



nars

National Association of Racing Staff



AGM 2019





Mission Statement

The association was founded to improve the economic and social wellbeing of its members, and racing staff in general.

To enhance their status, pay and terms and conditions of employment.

To watch over, promote and protect the common and individual interests of its members and to regulate relations between members and employers.

To ensure the opportunity for education and training is available to all racing staff in order that they can achieve their full potential within their work careers and lives.

Notice of AGM

All members are invited to attend the NARS Annual General Meeting. We have posted the notice of our AGM on our website and our Facebook page.

The National Association of Racing Staff has chosen a different location around the country to hold our AGM each year. The reason for this is to give all our members an opportunity to attend the AGM without having to travel too far. In years gone by we held our AGM in Epsom, Middleham, Malton, Newmarket and last year we went to Taunton for the staff in the South West.

We are delighted to be holding our 2019 AGM in Lambourn for the first time in our history going back 40 years!

Any two members can propose motions or rule changes. Such proposals should have been submitted in writing to the Chief Executive by August 1st, 2019.

AGM Agenda

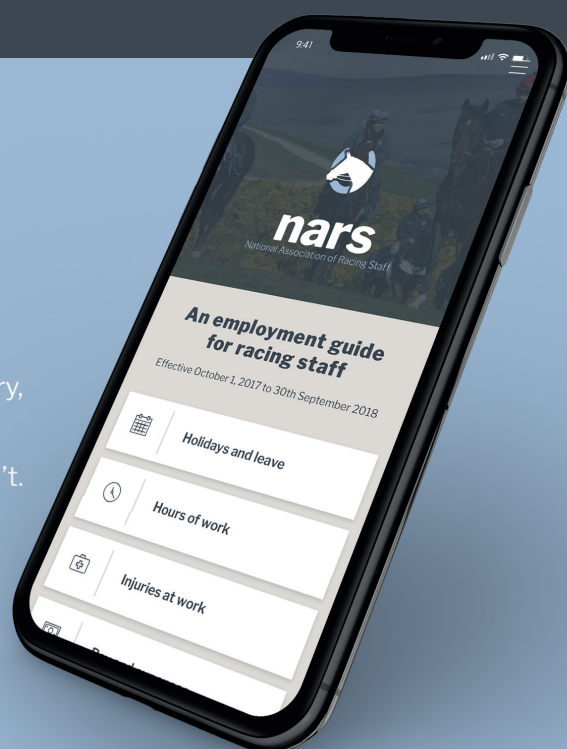
- 1 Chairs opening remarks
- 2 Introduction of the top table
- 3 Approval of the accounts
- 4 Chief Executives report
- 5 Questions from the floor and any received online
- 6 Address by Nick Rust, CEO of the BHA
- 7 Questions for Nick Rust
- 8 Everyone is invited to join us in The George pub for a free bar.

The NARS App

The NARS app can be downloaded by typing in **NAORS** or **National Association of Racing Staff**. It contains all your basic employment information from your wages to your pension.

I had this developed because when I was riding out around the country, I try to ride out wherever I go (24 different trainers so far) I have staff asking me basic questions that they ought to know but evidently don't. So we have an App which is free to download containing all the basics of your employment in racing.

Don't take my word for it, just download it and see for yourselves.



Strategic Objectives for 2018/2019 Made and Measured



1 NARS to design and implement a ratings system or gold standard for all racecourses.

The objective is to showcase the racecourses that best look after our members in every respect. From the day and overnight accommodation right through to the water pressure for washing down runners, post-race.

NARS devised a ratings system whereby all racecourses were inspected twice yearly by racecourse inspectors appointed by NARS. The inspectors all work full time in racing. The culmination of their work was published in January of this year. A copy of this was sent to every racecourse and the results of every racecourse was published in the racing post.



2 All racecourses to provide a meal free of charge for racing staff via a voucher system or upon the showing of your racing pass

At the time of writing this, all Jockey Club racecourses offer a free meal to all racing staff and following our report a further 13 have now provided free food. We will continue to put pressure on those courses that refuse to provide a free meal. At this time none of the ARC owned racecourse offers a free meal to racing staff, shame on them.



3 NARS to be front and centre in any negotiations concerning the effect of Brexit on foreign staff currently working in British racing.

We continue to work closely with the BHA and all relevant government departments to ensure our members are in no way inconvenienced. There is information on the BHA website and as things stand anyone who does not have an English passport must register with the home office, Irish nationals are exempt.



4 NARS to help design and implement the licencing of racing staff thereby establishing the role of a rider/groom as a professional occupation.

Talks have been held with the licencing and integrity department of the BHA. However, this is not seen as a priority at this time. We will continue to develop the concept of licencing racing staff as I feel this is a step closer to making the job of a rider/groom a professional one.



5 NARS, in conjunction with Racing Welfare and with the support of the Racing Foundation, to create regional hubs for racing staff. These hubs will be a one stop shop for help, advice, career guidance, education, entertainment, fun and socialising.

