

EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

The Jamaica Racing Commission was established in 1972 by an act of Parliament (The Jamaica Racing Commission Act) to regulate and control horse racing and the operation of racecourses in the island. The Commission comprises seven Commissioners appointed by the Minister of Finance, who are supported by a staff complement of thirty five full time employees. Since its inception, the Commission has established welfare programmes and insurance schemes for the racing industry, educated and trained key racing personnel and modernized the drug testing programme.

For the planning period 2011/12-2013/14, the Commission will be committed to the maintenance of a strong organization with highly qualified and motivated staff, to ensure the continued effective regulation of the racing industry. As a part of this commitment, the Commission continues to formulate functional strategies that seek to effectively regulate the race-day operations at the race track and efficiently provide quality service to our customers and industry stakeholders.

The Commission intends to consolidate its position on several projects already in progress and in particular, to continue with the Commissioning of an economic study of the industry, and to complete the process of accreditation for its Equine Drug Testing Lab. One of the priorities of the Commission during this period will be the establishment and documentation of safety standards and security procedures at Caymanas Park. The Commission will also ensure compliance of CTL in keeping with the company's racecourse Licence.

The major impediment to the Commission's effective delivery of its mandate over the last three years has been the drastic reduction of the tax levy on Bookmakers, being **reduced from 11% to 4.5%**. This has negatively affected our bottom line over the last two years. We experienced a shortfall of approximately 52M in 2009 and 63M in 2010. The Commission had to seek a loan of 50M to assist in filling the shortfall for the financial year 2010-2011. To exacerbate this situation, there has been delayed receipt of levy amounts, committed for the operations of the Jamaica Racing Commission. It must be noted that we have been experiencing a downward trend, in the income from bookmakers and CTL.

THE CORPORATE PLAN - A Road Map for the Commission

The main body of this Corporate Plan provides details of what the Commission aims to achieve and how it will be achieved. It is in essence the “road map” for the Commission over the next financial year. It will be reviewed on a quarterly basis, in sync with the organizations departmental objectives. Important aspects of the Corporate Plan are the outputs and performance indicators detailed in the document. These indicators have been developed so that the performance of the Commission can be measured. The management of the Commission is accountable for meeting these targets.

MANDATE

2.1 LEGISLATIVE MANDATE

The Jamaica Racing Commission was established in 1972 by an act of Parliament (The Jamaica Racing Commission Act) to regulate and control horse racing and the operation of racecourses in the island. The role of the Jamaica Racing Commission is to:

- Regulate and control horse racing and the operation of racecourses in the island;
- Grant licences and permits as may be required by virtue of the provisions of the Act;
- Recommend to the Minister the method of utilizing sums, under the Betting, Gaming and Lotteries Act, for assistance to breeders of horses and horse racing generally; and to
- Introduce and implement, or to assist in or undertake the implementation of any scheme for the development of the horse racing industry.

2.2 VISION and MISSION STATEMENTS

2.2.1 The Vision

The Vision of the Jamaica Racing Commission is to be a proactive organization with qualified, motivated professionals; committed to providing a strong regulatory framework for the racing industry and exceeding the needs of our clients.

2.2.2 The Mission

The Mission of the Jamaica Racing Commission is to regulate and build a strong and credible horse racing industry which ensures honesty and integrity through the promulgation of rules to govern the conduct of licensed personnel, promoters and race meetings, thereby protecting the interest of the racing public.

2.3 THE FOCUS: Improving Service

One of the objectives of the Public Bodies Management and Accountability Act (PBMA) (2001) is to streamline the processes of the Public Sector. The Jamaica Racing Commission is committed to achieving this requirement by:

- ***Business process improvements:*** streamlining supervision of racetrack operations, detection and prevention of prohibited substance use and the timely registration of stakeholders. New Racecourse Licence with stricter requirements for sanitation, security and horse welfare.
- ***Computerization and On-line Access:*** automating many functions of the Commission and providing “on-line” services to clients across the Island and internationally.

2.3.1 Customer Focus

The JRC will continue to develop a relationship and establish improved systems, technology driven, for communicating with our customers, to identify their needs and facilitate the delivery of high quality products and services to not only meet but exceed their expectations.

2.3.2 The Benefits

Improvements in service continue to require an investment in technology to modernize the Commission’s infrastructure, particularly information technology and drug testing equipment. Staff training continues to be a priority where international standardization is required. The payback will be:

- *Better quality decision making* in the interest of both the public and private sectors;
- *Increased revenue* through new and improved services;
- *Improved integrity and transparency* of the drug testing services provided

2.3.3 Leadership

The Jamaica Racing Commission continues to be committed to providing sound leadership in guiding the development of the racing industry over the period as demonstrated in its Annual and Monthly reports submitted to

the Ministry of Finance and the Public Service. The Commission's leadership is evidenced in our guidance of the horse-racing product, the breeding industry, the prudent management of its Benevolent Fund and Racing Industry Insurance Scheme; the disciplinary measures and sanctions brought to bear upon areas of indiscipline and the prudent utilization of sums derived from horseracing. In doing so the emphasis has been on improving service, technological innovation, enhanced capabilities, and improved operational strategies, systems and methods, for achieving excellence and serving its customers.

2.3.4 Sound Financial Management

The Commission will require approximately J\$161M to carry out its operational mandate for the Fiscal Year 2011/2012. The Commission is projecting a budget deficit of \$62M.

Primary funding objectives are to:

- A) Seek cost recovery from CTL of approximately \$18M for drug testing which the Commission has been undertaking on its own,
- B) Charging a more realistic Licence Fee for the Racecourse Licence
- C) Increase revenue by charging for *improved* services and by developing new services.

2.3.5 Staff Development

The Commission is committed to staff development and to provide a work environment in which people can excel at their work. The Commission will nurture and develop its staff in career development through training and other related educational pursuits.

2.3.6 Cost Saving Initiatives/ Sustainable Development.

In continuing with the Ministry of Finance and the Public Service's Cost Savings Initiative, the Commission will continue to find ways to cut costs and will review its processes in doing so. The following areas continue to be foremost:

- Waste water
- Electricity
- Printing/Stationery & other paper supplies.

The Jamaica Racing Commission, in its drive toward Sustainable Development, will review its purchasing practices primarily with respect to Printing and Stationery; where possible and economical, with an emphasis toward recycled/recyclable environmentally friendly products. For the first time, the Commission will be making its “Racing Year in Review” available on Compact Disc, this will result in a reduction of the paper copies.

CORPORATE PROFILE

CORPORATE PROFILE

2.4 Formation of the Commission and Profile of the Industry

2.4.1 Introduction and Formation of the Commission

Prior to the establishment of the Commission, the function of controlling and regulating horse racing in Jamaica was performed by the Jockey Club of Jamaica. The rules of racing were formulated and overseen by the Jockey Club, which was a private members' club, affiliated to the Jockey Club of England. By 1970 the industry had grown beyond all expectations and had become a major employer among Jamaican industries.

With the growth came the need for stricter controls, for rules governing complaints by aggrieved persons against other industry personnel as well as appeals against decisions made by the stewards of the Jockey Club. These concerns were brought to the attention of the then Minister of Finance the Rt. Hon. Edward Seaga, who contracted a team of Canadian horse racing experts to investigate the concerns and make specific recommendations to the Government on how a maturing industry could be structured to ensure honesty and confidence in the system.

Among the recommendations made by the expert group was the establishment of a strong Regulatory Authority to govern, direct, control and regulate horse racing in Jamaica. In 1972 the Jamaica Racing Commission was formally established by the JRC Act. This transferred racing control, from the Jockey Club, to a statutory body: The Jamaica Racing Commission.

2.4.2 Achievements

The Jamaica Racing Commission has had major achievements since its inception in fulfilling its regulatory and administrative functions. Among these are the following:

- The establishment of welfare programmes for the racing industry
- Education and training of industry personnel
- Establishment of a Thoroughbred Racing Hall of Fame
- Scholarships for Jamaicans to study Veterinary medicine
- Establishment of the Racing Industry Insurance Scheme
- Modernization of the drug testing programme to ensure the integrity of racing
- A vaccination programme for the horse population to prevent the outbreak of disease.
- Money Management skills taught to all new Jockeys.

- Approval of 848 licenses for the core occupational groups.
- Registration of 463 horses in 2010.

3.1.3 Commission's Structure

The Commission is organized to carry out its functions through the following programmes:

- Technical and Raceday Services
- Veterinary Services
- Finance and Administration
- Information Technology

Seven (7) Commissioners establish policies and carry out quasi judicial functions. A staff complement of thirty seven (35) full time and nine (8) part time/relief members carry out the functions of the Jamaica Racing Commission - a Public Sector Organization servicing the needs of, and liaising with, the Private Sector. A First Instance Tribunal consisting of eight (8) members act as delegates of the Commission in performing its quasi-judicial functions.

The following committees of the Commission assist it in carrying out its duties:

- Hall of Fame Committee
- Observation Committee (to monitor the “in and out” running of horses)
- Audit Sub-Committee
- Finance Sub-Committee
- Veterinary Services Committee
- Procurement Committee
- Racing Industry Insurance committee
- Jockey Training School Committee.

3.1.4 International Links

Jamaica is a member of the Caribbean Racing Confederation, with members comprising Columbia, Costa Rica, Dominican Republic, Ecuador, Jamaica Mexico, Panama, Puerto Rico, Trinidad & Tobago and Venezuela,.

Jamaica also currently holds the directorship for the Caribbean Region in the Association of Racing Commissioners International.

In addition, Jamaica is an associate member of the International Federation of Horse Racing Authorities headquartered in Paris France, the world governing body for approved Stud Books.

It should be noted however that lack of funding severely limited the Commission's attendance at these international meetings in 2009 & 2010.

