

4 Quality Manual



STEDMAN BLOWER
Cultural connection since 1895

Stedman Blower Ltd

Operating at: The Studio
Runfold St. George
Farnham
Surrey
GU10 1PL

Terms 'Stedman Blower [SB]' or 'Company' shall refer to Stedman Blower Ltd.
'QMS' is shorthand for the Quality Management System and 'QM' or 'Manual' shorthand for the Quality Manual. 'QP' refers to 'Quality Procedure' and 'WI' to Work Instruction.

Hyperlinks Hyperlinks in the text link directly to data in *StedmanBlower01* (Server) and will not be accessible in the QMS when it is printed to 'pdf' or to hardcopy. In which case, readers should contact SB for a copy of any additional information required.

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Declaration

Stedman Blower provides architectural design & consultancy to a varied Client base throughout the South-East of England. The particular areas of specialisation are housing, education, conservation of our cultural heritage and interiors design. Services generally include design development, contract and project management with a project range from £100,000 to £5million, and to-date mostly within the private sector.

- Stedman Blower has a reputation for providing their Clients with a high level of service including rapid flexible responses to their requirements.
- It is the policy of SB to ensure that each Project is executed from original negotiation to completion in a manner that sets and maintains a level of reliability and service, consistent with the requirements and expectations of Clients.
- The objective of SB is to be known as one of the leading forces in architecture and housing design in the UK and then globally in terms of service and reliability with a minimum of Client complaints at all levels of the design and delivery process.

History

Stedman Blower is a historic company, first incarnated in Farnham in 1895 by Arthur J Stedman (1868-1958), and founded as one of Surrey's earliest and best-known architectural practices. His son Leonard R Stedman joined as a Partner before WW2 when the business was re-incarnated as AJ & LR Stedman and operated out of 36 South Street, Farnham. Michael J Blower joined the practice as a Partner in 1964, when the practice then became Stedman & Blower, continuing in this way after Leonard's retirement in 1968 and up to Damien & Robert Blower's appointment in 1996 as Partners.

The business was renamed Stedman Blower shortly thereafter and finally incorporated in 2001, though still practicing in Farnham, with Damien Blower as CEO and Robert Blower as Director. In 2006 a new Studio was opened in Cheshire under the direction of Associate Dery Edwards, RIBA.

Statement of Authority

SB has recognised that, in order to build a great organisation, efficient working practices must be supported by logical, methodical and common sense process controls. Such controls shall be disseminated for the benefit of the Stedman Blower Team and Clients via a documented QMS.

It is the responsibility of Team Leaders and members to learn the requirements of this QMS, together with any hyperlinked or referred documentation, in order to maintain the Core and stimulate progress.

Preambles

- Requirements identified within this procedure are mandatory for all team members of Stedman Blower.
- Do not amend or deface this document, without first reading Change Control & Implementation (below).
- The contents are for operational purposes only and do not form part of any Contractual agreement unless so specified.
- The Manual is only available for normal viewing through softcopy on stedmanblower01/documentstore/0009/QMS.
- An uncontrolled copy is available for download from the Stedmanblower website.
- Where printed copies are required, primarily for external use with Customers, each copy shall clearly be identified on the cover as 'Uncontrolled'.
- This Manual is approved by the CEO, prior to each issue or release.

Signed:

Damien Blower MA March RIBA
CEO, Stedman Blower.

The Core (The following is an abstract of the [Business Plan](#), which is the Quality Policy for SB. It is digested in brochures and various locations within the Company for the benefit of the Team. It also demonstrates to Clients, SB's culture and commitment to quality and efficient working practices.

| | |
|----------------|--|
| Purpose | We connect people to culture. |
| Values | Be Culturally intelligent Be Co-operative Be Better Be Dogged |

Quality Manual Purpose

- This Manual describes the QMS implemented by SB to preserve the Core and stimulate progress.
- The Manual is the prime reference document for all major functions and management activities undertaken by Stedman Blower and shall be used for the purposes of auditing the effectiveness of the QMS and as a training document for Team leaders.
- The Manual is structured on the requirements of ISO 9001:2000.
- The Quality Manual (QM), Quality Procedures (QP) and Work Instructions (WI) are dynamic documents that describe to the appropriate level of detail, the policies, procedures and operating practices to be followed.

Exclusions:

7.5.2) Validation of processes and service provision

There are none throughout the business that cannot be subsequently validated.

