

On Course

Editorial



Roy Mansoral

Included in the Newsletter is a Review of the School's activity over the last year. It is not intended to repeat the same content here. However there are themes which justify being repeated here because of their importance.

Whilst we are pleased to have made a small operating surplus this year, these figures highlight the extent to which we are dependent on Government funding for training. Whilst we have been successful in developing new sources of income which have made a significant contribution, nevertheless the stark fact remains that the School would not be able to operate without this source of funding.

Secondly, the development of the Biomass Boiler is another example of the School's commitment to embracing new technology

from which hopefully the industry will benefit. Other examples include the Equichute Fall Trainer, the Mark 9 Racehorse Simulator and our comprehensive use of radios to assist in riding instruction outdoors. We see it as part of our job to act in this role and we will continue to identify new projects in the future.

Lastly the School is sometimes referred to as 'racing's best kept secret'. Nevertheless we continue to attract a large number of visitors. As an indication, in 2009 we had some 13,800 visitors during the year, but we are particularly keen to attract visitors from those involved in the industry, especially trainers, so that they can see for themselves what we do. We are therefore happy to see them at any time.

New Manege

The training facilities at the BRS have been further enhanced with the construction of a new outdoor manege. The manege measures 60m x 40m and was constructed by Martin Collins using a MC Activ-track surface.

This will be a significant addition to the facilities and will meet a number of different needs. For the Foundation training it will supplement the use of the indoor school and therefore groups

can be divided between the two. It will also provide an additional stepping stone between the indoor school and the round gallop and therefore help to develop riders' confidence.

Secondly it will provide an excellent area for schooling and the training which Yogi Breisner conducts with the Conditional and Amateur Jockey Courses. Thirdly it will hopefully provide a source of income for dressage, showjumping and other riders.



IN THIS ISSUE

The BRS on YouTube • Fred Packard Racing Scholarship • Our Horses Get a Well Deserved Break • New Multi Use Games Area



The BRS on YouTube

We now have our YouTube channel up and running which features a number of videos from video interviews with past students to helpful video tuition for Pony Racing enthusiasts on how to prepare a pony for the races.

We will be adding to the channel regularly so visit www.youtube.com/user/britishraicngschool.

If you have any suggestions for videos you would like to see on the site, please email gemma.waterhouse@brs.org.uk.

Don't forget to follow us on Twitter [@BRSNewmarket](https://twitter.com/BRSNewmarket) [@GemmaBRS](https://twitter.com/GemmaBRS)

and also become a fan on Facebook.



A New Start for the Advanced Apprenticeship Programme

Previously those embarking on the Advanced Apprenticeship were seen in their yard, enrolled onto the programme and off they went.

Conscious that this was not perhaps the best launch pad for the programme, and anxious to include a greater proportion of training we have introduced a one week course at the commencement of the apprenticeship, titled the Advanced Apprenticeship Induction Course. The first course was held in late March and was a great success for the ten participants, the maximum that we can accept on one course. Amongst other things it covered equine anatomy and physiology, farriery, riding work and fall training. We will be running five of these courses a year over dates that we hope will suit either flat or jump yards.



Horse Hoof Xray

Example of Fall Training

Fred Packard Racing Scholarship



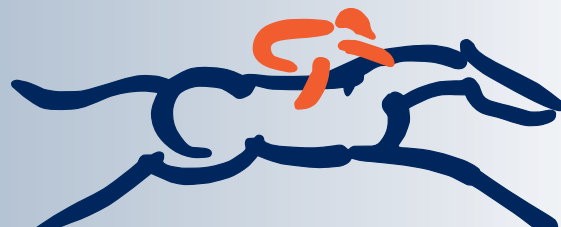
Laura Morgan, who works for Chris Bealby in Lincolnshire, is the winner of the first Fred Packard Racing Scholarship.

Laura is currently spending three months with top Australian trainer Peter Moody. The Scholarship is open to current or past trainees of The British Racing School who have achieved their Apprenticeship qualifications through the School or who have achieved, or are working towards, their Advanced Apprenticeship. The aim is to develop the experience of individuals working in racing who are under the age of 25 and

to help them to develop the personal skills to move to positions of responsibility within the industry.

