

Shao Brothers Company Limited
Quality Management Plan
for the
Provision of Laundry on Board HM Ships
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ISSUE Draft

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ISSUE RECORD

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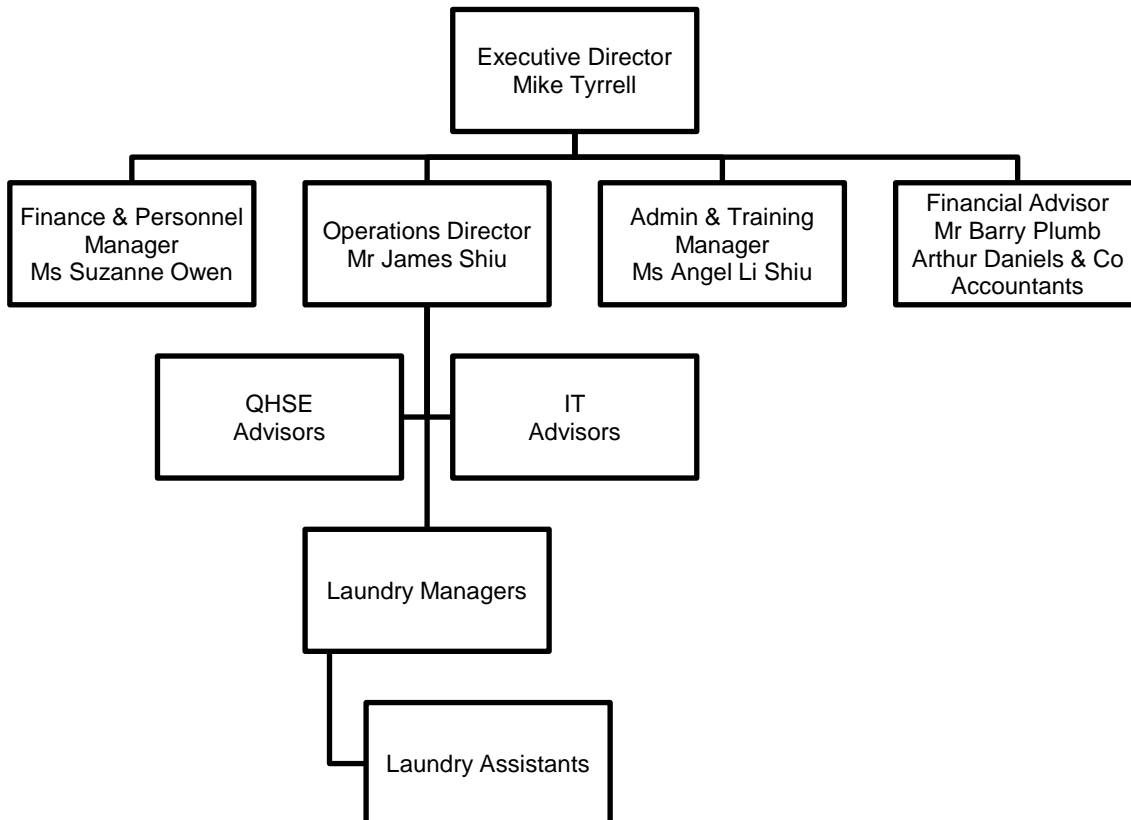
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1 INTRODUCTION

1.1 COMPANY STRUCTURE

To deliver the Fleet Laundry Services contract it will be necessary to define a company structure to meet the needs of the business. This is shown in the figure below.



1.2 FLOW DOWN OF GOVERNANCE FROM SHAO BROTHERS COMPANY LTD

To achieve the necessary level of control and maintain high standards of service, Shao Brothers Company Ltd will continue to utilise the significant resource, experience and expertise available in the Company. Shao Brothers Company Ltd has been providing laundry services to the Royal Navy for over 65 years. The Company has seen significant growth in both turnover and scope of business since 1997 when it formed a Joint Venture with Serco Ltd and, since 2011, when it has been providing Laundry Services to the Royal Navy in its own right as a contracting entity, there has been a strengthening of the Policies and Procedures necessary to govern a Limited Company business effectively.

