium term to deliver growth in participation, thereby delivering more positive KPIs, and ultimately revenue for racecourses and betting, together with a higher financial reward for an owner's involvement.



The sport needs to collectively help Jump racing to redress some of the recent imbalances, reverse recent trends and provide it with the tools to focus on the key strategic elements:

- Improving the economics of the sport
- Increasing the participation level – owners and horses
- Improving the racing product
- Promoting the sport better

There needs to be a series of immediate interventions – combined with longer term strategies to deliver improvements to Jump racing.

Any strategy for Jump racing needs to fit within the vision and objectives of the Industry Strategy for Growth, with key aims to grow participation in racegoing, racehorse ownership, and betting and media consumption. The Strategy for Growth consists of six pillars, each with their own aims:

- Customer Growth
 - To understand Racing's customers better by leveraging customer data across Britain's racecourses
 - To create customer insight that can inform how Racing grows its customer base
- Horse Population, Ownership & Breeding
 - Growing ownership across the sport
 - Enhancing the ownership experience, both on and off the racecourse
 - Working towards an increasingly sustainable environment for breeders to do business in
- Racing & Betting
 - To generate significant ideas in reversing the negative trends in betting on British Horseracing
 - To return betting on British Horseracing to growth
- Ultra-High Net Worth (UHNW)
 - To develop ideas for tailored UHNW packages for foreign and UK UHNW families
 - To transfer UHNW practices from outside racing
 - To build an UHNW capability within racing
- Integrity & Regulation
 - Ensuring a world leadership reputation for British Racing in the areas of integrity and regulation
 - Ensuring that the Rules of Racing and their implementation are clear, accountable, fair and consistent
- Participant Welfare & Training
 - Re-structuring the sport's welfare and training provision
 - Enhancing training and education provision for participants
 - Improving occupational welfare within Racing
 - Delivering a more joined-up approach to careers and recruitment, employers and employment practice

Objective 2:

To identify and examine problems and threats that Jump racing faces and create logical and deliverable solutions to these problems for the benefit of all Jump racing's stakeholders

Identifying the areas of focus in order to create deliverable solutions

In order to achieve success by focusing on the key strategic elements highlighted, the Review identified the following areas of focus:

- Prize money
- Ownership
- Supply of horses and participants
- Opportunities for horses
- Some miscellaneous areas within Jump racing

Each of these areas will recommend a number of initiatives to deliver against the strategic goals, set out accountability (if possible) and outline timescales.

The Review identified deliverable solutions for each of the areas of focus:

Prize money	Ownership	Increased supply of horses/ participants	Improved opportunities for horses	Other areas
<ul style="list-style-type: none">• Allocation of central Levy funding• Other central funding imbalances• Distribution of prize money across the programme• Distribution of prize money in races• Minimum Values	<ul style="list-style-type: none">• Understanding owners• Communication to owners• Codes of conduct• Owner experience• Syndicates/Shared ownership	<ul style="list-style-type: none">• Mares Owners Incentive Scheme• Regional breeding programme• Free leasing of mares• Point-to-Point• Conditional jockeys	<ul style="list-style-type: none">• A "Challenger Series"• Handicapping• Weight bands• Race conditions• Race planning• Earlier opportunities• Mares programme• Mares allowance	<ul style="list-style-type: none">• Reinvigorating Jump racing in the North• Hurdle design• Welfare spokesperson• Saturday handicaps• Summer Jumping• Pattern• Promotion• Additional peaks

Whilst a number of recommendations will be made, the structure of British Racing means that neither the Review Group nor any of the BHA, the RCA or the Horsemen's Group in isolation is able to dictate that these recommendations will be delivered. However, the recommendations have been made via an extensive consultation process with racecourses, horsemen and with fans of the sport, and should be considered and driven through the Members' Agreement. They have been made on the basis that the sport is facing up to a number of challenges that impact at the core of the sport and threaten its longer term health. If these can be adopted, then the Group believes that the sport can continue to deliver huge benefits to racecourses, to betting (and those that bet on the sport) and to horsemen – as well as the considerable amount of pleasure it delivers to its fans.

Prize Money

Whilst the Review acknowledged that generating additional prize money was not within its remit, the Group did recognise that the decrease in prize money in real terms - and the divergence between Jump and Flat racing prize money – was a key reason for the decline in the number of Jump horses in training, and the consequential impact that this has on the rest of the sport.

Whilst each of the KPIs identified depends upon the other, prize money is a key initial element. The decline in Jump racing prize money has seen negative trends in each of the other KPIs. Some of these may have occurred in any event – in particular horses in training which is largely down to macro-economic factors. The Group was therefore keen to ensure that the level of prize money in Jump racing was identified as a main area of concern, and suggest deliverable solutions to reverse the decline. Improving the finances of Jump racing in general – and the level of prize money in particular – should be the key strategic focus for the sport in the coming years.

1. Allocation of Central Levy Funding

General Prize Fund budgets

- Central Levy funding for prize money is budgeted to be allocated 39% to Jump racing and 61% to Flat; reflective of what each broadly delivers to the Levy on a turnover basis. We understand that in recent years, Jump racing has produced a better margin than Flat racing (though it is dependent upon a favourable Grand National result).
- Given the increased number of abandonments in Jump racing, the 39% currently budgeted to it does not get fully distributed. The amount lost to abandonments is transferred to Levy Board reserves and reallocated to prize money the following year, but on the basis of the 61:39 ratio, therefore to the disadvantage of Jump racing.
- The most recent year's data suggests that Jump racing has delivered around 40% to the Levy (and has a more favourable gross margin). The split will therefore be 60:40, not 61:39.

