

AIMS

Association of Interior Specialists Integrated Management Standard



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First edition published April 2010
ISBN 978-0-9565341-0-1

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Funded by a grant from


Foreword

This Private Standard (PS), known as Association of Interior Specialists Integrated Management Standard (AIMS), has been developed by the Association of Interior Specialists (AIS) with the assistance of The British Standards Institution (BSI).

Compliance with this Private Standard does not of itself confer immunity from legal obligations.

This standard has been developed to help AIS members and other similar organisations to implement tried and proven management processes that improve internal controls.

This standard is supported by the following organisations whose recognition of it has added credibility to the management disciplines described within.

- British Standards Institution (BSI)
- CITB-ConstructionSkills
- Construction Products Association (CPA)
- Institute of Leadership and Management (ILM)
- Royal Institute of British Architects (RIBA)

GK Chesterton said “To have the perfect system is impossible but to have a system is indispensable”. This document certainly fulfils that objective. I am sure that this Private Standard will become indispensable as it provides guidance for those who wish to improve their efficiency and market advantage. It offers a proactive approach to implementing systems of control and continual improvement.

Keith Snook

Director of research and technical, RIBA

As the Industry’s Skills Council, we are committed to improving training standards within the construction sector. Through our Management and Supervisory Development Programme, we provide support to businesses to help them raise the standard of their workforce, improve productivity and profitability, and their competitive edge. We encourage all companies to use integrated management to make a difference in our industry, and we are delighted to have supported AIS on this very important project.

Mark Farrar

Chief executive,
ConstructionSkills

The Construction Products Association very much supports trade associations in the industry investing in tools such as standards that can help their members improve the quality of the service they provide for their customers.

Michael Ankers OBE

Chief executive,
Construction Products
Association

Introduction

About AIS

The Association of Interior Specialists (AIS) has grown over the past 50 years to become the leading trade association for the interiors fit-out sector of the construction industry.

AIS represents companies involved in the manufacture, supply and installation of all aspects of interior fit-outs and refurbishment, with particular emphasis on drylining, partitioning and suspended ceilings.

AIS members operate in retail and commercial offices, the public sector, banks and building societies, hotels and leisure, airports, hospitals, and so on. Most work nationally and an increasing number operate in Europe and beyond.

Quality and integrity lie at the heart of AIS's philosophy; each member is expected to act with the utmost integrity, and to exercise the highest standards of business practice and workmanship. At the same time, the Association seeks to continually raise, maintain and ensure the perpetuation of standards in order to remain a source of quality membership.

AIS membership is not automatic and applicants are subject to strict vetting procedures on application, as well as ongoing vetting. In the case of contractors, this includes inspection of recent contracts to assess workmanship standards.

“I want the Association's membership to develop themselves and improve their internal control processes to help them cope better with the current financial situation and beyond. It is essential they understand how to manage their business risks and how these can be improved to enable them to thrive. This document is designed to do just that, and every AIS member should embrace it.”

Martin Romaine, AIS president 2009-2011



“The most successful companies embrace a culture of 'challenge and change' within their business practices. They actively encourage employees at all levels to identify new opportunities to improve business performance. However, this 'free thinking' culture will only be successful if there are good management practices and a supporting infrastructure in place to promote ideas and allow them to be explored. In many ways it is the internal process for managing 'challenge and change' that is more important than the actual idea itself.”

David Bryon

Former managing director,
bmibaby

Introduction

About AIMS

AIMS has been developed by AIS with the assistance of the British Standards Institution (BSI), to help its members implement tried and proven methods of streamlining their company for the benefit of their business and its stakeholders.

AIMS sets the parameters for AIS members to manage their internal controls to ensure that all reasonably foreseeable business risks are effectively managed and addressed. It provides a framework for implementing risk management systems that will help organisations to meet statutory and legislative requirements as a minimum.

