



# QUALITY MANUAL

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UL SPORT DIVISION

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## 1. INTRODUCTION

### 1.1 Brief Outline of the Division

The Sports Department was established in 1985 and was originally based in 'Thomond College' (existing Physical Education and Sports Science Department). It has evolved over the years and in 2001 with the opening of the dry side of the 'University Arena', including the National 50m Pool the Sports Department established its new home in this fantastic facility. In 2013 following a restructuring and due to the expansion and addition of new facilities, all environments were brought in under one name 'UL Sport'. Over the past decade the services of the Division have grown from its initial beginnings at UL Sport Arena (2001) with the addition of the UL Sport Adventure Centre (Killaloe, Co Clare - purchased 1996), the UL Sport Outdoor Facilities (including the North Campus All Weather Pitches- opened July 2011), and the UL Sport Boathouse initially a 'Student Life' (formerly ULSU) project but UL Sport assumed operations and management in September 2015. Further developments include the student funded 'Maguires' south bank all weather and natural turf pitches with ball walls opened in September 2019 and the more recent addition of the 'Climbing Wall', also student funded, opened in October 2021. The outdoor athletics track was upgraded and resurfaced in August 2019. The Division is governed by a Board of Directors that meets four times per year but the operations and overall management is under the leadership of the General Manager supported in this task by the Division's nine-line managers, who oversee the day-to-day operations of their respective areas.

### 1.2 Our Commitment to Quality

The Division is committed to maintaining a high level of quality and strong customer, while striving to continually improve the level and quality of service we provide to our customers. The Division embraces Quality as an integral part of its operations. Changes to any processes outline in the manual are controlled using the Divisions *Documentation Control Process*.

The role of the quality team, in conjunction with the Division management team, is to lead the organisation through the implementation of its Quality Management Systems (QMS).

The Division's QMS continues to be a work in progress designed to comply with the recommended guidelines as advocated by the University of Limerick. The guidelines have been adopted by UL Sport as the standards that underpin and drive the development of its QMS.

1. Customer Focus
2. Leadership
3. Engagement of people
4. Process Approach
5. Continual Improvement
6. Evidence-based Decision Making
7. Relationship Management

The division will improve the effectiveness of its QMS through the application of the above guidelines on the implementation of quality management systems, audit results, analysis of data, corrective and preventative actions and the management reviews. Customer feedback and feedback from the quality review panel will be key inputs as we further develop the QMS operations within the Division. The Quality Management Team (QMT) is made up of senior management and staff from the various areas within the six broad sports facilities: UL Sport Arena, UL Sport Climbing Wall, UL Sport Outdoor Facilities, UL Sport Adventure Centre, Sport & Recreation Offices and the UL Sport Boathouse.

### 1.3 Quality Policy

The Division's quality statement is as follows:

*"The multidisciplinary team in the UL Sport Division of the University of Limerick is committed, through a process of continuous improvement,*

- a) to providing a wide range of professional services that aim to create a positive and successful experience for its customer*
- b) to enhance the quality of the services provided to its customers*
- c) in partnership with all other stakeholders, to maintain and improve, in all of the Division's activities, the processes that address the quality of:*
  - the 'total experiences' of students and staff*
  - the services provided both in the University and to the community"*

The quality statement implicitly recognises the responsibility of all the UL Sport Team to promote and enhance quality. Given the diverse range of services and the spread of environments that encompasses UL Sport, arrangements for developing, monitoring and enhancing the quality of our activities is across a broad spectrum and managed within the individual environments.

## 2. CUSTOMER FOCUS

### 2.1 Our Customers

**Customers:** In UL Sport, our customers are key to our success. The Division needs all its customers in order to be the best we can be. In order for us to create a positive & successful environment we have an ethos that is customer centred. UL Sports is focused on delivering a service in a professional, effective and welcoming manner.