Since she has been in Australia, Laura has had a wide range of experiences. Peter Moody trains Black Caviar, the unbeaten sprinting mare who tops the World Thoroughbred Rankings alongside Frankel.

Details of the Scholarship can be found on the BRS website (www.brs.org.uk). The closing date for 2011 applications is 30 September 2011.



Chairman's Introduction

Twelve months ago I stated that the environment in which we operate would remain difficult. So it has proved. The national economy is, hopefully, slowly moving out of recession and the challenges facing racing have been well exposed in the racing press. However, against this somewhat gloomy background, we have achieved some very positive results which give grounds for optimism in the future.

As a result of stringent cost control and maximising our income streams, we have produced an operating surplus of £50,500. This is a real achievement although, to put it into perspective, it does not fully make up for the deficit of £78,500 in the previous year. The figures also indicate the extent to which the School has benefited from donations for capital projects. We are especially grateful for the continued support of the EB Moller Trust and the Childwick Trust. This, together with other donations, has allowed us to continue to develop the quality of our facilities and to improve the cost effectiveness of our operation.

In recent years the School has invested large amounts of money in modern technology and new facilities. We currently employ assets of some £7 million and capital projects under construction total just under £1 million. It is therefore so very disappointing that the industry chooses not to take full advantage of the purpose built facilities and the considerable expertise that is available at the School. This has been created solely for the benefit of racing. I fear that in the present climate, education and training is being placed in the 'too difficult' tray. The School is here to serve the racing industry but I worry that there is no one in the BHA who is fighting our corner.

Finally, on a personal note, I will be standing down as Chairman in December after nearly 20 years as a Trustee. I have to say that I have enjoyed every minute of it. It has been hugely satisfactory to see the expansion of the School since 1992 and the number of young people we have put into jobs in the racing industry. The BRS Team is a close knit community and I regard them all as my friends.



NIGEL ELWES, Chairman

I would like to pay special tribute to Rory MacDonald our Chief Executive who came to the School shortly before I did. The success of the School is entirely down to him and his leadership of his small Team. He has also made my role so very easy and I shall miss it all terribly. I take considerable comfort that I will be leaving the School in Rory's capable hands, with strong support from Martin Mitchell who takes over as Chairman.

Chief Executive's Report

To say this year has been a bit of a challenge would be an understatement. This challenge has come from many quarters, large cuts in funding from both the racing industry and Government, changes to the qualifications we deliver, the need to control our costs and to respond to the commercial pressures resulting from the recession and slow recovery of the national economy. The fact that we have been able to meet these challenges reflects real credit on everyone at the School who have all contributed to a very satisfactory year.

The most significant challenge was the threat to our Government funding for our Foundation Training. We have also had to cope with changes to the qualifications which have resulted in a significant amount of internal administrative work. We have had to take comprehensive, and at times difficult, steps to control our costs. This would not have been possible without members of staff at every level embracing the necessity of what was required and contributing to the outcome.

This aside, it has been a year of real achievement. Our success rates, which

indicate the effectiveness of the training we provide, have made excellent progress. Recruiting remains buoyant and this reflects the resourcefulness of our marketing and the appeal of the website. We have launched new courses for Advanced Apprentices and those wishing to make the transition to racing from other equine disciplines.

During the year, Laura Morgan was selected to spend three months in Australia as the winner of the Fred Packard Racing Scholarship which is in memory of a much respected and much missed Trustee of the School. In August we were inspected by OFSTED and were given a grading of Grade 2 GOOD. Whilst some might be content with this grading, it is our firm intention to return to Grade 1 status when our next inspection comes round.

As mentioned by the Chairman, we have made significant investment in the facilities at the School. The most important of these is the Biomass Boiler. Not only will it make a real contribution to reducing our costs, but it will also provide an additional income stream. Also, as the first such plant in Europe, it demonstrates clearly the innovative spirit of the School.



RORY MACDONALD, Chief Executive

The other two projects are an Outdoor Manege and a Multi Use Sports Area. Both of these in different ways will help to continue to improve the quality and effectiveness of our training.

There have been some significant developments elsewhere. The initiative of the Equichute Fall Trainer provided by the Injured Jockeys Fund, and funded through the generosity of the Alborada Trust, is a good example of what can be achieved by charities within racing working contractually together.



