

**Elise Adams**

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**From:** Andrew Hedges [ahedges@queenslandracing.com.au]  
**Sent:** Wednesday, 11 July 2007 11:10 AM  
**To:** Malcolm Tuttle  
**Subject:** PROJECT CONTROL GROUP - TERMS OF REFERENCE  
**Attachments:** project control group TOR.doc; image001.png  
Mal,

Can you please have a look at this and let me know if you are comfortable with this document.

If not, can you please let me know of any changes and likewise if you have any additions, please let me know.

Thanks

*Andrew Hedges*

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**PROJECT CONTROL GROUP**  
**TERMS OF REFERENCE**

For the  
Synthetic Track Project

## Owner

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Queensland Racing Limited

## Stakeholders

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Department of Local Government, Planning, Sport and Recreation  
Sunshine Coast Racing Pty Ltd  
Sunshine Coast Turf Club  
Toowoomba Turf Club  
Queensland Turf Club  
Gold Coast Turf Club  
Arben Management  
Equestrian Surfaces

## Revision History

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<i>Version</i>	<i>Date</i>	<i>Description of Change</i>
1.01	11 July 2007	First draft
1.02		
1.03		

## **1.0 Objectives**

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The Project Control Group (PCG) is a committee established by Queensland Racing Limited (QRL) to assist in fulfilling oversight and corporate governance responsibilities in respect of the synthetic track project.

The aim of the PCG is to bring together, key decision makers that also possess comprehensive knowledge of the synthetic track product and project management processes with a view to leveraging from their diversity, thereby strengthening the project and ensuring desired outcomes are achieved.

## **2.0 Power to Access Information**

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The Project Control Group shall have the power to conduct and authorise investigations into any matter within its objectives. The PCG shall be entitled to have access to all relevant information held by the Project Manager, contractors or relevant Race Club.

It is recognised through being an equity partner that the Department of Local Government, Planning, Sport and Recreation can request access to relevant project information in order to satisfy themselves of due diligence project implementation. This access request will progress from the relevant Queensland Government representative to the Chief Operations Manager of QRL.

## **3.0 Duties and Responsibilities**

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The role of the Project Control Group is to:-

- Provide project management oversight
- To exercise accountable approval processes for project expenditure including appointment of contractors and synthetic product suppliers.
- Investigate issues that may impact on the projects ability to deliver on stated outcomes.
- Manage compliance with the conditions of the Funding Agreement with the Queensland Government.
- Manage the project reporting processes inclusive of mandatory project reporting to the Queensland Government.

- Monitor post implementation quality assurance.

#### **4.0 Delegations/Board Reporting**

The Project Control Group (PCG) will use its delegated financial and decision making powers as delegated to the position of Chairman QRL and Chief Operations Manager QRL. If required expenditure exceeds the delegation, the expenditure will be made in accordance with the Financial Management policies of QRL and subject to QRL Board approval.

The Board of QRL will be updated by the Project Control Group on issues relating to the synthetic track project. These updates will be provided to the Board by the Chief Operations Manager QRL on a three monthly basis.

The Board of Sunshine Coast Racing Pty Ltd will be updated by the Project Control Group on issues relating to the synthetic track project Sunshine Coast implementation. These updates will be provided to the Board by the Chief Operations Manager QRL on a three monthly basis.

#### **5.0 Committee Membership**

The Project Control Group (PCG) will always contain three (3) members. Standing members will be the Chairman of QRL, Mr Bob Bentley and the Chief Operations Manager of QRL, Mr Malcolm Tuttle.

Collectively the two (2) standing members will select the third member for each phase of the project based on injecting the required skills and local knowledge into the project control group.

Phase One - Sunshine Coast implementation membership to the Project Control Group is:-

- Mr Bob Bentley
- Mr Malcolm Tuttle
- Mr Don Moffatt

Mr Moffatt was selected to join the Project Control Group by the two standing members. The selected person is a Director of Sunshine Coast Racing Pty Ltd and sits on the Committee of the Sunshine Coast Turf Club. In addition, Mr Moffatt has substantial commercial project management experience.