The policies and policy standards used on the contract will flow down from the Directors. They will be considered by Shao with regard to applicability, integration and application. Where Fleet policies and procedures are in place, they shall be reviewed against emerging Shao requirements to ensure Company policy is met.

1.3 BOUNDARIES OF ISO QUALITY MANGEMENT CERTIFICATION

We have consulted with our Quality Advisors and, because the principle activity is conducted on board HM Ships where the overall conduct of business is out with Company control, ISO 9001:2000 certification is not considered appropriate or applicable to the business activities of the provision of laundry services on HM Ships. However, it is considered entirely appropriate for the principles of ISO 9001:2008 to be applied to the contract operation and this will be our intention.

This Quality Assurance Plan has been produced in response to Invitation to Tender No. FLEET/00280 for the provision of Laundry Services on board Major Surface RN Ships. It describes the Quality System that will be operated by the Company to ensure a consistently high standard of service is delivered to the Customer at all times.

The paragraph numbering system and headings used within the Quality Assurance Plan reflects the numbering system and headings used in the BS EN ISO 9001:2008 Standard in order to ensure that all requirements have been addressed. The issue status of the Quality Assurance Plan shall be indicated in the footer.

This plan differentiates between mandatory requirements defined by the use of the term "shall" and non-mandatory requirements, which are aims and highly desirable, defined by the use of the term "should".

This Quality Assurance Plan shall be maintained for the length of the contract in accordance with Company Procedures.

1.4 COMPANY PROFILE

Shao Brothers Company Limited is an operating company which was established to be dedicated to the provision of Laundry Services on Major Surface Warships. Shao Brothers have been providing laundry services on board HM Ships for over 65 years. The company is unique in that its Operations Director has significant hands-on experience of being a Laundry Manager providing laundry services aboard a wide variety of warships from CVS to FF. It is only Shao Brothers that has this detailed experience in their management team; it is this experience that allows the Company to be totally aware of the output and training requirements of the contract. In addition, the Executive Director of the Company has been closely involved in the high level management of the Fleet Laundry services contract since 1997.

At the end of 2010, the contractual arrangements between Serco Ltd and Shao Brothers Company Limited, which formed Worldwide Laundry Services Ltd, were dissolved. Shao Brothers Company Limited bid for Fleet Ops Contract 00195 as a separate and distinct entity and were successful in winning the Contract. Since January 2011, in meeting the requirements of the Contract, Shao Brothers has clearly demonstrated that it has the operational, organisational, financial and administration experience to provide a high quality laundry service to the Fleet. All work will be performed by personnel directly managed by Shao or sub-contractors directly employed by Shao.

Where the Quality Assurance Plan is a contractual document it will take precedence over other Company Quality documents. Where apparent conflict or ambiguity exists, the following order of precedence shall apply:-

- The Contract
- The Shao Brothers Company Limited Laundry Services Quality Assurance Plan
- Other related Company documents

1.5 THE QUALITY PLAN

The Quality Plan is a deliverable management plan for the Provision of Laundry Services for HM Ships. The plan describes the Quality Management System that will be operated by Shao to ensure a consistently high standard of service is delivered to the Customer at all times.

Performance requirements will be established and agreed with the Fleet DO to ensure that process performance delivers a service that meets the client's Audit functions. Internal and External Audits

are established to highlight failings in performance standards, which will result in non-conformance reports being raised. Where necessary, corrective and preventive action will be taken.

Schedule 1 of the Invitation to Tender, FLEET/00280 details the contract performance requirements and the quality standards to be applied. The Contract requirements will be reflected in the Key Performance Indicators against which performance is monitored and measured.