Recommendation

Jump racing should receive the amount of centrally funded prize money originally budgeted, by taking into account abandonments. It has now been agreed that the Levy split be amended to budget 41.6% to Jump racing. Following abandonments this should result in a 60:40 split, but will continue to track the proportion of betting activity generated by each code.

Responsibility: BHA, RCA, HG and HBLB

Target: 1 year

2. Other Central Funding imbalances

There is scope for other elements of central funding to be examined further to determine if Jump racing should receive additional central support. The Review Group did not examine this in any detail, but did recognise that the average operating costs of Jump racecourses exceeded those of Flat racecourses, thereby impacting on either racecourse profit or its ability to contribute to prize money. This position is compounded by attendances outside the festival meetings being generally smaller in the winter months, as well as being less commercially attractive for sponsorship.

If central Levy funding is viewed as a contribution to a racecourse's costs of staging the race meeting, then Flat racing is at a significant advantage to Jump racing, in that due to the lower cost base it is able to devote more Levy funding to prize money rather than to covering its costs.

In addition, it was recognised that the objects of the HBLB are to collect the annual Levy and to apply the funds raised to one or more of the following:

- The improvement of breeds of horses
- The advancement or encouragement of veterinary science or veterinary education
- The improvement of horseracing

Given the current imbalances between Flat and Jump racing, including the greater commercial opportunities available to Flat racing, the Group felt that it would be appropriate that the 2017 Funding Review, which will be conducted between the HBLB, BHA, RCA and Horsemen's Group in 2016 to determine how central funding should be distributed from 2017 onwards, considers the subject based on these objectives, and discusses providing a level of support to Jump racing that will assist the breed as well as improve the sport.

Recommendation

That the BHA, RCA, Horsemen's Group and HBLB consider an alternative distribution while reviewing all central funding as part of the proposed 2017 Funding Review. The review should also consider whether the different cost base for Jump and Flat racecourses should be reflected in the distribution of central funding. Jump racing should aim for a significantly greater proportion of central funding.

Responsibility: BHA, RCA, HG and HBLB

Target: 1-3 years

3. Distribution of Prize Money across the programme

The Group considered whether prize money should be diverted from the higher class races into the bottom tiers of the sport. There was not consensus on this subject, with many believing it necessary to maintain the levels of prize money at the top events to ensure that the aspirational element remained, and to ensure that top level Jump racing should compete with Flat racing.

Recommendation

Consideration should be given to whether new funds into Jump racing from the initiatives outlined above should first be directed at the races that introduce horses into the sport (the exact race types to be determined). The supply of horses is a key concern and any new money might sensibly be directed at encouraging entrants into the sport, rewarding them as early as possible.

Responsibility: BHA, HG and RCA

Target: 1-3 years

4. Distribution of Prize Money in races

The Group discussed whether a change to the distribution of prize money within races should be amended with a view to spreading the prize money to more owners, and thereby making a contribution to the costs of more owners.

The consultation was inconclusive as to the impact of any change, which was also seen as an industry wide question, rather than just for Jump racing. Some felt different models would be confusing. Others believed that the current fixed model did not allow for suitable competition between racecourses.

Recommendation

The BHA to consider further, with the RCA and the Horsemen's Group, whether racecourses should be provided with more flexibility on the distribution of prize money. Any change should have as its key objective that it would encourage more horses to run, more often.

Responsibility: BHA, RCA and HG

Target: 1 year

5. Minimum Values

Feedback from trainers and owners suggested that the low prize money at the introduction stage for horses was a contributory factor for why numbers of horses and owners were down. Prize money levels in general are a factor, but trainers and owners made it clear that the level of return at the introductory level of Jump racing was unacceptable and driving participants from the sport. In line with the

recommendation in Section 3 above, there is a need to set a minimum target for prize money for certain race types – those that introduce horses into the sport.

Recommendation

That there could be a more strategic approach taken to determining minimum values. Whilst the aspirational element of minimum values should be retained, more effort could be applied to help introduce horses into the sport. Increasing minimum values for introductory races could help to encourage this and provide owners with the possibility of a quicker return.

Responsibility: BHA, RCA and HG

Target: 1-3 years

Improving Ownership

The Group was conscious that the current Industry Strategy for Growth work has this subject as a key pillar (Ownership Pillar). The Group recognised this, but the importance of the subject to the health of the sport meant that it provided much discussion at initial meetings of the Group. Whilst many of the ideas could apply equally to Flat racing, the Group was keen to ensure that they were aired as part of the Jump Review and that their importance be appreciated by the Ownership Pillar.

The lack of return to owners was often mentioned in consultation. A return of c. 21% for Jumping - on average – was seen as too low, with suggestion that the sport should set a target of a higher return (Flat racing's equivalent figure was 29% - equating to a 38% differential). This is something that is outside stakeholders' control to a large extent, so a higher target has not been recommended within this Review.

Ownership has been discussed by the sport as an economic activity – when it should actually be viewed as a means of spending disposable income. It is a sport; it should be more about the experience, and not the expected return. The language of promoting ownership needs to reflect the fun and emotional reward – not the cost.

This was a contentious point – but the Review has ultimately not set a target on a return on investment due to the variables that influence this. It is however a target of the Industry Strategy for Growth, and so is something that the sport will be measured on in the future.

What the differential does highlight is that the gap between the financial rewards for Flat and Jump ownership are material and, if left to continue at such a rate, will possibly further fuel the migration of owners to Flat racing. Jump racing therefore needs to bridge the gap to ensure that it is a more palatable financial option for owners, as well as capitalising on the sporting appeal of Jump racing.