**Customer Charter:** The UL Sport Customer Charter was developed in 2015. It is displayed prominently in each Unit/Office, as well as in other key locations throughout the sports facilities and is available on our website: [www.ulsport.ie](http://www.ulsport.ie)

### 2.2 Customer Feedback

UL Sport utilises a variety of feedback mechanisms to capture the current sentiment of its customers, the main ones are listed below. These can be on a periodic basis on and also open and ongoing. The Division values customer feedback as an integral element of the business and the services we provide. Successfully utilising customer feedback is a must for the Division as we seek to provide customers with the products they need. All feedback is used as a means to get an overview, evaluate and assist decision-making with respect to the current and future customer needs. It is used to get an understanding for the customer satisfaction levels and to improve services. Getting a handle on how customers view our service, product, support, and company is invaluable.

Feedback mechanisms:

- Surveys of the customer
- UL Sport app
- Email
- Telephone
- Social Media
- Meetings
- Focus Groups
- Formal & Evaluative via customer feedback logs and forms
- Internal Staff feedback

### 2.3 Customer Complaints

There is no single complaints process however, the Division deals with complaints as required which may come face to face, via email to [info@ulsport.ie](mailto:info@ulsport.ie) or through the feedback mechanism on the UL Sport app.

Complaints process:

Via email or [info@ulsport.ie](mailto:info@ulsport.ie) : it is directed to the relevant area manager to address as he/she deems appropriate – follow up must be logged.

Via Reception / Face to face:

- 1) Reception staff will endeavour to deal with the issue on the spot informally and feedback information to the relevant area.
- 2) If for whatever reason this is not possible to resolve reception staff may call on the Duty Manager (DM) to assist. If DM is in position to assist then he /she may do so but must log the matter and note as closed.
- 3) If the DM cannot not resolve the matter he/she will document the matter, takes relevant details i.e. name, contact number / email and this is then directed to the relevant area manager.
- 4) The area manager must respond within a reasonable time to the customer.
- 5) If the matter cannot be resolved at this level the area manager can refer the matter to senior management to address.

Feedback and /or complaints are discussed weekly at Operations meetings and anything more serious is highlighted and discussed at our bi-weekly Quality meeting. All staff members of UL Sports can input feedback into feedback log. Each area manager reviews and actions their area's feedback. This may be referred to a QIP as decided by the management group.

### 3. LEADERSHIP

Our management team consist of General Manager and line managers for each of the areas within the six areas. The quality leadership is controlled via the QMT. The Division's quality team is made up of area management and staff member representing a number of areas within the six environments including the General Manager (quality leader). All aspects of quality are dealt with via the QT fortnightly meetings and then weekly via reports to the operations meetings. There is a quarterly review by management of the QMS and in additional to this the QMS is also on the meeting agenda of the Board of Directors which meets four times per year.

In maintaining and changing the Quality Management System, the regulatory and statutory requirements, such as [University's Act](#), [Purchasing](#), [Finance](#) and [HR](#) policies, are communicated and accommodated within the system.

#### 3.1 Planning

Planning is done in an appropriate manner for each service provided by the division. In all cases, the management team ensure that the correct resource level and experience are in place to support any of these planning structures.

The Management Group and Line Managers of the Division are collaboratively responsible for producing the Division's budgets and reports to aid planning. Activity is reviewed and monitored on a monthly basis by the Management Accountant through appropriate reporting structures within the Division. Financial planning is reviewed on an annual basis with the Director, UL Sport, and Financial Director together with the Line Managers. Each line Manager determines the correct resources and plans required to achieve overall goals. Weekly meeting take place with senior management and the line managers to discuss objectives for the relevant environments on a day to day operational level. Line mangers then liaise with the reports to ensure all plans are communicated.

#### 3.2 Management Review Process

Management review the Quality Management System at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the QMS, including the quality policy and quality objectives.

Management review of the QMS takes place on an annual basis to ensure processes and procures are in line with plans and objectives for the business. The review at this level considers opportunities for improvements and change where necessary. Within this management process the Division has an internal auditing schedule with planned internal audits undertaken and this then sets standards and expectations. Audit reports are presented and appropriate action taken with planned improvements. Under continual improvements this reports are reviewed by the QT as required based on schedule of audits and documentation is updated and managed through the 'Sharepoint' system.

