



BUSINESS MANAGEMENT

Quality Policy

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1 INTRODUCTION

1.1 THE COMPANY



Blade Wind Services Ltd provides specialist services to the wind energy sector. With a truly global service our team of expert technicians provide a range of services for wind turbine generators (WTG) including, but not limited to:

- Wind turbine inspections.
- Rotor blade and tower cleaning.
- Rotor blade repairs.
- Wind turbine performance upgrades.
- Wind turbine planned maintenance programme.

The Company has a focus on safety and quality having a professional yet personal approach to ensure we understand our Clients and their site objectives.

Our support enables our Clients to reduce their site downtime, maximise their asset performance and increase their overall medium to long-term margins.

1.2 QUALITY MANAGEMENT SYSTEMS



The Company has to ensure that there is a clear management framework established and controlled around the provision of these services. In the context of current requirements Blade Wind Services Ltd has decided to produce a formal Quality Policy to explain to the Staff and Clients how the Blade Wind Services Ltd approach to these issues is both defined and operated.

The HSE publication **HSG 65 Successful Health and Safety Management** methodology is followed in order to establish a framework for a Quality Management System.

HSG65 promotes a simple message that organisations need to manage Health and Safety with the same degree of expertise and to the same standards as other core business activities, if they are to effectively control risks and prevent harm to people.

This is the approach adopted by Blade Wind Services Ltd with assistance from our Health, Safety and Environment Advisors – MD Safety Management.



The "Plan, Do, Check Act" framework allows the organisation to identify the key actions needed in each part of the cycle and relate them back, where appropriate, to leadership, management, worker involvement and competence. The framework is based on a plan that is proportionate to the risks.

A summary of the steps involved is given below:



- ✓ An effective Quality Policy sets the strategic direction of the organisation.
- ✓ Planning and coordination of the Policy is essential for the Management System to be effective.



- ✓ Identify the quality risk profile of the organisation.
- ✓ Coordinate the actions of those responsible for controlling the risks.
- ✓ Implement the Quality Risk Control System (RCS).



- ✓ Monitoring the effectiveness of the Quality Risk Control System is vital to measure performance.
- ✓ Investigating incidents will help prevent recurrence and improve performance.



- ✓ Regular audit and review will enable confirmation if existing arrangements are still valid.
- ✓ Incorporating results will allow learning lessons for personnel and the organisation.

2 PLAN – QUALITY POLICY

A Quality Policy is:



A statement made by top management which expresses their commitment to achieve quality as a result of the company's operation. The quality policy is more than a slogan, it is the output of careful consideration of the organization's purpose, context, strategic direction and the basis for quality objectives.

- Identify the company's current position and where it needs to be.
- Identify what needs to be achieved, who will be responsible for what, how identified aims will be achieved, and how success will be measured.
- Decide how performance will be measured. Consider methods that go beyond accident figures, look for leading indicators as well as lagging indicators.
- Consider fire and other emergencies. Co-operate with anyone who shares the workplace and co-ordinate plans with them.
- Plan for changes and identify any specific legal requirements that apply.



Blade Wind Services Ltd has established, implemented and maintain a Quality Management System and continually improve its effectiveness. The purpose of this Quality Policy is to demonstrate the management structure and arrangements are in place for delivering the Quality Policy. The arrangements are:

- Underpinned by effective staff involvement and participation.
- Sustained by effective communication and the promotion of competence that allows all Employees to make a responsible and informed contribution to the Quality effort.

In order to develop the Quality Management System Blade Wind Services Ltd has:

- Identified the procedures needed for the Quality Management System and their application throughout the organisation.
- Determined the sequence and interaction of these procedures.
- Determined criteria and methods needed to ensure that both the operation and control of these procedures are effective.
- Ensured the availability of resources and information necessary to support the operation and monitoring of these procedures.
- Implemented arrangements to monitor, measure and analyse these procedures.
- Implemented actions necessary to achieve planned results and continual improvement of these procedures.