.6) Control of monitoring & measuring devices

SB is currently undergoing registration through ISO 9001: 2000 requirements.

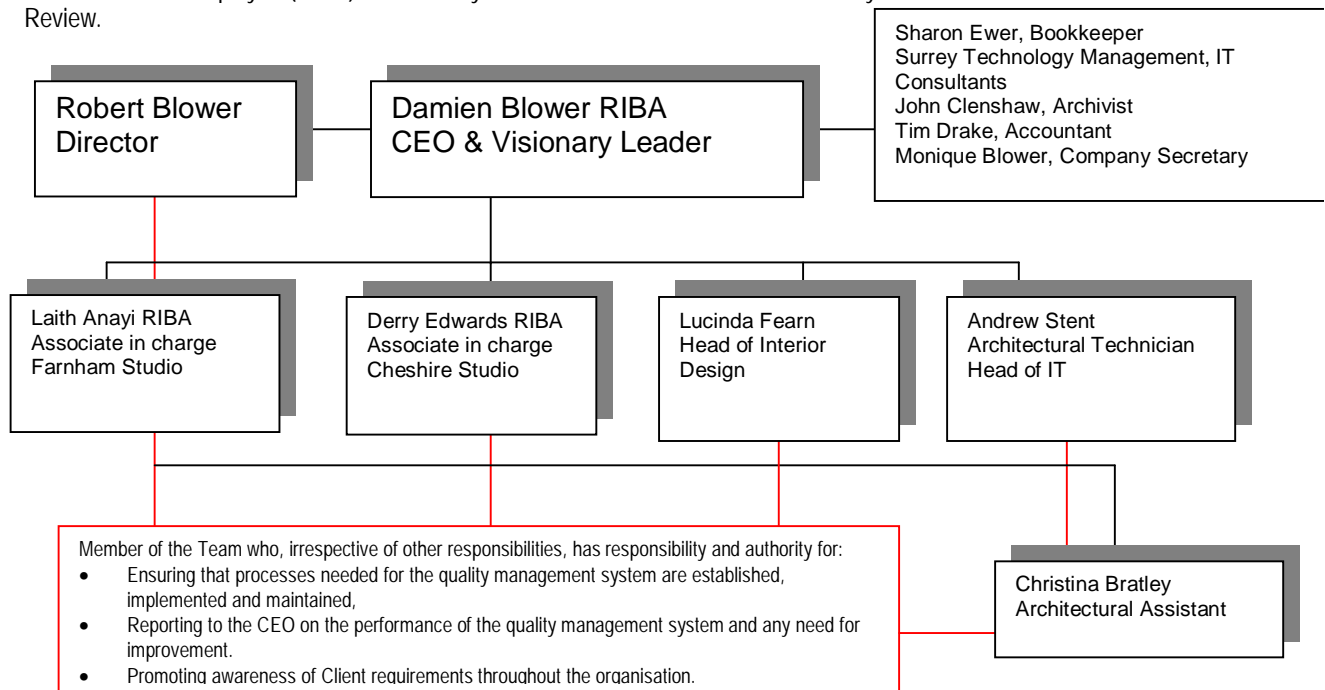
Change Control & Implementation

- Amendments will be updated for every formal change to this procedure. A copy of the previous QMS will be retained in stedmanblower01/Documentstore/0009/QMS/Superceded. The date of its being archived will be identified in the filename for ease of future reference and tracking.
- Changes may be suggested by any Team member and must be added in a **highlighted text box** in the relevant place, with a date and initial. Under no circumstance must any text be removed, altered, added to or deleted by anyone other than the CEO. The next update will address and formalise such changes in open consultation between teamsters, leaders and the CEO, who will sign off the issued document.
- Uncontrolled copies of the Manual shall not be maintained or updated by the Company, but shall be current at the time of issue.
- Changes shall be recorded and approved denoting the nature of the change, with the exception of incorrect spellings, punctuation, print size, or other minor anomalies, which do not adversely affect working procedures.
- The information contained in this Manual is specific to the business Quality Management System and is to be used in conjunction with all quality procedures.
- The information contained in the QMS, QP's and WI's is operational in content. They address in full the requirements of the business quality policy and all customer needs as defined and agreed contractually.



Management Structure

This organisational diagram represents the reporting structure and therefore positions of responsibilities. Due to the numbers of staff employed (6FTE) and the very low staff turnover rate, these are usually reviewed at the Annual Review.