Shao and the Fleet DO will manage the contract in partnership with both parties having ready access to all work in progress and completed work together with the associated documentation and records.

In the event of a conflict between the requirements of the Contract and the Quality Plan or the management system used for the requirement of the contract, the requirements of the Contract shall prevail.

The order of precedence of documents shall be as follows:

- The Contract, Terms and Conditions of Contract and Statement of Requirements
- This Quality Plan

2 CONTRACT AUDIT ARRANGEMENTS

2.1 ARRANGEMENTS

Internal Quality audits will be carried out annually by the Operations Director on the Laundry services on all HM Ships. External audits may be carried out as required by the Fleet DO. Where non-conformances are discovered, corrective actions will be raised and undertaken to clear the problem.

The DO, LDO or their authorised representatives will have ready access to all work done by Shao laundry staff together with the associated documentation and records. The Customer can carry out their own QA monitoring and the Company will use the results of any customer audits to improve contract performance. Any deficiencies or discrepancies noted will be actioned and corrected by any date that is agreed.

3 SERVICE PROVISION

3.1 PROCESSES

Shao Brothers have been providing laundry services to the Royal Navy since 1947, for over 65 years, that conform to contract, customer and company requirements. The performance of Shao Brothers staff has been remarkable throughout this period and has been based on solid experience and processes. Whilst maintaining a flexible approach to the contractual requirements, Shao now intends to continue to move these processes forward to another level to permit the expansion of services from what is a firm base. This will enable us to continue to deliver an adaptable solution to the provision of Laundry Services to the Fleet as identified in the Invitation to Tender.

Shao Brothers Directors have drawn on their considerable experience of running successful Ministry of Defence contracts and the particular experience gained within Worldwide Laundry Services in delivering quality management systems on a world-wide basis. Our expertise in this area will allow us to deliver a service that will conform to contract, customer and company requirements.

The design of the quality system for this contract is derived from the contractual requirements, company objectives and legislation.

3.2 SUPPORT TO EMERGENCIES

Staff operating on HM Ships are not only trained to respond to emergencies on the vessels but are also required to participate in training exercises on board so that they might better participate in emergency situations on board.

3.3 LOCAL SHIPBOARD AND SHORE BASE PROCEDURES

Shao has developed specific instructions which cover operations associated with daily routines of HM Ships and which reflect the activities of the specific ship types operated.

Procedures have been developed for the safe operation and maintenance of laundry machinery and work equipment. Procedures have been developed appropriate to tasking and as a result of risk assessment.

The need for additional instructions or the need for amendments to existing instructions is formally identified through the management review process or by the identification of non-conformities or by the raising of observations by staff or by Auditors.

4 EXCLUSIONS

The principles of all requirements of the International Standard BS EN ISO 9001:2008 will apply to the overall Quality Organisation of the Laundry Services with no exceptions applicable.

5 TERMS AND DEFINITIONS

For the purpose of this Quality Plan, the terms and definitions given in BS EN ISO 9000:2008, Fundamentals and Vocabulary apply.

6 REFERENCES AND RELATED QUALITY MANAGEMENT DOCUMENTS

BS EN ISO 9001:2008	Quality Management Systems – Requirements
BS EN ISO 9004:2009	Quality Management Systems – Guidelines for Performance Improvements
BS EN ISO 9000:2005	Fundamentals and Vocabulary

Documents formally issued in accordance with the Document Control Procedure
Fleet Manuals and Relevant Documents

7 DOCUMENTATION

7.1 GENERAL

The following documents comprise the documented management system and are controlled documents within the system:

- Policy
- Performance Standards
- Standard Operating Procedures
- Laundry Services Manual and Shipboard Work Instructions
- Quality Management Plan
- Safety Management Plan
- Environment Management Plan
- Operation or Service Management Plan
- Risk Management Plan

7.2 CONTROL OF DOCUMENTS

A documented procedure, Document Control, defines the common controls needed to:

- Approve documents prior to issue
- Review and update as necessary
- Ensure that changes and the current revision status of documents are identified
- Ensure that relevant versions of applicable documents are available at points of use
- Ensure that documents remain legible and readily identifiable
- Ensure that documents of external origin are identified and their distribution controlled.
- Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.
- Ensure the requirements of the Data Protection Act are met.
- Meet the Confidentiality requirements of the Contract.