The arrangements adopted to manage these procedures are described in this Quality Policy.

If any procedures that affect service conformity with requirements are outsourced, Blade Wind Services Ltd will ensure control over such procedures.

Control of such outsourced procedures will be identified within the Quality Management System.

Blade Wind Services Ltd is controlled by its Directors, namely Steve Robinson, Mark Bell and Jamie Bairstow.

Steve Robinson is identified as the Director with the Director with Responsibility for Health and Safety. Where and when appropriate, there may be delegation of some duties to a Health and Safety Coordinator or to a specifically nominated person on a defined basis.

I confirm the commitment of Blade Wind Services Ltd (the Company) to a management framework which pursues continual and progressive improvement in Quality performance.

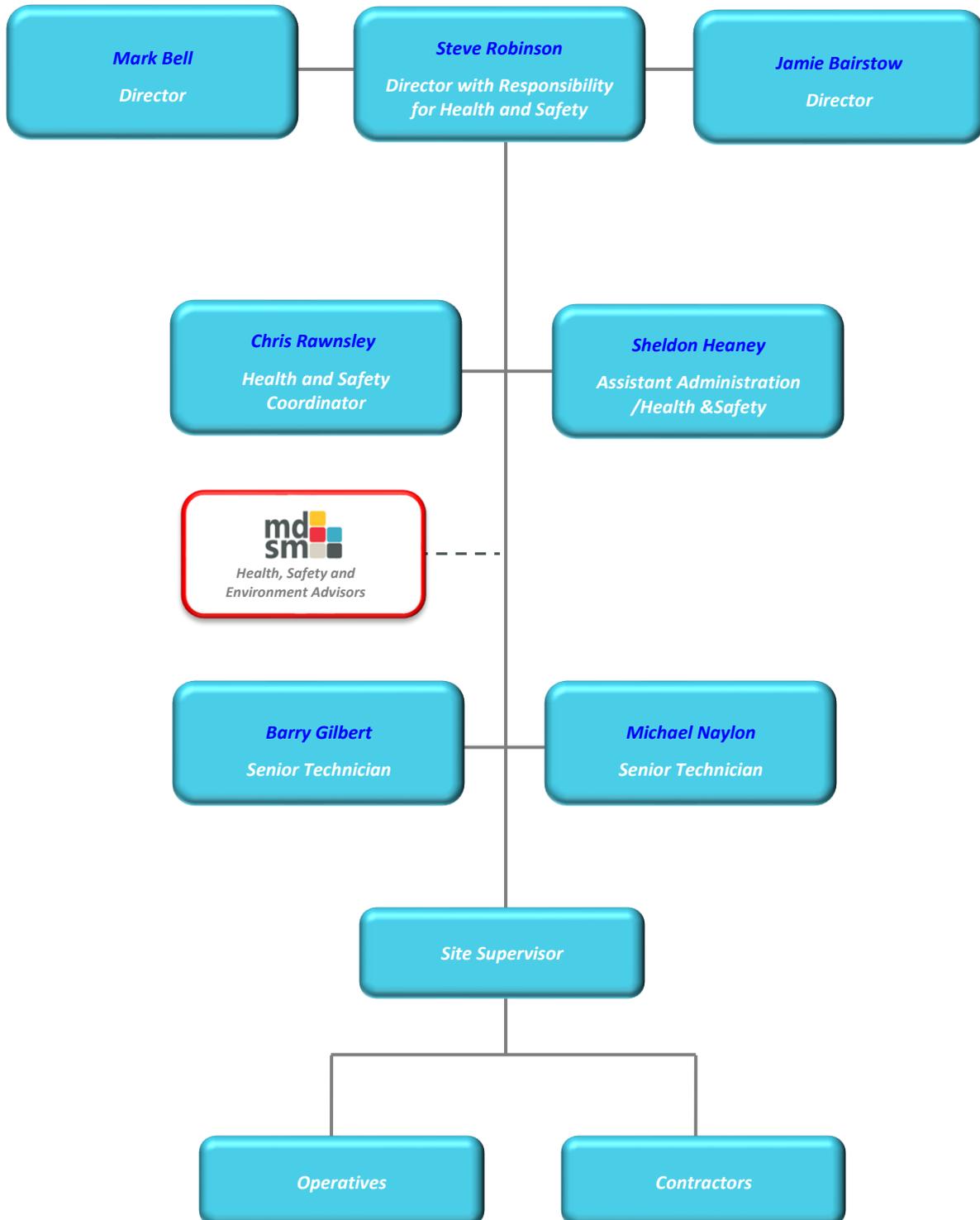
The Company aim is to continually improve the effectiveness of our Quality Management System and standards will be applied in the following areas:

- Technical quality (advice, investigation and solution).
- Communications quality (report and presentation).
- Client relations quality (the way in which the project is conducted, advice given and general relationships, such as working or support activities, are handled).
- Cost and time quality (on cost and on time, unless variations agreed).

Name:	Steve Robinson
Signature:	
Position:	Director with Responsibility for Health, Safety and the Environment
Date:	7th August 2020

The objectives of the Blade Wind Services Ltd Quality Management System are:

- To ensure that the requirements of the Quality Management System (ISO 9001: 2000) are fully complied with.
- To define clearly the responsibilities of Company Employees within the Quality System.
- To advise Clients of the extent of Quality Assurance as applied within the Company.
- To demonstrate to Clients the Company's commitment to the use and review of the Quality Assurance System.
- To instruct Contractors/Suppliers, where necessary, to use a Quality Assurance system similar to that operated by the Company so that supplied services meet the defined quality levels.
- To familiarise and instruct all Company Employees in the Quality Assurance concept as operated by the Company and to demonstrate that the system is mandatory in its application.
- To provide services that are fit for their purpose, meet the Company's standards and also any Client specific requirements.
- To ensure that the service provided is the best available and conforms to Legislative requirements.
- To provide evidence of Company Quality Systems when required.
- To minimise the incidence of complaints and deal with any complaints in a positive and cost effective manner (complaints are dealt with by the General Manager).
- To safeguard and enhance the Company's reputation for quality.
- To deliver all services within an agreed timescale and within budget.
- Be aware of new initiatives of the Government and other organisations that may impact the quality of Company Services. For example, these may originate from:
 - Health and Safety Executive (HSE).
 - Environment Agency (EA).
 - Asbestos Removal Contractors Association (ARCA).
 - Waste Management Industry Training and Advisory Board (WAMITAB).



Blade Wind Services Ltd Quality Management adopts a total approach to quality, which requires every aspect of an activity organised in a cost-effective way that ensures that the service is designed and delivered to meet the Clients requirements and expectations whilst still ensuring that the legal requirements of the provision of service are adhered to.

A necessary part of our Quality Management is to make every member of the organisation aware of quality and the importance of their role in achieving this aim.

Consistently high standards in any business will only be achieved and maintained if all Employees from the Quality Manager downwards are totally committed to this objective.

Management should ensure that each person:

- Understands that Quality Assurance is important to their future and that of the Company.
- Knows how to help in the achievement of the correct level of quality.
- Is stimulated and encouraged to do so.

The Quality Manager will provide, as appropriate, evidence of the Company commitment to the development and implementation of the Quality Management System and continually improving its effectiveness by:

- Communicating to all Employees the importance of meeting Client as well as any Statutory and Regulatory requirements.
- Establishing the Quality Policy.
- Ensuring that Quality Objectives are established.
- Conducting Management Reviews.
- Ensuring the availability of resources.

The Quality Manager has established a Quality Policy that:

- Is appropriate for the purposes of the organisation.
- Includes a commitment to comply with requirements and continually improve the effectiveness of the Quality Management System.
- Provides a framework for establishing and reviewing quality objectives.
- Is communicated and understood within the organisation.
- Is reviewed for continuing suitability.