We have investigated this and due to the costs associated with setting up regional hubs (£329,000) it has now been funded by the Racing Foundation and is going to be run by the National Horseracing College. More information is contained in this brochure.

Strategic Objectives 2019/2020

Made and Measured



- 1** The ROA (Racehorse Owners Association) to use the NARS ratings of racecourses and incorporate this into their gold standard. The logic behind this move is so owners don't just judge a racecourse on the facilities owner's experience but that powers also take into consideration the way the racecourse looks after the staff responsible for their horses, from canteen prices to overnight accommodation. We have had preliminary discussions with the ROA, and we are working together on a system that will consider the NARS ratings and combine them with that of the ROA gold standard for racecourses.



- 2** NARS will continue to work with racecourses throughout the country while putting pressure on those racecourses that do not provide a meal free of charge. To date every Jockey Club racecourse offers racing staff a free meal and 12 independents have joined that list. It is our intention to ensure that all racecourses will provide a meal free of charge and we will continue to strive towards this - the biggest stumbling block is the 15 ARC owned racecourse. The staff will not be surprised that ARC racecourses are consistently poor in their obligations and responsibilities towards the racing staff.



- 3** We continue to discuss the implementation of the licencing of racing staff thereby moving the role of a rider/groom towards one that is recognised as a professional occupation. Discussions have been held with the BHA integrity department and we will continue to develop this agenda.



- 4** NARS are now working with Senate Media to better inform our members about their rights in the workplace. This will be in the form of animation videos. These will be on our website as well as being placed on specific social media releases. The aspiration is to reach our members throughout the country on a regular basis rather than relying on them looking at our website. We will continue to promote the APP which has all the basic MOA details at your fingertips.

- 5** The development of regional hubs to complement the regional committees is now with the National Horseracing College, formally the NRC. Further information is contained within, but we hope to have a regional hub in all the major racing centres by 2020.

- 6** To promote the "People Strategy" within the BHA by revisiting the 2016 targets and objectives with a view to updating this piece of work fit for 2020 and beyond.



- 7** We will continue to promote the values of racing staff as one of the five stakeholders within The Horseman's Group and British racing, therefore helping to support the growth of British racing and its employees.

Union Learn Project

Round 19 (April 2018 - March 2019)

Funding for the project: £89,926.89

Spent at project end: £89,926.89

Learning Outcomes

Target outcomes: 1591

Actual outcomes: 1755

Variance: +164

Cost per learning outcome: £51.24

Total Individual learners: 379

(many take part on more than one course or a course may have more than one qualification/outcome)

Cost per learner: £237.27

Right up to budget and exceeding learning outcomes the project has once again been a huge success. This year's figures exceed any previous year. The improvements to the learning centre in Newmarket along with the launch of the Mentoring, Leadership and Team Skills course have been the highlights.

The Future

The project has now been given funding for the next three years for a total of £393,048.96 and will continue to develop and improve to offer more courses and opportunities for learning all around the country.

To help this, NARS is currently working with the BHA to build an online learning platform for the industry - helping reach people in all corners to be able to access both informal and formal learning.

We will continue to provide English, Maths, Computer Courses, Mentoring, Leadership and Team Skills courses as well as our English courses for speakers of other languages to help them improve and interact better in our industry whilst also gaining a qualification.

The Impact Study

Our project was one of a few picked by Exeter University to study the impact within its industry and the use of government funding as one of the Union Learn projects.

The Impact study was fantastic, great for Union Learn who fund the project, but also good for us at NARS, highlighting our excellent results and value for money as well as the benefit it has to the staff in our industry.

“The return on investment from the project means that every £1 invested in this project generated a total economic return of £11.67 of which £6.49 accrues to individuals and £5.18 to employers.”

Andrew Dean, Exeter University.



Chief Executives Report

As the back bone of British racing we face a number of challenges on a daily basis. Among our issues are the constant grind of working flat out to staff the ever-growing fixture list of racing in the UK. This in turn puts more pressure on the staff left in the yard. On top of that we have ever closer monitoring from the general public and animal welfare organisations, many of whom think we are a cruel sport.

The struggle to achieve anything close to resembling a work/life balance, the reality of mental health issues which society is only just beginning to understand and the fight to get respect, recognition and be treated as a professional in the workplace is real. All of this before you have gone near a half tonne of racehorse who may or may not want you anywhere near it, or on top of it! So put a finger in your neck strap, 2020 could be a rough ride!

When I wrote my report last year, I said that although British racing was in good shape from a financial point of view it wasn't going to last. That was because of the government restricting bets on the FOBTs, the machines in betting shops that took £100 bets per go. Well this has come to pass and the impact is that many bookmaking shops will close as a direct result of this measure. William Hill expect to close over 700 shops this year. You may ask, what difference does that make to my job, how I'm paid or treated? Well the reality is the racing industry is dependent on the bookmaking industry for their financial contribution, without that owners simply won't buy horses because the winning return



is so poor. Trainers can't put training fees up to a point where they can pay us the wage we deserve and it becomes a vicious circle.