The Group also raised the issue of too many participants – including racecourses and trainers – speaking in negative terms about Jump racing. The language used ultimately results in a negative perception – and all involved should be ambassadors for the sport.

6. Understanding Owners

There is too little information known about what attracts owners, what retains them and, critically, what prompts them to leave the sport. The issue is starker for Jump racing, and should be a particular focus for the survey to be undertaken as part of the Ownership Pillar.

Recommendation

That a small number of Review members input into the Ownership Pillar survey to ensure that Jump racing and its particular issues are afforded sufficient focus. Funding for the survey has been made available by the BHA Grant Scheme.

Responsibility: Review working group

Target: 1 year

7. Communication to Owners

There is a need to improve the communication to owners both centrally via Weatherbys and on a racecourse by racecourse basis. The current system is old fashioned, expensive and unreliable. Communication needs to keep up with technology if we are to attract and maintain a younger owner.

Recommendation

To move to a more modern system that allows tailored communication to owners in a digital, cost effective method. As a minimum, owners should be able to opt into receiving an email or text message detailing when their horse has been entered and/or declared, and the result after the race.

Responsibility: RCA, BHA, ROA and Weatherbys

Target: 1-3 years

8. Codes of Conduct

The Group considered whether it would encourage ownership if there were clear codes of conduct in place for trainers and racecourses, ensuring that owners could expect a certain level of treatment. There was little support for this. The competitive nature of trainers meant that many would be reluctant to provide information regarding their fee structures, for example. There was also little evidence to suggest that such a formal structure would encourage prospective owners to become actual owners.

There was a concern that there was a lack of knowledge about fees generally, including any hidden costs; vet fees; what the options were once a horse's racing career had finished; sales commissions; BHA/Weatherbys costs; and a number of other elements for which owners are charged. Each of these were suggested as barriers to entry for owners – the general fear of the unknown, the potential to be embarrassed by not knowing, and being financially disadvantaged due to incurring an unforeseen cost. Potential owners should be provided with more insight into these elements.

Recommendation

That there be more transparency on the performance of trainers, with the BHA/GBR/ROA websites providing user-friendly statistics to provide prospective owners with an accessible pool of information regarding different trainers and their performances. Whilst the information could be obtained by Form related websites, the industry should ensure that prospective participants can obtain the detail from it rather than third parties.

Responsibility: BHA, GBR, and HG

Target: 1-3 years

Recommendation

That a more accessible (and realistic) guide to potential costs and unforeseen elements be produced and made available through the same sources.

Responsibility: NTF and ROA

Target: 1 year

9. Owner Experience

The variable levels of racecourse experience for owners were believed to be an issue in retaining owners and maintaining owner satisfaction. Whilst many racecourses provided a very good service, a number of negative experiences were highlighted during consultation. Market forces did not currently work sufficiently well to encourage racecourses to improve the environment for owners. Although there were some examples of owners insisting that their horses would not run at specified venues, this was not sufficiently evident to racecourses. Field sizes do not directly correlate with the anecdotal feedback on poor owner experience. For the distribution of a small percentage of Fixtures, the BHA has instigated an allocation method that is based on a number of key metrics – field size; betting; attendance – but racecourses that are perceived to offer poor service continue to attract runners, and therefore are allocated BHA Fixtures.

The allocation of badges was a particular issue raised in the consultation, with partnerships and syndicates (shared ownership) aggrieved at the lack of flexibility on racecourse policies.

It was recognised that the RCA was working on the ownership experience as part of the ongoing Industry Strategy for Growth, and that some racecourses had recognised the importance of this element of ownership, but further developments should be encouraged and the ownership experience should include workstreams on the following recommendations:

Recommendation

That racecourse and owner organisations set up a project group to implement a tiered approach to owners' experiences – elevating the experience for single owners, and offering appropriate experience for shared ownership – and to review the current badge allocation policies to allow a larger proportion involved in shared ownership an opportunity to see their horse run without paying admission fee.

Responsibility: RCA and ROA

Target: 1-3 years

Recommendation

That racecourses improve their customer relationship management (CRM) systems, allowing them to tailor the racecourse experience better and to target its marketing efforts more appropriately.

Responsibility: RCA and Racecourses

Target: 1-3 years

10. Shared Ownership

Encouraging the growth of shared ownership is something that the Ownership Pillar is examining. The Review Group is very supportive of this initiative and believed that the development of shared ownership is a potentially key area of growth for the sport. The reliability of agents and syndicates would need to be ensured to give potential owners confidence to invest.

The Group recognised that a degree of self-help was required within the sport, and this suggestion provided an opportunity for racecourses to lead by example. If each Jump racecourse were to operate at least one shared ownership group, with an interest in at least one horse, this would be self-help in terms of field sizes, which drive many of the racecourses' revenue streams. In addition, such an initiative would provide a range of further benefits – working with local trainers; engaging with the local community; enabling ownership opportunities to be promoted directly by the racecourse and any ambassadors that they install.

Recommendation

That support be provided to the Ownership Pillar regarding the development of syndicates, including whether there should be a role for central promotion of ownerships that sign-up to an improved level of minimum standards.

Responsibility: ROA and GBR

Target: 1-3 years

Recommendation

That the RCA and racecourses develop racecourse Jump syndicates to encourage greater engagement between racegoers and ownership.

Responsibility: RCA and Racecourses

Target: 1-3 years

Recommendation

That further consideration be given to introducing a code of conduct for agents/syndicates.