2.6.1 Quality Objectives

Blade Wind Services Ltd has established quality objectives at relevant functions and levels. These objectives are reviewed as part of the Management Review procedure.

2.6.2 Quality Management System Planning

Planning and amendments to the Quality Management System are carried out by the Quality Manager in response to changes in Legislation, quality feedback from Employees, Internal Audits or feedback from Clients, etc.

In addition, the Quality Management System including the quality objectives, are assessed by the Quality Manager as part of a Management Review procedure.

2.7.1 Responsibility and Authority

The Quality Manager ensures that the necessary resources to provide the correct services to our Clients and to implement the Quality Management System are always available.

Blade Wind Services Ltd defines the responsibilities and authorities of all Employees with relation to the Quality System. These are communicated to all Employees.

2.7.2 Management Representative

The Quality Manager is the Management Representative responsible to the Director of the Company.

2.7.3 Internal Communication

The Quality Manager has ensured that appropriate communication procedures have been established within the organisation and that this communication takes place regarding the effectiveness of the Quality Management System.

3 DO – QUALITY MANAGEMENT

Quality Management Arrangements are those that:



comprise the framework of processes and procedures used to ensure that an organisation can fulfil all tasks required to achieve its objectives through a process of continuous improvement

Identify the risk profile of the organisation

- Assess the performance risks, identify what could reduce efficiency and what will be done to manage the process.
- Decide what the priorities are and identify the biggest performance risks.

Organise activities to deliver the plan

- Involve the entire workforce and ensure that everyone is clear on what is required. Develop clear communications between employees and management to help develop positive attitudes and behaviours.
- Provide adequate resources, including competent advice where needed.

Implement the plan

- Decide on the preventive and protective measures needed and put them in place.
- Provide the right tools and equipment to do the job and keep them maintained.
- Train and instruct, to ensure everyone is competent to carry out their work.
- Supervise to make sure that arrangements are followed.



3.1 CLIENT RELATED PROCEDURES



3.1.1 Determination of Requirements Related to the Service

All enquiries from Clients are subject to a review to ensure that:

- The requirements specified by the Client are clearly defined, including requirements for completion and any post-completion activities (such as the provision of specific certification).
- Any requirements not stated by the Client, but which are deemed necessary for specified or intended use where known are defined.
- Any Statutory and Regulatory requirements are determined.
- Any breach of the Blade Wind Services Ltd Health and Safety Policy is investigated.
- Any additional requirements have been determined.

3.1.2 Review of Requirements Related to the Service Provided

The requirements related to the service are reviewed during:

1. Completion and assessment of the Enquiry Form.
2. Determination if the project is notifiable or non-notifiable (for work with Asbestos).
3. Pricing and scheduling procedures.

4. Establishment of the Method Statement and Plan of Works (establishing the "Site Pack" for Supervisors").

The "Site pack" contains:

- Details of Work Equipment.
- Details of Personal Protective Equipment (PPE) and Safety Equipment.
- Work Equipment (WE) Certificates.
- Employee Training Certificates.
- Job Commencement Certificate.
- Job Completion Certificate.
- Site Visitor Diary.
- Air Monitoring Certificates.

At each stage the review ensures that:

- Service requirements are defined and documented.
- Any Contract requirements differing from those previously expressed are resolved.

3.1.3 Client Communication

Blade Wind Services Ltd has implemented arrangements for communicating with Clients in relation to:

- Service information (including any future maintenance restrictions).
- Enquiries, Contracts including amendments.
- Client feedback, including Client complaints (dealt with by the General Manager).
- Compliance with legal requirements,

3.2 DESIGN AND DEVELOPMENT OF SERVICES



3.2.1 Design and Development Planning

Assessing Client requirements and then ensuring the correct design and approach to the service is an integral part of the project management process for all services provided by Blade Wind Services Ltd.

Assessing Client requirements is carried out throughout the complete provision of these services.