Commissioners

Rudolph E.A. Muir - Chairman
Dr. Graham Brown
Edison Chai
Mark Croskery
Kenneth Gooden
Bruce Levy
Robert Martin

First Instance Tribunal

Carlton Williams - Chairman
Colin Ifill
George Mcpherson
Walter Campbell
Derrick White
Garth McBean
An Operations Steward
Audrie McNab

Security Tribunal

Eustace Williams - Chairman
Richard Todd
Marlon Nesbeth
Camille Buchanan

Jockey School Committee

Kenneth Gooden - Chairman
Edison Chai
Hugh Levy
Ina Lawrence
Desmond Riley

Racing Insurance Committee

Hugh Levy - Chairman
Ruth Smith-Sutherland
Alva Belnavis

Senior Management

Ruth A. Smith-Sutherland - General Manager
Lloyd Cobran - Director of Racing
Richard Longmore - Director of Finance & Administration
Dr. St. Aubyn Bartlett - Senior Veterinarian
Andrew Davidson - Manager, Information Technology

Operations Stewards

Eustace Williams
Haldene Johansen
Desmond Riley

Veterinarian

Dr. Sophia Ramlal

Department Heads

Alva Belnavis	-	Accounts
Beverley Adams	-	Personnel
Patricia Wray	-	Office Management
Vivian Nunes	-	Registration
Ina Lawrence	-	Welfare

3.1.4 Structure of the Industry

The Jamaican Horse Racing Industry comprises three main elements; agriculture (through the breeding farms), race meets and programmes, promoted by Caymanas Track Limited, and gaming, regulated by the Betting Gaming and Lotteries Commission.

Many agricultural businesses are directly supported by the horse racing industry. Farmers grow grass and grain for horse feed; commercial feeds are either manufactured or imported. The lumber yards sell wood chips or saw dust as bedding for horses and lumber for horse facilities. Veterinary services and health care products are widely used by horse owners, and participants in horseracing activities often require special clothing and equipment.

This impact is thought to be so far-reaching that the Commission will, in the 2011 calendar year, be Commissioning a study on the contributions of horseracing to the economy. This study will be comprehensive and its main purpose will be to provide objective figures for the different areas of the industry. It will also speak not only to the annual income of over \$500M contributed by the gaming aspect; but will also look at the impact on the employment in the nation. Last estimates indicated that this industry contributes direct and indirect employment to over twenty thousand persons (Lalor 2006). These include persons employed on breeding farms, farriers, trainers, jockeys, veterinarians, hot walkers, transportation providers, grooms, stable hands, chemists, analysts, betting sales clerks and printers of racing literature.

3.1.5 Groups and Associations

The following groups and Associations are integral to the operations of the industry.

a. Jockeys' Guild of Jamaica

The Jockeys' Guild is the representative body for Jockeys in Jamaica. Its purpose is to maintain the highest standards of honor, integrity and courtesy among Jockeys, and to support and protect the character, status and interest generally of the Jockey's profession. It also suggests and supports measures for the protection of the profession, to improve conditions relating to it, and to communicate and co-operate with the Racing Authorities and the other bodies representing Owners, Trainers, and the Promoting Company - Caymanas Track Limited.

b. Jamaica Racehorse Trainers Association

The Jamaica Racehorse Trainers' Association (JRTA) is one of the groups representing trainers the other being the United Racehorse Trainers Association the professional body representing licensed racehorse trainers in Jamaica, 80% of whom are members. Its purpose is to maintain the highest standards of honor, integrity and courtesy among racehorse trainers, and to support and protect the character, status and interest generally of their profession.

c. Jamaica Racehorse Owners Association

The Jamaica Racehorse Owners' Association (JROA) is the official representative body for Jamaican racehorse owners. It has its own council which meets to examine issues including purses, racetrack conditions and the image of racing.

d. Grooms' Association

The Grooms' Association has sole negotiating rights for stable staff within the industry and looks after the various welfare issues of its members.

e. Thoroughbred Owners' and Breeders Association

The Thoroughbred owners and Breeders Association (TOBA) provides a

voice for Jamaican breeders on national and international breeding issues through representation.

f. Farriers' Association

The Farriers' Association of Jamaica Racehorse is the official representative body for Jamaican Farriers (blacksmiths). Its purpose is to maintain the highest standards of honor, integrity and courtesy among Farriers, and to support and protect the character, status and interest generally of the Farrier profession. It also suggests and supports measures for the protection of the profession, to improve conditions relating to it, and to communicate and co-operate with the Racing Authorities and the other bodies representing Owners, Trainers, and the Promoting Company - Caymanas Track Limited.

3.1.6 Principal Programmes and Business

The Jamaica Racing Commission has the following core business functions:

a) Racetrack Operations

Maintain close supervision of the operations of race meetings to assure the public and the competing owners of horses that the races are conducted fairly.

b) Licensing, Registration and Identification of Horses

Ensure proper registration and identification of horses in conformity with international standards that includes maintenance of records with regards to verification of markings, tattooing, DNA and blood typing.

The Commission also licenses individuals participating in the industry, and registers documents and agreements pertaining to horse racing.

c) Maintenance of Jamaica Stud Book

The Commission maintains the up to date editions of Jamaica's Stud book, which is one of the oldest in this part of the world. Race horses must be thoroughbreds and must trace their lineage to a line of descending thoroughbreds. In this regard collaboration is had with IFHA.

d) Fitness of Horses to Race

Conducting pre-race examinations to ensure horses are fit for racing and post-race examination for soundness.

e) Prevent and detect the use of prohibited substances in horses

Consistently review and amend procedures and standards for the prevention and detection of prohibited substances.

f) Funding of the Industry

Advising government on the extent of subsidies in support of horse racing and breeding and administer subsidies approved.

g) Review of Racing Rules

Continuously review and amend the Rules of Racing in accordance with best practice and in the general interest of the racing industry.

3.2.1 COMMISSION PRIORITIES:

- To devise a programme for the protection of animal health and welfare.
- To promote the welfare of racing practitioners, including continued provision of adequate insurance coverage and encourage payment of statutory deductions, thus ensuring that participants receive related benefits.
- To improve efforts at prevention and detection of the use of prohibited substances in competing horses and drug abuse in jockeys and exercise riders.
- To ensure the timely and thorough conduct of investigations into breaches of the Rules of Racing, adjudication of complaints and objections and hearing appeals from decisions of Delegates.
- To improve the data quality and database used for production of the Studbook, - thus allowing for the in-house publication of Volumes XV and XVI. Maintenance and dissemination of racing and breeding statistics. To establish a Half Bred Register>
- To provide sound advice to the Government on all matters associated with the regulation and administration of the Horse Racing and Breeding Industries.
- To keep the current medication policy under constant review having regard to international standards and monitor the administration of therapeutic race day medication.

- To encourage the improvement of bloodstock through the importation of horses from non-traditional sources.
- To increase revenue through provision of additional services and improved service delivery.

3.2.2 2011-2012 PROJECTS:

A. INFORMATION COMMUNICATION & TECHNOLOGY

Having completed the development of its Website and the JRC Core Information System, the Commission is engaged in transforming its entire document handling system into a 'state of the art' operation, as it continually develops better ways to serve its clients and the racing public in general. The improved technology will also ensure that members of staff have the up to date tools needed to ensure speed and efficiency in all phases of their work.

Through these processes clients will eventually be able to do more business electronically. This will be accomplished through:

- Implementation of online Registration.
- Automation of data link between CTL and JRC.
- Production of Racing Year Review on CD
- Implementation of online Racing Statistics Module.
- Full implementation of Web Site.
- Security Policy Document
- Merger of Stud Book Module with Core System

B. DRUG TESTING

Laboratory Accreditation

It is anticipated that the Drug Testing Laboratory operated in partnership between the JRC and the UWI will receive its international accreditation in 2011. The process of Accreditation is far advanced but not yet complete. Completion is estimated within the 2011/12 Fiscal year.

Equine Drug Testing

Discussions are to continue with Barbados and Trinidad regarding the testing of their equine samples. Their decision will be positively impacted by accreditation of the laboratory.

C. HALL OF FAME

The Hall of Fame building was completed including display areas, a gallery of paintings, a gift shop, and an Audio Visual Room. The Hall of Fame was opened on March 9, 2007. Continued roll out of the Hall of Fame will be undertaken during the fiscal year 2011/12.

D. GREYHOUND RACING

The Greyhound racing did not come to fruition but the JRC will be seeking to amend the JRC Act so that should these opportunities materialize in the near future, our regulatory framework will be in place.

E. PERSONNEL DEPARTMENT

- Implementation of revised Performance Management System.
- Implementation of employee Recognition Programme.
- Staff outreach Programme at “Children First”.
- To be integrally involved in the Change Management Process for a restructured JRC.

In keeping with the Commission's commitment to be a high performance, result driven organization, staff training and continuing education will be provided at all levels - management, technical and support services. This will be done by courses and conferences offered both locally and overseas.

- To complete training of new Stewards–
- Continuing Education for Stewards University of Louisville.
- Continuing Education for Vets - Annual conference of the American Association of Equine Practitioners (AAEP)
- Equine Certificate course for registration officer.
- Jockey workshop, to re-enforce the standards for 2011/2012.
- Continuing Education for IT staff (IT manager workshop)
- Continuing Education for Chemist employees to its laboratory (4 chemists attended training at the Bureau of Standards and at the AORC conference).

F. EMPLOYEE RECOGNITION SCHEME

In our attempt to foster a culture of excellence and continuous improvement in efficiency, an Employee Recognition Scheme will become operational during the last quarter of the 2010/11 fiscal year.

G. CUSTOMER SERVICE CHARTER

Along with the assistance of the Office of the Prime Minister (OPM), the Commission has formulated a Customer Service Charter for publication to be implemented in 2011. Performance will be gauged by surveys and questionnaires, customer evaluation forms and other feedback mechanisms. This evaluation process will pose a challenge as the racing industry customer base has proven relatively unresponsive to surveys of this nature.

H. INDUSTRY TRAINING

✓ Jockey's Training Programme

A new batch of students will be accepted in the Jockey Training Programme commencing January 2012. The programme will run for six months and will be followed by a 3-year apprenticeship period. This full-time course includes basic riding, race riding, personal development and an academic component delivered at the individual level through computer aided teaching. Recruitment to commence Sept 2011

✓ Trainers' Training Course

In September 2010, 24 students commenced their training. Training of this group is scheduled to end in July 2011. Training of trainers will be put on hold thereafter.

✓ Grooms Training

The Commission intends to enter discussions with the promoter to fund the cost of training in 2011/2012 for grooms who are unable to pay training costs.

Currently grooms are accepted into the industry based upon the recommendation of trainers and then given a license.

✓ Farrier Training

The Commission will soon commence the process of designing and

implementing a training scheme for local Farriers. The programme will facilitate the registration and regulation of Farriers who are a critical to the growth of the industry.

I. INTERNATIONAL LINKS

It is critical that the Commission maintains links with international racing associations and other jurisdictions so that its regulation may benefit from international standards and best practices. Jamaica's participation in regional racing met with resounding success in December 2006. Miracle Man, Jamaica's horse of the year in 2006 won the Confraternity cup in Puerto Rico.