Responsibility: NTF and ROA

Target: 1 year

Increased supply of horses and participants

11. Breeders/Owners Incentive Scheme

To exacerbate further the inequitable division of central funding, Jump racing has fallen behind Flat racing in terms of central programmes to encourage the breeding of suitable horses. Given the highlighted concerns regarding the supply of horses, it was proposed that Jump racing develop a proposal similar to the Plus 10 initiative on the Flat, which has a £5.5 million bonus prize pool offering a £10,000 bonus on more than 550 races in Britain and Ireland.

The TBA has proposed a Mare Owners Prize Scheme (MOPS) which would provide incentives for owners and trainers to purchase and race British Jump mares, as well as to persuade more breeders to race their female produce before retiring them to stud. The benefits of this scheme appear to fit with the aims outlined by the Group for encouraging more mares into Jump racing.

Recommendation

That the TBA proposed MOPS scheme be supported and a concerted effort made to encourage the introduction of mares to the sport. (Note: HBLB has since approved funding and the scheme will commence on 1 January 2016.)

HRI should also be approached to determine if they would like to become involved in MOPS.

Responsibility: TBA, BHA, HG, RCA and HBLB

Target: 1 year

12. Regional Breeding Programme

It was clear that the number of horses being bred in Britain for Jump racing is insufficient for the needs of the sport. Its reliance on a small number of commercial and hobby breeders was a fragile backdrop to the sport. Whilst there was little support, understandably, from breeders for the concept of a central breeding programme, the concerns expressed on the fragility of the source of horses are significant.

Recommendation

That the concept of a regional breeding programme be investigated further, including how the British Jump stallion industry could be supported such that an appropriate number of high-quality stallions stand in various parts of the country. Unlocking potential funding opportunities such as the Regional Growth Fund should be a priority in the development of the concept.

Responsibility: BHA and TBA

Target: 3-5 years

13. Free Leasing of Mares

Discussions with breeders highlighted that there is a source of mares for racing that could be developed by encouraging shared ownerships to lease these horses for a period. Breeders would have an opportunity to reduce costs, and shared-ownership members would have an opportunity to experience ownership without the initial capital cost (and risk). The developing mares programme would also benefit.

Recommendation

That the concept of a centralised mares leasing programme be developed, and possibly linked with the recommendation regarding racecourse operated shared ownerships.

Responsibility: BHA and TBA

Target: 1-3 years

14. Point-to-Point

The current difficulties faced by Point-to-Point racing ("PtP") are recognised by the Group. Many of the issues faced by PtP mirror the areas of concern in Jump racing, with field sizes falling at an alarming rate. The links between PtP racing and Jump racing are critical – in terms of developing participation (potential owners); retention of staff in Jump racing; education of staff; and as an outlet for horses leaving Jump racing. The link in terms of the supply of horses is less apparent, unlike in Ireland, but this is something that could perhaps be developed over time.

The critical position of Point-to-Point racing requires a radical re-think of how the sport is to develop in future years. There appears to be an appetite from the Point-to-Point Authority to work on a joint strategy to reinvigorate Point-to-Point racing – but in a way that could also assist Jump racing. The two could not operate in isolation and greater co-operation and co-ordination is required.

It was clear that Point-to-Point racing had recognised the issues facing their sport, and are looking to introduce initiatives for the 2015/16 season including:

- Setting up a Race Planning Team – with involvement from the BHA Race Planning Team
- Undertaking a survey of all participants
- Starting a PtP academy with professional jockey coaching
- Reducing the cost of PtP jockey licences by 8% p.a.
- Staging an annual media event with coverage from Sky Sports and ATR
- The introduction of a new website

Recommendation

That the BHA and the Point-to-Point Authority work closely to develop a future strategy for Point-to-Point racing with an objective of strengthening both codes – including creating an improved point-to-point programme for the development of younger horses, as well as general improvements to race planning and their fixture list.

Responsibility: BHA and PPA

Target: 1-3 years

There was no support for Point-to-Point trainers being allowed to run horses under Rules – and given the issue regarding field sizes under Rules, there was little appetite for horses registered under Rules to run in Point-to-Point races.

15. Conditional and Amateur Jockeys

The allowance for conditional jockeys was discussed, in particular the additional allowance for riding for the retained yard. Discussions clearly highlighted that the development of young jockeys was key and that further initiatives were required to develop young talent. Staffing was a general concern – something that is being tackled by the BHA under a number of initiatives – but trainers were keen to ensure that a clear pathway was available to provide progression from Pony Racing through to the professional sport. Amateur riders were viewed by trainers as critically important, and an appropriate and aspirational programme was key for developing potential jockeys.

Recommendation

That the additional own-yard allowance continue to apply. The BHA should also review the number of wins required before a conditional jockey loses their claiming allowance, again with the aim of providing young jockeys with more opportunities.

Responsibility: BHA

Target: 1 year

Recommendation

That greater emphasis and reward be provided to the conditional jockeys' title as part of the revamp to the Jump jockeys' title. Under the proposal, there shall be a £5,000 reward for the winner of the Conditional Jockey title, and £1,500 for the Champion Northern Conditional.

Responsibility: GBR

Target: 1 year

Recommendation

That the programme of Amateur Riders' races be reviewed to further encourage the development of young riders into the sport.

Responsibility: BHA and AJA

Target: 1 year

Improving Opportunities for Horses

The race programme was not identified as being a significant barrier to the development of the sport. Though individual examples could be shown where the programme either provided too many or too few opportunities, in general it was seen that the race programme was sufficient. There was however general recognition that the number of opportunities exceeded the number of horses available to fill these, hence the increased prevalence of small field sizes.