7.3 CONTROL OF RECORDS

7.3.1 General

Records required demonstrating conformity to requirements and the effective operation of the Business shall be controlled in such a manner that they will remain legible, readily identifiable and retrievable. A Procedure, Control of Records, defines the methods of identification, storage, protection retrieval, retention times and disposition of records.

7.3.2 Management Information System (MIS)

Shao Brothers Company Ltd will operate an IT based Management Information System. All documentation including records will be held in the MIS and will be maintained by the Contract Administration. The system includes the following features and advantages:

- Documents can be viewed by all parties. Documents can be forwarded to the Contract DO electronically on request.
- Distribution can be electronic so no need for large numbers of paper copies
- Documents can be made “read only” if appropriate
- The issue is available at the point of use
- Better control of approval, update and formal issue
- Instant removal of obsolete documents
- Reduced storage and use of paper

- Restricted access for sensitive information
- Easily retrievable records
- Reduced risk from loss of paper documentation

A Master Index of Documents will be developed and future issues of documents will be held in the system as original electronic files and where necessary as scanned images of current hard copy documents.

8 MANAGEMENT RESPONSIBILITY

8.1 MANAGEMENT COMMITMENT

The Directors and Senior Managers of Shao Brothers Company Limited are committed to providing a quality service to all laundry services customers. Company policy and the quality plan provide a framework for the setting of objectives and for reviewing them periodically. Sufficient resources will be made available to ensure that these objectives are met. All staff are made aware of the need to meet customer, statutory and regulatory requirements at induction training and the practice is to re-iterate this at regular intervals thereafter.

8.2 CUSTOMER FOCUS

In order to satisfy the requirements of the various customers of laundry services as well as those of Fleet, Shao will ensure that the contract delivers a service that is relevant to customer requirements. This will be done by:

- Ascertaining customer requirements by actions such as meeting with relevant people and scrutinising customer feedback
- The establishment of meaningful and measurable objectives
- The identification of any other actions necessary for the enhancement of customer satisfaction.

8.3 QUALITY POLICY

Shao's aim is to provide laundry support services which are both effective and efficient at a price which gives good value to our customers and is profitable to the Company. All our staff are committed to strive to support this aim.

We will work in partnership with our customer in order to gain a complete understanding of their operational requirements and their expectation of our services.

The subsequent satisfaction of customer needs by the provision of consistent and reliable service will be the criteria by which Shao will measure its quality performance.

8.4 PLANNING

Resource allocation is an integral part of Shao's approach to delivering a functional and responsive solution to all contractual needs. Manpower and other resources shall be supplied to meet the requirement of the contract.

Planning of manpower to support the ship's programmes will be in accordance with the relevant Fleet Operations forecasts but will be sufficiently flexible to take account of unexpected arisings. All provision of manpower, training and other activities will be planned and executed as required to ensure the operational needs are met.

The Policy and Objectives shall be reviewed at least 6-monthly initially, and thereafter annually, by the Directors and the senior management team at the Management Review Meetings for continuing suitability, progress towards completion and re-allocation of resources where required.

8.5 RESPONSIBILITY AND AUTHORITY

8.5.1 Executive Director

The Executive Director has overall responsibility for the development of business strategies and plans which are consistent with the Company's overall business objectives and for establishing and reviewing Quality policy and objectives. He is also responsible for ensuring that there is continuing commitment to the improvement of the Management System through the appointment of a Quality Advisor and a Director responsible for Quality as required by ISO 9001:2008. The Executive Director may delegate these latter responsibilities to the Operations Director.

