



NEW ZEALAND THOROUGHBRED RACING

CHIEF EXECUTIVE OFFICER
RECRUITMENT BRIEFING PACK

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NEW ZEALAND
THOROUGHBRED **RACING**

PUREI HÖIHO NĀTI O AOTEAROA

THE ROLE

- Lead & drive transformational change
- An industry undergoing reform, to secure a strong future
- 'Industry first' and 'improve racing'

With transformational change underway, New Zealand Thoroughbred Racing (NZTR) is looking for an experienced CEO to replace our outgoing Chief Executive, to build on his success and bring their own expertise to the industry.

'Industry First' and 'Improve Racing' continue to be the key drivers for NZTR. As a multi-dimensional organisation, the focus on driving results for the industry, requires depth of industry knowledge and relationships. Reporting directly to the Board the CEO will lead the organisation and wider industry into a new chapter of 'reform'.

Specifically, the CEO will be focused on:

- Leading and driving a change agenda focusing on the delivery of transformational initiatives
- Leading and inspiring a dedicated team, focusing on development and deeper industry engagement
- Supporting industry stakeholders to build and deliver the "Industry First" actions to "Improve Racing"

SKILLS & EXPERIENCE

You will epitomise our vision and values, 'Together shaping a bright future for our people, our horses'. Experience in the Racing and Thoroughbred code is essential and we are particularly interested in candidates who have a background reflecting success in transformational change and established industry relationships, in addition you will be:

- Emotionally intelligent, cultivating strong relationships both internally and externally
- Passionate about growing the Thoroughbred industry, by optimising the capability of NZTR
- Commercially astute, and leading with cadence and stamina
- Balanced, with the ability to connect with stakeholders through effective communication skills and negotiation skills to achieve positive outcomes



ABOUT NZTR

New Zealand Thoroughbred Racing (NZTR) is the regulatory and governing authority for the sport of Thoroughbred racing in NZ. We are tasked with ensuring the overall health and successful development of the sport across New Zealand, seeking to enhance its attraction to customers and its position in the sporting and cultural landscape of the country.

Racing contributes \$1.6 billion (0.9% of GDP) to the New Zealand economy and directly employs approximately 10,000 people. When including those who are employed elsewhere in the economy due to activity within the racing industry, this number grows to around 17,000.

More than 50,000 people participate in racing when casual staff, part-time workers and volunteers are included. The largest economic contribution racing makes is in wages and salaries – more than \$768 million is paid every year to employees in racing.

Over \$170 million is generated in export revenue for New Zealand with auction sales alone boosting the economy by more than \$55 million.

The industry is at a turning point as we recover from the COVID-19 pandemic and the new Racing Industry Act assigns responsibility for all aspects of Thoroughbred racing to NZTR.

We therefore expect a period of change as the new industry arrangements bed in and as NZTR's function and role expands.

The Racing Industry Act 2020 provides that NZTR's objective is to develop and promote the racing conducted by NZTR.