3.2.2 Design and Development Inputs

The inputs to the design will be identified and reviewed for adequacy.

3.2.3 Design and Development Outputs

The output of the design will be provided in a form that enables verification against the design input.

3.2.4 Design and Development Review

The design will be reviewed at appropriate intervals to ensure that the service provided has the necessary changes recorded.

3.2.5 Design and Development Verification

A suitably qualified member of staff, who was not involved in the design work, can be appointed to review the design and verify that it meets the design input.

3.2.6 Design and Development Validation

When the work is complete the Job Completion Certificate and any Clean Air Certificates will be issued to the Client.

A review will be carried out to ensure that the specific aspect of the service provided conformed to design of the project, to Client expectations and also to the legal framework in which the service is provided.

3.2.7 Control of Design and Development Changes

Any changes to the design of Company services are recorded and reviewed by the appropriate Employees (such as the Quality Manager, the General Manager and Supervisors).

3.3 HUMAN RESOURCES



3.3.1 General

Blade Wind Services Ltd ensures that Employees performing work affecting the quality of our service are competent on the basis of appropriate education, training, skills and experience.

The training procedure ensures that the level of experience and training of individual Employees is known and it is the responsibility of the Quality Manager to use this information to ensure that Employees are selected for appropriate work.

3.3.2 Competence, Awareness and Training

Blade Wind Services Ltd ensures competence by:

- Determining the necessary competence for the tasks carried out by Employees. This is done on an individual basis.
- Providing training or taking other actions to satisfy these needs.
- Evaluating the effectiveness of the actions taken.
- Ensuring that Employees are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.
- Maintaining appropriate records of education, training, skills and experience.

3.4 INFRASTRUCTURE



Infrastructure includes:

- Work Equipment (associated with the provision of the service).
- Personal Protective Equipment (PPE), Safety Equipment and other Health and Safety systems.
- Vehicles.
- Office equipment, hardware and software.

Blade Wind Services Ltd determines, provides and maintains the infrastructure needed to provide a satisfactory service to our Clients and also to meet Employee's needs.

3.5 PLANNING OF SERVICES



In planning and developing the Quality Management System, the procedures for service realisation have been determined.

The following areas have been considered:

- Quality objectives and requirements for the Company services.
- The need to establish procedures and documents and provide resources specific to a project.
- Required verification, validation, monitoring, inspection and test activities specific to the service.
- Records needed to provide evidence that the realisation procedures and resulting service meet requirements.

Any quality aspects particular to a service will be determined during the service planning stage.

3.6 PROVISION OF RESOURCES



Blade Wind Services Ltd ensures the provision of the resources necessary to implement and maintain the Quality Management System and to continually improve its effectiveness and to enhance Client satisfaction by meeting Client requirements.

3.7 PURCHASING



3.7.1 Purchasing Procedure

Blade Wind Services Ltd ensures that procedures exist to control the purchase of materials or services.

Blade Wind Services Ltd evaluates and selects the Suppliers of a contracted service that could affect quality on a case-by-case basis as the relevant service is required.

3.7.2 Purchasing Information

The purchasing strategy takes into account:

- The service being ordered or the precise item required.
- The required qualifications of any Employees to be involved.
- Any Quality Management System requirements.

3.7.3 Verification of Purchased Service

In the case where the work or service supplied by the Contractor can directly affect the Blade Wind Services Ltd Client, the work of Contractors is verified during the inspection of their work prior to release to the Client. This is then reflected in the Method Statement and Plan of Works.

For purchases for use in connection with the service, any received items are subject to a strict system of inspection and verification against Purchase Orders.

When the Client or his representative chooses to carry out the verification, such verification will not be used by the Company as evidence of effective control of quality by the Contractor.

3.8 BLADE WIND SERVICES LTD LIMITED SERVICE PROVISION



3.8.1 Control of Service Provision

Blade Wind Services Ltd plans and carries out the provision of our services under controlled conditions. In particular Blade Wind Services Ltd ensures:

- The availability of information that describes the characteristics of the service.