## 4. ENGAGEMENT OF PEOPLE

The division is governed by Plassey Campus Centre (PCC) policies and procedures for the selection, recruitment, promotion and development of staff.

At UL Sport we believe that the correct development and dissemination of policies and procedures give our staff guidance and clarity. This gives staff a chance to understand the value of the policy or procedure and give adequate time for the team to appreciate the importance and value of the policy or any proposed changes.

UL Sport operates a Quality Management system that includes a rigorous self-assessment process. This self-assessment process is a key part of ensuring enforcement of policies and procedures within the organisation. Most recent self-assessment results from February 2023

New staff are recruited in line with the HR recruitment procedures, to ensure that successful candidates have the required experience and qualifications for the job. Positions are advertised to ensure that applicants are drawn from the widest possible pool however existing staff are also encouraged to put themselves forward.

The Division continually strives to involve all staff in the business of UL Sport activities so that all staff have an understanding of the responsibilities and working of the division as a whole. Generally, this is done by providing:

- Open door policy between staff and line managers
- Opportunities for training and development within the role
- A systematic meetings and communication structure
- Annual performance reviews and development processes
- A safe work environment for all employees
- Each area of the Division has a training matrix which records details of mandatory and optional training for staff

Staff are encouraged to be involved in and to promote quality by continually looking for ways to improve services and by considering and acting on customer feedback. The Division's QT comprising twelve full-time members of staff. The team currently meets Bi-Weekly to review all aspects of the QMS, including the status customer feedback log and action plan. These are stored on our UL Sport Management SharePoint. The QT gives regular quality updates at the Division's operations meetings and also hold meetings where all staff are encouraged to attend and offer feedback into the QMS.

### 4.1 Responsibility and Authority

The organisational chart outlines the organisational structure of the UL Sport. The roles and levels of responsibilities vary significantly across the different environments with line managers responsible for their own support services of their respective areas reporting to the General Manager.



There is approximately 25 full time staff and 90 part-time staff in the Division, noting a loss of approximately 10 fulltime staff and most part-time during the covid pandemic but following a return to business numbers continue to grow to meet the demand and needs, due to the constant expansion and developments of new environments and products. The General Manager reports on the operations and management of the business to a Board of Directors, which meets four times per year and reviews the strategic objectives and direction of the Division.

## 4.2 Communication

Staff are encouraged to be involved in and to promote quality by continually looking for ways to improve services and by considering and acting on customer feedback. The Division's QT give regular quality updates at the Division's operations meetings and also holds meetings where all staff are encouraged to attend and offer feedback into the QMS.

Staff are encouraged to share their views and ideas in all areas of the activity of the Division. The communications and meeting structures that exist encourages engagement of views for consideration. Staff views are taken into consideration when planning for significant projects where we set out to improve our facilities and services.

Members of the Divisions QT are qualified auditor which allows the staff the opportunity to participate in quality auditing of other divisions within the university. It fosters enlightenment and good practice across units and divisions. As part of continual professional development staff are encouraged to take up training opportunities relevant to their work and to assist with upskilling thus ensuring a level of competence in undertaking the task of the position.

### **Stakeholders:**

Communication is paramount, UL Sport uses a wide range of communication channels and is seen as an integral part of the Division's customer focus with various mechanisms been used on an ongoing basis and to report on service improvements.

All proposed improvements are initially passed by the UL Sport Board with approved budgets, upon completion of all approved projects, an update report is presented at one of the quarterly meetings.

When it comes to communication with our stakeholders and customers, we employ the following:

- UL Sport App
- Website
- Facebook
- Instagram
- Twitter
- UL Connect
- All campus internal University emails

The Division is also keen on direct communication and given we welcome an average of 14,000 visits per week to the various environments - the face-to-face contact is very important and the Division embraces this i.e. front of house – reception or informally at classes or other areas being visited.

### 4.3 Training and Development

Staff training and continuing development are recognised as an integral aspect for the operations of the UL Sport Division and its success. Staff are encouraged to become members of relevant professional bodies and some staff have had the opportunity to attend national and international conferences and events affording staff the opportunity to interact with peer groups and engage with best practices in their areas.