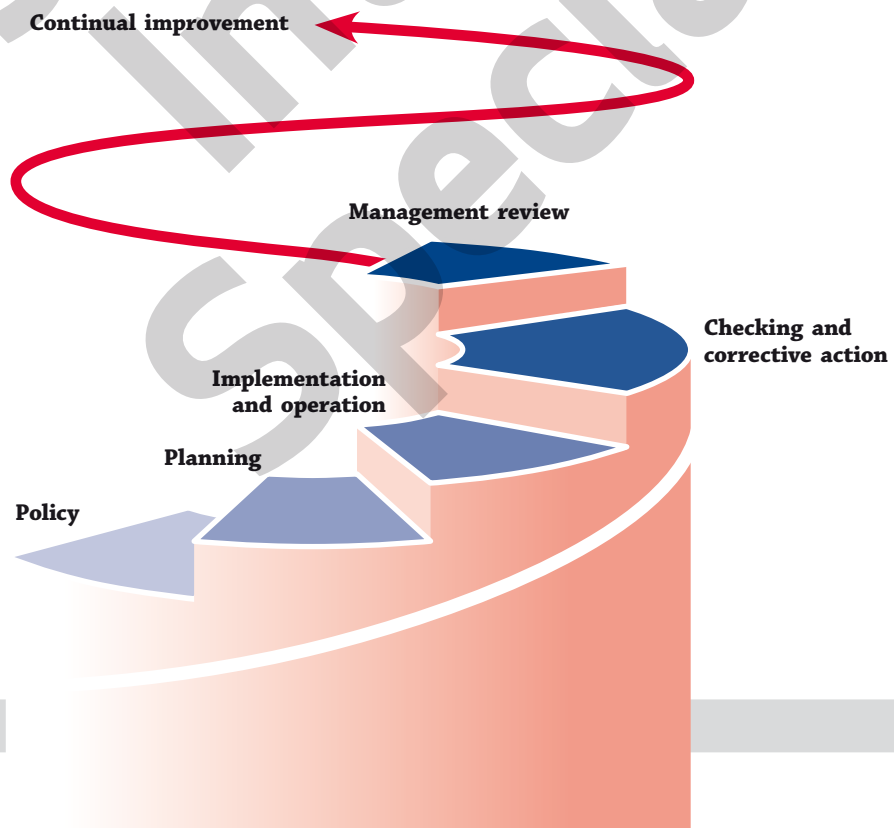
It also demonstrates the Association's commitment to developing and guiding its members to achieve higher standards and constantly improve their business performance, leading to increased profitability and competitiveness within the market place.

AIMS is used to assess existing members and AIS applicants as part of the AIS vetting process. By ensuring members meet the requirements of AIMS, where appropriate to the organisation, AIS further enhances its reputation and that of its members for upholding the highest standards of both business practice and workmanship.

It is recognised that implementing a coherent approach to managing business risks and aligning these to industry and/or global standards is becoming more widely required and expected. Pre-Qualification Questionnaires (PQQs) are now the norm. AIS members adopting the disciplines within this Private Standard are better positioned to complete such PQQs, thus saving time and resources.

AIMS also helps those outside of the Association e.g. architects, surveyors, clients and contractors to be more aware of the AIS brand and what it stands for.

Figure 1
Continual improvement cycle



Introduction

How to use AIMS

Each section of this document provides guidance and recommendations which will assist users of AIMS to meet the associated requirements given in the 'Management Documentation and Objectives' boxes. The three sets of requirements outlined in these boxes relate to the different levels of conformity that organisations should work towards. Organisations should meet those requirements listed in the relevant category, as well as those listed for smaller organisations (see Figure 2).

As companies vary considerably in terms of service, product, size and their risk exposure, AIMS defines levels of compliance determined by size of organisation. These are set at:

Number of direct employees	Organisation category
1 to 4	SMALL
5 to 39	MEDIUM
40 or more	LARGE

AIMS adopts the Plan, Do, Check and Act model, which is a core element of all effective management systems (see Figure 1). In doing this, this document will guide organisations to ensure continual improvement in key areas of business risk. Requirements and recommendations regarding this model are provided in Section 3.