- The availability of any instructions and information (e.g. Policies) as necessary, which define and shape the service.
- The use of suitable equipment as appropriate to help supply the service.
- The availability and use of monitoring and measuring devices.
- The implementation of monitoring and measurement.
- The implementation of the service, delivery of the service and post-delivery activities.

3.8.2 Validation of Procedures for Service Provision

The service provided by Blade Wind Services Ltd is verified before release to the Client (upon issue of the Job Completion Certificate).

3.8.3 Identification and Traceability

The Quality Manager will ensure that any necessary identification and traceability of a part of the service intended for Clients (e.g. with respect to monitoring and measurement requirements) is properly implemented.

3.8.4 Client Property

The Quality Manager maintains procedures for the control of any Client property if it is under Blade Wind Services Ltd control or being used by Blade Wind Services Ltd.

3.8.5 Preservation of User Services

The Quality Manager is responsible for ensuring the correct internal procedures and delivery of any part of the Service.

- Assess and document the validity of all inspections, monitoring and review procedures.
- Ensure that the handling, preservation and storage of inspection, monitoring and review procedures are properly maintained.

3.9 WORK ENVIRONMENT



Blade Wind Services Ltd ensures that the normal work environment is suitable to provide a satisfactory service to our Clients and also to meet Employees needs via the Management Review system.

4 CHECK – MONITOR PERFORMANCE

Measure your performance

- Make sure that your plan has been implemented – ‘paperwork’ on its own is not a good performance measure.
- Assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal audits may be useful.
- Investigate the causes of accidents, incidents or near misses.



4.1 CLIENT SATISFACTION



As a measurement of the performance of the Quality Management System, Blade Wind Services Ltd monitors information relating to Client perception as to whether the service has met Client requirements. Other Quality Information is fed back and recorded where required and any significant praise or problems communicated to the Quality Manager for discussion at the Management Review.

However, if there is still significant dissatisfaction relating to the above, then this will be recorded as a Client Complaint and dealt with accordingly (by the General Manager).

4.2 MONITORING OF GENERAL SERVICES PROVIDED TO CLIENTS



Blade Wind Services Ltd monitors and, where applicable, measure the Quality Management System procedures via the Internal Audit system. This checking system will demonstrate the ability of the procedures to achieve the planned results and to ensure that when planned results are not achieved, correction and corrective action is taken.

Therefore, the quality of the service provided is ensured by a system of inspections and audits to maintain a satisfactory result.

4.3 ANALYSIS OF DATA



Blade Wind Services Ltd determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the Quality Management System and to evaluate where continual improvement of the effectiveness of the Quality Management System can be made.

The typical data collected could cover:

- Client satisfaction.
- Conformity to service requirements.
- Conformity to legal requirements.
- Experience with Contractors and Suppliers.

5 ACT – REVIEW AND AUDIT

Review your performance

- Learn from accidents and incidents, ill-health data, errors and relevant experience, other organisations, etc.
- Revisit plans, policy documents and risk assessments to see if they need updating.

Take action on lessons learned, including those from audit and inspection reports



5.1 REVIEW



The organisation learns from all relevant experience and applies the lessons. There is a systematic review of performance based on data from monitoring and from independent audits of the whole Quality Management System.

Blade Wind Services Ltd plan and implement the monitoring, review and improvement procedures needed to:

- Demonstrate conformity of the service provided.
- Ensure conformity of the Quality Management System.
- Continually improve the effectiveness of the Quality Management System.

Where appropriate, the Quality Manager will identify adequate techniques, required to verify the acceptability to the Clients.

5.1.1 General

The Quality System is reviewed for continuing suitability and effectiveness by a management team at not more than annual intervals. Topics reviewed at the meeting include, as a minimum:

- Opportunities for improvement.
- Changes to the Quality Management System.
- Quality Policy.
- Quality Objectives.
- The Management Review procedure.