International links will be maintained as follows:

- The Caribbean Racing Confederation which includes the countries in the Caribbean and Latin America (Jamaica resumed as a full member in 2005), this will allow local horses to participate in the Caribbean Classic and Confraternity races. Jamaica will host the Mid Year meeting of the Confederation on June 23-26th 2011 at the Sunset Jamaica Grande in Ocho Rios. The Jamaica Racing Commission has budgeted \$1.5M, towards the cost of the event.
- The Association of Racing Commissioners International (ARCI) – Jamaica currently holds the Dictatorship for the Caribbean Region.
- The Caribbean Veterinary Medical Association
- The Association of Official Racing Chemists (AORC)

J. VETERINARY SERVICES AND HORSE WELFARE

- ✓ Review of Medication Restriction Rules, both as a measure to protect the horses from unauthorized administration of medication as well as to further protect the integrity of racing. Accordingly, Rule 259 has been modified and is being held in abeyance pending the implementation of Emergency Equine Services at the Racetrack.
- ✓ The Commission has implemented registration of all Veterinarians who conduct private practice at Caymanas Park and at other facilities related to the racing and breeding industries. This has facilitated improved reporting and a flow of treatment information for horses. As a condition for

registration in 2011/12 all Veterinarians practicing overseas will need to provide clearance from the overseas jurisdiction.

- ✓ The enforcement of the vaccination protocol for horses on and entering Caymanas Park has been facilitated by the August 2010 switch over to the new computer module which accurately reflects the requirements of the protocol and the recently approved 14 day grace period. The effects of the easier access and the lengthened grace period facilitated by the protocol and the new computer module has been two-folded:
 - a) Breaches of the protocol were much easier to assess, resulting in ineligible horses being prevented from racing.
 - b) Facilitation of horses to compete after their vaccination starts has been ascertained and rectified if necessary.

K. THE RACING PROMOTER - LICENCEE

The Commission is currently reviewing the terms of the 15-year Racecourse License held by the current Promoter. The previous license expiration date was in December 2010. Provisional license was granted for a six month period. Some of the key areas that will be addressed are:

- a) License Fee: \$1.56M
- b) Development of the racing product
- c) Documentation of protocols for the care of Horse Handlers when accidents occur on the race track:
 - Race Day Accidents
 - Accidents During exercise
- d) Documentation arrangements for transportation of Horse Handlers to hospital emergency room and provision for initial care.
- e) Full time Veterinarian
- f) Emergency Veterinary Services
- g) Sanitary Facilities for use of licensed personnel
- h) Bathroom facilities for the public- patrons
- i) Security Plan with Specific details.
- j) Waste Disposal arrangements
- k) Amended race day fee.

m) Five year term, for new license.

L. FUNDING FOR THE COMMISSION

The Government of Jamaica on August 29, 2007 passed into law an amendment to the BG&LC ACT guaranteeing the Commission 4.5% and 11% of GPT from the Promoters and Bookmakers respectively. The implementation of this Tax Order was supposed to have provided adequate funding for the JRC. However, a subsequent tax order dated January 29, 2009, reduced the Bookmakers' levy from 11% to 4.5%, this caused a significant gap for the JRC's 2009/10 budget.

It is imperative that the Ministry of Finance and the Public Service seriously examine the reallocation of revenues from racing to ensure that the JRC is sufficiently funded to effectively carry out its mandate. If this is not done, the JRC's mandate will be affected and the integrity of racing will be at risk. It must be noted, that the Commission has been operating at a monthly **deficit in excess of \$3M, since the inception of the reduced tax levy.**

M. ECONOMIC STUDY OF THE INDUSTRY

The Commission intends to complete an economic study of the racing industry in the fiscal year 2011, through the Planning Institute of Jamaica in an attempt to describe and quantify the industry's contribution to the national economy.

O. SUCCESSION MANAGEMENT

The Commission had embarked on a structured effort to ensure continuity in key positions and to retain and develop intellectual and knowledge capital for the future. This corporate planning imperative is of utmost importance as the senior executives of the Commission approach retirement.

The following recruitment(s) have been enacted with this in mind:

- Director of Finance and Administration. (Currently in training)
- Trainee Steward (Currently in training)
- Personnel Officer – trained internal relief officer in place

ORGANIZATIONAL CHART (Insert)

STRATEGIC ISSUES FOR THE PLANNING PERIOD

(2011 – 2013)

4.1 The Strategic Direction of the Commission is presented as follows:

- Strategic Objectives, which provide the overall guiding principles of the Commission's strategy to deliver its products and services;
- Priorities, which articulate the areas which are of critical importance to the Commission;
- Strategic Initiatives, which outline the key strategic initiatives to be undertaken by the Commission to achieve its Objectives;
- Functional Strategies, which provide details of how each division will implement the Strategic Objectives; and
- Output and Performance Indicators, which are linked to the functional strategies and detail the deliverables and specific indicators to measure performance.

4.2 STRATEGIC OBJECTIVES

The Commission is committed to meeting the following strategic objectives:

- To ensure the effective regulation of the operation of the racecourse;
- To ensure effective and efficient management of race meetings by regulation of pre-raceday, raceday and post raceday activities;
- To build a strong organization with qualified and motivated staff in a supportive work environment;
- To improve quality and ensure timely delivery of services;
- To become a client-focused organization, through on-going consultation with stakeholders;
- To maintain an efficient, coherent and transparent drug testing programme;
- To devise a programme for the protection of animal health and welfare;
- To promote the welfare of racing practitioners including continued provision of adequate insurance coverage and encourage payment of statutory deductions, thus ensuring that participants receive related benefits.

4.3 STRATEGIC ANALYSIS OF CURRENT SITUATION (SWOT)

The Commission has undertaken a SWOT (strengths, weaknesses, opportunities and threats) analysis, which has been used to help in the preparation of this Corporate Plan. In summary, the results of this analysis are outlined below:

Strengths

- Monopoly for most of the services the Commission offers;
- Trained professional management in place;
- Completed JRC website;
- Trained experienced loyal staff with low turnover
- New JRC Core System;
- Excellent horse information database, most comprehensive in Jamaica;
- Long-standing legislative base.

Weaknesses

- Old facilities in need of improvement
- Inadequate level of funding to meet the JRC's mandate on a sustained basis;
- Ineffective Performance Management System;
- Organizational culture – slow responsiveness & customer service in need of strengthening;
- There is no Internal Audit;
- There is no legal Officer;
- Jamaica Racing Commission is failing to collect for the services it provides;

Opportunities

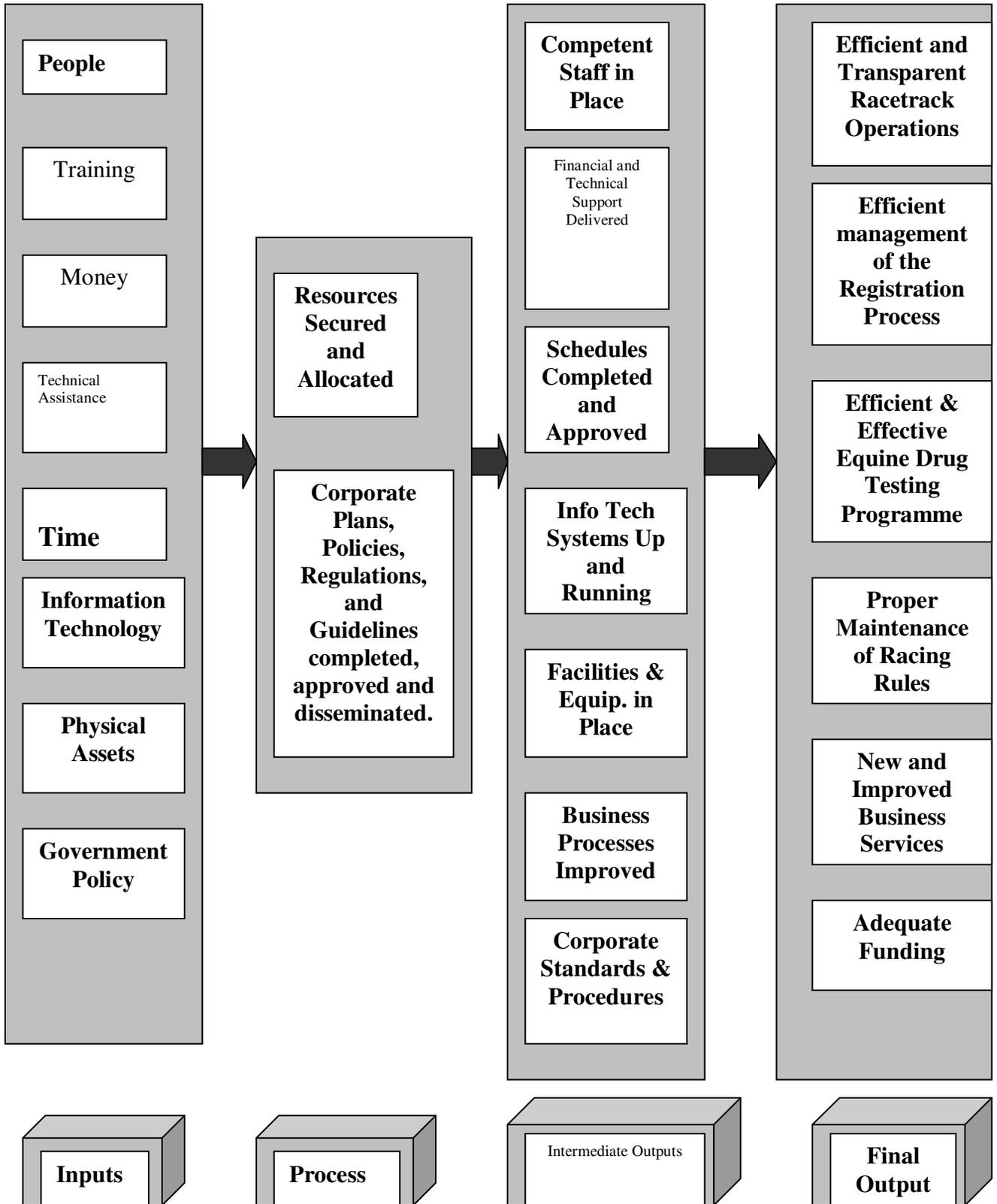
- Technology has matured to provide service delivery of data products and services over the internet;
- Sufficient Funds for technology improvement;
- Occupational groups still lean very heavily on the services provided by the JRC (Benevolent Fund and Insurance);
- Presence of a dynamic media industry with in-depth knowledge of horseracing, comprised of several print and electronic media houses;
- The Commission has the opportunity to improve service delivery and enhance the public image of the organization;
- Strengthening of the rules and regulations governing horseracing;
- Government is setting up a task force to look at Divestment of Caymanas Park. The Commission is also to give to Government its vision of racing for the next 5 years.