The document is not intended to be a new quality management standard but to be used as a source of information and recommendations to help organisations meet their statutory requirements, whilst ensuring effective internal control. It is not a legally binding document but provides organisations with information and guidance to help them address their legal and other requirements through effective business risk management.

Management documentation and objectives	Organisation size
Requirements for small organisations.	SMALL
Requirements for medium organisations (in addition to those for small).	MEDIUM
Requirements for large organisations (in addition to those for small and medium).	LARGE

Figure 2
Typical requirement table
used within this document

1 Scope

AIMS addresses business management principles and recognised quality standards for corporate governance, employee development, health, safety and welfare, environmental management, quality of product/service and project management and will adopt the key principles of these.

It has been produced primarily to set a benchmark for all AIS supplier and contractor members to review their internal processes and policies.

It will be used by AIS to evaluate the abilities of new and existing members to manage their internal affairs.



AIS has produced Factfile information sheets supplying further guidance on specific areas of this standard. These can be found in the AIS Member Zone at

www.ais-interiors.org.uk

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Interior
Specialists

2 Terms and definitions

For the purposes of this Private Standard, the following terms and definitions apply:

2.1 Business plan

A company's statement of intent (see 5.3).

NOTE This should include how the business operates, how it delivers, how it plans to improve and where it is going. Can also include mission statement or operational statement (see 2.5).

2.2 Corporate governance

The development of effective internal controls which enable an organisation to effectively manage business risks.

2.3 Corporate social responsibility

The continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large (4.2).

2.4 Environmental impact (EI)

Any change to the environment whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services that can interact with the environment (see section 9).

2.5 Mission statement (also known as operational statement)

A short formal written statement of the purpose of the company or organisation which spells out its goals, aims and objectives (see 5.3).

2.6 Process map

A step by step outline of the processes needed to meet an objective.

2.7 Quality – product or service

Degree to which a set of inherent characteristics fulfills requirements (see section 10).

As defined in BS EN ISO 9000: Quality management systems. Fundamentals and vocabulary.

2.8 Risk management

The identification, assessment, management and control of external and internal influences on an organisation's ability to operate (see 5.1).

2.9 Risk register

A list of key activities or work processes that identifies activities which require risk assessing.

2.10 Safety culture

The shared beliefs and values that an organisation and its employees have (see section 8).

2.11 Stakeholders

Persons or external organisations with a vested interest in a company and its operations.

NOTE This could include shareholders, customers, suppliers, clients, employees etc.

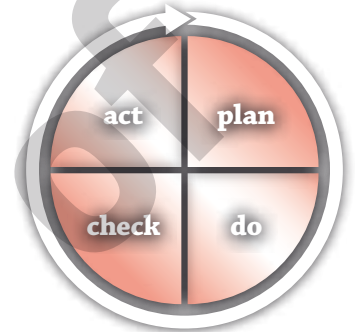
3 Core principles of management systems

Organisations should work in a Plan, Do, Check, Act cycle as illustrated in Figure 3. Working to the cycle will achieve continual improvement.

The Plan, Do, Check, Act approach enables organisations to:

- **PLAN** - review and improve efficiency or operational processes.
NOTE Questions to be asked include: How could the product or service be improved? What or where do things go wrong? How can these issues be solved? This is particularly relevant when considering cost savings.
- **DO** - implement changes in the way the organisation works in order to improve processes.
NOTE This should involve thinking about what results the organisation is trying to achieve. Those who may be affected by the changes should be involved in this process.
- **CHECK** - assess whether the changes have achieved their desired result or not. Review and check where further changes may be required to achieve the organisation's objective.
- **ACT** - implement the changes as part of operational procedures/processes.
NOTE Stakeholder groups should be informed of these changes and how these will improve the deliverability of the product or service.

Figure 3



4 Corporate governance

4.1 General

Corporate governance requires an organisation to adopt a risk-based approach to assessing and managing business risks by incorporating internal controls to ensure these risks are addressed.

Directors and business managers should seek the involvement of personnel at all levels within the organisation in the implementation of the necessary controls which will maintain operational effectiveness whilst adding value to the organisation.