That said, the race programme was viewed as an area where improvement could be made. The Group believed there to be a range of initiatives that could be relatively easily introduced and which would have a small but beneficial impact on the sport.

16. A "Challenger Series"

The pre-eminence of Cheltenham was a subject aired by many during the consultation, though views on the impact of the Festival on the rest of the Jump calendar were varied. There was however consensus that there was a need for Jump racing to provide a more high profile event with a number of opportunities for horses ranked below the level required to take part at Cheltenham and Aintree. The suggested rating was up to 140.

Discussion focussed on the current “grassroots” series, which has a number of qualifiers at Jockey Club racecourses and culminates in a final at Haydock. Many trainers indicated that they appreciated the concept of a series, leading to an identifiable final. It provided both horses and owners with a target and allowed trainers to prepare both for those occasions. The Haydock series, culminating on Easter Saturday, had been regarded as a success and the data also indicated that the field sizes and rating levels backed up this view.

A suggestion to extend the current “Grassroots” series to 5 categories, with 75 qualifiers, culminating on the same day at Haydock, was well received. It was also noted that it would achieve a wider objective of Racing – to improve its offering over the Easter period. The qualifiers would no longer be limited to Jockey Club racecourses, and would be geographically spread. The fact that the culmination of the series would be in the North, together with a significant number of the qualifiers, should be stressed in any promotion of the series. Emphasis should also be on qualifiers being used to improve mid-week racing.

Recommendation

That the BHA and the Jockey Club develop the idea of extending the current “Grassroots” series into a 5 category “Challenger” series with 75 qualifiers to be run across all regions. This is to be introduced for the 2015/16 Jump season. Funding will be provided from the BHA Development Fund - generated from the allocation of BHA Fixtures. A by-product will be to improve the quality of mid-week fixtures. In time, the event could create an additional Festival opportunity for the North.

Responsibility: BHA, RCA and JCR

Target: 1 year

17. Handicapping

There were many anecdotal views expressed on handicapping. The most common views were that older horses did not drop rating as quickly as they should; that Northern based horses are disproportionately penalised; and that placed horses are too harshly treated. It was clear from discussions that there is a need for handicappers to understand the concerns of participants, and for participants to understand why decisions had been taken as they had. It was also discussed that, even if the perception is not a reality, they soon could become self-fulfilling by horsemen changing their behaviours based on that perception. A more evidence-based approach was needed to deal with anecdotal views and perceptions.

Recommendation

An explanation for handicapping processes should be prepared where general perceptions, rather than specific horse-related ones, are put forward, and the handicapping team address these with relevant data, or with suggestion for change if appropriate. An outlet for participants’ issues should be available, which would then allow the handicappers to provide analysis to help explain why. This would not be regarding individual horse’s ratings, but rather general handicapping principles.

Responsibility: BHA

Target: 1 year

18. Weight Bands

It was agreed that allowing horses outside of a rating-band to run and carry additional weight would widen the number of horses available to run, and therefore could increase field sizes.

Recommendation

In certain race types (to be determined), horses outside a specified rating-band for a race could be allowed to run, subject to a 2lb additional limit. These horses would be the first to be eliminated.

Responsibility: BHA

Target: 1 year

19. Race Conditions

There was an appetite for a broader range of race conditions to be introduced. Whilst there was a risk that such races may deliver small fields, the current position with field sizes merited a “braver” approach to be taken. Suggestions ranged from races for horses that had won one race; for horses that had not won for specified periods; or races with perhaps geographical or specified yard size restrictions. There were a range of such races in Ireland and these should be reviewed and lessons learnt based on the success of them.

Recommendation

The BHA to propose a number of new race types and race conditions to provide a greater range of opportunities. New race conditions to be introduced during 2016 with the aim of providing increased interest, variety and generally reinvigorating the sport.

Responsibility: BHA

Target: 1 year

20. Race Planning

Race planning has been recognised by the BHA as a subject that requires reviewing. It has recently issued a consultation document regarding Holistic Race Planning that will hopefully deliver a number of improvements identified in the Review process, including a more central approach to race planning.

The suggested extension and improvement of the Stayers’ programme on the Flat would also hopefully have a positive impact on Jump racing, either for progression to race under that code or the development of future stallions.

Recommendation

That the review of race planning being undertaken by the BHA recognise the dramatic fall in horses transferring from the Flat to Jump racing. There may be ways in which the two programmes can complement each other to a great degree and integrate more effectively, to help to arrest the decline and then ideally reverse it. The Group also believed that a more central approach to race planning would provide significant advantages and this view was to be made known to those undertaking the consultation on Holistic Race Planning.

Responsibility: BHA

Target: 1 year

21. Earlier Opportunities

Given the longer lead in time for Jump horses, and the associated costs, consideration was given to whether more opportunities should be made available for younger horses, thereby delivering a return (even if only an emotional return) on an owner’s investment earlier. There was little support at this stage for moving toward the French model, which has an extensive programme for younger horses.

Veterinary evidence does however suggest that the sooner a horse was exposed to the skeletal adaptation that comes from exercise, the more effective and sound it would be. Given that, and the possible economic benefits, there was support for more opportunities to be provided for Jump horses at an earlier age, with an extension of the 3 year old programme.

Recommendation

That the BHA give further consideration to developing a wider programme of opportunities for Jump horses at an earlier age. This might include earlier bumpers for unraced Jump-bred 3yos and a review / enhancement of the early programme of Novice Hurdles as a means to encourage a focus on racing Jump-bred horses earlier.

