

Shao Brothers Company Limited
Communication and Stakeholder Plan
for the
Provision of Laundry on Board HM Ships
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Produced and Supplied by:

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1 Introduction

1.1 This Communications and Stakeholder Plan identifies the framework within which Navy Command and Shao Brothers Company Limited will communicate through the period of the contract. It is recognised that without effective communication between all the various stakeholders under the contract, it will not be possible to provide the high quality service that is desired.

2 Joint Management through Partnering

2.1 A fundamental requirement of this contract for the Provision of Laundry Services on HM Ships is that it should adopt international standards of best practice in delivering the contractual output. A Partnering approach with Navy Command is considered to be an essential element of this objective and it is proposed that this is achieved through a joint management structure. This Partnering approach in no way removes the responsibility of Shao Brothers Ltd to deliver on all aspects of the contracted requirement but it will ensure that all stakeholders are fully aware of all issues affecting the service and that effective knowledge transfer takes place. The following paragraphs detail the proposed composition and Terms of Reference of each level of management.

2.2 The Executive Partnering Board (EPB)

The Executive Partnering Board will comprise representation from key stakeholders. Membership includes but is not necessarily restricted to:

- The Navy Command responsible Designated Officer or his/her representative.
- The Designated Navy Command Commercial Officer or his/her representative
- Executive Director, Shao Brothers Ltd or his representative;
- Operations Director, Shao Brothers Ltd or his representative;
- Other Navy Command representatives as considered appropriate;
- Other Shao Brothers Ltd representatives as considered appropriate;

2.2.1 The EPB will meet quarterly initially, thereafter six-monthly, or as agreed collectively and as may be required by the Contract. The purpose of the Board is to provide governance and effective direction for Navy Command and Shao Brothers in the shared objective of

successfully delivering an effective Laundry Service to HM Ships. The EPB is to act within all directives relevant to the provision of laundry services, as approved from time to time.

2.2.2 The principal tasks of the Board are to:

- Provide governance and assurance in laundry service operations to the Designated Officer;
- Review operational and technical performance in laundry services;
- Establish and monitor effective Partnering behaviours in delivering the contract
- Establish and implement an effective communication strategy with all stakeholders
- Establish and implement a joint risk management strategy
- Review the Statement of work;
- Review Performance Reports;
- Review Pricing and Payment arrangements;
- Review Customer Surveys;
- Review any Energy efficiency issues;
- Review Health Safety and Environmental issues;
- Carry out Risk Register reviews;
- Carry out Safety Case reviews;
- Review Periodic returns;
- Review Management Plans;
- Review Measures for continuous improvement in output delivery;
- Consider any requirements for Contract amendments.

2.3 Local Partnering Teams

2.3.1 The Local Partnering Team (LPT) provides a local interface for the various stakeholders involved on board the individual HM Ship.

2.3.2 Composition will include but not necessarily be restricted to:

- Navy Command Nominated Ship LDO
- Other LDO Nominated concerned ship's company
- Shao Brothers Laundry Manager
- Other Shao Brothers Laundry Representatives as agreed with the LDO

The LPT will meet as required by the LDO to discuss:

- Operational and technical performance of the Contract;
- Partnering and communication issues;
- Management risks;
- Routine stakeholder issues – levels of customer satisfaction

- Accidents / Incidents, health, safety and quality issues;
- Laundry equipment issues
- Periodic Returns;
- Forward Programme;
- Measures for continuous improvement in output delivery.

2.4 Planning and Operations

2.4.1 Planning Support Planning and operations will be conducted on a joint basis using ship movement information provided by the Designated Officer together with information received from individual ship LDOs and Laundry Managers. The Shao Brothers Management System will include the following planning functions:

- Management of Laundry Staff
- Maintenance of experience records and training records together with any training refresher periods for laundry staff
- Maintenance of passports, visas and immunisation records with revalidation dates.
- Maintenance of Medical Records of Laundry Staff
- Scheduling of ships activity against pre-defined requirements.
- Allocation of resources to meet ship activities
- Co-ordination of leave against planned ship's activities
- Graphical Gantt chart of forward resource, leave and training plan.