Effective corporate governance, business planning and internal control will help safeguard the organisation's assets and stakeholders investment.

4.2 Corporate social responsibility (CSR)

Corporate social responsibility (CSR) (see 2.3) is a concept that suggests that commercial organisations have a duty of care in all aspects of their business operations. Businesses should be accountable for the potential economic, social and environmental impacts of their decisions.

In addressing CSR, organisations should act responsibly towards their employees, stakeholders and others who may be affected by its undertakings.

NOTE Further requirements and recommendations regarding responsibilities and accountability are given in 5.4.



Best Practice - Corporate Social Responsibility Policy

Management documentation and objectives

- a Organisations shall consider their corporate and social responsibilities and, where necessary, ensure these are effectively addressed.
- b Organisations shall develop a CSR statement that clearly demonstrates their commitment to operate ethically.
- c The CSR statement shall be communicated to all stakeholders.
- d The CSR statement shall be reviewed regularly to ensure it remains effective.
- e Organisations shall develop and document key policies and procedures that demonstrate their CSR management functions and requirements.

Organisation size

SMALL
MEDIUM
LARGE

5 Business planning

5.1 Risk management

Risk management is an assessment of the impact that external influences will have on an organisation and its ability to manage their effect.

Effective risk management (see 2.8) improves an organisations chance of success and enables management to allocate their resources efficiently in order to control their business risks. Organisations should analyse and understand the risks they face in order to decide on how to manage them effectively. Risks, if not adequately assessed and controlled, can be detrimental to any organisation.

Business continuity is critical to all organisations. Therefore all reasonably foreseeable business risks should be assessed, evaluated and controlled. This will ensure that organisations will be able to continue to operate in an ever changing market place, workplace environment and following emergency situations.