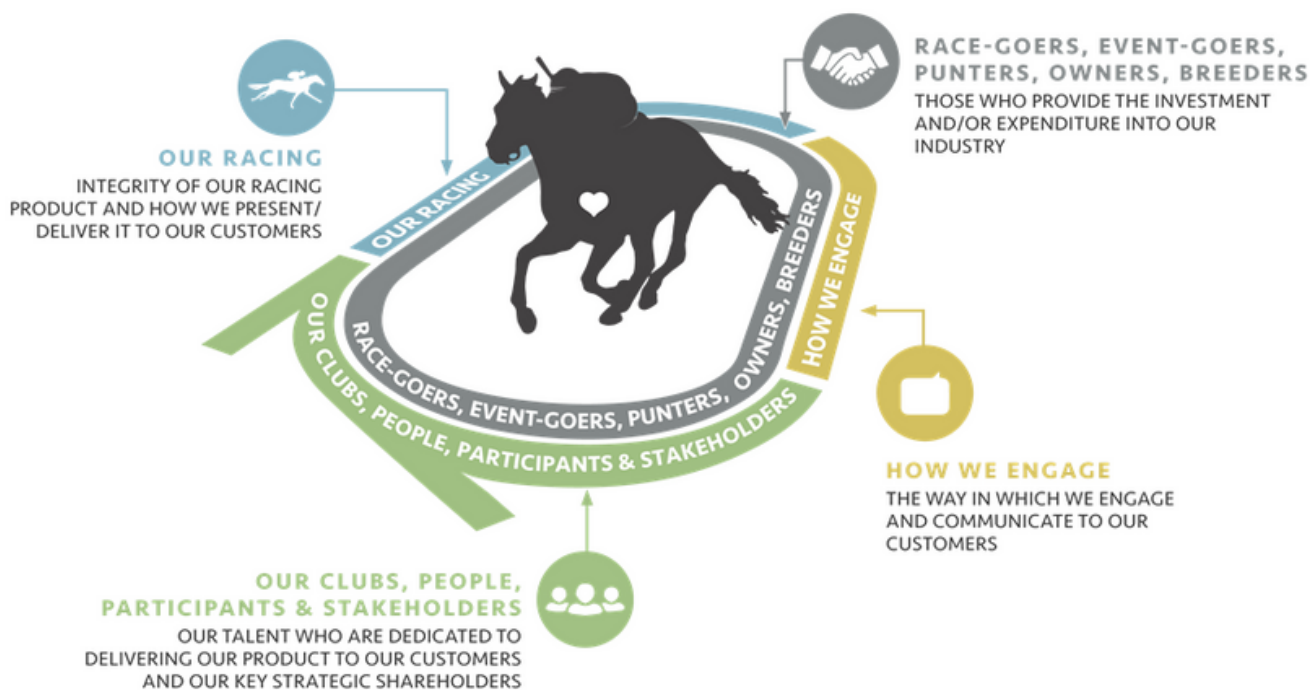
ABOUT NZTR

The Act provides that the functions of NZTR are:

- to govern racing clubs, racing venues, and participants, including by -
 - monitoring the performance and finances of those racing clubs and racing venues and their approach to managing risks to health and safety under the Health and Safety at Work Act 2015
 - making racing rules (and any amendments to those rules) in relation to racing conducted by the code
 - approving the constitution of a racing club and any amendments to it before the constitution or amendments take effect
 - registering or licensing racing clubs, participants, and horses (as appropriate) in accordance with racing rules made by the code
 - taking measures to ensure adequate representation and involvement of small racing clubs in the code's decision making
- to develop and implement policies that are conducive to the overall economic development of racing conducted by the code and the economic wellbeing of people who, and organisations which, derive their livelihoods from that racing
- to use its resources, including (without limitation) its financial, technical, physical, and human resources for purposes that, in the code's opinion, will directly or indirectly benefit racing conducted by the code
- to develop and implement animal welfare policies in respect of racing conducted by the code
- to distribute revenue received by the code to racing clubs registered with the code
- to manage any assets or surplus venues transferred to the code pursuant to the Act, including (without limitation) by selling or retaining any asset or surplus venue
- to undertake, or arrange for the undertaking of, research, development, and education for the benefit of New Zealand racing
- to enter into commercial agreements with TAB NZ
- to collaborate with the other racing codes to achieve the objectives of the racing industry as a whole
- to carry out any other functions that are necessary or desirable to assist the code in achieving its objectives



ABOUT NZTR



— VISION —

Together shaping a *bright future* for our people, our *horses*.

— VALUES —

Diversity
Integrity
Community
Opportunity
LOVE RACING
Whanaungatanga

KEY ROLE ACCOUNTABILITIES

Key Accountability

Action

Outcome/Result

Governance:

Effectively engage and partner with the NZTR Board

Maintain proactive and effective working relationships with the Chairman and Directors

In conjunction with the NZTR Board, develop and propose strategic initiatives and business plans for Board consideration

Promptly advise the Board of any events that create substantial risks for NZTR and lead immediate responses as appropriate or required

Provide the Board with policy advice and with all the information it needs to make policy and strategic decisions

Appropriately support and participate in Board and committee meetings

A NZTR strategic plan to be prepared, approved and communicated. (Reviewed annually)

Develop and prepare accurate monthly Board Papers that include reports on NZTR operational activities, issued ahead of the Board Meetings

The Board is appropriately updated and informed on relevant issues, developments and risks

Perform other specific functions that may arise from time to time within the overall scope of the role outlined in this position description or that become part of that role by specific agreement with the Board

KEY ROLE ACCOUNTABILITIES

Key Accountability

Action

Outcome/Result

Leadership:

Leads for Performance

Lead with purpose and inspiration, maintain an engaged and high performing Team

Commitment to achieving goals & targets with a positive and supportive manner

Strategy implementation and accountability

Represent NZTR to encourage growth and engagement of the broader industry

Ensure continuity of organisational knowledge through fostering a culture of knowledge-sharing and succession planning, de-risking single person dependencies and encouraging internal mentoring

Optimise the overall capability of NZTR to meet current and future needs through effective leadership and development of teams and individuals

Lead the NZTR Team to apply innovative modern technology and good business practices to improve the responsiveness