Threats

- Lack of core funding will undermine the Commission's delivery of its mandate;
- Horse breakdowns, creating revenue and safety concerns;
- CTL ownership by government – makes effective regulation harder;
- Economic environment constrains government responsiveness to JRC funding needs;
- hardships on members of other occupational groups creates desperate demand for scarce funds;
- The strong lobby machinery existing within the Bookmakers association compromises revenue streams;
- Breeders and owners are finding it difficult to maintain and train horses due to the current economic hardships which will threaten the future viability of the industry;

4.4 KEY OUTPUTS

The Key outputs of the Commission are set out in the following output map.



4.4.1 Key Policies and Desired Outcomes

The mandate, desired macro outcomes and priorities of the Commission are outlined below. Details of how these priorities and outcomes will be achieved are explained in the next section (Functional Strategies and Performance Indicators).

<i>Mandate</i>	
The mandate of the Commission is provided under The Jamaica Racing Commission Act (1972).	
This is:	
<ul style="list-style-type: none"> • To regulate and control horseracing and the operation of race courses in the island; • To grant such licenses and permits as may be required by virtue of the provisions of the Act; • To recommend to the Minister the method of utilizing sums, under the Betting Gaming and Lotteries Commission Act, for assistance to breeders of horses and horse racing generally; • To introduce and implement or to assist in or undertake the implementation of any scheme for the development of the horse racing industry. 	
Policies	Desired Outcomes
<i>To implement business processes to provide for the efficient management of financial and human resources</i>	
	Greater efficiency in the provision of services
	Well trained human resources
<i>To improve quality and ensure timely delivery of services</i>	Improved security of records
	Improved access to records including internet access
	Improved turnaround time in the registration process
	Improved accuracy and currency of registration information and testing procedures to optimize revenues
	Timeliness in the delivery of service in the area of micro-chipping and DNA sampling
<i>To aid the achievement of sustainable development for the country</i>	Improved regulation of the promoting company
	Initiatives for the development and improvement of horseracing in Jamaica

4.4 COMMISSION PRIORITIES

- To devise a programme for the protection of animal health and welfare;
- To promote the welfare of racing practitioners including continued provision of adequate insurance coverage and encourage payment of statutory deductions thus ensuring that participants receive related benefits;
- To improve efforts at prevention and detection of the use of prohibited substances in competing horses and drug abuse in jockeys and exercise riders;
- To maintain links with regional and other racing jurisdictions and adherence to international racing standards;
- To exploit the quality of the data and database used for production of the studbook – thus allowing for the in-house publication of XVI within the 2010/11 – 2012/13 periods. Maintenance and dissemination of racing and breeding statistics;
- To ensure the timely and thorough conduct of investigations into breaches of the Rules of Racing, adjudication of complaints and objections and hearing appeals from decisions of delegates.
- To provide sound advice to the Government on all matters associated with the regulation and administration of the horse racing and breeding industries.
- To review the current medication policy in keeping with international standards and specifically the introduction of thresholds for specific therapeutic medication and certain contaminants.
- To encourage improvement of bloodstock through the facilitating of duty free status for horses entering Jamaica for the purpose of racing and breeding.
- Discussions are ongoing with regard to improved service delivery and introduction of regional testing facilities.

4.5 STRATEGIC INITIATIVES:

Through implementation of its business process improvement, staff training and computerization, the Commission will be undertaking a number of initiatives to meet its objectives. They are:

1. **Customer Service Strategy:** The Commission will continue its ISO 9001 implementation thrust by developing standard operating procedures for its core processes. In addition, a system will be setup to monitor customer service performance against expectation, as part of ensuring that the Commission is truly transformed into a customer focused organization.

2. **Corporate Governance:** The Commission, in ensuring that it meets its responsibility of good Corporate Governance as mandated by the PBMA Act, will implement a) a revised Performance Management System which seeks to measure the attainment of corporate objectives cascaded down to the departmental and individual levels and b) an effective Performance Incentive plan which improves employee motivation; encourages and rewards focused, increased output.

3. **E-Government Program:** The Commission has completed its Website and will be embarking on a new approach to the provision of its services and products via online/internet medium.

4. **Benchmarking:** The Commission continues to focus on benchmarking key outputs to match international standards and specifications such as:

- **Turnaround times for races**
- **Drug testing**
- **Ratings of horses**

4.6 FUNCTIONAL STRATEGY

Key Performance Indicators:

The Commission is committed to meeting the following Key Performance Indicators (KPI's), which are developed in more detail in the following section of the Corporate Plan:

Racetrack Operations

- The effective regulation of the promoting company to ensure that the necessary infrastructure and equipment are put in place. This however has been hampered by severe lack of funds by CTL.
- Continue to ensure that all raceday critical vacant positions at the racetrack are filled on a timely basis.
- Races are cleared within 3 to 4 minutes of running.
- Reports on race day incidents are presented to the General Manager one day after such incidents.
- Implementation of the Race course Licence.

Improved Turnaround Time

- Registration of all stakeholders to be completed in 10 working days.
- Entry and scratch to be completed by 10:30 a.m. each morning.
- Vaccination Record Depository to be maintained and monitored. Records to be updated 2 days after inoculation.
- DNA/Blood-typing - To be completed by 30th June each year.

On-Line Service Delivery

- The Commission has implemented a number of on-line services/modules in 2010 and will continue to do so throughout the 2011/12 fiscal year under its E-government programme, according to its implementation schedule (see Table A).

Revenue Generation

- The Commission will seek to generate retained revenue at the level of 7.5% of (its budgeted income through improved service charges by March 31, 2012). The Commission continues to work toward instituting a regional testing programme which should marginally enhance the revenue position of the Commission. The Commission currently generates at the level of 5% of its budget from service revenues.

Effective management of the drug testing programme & Administration of Lasix

- The number of horses being administered Lasix had decreased from 85% to 74.3% in 2010.
- Improved turnaround time for test results and purse clearance was maintained within 10 days during 2010 except for a few occasions where malfunctioning equipment caused brief delays. The Commissions pending acquisition of a new GCMS machine at the testing lab will eliminate these breakdowns and improve turnaround time to way below 10 days.
- Post race samples are being delivered to the vault within one hour after the completion of the race day since 2009. This will continue throughout the planning period.

Supportive work environment

- Learning organization – The JRC will, thru its Personnel department, ensure that employees are properly trained and educated to meet industry needs. It is expected that a revised Performance Management System is to provide feedback on employee training needs on a quarterly basis.
- Physical facilities - All minor repairs requested done within a maximum 2 days of request
- Computer penetration - Level of computer penetration was 100% by December of 2010.

STRATEGIES AND PERFORMANCE MEASURES

5 IDENTIFICATION OF OBJECTIVES

5.1 Objective 1: To ensure the effective regulation of the operation of the racecourse;

Output	Performance Indicators	Base Line	Planned Performance	
<u>ADMINISTRATION</u>		Current	Target 10/11	Target 11/12
CTL racecourse license	Monitoring of Licence conditions	Yearly	Yearly	Yearly
	Further review preparatory to grant of 5 year licence.	June 2011		
<u>STEWARDS DEPARTMENT</u>				
Race track operations	Turn around time for the hearings			
	a. Jockey's conduct	7 days	7 days	7 days
	b. Positive findings/Preliminary enquiry	21 days	21 days	21 days
	Turn around time for press releases	1 day	1 day	1 day
	a. Proper training of racing officials	1 day	1 day	1 day
	b. Proper approval of request for appointment of race day officials	5 days	5 days	5 days
<u>VETERINARIAN DEPARTMENT</u>				
Horse Welfare	a. Report on horse abuse b. Certification of vaccination status of horses entering racing compound			

**Objective 1: To ensure the effective regulation of the operation of the racecourse;
(cont'd)**

Output	Performance Indicators	Base Line	Planned Performance	
<u>WELFARE DEPARTMENT</u>		Current	Target 10/11	Target 11/12
Improve operation of stables	Inspection of stables Revisit problem stables to ensure compliance	6 months 6 months	6 months monthly	6 months monthly
Protection of grooms	Inspection of trainers' wage book	6 months	6 months	6 months
Racing Industry Insurance Scheme	a. Timely reporting and recording of claims b. Timely submission of claims c. Timely distribution of claim cheques	7 days 7 days 7 days	7 days 7 days 7 days	7 days 7 days 7 days
Racing Industry Insurance Scheme	Review Scheme. Racetrack Meeting with Participants 2 meetings	Yearly	Yearly	Yearly
Jockey's Training Programme	a. Implementation of the next Jockey's training programme. b. Advertisement; collection of application; selection	6 months	6 Months	(Jan 2012) 6 Months

Objective 2: To ensure the effective and efficient management of race meetings by regulation of pre-raceday, raceday and post raceday activities.

Output	Performance Indicators	Base Line	Planned Performance	
<u>STEWARDS DEPARTMENT</u>		Current	Target 10/11	Target 11/12
Effective management of the race track.	Turn around time for the clearing of races when there are no objections.	7 mins	5 mins	3 mins
	Turn around time for the reporting of unusual incidents	2 days	2 day	2 day
	Approving the conditions and programmes for race meetings	3 days	3 days	3 days
	Monitoring the patrol camera system which assist the stewards in ensuring that races are fairly and honestly run	racedays	-	racedays
<u>VETERINARY DEPARTMENT</u>				
Regulation of pre-raceday, raceday and post raceday activities	Microchipping of horses		15 days	15 days
	DNA/Blood Typing			
	Turn around time for scratch (8:30 – 12:00) - 4 hours	10:30 a.m. (2 hrs)	10:30 a.m.	10:30 a.m.
	Perform post-race examination	Within 1 hr. of race	Within 1 hr. of race	Within 30 min. of race
	Endoscopic examination	Within 3 Hrs. of request	Within 2 Hrs. of race	Within 2 Hrs. of race
	Lasix administration	4 - 4.5hrs. before post	4 - 4.5hrs. before post	4 - 4.5hrs. before post

Objective 2: To ensure the effective and efficient management of race meetings by regulation of pre-raceday, raceday and post raceday activities. (cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 10/11	Target 11/12
	Testing Barn activities			
	a. Liaise with supervisor at beginning of race meet	30mins before meet	30mins before meet	30mins before meet
	b. Collect blood samples	1 hr after race	1 hr after race	1 hr after race
	c. Transport and store raceday samples	1 hr after last sample packaged	1 hr after last sample packaged	1 hr after last sample packaged
	Examine and report on the horses on the Vet list	By 10:30 a.m each raceday	By 10:30 a.m each raceday	By 10:30 a.m each raceday
	Examine declared runners	Within 4hr. of request	Within 4hr. of request	Within 4hr. of request
	Recommend Late non-starters	1 hr before post	1 hr before post	1 hr before first post

Objective 3: To build a strong organization with a highly qualified and motivated staff in a supportive work environment.