8.5.2 Operations Director

Operations policy and setting technical and operational standards.

Liaison and coordination with relevant Fleet Authorities

The continuous improvement programme

Attending Corporate Assurance Board

Appointing competent operational staff

Carry out all specialist laundry service training

8.5.3 Director responsible for Quality

- **Reports to the Executive Director**

Management representative for quality and the environment.

Development of assurance strategy and policy.

Reporting on the performance of the Safety and Environmental Management Standards (SEMS) to the Executive Director.

Producing a Support Office audit programme.

Designated Person

Maintaining ISM, ISO9001:2008 and ISO14001:2004 Standards

Providing assurance reports to management as required.

Tasking of any independent safety auditor / advisor(s) considered necessary

8.5.4 Finance and Personnel Manager

Reports to the Executive Director

Implement and Maintain Financial and Accounting arrangements in liaison with the Financial Consultant.

Maintain Accounting Ledgers, prepare Monthly, Half Yearly and Yearly Accounts

Maintain a Balance Sheet and Creditor and Debtor Records

Liaise with Banks with regard to deposits, withdrawals and Transfers of Funds

Raise all Invoices for Payment

Payroll arrangements for shore based and afloat staff

Overall responsibility for HR and Personnel Issues

Liaison with Offshore Manning Agency on contracts of employment

Act as Security Officer and arrange all required security clearances

8.5.5 Admin and Training Manager

Reports to Operations Director

Maintain Staff training and familiarisation plans

Recruitment and induction process for local positions

Liaising with all departments to co-ordinate travel, leave and training requirements

Maintaining records of qualifications, training and experience of all staff.

Encouraging staff to improve and update their knowledge and skills.

Producing and submitting the annual training plan to the Operations Director

Maintenance of Non-Crown records of payments

Manage Meetings and Communications Plans

8.5.6 Laundry Manager

The Laundry Manager has overriding authority and responsibility for taking all necessary actions for quality, safety, pollution prevention and the efficient operation of laundry services on his ship. In certain situations this may mean deviation from documented procedures.

In all matters which affect or may affect quality safety or the environment, the Laundry Manager shall report directly to the appropriate LDO and shall advise the Operations Director as soon as possible.

The Laundry Manager may report directly to the Laundry Designated Officer any safety issue that represents a danger to the laundry or laundry staff.

The Laundry Manager is responsible for:

- Issuing orders in a clear and concise manner and reviewing quality, safety and pollution prevention activities.
- Ensuring that all control measures identified by risk assessment are adequately implemented and communicated to the crew.
- Implementing the SMS policy of the Company onboard.
- Motivating the crew in the execution of that policy.
- Reporting defects and other matters with implications for safe operations or pollution risk to the LDO and the Operations Director.
- Appraising and co-ordinating on-board training requirements with the Operations Director.
- Assigning roles to Laundry Assistants with respect to the SMS.
- Ensuring the SMS is kept in date by liaising with the Operations Director to arrange audits.
- Reporting non-conformities, accidents involving personnel or plant and hazardous situations to the Operations Director.
- Ensuring that all documentation that is designated as “controlled” is up to date and issued as per Company procedures.
- Ensuring all records relevant to the SMS, and as defined in procedures, are available.

8.5.7 Ships and Shore Staff

All staff have a responsibility to go about their business in a safe manner having due regard for the safety and wellbeing of their work colleagues and customers.

8.6 QUALITY OBJECTIVES

Our objectives for quality are:

- Customer satisfaction consistent with safety and professional standards
- Setting of quality targets including the reporting of key performance indicators
- The continuous improvement of service quality

8.7 QUALITY MANUAL

For the purposes of satisfying the ISO9001:2008 standard this quality plan includes the requirements for the quality manual.