To ensure that staff avail of training, the quality team has a training and development plan across all areas for all staff members. The plan supported by line managers, includes training that applies across the board (e.g., first aid, customer services) and to specific areas (e.g., pool testing, pitch setup). Line managers are responsible for maintaining records of attendance of their direct reports at programmes delivered by service providers other than HR, via the Training Matrix on our SharePoint portal. The University HR Department also offer ongoing courses in a variety of areas, a list of these courses is available on the HR website. <http://www.ul.ie/hr/courses> .

UL Sport is committed to the university's PDRS to ensure the alignment of team and individual objectives are aligned with UL Sport's strategic priorities. The overall focus of the system is on improving performance and enhancing professional/career development. Part of the function of the PDRS is to ensure that staff are fully trained to do the job they are required to do and identify areas for professional development.

All new staff are given specialist induction training, which may vary within each unit depending on unit requirements and operations. New staff are also provided with copies of the Division's documentation and/or directed to SharePoint portal to view such information. New staff are asked to confirm by signing that they understand and will comply with the Divisions working guidelines, terms and conditions. Staff are encouraged to undertake professional training and development outside of their day to day work where appropriate and within available resources. Staff are encouraged to relay the findings and knowledge acquired from these courses to other members of the Division.

### 4.4 Work Environment and Infrastructure

While we are fortunate to work on a beautiful campus environment, the division is not located in one single dedicated space. There are 5 different work environments owned and managed by the UL Sport Division. These are as follows:

1. UL Sport Arena
2. UL Sport Climbing Wall
3. UL Sport Outdoor Facilities
4. UL Sport Boathouse
5. UL Sport Adventure Centre

All of these are based on the University Campus with the exception of The Adventure Centre based off campus in Killaloe, Co. Clare. Each area is subject to annual health and safety inspection and

audit conducted by the University Health and Safety Officer. Each facility complies with the regulations set out by the University Health and Safety Office. The work environment and infrastructure is discussed at both operations and administration meetings on a regular basis. All work areas are maintained in a clean and tidy manner to ensure that service is not adversely affected.

The provision of workspace is bound by the Health and Safety regulations of the university. Most of the fulltime staff have their own office but some operations are shared (e.g. reception / admin, printing, gym office). The Division has access to a Boardroom for meetings. The Division has its own policies and procedures in areas relating to equality and diversity, grievance procedure and workplace dignity and respect and the code of conduct for employees.

## 5. PROCESS APPROACH

### 5.1 QMS Processes

The mapping of all major UL Sport Division operational processes and activities is an integral part of the Division's QMS and is of crucial importance to the Division on the delivery of quality services to its customers.

The Division possesses its own internal UL Sport Management SharePoint portal, which provides storage for documentation and controls that have been created to date are accessible to UL Sport staff. Primarily the line managers use the SharePoint for storage of documents from their respective areas.

#### Papertrail – Cloud Host Log Management System

UL Sport Adventure Centre and UL Sport North Campus use this system of log management that is essential for safety compliance within both facilities. Papertrail allows the manager to streamline processes which in turn reduces risk to all customers. Papertrail allows the manager to file all equipment inspection records, provides access to information on equipment failures and stores all equipment updates securely.

Complementing the department's Quality Manual and Quality Policy Statement, the following are the department's QMS and service procedures:

- Training and Development
- Documentation Control
- Self-Assessment
- Communications
- Continual Improvement and customer satisfaction
- Customer feedback and customer focus groups

### 5.2 Key Business Processes

The diversity of the Division's services and supports is evident in the Division's documented key business processes (listed below), which are primary operational areas processes and procedures relating to services for which the Division is responsible.

