

Policies and Procedures

Risk Management

Strategy

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1. Introduction

1.1 Policy Statement

The Grace Christian Church is committed to preparing and maintaining a safe environment. Risk management is an essential part of the process. It is not exclusively the responsibility of the leaders of a program or activity. It is part of the responsibility of the Session, Safe Church Committee, deacons and ministry leaders. It should become part of the ethos of the church.

1.2 Scope

The Policy & Procedures apply to:

- All employees, voluntary workers, visitors and contractors
- All ministries authorised by or under the control of the GCCB, including those ministries undertaken at the church's premises or away from the church's premises
- All leaders/persons in a position of authority within the church or engaged by the church.

1.3 Aim of Policy

This policy aims to:

- Meet GCCB's responsibility to provide a safe environment for anyone on GCCB property or in its care
- Fulfill GCCB's responsibility of duty of care
- Minimise the risk, as far as reasonably practicable, to the health and safety for all GCCB programs and activities whether there are in the GCCB building or in an off-site organised GCCB activity
- Ensure that all people are respected and valued
- Grow and incorporate people of all ages and backgrounds into its programs and activities.

1.4 Authority

This is a policy/procedure of GCCB and was adopted for use by the Session of GCCB. The Session of GCCB is committed to implementing the policy/procedure and training its leaders and the congregation in its content and application.

1.5 Definitions

Word	Definition
Accident	An unfortunate incident that happens unexpectedly and unintentionally, typically resulting in damage or injury
Child/Children	A person or persons who is or who are, younger than 18 years of age
Child Safety	The preservation and protection of children's safety, wellbeing and cultural safety with obligations under the Child Protection Act 1999 and/or the Criminal Code Act 1899 and Queensland government laws and regulations

Church	Westminster Presbyterian Church Buderim Inc trading as Grace Christian Church Buderim. 2-4 Toral Drive Buderim Q 4556.
Contractor	A person or firm that undertakes a contract at the Church to provide materials or labour to perform a service or do a job
Duty of Care	Is the legal and ethical obligation to take reasonable steps to avoid causing foreseeable harm to others, their property, or their wellbeing.
GCCB	Westminster Presbyterian Church Buderim Inc trading as Grace Christian Church Buderim. 2-4 Toral Drive Buderim Q 4556.
Hazard	A thing or situation that has the potential to cause harm
Incident	Is an event or occurrence that could lead to disruption of an activity or curtailing of a program. All incidents should be formally reported to the Session whose responsibility is incident management and review.
Leader	Any person (paid or unpaid) over the age of 18 who is responsible for the control and safety of members placed in their care whilst holding a formal position in a recognised ministry of the church. A leader could include but is not limited to: • Religious practitioner • Small group leaders • Ministry leaders • Counsellors • Youth leaders • Sunday school coordinators • Sunday school teachers • Playgroup coordinator • Playgroup leader • Scripture teachers
Members	Any individual, including children, who attends or participates in church ministries. Communicant and associate members are defined in the Church's Constitution.
Ministry	Any organised activity that is authorised by the church
Ministry Assistant	A person recognised and authorised by the church to assist the leader in individual sessions
Ministry Coordinator	The person recognised and authorised by the church as head of a ministry
Ministry Helpers	Any unpaid person over the age of 16 who is invited by a leader to assist them in their ministry
Ministry Leader	A person recognised and authorised by the church to lead individual sessions
Misconduct	Is improper, unethical, or unlawful behavior, often violating policies, professional standards or laws
Near Miss	A narrowly avoided collision or other accident