8.8 MANAGEMENT REVIEW

8.8.1 General requirement

The company will carry out periodic review of the management system as a means of monitoring and controlling the quality management system at senior management level. The purpose of the review is to ensure the continuing adequacy and effectiveness of the system and to provide confirmation that the declared policies and objectives are being met.

8.8.2 Review Input

Inputs to management review include current performance and improvement opportunities related to the following:

- Results of audits
- Customer feedback
- Process performance and service conformance against Key Performance Indicators
- Status and preventive and corrective actions
- Follow-up actions from earlier management reviews
- Changes that could affect the quality management system
- Records of review input related to the contract shall be made available to the Authority as required.

8.8.3 Review Output

The outputs from the management review include actions related to:

- Improvement of the quality management system and its processes
- Improvement of service related to customer requirements
- Resource needs

- Results of management review are recorded in the appropriate documentation
- The Operations Director will notify the Fleet DO of proposed action resulting from the review output that will affect compliance with the contractual requirements.

9 RESOURCE MANAGEMENT

9.1 PROVISION OF RESOURCES

The Company will determine and provide, in a timely manner, the resources needed:

- To implement and improve the processes of the quality management system, and
- To ensure customer satisfaction
- To ensure personnel who are assigned responsibilities defined in the quality management system shall be competent on the basis of applicable education, training, skills and experience.

9.1.1 Training, Awareness and Competency

Company procedures define the means by which we:

- Identify competency needs for personnel performing activities affecting quality
- Provide training to satisfy these needs
- Evaluate the effectiveness of the training provided
- Ensure that employees are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives
- Maintain appropriate records of education, experience, training and qualifications

9.1.2 Facilities

Shao will ensure that the facilities it needs to achieve the conformity of service, are appropriate for the requirement, including:

- Workspace and associated facilities
- Equipment, hardware and software
- Supporting services

The Company will identify and manage the human and physical factors of the work environment needed to achieve conformity of product.

10 SERVICE REALISATION

10.1 PLANNING OF REALISATION PROCESSES

Service realisation is that sequence of processes and sub-processes that are required to achieve the service. This planning of the realisation processes is consistent with other requirements of the Company's quality management system and is referred to as the quality plan.

This quality plan defines the processes for realisation of the service to meet the requirements of the contract and determines the following:

- Quality objectives for the contract
- The need to establish additional processes and documentation, and provide resources and facilities specific to the contract
- Verification and validation activities, and the criteria for acceptability
- The records that are necessary to provide confidence of conformity of the processes and resulting service product.

10.1.1 Identification of customer requirements

Shao has determined customer requirements including:

- Service requirements specified by the customer, including the requirements for availability, delivery and support
- Service requirements not specified by the customer but necessary to ensure the requirements for availability, delivery and support
- Obligations related to service provision, including regulatory and legal requirements

10.1.2 Review of customer requirements

The Company has procedures which define the means by which customer identified requirements are reviewed together with additional requirement determined by the Company.

Management Review, Contract Performance Reviews and Contract Amendment procedures ensure that:

- Service requirements are defined
- Any customer requirements additional to the statement of requirement, are confirmed before acceptance
- Contract requirements differing from those previously expressed in the tender are resolved
- The Company has the ability to meet defined requirements

The results of any review and subsequent follow-up actions will be recorded. Where customer requirements are changed, the Company will ensure that the relevant documentation is amended and that relevant personnel are made aware of the changed requirements.

10.1.3 Customer communications

The Company will implement arrangements for communications with the customer relating to:

- Service information
- Enquiries regarding contracts including amendments
- Customer feedback, including customer complaints

These arrangements are defined in the review of service procedures above as well as in the procedure for customer observation/complaints.

10.2 PURCHASING

A Company procedure defines the means by which the Company controls its purchasing processes to ensure purchased product and service conforms to requirements. The extent of control is dependent upon the effect on subsequent realisation of customer service.

