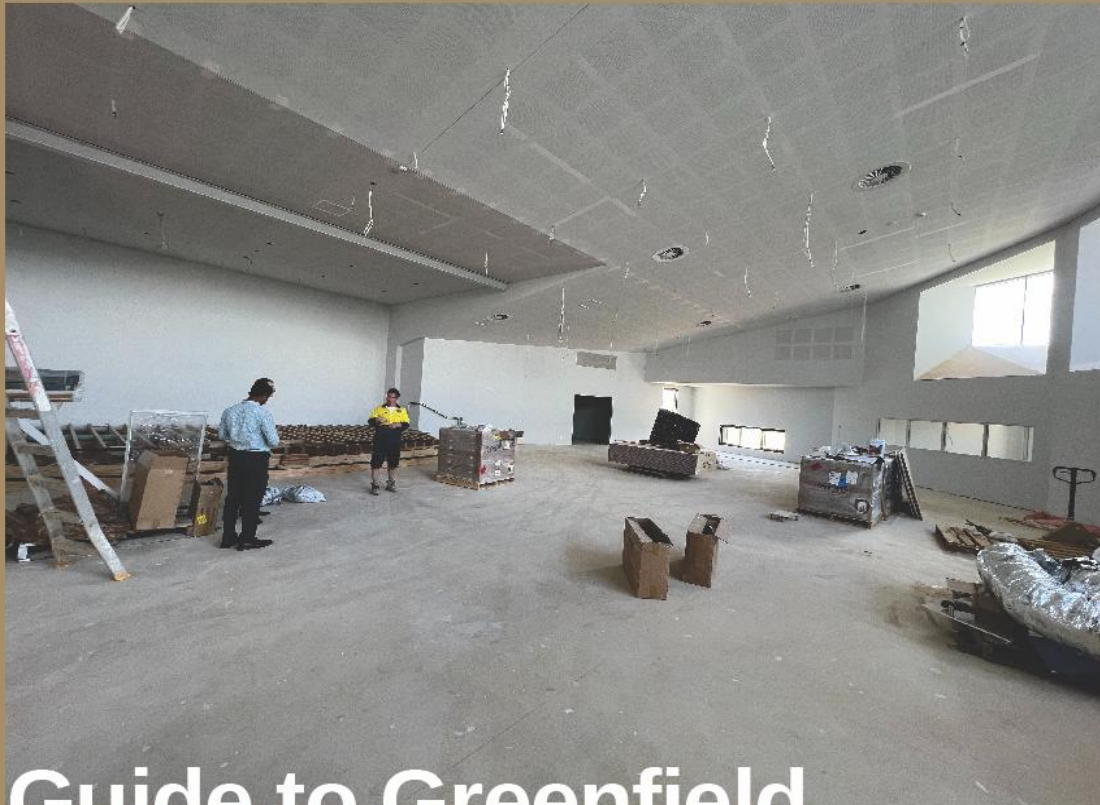




ANGLICAN CHURCH  
GROWTH CORPORATION



# Guide to Greenfield Project Control Groups

Prepared by Growth Corporation  
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[www.anglicangrowthcorp.com](http://www.anglicangrowthcorp.com)

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1. Introduction .....	4
1.1 Background .....	4
1.2 Purpose of this document .....	4
2. Greenfields Principles .....	5
3. Greenfields governance framework .....	7
3.1 The Growth Corporation Board.....	7
3.2 Growth Corporation.....	8
3.3 Project Control Group .....	9
3.4 Owner’s Representative .....	10
4. PCG Membership Composition .....	11
5. PCG Protocols.....	12
5.1 PCG Meetings.....	12
5.2 Decisions of the PCG .....	12
5.3 Interface between Growth Corporation and PCG .....	13
5.4 Confidentiality .....	13
5.5 Publicity .....	14
5.6 Media.....	14