Best Practice - Risk Management

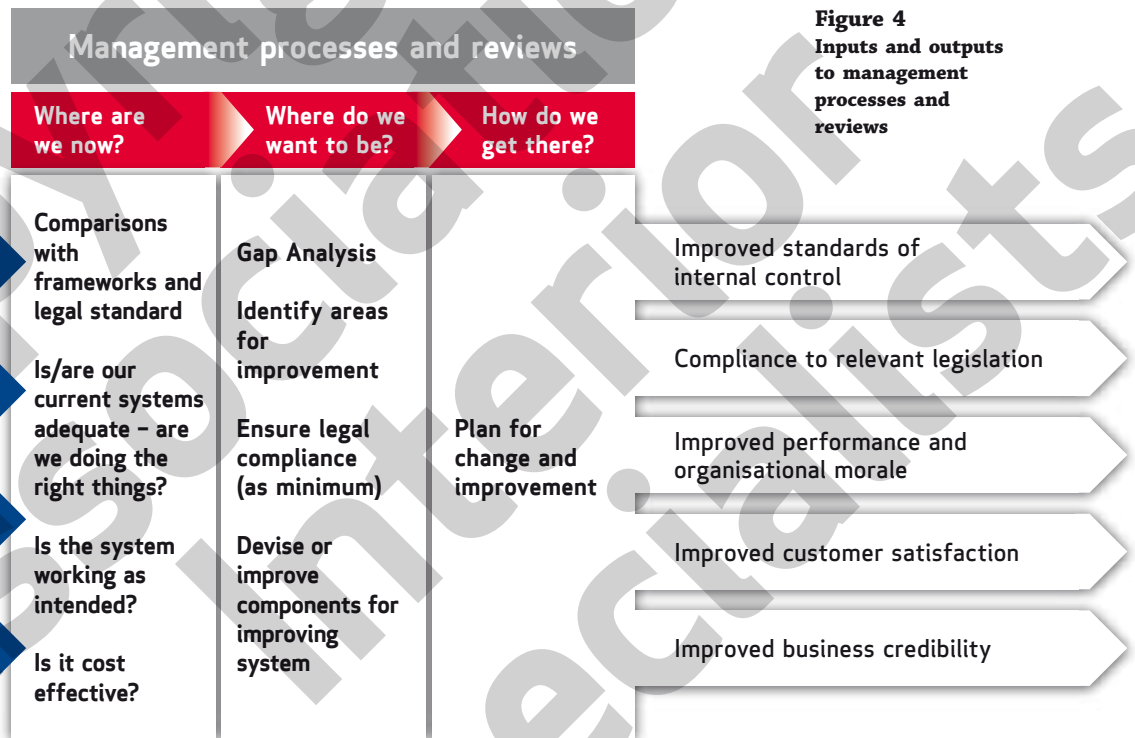


Figure 4
Inputs and outputs to management processes and reviews

“ A good business plan should set the course of a business over its lifespan. To maximise success adopt a continuous and regular business planning cycle that keeps the plan up to date. As Eisenhower said "Plans are nothing, planning is everything." Regular review is a good vehicle for showing direction and commitment to employees, customers and suppliers. ”

Simon Forrester MBA MIOD
Chief executive, AIS

5 Business planning

5.2 Business management, review and assessment

In order for organisations to assess their business risks in line with their planned progress and development, Figure 4 will help an organisation determine where it is now and where it would like to be.

Organisations should be able to demonstrate that a business risk analysis has been carried out and that adequate action plans have been drawn up to address reasonably foreseeable risks. In order to do this they should consider the following SWOT analysis, illustrated by Figure 5:

- Strengths - what is the organisation good at?
- Weaknesses - what is the organisation not good at?
- Opportunities - what opportunities exist elsewhere in the market place?
- Threats - who are the competitors? What business risks is the organisation exposed to? Are there plans in place to deal with succession planning, illnesses and disasters?

The review should also consider the organisation's ability to undertake work and to operate effectively.



Business Development -
Reviewing Business
Performance

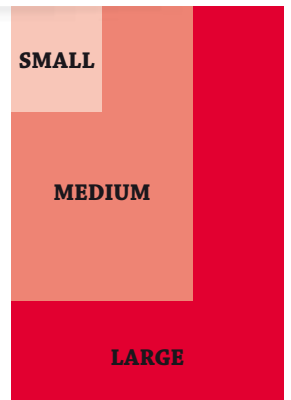


Figure 5

Management documentation and objectives

- Organisations shall assess the business risks they face and plan to control these effectively.
- Organisations shall review and undertake an analysis of their operations to ensure that management are aware of any shortcomings and areas for improvement.
- Management shall identify the risks that face the organisation and address areas requiring improvement.
- Organisations shall develop key policies, procedures and strategies to ensure that the risks identified are continually assessed and that appropriate action is taken where necessary.

Organisation size



5 Business planning

5.3 Business plan

Organisations should have a business plan (see 2.1) which provides details of how the organisation is going to develop, what it wants to achieve, when it is likely to achieve this and identify the key stakeholders who will make it happen.

A business plan should also take into account the business risk analysis as detailed in 5.2, whilst ensuring that effective cost management is implemented as part of the process.



Business Development -
Preparing a Business Plan

Management documentation and objectives

- a A suitable business plan, mission statement or operational statement (see 2.5) shall be devised which reflects the thinking and values of the organisation.
- b Organisations shall have a documented business plan that details its aims, objectives and the service it provides.
- c The business plan shall be reviewed by management to ensure that progress against the plan is maintained.
- d The plan shall be updated as necessary to ensure it is effective in enabling the organisation to achieve its aims and objectives.
- e The plan shall be communicated to all staff and all other stakeholders.

Organisation size

SMALL

MEDIUM
AND LARGE



5 Business planning

5.4 Responsibilities and accountability

In order for any management system to be effective, roles and responsibilities should be defined and incorporated into position or job descriptions. This will ensure that individuals at all levels within the organisation are aware of what is expected of them and how their input has a direct effect upon the business operations. Responsibilities and accountabilities should be clearly defined, communicated and accepted.

NOTE The implementation of Investors in People (IiP) can play a valuable role in this.