Responsibilities

Team Leaders & CEO

- The Quality Manual has the full support of the CEO, the author of this document, who has ultimate responsibility for implementation and who approves policy decisions that enable the correct action to be implemented throughout SB.
- Team leaders identified above have operational and financial responsibility for their management tasks, reporting to the CEO. They are required to work within prescribed budgets, using resources to maximum efficiency and productivity.
- The CEO and Team leaders, together with the supporting QP's and WI's, ensure that the activities are controlled in a manner compatible with achieving contractual obligations effectively.

Team Members

- Implementation of this policy is the responsibility of every Team member who shall be familiar with the policy, detailed procedures and practices, applicable to their area of work within the Company.
- Team members are encouraged to make positive suggestions for continuous improvement.

Quality Management Principles

These quality management principles as identified in ISO 9001: 2000, are a comprehensive and fundamental belief for leading and operating SB.

Principles

1 – Client-Focused Organisation

SB depends on Clients and therefore will understand their current and future needs, requirements and strive to exceed their expectations.

2 – Leadership

The Leadership will maintain the Core and stimulate progress. Leaders create and maintain the internal environment in which people can become fully involved in achieving objectives.

3 – Involvement of People

People at all levels are the essence of any organisation and their full involvement enables their abilities to be used for the benefit of SB.

4 – Process Approach.

A desired result is achieved more efficiently when related resources and activities are managed as a process. This philosophy is adopted in SB.

5 – System Approach to Management

Identifying, understanding and managing a system of interrelated processes for a given objective, improves effectiveness and efficiency.

6 – Continual Improvement

Continual improvement is a permanent objective in SB.

7 – Factual approach to decision making

Effective decisions are based on the analysis of data and information.

8 – Mutually beneficial supplier relationships

SB and our suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

4. Quality Management System

The requirements identified in the QMS raised in response to the requirements of ISO 9001: 2000, are mandatory upon all company staff. Company management shall regularly review the controls identified in the QMS and introduce change, as required.

Documents are controlled in keeping with operational and customer requirements to accurately reflect current trade and business practices, including this Manual.

Records are raised as identified, to provide objective evidence of operational control and accountability for actions by company staff.

Control of documents

Documents required for the operation of the quality management system are formally controlled and maintained at all times to ensure documents are:

- Approved for adequacy prior to release and reviewed, updated as necessary and re-approved;
- When obsolete, removed from all points of use, or controlled to prevent unintended use.

Control of records

Quality records appropriate to the organisation are maintained to demonstrate conformance to the requirements and the effective operation of the quality management system and contractual requirements. Controls ensure the identification, storage, retrieval, protection, retention time, and disposition of quality records.



5 Management Responsibility

a) Management Commitment & Customer focus

- Starting with a formally declared commitment from the CEO and the Board of Directors to the mandatory status of the QMS.
- SB ensures that customer needs and expectations are converted into requirements with the aim of achieving customer confidence.

b) Legal requirements

- SB has established procedures to access legal requirements that are applicable to quality aspects of its product and services.

c) Policy & Planning

- The quality objectives are consistent with the commitment to continual improvement. SB has declared these at each relevant function and operating level.

d) Responsibility and authority

- Roles, interrelations, responsibilities and authorities are defined in order to facilitate effective quality management and are communicated to relevant levels of the organisation.

e) Management Representative

The CEO irrespective of other responsibilities, has defined authority for:

- Ensuring that a quality management system is implemented and maintained.
- Ensuring awareness of customer requirements throughout the organisation; and Liaising with external parties.

f) Internal communication

- SB has established systems for internal communication between the various levels and functions regarding the quality management system and its effectiveness.

g) Management Review

- SB has established a system level procedure for management review. The CEO periodically reviews the quality management system to ensure its continuing suitability, adequacy and effectiveness.
- The review shall evaluate the need for changes to the organisation's quality management system, including policy and objectives.

6 Resource Management

a) Operational & Human resources

- SB has provisioned for required equipment and facilities. Assigned staff, with responsibilities defined in the quality management system are competent on the basis of applicable education, training, skills and experience.

b) Competence, training, qualification and awareness

- SB has established system level procedures to Determine competency and training needs of all staff.

c) SB's employees at each relevant function and level are aware of:

- The importance of conformance with the quality management system and benefits of improved personal performance.

d) Information

- SB shall determine the information necessary for control of processes and to ensure conformity of Product and/or service.
- System level procedures for managing information shall ensure access to and protection of information.

f) Infrastructure

SB has defined the infrastructure needed to achieve the conformity of Product and/or service.