The consistent challenge we face as a workforce is no doubt the work/life balance. We all know horses and working with them is a 24/7/52 job but it doesn't have to be that way for every rider/groom working in racing. Saturdays are generally the busiest days racing and yet 50% of the staff get every Saturday evening off. My argument therefore is, if we as staff and industry can service the fixture list on a Saturday with 50% of the staff off rota, then why do we all have to go back every evening from Monday to Friday? After all, we have just proven that we can exercise the horses, get them to the races and home again on the busiest day of the week with half the workforce off rota. The answer is the traditional mindset of most trainers who do things on no other basis other than that is how it has always been done, it's called tradition, I call it stupid. If you want to have things as they were in decades gone by then why don't you watch telly in black and white, why are you using a smart phone

“The agreement NARS reached with the NTF in December of 2018 was that any hours worked over 40 would be paid at time and a half.”

instead of a phone box, why do you use satellite navigation in your nice car to find your way from A to B, why watch racing from your sky box and bet on your smart phone? The answer is because it suits trainers to do that, it doesn't suit them to implement a 40 hour working week, because it takes a minor leap of imagination, or perhaps they simply don't care? It maybe a little harsh to say trainers don't care, a lot of them do and have taken on board modern day working practices and those that have adopted modern day working practices should be recognised and commended. The agreement NARS reached with the NTF in December of 2018 was that any hours worked over 40 would be paid at time and a half. This has changed the way some yards are now working, particularly in Newmarket, while in other areas it has not yet bedded in. The reality is that the agreement is in place but if you don't write down the hours you work above the 40, provide dates, and submit the overtime sheet to your office you won't get paid for the overtime you have worked.

As we are the ones who spend the majority of our working lives with racehorses, we are also the ones best placed to speak out on how well

the racehorses are looked after. I say this with the likes of animal aid in mind who have stated they will not rest until racing is banned (they say the same about angling). We are the guardians of our sport as we are the very ones who will not tolerate our horses being abused in any way and as such, we must become more vocal on how well our horses are looked after - the best time for this is when interviewed leading in a winner. ITV are brilliant at asking the grooms how much a winner means to them and we are best placed to convey how much love and hard work goes into getting a horse to the races. I wonder what animal aid would think if they knew what a racehorse's life actually looked like? Well, lets see, it starts with breakfast in bed, followed by an hour and a half with a personal trainer after which you get bathed and warmed down. A few hours later lunch will be served, followed by another massage, dinner is then served. What would you pay for that in a hotel? Yet its just a day in the life of a racehorse and its every day. In fact, Prince de Conde, cousin to the King of France believed he was going to be reincarnated

“As we are the ones who spend the majority of our working lives with racehorses, we are also the ones best placed to speak out on how well the racehorses are looked after.”

as a racehorse and had Chateau de Chantilly stable block built to be fit for a King, and he was a chap who knew a thing or two about the good life! It is now a horseracing museum and the backdrop to racing at Chantilly. A racehorse really only goes to work a dozen times or so a year, I would gladly swap my working life for theirs!

Mental health is an area that we are just beginning to recognise as every bit as important as physical health. Anyone can suffer mental health issues and problems, it doesn't matter if you are rich or poor, young or old, and as racing staff we tend to be so focused on our horses and racing, we often don't see our problems coming. However, if there is a sector in racing who are under more pressure than staff on a day to day basis, I don't know them. We have the reality of working in a dangerous environment where protective clothing only goes so far and there is little or no thought to the mental strain of doing such a dangerous job for a life time. As an example, I remember being down to break in 4 yearlings one morning as a 17-year-old, that was a great morning back then. When the same thing happened 20 years later that was a really bad morning. Put simply, you get a year older every year but there are always yearlings, precocious two-year olds and difficult horses to ride. We age every year but still have our job to do, it's one thing to worry about the physical strains we are under but that's visible, who can see the mental issues we deal with? Short answer, nobody, so it is vital that as a workforce we know where we can get help, and that the help will be in confidence. It's not soft to need help, it takes courage and character to seek help. Racing Welfare now have a number of staff who are trained in mental health issues and how to help people cope with them. NARS is a signatory of the mental health in sport as are Racing Welfare. Don't wait until you hit rock bottom, use the service, it's

“Mental health is an area that we are just beginning to recognise as every bit as important as physical health. Anyone can suffer mental health issues and problems, it doesn't matter if you are rich or poor, young or old.”

there for you. We have all had enough of suicide in racing and while no organisation can be responsible for an individual act, we can ensure help and support are available, so nobody feels they have nowhere to turn in times of need.

However, despite the numerous challenges we face in our working lives a recent survey by Public Perspectives revealed that 80% of racing staff are satisfied with their job, I suspect this had more to do with enjoying working with horses than anything else!

Finally, it is only through the members contacting NARS that we can be as effective as possible. It is frustrating to hear about issues ranging from racecourse facilities to bullying in the workplace when the information is several days old. Help NARS help you. We are the only organisation in racing that is there to fight your corner, to improve your social and economic wellbeing and to represent you from your first day at work to your last.