ACPT	Anglican Church Property Trust – Essentially the owner/landlord of all parish property in the Anglican Church Sydney Diocese
CEO	Chief Executive Officer
DA	Development Application – a formal application submitted to a consent authority (normally Council) seeking permission for development.
Diocese	Anglican Church Diocese of Sydney
Greenfields	Land that has not yet been built on or released for more dense residential, commercial and industrial uses. In the context of this Strategic Plan, it usually refers to new land release areas.
Growth Corporation	Anglican Church Growth Corporation
PCG	Project Control Group – PCGs are oversight groups made up of representatives of the Growth Corporation and the local parish in which a capital works program is being undertaken. Their purpose is to challenge and support the Owner's Representative with a view to completing the project on-time and on-budget while meeting the ministry needs of the parish.
Standing Committee	The Standing Committee is the executive arm of the Sydney Diocese's Synod, which performs the functions of the Synod between annual Synod meetings. It consists of 56 members, both clergy and lay people, and includes representation from each of the five diocesan regions. Standing Committee usually meets 10 times each year and is chaired by the Archbishop

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Dear future and current PCG members,

On behalf of Growth Corporation, we would like to express our sincere gratitude to all PCG members for their significant contribution to achieving the reason for Growth Corp's existence; to provide excellent ministry infrastructure that enables local churches to implement their Ministry and Evangelism Strategy.

We do this so that Jesus would be honoured as Lord in every community.

Project Control Groups (PCG) produce better project outcomes as you generously steward your expertise, skills, experience and passion in progressing individual Greenfield projects.

Your faithful work is greatly appreciated. It makes a real difference in reaching many people in the Greenfields communities with the gospel.

We look forward to continuing to work with you.



**Ross Jones**

Chief Executive Officer  
Growth Corporation



**Tim Green**

Manager, Operations  
Growth Corporation

# 1. Introduction

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## 1.1 Background

Greenfields initiatives form a key part of the Anglican Church Growth Corporation (Growth Corp) 2023-2025 Strategic Plan. While the focus of Growth Corp's work will pivot to the acquisition of new land in growth areas, we prayerfully expect some construction of new Greenfields churches to commence in this business cycle.

Growth Corp's Urban Renewal Pilot Program has convened Project Control Groups (PCG) to provide oversight of specific construction projects.

These PCGs have proved beneficial in project oversight but also in:

- creating a more collaborative team approach between the Parish and Growth Corporation
- providing an excellent conduit for 2-way communication between the project team and the parish.

PCGs will similarly be used to manage and monitor the construction of new ministry infrastructure in the Greenfields.

## 1.2 Purpose of this document

This document has been prepared to guide Greenfield PCG members to:

- understand the governance structure that supports the design and construction of new ministry infrastructure in the Greenfields.
- inform PCG members of their particular roles and responsibilities.

Please note, the document is advisory. There are a number of formal agreement documents (construction contracts etc) that will detail the precise responsibilities for collaborating parties.

We expect this document to evolve as more Greenfield projects are progressed. Therefore, if there is anything you think could improve the usefulness of this document, please e-mail suggestions to:

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## 2. Greenfields Principles

It is important that all involved in the oversight of new Greenfield buildings are aware of the 'Greenfield Principles' that guide the way we intend to work together as a diocese, and with external stakeholders. These principles aim to develop a culture of Christ-honouring conduct that shape all of our interactions.

*<sup>10</sup> Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms. <sup>11</sup> If anyone speaks, they should do so as one who speaks the very words of God. If anyone serves, they should do so with the strength God provides, so that in all things God may be praised through Jesus Christ. To him be the glory and the power for ever and ever. Amen.*

*(1 Peter 4:10-11)*

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**Table 1: Greenfield Principles**

1. The gospel is at the heart of everything we do	<p>What is best for God's Kingdom will shape everything we do.</p> <p>We regularly question how Greenfield projects, decisions and processes enhance actual gospel ministry.</p> <p>Actions that do not enhance ministry and evangelism outcomes are a lower priority.</p>
2. Cooperation and innovation	<p>We work together in a cooperative and innovative manner to:</p> <ul style="list-style-type: none"><li>• meet or exceed the Greenfield Principles</li><li>• produce outstanding results for the Greenfield projects</li><li>• ensure the Greenfield projects are implemented in a co-ordinated and efficient manner</li><li>• deliver what has been proposed in the project brief.</li></ul>
3. Commitment to act in good faith	<p>We will act in good faith by:</p> <ul style="list-style-type: none"><li>• working with integrity (godly, fair, reasonable and honest)</li><li>• willingly collaborating together as a team</li><li>• not impeding or restricting the team's performance</li><li>• working to address any perceptions of unfairness or unreasonableness in a collaborative and godly manner</li></ul>
4. Promote interests of the project	<p>We promote the interests of the Greenfield projects and make decisions on a 'best for program' and 'best for project' basis.</p>