Management documentation and objectives

- a All individuals within the organisation shall be informed of what is expected of them and what duties they are required to perform.
- b Roles and responsibilities shall be clearly defined and documented within the organisation.
- c Accountabilities shall be allocated to key individuals who have the authority to undertake business decisions.
- d Organisational structures that show the involvement of everyone within the organisation shall be defined.
- e The performance of individuals shall be monitored against their defined roles and responsibilities.
- f Organisations shall have internal procedures in place that ensure the continuing competence of staff and formal reviews shall be undertaken.
- g Personal action plans shall be developed and documented to address individual training needs.

Organisation size



5.5 Communication

The effectiveness of any management system is dependent on the communication of objectives and involvement of all employees. Communication should not just be to those directly involved in a particular process but to everyone within the organisation as they all have a part to play in achieving its objectives.

Management documentation and objectives

- a Organisations shall have effective means of communication and consultation across the business both internally and externally.
- b Processes shall be monitored to ensure they are effective.
- c Communication and consultation methods shall be clearly defined and recorded.

Organisation size



6 Financial control

NOTE Attention is drawn to the Companies Act 2006.

Good financial control in any organisation is essential to its operational effectiveness. Therefore organisations will need to be able to demonstrate how they control their financial affairs in line with standard accounting practices and legal requirements.

Management documentation and objectives

- a Management shall select a standard of financial control that is implemented to ensure relevant statutory accounting practices are adhered to.
- b The organisation shall have appropriate levels of insurance(s) cover for the business, its employees and those who may be affected by its undertakings.
- c Management shall select and use relevant accounting policies and systems and ensure they are implemented consistently.
- d Management shall make judgements that are reasonable and prudent so as to protect the financial viability and integrity of the organisation.
- e Management shall take steps that are reasonable and necessary to ensure the safeguard of assets under the organisation's control.
- f Management shall ensure that, where required, statutory financial reporting is carried out.

Organisation size

**SMALL,
MEDIUM
AND
LARGE**



**fact
file**

AIS has many Factfile information sheets covering various aspects of **finance**

7 Employee development

Organisations with high levels of employee involvement and engagement have greater productivity, revenue and profit. Employee development recognises people as a resource and promotes them as the most valuable asset to the organisation.

Key to employee involvement and engagement is that all individuals understand the business goals and strategy and how they fit in to and contribute to achieving those goals.



“
The Institute of Leadership and Management fully supports the AIMS document which covers so many critical aspects of business activity, providing good practice guidance in an unbureaucratic and straightforward manner. It is an invaluable reference tool for determining what is needed to control business risks.
”

David Pardey

Research and policy,
Institute of Leadership and
Management

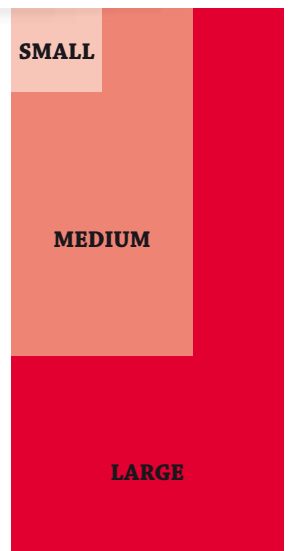


AIS has many Factfile information sheets covering various aspects of [training](#)

Management documentation and objectives

- a** Organisations, where relevant, shall adopt good practice in employee development.
- b** Learning and development shall be a core value embedded in the business plan of the organisation.
- c** Leadership and management capabilities shall be defined and shall reflect the organisation's objectives.
- d** Recruitment and selection strategies shall be fair, efficient and effective.
- e** All employees shall be encouraged to contribute to the decision making process.
- f** The elements of the Investors in People (IiP) framework shall be considered when reviewing and implementing business plans to continually develop individuals within the organisation.
- g** Organisations shall consider the achievement of IiP status through their continual review of business needs, operational and business development.

Organisation size



8 Health, safety and welfare

Protecting the health and safety of employees, members of the public and others who may be affected by business activities is an essential part of risk management. Nothing is so important that it cannot be done safely. As with all other business risks, health and safety should be led by senior management and/or at board level. Risk control, commitment and belief from the top of any organisation is essential in achieving a positive safety culture.

