
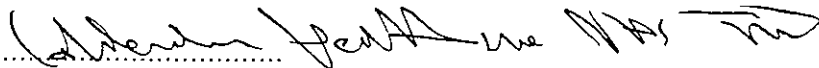
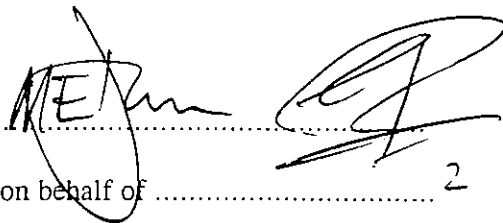


THIS IS SCHEDULE 2 AS REFERRED TO IN THE CONCESSION AGREEMENT  
DATED BETWEEN CALDERDALE HEALTHCARE NHS  
TRUST (1) AND CATALYST HEALTHCARE (CALDERDALE) PLC (2)



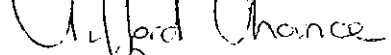
For and on behalf of 



For and on behalf of ..... 2

We hereby certify that  
this is a true copy of  
the original.

Clifford Chance



12 August 1998

# **INDEX**

## **FOLDER 3**

1. Schedule 2 - Service Specifications Arrangements

**SCHEDULE 2  
BRIDGING LANGUAGE**

**DOMESTIC SERVICES**

This Part A of Schedule 2 comprises the Service Specification Arrangement for the Domestic Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part A of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH	means Control of Substances Hazardous to Health Regulations
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Trust Procedures”	means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1** Concessionco's obligations with respect to the provision of the Domestic Services shall be to achieve each Outcome Standard.
- 2.2** Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3** Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4** Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5** Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1** The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2** The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Domestic Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Domestic Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Domestic Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 7.2.

5.1.1 The Service Score for the Domestic Service will be calculated on a Monthly basis.

- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.1.6 Scores for the Outcome Standards which are of Performance Factors 1 and 2, will, without prejudice to Clause 2.4 take into account that there will be a one hour "correction period". The correction period will allow Concessionco one hour to correct any part of the Domestic Service which falls below the standard required by the relevant Performance Measurement Criteria before the relevant work is monitored for the purposes of calculating a score. The period of one hour will start from the time that the work to be corrected has been brought to Concessionco's attention.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance

A

Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.

5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by “default”, measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score Formula. Where no default has occurred during a day, the score for the day will be 100%.

5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## 6. Calculation of Deductions from the Maximum Number of Points

6.1 The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Domestic Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## 7. Content of Matrices

7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

~~7.1.2~~ ~~--The percentage figure indicates the minimum size of Sample.~~



## **7.2 Domestic Service Definitions:**

7.2.1 Definitions specific to the Domestic Service are listed at Part B of Appendix 1.

## **8. Matters to be Agreed or Approved between the Parties**

8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.

8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

A.

## Appendix 1

### DOMESTIC SERVICE SPECIFICATION ARRANGEMENT

**REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL**

**SERVICE SPECIFICATION ARRANGEMENTS**

**DOMESTIC**

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED**
- B. SERVICE SPECIFIC DEFINITIONS**
- C. OUTPUT STANDARDS**
  - 1. Management and Administration**
  - 2. Staffing**
  - 3. Hygiene Standards**
  - 4. Performance Quality**
  - 5. Health and Safety**
- D. REFERENCE INFORMATION**

A.

## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The Trust requires a Domestic Service which ensures a clean, hygienic and safe environment for all users of the Hospital facilities.

The quality of Domestic Services must consistently meet the requirements of each area within a cost effective, planned cleaning programme.

Services will be undertaken with due consideration to departmental activities and with minimum disruption to service staff or users of the facilities.

Adequate resources of equipment, Cleaning Materials, manpower and training will be maintained to ensure that services are efficiently provided.

## B. SERVICE SPECIFIC DEFINITIONS

- B.1 Domestic Services Manager: means the duly authorised representative of the Contractor who is responsible for the day to day provision of domestic services at the Hospital.
- B.2 Access Times: mean times to be agreed during which it is reasonable and practical to undertake cleaning duties, taking account of patient comfort, security and convenience to the users of the facilities.
- B.3 Clinical Areas: mean those areas used to deliver clinical care to patients and staff where the need for high standards of hygiene is paramount on a day to day basis.
- B.4 Non-Clinical Areas: mean all areas not included under the category of Clinical Areas.
- B.5 Scheduled Times: mean those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved at all times.
- B.6 Cleaning Procedure: means the process as described in the appropriate Method Statement:
- B.7 Management Cover: means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.
- B.8 Cleaning Equipment: means items required, either hand tools, electrical or non electrical mechanical devices for fulfilling the Method Statements.
- B.9 Cleaning Materials: means items consumed in fulfilling the Method



## DOMESTIC SERVICES

### C. OUTPUT STANDARDS

#### PERFORMANCE FACTORS

##### KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)

3 =	Critical Requirement
2 =	Essential to Service Delivery
1 =	Important to Service Integrity

#### MONITORING FREQUENCY

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

##### KEY TO MINIMUM MONITORING FREQUENCY

D	= DAILY	28 occasions (on separate days) within month
T	= TWICE WEEKLY	8 occasions (on 2 separate days weekly) within month
W	= WEEKLY	4 occasions (in separate weeks) within month
M	= MONTHLY	1 occasion within month
Q	= QUARTERLY	4 occasions (at 3 monthly intervals) within 12 months
B	= BI-ANNUALLY	2 occasions (at 6 monthly intervals) within 12 months
A	= ANNUALLY	1 occasion (at 12 monthly intervals) within 12 months
C	= CONTINUOUS	Automatic processes, e.g. Temperature Control and Recording
D.D	= DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"><li>• Compliance with Trust policies,</li><li>• Patients confidentiality</li></ul>