2.4.2 Comprehensive sets of management reports can be tailored and developed as required.

2.4.3 Within the Shao Brothers offices, the Designated Officer will have the ability to view vessels resource plans and resource availability to satisfy himself that appropriate manning and adequate contingency arrangements are in place. The Shao Brothers Management and operational programming arrangements is described more fully at Section 5 to this Communications Plan.

2.5 Task Control

2.5.1 The various elements of this function are:

- Vessel tasking forecasts
- Allocation of resources
- Identification of contingency resources
- Resolution of priorities of resources
- Command and control of laundry staff on ships on task

- Solution of problems occurring with laundry services on HM Ships
- Customer feedback
- Rectification of shortcomings (if any) and recommendations for improvements

2.5.2 We will ensure maximum availability of staff by:

- Planning leave periods taking into account ship's operational programmes to make best use of resources whilst maintaining sufficient spare capacity in the system
- Use vessel Planned Maintenance Periods and Refit downtimes for leave periods where practical and possible.
- Identifying alternative laundry staff resources that can be made available at short notice
- Arranging staff downtime on vessels to coincide with reduced programmed demand

2.5.3 If a conflict of priorities does occur, it will be resolved in accordance with the process laid down in the Procedures and Work Instructions. When a ship is manned, any problems should be immediately reported by the Laundry Manager to the Operations Director and, if appropriate, to the LDO. If the problem relates to an equipment failure, the Laundry Manager will liaise directly with the LDO to make every effort to rectify any defect which would otherwise prejudice the ability of the ship's laundry to meet its operational requirement.

2.5.4 We would expect all of this information to be available to the Designated Officer as he will be able to access the appropriate data in the Company's office and we would expect to keep him fully apprised of any situation.

2.5.5 We would expect to work closely with the Designated Officer, the Local Designated Officer and the Ship Laundry Managers to ensure that the level of communication is that which is necessary to deliver a high quality service. Shao Brothers staff will ensure high levels of communication are achieved.

2.5.6 The Operations Director, other Directors and members of the Shao Management Team will be expected to visit all ships on a regular basis when they are in UK ports and during these visits staff will not only visit the Laundry areas but will ensure that contact is made with the LDO or his nominated representatives.

2.6 Customer Feedback

2.6.1 Customer feedback will be an important element in shaping our focus to provide the best service possible. At least annually, the Designated Officer and LDOs will be given a simple proformae to complete, asking for comments on the performance of the Contact and the Performance and Attitude of Shao Brothers staff. This proforma will include the opportunity for suggestions on how the service might be improved. Where a completed proforma is not received, Shao Management Representatives will make every effort to meet with the LDO or his representative to obtain a verbal assessment of Contract Performance. This verbal assessment will be recorded.

2.6.1 Any Customer complaints or comments received by the Laundry Managers, or those received direct, will be forwarded to the Operations Office where they will be logged; they will be investigated and the complaint and the result of the investigation and any corrective action will be documented in an appropriate Customer Comments Report Form.

2.6.3 All these Customer Report Forms will be available for inspection by the Designated Officer at any time and they will be collated for review at EPT Review Meetings. The Report Forms will be collated, sorted and held as a historical record within the Management Information System.

2.7 Management and Staff Meetings

2.7.1 The Shao Brothers Directors and Senior Managers will attend Management Meetings in accordance with a pre-determined Schedule. Formal Management Meetings will be held at least once a month and more frequently if required. It will be expected that the Directors will hold regular briefings with their team to ensure that everyone is kept fully apprised of all matters that they need to know in order to perform their duties efficiently. Directors and Managers will be expected to hold formal and informal meetings and tool box talks with Laundry Managers and the Laundry Staff whenever the opportunity presents itself. Directors and Managers will be encouraged to “get out and about” to ensure that their presence is visible and that they are accessible to all staff.

2.7.2 We will actively encourage the Designated Officer, LDOs and their representatives to visit our offices to further foster good relationships and an exchange of information.