This includes:

- Workspace and associated facilities. Equipment, hardware and software, suitable maintenance.

g) Work environment

SB controls the human and physical factors of the work environment needed to achieve conformity of Product and/or service.

This includes:

- Health and safety conditions; work methods; work ethics; and ambient working conditions.



7 Product Realisation

a) Processes necessary to realise the required Product and/or service, ensuring that sequence and interaction are determined, planned and implemented.

SB shall establish methods and practices for these processes to achieve consistent operation;

- Implement methods to control processes to achieve Product and/or service conformity with the customer requirements;
- Implement arrangements for measurement, monitoring, and follow-up actions, to ensure processes continue to operate to achieve planned results and outputs.

b) Customer-related processes

SB has established processes for identifying customer requirements. These address:

- Completeness of the customer's Product and/or service requirements;
- Requirements not specified by the customer but necessary for fitness for purpose.

c) Review of customer requirements

- Customer requirements, including requested changes, are reviewed before a commitment to supply is provided.

d) Customer communication

- SB shall implement arrangements for communication with customers, with the aim of meeting customer requirements.

e) Design & Development.

- The design and development life cycle and management controls are based on the requirements of ISO 9001: 2000.

F) Purchasing

- SB shall control its purchasing processes to ensure purchased Product and/or service conforms to requirements.

g) Verification of purchased Product and/or services.

- Where SB or its customer proposes to perform verification activities at the supplier's premises, SB will specify the required verification arrangements and method of Product and/or service release in the purchasing documents.

h) Product and service operations.

SB plans and controls all operations, including those undertaken after initial delivery, through:

- The availability of specifications that define the characteristics of the Product and/or services that are to be achieved;
- Identification and traceability: SB makes provision for identifying status of all contracted work undertaken, at all times;
- Product Preservation: Product release and/or service delivery shall not proceed until all the specified activities have been satisfactorily completed and the related documentation is available and authorised.



8 Measurement, analysis and improvement

- a) Stedman Blower have defined and implemented measurement, monitoring, analysis and improvement processes, to ensure that the quality management system, processes and Product and/or services, conform to requirements.
- b) Measurement and monitoring of system performance
 - SB has established processes for measurement of quality management system performance.
- C) Measurement and monitoring of customer satisfaction
 - SB will monitor information on customer satisfaction/dissatisfaction. Methods for obtaining and utilising such information and data are defined.
- d) Internal audit
 - SB carry out objective audits in order to determine if the quality management system has been effectively implemented, maintained and conforms to ISO 9001: 2000. In addition, the organisation may carry out audits to identify potential opportunities for improvement.
- f) Measurement and monitoring of processes, Product and/or service.
 - SB shall apply suitable methods for measurement and monitoring of processes necessary to meet customer requirements and to demonstrate the process's continuing ability to satisfy its intended purpose. Measurement results shall be used to maintain and/or improve those processes.
- g) Control of nonconformity
 - SB shall ensure that Products and/or services that do not conform to requirements are controlled to prevent unintended use or delivery.
- h) Nonconformity review and disposition
 - SB shall review non-conformities and determine the action to be taken.
- i) Analysis of data for improvement
 - A system level procedure for the analysis of applicable data is established to determine the effectiveness of the quality management system and for identifying where improvements can be made. SB collects data generated by measuring and monitoring activities.
- j) Stedman Blower analyse applicable data to provide information on:
 - The suitability, effectiveness and adequacy of the quality management system: Process operation trends:
Customer satisfaction:
- k) Improvement
 - SB continually improve the quality management system through a system level procedure that describes quality policy, objectives, internal audit results, analysis of data, corrective, preventive action and management review to facilitate continual improvement. KPI's are identified.
- l) Corrective action

SB has established a process for reducing or eliminating the causes of nonconformity in order to prevent recurrence.
This involves:

 - Identification of non-conformities, including customer complaints and the causes.
- J) Preventive action
 - SB will establish a process for eliminating the causes of potential non-conformities to prevent occurrence. Quality management system records and results from the analysis of data shall be used as inputs for preventive action, as applicable.