The UL Sport key business processes are:

- Documentation Control Procedure
- Management and Communications Procedure
  - QMS-Communications-Process
  - QMS-Process-Training-Development
- Continual Improvement Procedure

The UL Sport Key Business Areas are:

**Arena**

1. Pool
2. Gym
3. Reception
4. Halls

**Outdoor Facilities (including All-weather Pitches)**

1. South Campus
2. North Campus

**UL Student Sport**

**Adventure Centre**

1. Land-based Activities
2. Water-based Activities
3. High Ropes

**Boathouse**

1. Rowing tank
2. Gym

Evaluating the effectiveness of processes is conducted during our internal audits/self-assessments.

### 5.3 A Systematic Approach to Management

A robust and active quality management system (QMS) will drive success at UL Sport. A focus on continual improvement will stimulate growth and innovation across each area of activity. An active QMS will bring student, member, partner, and stakeholder feedback to the centre of management decision making and improve UL Sports responsiveness to customer needs and expectations. An active QMS will help further define service and operating key performance indicators, which will enable UL Sport to measure its success

All QMS and business processes are reviewed during internal audits. The purpose of the audits is to evaluate the effectiveness of each process and identify opportunities for improvement. Opportunities to further improve processes are identified on an ongoing basis through customer and staff feedback and on an occasional basis through invited feedback from quality consultants, the UL Quality Support Unit and the quality review group (QRG) following formal quality reviews.

Records of the development of the processes are available through the revision history, which is maintained as part of the **Documentation Control Process**.

## 6. CONTINUAL IMPROVEMENT

The Sports Division is strongly committed to providing the best possible service to its customers. The pursuit of quality assurance and quality improvement is a continual one in the Division. Continual improvement is an essential consideration in everything the Division does and this commitment is embodied in the Division's quality policy and QMS

In general, items such as those listed below are utilised to identify improvement opportunities.

- Continual improvement is a standing agenda item for all management meetings including Board of Directors meetings
- Customer Feedback, such as survey results, customer feedback log analysis etc
- Partner discussions
- Audit feedback – internal and external
- Staff input and suggestions
- Key performance indicators

Additionally, the Department's **Self-Assessment Procedure** ensures continual implementation, maintenance and improvement of the Department's QMS.

### 6.1 Quality Improvement Objectives

Areas of improvement are identified via audits, feedback from staff and customers, annual review by senior management with proposed changes.

Members of the QT completed auditor training and further training of additional staff will take place periodically in order to facilitate the internally auditing of areas by trained in-house auditors and cross-over.

A new strategy 2023 – 2028, in line with the University strategic objectives, effecting improvement and implementation of the UL Sport strategic plan will be an important role for the UL Sport management team moving forward.

A customer charter was developed with the involvement of the whole division, and a self-assessment process was put in place. More recently, a customer feedback log and an overarching divisional action plan were set up to record and track quality improvements.

As per recommendations, each business unit produces an annual business plan with focus on the following key accountabilities -Standard Industry Practices, Business Hours, Income Projections, Operational Costs, Financial Projections and Operational Plans

## 7. EVIDENCE-BASED DECISION MAKING

The UL Sport Division aims to make effective decisions based on the analysis of data and information derived from customers, market research, financial and operational data and business risk analysis. Collection and analysis of customer data is of great importance to ensure we deliver facilities and services that meet their needs and expectations.

### 7.1 Analysis of Data

Financial and budgetary data is collected within all areas of the UL Sport division. This data includes income and expenditure for each area of the division. Reports from the 'Gladstone MRM' system provide information on facility usage, bookings and point-of-sale activity. Sales targets are developed for every area and monthly reports indicate if these have been met or not. Membership data is tracked with regards to targets and year on year performance.

### 7.2 Strategic Review of Data by Management

The ability to make effective and appropriate decisions is essential to ensure customer satisfaction, employee management and overall increased operations within the Division. Decisions are determined by analysis of data and overseen by senior management and presented to the Board of Directors also for discussion.

Area managers monitor and review data produced relative to their own areas and report on same to management at appropriate meeting. Trend data are also analysed at managerial level with respect to business performance and services provided. The data collected are used to inform both operational and strategic planning and to make informed decisions at management and area meetings.