5.1.2 Review Input

The Management Review will include, but is not limited to, the following:

- Matters arising from the previous meeting and action taken.
- Review of services and projects.
- Trends in procedures and/or services, including any preventive actions.
- Review of any Contractor performance.

- Review of Client satisfaction, Client complaints or other feedback (e.g. from authorising or licensing authorities such as the Health and Safety Executive (HSE)).
- Review of Quality Feedback Reports.
- Development and implementation of quality systems and procedures, including the Quality Policy and quality objectives including recommendations for improvement.
- Adherence to quality procedures and the effectiveness of documentation.
- Review of quality systems related documents and the need to revise them.
- Results of the internal audits.
- Status of actions taken due to audits and checks by the quality system.
- Human resource requirements and Employee training.
- Review of Company infrastructure, equipment and associated services.
- Review of the work environment.
- Organisation and structure.
- Certification body assessment and evaluation.
- Summary of actions to be taken on matters arising at the meeting and the proposed timescales for action.
- Any other business.

5.1.3 Review Output

A summary of the points discussed and a record of the actions arising from the meeting and the person responsible for dealing with the actions are made and circulated to the Employees present.

This will include, but is not limited to, the following items:

- Improvement of the effectiveness of the Quality Management System and its procedures.
- Improvement of our service related to Client requirements.
- Resource needs.

5.2 AUDIT



All control systems tend to deteriorate over time or to become obsolete as a result of change. Auditing supports monitoring by providing Managers with information on how effectively plans and the components of the Health and Safety Management System are being implemented.

It should also provide a check on the adequacy and effectiveness of the management arrangements and Risk Control Systems (RCS). Auditing is an essential element of a Health and Safety Management System and is no substitute for the other essential parts of the system. Blade Wind Services Ltd understands that systems need to be managed on a day-to-day basis and that a regular audit is vital to ensure that this can be maintained.

The aims of auditing are to establish that:

- Appropriate management arrangements are in place.
- Adequate risk control systems exist, are implemented, and consistent with the hazard profile of the organisation.
- Appropriate workplace precautions are in place.

The auditing process involves:

- Collecting information about the Health and Safety Management System.
- Interviews with relevant Blade Wind Services Ltd staff.
- Making judgements about adequacy and performance.

5.2.1 Internal Audit

Successful implementation of the Quality System is directly related to the effectiveness of its internal auditing procedure. This procedure will verify whether service activities comply with the planned arrangements to the Quality Management System requirements planned by Blade Wind Services Ltd and to ensure that the Quality Management System is effectively implemented and maintained.

The Quality Manager is responsible for Internal Auditing and any Auditing Programmes that are devised. To support the day-to-day auditing procedures, Independent Audits are undertaken by suitably qualified Employees who are independent of the area being audited. Auditors do not audit their own work. These are scheduled according to an Auditing Programme on the basis of the status and importance of the activity and the results of previous audits. Results of the Audit are reported.

Other Employees are informed of any points relevant to their task, in order to take corrective action.

5.3 IMPROVEMENT



5.3.1 Continual Improvement

Blade Wind Services Ltd continually improves the effectiveness of the Quality Management System through the use of the Quality Policy, quality objectives, audit results, analysis of data, corrective and preventative actions and management review.

5.3.2 Corrective Action

Corrective actions are initiated to deal with problems identified to prevent recurrence. The level of action must relate to the possible risks encountered.

5.3.3 Preventive Action

Preventive actions are initiated to deal with potential problems identified to prevent occurrence. The level of action must relate to the possible risks encountered.



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MD Safety Management Limited is a Health and Safety Consultancy with over 30 years' experience in Nuclear, Chemical, Construction, Retail, Leisure and Environmental Sectors we provide tailored and cost-effective services to our varied Client-base.

*MD Safety Management Limited is working with **Blade Wind Services Ltd** in order to implement a Safety Management System and ensure that this is monitored and updated to comply with Health and Safety and associated Legislation.*