Responsibility: BHA

Target: 1-3 years

22. Mares' Programme

The recent developments of the mares' programme were very well received and appreciated. There was support for this development to continue – but in a measured way. It was also recognised that the improved programme required targets at the highest level. The introduction of the new Grade 2 mares' Novice Hurdle at the Festival was welcomed, as would be a mares' Steeple Chase in the near future if an opening could be found for such a race.

Recommendation

That the BHA continue to develop the mares' programme, encouraging an increased level of participation and aspirational opportunities at the highest level.

Responsibility: BHA

Target: 1-3 years

23. Mares' Allowance

With the objective of encouraging mares to race, the possibility of increasing the mares' allowance to 10lb was discussed but not supported. There was however support for the mares' allowance to increase for Chases, though not at the highest level, to encourage more mares to stay in training longer and target the Novice Chase programme in particular

Recommendation

That the BHA investigate whether there should be an increase to the mares' allowance in Chases – and if so, at what level and in what races.

Responsibility: BHA

Target: 1 year

Other Areas for Development**24. Reinvigorating Jump Racing in the North**

Although data suggested that the race programme, prize money and class of races in the North had not materially declined, or experienced a disproportionate decline compared to the rest of the country, there was nonetheless a significant concern that Jump racing in the North needed specific attention.

There was a view that there was no aspirational meeting in the North to encourage northern owners and trainers. The participants in the North did little to assist matters, with many examples of negative comments being made, encouraging the perception of decline, which was not supported by the data. This included horsemen and racecourses.

Recommendation

That the proposed Challenger Series be developed with specific focus on the fact that the final would be held in the North. The number of qualifiers in the North to be highlighted.

Responsibility: BHA

Target: 1 year

Recommendation

That there be a specific BHA appointed “task force” charged with providing initiatives to reinvigorate Jump racing in the North and to champion the sport to the media, horsemen, racegoers, the betting public and potential owners. Accessing potential funding should be key to the work of the “task force” in seeking to reinvigorate the sport in the North, and provide access to opportunities for involvement in the sport. One possibility is the development of a new northern training facility.

Responsibility: BHA

Target: 1-3 years

25. Hurdle Design

The trial of a new design of hurdle used at Newton Abbot and Taunton had shown initial positive results in terms of welfare. These were also appreciated by the participants, although it is accepted that the scale of the trial does not currently justify an insistence on the change to the hurdle design for all racecourses.

Recommendation

That there be a continuation and extension of trials of new hurdle designs including extending the trial of the hurdle used at Newton Abbot and Taunton to at least two other racecourses. Consideration for and trials of alternative new hurdle designs should be encouraged also. This would provide more robust data, allowing for an informed decision to be taken on a wider rollout.

Responsibility: BHA and Racecourses

Target: 1-3 years

26. Welfare Spokesperson

The Group felt it was important to keep the public informed about all issues involving participant welfare. This includes on racedays, where it was discussed that at all major meetings, there should be someone available to speak with the media if there is a welfare issue. The concept is used extensively in the US and should be developed in British Jump racing to ensure that the subject is elevated to an appropriate level.

Recommendation

That at major meetings – perhaps all TV events, but to be determined – a spokesperson for the horse should be designated to act as the go to point for any media to speak with in the case of a welfare issue.

Responsibility: RCA and BHA

Target: 1 year

27. Saturday Handicaps

The response from betting and the media (in particular) indicated that the January to mid-February period required attention. Whilst the race programme was not viewed as being fundamentally wrong, the level of prize money on offer did not encourage participation in the key races.

The lack of investment by some racecourses into key Saturday Fixtures was highlighted. Whilst the lack of flexibility on Fixtures was acknowledged, albeit not without some frustration, there was a view that racecourses provided with the most commercially advantageous opportunities should deliver a more appropriate return to horsemen for those opportunities. Racing did not work to an optimum Fixture List – it operated a historic Fixture List where it was difficult to alter fixtures, unless it came with racecourse consent. The industry needed to set an objective of what it believed to be an optimum Fixture List, then work collaboratively to deliver it.

The Group also discussed the perception that non-Saturdays needed attention, with many believing that these days were providing sub-standard opportunities for horsemen, racegoers and punters. This was acknowledged as an issue, but no specific suggestion has been made on how to improve the perception. The Challenger series would provide for a number of mid-week and Sunday qualifiers and the recommendation below should ultimately be used to develop a framework for an appropriate level of fixture across each day of the week.

Recommendation

Racing should set out the broad principles of what it believes to be its optimum Fixture List and should then seek to implement that – subject to the restrictions that currently apply, or with agreement to move away from the current restrictive basis in order to deliver to the optimum Fixture List objective. Betting data suggests that Saturday fixtures should incorporate two strong meetings and two support meetings. Each Saturday should have a high value handicap – minimum of £75k throughout the core Jump racing period. This broad objective for Saturdays should then be extended to other days .

Responsibility: BHA, Racecourses and RCA

Target: 1-3 years

28. Summer Jumping

It was agreed that Summer Jumping played an important role for racecourses and that there is no need to produce a manufactured season for Summer Jump racing. That said, there was a suggestion from participants that the sport is being potentially damaged by racing all year round. It was felt that the constant programme could be having a negative impact on staff morale and impacting on staff recruitment – and it was pointed out that no other sport, certainly not one with as high intensity and demand on participants as Jump racing, operated throughout a 12 month period.

A race programme opportunity was identified around the August Bank Holiday period, when horses engaged at Galway and Listowel could potentially be attracted to a high value card in Britain, which would complement the Irish programme.