10.2.1 Supplier Assessment

A Company procedure describes how the Company evaluates and selects suppliers based on their ability to supply products or services in accordance with the Company's requirements. Criteria for selection and periodic evaluation are defined. The results of evaluations and follow up actions are recorded. Suppliers will be subject to Quality Assurance as required.

Services or materials that do not conform to specified requirements are identified and documented and are subject to evaluation, segregation and disposition in accordance with defined procedures. It is not Shao's policy to seek or grant concession but if the need arises it will be dealt with in consultation with the customer or supplier concerned, as set out in procedures and recorded.

10.2.2 Supply Chain Monitoring and Control

The performance of each supply chain leader is vital to the overall performance of the contract and as such their performance will be continually monitored to ensure it meets the standards agreed by the management team. A number of methods will be employed to gauge this, namely:

- Auditing
- Reviewing samples of completed work and service delivery
- Monitoring KPIs
- Customer feedback

It must be emphasised that much of the control of the supply chain will be achieved through the use of the MIS which standardises how key laundry services contract processes are operated. The MIS not only provides control but also generates the necessary management information used in supplier monitoring. This combined with management techniques of management review, tasking, procurement, risk management and project management will ensure the highest possible level of Supply Chain performance.

10.3 CUSTOMER PROPERTY

The Company will exercise care with customer property while it is under the Company's control or being used by the Company. A Company procedure, Verification of Customer Owned Equipment, defines the means by which we identify, verify, protect and maintain customer property provided for use or incorporation into the service. Occurrence of any customer property that is lost, damaged or otherwise found to be unsuitable for use will be recorded and reported to the customer.

11 MEASUREMENT ANALYSIS AND IMPROVEMENT

11.1 CUSTOMER SATISFACTION

The Company will monitor information on customer satisfaction and/or dissatisfaction as one of the measurements of performance of the quality management system. Information will be used from the management and contract review processes, customer complaints, employee quality observation reports and the performance against the key performance indicators as required by the customer. The Company will issue a six monthly customer survey forms and report the findings of this survey to the Authority two weeks before management meetings.

11.2 INTERNAL AUDIT

The Company will conduct periodic internal audits of all units to determine whether the quality management system:

- Conforms to the principles of the international standard, ISO 9001:2008 and ISO14001:2004.
- Has been effectively implemented and maintained

11.2.1 Internal Audit Frequency

Internal audits shall be scheduled on the basis of risk, status and importance of activities which affect safety, quality and environment Internal audits will be scheduled at intervals considered appropriate and necessary. As a minimum the following audit frequencies shall apply:

- Vessel audits shall be conducted once every year.
- The shore based departments shall be audited annually.
- An environmental audit of the shore based facilities and activities shall be conducted annually.

11.2.2 Adhoc Audits

An adhoc audit of a vessel or shore department may be carried out at short notice as required. This may be as a result of poor performance, customer concerns and safety considerations or to establish the implementation effectiveness of new procedures.

11.2.3 Scope of internal audits

Vessel audits shall include all elements of the Laundry Service IMS.

The Shore base audit(s) shall include all elements of the IMS relevant to that department.

Environmental audits shall include the environmental elements of the Laundry Service IMS and the Aspects and Impacts register.

11.2.4 Supporting and Verification Activities

The Vessel and shore base internal audits are the primary means for Management to ascertain the implementation status of the IMS and to identify best practice. All Codes and standards are subject to additional internal and external audits and inspections subject to verification.

The procedure includes the management of timely corrective actions on deficiencies found during the audit, the follow up action and the verification of the implementation of corrective action and the reporting of verification results.

Audit reports and records will be made available to the customer for verification.

11.2.5 Planning for Continuous Improvement

The Company will facilitate the planning and management of the processes necessary for the continual improvement of the quality management system through the use of the Statement of Requirements, quality policy, objectives, audit results, analysis of data, corrective and preventive action and management review.