Position of authority	Within GCCB includes all elders, deacons, licentiates, volunteer leaders (including bible home study) and paid employees including anyone working with children including those who are inactive or emeritus, missionaries in any capacity.
Plant and machinery	All plant and machinery, equipment, fittings, installations and apparatus, tools, motor vehicles and all other similar assets (other than any assets that are deemed by law to be immovable property)
Risk	Risk is the possibility or chance of loss, danger or injury
Risk assessment	A systematic process that considers a program and the risks it presents, what conceivably could go wrong and identifies the likelihood of it going wrong and how potential outcomes might be prevented or avoided.
Risk management	Is the process of managing the church's exposure to potential risks and actual hazards both on-site and off-site when running its programs. Risks are identified and assessed in order to prevent them or reduce them if they should occur.
Risk Register	A place where risk assessments are stored.
Safe Church Committee	Is a group of staff and/or volunteers selected by Session that are responsible for implementing, monitoring, and enforcing policies that protect children and vulnerable adults from harm or abuse within church programs. They ensure compliance with safety legislation, manage screening and training for workers, and handle complaints or disclosures of abuse.
Session	Committee of Management as described in the Constitution
Young Person/s	A person or persons who is or who are, younger than 18 years of age
Vulnerable Person/s, People	A person who is unable to care for themselves or they are unable to protect themselves from being exploited or harmed because of an illness, mental health, trauma or because of a disability, or because of their age (elderly or under 18).
Worker	Includes paid worker, coordinator, leader, helper, assistant or volunteer
Work Coordinator	A person who is responsible for organising a particular activity at the Church
Young Person/s	A person or persons who is or who are, younger than 18 years of age

1.6 Internal policies and documentation

This policy is to understood alongside GCCB documents which include but are not limited to:

- Safe Church Policy and Procedures
- Code of Conduct
- The WPC Book of Church Order (BCO)
- Child Safety and Wellbeing Policy and Procedures
- Incident Report Form
- Privacy Policy
- Volunteer Information Form
- Complaints and Grievance Handling Policy and Procedures

1.7 External policies

GCCB acknowledges that some ministries in the church might have external affiliation with other organisations. These organisations will possibly have policies governing these issues. The church's policy & procedures are not intended to replace or conflict with other policies, but instead to operate in conjunction with them.

Risk Management Overview

Risk Management involves:

1. Providing a safe and secure environment, making sure all leaders are safe and the program and activities are safe and appropriate for the participants
2. Conducting a risk assessment to assess risk for all off-site events and at appropriate intervals for on-site programs
3. Managing identified risks
4. Reviewing risks associated with running programs and activities in the light of changing legislation, an incident and turnover of volunteer leaders and staff.

1. Providing a safe and secure environment

In order to provide a safe and secure environment people in a position of authority should consider the following when identifying hazard:

- the participants-to-leader ratio
- the possibility of harm to all including children and peer-to-peer harm
- what first aid equipment and trained personnel are needed on-site and off-site
- what hygiene and food handling standards are appropriate
- consider the hazards that the environment presents, whether on-site or off-site, including weather forecast
- emergency procedures including but not limited to medical emergencies, emergency evacuations availability of fire control equipment and the availability of a defibrillator
- whether the property being used is maintained in good working order
- what security is appropriate to ensure that people and property are protected
- whether rooms have large, unobstructed windows or observation panel
- random checks of obstructed and out-of-the-way locations
- the age, gender mix and vulnerabilities of those in the setting
- users and consult them about physical and online environments and what makes them feel safe
- cultural requirements of participants
- how a reasonable person may conduct themselves in such an environment.

Because there are an almost unlimited set of environments where activities and programs take place, the dot points above are not exhaustive. They are meant to be a series of checkpoints and contribute to reflection on potential risks and adequate assessment of a proposed program or activity with people of all ages, especially children.

2. Conducting a risk assessment

A risk assessment of the environment where any program or activity takes place is an essential part of providing a safe and secure environment. All risk assessments must use the form provided in Appendix 1.

When any risk assessment is conducted it must be submitted to the GCCB Safe Church Committee who are responsible for giving permission for any activity or program to proceed. It is not expected that

the committee needs to formally meet to review the risk assessment. However, they should agree using electronic communication and, at a subsequent formal meeting, their acceptance of the risk assessment including the matrix should be included in the minutes. The risk assessment should be filed with the church office and forms part of the permission to proceed (see section 3.4.4).

Where the program or activity is on-site at GCCB the risk assessment will be reviewed annually or after an incident by the Safe Church Committee.

Where a program or activity is off-site, a risk assessment must always be conducted prior to the activity and attached to the *Permission to Proceed Application Form*, Appendix 2.

A formal consideration of risk through completing the matrix is for the purpose of identifying risks and hazards, assessing the likelihood of an event, the consequences for people and the program, the proposed control measures and the responsibility of persons in a position of authority.