Effective succession planning, risk identification and analysis, professional development of the Executive Team

Effective communication, to ensure alignment on direction and priority projects/tasks

Direct reports have clear and measurable performance objectives aligned to the reshaping projects and overall NZTR strategy. Performance is monitored against these (encourage accountability)

Relevant implementation plan for each strategic objective is designed and clearly communicated and the full team are aware and understand the strategic direction of NZTR. (Regular review against progress)

An ability to challenge and influence management and staff at all levels to actively demonstrate their commitment to industry relationships and knowledge, prudent commercial management and strategic capability

NZTR values are visible and understood throughout the organisation, including in communication and relationships

NZTR is a visible industry advocate and is called upon by participants, government and media for advice and guidance

Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem

Attend, participate and positively represent NZTR at industry events

KEY ROLE ACCOUNTABILITIES

Key Accountability

Action

Outcome/Result

Industry:

Collaborate with Racing New Zealand, TAB NZ, Clubs and other industry bodies

Meet the general and specific code accountability requirements of the Racing Act

Cultivating relationships and networks

Support clusters, clubs and events

Attain and demonstrate working knowledge of the Racing Act and code

Ensure the TAB NZ meets its obligations to the Thoroughbred code

Lead, organise or participate in racing industry projects and initiatives, taking a leadership, advisory or contributory role as and when appropriate shared with Racing NZ, TAB NZ, Racing Integrity Board and other codes

Represent the New Zealand Thoroughbred code internationally (as necessary)

A regular contributor to industry media channels

Increased profile and value of NZTR to industry stakeholders

Establish and sustain impactful relationships within the industry, by having a strong and positive presence across all participant groups

Centralised services to clusters and clubs where that approach delivers better value for money than decentralised activity would

Effective working relationships between NZTR and clubs, achieve Trusted Advisor status with clubs

Facilitate resolution of inter-club and inter-cluster issues

KEY ROLE ACCOUNTABILITIES

Key Accountability

Action

Outcome/Result

Operations

Financial
Management
Reporting

Responsibility to protect, utilise and generate revenue from the intellectual property and commercial value of NZTR brands, activities, operations and services

Provide timely and accurate information to ensure effective decision making

Ensure NZTR meets all its specific statutory and regulatory obligations

Maximise all revenue generation actively and keep expenditure within allocated budgets

Employees and contractors are efficiently utilised

Effective liaison with external auditors

Effective management information systems are in place to provide accurate and timely information and reporting used to inform decisions

Comprehensive reports are received monthly from staff

Health & Safety

Duty of care for
NZTR staff

Understand and positively promote the NZTR Health & Safety strategy, and ensure NZTR is a safe place to work

Understand and positively promote the NZTR Health and Safety strategy, to improve Health and Safety processes across the industry

Continual improvement by leadership raising issues, generating ideas, and participating in system development, implementation, monitoring and review

Keep the NZTR Board updated on key H&S activities and metrics for the organisation and industry (clubs)

THE RECRUITMENT PROCESS

1. Search

This process will take place by using a variety of media platforms including industry channels and networks. During this period a consultant may contact you to discuss initial screening questions. You are welcome to call Amie Amosa directly for a confidential discussion about the role and process on +64 27 510 2450.

2. Candidate review and long-listing interviews

NZTR are committed to a thorough search and process, and as such, have appointed a recruitment committee made up of NZTR Board members and external industry representatives to conduct the initial candidate review and long-list process.

This committee will also prepare the criteria assessment framework.

At this stage, there may be an interview with the committee for those selected to progress, this could be face to face or virtual dependent on travel and location restrictions.

This discussion would be made up primarily of behavioural-based questions where you will be asked to provide examples from your current or past roles in relation to key competencies of the role. There will also be opportunity to discuss:

- Your interest in the role (reasons for applying)
- General career background
- And any questions you may have about the role

3. Recommendations for shortlist and shortlist interviews

After the committee have completed the first round of long list interviews, they will make a recommendation (with a summary report for each candidate) to the NZTR Board.

Candidates selected for shortlisting will be contacted and invited to participate in the next round of interviews with a wider selection of the Board and may include a panel presentation with regards to the NZTR strategic initiatives.

There maybe more than one interview/discussion at this stage. Other key stakeholders maybe involved as appropriate.

4. Due diligence and decision

Reference checking, police records and other online searches will take place for leading candidate. Once all checks have been made, the Board will discuss and agree an appropriate offer to make to the selected candidate, offer letter prepared and agreement drafted for advice and review.

Unsuccessful candidates will be notified.



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