A TYPICAL MONTH FOR THE NARS CE

In addition to the office in Newmarket acting as a drop in centre, and handling all the calls, emails and cases, you are also represented on the following:

- The Horseman's Group, made up of the owners, trainers, jockeys, breeders and racing staff.
- RIABS - the Racing Industry Accident Benefit scheme
- NJC - where we negotiate the terms and conditions of employment
- TUC - Trade Union Congress
- GFTU - The General Federation of Trade Unions
- NHC - The National Horseracing College where we give a talk to the graduates.
- BRS - The British Racing School
- BOH - Bridge of Hope where I sit on the steering group
- RCA - The Racecourse Association

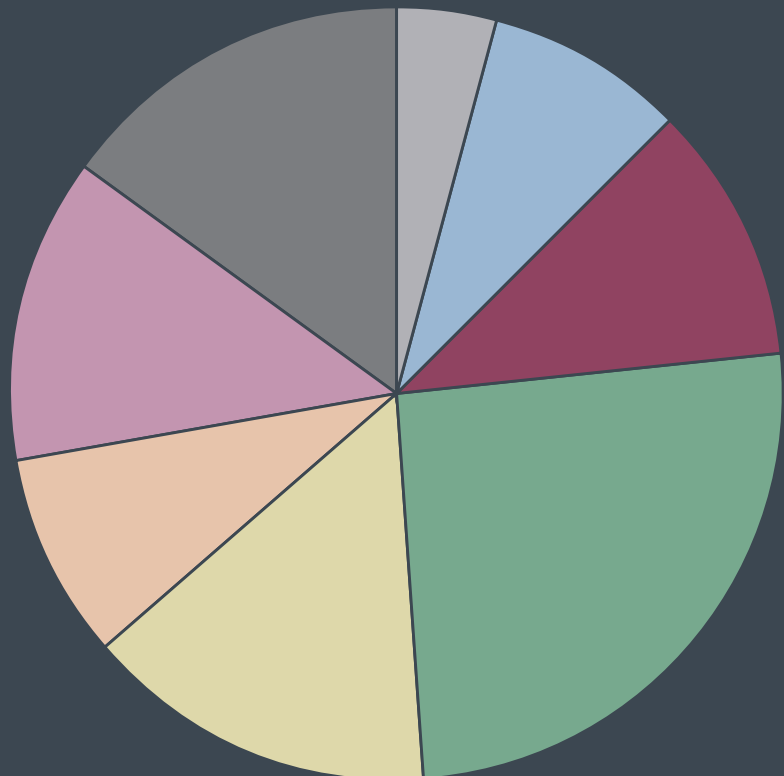
A typical month, I picked May, saw me meet with the RCA, BGA, The British Grooms Association, meet Sir Francis Brooke (Ascot Racecourse), attend a Union Learn steering group, go to the GFTU, hold an Executive Committee meeting, discuss future sponsorship with Jenningsbet and hold a regional committee meeting. In addition to this, I represented 4 members at disciplinary hearings and wrote up 2 grievances.

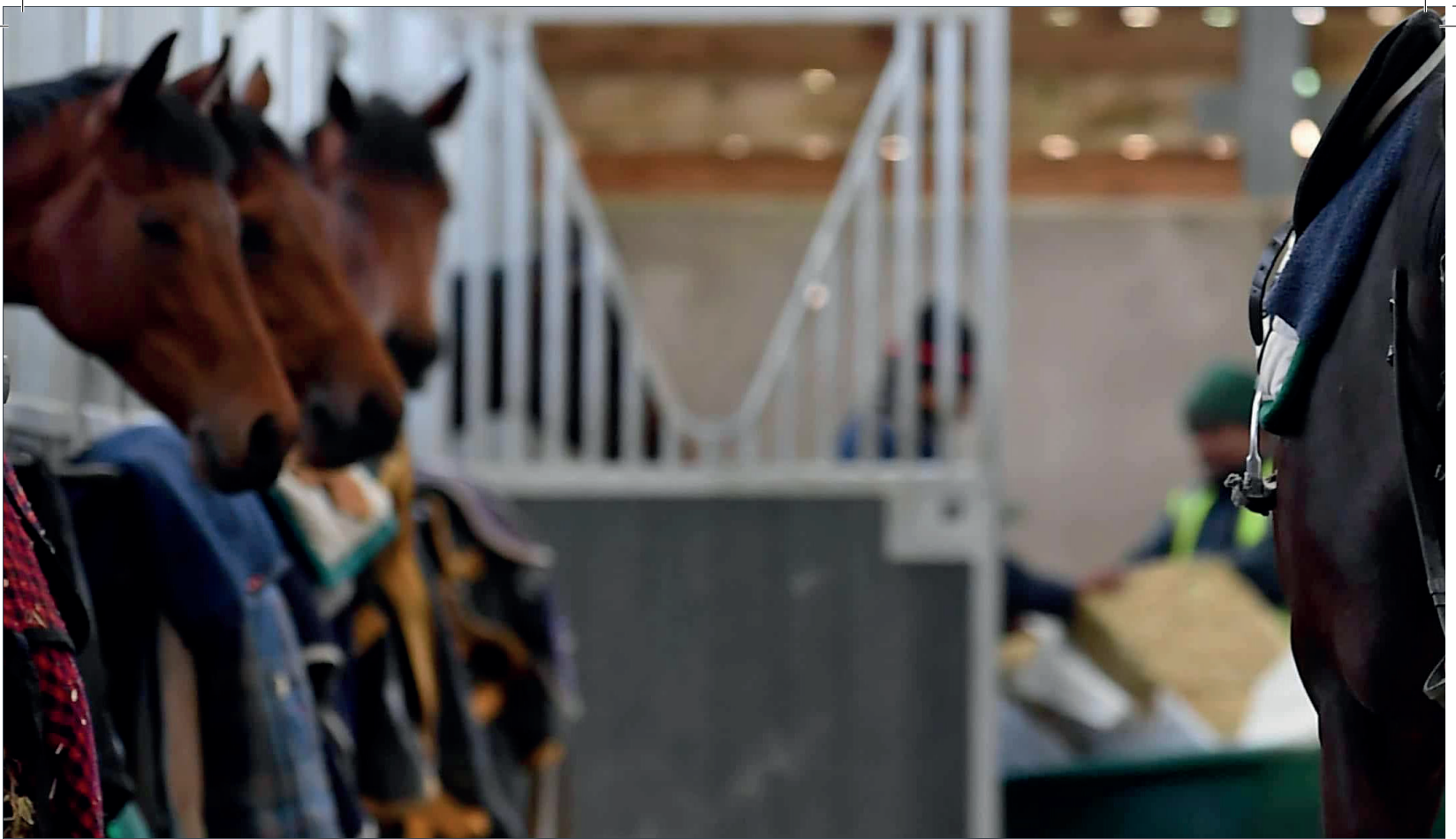
Apart from the Union Learn program the other meetings are all attended or run by me with the assistance of our small team. Including myself we have just 3 full time staff and one part time member.