Output	Performance Indicators	Base Line	Planned Performance	
<u>FINANCE / ADMINISTRATION DEPARTMENT</u>		Current	Target 10/11	Target 11/12
Improve staff morale	Minimum number of training hours per employee	8 hours	10 hours	-
Index of staff/Job satisfaction	Annual Staff surveys done by departments	Nil	100%	100%
Improved communication	Number of newsletters produced for staff	1	4	4
	Number of staff meetings held	4	4	4
	Percentage of annual appraisals (semi-annually) – Number of persons completed within one month of appraisal period	70%	90%	100%
Recruitment of Staff	Number of posts filled			
	(a) Permanent	35	36	35
	(b) Temporary	8	8	8
	Turnaround time for recruitment process:			
	(a) Internal	5 weeks	3 weeks	3 weeks
	(b) External	6 weeks	6 weeks	6 weeks
Compensation/Incentive Pay Scheme	Completion of Compensation and Performance Pay/Incentive Scheme – scoring and implement	100%	100%	100%

Objective 3: To build a strong organization with a highly qualified and motivated staff in a supportive work environment. (Cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
FINANCE/ ADMINISTRATION DEPARTMENT cont'd		Current	Target 10/11	Target 11/12
Facilities Management System	Annual maintenance of the inventory including valuation (building, furniture, equipment and vehicles)	100 %	100 %	100 %
	Timely disposal of fixed assets	12 weeks	10 weeks	10 weeks
	Upgrade facilities- Veterinary Services, Registration Department, Library and Registry	2 depts.		
	Maintenance of Facilities: Turnaround time to - Respond to queries for major repairs To complete minor repairs	5 days	5 days	5 days
		3 days	2 day	2 day
Introduction of Inventory/ Fixed Assets Register				
	System Implementation and evaluation	50 %	100 %	100 %
Procurement and distribution of goods and services	Turnaround time to procure:			
	- distribution of stock items (stationery	monthly	monthly	monthly
	- non-stock items	3 days	2 days	2 days
	- equipment	15 days	12 days	12 days

Objective 3: To build a strong organization with a highly qualified and motivated staff in a supportive work environment. (Cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 10/11	Target 11/12
<u>FINANCE/ ADMINISTRATION DEPARTMENT</u> cont'd				
Disaster Planning	Preparation of Disaster plan	100%	100%	
	Implementation of Disaster Plan	50%	100%	
Preparation of Financial Reports	SOLOMON IV- Monthly reports to be submitted within 4 working days of the end of each month	50%	75%	100%
	Completion of accounts for auditing at the end of the financial year	6 months	1 month	1 month
	All bills be paid within stated time periods	2 months	1 month	1 month
	Purchase Orders to be prepared on a timely basis	1 day	½ day	½ day
	Utilization of report writer software in the preparation of financial reports	50%	100%	100%
Adherence to procedures	Turnaround time for responses	1 week	5 days	5 days
<u>INFORMATION TECHNOLOGY DEPARTMENT</u>				
Expansion of computing infrastructure	Re writing of the JRC core system (on-going)	75%	100%	100%
	Computer Penetration (for applicable users)	90%	100%	100%

Objective 3: To build a strong organization with a highly qualified and motivated staff in a supportive work environment. (Cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
INFORMATION TECHNOLOGY DEPARTMENT cont'd		Current	Target 10/11	Target 11/12
Payroll System	Availability of System	98%	98%	99%
	Payroll system interfaced with Financial system	50%	100%	Not required
Inventory/ Fixed Asset System	Installation and configuration of system.	70%	98%	100%
Human Resource System Project (HRMS)	Installation and configuration of (HRMS) (planned for 2011/2012)	25%	100%	-
Commission wide groupware system	Number of staff with email	100%	100%	-
Expansion of computing infrastructure	Effective use of Intranet	50%	100%	-
	Availability of system	75%	98%	99%

Objective 4: To improve quality and ensure timely delivery of services.

Output	Performance Indicators	Base Line	Planned Performance	
<u>STEWARDS DEPARTMENT</u>		Current	Target 10/11	Target 11/12
Stewards/Operations Stewards Hearings	Timely scheduling of hearings	3-4weeks	14 days	14 days
	Publication of Press Releases	1-3 days	2 days	1 day
Licensing of Occupational Groups	Processing of Application Renewal 2-3 days/ and New 14 days	-	2 days 10 days	2 days 10 days
Licenses and permits – new (grooms, stable assts. Etc.)	Process applications with all supporting documentation	3-4 Weeks	3 Weeks	3 Weeks
<u>REGISTRATION DEPARTMENT</u>				
Registration of Horses	a) Native bred (on time) bulk processing static information Shipping	6-8 weeks 5 days	6-8 weeks 5 days	6-8 weeks 5 days
	b) Native bred (late) static information 3- 5 days Shipping of sample 5 days	Ad hoc Ad hoc	60 days	60 days
	c) Imported static information 3-5 days Shipping of sample 5 days	Ad hoc	60 days	60 days
Registration Of Owners	Interviewing & Processing of applications Renewal 2-3 days New 14 days	-	2 days 10 days	2 days 10 days
Validation of Racing Entries	Check and process all entries	3-4 hrs	3 hrs	3 hrs
Naming of Horses	Processing of applications	5 days	4 days	4 day
Microchip Applications	Processing of applications	2 days	2 days	2 days
Validation of Race Card Data	Check information on official race card	5 hrs	4 hrs	4 hrs

Objective 4: To improve quality and ensure timely delivery of services. (Cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 10/11	Target 11/12
<u>REGISTRATION DEPARTMENT cont'd</u>				
Exportation Certificates	Preparation of certificates	2 days	2 days	2 days
Transfers	Process transfer with all supporting documentation	1-2 days	1 day	1 day
	Provide transfer information to the promoting company and Track and Pools	Weekly	Weekly	Weekly
Registration of Racing Colours	Processing of application	1-2 days	1 day	1 day
<u>VETERINARY DEPARTMENT</u>				
Visitation by the Commission's Veterinarian (On-Call)	Response by the Veterinarians to on-call reports.	12 Hours	6 Hours	6 Hours
** Vets may be at different locations.	Collection of hair/blood samples	Sept. 15	Sept. 15	Sept. 15
	a. Yearlings	2 wks	2 wks	2 wks
	b. Racers	3 months	3 months	3 months
	c. Other horses			
	Verify identification markings	adhoc	adhoc	adhoc
	Application of microchips	3 wks	2 wks	3 wks
	Endoscopic examination **	1 – 3 hrs	1 – 2 hrs	Within 4 hrs of request
	Examine declared runners **	4 hrs	3 hrs	3 hrs

Objective 5: To become a client focused organization, through on-going consultation with stakeholders:

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 10/11	Target 11/12
<u>BUSINESS DEVELOPMENT</u>				
Implementation of a Public Education and Public Awareness Programme	a) Write and disseminate News/Feature Stories/Press Releases about the Commission's activities	98%	100%	100%
	b) Preparation of information booklet on the Commission. Commissioning a video presentation of the work of the JRC	100%		
Improving the public relations of the Commission	a) Plan and implement seminars and church service for the persons at the track	75%	100%	-
	b) Marketing of the publications produced by the Commission Stud Book and Racing Year in Review. Make available CD Copy.	50%	75%	100%
	c) Reports/bulletins of the Commission's achievements/activities e.g. number of samples and registration	4	4	4
Expansion of Business Services	Increased revenue as a result of new services	0%	1%	2%
	Number of services offered electronically	0	1	4
Customer Service Delivery	Use of electronic methods of interfacing with customers including web access	25%	50%	100%
	Customer satisfaction	80%	90%	90%

Objective 6: To establish an efficient, coherent and transparent programme for the management of the drug testing programme:

Output	Performance Indicators	Base Line	Planned Performance	
<u>VETERINARY DEPARTMENT</u>		Current	Target 10/11	Target 11/12
Administration of Salix	Timely administration of the Salix	100%	100%	100%
Collection of Samples	Timely delivery of Samples to the vault after the races	1 hr	1 hr	1 hr
	Upgrading of surveillance equipment in the barn by (a) Replacement of Cameras (c) Replace Recording device	100% 50%	100% 100%	100% 100%
	Timely delivery of Samples to the Lab A – Sample B - Sample	9:00 a.m. 8:30 a.m.	9:00 a.m. 8:30 a.m.	9:30 a.m. 9:00 a.m.
Positive Review Committee	Regular meetings of the committee	Monthly	Monthly	As required
	Set policy guidelines for the committee	50%	100%	100%
Review of Medication Thresholds	Thresholds for certain medications to be Reviewed	Annually	100%	100%
	Public Education	Annually	100%	100%

Objective 6: To establish an efficient, coherent and transparent programme for the management of the drug testing programme. (cont'd)

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 09/10	Target 10/11
STEWARDS DEPARTMENT				
Rule Amendment	Periodic Review and Revision of Racing Rules.	100%	100%	100%

Objective 7: To devise a programme for the protection of animal health and welfare.