The following process is known as *risk management* and involves four steps:

1. **Identify hazards** - what could cause harm.
2. **Assess risks** if necessary - understand the nature of the harm for people and the program that could be caused by the hazard, how serious the harm could be and the likelihood of it happening.
3. **Managing/control risks** - implement the most effective control measure that is reasonably practicable in the circumstances.
4. **Review control measures** to ensure they are working as planned.

2.1 Step 1 - Identifying Hazards

A hazard is a thing or a situation that has the potential to cause harm. Hazards generally arise from the following aspects of work and their interaction:

- Physical environment
- Equipment, materials and substances used
- Tasks and how they are performed
- Design and management

Hazards and their potential harm include but are not limited to:

- Manual tasks - overexertion or repetitive movement can cause muscular strain
- Gravity - falling objects, falls, slips and trips of people can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries or death
- Electricity - exposure to live electrical wires can cause shock, burns or death from electrocution
- Machinery and equipment - being hit by moving vehicles, or being caught by moving parts of machinery can cause fractures, bruises, lacerations, dislocations, permanent injuries or death
- Hazardous substances - chemicals (such as acids, hydrocarbons, heavy metals) and dusts (such as asbestos and silica) can cause respiratory illnesses, cancers or dermatitis
- Extreme temperatures - heat can cause burns, heat stroke or fatigue; cold can cause hypothermia or frostbite
- Noise - exposure to loud noise can cause permanent hearing damage
- Radiation - ultra violet, welding arc flashes, microwaves and lasers can cause burns, cancer or blindness

- Biological - microorganisms can cause hepatitis, legionnaires' disease or allergies
- Psychosocial - effects of stress, bullying, violence and fatigue
- Vulnerable people - effects on children, young people, cultural requirements, persons with a disability.

How to identify hazards?

Hazards can be identified in a number of ways including (but not limited to):

- Hazard inspections - walking around the area
- Past records - look at previous incidents and the risk register
- Consulting people - discussing the activity with other persons to identify potential risks
- Manufacturer and supplier information - information about hazards and safety precautions for specific substances (safety data sheets), and plant, equipment or processes (instruction manuals).

2.2 Step 2 - Assess Risks

Risk is the possibility that harm (loss, death, injury or illness) might occur when exposed to a hazard. Risk is measured in terms of consequences, what could happen if someone is exposed to a hazard (the maximum reasonable outcome) and likelihood (the chance the event will occur causing that outcome/consequence).

When assessing risk the following shall be considered:

- who/what might be harmed and how
- what controls are currently in place to control the risks
- what further action needs to take place to control the risks further
- who needs to carry out the action
- when the action is needed by

How to work out the consequence?

To estimate the severity of harm that could result from each hazard the following questions will be considered:

- What type of harm could occur (e.g. psychological, bodily injury, equipment damage)? How severe is the harm? Could the hazard cause long term psychological issues, death, serious injuries, illness or only minor injuries requiring first aid?
- What factors could influence the severity of harm that occurs?
- How many people are exposed to the hazard and how many could be harmed?
- Could one failure lead to other failures?
- Could a small event escalate to a much larger event with more serious consequences?

The following table is used to work out the consequence of a hazard:

Factors		Values
C5	Extreme	Life threatening injury or death; extensive media coverage; significant loss of property and reputation
C4	Major	Extreme or permanent injury (significant hospitalisation); major financial loss; stops program or activity
C3	Moderate	Medical treatment required (may involve hospitalisation); program or activity significantly interrupted; leader to participant ratio temporarily increased; counseling of participants may be needed; raises issues of duty of care
C2	Minor	First Aid treatment on site; minor financial loss; debriefing with all participants
C1	Insignificant	No injuries or treatment required; changes program; some participants need ongoing pastoral care

How to work out the likelihood?

The likelihood is worked out by evaluating the probability of an consequence happening and can be estimated by considering the following:

- How often is the task done? Does this make the harm more or less likely?
- How often are people exposed to the hazard? How close do people get to it?
- How long might people be exposed to the hazard?
- How effective are current controls in reducing risk?
- Has it ever happened before? How often?