CASES 2018

- 40 hr week / overtime
- Pay related issues
- Sick pay / RIABS
- Pool money
- Bullied at work
- Disciplinaries / dismissals
- Pension
- Other





Mentoring, Leadership and Team Skills

Staff retention has been at the forefront of news in the industry for some time with various reasons being considered, it is hard to pinpoint one. NARS' standing within the industry gives us a unique insight into where some of the issues arise and a general view from the staff is that poor training of senior roles within the industry is an issue.

NARS felt it was important to be able to provide the industry with some training for staff on how to be effective mentors and manage the team positively.

The idea was to educate the staff and for them to gain a qualification in the process, as many of the staff who took part were already doing this within their role but without the recognition.

Upon completion staff would be awarded two Level 2 certificates, one in Mentoring and one in Leadership and Team Skills.

Jenningsbet kindly offered to fund this project in September 2018 and February 2019. The first two courses duly began, both were filled with a variety of staff, all with different roles within yards and all with various industry experience. The uptake for the course was excellent and the results even better!

The feedback from both courses has been outstanding, not only for NARS but also for West Suffolk College who delivered the course, we are incredibly pleased that not only are the completed learners now qualified and recognized mentors in the workplace, but that they also feel a lot more confident to deal with situations when they arise within the organization.



The end of course survey saw 83% of the learners feeling that this was a worthwhile course, and all would recommend the course to others. When asking the learners how they felt this course would benefit them moving forwards, the points made were;

- more structured approach to management
- dealing positively with situations in the workplace
- help to delegate more successfully
- recognition in current role
- easily transferable to different roles in the industry
- more able to help staff if they need coaching or mentoring
- better placed to advise on procedures in the workplace

From the cohort of learners on the first course, two participants were employees of William Haggas' yard, Tina Jacobs and Claire Knight, both were already within roles which saw them working closely with staff and new members of the team, both essentially mentoring staff within the workplace but without the recognition or qualification.

Their work throughout the course was outstanding and because of that the tutor nominated them both for The Employer Training Leadership Award at West Suffolk Colleges Celebration of Achievement Awards 2019. The evening was held at The Theatre Royale in Bury St Edmunds, where Tina and Claire were joined by their families to receive their awards. It was understandably a very proud moment for both and really showcased the hard work they had put into the course. During the introduction for their award the two words used to describe their work on the course by the tutor were ownership and respect, both very fitting. NARS was thrilled for Tina and Claire that not only had they passed the course with flying colours but that their hard work and enthusiasm were noticed and rewarded by the tutor.

NARS is delighted with how successful the first two courses have proven to be and will be delivering the next Mentoring, Leadership and Team Skills course in Lambourn in 2020.

We can't thank Jenningsbet enough for providing the funding for this project.

Regional Staff Development Programme

Regional Staff Development Programme aims to provide training to over one third of racing's workforce.