Recommendation

The BHA and RCA should work closely to review the Jump racing calendar in the summer months to deliver a more balanced and appropriate run of fixtures. This review will look at the balance and pattern of fixtures across this period, as well as consider the feasibility of increasing / altering the Jump racing-free period. Any such proposal should not result in a reduction in the number of Jump fixtures, but a rebalancing of the fixtures over a more concentrated period.

Responsibility: BHA and RCA

Target: 1-3 years

Recommendation

That the BHA, Racecourses and RCA review the strategic objectives of Summer Jumping and introduce initiatives such as encouraging a racecourse to develop the concept of a high profile (in terms of prize money and associated race programme) Jump meeting around the August Bank Holiday weekend.

Responsibility: BHA, Racecourses and RCA

Target: 1-3 years

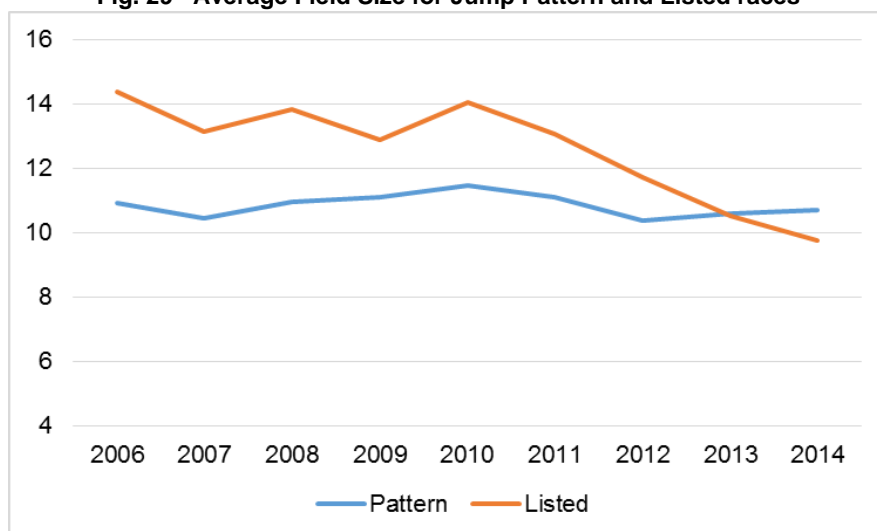
29. Pattern

The Jump Pattern was largely viewed as delivering against its objectives. A key concern however was whether the number of Graded opportunities allowed horses to avoid racing against each other at all major races bar the Cheltenham Festival. The Pattern needs to be continually reviewed in order to ensure it meets its purpose and that the number of opportunities in each category remains appropriate, ensuring that the number of uncompetitive events is limited. There was some concern that there might now be too many Listed races, as suggested in Figure 29, and that this level should be specifically reviewed.

The number of horses rated 140+ have increased significantly over the last five years for the following reasons:

- Change in methodology of the Handicappers
- Alterations to the weight for age scale both in terms of generosity (Britain) and technique (Ireland)
- Major increase in the number of high-quality French bred horses being imported

Fig. 29 Average Field Size for Jump Pattern and Listed races



Recommendation

That the number of Listed races be reviewed with an objective of delivering improved field sizes and quality in these races.

Responsibility: BHA

Target: 1 year

Recommendation

That the Pattern be continually reviewed to ensure it delivers its objectives. Specific focus should be given to the number of opportunities in certain categories and whether that number is appropriate if it delivers uncompetitive events. The possibility of a more aligned Jump racing Pattern with Ireland should be explored.

Responsibility: BHA, and potentially HRI

Target: 1-3 years

30. Promotion

There was a sense that Great British Racing (GBR), the sport's central marketing and promotion arm, could do more promotion for Jump racing, and ownership in particular. The success of developing the British Champions Series was recognised but it was felt that more attention should now be paid to the Jump sector, assisting in developing a number of the identified KPIs.

The prominence of Cheltenham and Aintree was raised by many as an issue, detracting from other events. One key factor in the lack of other festival opportunities is the inability for racecourses to stage multi-day events during winter due to the impact on ground conditions. Accordingly no recommendation had been made to increase the number of festivals.

The development of the Jockeys' Championship was supported. The structure of the Jockeys' Championship, which was announced in October 2015 includes:

- Financial reward for the leading Jockeys
- A northern based prize for leading Jump Jockey by number of wins on northern racecourses
- Jockey of the Month, which will have a financial reward and will be decided by public vote
- A prize for the best conditional and northern conditional jockey

Recommendation

That a new Jump Jockeys' Championship be developed. The development was announced in October 2015.

Responsibility: GBR

Target: 1 year

Recommendation

The sport needed to do more to encourage Jump ownership. There should be a centrally co-ordinated campaign to do this, with high profile events at the Festival meetings (at least) to act as a central contact point to stimulate interest in Ownership. A dedicated kiosk at race meetings was suggested, though the actual concept should be developed by marketing focussed individuals. This was something that GBR was currently working on in conjunction with the ROA.

Responsibility: GBR and ROA

Target: 1-3 years

31. Additional Peaks

The Group highlighted that Jump racing suffered in comparison to Flat racing by only having two significant peaks - whereas Flat racing enjoys a series of peaks throughout its core Turf season. The Group thought it worth exploring how an additional peak could be developed - though noting that ground conditions made multiple day Festivals difficult to achieve. One suggestion made was a possible end of season event targeting the best horses from Britain and Ireland.