Phase Two and Phase Three selections will be made at least two (2) months prior to commencement of project and in principle will give serious consideration to inclusion of an appropriate representative of the entity intending to retain ownership of the synthetic track.

## **6.0 Committee Procedures**

### **6.1 Meetings**

Monthly Meetings shall be held by the Project Control Group after the project monthly progress reports are received from the project manager.

The aforementioned meetings can be held in person or by tele-conference

Special meetings can be convened as required at any time. These meetings will incorporate the oversight of any incidents or events that could be subject to an incident report being furnished to Queensland Government as a potential harmful element to project outcomes.

### **6.2 Quorum of Meetings**

The number of Project Control Group members that must be present at a meeting is two (2) in order for the proceedings to be validly and effectively conducted.

### **6.3 Attendance by Other Persons**

The Project Control Group can invite any person to participate in their discussions and meetings as deemed appropriate for achieving project and group outcomes.

## **7.0 Project Reporting**

<b>Report</b>	<b>Timeframe</b>	<b>Reporting Line</b>
Monthly Progress Report	1 week after end of month	Project Manager to Project Control Group
Project Incident Report	As required	Project Control Group will report to the Department of Local Government, Planning, Sport and Recreation if it becomes aware of an incident of event that could adversely affect project delivery.
Quarterly Report	2 weeks after end of quarter	Project Control Group to QRL Board, Sunshine Coast Racing Pty Ltd Board for Phase One and the Department of Local Government, Planning, Sport and Recreation.
Annual Audit and Acquittal Report	3 months after end of year	Project Control Group of QRL to the Department of Local Government, Planning, Sport and Recreation.
Milestone Report	At completion of a milestone	Project Control Group to the Department of Local Government, Planning, Sport and Recreation.

Program Completion Report	At completion of Program	Project Control Group to the Board of QRL and Sunshine Coast Racing Pty Ltd Board for Phase One and the Department of Local Government, Planning, Sport and Recreation.
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### 7.1 Reporting Responsibilities

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It is the responsibility of the Chief Operations Manager QRL to ensure that all reports as highlighted above are furnished to the appropriate entities in a timely manner.

It is recognised by the Project Control Group that Mr Pat Morgan is the Queensland Government representative on behalf of the Department of Local Government, Planning, Sport and Recreation. Mr Morgan will be the recipient of relevant project reports and information. Notwithstanding this representation, Mr Morgan can delegate his functions in relation to project governance oversight.

The Reporting address to Queensland Government is:

Mr Pat Morgan  
Director, Business Development  
Department of Local Government, Planning, Sport and Recreation

## 8.0 Site and Product Selection

The Project Control Group (PCG) has the decision making power to select the location of the track to be installed at a particular site. This decision will be made in a manner consistent with achieving the strategic objectives of the industry and consistent with achieving project benefit outcomes.

The selection of the third site either Gold Coast or Eagle Farm will be conducted after a report is compiled outlining all issues and respective benefits. This report will be furnished to the Queensland Government representative with a recommendation on selected site. Upon agreement reached the selected third site will be the successful location to receive the third track as mentioned in the Funding Agreement between the Queensland Government and QRL.

The selection of future project managers for phase two and three of the project will also be undertaken by the project control group. This group will define the scope of the project. A selective tender process will be used with a short list compiled by the Project Control Group in close consultation with the Queensland Government representative, Mr Pat Morgan.

All selection processes will be open and accountable and subject to independent scrutiny as required by the Queensland Government.



## 9.0 Quality Assurance

Queensland Racing Limited will enter into a contract with the University of Southern Queensland or appropriate equivalent for the purpose of monitoring the quality of the synthetic track project.

Synthetic track samples will be tested from each site every three (3) months over five (5) years post installation. This testing is to ensure ongoing quality assurance and will assist QRL in monitoring the seven (7) year warranty provided by the synthetic product supplier. If there are any quality issues they can then be addressed in a timely manner, ensuring maximum life for the product.

The aforementioned process will be monitored by the standing committee members of the Project Control Group and can be delegated to an appropriate person with quarterly reporting to the Project Control Group. These quality assurance reports will be forwarded to the Queensland Government representative on a six monthly basis.