- **Racing Foundation funds first 18 months of a three-year programme which offers free or subsidised on-location training to racing staff**
- **Cross-industry scheme aims to take further training and development opportunities out to 2,400 members of Racing's workforce**
- **Scheme is viewed as an essential part of the ongoing strategy to enhance training and development for racing staff in order to improve retention rates**

The Racing industry has come together this summer to launch an important, ambitious and far-reaching scheme which will help racing staff develop the horsemanship and life skills they need to enhance their career progression and encourage staff retention in the industry.

The nationwide Regional Staff Development Programme (RSDP) will take training and development out to racing's workforce, with the objective that 2,400 racing staff – well over one third of the sport's workforce – will participate in development/training activities associated with the scheme in the next three years, in locations that are convenient to them.

The scheme forms one part of the industry's staff training and development policy, which offers a total

of 35 recognised learning platforms offering a total of 35,000 people training days per year.

Following a successful pilot which took a range of training initiatives directly into yards and training centres, the Racing Foundation has provided a grant of nearly £160,000 for the first 18 months of a 36 month project to extend the regional training to Lambourn, Malton, Middleham and Newmarket as well as the outlying areas nationwide.

The Racing Foundation hopes that by providing further funding, momentum will not be lost and a sustainable industry funding model will be established to deliver the second half of the project and beyond should it prove successful.

The programme offers free or subsidised training across a range of subject areas including improving riding and horsemanship skills through coaching activities with the use of mobile training vehicles. Equine first aid, horse management, fitness, nutrition, finance and lifestyle subjects will be offered with opportunities for staff to gain industry and national qualifications.

Training will come in various forms, including demonstrations by world class coaches and practical skills development by vets and physiotherapists. Staff may wish to improve their horse care skills, undertake basic numeracy and literacy skills development or learn more about the industry they work in.

Building on the success of the Jockey Coaching Programme, senior staff may also apply to train as Rider Coaches, giving them the coaching skills to support younger and inexperienced colleagues in their yards.

The following ambitious three-year targets have been set for the scheme:

2,400

racing staff will attend development/training activities

1,029

racing staff will improve industry skills and knowledge by gaining certificates of achievement

119

rider coaches will be trained and mentored, enabling the cascading of skills to other staff

45

trainers/employers will acknowledge the importance of staff development by enabling staff to attend local RSDP activities

5

key partnerships in racing will benefit from sharing resources to make best use of industry funding and develop sustainable solutions for future work

The Programme is a collaborative arrangement with input from Racing Welfare, National Trainers' Federation (NTF), Thoroughbred Breeders Association (TBA) and National Association of Racing Staff (NARS) as well as the British Horseracing Authority (BHA) and industry training providers.

Four Regional Coordinators have been appointed who will oversee activity in the racing centres and outlying areas. The Northern Racing College (NRC) is responsible for the overall management of the programme with the British Racing School (BRS) leading activities in the south and the National Stud offering training to stud staff.

Regional Staff Development Programme



Gill Greeves

**Vocational Training
Manager for the BHA, said:**

“This scheme is extremely important and exciting as the industry looks to prioritise the training and development of racing staff in order to ensure that we retain more of the talented and dedicated individuals who join our sport.

“By taking training to the staff this Programme will break down barriers to professional development by removing travel costs and lengthy periods away from the workplace.”



George McGrath

**Chief Executive
of NARS, said:**

“The Regional Staff Development Scheme will provide an opportunity for racing staff of all ages and experience to progress their career in racing. For decades racing staff have felt there are no career opportunities for them outside of becoming a professional jockey, headperson or travelling headperson. The funding provided by the Racing Foundation demonstrates the high regard the racing industry holds for its staff.

“This initiative provides basic training for racing staff who just want to enhance their current skills right up to providing skills and qualifications for staff that want to further progress their racing career”.



Rob Hezel

**Chief Executive of the
Racing Foundation, said:**

“The Foundation recognises the importance of increasing the retention rate of staff and hopes the funding provided allows for both the delivery of a successful project and stimulates the creation of a robust and sustainable people strategy for the sport”.



Stephen Padgett
Chief Executive of the
Northern Racing College
(NRC), said:

“The pilot for this Programme, run very successfully in Middleham by Sam Trainor, proved the concept and allowed us to put together a strong bid for financial support to The Racing Foundation. Rolling out the RSDP nationally now is very exciting. Through it, we will provide great opportunities for significant numbers across the racing workforce to enhance their skills, knowledge and experience. We know such opportunities have a very positive effect on staff retention which is so important to us all.”



Daniel Kubler
Trainer, said:

“We found the Regional Staff Development Programme really helpful in terms of working on our riders’ positions and helping them improve their riding. We have put quite a lot of effort into our staff development over the past year and one of the things we looked at is this particular programme. We have had the mobile training facility here a few times to work with our riders which they have enjoyed.”

NARS appointed Racecourse Inspectors



Cairi Dyson

Cairi works for Claire Dyson in Worcestershire and has had various roles in the industry. She currently is Head Lass and is an ace cook who loves to entertain. We are still waiting to sample her signature dish.