Chief Executive's Report (continued)

We hope that there will be other such opportunities in the future which will benefit racing. We have also been successful in introducing new training and in attracting additional foreign trainees. All these bring in additional income at a time when there are considerable pressures on the traditional sources from the industry and from Government.

This Government funding is worth some £1.4m per year, and covers 78% of the cost of our Foundation Training. It is therefore of vital importance to the viability of the School. During the year, there were threats to the funding of this programme. We are very grateful for the support we obtained

from a great many MPs and to the Minister of State for Further Education, Skills and Learning, John Hayes, who accepted the case for Pre-Programme Training such as that which we deliver.

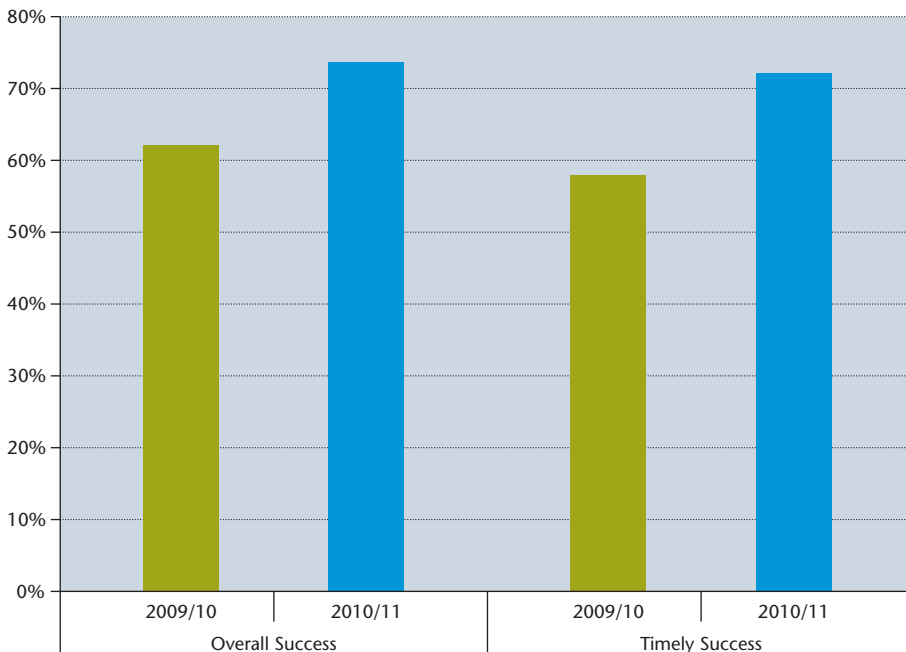
In other areas, recruiting remains buoyant thanks to the innovation of our marketing effort and which demonstrates the quality of the training we provide. We were delighted to be honoured by another visit by HRH The Princess Royal. She has taken a very personal interest in the School and the training we provide, for which we are extremely grateful.

As mentioned in the Chairman's Introduction, Nigel Elwes will retire as Chairman in

December having been a Trustee for almost 20 years. During this time he has willingly devoted a huge amount of his time and considerable energy and enthusiasm to the School, not to mention the other racing charities and organisations which he has served during this time. On a personal note, I, probably more than anyone, am aware of the extent of this contribution and on behalf of everyone at the School I would like to express our deep and sincere thanks for all that he has done and helped us to achieve. His place as Chairman will be taken by Martin Mitchell who will take over at the end of the year.

Summary of Performance

FMA FRAMEWORK ACHIEVEMENT



Improving Success Rates

This contract year (August 2010 – July 2011) has seen a marked improvement in our success rates, both overall and timely. This is particularly marked for the Level 2 Apprenticeship where the improvement is 12 per cent for the overall success rate and 15 per cent for the timely success rate. The graph above illustrates this.