3. Accident/Incident Reports

3.1 Accidents and incidents occurring in Laundries, or to Contractors staff or as a result of any involvement of Contractors staff will be reported to the Authority as they occur and will be recorded within the Management Information System. Shao Brothers uses a Data Base system for accident and incident reporting and this system has a requirement of alerting all nominated persons to an accident or incident occurring on the operation. Nominated Authority Officers can be included in the distribution of such alert notices if they so require. Statutory and Company reporting and investigation will be conducted in accordance with the Safety Management Plan.

4. Provision of Management Information

4.1 Introduction

4.1.1 A Management Information System (MIS) has been developed which will allow access to both Shao Brothers and appropriate Authority staff, who will have the ability to access information through records maintained in our offices in our offices. The MIS will support the following functions:

- Programming of HM Ships
- Manning Plans to meet the Operational Programme
- Contingency Resource Planning and Status
- HM Ship Refit and Upkeep Planning
- Health and Safety Monitoring and Recording
- Contract Performance Monitoring
- Training
- Customer Survey and Complaint Records
- Audit and Assurance Records
- Financial Pricing and Payment arrangements
- Payroll arrangements

4.1.2 The components of the MIS support both the operational need of the contract as well as the reporting and monitoring required by both the Authority and Shao Brothers management. The MIS and the IT infrastructure upon which it will be based are designed to promote communications between Shao Brothers Management and the Authority, and underpin our Partnering approach to sharing data. The system enables appropriate Authority

staff to access whatever components of the system are necessary for the appropriate sharing of information.

4.2 Required Reports

4.2.1 Shao Brothers will maintain data and report on each of the performance indicators specified in the contract. All failures will be recorded in the performance measurement system in the MIS.

4.2.2 The system has the flexibility to generate and disseminate information that will be developed to meet the requirements of Contract Changes.

4.2.3 This ensures that Shao Brothers can develop, in consultation with the Authority, a comprehensive range of management reports that will form a sophisticated decision support tool. Authorised access to Management Reports will be given to specified Authority staff in order that they may produce and compile any required Authority management reports. The following reports are likely to be required to be delivered as part of the Laundry Services Contract: The list of reports is indicative and a full list of required reports is to be agreed at Contract Award.

- Performance (monthly and six-monthly)
- Statement of Work (monthly)
- Customer Survey (six-monthly)
- Incident and Accident (as required)
- Authority Provided Assets (annual)
- Training and Certification Records (quarterly)

5. Contact Details

5.1 Contact details of personnel are attached:

Shao Brothers Ltd Staff

Name	Post	Tel No.	Mobile No.	E Mail Address
Mike Tyrrell	Executive Director	02392 724262	07780 600245	mike.tyrrell@shaobrothersco.uk
James Shiu	Operations Director	02392 724262	07780 606865	james.shiu@shaobrothers.co.uk

Suzanne Owen	Finance and Personnel Manager	02392 724974	07780 544763	suzanne.owen@shaobrothers.co.uk
Angel Li Shiu	Administration and Training Manager	02392 724974	07780 337481	angel.shiu@shaobrothers.co.uk

Authority Staff (Navy Command Shore Based)

Name	Post	Tel No.	Mobile No.	E Mail Address
To be completed				

Navy Command (HM Ships LDOs)

Name	HM Ship	Tel No.	Mobile No.	E Mail Address
To be completed	HMS Albion			
	HMS Argyll			
	HMS Bulwark			
	HMS Daring			
	HMS Dauntless			
	HMS Defender			
	HMS Diamond			
	HMS Dragon			
	HMS Duncan			
	HMS Iron Duke			
	HMS Kent			
	HMS Lancaster			
	HMS Monmouth			
	HMS Montrose			
	HMS Ocean			
	HMS Northumberland			
	HMS Portland			
	HMS Queen Elizabeth			
	HMS Richmond			
	HMS Somerset			
	HMS St Albans			
	HMS Sutherland			
	HMS Westminster			