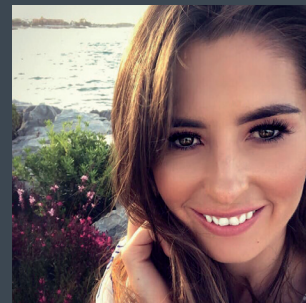
Cathy Beaumont

Cathy works for Ben Case and Alex Hales in Oxfordshire. She loves the sun and jets off somewhere hot at any opportunity, she has regularly sent us emails and notes from the airport.



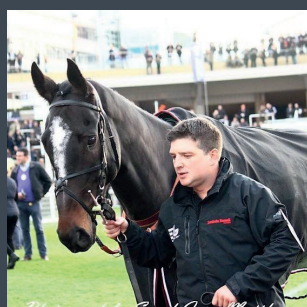
Greg Davis

Greg drives for Godolphin where he's been since 2005. He won the Stable Staff cross country race at Cheltenham Festival in 1984, quick shower then led up one ridden by Mr R Dunwoody just before he turned professional. Greg says the older he gets the faster he was.



Hannah Gregory

Hannah hails from Yorkshire and is Assistant Trainer for Richard Phillips in Gloucestershire. She loves the jumps and rides competitively herself having won the skinners ladies open point to point final in 2018.



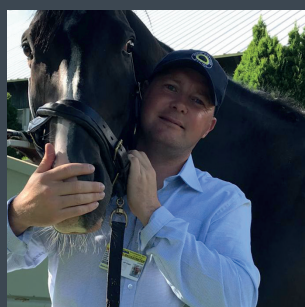
Mark Ellwood

Mark is based with Nick Alexander in Kinneston, Scotland and no longer has hobbies or interests as he is a new Dad! Before that he enjoyed travelling and has a deep love for a camper van.



Nicky Rigby

Nicky works for Eve Johnson Houghton in Oxfordshire and has a wealth of knowledge across the industry. She loves gardening, she is particularly skilled with vegetables.



Pete McCulloch

Pete works for Hugo Palmer in Newmarket and lists his hobbies as beer and golf and depending on the combination they are used in his handicap differs – He is sometimes referred to as The judge!

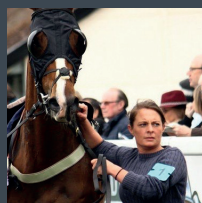
Executive council

The Executive Council is the governing and managing body of NARS. George, the Chief Executive, reports to and takes direction from the council.

If you would like to have your say about how NARS is run, you can put your name forward to be elected. Elections take place every 2 years; only full members of NARS can be elected and membership of the Executive Council will be for a 2 year period.

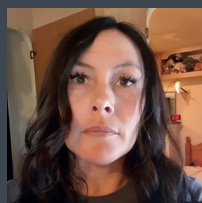
There are 4 regions and 3 allocated seats for each region. There is also a seat reserved for women and one for ethnic minorities.

The Executive Council must meet at least 4 times per year.



Kat Reynolds
President

Kat is our President and works for Dave Roberts and Richard Newland in Shropshire. She enjoys eating out, doesn't enjoy the gym but spends any time not eating in there.



Louisa Allen

Louisa has been Head girl at Jim Boyle's in Epsom for 14 years. When she's not working, she can be found retraining her ex-racehorse Victor. He is her money pit as her partner says.



Joanne Cody-Boucher

Jo has been racing secretary to Phillip Hobbs in Somerset for the past 12 years. Her hobbies include running, walking and her dog Hendricks. We think there's a clue about another hobby she enjoys in her dogs' name.



Richard Farmer

Richard is a work rider for Jim Boyle in Epsom and has been there for 14 years. He's ace at poker – pun intended and would love to go to Vegas with a big wedge of cash and not worry about losing it!



Claudia Fisher

Claudia has spent the last 5 years working for Luca Cumai. She also spent 13 years at Lingfield Park Racecourse she had the pleasure of meeting many celebrities – one event remains a happy memory when she secured Clive Dunn from Dads Army for a VE themed race day and had the privilege of meeting Dame Vera Lynn.



Daniel Higginson

Dan was a professional chef for 4 years before getting into the industry through the British Racing School, despite having never sat on a horse. He has quickly worked his way up to his current job as travelling Head Man for Roger Charlton in Wiltshire.



Jemma Marshall

Jemma works for Owen Burrows in Lambourn. Jemma rode 73 winners and infamously once called a certain trainer a moon man on twitter! She is owned by 2 Jack Russels and 1 ex-racehorse Secret Brief. When they allow her to, she loves dancing and having fun.



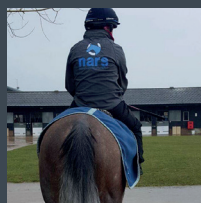
Pete McCulloch

Pete works for Hugo Palmer in Newmarket and lists his hobbies as beer and golf and depending on the combination they are taken in his handicap differs! He swears his golf is better than George's.



Georgia Morrill

Georgia works for Richard Fahey in Malton.



Laura Pike

Laura rides out for William Stone and is secretary to James Owen in Newmarket. She has held her licence in the past winning 34 races and feels very fortunate to have travelled extensively with racing from working in America and Australia and having ridden in France, Jersey and Hungary. She has been known to enjoy a cocktail or two!