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 09/10	Target 10/11
<u>STEWARDS DEPARTMENT</u>				
Rule Amendments and Procedures	Establishment of an owner's responsibility rule	100%		100%
<u>VETERINARY DEPARTMENT</u>				
Policy on Horse Abandonment	Establishment of a policy on the way to deal with horses that are no longer racing	100%	100%	

Objective 8: To promote the welfare of racing practitioners including continued provision of adequate insurance coverage and encourage payment of statutory deductions thus ensuring related benefits

Output	Performance Indicators	Base Line	Planned Performance	
		Current	Target 10/11	Target 11/12
<u>WELFARE DEPARTMENT</u>				
Administration of Insurance Scheme and Benevolent Fund	Claims are processed in a timely manner	10 days	7 days	7 days
	On time payments to Pensioners	14 days	14 days	14 days
	Written procedures on race day accidents	50%	100%	100%
Improved training of grooms.	Organize training seminars with external parties for the grooms.	4	6	6

DEPARTMENT OBJECTIVES

5.2 Objectives

5.2.1 Director, Finance & Administration Corporate Objectives 2011/12

DIRECTOR FINANCE & ADMINISTRATION

OBJECTIVES 2010/2011

The objectives for the desk of the Director of Finance and Administration are proposed for the Fiscal year **2011/2012** as follows, to which the General Manager may add additional objectives in response to operational challenges:

The *tactical direction* for the Finance and Administration Section will be as follows:

- 1) **Personnel** – Focus on accurately stating, tracking and rewarding staff performance. Increasing motivation and output.
- 2) **Administration** – Focus on process improvement and accountability of assets.
- 3) **Finance & Accounts** – Focus on internal control, efficient organization of duties and improved output.

These are laid out, by departments, as follows:

ADMINISTRATION/OFFICE MANAGEMENT

- All Minutes of Board Meetings to be completed and circulated within 3 days of Meetings.
- All Action Points to be completed and circulated within 2 days of Meetings.
- Ensure 90% of all action items tracked and followed up.
- To have in place by April 1, 2011 a fully implemented and working Tracking system for all Investigations, Appeals and Cases ensuring that all related matters are promptly followed up.
- Submission of Monthly Report to General Manager by the 5th day of the following month.
- Streamline Registry process to achieve the following:
 - a) Increased storage space by April 1, 2011.

- b) Implement at least a basic document management system by end of 2nd Quarter.
- Implementation of an effective Fixed Asset Register system.
 - a) Fixed Asset report to be included in Monthly report showing Acquisitions, Disposals, Location and Equipment Code, to the Finance Director.
 - b) Computerized Fixed Asset system will be in use by April 1, 2011.
- Corporate Plan to be completed by December 20, 2011.
- Provide to the General Manager a Key Performance Indicator (KPI) on a monthly basis for the Finance & Administration Section.
- Provide comprehensive guidance to the Commission's Procurement process;
- Constantly ensure that the Procurement SOP is kept updated.

PERSONNEL DEPARTMENT

- Implementation of Revised Performance Management System, to include:
 - a) Modified Evaluation process and forms - April 1, 2011
 - b) Implemented Work Plan (to provide training to managers) – April 1, 2011
 - c) Implemented departmental performance Tracker (KPI) – effective April 1, 2011
 - d) To ensure effective and timely Evaluation completion within 30 days of each Quarter.
- Submit completed Staff Performance Appraisals & Incentive within 30 days after year end and 10 days after each Quarter.

FINANCE/ACCOUNTING

- Annual Reports completed and submitted to General Manager by May 31st (exclusive of Financial Statement).
- Financial Statement Audit to be completed and signed off by Board by June 30th.
- To maintain effective cost control within the organization:
 - a) Prepare Quarterly cost report (include variance analysis) to General Manager by 10 working days after month end
 - b) Ensure costs are within Budgeted amounts per aggregate Financial Accounting classification.

- Ensure that Organizational Budget is completed and presented to General Manager by November 15, 2011.in time for the Annual Corporate Retreat and Planning Meeting

PUBLIC RELATIONS

To Draft a meaningful comprehensive Public Relations plan for the organization for the Fiscal Year 2011/2012 based upon the outcome of the Corporate Retreat and the articulation of the General Manager's clear operational strategy for the year, encompassing the positioning of the JRC within the public domain.

The scope of the plan will include, but not be limited to:

- a) the establishment of a close working relationship with a PR consultant
- b) planning of lunch meetings with media and/or stakeholders
- c) proactive press releases addressing Commission decisions and industry perspective
- d) Scheduling and budgeting of functions, e.g. Hall of Fame Functions etc.
- e) timely advertisements within appropriate newspapers/publications

ACCOUNTS DEPARTMENT

Objectives 2011

Strategic Plan

The accounts department is committed to providing effective and efficient financial management and prudent record keeping of the Commission's monetary resources in a manner that will facilitate smooth operations of the Jamaica Racing Commission in conformity with generally accepted accounting principles. It is the aim of the department to ensure that the Commission's stakeholders are effectively served with a high level of professionalism and due care.

Objectives

1. Reports –
 - Submit monthly financials to the Director of Finance & Administration by the 3rd working day of each month.
 - Submit quarterly financial report to the Ministry of Finance within 30 days after the end of each quarter.
 - Completion of Annual Report by Nov 2011 for purpose of the Corporate Retreat
2. Timely preparation and presentation of annual fiscal budget. First draft to be submitted to the Commissioners at the annual retreat and the Ministry of Finance by January 2012.
3. Effectively manage the monthly levy income due to the JRC from Bookmakers and Promoter through the Inland Revenue Department so that monthly financial commitments can be met in the most efficient manner.
 - Levy receivables not to exceed 45 days.
 - 80% of Accounts payable to be aged within 30days.
4. Plan and execute the payroll function by their respective due dates
 - Monthly payroll by the 25th of each month
 - Fortnightly payroll to be ready by the Thursday of the said fortnight
5. Prepare the Commission's annual Financial Statements so that they can be ready for the Audit to be completed by June 30, 2011.
 - Trial Balance and first draft of FS to be sent to the auditors by April 30, 2011.Effect monthly Reconciliations on critical accounts such as:
 1. Monthly accounts payable listing
 2. Racing industry health scheme
 3. Legal fees

6. Benevolent fund- Timely preparation and delivery of fortnightly payments to beneficiaries. Monitor and manage the Funds investments. Manage Benevolent fund investments ensuring optimal returns on investment.

Corporate Income Tax Returns 2010/2011 - Returns to be prepared and made at the appropriate tax collection agency by March 14, 2011.

7. Annual Returns- Returns to be prepared and made at the appropriate tax collection agencies by March 14 2011.
8. Apprentice Payments – Prompt preparation and delivery of cheques for apprentice earnings.
 - Ensure proper deductions are made and invested with accurate records to show the savings for the apprentices.
9. Racing Industry Insurance Scheme – Maintain accurate records of receipt and payments in the RIIS accounts. Ensure timely payments of monthly insurance premiums within 1 day of billing submission.
10. Training of Staff – this will continue in 2011 to ensure that the members of the department are adequately trained so that they can acquire the skills needed to function optimally. Training will be conducted both internally and externally.
 - Cross training – members of the department will rotate desk at least one day each week
 - Schedule training on the Commission’s computer accounting system
 - External workshops and seminars on issues relating to the evolving nature of accounting.
 - Expose staff members to more technical roles required from the department.
11. Fixed Asset Register to be fully functional by the end of 2011.
12. Online Banking – Ensure that all the Commission’s accounts can be viewed on line (where facility provides) so that real information can be attained. The implementation expectation is 2 accounts per quarter.

OFFICE MANAGEMENT DEPARTMENT

OBJECTIVES 2011

The objectives for the year 2011 are as follows:

ADMINISTRATION

Investigations

The Department will continue to schedule investigations by the Commission twice monthly or as is necessary.

Summonses along with relevant documents will be sent to interested parties two weeks prior to hearing.

Draft Press Releases will be prepared for vetting within two days of hearing.

Positive Finding

Investigations into Positive Findings will be scheduled within a month upon receiving confirmation of a Positive Finding.

A schedule of investigations will be prepared and submitted to the Tribunal Members by the end of the third week in each month.

The decisions of investigations will be prepared in writing and submit to the Custodian of Samples and other relevant persons on the morning following investigations.

A draft press release will be prepared and forwarded for vetting at most two days after hearing.

Verdict will be disseminated to parties involved in the investigations within three weeks of hearing.

Appeals

Appeals will be dealt with as follows:

- Race day infringements will be scheduled within seven days of receipt, in the case of Jockeys.
- Against the Handicapping Committee, scheduled within one **day** of filing.
- Other cases, one month or as is necessary.

- All reports and relevant documents will be sent to all parties immediately, or two weeks prior to the hearing depending on the case.
- Custodian of Samples and CTL will be informed in writing as soon as an appeal is received against the Stewards decision following a race meeting.
- Prepare verdict for chairman's signature within seven days of hearing.

Court Cases

Will continue to liaise with Legal Advisor on all matters before the court.

OFFICE MANAGEMENT

Disaster Preparedness Management

Members of staff will be provided with a comprehensive and user friendly set of guidelines for dealing with and responding to emergency situations in order to enable the quickest possible recovery.

Continuous education of staff regarding disaster preparedness through:

- Posters
- Power Point Presentation
- Training in first-aid
- Fire Drills

These will be achieved through liaison with ODPEM and other relevant agencies.

Offices Supplies

Maintain and control adequate level of stationery and consumable supplies for the office to function properly. Ensure that supplies are issued on a monthly basis, upon receipt of requisitions.

Building Maintenance

- To ensure that work stations, bathroom facilities and surroundings are kept in satisfactory conditions.
- To install storm shutters in the Computer Department before the beginning of the Hurricane Season.

Jockey's Training School

Continuation of the upkeep of the buildings and grounds on a monthly basis.

Inventory

It is the Departments aim to implement and maintain an Inventory System which provides and up-to-date record of supplies and assets, and ensure that physical assets are marked for identification. This new system is to be implemented by the April 1, 2011. To execute physical inventory checks by March 31st, 2011. This physical inventory will be reconciled with the Inventory listing on the soon to be implemented Inventory Management system.

To record and code all fixed assets immediately upon acquisition.

Department Meeting

To conduct meetings with staff – bi-monthly.

Security Check

To carry out spot checks of premises and buildings on weekends and as the need arise

Cost Saving Initiative

The Department is committed to encourage heightened awareness to staff, as it relates to cost savings measures to be implemented in areas of utilities, water, electricity and stationery usage.

PERSONNEL DEPARTMENT

OBJECTIVES FOR THE YEAR 2010/2011

The objectives of the Personnel Department for the year **2011/2012** are as follows:

1. STRATEGIC

- To encourage, support and monitor the effective and efficient management of the Commission's most valuable resource – its employees.
- To be a member of the team, responsible for the transformation of the activities of the Commission as outlined in the Public Sector Terms of Reference.
- To drive programmes and activities which will facilitate the achievement of the Commission's goals and objectives, through its employees.