5. Sharing of information	We will share all information relevant to the Greenfield activities in an honest, open and timely manner. We seek to work “open book” with each other while adhering to the confidentiality requirements.
6. Avoid disputes	<p>We endeavour to:</p> <ul style="list-style-type: none"> <li>• manage and address conflict in godly ways</li> <li>• notify each other of perceived or real differences of opinion as soon as they arise</li> <li>• attempt to promptly resolve those differences with open and timely communication.</li> </ul>
7. Conflicts of interest	<p>We work to:</p> <ul style="list-style-type: none"> <li>• disclose to Growth Corp the full particulars or any real or apparent conflicts of interest that arise in connection with the Greenfields projects as soon as we become aware of the potential for a conflict.</li> <li>• not permit ourselves to be placed in a position of conflict of interest</li> <li>• ensure others involved in carrying out Greenfields projects do likewise.</li> </ul>
8. Generosity regarding risk and opportunity	While from a contractual perspective risk has been taken on by Growth Corp, PCGs will act in ways to continually reduce program and project risk as if the risk was being taken on by the organisation they represent.
9. Future addition of participants	<p>If appropriate to achieve a “best for project” outcome, it may be advantageous to include a partner organisation/s on the Project Control Group (PCG).</p> <p>A majority of PCG members for that project would need to agree to an invitation for a PCG member additional to Growth Corp and parish representatives. This would need to be approved by the CEO of Growth Corp.</p>

### 3. Greenfields governance framework

A governance structure has been established to provide assurance to the Growth Corporation Board and the local Parish that Greenfield building projects will be implemented in an efficient and effective manner. The governance framework is shown below in Figure 1.

Figure 1: Greenfields Governance Framework



#### 3.1 The Growth Corporation Board

The [Growth Corporation Board](#) is made up of faithful Christian people who each bring different skills and experiences from long careers in infrastructure, buildings and property, finance, ministry and corporate governance.



Generally, the board is responsible for management oversight and governance, ensure that Growth Corp is achieving its mission and makes strategic decisions on issues that affect the whole organisation.

In Greenfield building projects, the functions of the board include:

- approving construction budgets for new Greenfield developments
- ensuring adequate funds are available
- conducting due diligence on partners (construction companies, project managers)

### 3.2 Growth Corporation

Growth Corp is the Diocese' strategic planning and delivery organisation and is responsible for delivering ministry infrastructure to both urban renewal and Greenfield locations. The Manager, Operations, will be the key Growth Corporation representative on the PCGs.

The functions of Growth Corp include:

1. Direct, govern and support the Greenfields initiatives
2. Provide strategic guidance to the PCGs
3. Empower and support the PCGs
4. Maintain a strong performance culture by recognising outstanding PCG performance
5. Set the example for behaviour on Greenfields projects
6. Endeavour to promptly resolve any issues and disputes which arise between the parties in relation to Greenfields projects
7. Monitor the performance of the PCGs, the Owner's Representative (Owner's Rep) and the construction contractor
8. Foster the relationship between PCGs, construction companies and parish representatives to enable value adding collaboration
9. Ensure that the Owner's Rep has clear objectives, responsibilities and delegated authorities to lead the specific projects
10. Convene the PCGs
11. Meet regularly at times agreed by the Growth Corp and Parish representatives (and at least every two months), and when otherwise reasonably required by a Party
12. Monitor the performance of individual Owners Reps and PCGs and implement appropriate measures to mitigate less than satisfactory trends
13. Review, and if appropriate, approve any scope changes
14. Adjudicate on any disagreements within or between PCG members
15. Initiate and approve the commitment of resources to carry out Greenfield projects and provide corporate support where necessary; and

16. Report progress and performance of Greenfields projects to the Growth Corporation Board.

### 3.3 Project Control Group (PCG)

For each new Greenfields building project, a PCG will be established to oversee the activities and delivery of the project. Each PCG will be established as soon as practicable after the project has been established.