The idea could involve the creation of a team-based event that brought the best of Great Britain's horses together against the best Irish horses every two years, with the host venue alternating each time. If

successful, this could also grow to include the French. There were a number of concerns with the idea and debate about the impact on Cheltenham/Aintree/Punchestown as well as whether the development of this type of competition between Britain and Ireland would be felt to be too artificial or 'forced' in order for it to be a concept that was readily and successfully embraced by horseracing. This was only one suggestion and others could be explored if there is the desire to create a further spike.

Recommendation

That the development of a new high profile event be explored with the BHA, RCA, HG and GBR, with input from betting and media. Anything that linked with Ireland would also require HRI involvement.

Responsibility: BHA, RCA, GBR and HG

Target: 3-5 years

Objective 3:

To form a strategy for Jump racing

The strategy for British Jump racing will be to:

1. Improve the finances of Jump racing
2. Increase the supply of horses
3. Improve the opportunities for horses
4. Promote and be positive about the sport



A number of the recommendations have already been implemented – in particular changes to the central funding split to deal with abandonments, and the Challenger Series. Other recommendations should be discussed at the Members' Committee, where resources and funding can be debated. A number of recommendations may also be implemented by individual organisations. The data included in this document provides stakeholders with information that encourages actions need to be taken by them, something that is open for them to do.

Glossary and source of figures

AFS	Average Field Size
All-Weather Championships	Launched in 2013, the All-Weather Championship incorporates a series of races run on All-Weather Tracks between mid-October and Good Friday. The stated aims of the All-Weather Championship are to improve the quality and reputation of All-Weather racing and encourage owners and trainers to keep their Horses in Training in Britain during the winter months to compete in one of the six categories, designed to test every horse, jockey and trainer.
AQPS	("Autre Que Pur-Sang"), translated as "Other than Thoroughbred", is a general term used in France to refer to horses not listed as Thoroughbreds. Anglo-Arabians, Selle Français (or French Riding Horse), and French Trotters plus all other crossbreds can be qualified as AQPS. For racing purposes, each breed has its own studbook. The designation usually means one parent is not listed in the Thoroughbred stud book and almost always applies to those horses with Selle Français breeding in the dam line
AVC Fund	Additional Voluntary Contribution Fund, an amount of funding agreed as part of the Levy rollover arrangement made in October 2013 and which is aimed at, amongst other things, improving field sizes.
AWT	All-Weather Track
BHA	British Horseracing Authority
Class (of Race)	Races are classified in relation to the quality of the race (Class 1 to 7 for Flat and Class 1 to 6 Jumping). The classification of the race indicates the race's minimum value or meritocracy band for prize money.
Code	Either Flat or Jump
Development Fund	This fund is generated from the allocation of BHA Fixtures. BHA is in charge of its allocation and administration, which has recently been targeted at improving the number of runners in chosen races.
Fixtures	
~ BHA	BHA Fixtures are leased by racecourses on short term contracts. BHA is responsible for the allocation of these fixtures. BHA Fixtures include Twilight Fixtures.
~ Racecourse	Racecourse Fixtures make up the bulk of the Fixture List. In 2014 there are 1,219 Racecourse Fixtures. They have previously been recognised as being different from other fixtures due to them being pre-existing, historical fixtures at a particular point in time.
~ Self-Funded	Self-Funded Fixtures do not receive any funding from HBLB. The racecourse funds them entirely. Self-Funded Fixtures require the approval of BHA and operate in excess of the Criteria. A very small number are authorised annually.
GBR	Great British Racing – the sport's official marketing and promotional body, working with all of racing's stakeholders
Gross Win	The actual amount of stakes retained by bookmakers after winnings have been paid out.
Handicapping	A handicap is a race where each horse is allotted a different weight to carry, according to the official handicap ratings determined by the BHA Handicappers. The theory is that all horses run on a fair and

equal basis – the ‘perfect’ handicap being one where all the runners finish in a dead-heat.

HBLB (“The Levy Board”)	Horserace Betting Levy Board
HIT	Horses in Training
Horsemen’s Group (“HG”)	A group that includes owners, trainers, jockeys and stable staff represented principally by the Racehorse Owners’ Association (ROA), National Trainers’ Federation (NTF), Professional Jockeys’ Association (PJA) and National Association of Stable Staff (NASS).
HRI	Horse Racing Ireland – the horseracing regulatory body in Ireland
JCR	Jockey Club Racecourses
KPI	Key Performance Indicator
Margin	The percentage of stakes likely to be retained by bookmakers after winnings have been paid out
Minimum Values	The minimum prize money values that must be offered per race.
NASS	National Association of Stable Staff
NHF	National Hunt Flat - flat races for horses that have not yet competed either in flat racing or over obstacles
Novice	A horse which has not won in a particular type of race prior to the start of the current season
NTF	National Trainers’ Federation
PJA	Professional Jockeys’ Association
Plus 10	An industry-funded bonus scheme for British and Irish owners and breeders which pays £10,000 (€12,500) bonuses to qualified two and three-year-old winners of Plus 10 races
Point-to-Point (“PtP”)	A form of horseracing over fences for hunting horses and amateur riders
PPA	Point-to-Point Authority - the body responsible for the administration, management, promotion and development (governance and strategy) of Point-to-Point racing
RCA	The Racecourse Association - the trade association for British racecourses
ROA	Racehorse Owners’ Association
Turnover	The total amount staked on any race with bookmakers
Under Rules	Races conducted that are regulated under the Rules of Racing

Source of figures

Fig.1	BHA
Fig.2	BHA
Fig.3	BHA
Fig.4	BHA
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Fig.6	Weatherbys
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