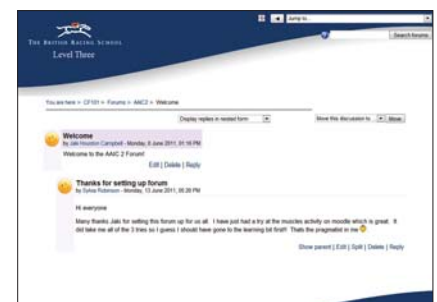
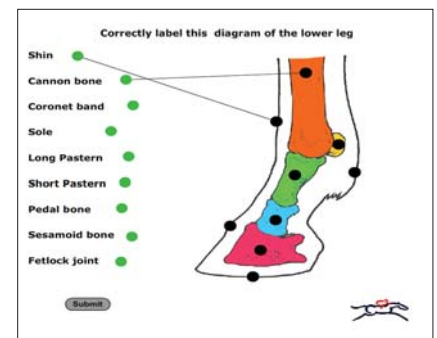
This progress reflects the efforts of staff throughout the training 'pipeline' from recruitment through to the work of the roving assessors in the workplace.

Visitors to the School

As the range of courses offered and the profile of the School continues to rise, it is interesting to compare the footfall of visitors to the School with five years ago. The Chief Executive referred to the impressive figure of 13,900 total visitors in 2009. Looking at this current year, excluding commercial clients, we welcomed close to 2,000 people to the School in the 12 months to March 2011. This represents a 50 per cent increase on 5 years ago. The number of overseas visitors has doubled over the same period and now includes those involved in racing in Australia, Ireland, Korea, Qatar, Oman, France and Sweden to name but a few. When commercial clients are added in we see about 6,000 people a year which we consider impressive.

Increasing the Use of Technology in Training

We have always recognised that technology offers us the opportunity to enhance the training we deliver to those who attend the School for training. We are particularly pleased and proud of the progress made with the development of e-learning.



A Moodle site has been developed which provides a wealth of learning material for our apprentices. This is constantly being added to and is a much valued learning resource. Above are a selection of screen shots which illustrate the sort of material available to trainees.

Summary of Activity

Qualification Changes

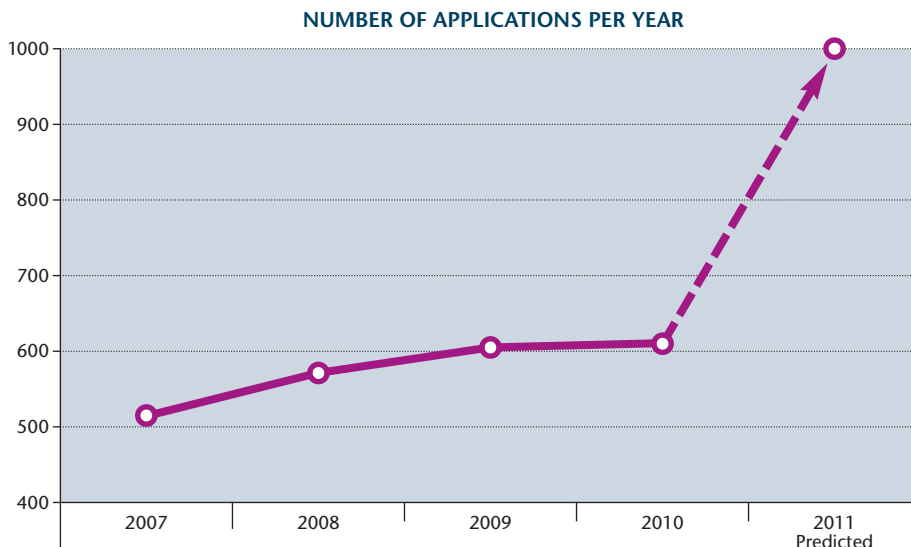
Amongst the many changes that we have had to contend with this year has been a change to the title and content of our apprenticeship qualifications. The principle component of the apprenticeship has, until this month, been the National Vocational Qualification (NVQ), at Level 2 or 3. Under the changes arising from the introduction of the Qualifications and Credit Framework, students will henceforth study for a Level 2 (or Level 3) Work Based Diploma in Racehorse Care (and Management). The differences between this and the previous NVQ are not substantial but they do provide an element of choice in the completion of units within the qualification.