A PCG works to provide oversight on the development and delivery of a Greenfields building project. The function of a PCG includes:

1. Implement the decisions and determinations of Growth Corp
2. Identify and manage risks and opportunities
3. Drive adherence to program and budget
4. It is expected that PCG representatives and the Owner's Rep take an evidence-based approach to project management and governance, with evidence sourced from credible sources
5. Assist in communication to and from the Parish
6. Establish and maintain a strong performance culture by championing and recognising outstanding results of the project team
7. Empower and support the Owner's Rep
8. Provide operational advice and support during the project implementation, ensuring as far as possible that the objectives are, or will be, achieved
9. Model the PCG behaviour expectations
10. Endeavour to promptly resolve any issues and disputes which arise between the parties in relation to the project
11. Ensure that the Owner's Rep and Project team have clear objectives, responsibilities and delegated authorities to lead the specific projects
12. Monitor (and influence if needed) the sustainability of the Project team
13. Monitor the performance of the Project team and implement appropriate measures to mitigate any unsatisfactory trends and encourage the celebration of project successes and milestones
14. Review and provide comment on proposed cost and non-cost targets for each project to ensure they are consistent with the budget
15. Review and recommend any scope changes to Growth Corp
16. Report progress and performance of the project to Growth Corp through the Growth Corporation Manager, Operations.

### 3.4 Owner's Representative (Owner's Rep)

An Owner's Representative (Owner's Rep) will be appointed for each Greenfields building project. The Owner's Rep will be an employee or contractors of Growth Corporation. This is a key role in the successful delivery of Greenfields projects.

The functions of the Owner's Rep include:

1. Oversee the development to ensure it is being delivered in accordance with the contract
2. Provide forward oversight of the project budget including early advice to the Growth Corp Manager, Operations, about variations, cost-to-complete, payment of invoices etc.
3. Day-to-day and forward management of the project program
4. Ensure all necessary approvals and insurances are in place
5. Influence a culture within the contractor team where the mental and physical safety of all those involved in the project is protected
6. In conjunction with the PCG, implement the decisions and determinations of Growth Corp
7. Influence a high-performance culture within the contractor team, driven by the need to deliver excellent outcomes for gospel ministry
8. Act as a communication conduit to and from the Growth Corp, PCG and the construction company.
9. Provide timely and accurate written and verbal reports to the PCG on program, budget, safety and team cohesion/health and, when necessary, Growth Corp. These can be generated by the constructor but need to be in an appropriate state for the PCG and Growth Corp
10. Ensure consultants and sub-contractors meet performance and quality expectations and are paid in a timely manner as per agreements with those consultant/contractors
11. Represent the PCG at any required Growth Corp meetings as notified by the Growth Corporation Manager, Operations.

## 4. PCG Membership Composition

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The relevant parish (or church planting team) connected with the particular project can nominate two representatives for the PCG.

Growth Corporation will also nominate two representatives.

On smaller projects, there may only be need for one representative per organisation.

Both the Parish (or church planting team) and Growth Corp:

- must nominate alternative representatives who are authorised to attend in place of a representative who is unable to attend a PCG meeting.
- may invite a maximum of two guests to attend the PCG meetings if agreed in writing by Growth Corp. Guests are to adhere to the same behaviours and conduct expected of official representatives and must have signed the confidentiality agreement.
- may replace a representative and alternative representative with another of relevant experience by notice in writing to the other party (which will not be unreasonably withheld) if the representative:
  - a) leaves the employment of the relevant party; or
  - b) is no longer involved in the Project/Program; or
  - c) any other agreed reason.

## 5. PCG Protocols

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### 5.1 PCG Meetings

The meetings of each Greenfields PCG:

1. will be chaired by one of the representatives of Growth Corp
2. will be held:
  - at a location within Sydney reasonably nominated by the Growth Corp representative
  - as and when reasonably required to be determined by the members of the PCG.
3. During DA preparation and construction, it is expected that the PCG would meet monthly
4. The PCG members may determine that a less frequent meeting schedule is required while the DA is being assessed by Council
5. PCG meetings will not be held unless there is one representative from Growth Corp and the relevant parish connected with the project present at that meeting.

A PCG may conduct a meeting even though representatives are not at the same location, provided that all representatives who wish to participate in that meeting are linked by an agreed method (e.g. Zoom, Teams etc).