Organisations should demonstrate that they effectively control the risks to their employees and others who may be affected by their undertakings. A documented health and safety policy is the core document to which health, safety and welfare issues relate.

Management should maintain systems to ensure compliance with all statutory laws and regulations that are applicable to their work activities and undertakings.



NOTE Attention is drawn to the Health and Safety at Work etc Act 1974.

NOTE Attention is drawn to the CDM regulations 2007 where an organisation's competence in managing health and safety is defined.

NOTE The requirements of BS OHSAS 18001: Occupational health and safety management systems can be adopted by any organisation wishing to implement a formal procedure to reduce the risks associated with health and safety in the working environment for employees, customers and the general public.

fact file

AIS has many Factfile information sheets and Site Guides covering various aspects of **health and safety**

Management documentation and objectives

- a Organisations shall be able to demonstrate that they accept their duties as employers or self-employed persons under relevant health, safety and welfare regulations applicable to them.

Organisations shall be able to produce the following documentation:

- b A documented policy on managing health, safety and welfare.
- c A plan for implementing the policy including the division of duties and delegation of responsibilities.
- d Evidence that suitable and sufficient risk assessments and subsequent safe method of work are carried out and implemented.
- e Evidence that arrangements are in place to implement the health and safety policy.
NOTE This will require evidence of procedures, safety manuals or other documentation.
- f The organisation shall develop an occupational health and safety management system.

Organisation size

SMALL

**MEDIUM
AND LARGE**

9 Environmental management

Organisations should demonstrate that they effectively control the environmental impacts (EI) (see 2.4) created by their work activities.

Organisations should be committed to environmental management and performance improvement, identify the main environmental issues and opportunities, and involve everyone within the organisation to implement improvement initiatives.



NOTE Organisations may wish to further develop their environmental management systems (EMS) to achieve BS EN ISO 14001: Environmental management systems, or BS 8555: Guide to the phased implementation of an environmental management system including the use of environmental performance evaluation.



Environmental Management Systems

Management documentation and objectives

- a** Organisations shall review their environmental impacts and ensure they are effectively controlled.
- b** Organisations shall, where appropriate, document their environmental policy which will detail their management commitment to reduce their EI.

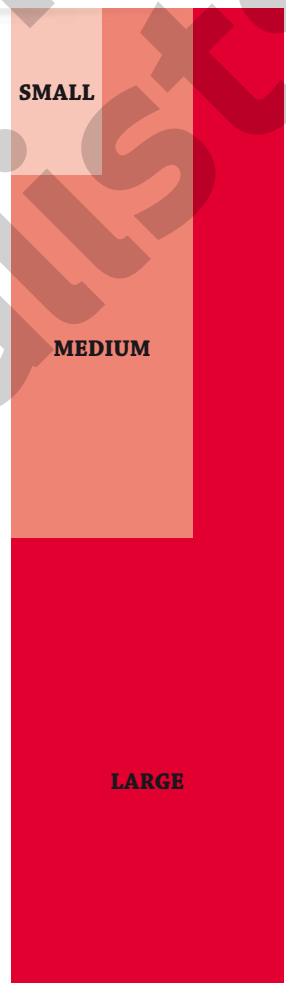
Organisations shall:

- c** Gain top management commitment to improving environmental performance.
- d** Carry out a baseline assessment to understand the environmental impacts that face the organisation.
- e** Formulate an environmental policy based on the findings of the baseline assessment and establish initiatives for improvement.
- f** Identify initial performance indicators that address the key issues.
- g** Engage employee involvement in the development of the initiatives and raise their awareness of the commitment to improve.

Organisations shall:

- h** Review and identify applicable environmental legislation and other requirements and how they apply to the organisations EI.
- i** Check the levels of compliance to the relevant legislation and the effectiveness of such controls.
- j** Identify areas of non-compliance and ensure appropriate action is taken to address the system gaps.
- k** Develop and implement operational control procedures, emergency response and training programmes.
- l** Continue to develop processes that effect cultural change within the organisation and improve performance.