The following table will be used by the Church to determine the likelihood of harm occurring:

Factors		Values
L5	Almost certain	The consequence of the risk/hazard is expected to occur in most circumstances
L4	Likely	The consequence of the risk/hazard will probably occur in most circumstances (more than 50% of the time)
L3	Possible	The consequence of the risk/hazard should occur at some time (less than 50% of the time)
L2	Unlikely	The consequence of the risk/hazard could occur at some time, usually in exceptional circumstances
L1	Rare	The consequence of the risk/hazard is possible but not expected to occur

3. Managing risk

Where a risk management assessment identifies issues that need to be rectified or have an unacceptable risk rating the program/activity must not proceed until these issues have been satisfactorily addressed. GCCB will do everything 'reasonably practicable' to protect people from harm. This means balancing the level of risk against the measures needed to manage/control the real risk in terms of money, time or trouble.

The steps taken to manage risk will vary with the risk or hazard. These may include actions to:

- eliminate the risk or hazard, e.g. some activities with children are too risky
- avoid or substitute alternatives, e.g. swimming in a pool rather than a river
- reduce or minimise the risk, e.g. have an adequate leader/child ratio
- provide training, e.g. leaders know where safety equipment is kept
- transfer the risk, e.g. insurance, or using a contractor
- retain the risk, e.g. accepting that getting off-site requires driving a car/bus.

Third party operators

Third party operators (e.g. a petting zoo operator, food vans etc) are required to hold their own insurance and provide GCCB with a Certificate of Currency. Third party operators with a child-focussed scope shall provide GCCB with their blue card details (number and expiry date). If employing a third-party operator of a high-risk activity (e.g. a jumping castle, climbing wall) the proposed contract between the church and the third-party operator must form part of the *Permission to Proceed Application sent to the Safe Church Committee*.

Note: many agreements have waivers in them which may void GCCB's insurance coverage. High hazard/risk activities (e.g. jumping castles) will need to be declared to GCCB's insurer to confirm they are prepared to provide cover.

4. Permission to proceed

A part of the process of managing risk is an agreement by the Safe Church Committee that the preparation for a program or activity has been adequate.

The following documents need to be submitted to the Safe Church Committee prior to any GCCB program/activity being advertised and at least one month prior to the event:

1. Risk Assessment for activity/program - Appendix 1
2. Permission to *Proceed Application Form* - Appendix 2
3. Costs associated with the activity/program for individual or GCCB
4. Transportation to/from the activity/program.

Once the Permission to Proceed Application has been accepted, the activity Leader is also required to ensure that the event is safe to proceed. They are to ensure that:

- All participants and leaders have completed a *Program Participant Registration Form* - Appendix 3

- A copy of completed forms are available at the site of the program and originals are filed at GCCB
- All medical and specific needs are taken into consideration which may include further consultation with the Safe Church Committee prior to the event
- On the day of the event the Program/Activity Checklist is completed and risk assessment is amended as required.

5. Reviewing risk management

The environment, the leaders, participants and the hazards are never constant for any program/activity. An important part of risk management is learning from and reviewing what has been done to develop and maintain a safer environment, safe leaders and safe programming.

So that the Session and Safe Church Committee are better able to fulfil their duty of care and the outcomes of programs and activities are not damaged by adverse events, every incident will be reviewed. The review of an incident will be conducted in light of all policies and procedures.

Appendix 1 - Risk Assessment

Activity/Program		Date(s)	
Location		Leader	
Assessor(s)		Assessment date	

Refer to the consequence and likelihood factors tables and matrix on the next page to complete the following

Identify the hazard e.g. walking on uneven surface		Controls in place e.g. foot injury	Assess the risk			Additional Controls	Assess the residual risk		
			L	C	R		L	C	R

Consequence Factors

Factors		Values
C5	Extreme	Life threatening injury or death; extensive media coverage; significant loss of property and reputation
C4	Major	Extreme or permanent injury (significant hospitalisation); major financial loss; stops program/activity
C3	Moderate	Medical treatment required (may involve hospitalisation); program or activity significantly interrupted; leader to participant ratio temporarily increased; counseling of participants may be needed; raises issues of duty of care
C2	Minor	First Aid treatment on site; minor financial loss; debriefing with all participants
C1	Insignificant	No injuries or treatment required; changes program; some participants need ongoing pastoral care