Jana Trnakova

Jana rides for John Berry in Newmarket and previously worked for Clive Brittain. She likes to sleep and socialise when she not playing tennis or table tennis.

Report of Financial Trustee to the Trustees and for Members at the 2019 AGM of NARS

Recent Headline figures

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Income (Exc Unionlearn)	321,109	323,570	361,781	375,140	371,410	429,822
Expenditure (Exc Unionlearn)	240,129	260,294	296,505	280,225	294,818	325,544
Net Trading Position	80,939	75,045	65,276	94,915	76,592	104,195
Reserves	184,705	259,750	324,982	419,919	496,511	600,706

This report, my 10th since appointment in April 2009, is similar in outline to previous years. The audited accounts were prepared this year by Wilkins Kennedy LLP following the resignation of previous auditors Moore Stephens LLP after their merger with BDO. The accounts have since been approved by the Executive and the statutory AR21 filed. Copies of the most significant pages of the Audited Accounts (pages 8 & 9) are available to the meeting.

Since 2011, following the successful negotiation with the BHA of an increase in the prize money distribution levy from 0.15% to 0.25%, income to the Union has continued to rise in line with increased Prize Money. This may now be under pressure following the recent reduction to Fixed Odds (FOBT) machines, the expected closure of many betting shops, and the short suspension of racing for equine flu earlier this year.

Many years of careful budgeting and control of expenditure has provided consistent surpluses and allowed reserves to be built up, now to £600k. We do though remain linked directly to the 'Prize Pot' for income, which of course may not always increase.

The operating surplus for 2018 turned out at an unexpected high of £104k due mainly to much higher income than expected – Prize Money was £61k more than expected. Operationally the Union has now been in a good financial position for over 8 years, with reserves growing that continue to enable decisions to be made about key and new services, e.g. learning & education and communications.

Overall expenditure rose in 2018 by £30k to £325k. That includes the further cost of the Website (£10k), a fact-finding trip to Australia (£10k), Staff education (£11k) Sports and Open day costs of net £10k and Advertising/ Sponsorship of £17k.

The audited out-turn for 2018, has produced a higher than budgeted surplus of £104k (excluding Union Learn project activity) up by £66k on the previous year. Thus increasing General Fund reserves to £600k.

The Budget for 2019, agreed earlier this year by the Executive, projects total income of £370k and expenditure of £351k, which is therefore expected to create a further, but greatly reduced, surplus in the region of £19k.

This year I have projected Prize Income to be at £370k, based on expectations of the 2019 'pot', but this may now be lower due to the short suspension to racing earlier in the year.

It remains, as ever, for the Union Executive to consider how funds are spent, and how future budgets are shaped. But significant items such as Newsletters, App development and Sports costs should be reviewed annually with the overall budget and value to the Union in mind.

There is now a healthy reserve that could comfort any significant short-term change to either income levels or a need for new expenditure, though I do recommend that deficit budgeting should not be a done.

My thanks go to Debbie Grey who has kept the finance records up-to-date and accurate and to our external bookkeeper Martin Power for the provision of regular monthly management information.

Our former audit partner at Moore Stephens LLP moved to Wilkins Kennedy LLP and after tendering the audit we were pleased to appoint him at that firm. I therefore recommend that Wilkins Kennedy LLP be reappointed for the 2019 audit.

L J Bell

Financial Trustee - 17/7/17

Income and Expenditure Account for the Year Ended 31 December 2018

	Note	General Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Income					
Prize money and cloth sponsorship		415,580	-	415,580	367,903
Other income (schedule 1)		6,483	-	6,483	-
Bank interest received	8	434	-	434	307
Project income		-	112,122	112,122	58,646
Event and sports team sponsorship		7,325	-	7,325	3,200
		<u>429,822</u>	<u>112,122</u>	<u>541,944</u>	<u>430,056</u>
Expenditure					
Member services		71,466	-	71,466	68,959
Event and sports team costs		15,964	-	15,964	12,212
Project expenses (schedule 2)		-	112,122	112,122	58,646
Administrative expenses (schedule 2)		238,114	-	238,114	213,686
		<u>325,544</u>	<u>112,122</u>	<u>437,666</u>	<u>353,503</u>
Surplus (deficit) for the year before taxation		104,278	-	104,278	76,553
Taxation	2	(83)	-	(83)	(39)
Surplus (deficit) for the year after taxation		104,195	-	104,195	76,592
Gross transfers between funds		-	-	-	-
Net movement in funds for the year	7	104,195	-	104,195	76,592
Fund balances brought forward		496,511	-	496,511	419,919
Fund balances carried forward		600,706	-	600,706	496,511

Independent Auditor's Report for the Year Ended 31 December 2018

Opinion

We have audited the financial statements of The National Association of Racing Staff (NARS) for the year ended 31 December 2018 which comprise the Income and Expenditure Statement, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the union's affairs as at 31 December 2018 and of its result for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Trade Union and Labour Relations (Consolidation) Act 1992.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the union in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.







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National Association of Racing Staff