#### **Division Risk Register**

The **UL Sport Risk Register** outlines and sets out to address key risks identified by regular external and internal audit. The risk register is compiled in accordance with the University's risk management policy. The Division risk register is designed to capture risks that could prevent the Division from achieving its objectives. Risk is categorised into three areas namely: reputational, operational and financial. All areas participate in risk assessment activity and ongoing development is monitored by management.

#### **Data Protection**

The University has a **Data Protection Policy** which is developed in accordance with the Data Protection Acts (1988 & 2003). The Division complies with these requirements. All UL Sport staff have completed online Date Protection training (December 2022) as requested, ensuring staff are aware of their data protection responsibilities.

## 8. RELATIONSHIP MANAGEMENT

Due to the nature of the services and supports it provides, the Division has a strong working relationship with its suppliers, internal and external partners, partners within the campus community, locally, regionally and nationally with whom the Division has a vested interest.

### 8.1 Suppliers

Suppliers of services are appointed in accordance with UL's procurement policy. Our supplier list is aligned with that of the University and includes suppliers relevant to our service needs

### 8.2 Partners

UL Sport engages with various departments within the University, both in providing and receiving a wide range of services and supports.

- Academic Colleges and departments: the Sports Division provides advice, physical resources and support to a number of different departments.
- Human Resources and Finance Offices: The Sports Division liaises closely with IBEC in relation to HR and PCC Finance in relation to salaries, increments, pensions, and other employee benefits.
- Procurement and Contracts Office
- Buildings and Estates - the Division liaises very closely with Buildings and Estates in relation to the maintenance of grounds / playing fields and the provision of equipment and support for outdoor sports activities, Campus security support, traffic management and events
- Plassey Campus Centre Ltd - Conference & Events - the Division works closely with PCC in negotiating for space, accommodation and catering for summer period groups i.e. outside the academic year. Groups arriving on campus for sports related events and training camps.
- ITD provides the Division with appropriate communications technology services to facilitate the administrative functions for the division
- Finance – provision of accounts and support with the 'agresso' system
- Students Life Clubs & Societies Offices – provision of facilities and time tabling of student clubs and events
- 'Healthy UL' – supporting the delivery of programmes to promote and enhance the health and wellbeing of staff and students
- Physical Education & Sports Sciences – provision of facilities for the delivery of their degrees- undergraduate and post-graduate programmes
- Internal Committees – the Division is represented across the university on a wide range of committees and working groups.
- Other Academic Departments
- Corporate Secretary's Office
- Corporate Affairs



### 8.3 Community Relations

It is essential that UL Sport establish and retain healthy partnerships and relationships with many internal and external stakeholders across a very diverse customer base. UL Sport is a service provider whose very existence depends on the business of local and national contributors. Key stakeholders can be long-term 'anchor tenants' such as Swim Ireland, Munster Rugby, and Limerick Sports Partnerships. They can be university-based groups such as PESS or the NCEF or local community groups which include schools, clubs, and the general public.

UL Sport continually engages with the local community, such is the nature of our core business.

Examples of close working relationships include:

- Schools
- Corporate groups
- Charitable organisations
- Limerick Sports Partnership
- Milford Care Centre
- An Garda Síochána
- National Governing Bodies
- Munster Rugby
- UL Bohemian RFC
- Swim Ireland
- Government Agencies

### 8.4 Communication with Stakeholders

The primary methods of communication to the stakeholders of UL Sport include telephone, electronic and standard mail, UL Connect, SMS messaging, radio, leaflets, print and social media including the ULSport.ie website, Facebook, Instagram and Twitter.

We are very aware that the input and feedback from our stakeholders is critical to our success and this regular open engagement with them is of immense value to us. Understanding our stakeholders' needs allows us to shape our strategic planning to hopefully continue to meet their expectations.

## 9. APPROVALS AND REVISION HISTORY

<b>Revision No.</b>	<b>Date</b>	<b>Approved by:</b>	<b>Details</b>
1	8 Feb 2016	David Mahedy, Director	Initial release
2	March 2019	David Mahedy, Director	Updates to document
3	26 January 2023	Brian King, General Manager	Updates to document