Likelihood Factors

Factors		Values
L5	Almost certain	The consequence of the risk/hazard is expected to occur in most circumstances
L4	Likely	The consequence of the risk/hazard will probably occur in most circumstances (more than 50% of the time)
L3	Possible	The consequence of the risk/hazard should occur at some time (less than 50% of the time)
L2	Unlikely	The consequence of the risk/hazard could occur at some time, usually in exceptional circumstances
L1	Rare	The consequence of the risk/hazard is possible but not expected to occur

Risk Assessment Matrix

Likelihood	Consequence				
	Insignificant C1	Minor C2	Moderate C3	Major C4	Extreme C5
Almost Certain (L5)	Medium	High	High	Extreme	Extreme
Likely (L4)	Medium	Medium	High	Extreme	Extreme
Possible (L3)	Medium	Medium	High	High	Extreme
Unlikely (L2)	Low	Medium	Medium	High	High
Rare (L1)	Low	Low	Medium	High	High

Appendix 2 - Permission to Proceed Application Form

Note: This form is to be submitted to the Safe Church Committee with a Risk Assessment prior to any GCCB program/activity being advertised and at least one month prior to the event.

Activity/Program	
Location	Proposed Date(s)
Leader in charge	Other Leaders

	Yes	No	N/A
Have all activities in the program been assessed for suitability?	☐	☐	☐
Have risks and hazards been identified and mitigated or potential controls identified?	☐	☐	☐
Has a risk assessment been completed and attached to this form?	☐	☐	☐
Is the program/activities agreed to with the ministry leader?	☐	☐	☐
Are all leaders approved by GCCB in accordance with GCCB policies?	☐	☐	☐
Is a senior First Aid Certificate held by at least one leader or two if dealing with youth?	☐	☐	☐
Have medical conditions and age of potential participants been considered?	☐	☐	☐
Is the leader to participant ratio best practice?	☐	☐	☐
Off site safety briefing by the caretaker of a site/property has been arranged?	☐	☐	☐
Have emergency plans/evacuation plans been reviewed or prepared?	☐	☐	☐
Have weather forecasts been considered?	☐	☐	☐
Transport requirements have been considered? Attach information	☐	☐	☐
Have costs associated with the program/activity been included with the application?	☐	☐	☐

Approval Response from GCCB Safe Church Committee

The above program/activity is

- ☐ Approved to proceed
☐ Not approved to proceed - Reason _____

Name of Committee Chair: _____ Signature: _____ Date: _____

Appendix 3 - Program Participant Registration Form

Note: All participants and leaders must complete this form prior to participating in a GCCB activity or program.

Participant / Child Details

First Name/s: _____ Surname: _____

Date of Birth: / / Preferred Name: _____

Address: _____

Guardian / Emergency contacts

1. Name: _____ Phone: _____

2. Name: _____ Phone: _____

Are there any family situations we should be aware of? Eg: custodial issues, other matters (please specify)

Confidential Medical information in an emergency

The information below is requested to assist in case of any illness or accident. This information will be held in confidence. Please list:

1. Allergies _____

2. Medical conditions _____

3. Medical action plan (please attach) or list medications in an emergency _____

4. Please list any physical or specific needs: _____

Permission, Consent and Authorisation to Participate in Program Activities

I give permission for _____ (insert name) to attend the program.

In the event of an emergency, I give permission for medical treatment, as required, and I accept responsibility for payment of all expenses associated with such treatment.

If signing on behalf of a child, young person or a vulnerable person:

- I have discussed the expectations in terms of behaviours with them and they have agreed to cooperate with the purpose of the program, be respectful and adhere to the leaders' directions

Name (print) _____ Relationship participant _____

Signed _____ Date _____

If you have any questions about the ministry or relating to this form, please speak to any of the activity leaders, or contact the church office at office@gracechurchbuderim.com.au or (07) 5445 8933.

Privacy Information

All the information recorded on this form is collected and managed in accordance with our privacy policies.