Ofsted Inspection

As anticipated, we were inspected by Ofsted in August. This was a rigorous four day assessment of all aspects of the delivery of our government funded training. Since our previous inspection in 2005 the inspection 'bar' has been raised and with it the success rate figures Ofsted expect to see. As outlined above these have improved substantially over the last twelve months but not, unfortunately, in time to influence Ofsted. As a consequence our overall grading was GOOD which, whilst one grade below the 2005 inspection, was anticipated. We would expect to be inspected again in about 5 years time.

Programme-Led Apprenticeships

Amongst the raft of changes seen in the education sector over the last 18 months has been the abolition of what are termed Programme-Led Apprenticeships. In our case this refers to the Foundation Course which precedes the employment stage of the Level 2 apprenticeship. After a great deal of effort, involving nearly a 100 MPs, Government Ministers, civil servants, industry experts and others, we become one of a very small number of organisations/sectors permitted to continue with the programme-led model of delivery. The key argument for maintaining this was the issue of safety around and whilst riding racehorses. This represented the biggest



threat to the future sustainability of the School and we were understandably delighted that we have been permitted to continue what is a very successful and well regarded training scheme.

The Racing Industry Course (TRIC)

February saw us running TRIC for the third year in succession. This has become an unrivalled opportunity for those in management positions in racing both in this country and abroad to examine the key issues in racing today. This year's course didn't disappoint. Whether it was Nick Luck considering the role of the media in racing, Henry Cecil giving his views on training, or a variety of speakers considering the funding of racing, it was a huge success and very well received by all who attended.

Our Marketing and Recruitment

We work exceptionally hard within the recruitment team to ensure that the School and the courses we offer are marketed to as many people as possible, regardless of their location, background or experience. With the level of support from the industry having dropped off considerably over the past few years we have become more and

more efficient at doing this, aided by the growing trend of the internet and social networking sites. The above graph illustrated the increase in those applying to the School for the 9 week foundation course over the last 5 years.

Already in the first 6 months to June we have received 516 applications, more than we received in 12 months in 2007, if we continue to receive applications at this rate we may break the 1,000 barrier this year!

Pony Racing

Pony Racing continues to grow. It really is the breeding ground for nurturing young jockeys as well as introducing young people to racing who otherwise would not have been involved in the sport. Since 2004, 93 of those who participated in pony racing have now gone on to hold a BHA jockey licence. To date the PRA has 273 members. At the BRS we have increased the number of day courses we run, added 3 week long camps and continue to support young pony racing jockeys at the racecourse. These young jockeys are now part of the many who apply to attend the 9 week foundation course and join the racing industry in full time employment, either as Jockeys or stable staff.

What's New?

New Courses

This year we have developed three additions to our range of courses. The first of these is the Advanced Apprenticeship Induction Course (explained in more detail in the main part of the newsletter) which intends to launch new Advanced Apprentices on their qualification in a more coherent and structured way than hitherto, as well as delivering an intensive week of training. The second new course is the Transition to Racing course, aimed at those with a good level of equine knowledge and riding ability

but who wish to become involved in the racing industry and need to master riding short. The third new course, which we have planned and will deliver for the first time in the Autumn, will cover the training of young horses for which we will be assisted by Bill O'Gorman. These new courses emphasise the importance we attach to ensuring we meet the training needs of the industry and those who work in it or aspire to become a member of it.

New Trustees

We are delighted to welcome two new Trustees to the Board. Both Emma Lavelle and John Maxse bring a wealth of

knowledge in their specific areas with Emma increasing our trainers representation and John providing invaluable marketing and industry expertise.



Emma Lavelle



John Maxse



Financial Review

The biggest achievement in the year has been our cost saving. As mentioned by both the Chairman and the Chief Executive, this has only been possible with the great efforts made by all the staff at The British Racing School.

Maintaining Standards, Cutting Costs

The operating surplus for the year was achieved with a combination of an £86k cost savings and an increase in our income of £77k. This increase in income was a challenge given our Industry funding dropped by £20k and we did not increase any of our course fees for the 2nd year running. New courses, foreign training and increased attendance on our courses were to thank for the increase. In addition we managed to earn an extra £91k from our government contract by continuing to deliver 170 students into jobs in the racing industry in the year.