2. RECRUITMENT & SELECTION

To arrange and assist with the recruitment process to ensure that suitable persons with the required qualification and aptitude are employed to fill vacant/new positions. The recruitment process is to be completed within a maximum of 6 weeks.

3. TRAINING & DEVELOPMENT

- To strengthen individual and team performances and capability through continuous training.
- Training Schedule to be developed and implemented by **April 1, 2011**

4. PERFORMANCE MANAGEMENT SYSTEM

To introduce and monitor a performance management system to ensure that:

- All programmes (team/individual) are geared towards achieving the Commission's goals
- Individual performances are reviewed against agreed Performance Standards

- There is a common understanding of job requirements
- Feedback on performance is to be provided regularly.
- Training and development needs are identified and addressed.
- All elements to facilitate implementation of the programme to be completed by mid March.

Programme to be implemented by April 1, 2011.

5. **ORIENTATION SESSION**

To familiarize new members of staff and to remind others about the Commission's structure, culture, policies, aims and objectives etc. an orientation session for all staff will be arranged by mid March 2011.

6. **EMPLOYEE SATISFACTION**

To implement necessary remedies (and proactive strategies) as a result of the completed staff survey analysis. Complete phased implementation is to be achieved within the first fiscal quarter of 2011.

7. **WELFARE & BENEFIT SCHEMES**

To continue to administer the Pension, Group Life, Personal Accident and Health Schemes to ensure that:

- There is follow up to ensure that contributions on behalf of members are paid over to the Administrators of the Pension Plan within **two (2) weeks** of deduction from salaries
- There is follow up to ensure that premiums in respect of Group Life, Personal Accident and Health policies are paid on time so that policies remain intact
- Changes in employees status is submitted to the respective agencies within **one (1) week** after they occur.
- To Continue to act as a member of the Board of Trustees of the JRC/BGLC Pension Plan and to keep staff informed regarding matters affecting the plan.

8. EMPLOYEE RECOGNITION PROGRAMME

To fully implement the staff Appreciation and Recognition Programme during the 1st quarter of the year.

9. RECORD KEEPING

To ensure that Personal Files are updated with all relevant information in a timely manner.

10. MONTHLY REPORTS

To ensure that:

Departmental report is prepared and submitted by the 3rd day of the following month.

Attendance reports are reviewed and submitted by the 3rd day of the following month.

11. STAFF MEETINGS

The Department will continue to schedule quarterly staff meetings or as the need arises. The minutes of these meetings will be circulated **within 2** weeks. Action points (if any) are to be circulated within 3 days.

12. SOCIAL ACTIVITIES & OUTREACH PROGRAMME

- To co-ordinate the activities of the Social Welfare and Outreach Committee. Quarterly Birthday socials, games/movie evenings to resume.
- More involvement of staff in the Outreach Programmes at least 2 visits to be made to Children's first during the year.
- At least one major activity to be arranged during the year.

13. PERFORMANCE APPRAISAL

- Completion of completed Annual Performance Appraisal and Incentive within 30 days of Fiscal year end and 10 days of each Quarter respectively.
- Submit prepared and signed-off Appraisals and Incentive documentation to reviewer by May 10.

5.2.2 INFORMATION TECHNOLOGY DEPARTMENT

2010/11 Objectives

	<u>Projects/Daily Routines</u>	<u>Deadline</u>
1	Automation of data link between CTL and JRC	March 2011
2	<i>Production of the 2010 Racing Year in Review.</i>	April 2011
3	Review and maintenance of JRC's Core System JRCRIS. 1 Maintenance of remaining modules. 11. Review of JRCRIS.	Ongoing
4	Documentation of JRC's Security Policy.	April 2011
5	Implementation of the Online Registration	June 2011
6	Implementation of the Online Racing Statistics Module	September 2011
7	Automating the dissemination of Racing Statistics to the world hub.	Ongoing
8	Dissemination of Race Meeting Statistics in time for publication; via email.	One working day after race meeting
9	Disaster Prevention and Recovery a. Offsite system backups via Online. b. Implementation of up to date Virus Definition c. Provide up to date Windows Service Packs if available. d. Provide up to date system Backups.	March 2011 March 2011 Ongoing. Ongoing.
10	System Maintenance (Hardware) To provide users with functional computers, to enable staff to function efficiently.	Ongoing
11	System Maintenance (Software) To provide users with functional software, to enable staff to function efficiently.	Ongoing
12	Upgrade of Server Operating System from Windows Server 2003 to Windows Server 2008.	April 2011.

5.2.3

WELFARE DEPARTMENT

The objectives for the Welfare Department for 2011/12 are as follows:

1. Inspection of stables twice per year June/November.
2. Inspection of Trainers' wage books beginning 2011
3. Racing Industry Insurance
 - Assist in completion of personal accidents claims
 - Establish and maintain a log of racetrack accidents
 - To follow up cases to ensure all required actions are taken and files are appropriately closed.
 - To arrange and conduct insurance meetings with occupational groups at the racetrack
 - Report, record/submit claims within two days of completion
 - Distribute claim cheques within two days of receipt
4. Apprentice Jockeys
 - Supervise apprentice jockeys – daily basis
 - Sign/distribute retainers to apprentices – weekly
 - Have meetings with apprentices – once weekly
 - Distribute earnings to apprentices – weekly
 - Coordinate church service on the race track for racing personnel – emphasis placed on apprentices – on a monthly basis
5. Liaise with agencies to advise of their services and identify resource persons to address industry needs:
 - National Housing Trust yearly
 - National Insurance Scheme yearly
 - Ministry of Health – quarterly
 - Credit Unions, (churches etc.) – yearly
 - Investment institutions – Jamaica Money Market Brokers – yearly
6. Benevolent Fund
 - Distribution of beneficiaries payments fortnightly – 2 days after receipt of same
 - Visitation of beneficiaries – monthly basis and on a weekly or daily basis if ill. All beneficiaries to be visited at least once annually. Register to be up-dated annually.
7. Hearing and settling disputes among racing personnel --- days after complaints are received.

5.2.4 JAMAICA RACING COMMISSION **VETERINARY DEPARTMENT**

2011 OBJECTIVES

Introduction

The Veterinary Department of the Jamaica Racing Commission is now in its 7th year as a satellite office located at Caymanas Park. Much more effective service is now being delivered to the industry in a timelier manner and we propose to improve on these services during 2011. The office now provides a full range of veterinary regulatory services to the industry and industry players show greater dependence on the Commission's veterinary department. Since becoming a satellite of the Commission there is greater monitoring of the veterinary regulatory activities of the Commission to the extent that we have been able to exert greater control of the vaccination enforcement programme through the vaccination record depository. Additionally the Department remains the site for the Trainers Training Programme.

In 2011, the Veterinary Department will perform the routine tasks (eg. micro-chipping, hair/blood collection, Testing Barn management) in the time-frames indicated, contingent on the uninterrupted provision of electronic data transfer and communication services with the relevant departments at the offices at Winchester Road. The department will also co-ordinate and administer enhanced training opportunities for Assistant Trainers.

DNA/Blood-typing Sampling

Approximately 550 horses will require sampling for parental verification in 2011. Eighty-five percent of this amount is expected to native-bred 2010 foals and the department's goal is to ensure collection of samples from these horses by September 16, 2011. Older horses eligible for collection by December 31, 2010 will be collected by January 31, 2011. The department will endeavor to collect samples from all other eligible horses within four weeks of application.

MICROCHIPPING

It is expected that 350-400 horses will require micro-chipping in 2011. Applications for micro-chipping should be made no later than the day before entry. Requests made after this time will not be accommodated to facilitate participation in the next race meet.

PARA – RACE-DAY ACTIVITIES

1) Sample Delivery: “A” samples will be delivered to the Equine Forensic

Laboratory at the University of the West Indies, Mona, between 9:00 a.m. and 9:30a.m, the first workday following a race-meet, while “B” samples will be delivered by 9:00 a.m. on the morning of testing.

(2) On- Call: each report will be addressed in a timeframe that is appropriate for the race day decision and declaration. Recommendations to stewards based on ‘on-call’ decisions will be communicated to stewards one hour prior to start of race-meet. Events requiring recommendations during race-meets will be communicated immediately after veterinary adjudication.

(3) Scratch: to be completed and reported to stewards by 10:30 am on required mornings. It should be noted that with the implementation of rule 119 in October 2010, the number of horses requiring veterinary adjudication on scratch mornings has increased significantly; this trend is expected to continue and may impact the reporting time indicated.

(4) Positive Review Committee: This committee will continue to provide recommendations to the Commission within 24 hrs of receipt of laboratory report outlining positive finding in “A” samples.

(5) Endoscopy: Endoscopic examinations to confirm Exercised-Induced Pulmonary Haemorrhage (*bleeding*) in horses will be performed within 4 hours of request for examination. It is expected that 25-30 horses will be examined monthly.

RACE-DAY ACTIVITIES

(1). ***Lasix Programme***

The veterinary department will continue to manage the Lasix Programme with the assistance of 3 part-time veterinarians and 1 relief veterinarian. Each administration will be completed between 4 – 4.5 hours prior to post time. The department will continue to recommend the annual purchase of Lasix doses from our overseas suppliers who have proven reliable and affordable.

Arrangements for the purchase of 8000 doses for the 2011-2012 fiscal year will be submitted by January 31, 2011 as current supplies are expected to be exhausted by March 2011. It is projected that 75-80% of all starters will use Lasix in 2011.

(2). **Sample Collection Centre (Testing Barn)**

The department will continue (in conjunction with the stewards advice) its programme of testing first and second place finishers and any other two randomly selected finishers on trophy races, as well as first-place and any other randomly selected finisher in regular racers. This programme started in August 2008 and has so far resulted in a decrease in the average annual positive findings.

Voided urine samples will be collected from all horses selected for testing. Blood samples will be collected from all lasix horses selected for testing after urine samples have been collected. Blood samples will be collected from any horse selected for testing, which fails to provide a urine sample.

All samples will be transported (with armed escort) to the storage vault within 1 hour of departure from Testing Barn.

Phase three of the upgrading of the surveillance system in the testing barn which should have been completed in 2008 will be pursued again, pending funding. This phase will include primarily, the updating of recording and camera equipment.