Appendix 4 - Program/Activity Checklist

Note: This checklist must be completed prior to a program/activity by the activity leader. Any mitigating circumstances must be forwarded to the Safe Church Committee.

Activity/Program			
Location		Proposed Date(s)	
Leader in charge		Other Leaders	
Participation	Yes	No	N/A
Participant Registration Forms have been obtained from all participants and leaders with children and youth forms being signed by parent/guardian	☐	☐	☐
Everyone has been briefed about the activities and that participation in risk-oriented activities is voluntary	☐	☐	☐
Leadership			
All activities have appropriate leader/volunteer to participant ratio	☐	☐	☐
All activities have an authorised person assigned to supervise	☐	☐	☐
Leaders and volunteers have adequate experience in the activity	☐	☐	☐
Leaders have briefed all volunteers on hazards, risks and controls in place	☐	☐	☐
Leaders and volunteers have been briefed about what to do in the event that the media wish to interview somebody in relation to the activity/program	☐	☐	☐
Duty of Care			
Adequate supervision is provided to minimise someone getting lost or harmed	☐	☐	☐
Leaders have been briefed on procedure for a lost person	☐	☐	☐
The team has been briefed on appropriate behavior, physical and other contact with participants	☐	☐	☐
Consent has been obtained for risk-oriented activities from parents/guardians of children and youth	☐	☐	☐
Leaders briefed that Risk management and controls are to be monitored throughout event	☐	☐	☐
Equipment and the Site			
The site has been inspected on the day of program/activity with all risk management controls in place as per risk assessment	☐	☐	☐
Equipment is suitable and has been inspected	☐	☐	☐

First Aid and Medical Care			
Medical information has been reviewed and conditions and requirements checked and appropriate controls are in place with the risk assessment reviewed	☐	☐	☐
Copies of completed forms are at the program and accessible to Leaders and the originals stored safely at GCCB	☐	☐	☐
All leaders have been briefed on medical or other specific requirements of participants	☐	☐	☐
The amount and type of first aid equipment has been considered and provided for	☐	☐	☐
First aid and emergency equipment has been inspected and is adequate	☐	☐	☐
Transport			
Leaders are briefed on transport requirements	☐	☐	☐
Vehicles are appropriately registered, roadworthy with seat belts	☐	☐	☐
Personnel have the required drivers licence	☐	☐	☐

Safe for activity to proceed:

As the Leader of the activity/program, I have done everything 'reasonably practicable' to protect people from harm and

- ☐ Approve it to proceed
☐ Not approved to proceed - Reason _____

Name of Leader: _____ Signature: _____ Date: _____

Note: On completion of this form, it must be forwarded to the Safe Church Committee.

Schedule 2 - Document Control and Review

Document Effective: 2014

Document Revision: The policy will be kept up to date, particularly in the light of any changes to the church's buildings or activities. To ensure this policy and the way in which it is operated will be reviewed as required and the appropriate changes made. As a minimum it will be reviewed every five (5) years.

By Whom: The Safe Church Committee

Scheduled Review Process: Church decision-makers shall notify the relevant ministries and the congregation of the scheduled review date. Any recommendations or proposed amendments must be submitted in writing to the decision-makers at least one (1) month prior to the review date for consideration. All proposed changes must then be presented to the Session meeting for approval before implementation.

Unscheduled Review: Any person can propose to amend or alter this document at any time. Any proposal to amend or alter this document shall:

- Be submitted in writing;
- Clearly identify the clause or clauses proposed to be amended;
- Set out the proposed amendment or alternation in full; and
- Include the rationale for the proposed amendment or alteration.

Review Date	Persons Involved	Items Changed	Date Adopted by Session	Next Review Required
2014				
August 2017			07.08.2026	07.08.2022
23.03.2025				23.03.2026
15.09.2025	Dale McMillan	As per Resolution NA2025/n		15.09.2026
10.03.2026	Darren Burnett, Cameron Blue, Des Morris, Ken Watson, Andrea Hooper, Anna Jones	Changes required by new standards and minor formatting changes	23.04.2026	23.04.2031
28.05.2026	Darren Burnett, Des Morris, Andrea Hooper, Anna Jones	Inclusion of unscheduled document review process	28.05.2026	28.05.2031