

<b>Job title</b>	Executive Director
<b>Reports to</b>	Regional Director (South)
<b>Responsible for</b>	Racecourse Staff
<b>Supports and is supported by:</b>	ARC Operations Board and other Racecourse Executive Directors

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## SCOPE AND PURPOSE

The Executive Director is responsible for all commercial and operational aspects of the venue including, but not limited to, Racing and Events.

Within available resources, deliver the best possible horse racing venue and program of racing, to customers and horsemen, whilst utilising the facilities for non-racing activities, ensuring profits are maximised; managing the profitability of the business in terms of income, payroll and expenditure controls. The Executive Director will also foster a culture that focuses on the customer experience and service excellence throughout all aspects of the business.

Furthermore, in conjunction with Regional Directors and HR team, the Executive Director will be responsible for strategic business planning, operational planning and execution, people development and team morale.

## KEY OBJECTIVES AND RESPONSIBILITIES

### General:

- To agree and deliver the annual financial plan, monitor performance and react to variances, within the company's agreed reporting periods – monthly, quarterly and annually.
- In conjunction with both the relevant Regional Directors and the Head of Group Sales & Marketing; monitor and maximise all sales opportunities from your respective regional sales hub
- To develop a business strategy and implement actions that deliver all aspects of the annual plan, that also accommodates the wider company's longer-term strategic objectives.
- To build, manage and maintain relationships with all stakeholders including key customers, horsemen, owners, sponsors, bookmakers, media, industry organisations and contractors.
- Implement and maintain all racing industry regulations and adopt best practice.
- To act as an ambassador for your venue and ARC, to portray the Racecourse and ARC in the best possible light at all times & protect its reputation.
- To contribute to the Group on policy and assist in its implementation; including involvement in specific projects and working groups, as required.
- To be at the forefront of delivering innovation within your venue, recommending plans, strategy and investment that sets your racecourse apart from its competitors.

### People:

- To employ, or contract, and manage a team to deliver all aspects of the racecourse's financial and operational plans.
- To encourage a mindset of agile working within the team to cover business trends and support for colleagues.

- To comply with UK employment law and adhere to internal policies & procedures to ensure all staff have a safe and comfortable working environment, with the necessary equipment to deliver all aspects of their roles, as conditions and resources allow.
- To deliver an enhanced team performance through the appraisal, training and motivation of staff to ensure maximum engagement with their targets and objectives, as well as those for the ARC Group.
- Liaise with the HR team to promptly and fairly resolve any issues.

#### **Racing:**

- To employ, or contract, a Clerk of the Course and oversee them in managing all aspects of racing as stipulated within the British Horseracing Authority General Instruction (BHAGI)
- To deliver the best possible racing surface and facilities, to ensure horses, jockeys, owners and horsemen receive the best possible care and experience.
- In liaison with the Clerk of the Course, construct a race programme to maximise, when possible, the number of runners, the class of racing, betting turnover and income through media contracts, whilst accommodating opportunities to increase the attendance.
- To ensure a consistent and positive dialogue with Owners & Trainers is maintained to maximise runners and the Owners experience on race meetings
- To ensure Lads/Lasses facilities & provisions are maintained to the highest possible standard
- To embrace the Group's policy on horse and jockey welfare, ensuring medical facilities and staff are provided to the highest standard, and are in accordance with the appropriate BHAGI.
- To engage in the annual fixture allocation process as required.
- Liaise on all racing matters, when appropriate, with the Heads of Group Racing (Operations/Fixtures & Funding).

#### **Catering:**

- To agree and deliver the annual catering plan, monitor performance and react to variances, within the company's agreed reporting periods – monthly, quarterly and annually.
- To liaise with the regional catering team and Head of Catering & Events to deliver all financial and operational requirements
- Ensure all staff, facilities, procedures, preparation and storage operate within the company's best practice guidelines, and adhere to all national health and safety law, to protect its workers or customers from harm and reduce the risk of, or the impact of, litigation.
- At all times present our facilities, staff and products to the highest standard possible.
- In conjunction with the Head of Catering & Events, ensure that the quality and delivery of our product is consistent and that we deliver service excellence at all times.
- In partnership with the Head of Catering & Events manage and control all margins to budget for food, liquor and variable labour whilst keeping a keen eye on moving our product forward and innovating.

#### **Marketing and PR:**

- In conjunction with the Head of Group Sales & Marketing, create a range of targeted marketing and promotional activities, to create awareness and demand, and allocating resources to days or events with the best possible chance of maximising turnover or sales in all activities.
- To brief and liaise with the Sales & Design Hub for the creation of artwork, generic literature, websites and to assist with the implementation of campaigns.

- To ensure that there is a range of pre-planned or reactive PR activity to enhance awareness of days, events, or for the general promotion of the company.
- Liaise with the PR and Communications Manager.
- To instigate regular discussion with both the local MP and with senior members of the relevant City/Town Council
- To be at the forefront of community engagement and involve the Racecourse within the local community as much as possible.

#### **Commercial Performance:**

- To agree and monitor the regional hub team sales for hospitality, restaurant, sponsorship, hoardings, site advertising, annual boxes, admissions, annual memberships and any other income streams that will enhance race day turnover
- To liaise on a regular basis with the Head of Group Sales & Marketing to ensure we are maximising all possible sales opportunities from your respective divisional hub

#### **Non-Racing:**

- To agree and deliver the annual Event and Venue Hire (EVH) plan, monitor performance and react to variances, within the company's agreed reporting periods – monthly, quarterly and annually
- To monitor closely and maximise all sales opportunities from your respective regional hub
- To explore new and alternative sources of non-racing profit generating opportunities.

#### **Health & Safety (H&S):**

- To agree a budget to deliver all regulatory requirements, training or preventative maintenance and measurement activities, ensuring problems are identified, reported and actioned, whilst maintaining the appropriate paperwork and audit trail.
- To provide a safe environment, including adopting safe working practices, for staff, customers and contractors, ensuring adherence to the group H&S policy, the group Green policy and national H&S legislation, to protect all on site from harm and reduce the risk of, or the impact of, litigation.
- Liaise with the relevant regional Head of Health & Safety
- To maintain a venue that meets the requirements of ARC's internal and external H&S and Food Safety audits.

#### **Site and Facilities:**

- To agree and implement the annual repairs and capital plans to either enhance, protect or extend the life of the assets, equipment and buildings on site liaising with the Group Facilities Manager and making best use of the CAFM system.
- To ensure all facilities are safe and comfortable to all people, or animals, on the site.
- To recommend investment projects to enhance the site facilities and increase turnover.
- Liaise with the Group Head of Property on a regular basis as to defects or proposals for your site

#### **Other Facilities**

- If the venue includes a hotel, golf club, driving range, SPA or other business-related facilities they will also be subject to the same scope, purpose, objectives and responsibilities as stipulated in this job description.

#### **Other**

To comply with all Health and Safety procedures associated with the department at all times. This relates to:

- Standards and procedures of correct working practices
- The completion of risk assessments
- COSHH regulations
- Use of Personal Protective Equipment

To control wastage and operate according to the Company's environment policy with regard to:

- product control and waste minimisation
- proper care and maintenance of equipment to prolong its life
- using towels in appropriate quantity to minimise unnecessary laundering
- proper separation and disposal of cardboard, paper and glass in recycling bins
- minimising energy wastage by switching off unused lights, heating, PCs and equipment

To be an ambassador for ARC and for our venues, taking personal responsibility for finding out about our product and services, and at all times striving to represent the Company in the most professional, courteous and efficient manner possible.