The PCG will nominate a secretary to record the resolutions and actions arising out of each meeting. The secretary will issue a copy of the minutes of the meeting to each PCG member within 3 business days of the relevant meeting.

Each PCG member who attended the meeting will notify the secretary whether he or she accepts the minutes as accurate as soon as practicable after receiving the minutes. If a PCG member does not accept the minutes as accurate, the PCG member must provide the desired amendments to the secretary who must promptly issue the amended minutes to each PCG member. In the event that a PCG representative does not comment on the minutes as issued before the next PCG meeting, they will be deemed to be accepted by that representative.

### 5.2 Decisions of the PCG

As far as practical, the PCG members should achieve unanimity on all deliberations.

When changes in scope and or variations are presented, these must be escalated to the Growth Corporation CEO (and potentially Growth Corporation Board) for approval.

Where decisions are required that are within the approved scope and budget, PCGs should make those decisions unanimously.

Where the PCG is unable to achieve unanimity, and PCG member can escalate an objection to the Growth Corporation CEO. This should be done in writing within 5 days of the issue being raised.

Due to the funds being provided by the Growth Corporation for the development, the Growth Corporation CEO will have the final decision. A parish PCG representative can request the Growth Corporation CEO discuss the issue with the relevant regional Bishop if the decision is likely to impact on the effectiveness of future ministry and evangelism.

### 5.3 Interface between Growth Corp and PCG

Each PCG will report to the Growth Corp Manager, Operations.

- Each PCG will report to Growth Corp Manager, Operations, and issue a monthly report. This report can be completed by the construction contractor, but it must be in a format and state where it has been reviewed by the Owner's Representative, PCG and Manager, Operations.
- The Manager, Operations, will synthesise these reports and incorporate them into the Greenfields component of the CEO Report to the Growth Corp Board.

Twice a year, the PCG representatives will attend a segment of a Growth Corporation Board meeting (likely by Zoom/Teams) to present on progress of the specific greenfields project and to answer questions from the Board. The presentation will be supported by relevant pre-read material prepared for the Board by the Manager, Operations

### 5.4 Confidentiality

Each member of the PCGs and project teams (and their personnel and parishioners) must:

1. Keep each other's confidential information in a way that ensures it remains confidential
2. Use any confidential information only in connection with the relevant Greenfields project
3. Only disclose another's confidential information to its personnel or parishioners who:
  - need the information to effectively fulfil their obligations under the project
  - are aware of the confidential nature of the information
  - are bound to keep the information confidential for the duration that the owner of the confidential information deems appropriate.

For clarity, all information associated with the Greenfield projects of Growth Corporation should be assumed to be confidential unless the information is already in the public domain. If there is any doubt about disclosure of information, a request should be made to the Growth Corporation Manager, Operations, for adjudication prior to the information being shared.

Most correspondence will be digital and is likely to be via a project management system. Any information received must be kept confidential (i.e hard copies in a locked cabinet; digital copies in a password protected folder).

Confidentiality is of paramount importance. All participants in the Greenfields projects need to be aware of the intention to be transparent with important information in PCG meetings. This cannot occur if confidentiality is not guaranteed.

As a result, all members of the PCGs, project teams and personnel/parishioners who receive confidential information will be required to execute the confidentiality agreement at prior being an active participant on the Greenfield Projects.

## 5.5 Publicity

PCGs and Parishes (and people within their organisations) must not advertise or issue any information or publication of any kind, including media releases, all social media platforms, articles, photographs and video relating to the Greenfields Projects. Exceptions can be sought in accordance with a written directive from Growth Corporation Manager, Operations. Any such advertisement, information or publication must contain the joint branding of Growth Corp and the individual parish connected with the Greenfields Project.

This is not meant to limit the communication from the PCG to the parish, but instead to ensure that it is coordinated across the organisations involved to ensure consistent messaging.

## 5.6 Media

All individuals involved in the Greenfields PCG's must:

- not make any statement (verbal or written) or provide any images to the media without the approval of the Growth Corp CEO;
- immediately make any enquiry/contact by the media known to the Growth Corp CEO;
- not permit any media on a worksite without the prior written (e-mail will suffice) approval of the Growth Corp CEO;
- provide the Growth Corp CEO with relevant information in a timely manner, as required to respond to media enquiries;
- ensure all contractors/consultants under their jurisdiction comply with these requirements.





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