Organisation size



10 Quality management

Managing any organisation encompasses quality (see 2.7) as well as other disciplines such as health and safety, financial and environmental issues.

Quality of a product or service in terms of AIS membership is about the quality of the finished project to the customer's requirements and satisfaction. The quality of the materials used, including those that are visible and those that are not, and the skills of the individuals doing the work all have an influence on the overall finish of the project. Quality management should be built into the fundamental processes within any organisation from project inception to completion including procurement strategies, planning and cost control to ensure client satisfaction.

NOTE Organisations may wish to further develop their quality management systems (QMS) to achieve BS EN ISO 9001: Quality management systems.

fact file

Best Practice - Quality Policy Statement



Management documentation and objectives

- a Organisations shall be aware of and document how they ensure and maintain the quality of their product or service.
- b The organisation shall have a Quality Policy that describes the functions within the organisation that enables it to meet the needs of the customer.
- c Roles, responsibilities and authorities shall be clearly defined and individuals shall understand their responsibilities in ensuring quality.

Organisations shall develop a quality management system that ensures compliance with and meets the needs of the customer's requirements. It will achieve this by ensuring that:

- d Senior management provide evidence of commitment to the development and implementation of the management system.
- e The management system is relevant to the size of the organisation and its undertakings.
- f The necessary resources are available to support the operation and monitoring of the system.
- g The effectiveness of the system is monitored.
- h Any necessary action to achieve planned results is implemented.

Organisation size

SMALL

MEDIUM

LARGE

11 Project management



Best Practice - A Guide
to Process Mapping

Effective planning is essential to all organisations to ensure they have the capability to deliver a project to the clients' requirements on time and within budgetary constraints. Therefore organisations should process map their contracts to ensure that all aspects are effectively managed.

In addition to the core management principles contained within this standard, organisations should be able to demonstrate their project management system or process.

Management documentation and objectives

- a** There shall be formal contractual arrangements in place for managing projects and that the appropriate level of resource shall be provided to ensure the organisation can deliver.
 - b** The organisation shall monitor whether the project is being delivered according to the specification and project plan and that the costs are no higher than expected.
 - c** Organisations shall provide adequate contract administration to ensure that contract changes and documents are effectively communicated.
 - d** Organisations shall provide, where applicable, all necessary information for Operational and Maintenance Manuals (O&M) and Health and Safety Information (H&S File) at the end of the project.
 - e** The individual or team responsible for project management shall be competent.
 - f** Effective communication shall be established with the supply chain so that operational problems are avoided, or discussed and resolved as soon as is possible.
 - g** The quality of the service being delivered shall be assessed and reviewed to ensure standards are maintained.
- Organisations shall ensure that systems are reviewed to maintain profitability, business capabilities and ensure client satisfaction by:
- h** Undertaking post contractual reviews to identify areas for improvement.
 - i** Monitoring the effectiveness of third party suppliers and contractors.
 - j** Discussing post contract issues with all interested parties to prevent issues re-occurring.
 - k** Seeking to make contractual improvements through providing incentives which are built into the contract process itself.
 - l** Seeking to bring down costs whilst improving on delivery and aiming for continual improvement in performance.

Organisation size



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Business planning

- BS 31100:2008 – Risk Management. Code of Practice
- BS 25999 – Business Continuity Management
- PAS:99 – Specification of Common Management System Requirements as a Framework for Integration
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Health, safety and welfare

- BS OHSAS 18001: Occupational health and safety management systems
- Priced publications, also available for free download at www.hse.gov.uk/pubns/books/index.htm
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Freely available web based guidance:

- Institute of directors and HSE: Leading health and Safety at Work: www.hse.gov.uk/pubns/indg417.pdf
- www.hse.gov.uk/asbestos
- www.hse.gov.uk/construction
- www.iod.com/hsguide
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Quality management

- ISO 9001: Quality management systems. Requirements

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- www.cps.gov.uk/Publications/finance/process_mapping.html

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ISBN 978-0-9565341-0-1

UK £50.00