Vaccination Record Depository

The Veterinary Department can now safely say that it is now the central depository of all vaccination records for horses at Caymanas Park. The vaccination history of horses at the racetrack is now accessible to the department. Combined, the information these provided will buttress the department's goals of full compliance both in terms of appropriate vaccination of horses and submission of certificates and information to the department.

Enforcement of the vaccination rules and requirements was bolstered in August 2010 by a complete overhaul of the computer system at the Commission. This has provided the department with more up-to-date data on all horses on the compound. The vaccination status of horses is now classified as "***compliant***" or "***non-compliant.***" ***Non-compliant*** horses require primary boosters and are not-eligible to race, while ***compliant*** horses are eligible to race but may require a booster or secondary booster..

The department continues to encourage trainers to visit the department's office to access information regarding their horses' vaccination status. Additionally trainers can now be provided with printed updates of their horses' vaccination status on request, by the department.

CONTINUING EDUCATION

The department recognizes and embraces the dynamic and inter-dependent nature of veterinary regulatory racing authorities globally and the constant upgrading of expertise within these fraternities. Annual conferences by the Association of Racing Commissioners International (ARCI), University of Arizona (Racing Summit) and the American Association of Equine Practitioners (AAEP), provide the best forums for the afore-mentioned upgrading. The Commission veterinarians should be afforded the opportunities to participate in these forums in 2011 and beyond.

SPECIAL PROJECTS

(1) International Competition

*Caribbean Classic (El Clasico del Caribe) and Confraternity Cup
(Copa Confraternidad)*

The veterinary department will continue discussion with the Veterinary Services Division, Ministry of Agriculture and Fisheries, regarding facilitating the participation of Jamaican horses in The Clasico del Caribe and Copa Confraternidad in Panama in Dec 2011.

2) Trainers' Training Programme

Part II of the trainers training programme will commence as soon as all candidates fulfill the requirements for licensure, or at date no later than the end of April 2011. The course is expected to be completed by the end of June 2011 with graduation in July 2011.

5.2.5
STEWARDS' DEPARTMENT
GOALS AND OBJECTIVES FOR 2011

		OBJECTIVES	TIME FRAME
1	Registration Department	To continue the supervision and guidance of the Registration Department with the view of improving efficiency and maintaining the already high standards set by the department	To be continuous.
2	Rules	(a) to implement the amendments scheduled to be effective in 2011. (b) to continue dialogue with horsemen re other amendments such as Rule 2, definition of a particular equipment and the claiming rules.	If amendments are approved by the Commission to be effective 31.03.11
3	Registration and Licensing (a) Racing Officials (b) Veterinarians (c) Owners and Agents 1.) New (2) Renewal	To be licensed by 31.01.11 All currently registered To complete interviews within a specific time after receiving each application. To complete the processing of each application expeditiously. To complete the processing of each application quickly provided all relevant	Within five (5) working days. Within two (2) working days.

	(d) Occupational Group	information is submitted with it.	Within five (5) working days.
		OBJECTIVES	TIME FRAME
4	Jamaica Stud Book Volume XVII Volume XVI Half Bred register	To begin compilation. To complete compilation and editing. To be completed by 31.12.11	By June 2011

5	<p>Training Schedules</p> <p>(a) Trainers</p> <p>(b) Stewards</p> <p>(c) Registration Staff</p> <p>(d) Racing Officials</p>	<p>To assist the Veterinary Department with the Trainers' course.</p> <p>To ensure the new Steward gets accredited and that each member of the panel maintains accreditation.</p> <p>Members of the department to do course in Management of the Equine Animal, which is part of a certificate course. At least two (2) officers are to participate.</p> <p>To train all officials (new and existing) especially in relation to the requirements of the Racing Rules 1977.</p>	<p>To be done in part II of the course.</p> <p>November school to be attended.</p> <p>One in January 2011 and the other in September 2011.</p> <p>To be completed by 31.05.11</p>
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	(iv) First Instance Tribunal	To participate in hearings into matters brought before the Tribunal as duly delegated members	To be continuous with one Operations Steward sitting at each hearing.
8	Race meetings (a) Entries	(i) To ensure entries are accepted only when allowed. (ii) To verify the eligibility of all horses, trainers and jockeys entered to race, and disqualify those not eligible. (iii) To verify the eligibility of each horse entered to race with lasix. (iv) To proof read and approve the final list of entries as well as the “problems list” for publication on the “overnight”.	To cease accepting at 11:30 a.m. unless written permission for an extension is granted. To complete by 4:00 p.m. provided entries close at 11:30 a.m. To complete by 4:00 p.m. provided entries close at 11:30 a.m. To complete by 4:00 p.m. provided entries close at 11:30 a.m.

	(b) Scratch	<p>(i) Accept or deny all declarations for jockey changes.</p> <p>(ii) Receive and approve all permissible amendments to equipment and declared eight for each horse entered.</p> <p>(iii) Eliminate all horses that fail to satisfy outstanding certificate or other requirement.</p> <p>(iv) Ensure that only horses, Jockeys, trainers and Owners who have satisfied entry requirements, remain on the programme.</p>	<p>Complete by 9:30 a.m.</p> <p>As above.</p> <p>As above.</p> <p>As above.</p> <p>Complete by 4:00 p.m. on the day "Scratch" was done.</p>
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<p>(c) Post Scratch and Pre RaceMeeting</p>	<p>Update lasix files as related to the applications received.</p> <p>Reconcile fines paid.</p> <p>(iii) Compile a record detailing pre-raceday statistics.</p> <p>(iv) Liaise with the Registration Department about amendments necessary to data published in the Track & Pools.</p> <p>(v) Verify data and update/ amend official race card as it relates to each declared horse.</p> <p>(1) Attend the track and begin presiding over the race meeting.</p>	<p>As above.</p> <p>As above</p> <p>Complete by 4:00 p.m. on the day the Track & Pools is received.</p> <p>As above.</p> <p>One (1) hour prior to post-time for the first (1st) race.</p>
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	<p>(d) Raceday Activities</p>	<p>(2) Receive and verify list of all Officials and other essential systems required for the race meeting as well as persons who have lodged money with the promoter for the purpose of claiming a horse.</p>	<p>To be done prior to post time for the first (1st) race.</p>
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		<p>Advise the public and officials on all amendments to the information published in the Track & Pools via the Clerk of The Course.</p> <p>(3) Advise the Clerk of the Scales on each jockey's declared body weight as well as updates on the colors for each owner of a horse declared to participate.</p> <p>(4) Adjudicate on the claims submitted by:</p> <p>(a) ensuring that the 'claim box' is opened in the Stewards' Room at the appropriate time;</p> <p>examining and processing of each claim ensuring adherence to the rules;</p> <p>(b) determining claims by ballot if necessary and supervising same.</p>	<p>At least half an hour prior to the post time for the first (1st) race.</p> <p>As above</p> <p>To be done no sooner than fifteen (15) minutes before post time for each particular race, but before the start of the race.</p> <p>As above.</p> <p>As above.</p>
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		<p>(d) announcing the results of claims submitted by the advising clerk of the Course.</p> <p>Clear each race (after deliberation between members of the Stewards panel) as soon as possible having regard to the rules.</p> <p>(5) Summon persons to provide information deemed necessary to assist in the proper running of the race meet.</p> <p>(6) Issue written summonses to all persons who may have committed a breach of the rules for them to appear at a hearing on a future date.</p> <p>(7) Compile records of all actions/decisions taken by the Stewards throughout the race meeting e.g. suspension and fines.</p>	<p>As soon as possible after the race has started.</p> <p>To be done three (3) minutes after the winner has passed the Winning Post or as soon as possible thereafter.</p> <p>As required.</p> <p>To be done after each incident provided the person(s) is/are available.</p> <p>To be done promptly after each race is run.</p>
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		<p>8.)Dictate to a recording Secretary a relevant account of the Stewards' actions for each race.</p> <p>(1) Submit a written report of The Stewards' actions to the Board of Commissioners via the General Manager.</p> <p>(2) Submit to the General Manager a list of all horses sent to the Testing Barn for sampling (random selection).</p> <p>(3) Submit a 'special report (verbally/written) to the General Manager on any unusual event which occurred during the race meet.</p>	<p>To be done immediately after each race.</p> <p>To be done by the second (2nd) working day following the race meet.</p> <p>To be done on the morning of the first (1st) working day following the race meet.</p> <p>To be done on the morning of the first (1st) working day following the race meet.</p>
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		<p>(4) Convene investigations or hearings into incidents which occurred during the race meeting.</p> <p>(5) Ensure that files are updated with information arising from the race meeting.</p>	<p>To be done by the Tuesday following the race meeting, provided all summonses had been issued.</p> <p>To be done by the second working day subsequently to the race meeting.</p>
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REGISTRATION DEPARTMENT

Goals and objectives for 2011

1. **Provide the Jockey Club with “produce” information.**

Provide The Jockey Club with “produce” information (2010) on mares imported from the United States. This will be done by the end of October 2011.

2. **Stud Farm Visits**

Visit at least eight (8) stud farms by the end of July 2011 so as to conduct assessment of their facilities, records and needs.

3. **Complete the processing of all 2011 native-bred foal applications by November 11, 2011.**

4. **Press Releases / Notices**

- Provide the racing public with pertinent and relevant information by publishing at least two (2) notice/press releases every month.

5. **Communication**

Improve and increase the flow of oral and written communication with clients pertaining to omissions and other requirements for the completion of tasks. All matters must be responded to within three (3) working days via oral communication, and within five (5) days in writing.

6. **Monthly Reports**

Ensure that all monthly reports are submitted to the Stewards Department by the 3rd day of the following month.

7. Jamaica Stud Book

Identify areas of improvement and make recommendations on how to improve the presentation, distribution and sales of the Jamaica Stud Book. These recommendations will be made by the end of April 2011.

8. Procedure Manual

Complete the Procedural Manual by the end of April 2011, for all the modules that are fully implemented.

9. Develop a draft developmental plan for the Department by the end of June 2011.

10. Training

Identify and make recommendations on the Department's training needs for 2011. These recommendations will be made by the end of January 2011.

11. Micro-Chipping Protocol

Commencing January 1, 2011, we will institute the ISBC micro-chipping protocol that requires the reporting to the Stud Book Authority of the foaling country, the relevant micro-chipping details of imported horses that have been micro-chipped locally. This will be done each month by the 5th working day of the month.

We will also, by the end of October 2011, provide the relevant Stud Book Authority with the said information on all horses micro-chipped for the period January 1, 2009 – December 31, 2010.

FINANCIAL

STATEMENT