INCOMING RESOURCES

Charitable Activities	£2,273,705
Donations	£680,355
Investment Income	£32,550
Trading Company	£260,934
Other	£112,552
	£3,360,096

OUTGOING RESOURCES

Charitable Activities	£2,348,302
Cost of Generating Donations	£4,949
Investment Costs	£4,259
Trading Company	£249,541
Other	£22,201
	£2,629,252
Operating Surplus (excl donations)	£50,489

Focus on Charitable Activities

Charitable activities make up the majority of both costs and income. The pie charts below illustrate the breakdown and the movement of the cost since the prior financial year.



INCOME

Government	65%	+7%*
BHA	17%	-5%*
Self Generated Course Fees	18%	+15%*



EXPENDITURE

Direct Costs	19%	-1%*
Support Costs	24%	+4%*
Horse Costs	8%	-13%*
Staff Costs	49%	+1%*

* Percentage of increase or decrease on previous year.

How we Manage to Remain so Strong During the Turbulence...

Our results over the years are reflected by our reserves which illustrate how we have continually invested in the facilities at the School, built a strong debt free balance sheet and reduced our reliance on industry funding. This has allowed us to continue to operate despite the current reduced support in funding from the industry.

Financially we are a very sound Charity, this is a result of years of careful expenditure, intelligent investment, continued innovation and a desire to be better tomorrow than we are today.



BRS RESERVES AT 31 MARCH 2011

Fixed Assets	66%
Investments	9%
Net Current Assets	25%

Looking Forward

Undoubtedly the year ahead will present many challenges. However we remain committed to continuing to improve the service that we provide to the industry. This includes continuing to develop the facilities at the school. Last year we set ourselves a fundraising target of £1 million. Although this has gone very well, we are just over half way to reaching this figure. Achieving the target will allow us to complete the next phase which will be a fitness centre and more accommodation.



Our Horses Get a Well Deserved Break

The British Racing School is home to 72 ex racehorses who spend the majority of the year training our young stable staff and jockeys.

As summer approaches we start to wind down their schedules and then we give them a well deserved 4 week break out at grass in the

various paddocks on our 120 acre site. It's a lovely sight to see as the horses are released for their holiday and so we have filmed it and added it to our YouTube channel so you too can enjoy it.

Visit www.youtube.com/user/britishracingschool



"The BRS Horses on their Summer Break"

horse profile



Zidane

9 year old Zidane joined the ranks of BRS horses back in November 2010 from James Fanshawe's yard and has made a great impact.

He has a lovely laid back nature and gives the inexperienced learners great confidence yet he has the engine for jockey courses.

Zidane had a successful racing career spanning 6 seasons, accumulating over £150,000 in prize money and his name became a regular fixture on the big race cards.

Thank you to his owners, Jan and Peter Hopper, who still have horses in training with Mr Fanshawe for allowing Zidane to enjoy his much deserved semi retirement with the BRS.



staff profile

Agnieszka Slobodzian

Sarah Ashley



We are pleased to welcome two new members of staff to the British Racing School.

Sarah Ashley has joined the yard team as an Assistant Instructor having graduated from the BRS in 1995 and worked in racing for many years for trainers such as Amanda Perrett and David Elsworth.

Agnieszka Slobodzian (Aggie) has taken over as the Yard Administrator having previously worked for Ed Dunlop in Newmarket and in her home country of Poland as Advisor and Assistant to the Chairman of the Board of the Polish Jockey Club.

New Multi Use Games Area

The Multi Use Games Area is due for completion in mid August. It measures 40m x 30m and will have a synthetic turf surface as well as floodlighting.

It is designed to help to improve the fitness of the Foundation trainees which we have identified as a critical area in our efforts to improve the training that we provide. As well as providing for 5-a-side football, it will be used for a wide range of physical exercise activities.



International Training

The number and range of countries that contact us with a view to arranging some form of training is a constant surprise.

Amongst recent enquires are Poland, Mauritius and Iran. Experience tells us that relatively few of these translate into business for the School but nevertheless we constantly strive to develop these international relationships

in the hope that, as with the Korea Racing Authority, this will lead to a programme of training, whether for stable staff, racing grooms or jockeys. We are currently restricted from offering longer periods of training, in excess of 6 months, due to the limitations placed on us by the UK Border Agency but we hope that in due course this block will be lifted.



Newsletter Edited by: **Gemma Waterhouse**



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