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Domestic Service Specification Matrix -  
Appendix 1**

APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>All Areas of Hospital</b>				
1.1 The day to day management of support services is provided by a team of qualified staff at an appropriate level in order to respond as required to all operational issues within requested response times.	a) Management staff and team leaders are recruited against appropriate job profile, person specifications and skills criteria  b) Appropriate individual training programmes for management staff and team leaders are in place and being followed.	2	B	PSF = Number of compliant staff in sample / Number of managers and team leaders sample. (100%)
1.2 Management cover is provided during Operational Activity Periods including weekends and evening.	There is a completed log of cover for all Operational Activity Periods.	2	M	PSF = Number of compliant training records in sample/ Number of managers and team leaders in sample. (100%)
1.3 The management structure, areas of responsibility and lines of communication are known to staff and to officers of the Trust.	a) The Service Provider's management chart is distributed to agreed officers of Trust.	2	B	PSF = Number of logs of cover for the period in sample/ Number of Operational Activity Periods for the period in sample. (10%)  PSF = Number of Officers of Trust distributed to in sample/Number agreed officers of Trust in sample. (100%)

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Appendix 1**

APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
1.4 Individual staff records are maintained and made available for inspection	b) A copy of the Service Provider's management chart is included in the standard Service Provider's induction pack. As Outcome Standard	1	B	PSF = 100% or 0%
1.5 Patient confidentiality is respected and protected at all times.	Confidentiality training will be included in training programme.	3	B	PSF = Number of compliant staff records in sample / Number of staff in sample. (100%)
1.6 Access Times to specific areas are adhered to.	There is a log of all attendances for each specific area.	1	M	PSF = Number of compliant logs for the period in sample / number required logs for period in sample. (10%)
1.7 Individual staff are consistently allocated to work on a specific ward with minimal changes.	There is a completed log of all attendances for specific wards showing appropriate changes	1	M	PSF = Number of compliant completed logs for the period in sample / number required logs for



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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	only.			period in sample. (10%)
1.8 Quality assurance techniques are applied in accordance with the service monitoring procedure.	Quality Assurance System is applied.	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample/ Number of agreed monitoring procedures in sample. (10%)
2.1 All staff have satisfactorily passed occupational health screening before employment in this service.	All appointments are subject to appropriate health screening.	2	B	PSF = Number of compliant staff in sample/ number of staff in sample. (100%)
2.2 Staff employed to work in areas of exposure are provided with immunisation against infectious diseases: anti-Tetanus, Hepatitis B.	As Outcome Standard	2	B	PSF = Number of immunised staff in sample / number of staff required to be immunised in sample. (100%)
2.3 Staff are trained to an appropriate level with records maintained and made available for inspection	Appropriate individual training programmes for staff are in place and are being followed.	1	B	PSF = number of compliant training records in sample/ Number of staff in sample. (100%)
2.4 All staff are provided with and wear	a) Uniforms, including PPE,	2	B	PSF = Number of staff issued with



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APPENDIX 1				
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
suitable safety footwear, clean uniforms and appropriate personal protective items of clothing.	will be issued on appointment and recorded in personnel file. b) Staff wear appropriate footwear and appropriate PPE. c) Staff wear appropriately clean uniforms.		B	uniforms in sample/ number of staff in sample. (100%)  PSF = Number of compliant staff in sample/ number of staff in sample. (100%)  PSF = Number of compliant staff in sample/ number of staff in sample. (100%)
2.5 Reporting procedures are in place with regard to: (a) suffering from any infections/defined illness (b) illness suffered during/following holidays abroad (c) contact with any person with any infectious/defined illness	All staff receive training in Trust Procedures.	3	B	PSF = Number of compliant training records in sample/ number of staff in sample. (100%)
2.6 Jewellery is kept to a minimum, no dangling earrings, bracelets etc.	Jewellery will be kept to an appropriate minimum.	2	B	PSF = Number of compliant staff in sample/ number of staff in sample.

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**APPENDIX 1**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5 (100%)
2.7 Staff comply with all policies and procedures of the Trust	Trust Procedures will be included in training programme.	2	B	PSF = Number of compliant training records in sample/ number of staff in sample. (100%)
<b>Hygiene Standards - Cleaning Equipment</b>				
3.1 All such equipment as may at any time be necessary for the provision of the Domestic Service is provided and maintained.	a) An equipment requirement schedule will be held on site. b) Equipment appropriate to the provision of the Domestic Service will be logged and maintenance thereof recorded.	2	M	PSF = 100% or 0%
3.2 Equipment complies with the relevant British Standard Specifications and codes of practice	As Outcome Standard	3	M	PSF = Number of compliant pieces of equipment in sample/ number of pieces of equipment in sample. (10%)
3.3 All equipment and materials are colour	a) Materials will be purchased	2	M	PSF = Number of compliant colour

A.



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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Trust's Control of Infection Policy				cupboard stocks in sample / number of cupboards in sample. (10%)
3.7 An approved list of all Cleaning Materials for use within the premises stating generic details and intended application is maintained	As Outcome Standard	2	M	PSF = Number of compliant items on list in sample/ number of items required to be on list in sample (10%).
3.8 Cleaning Materials are used in a safe and proper manner, noting requirements of COSHH regulations.	a) COSHH training will be included in training programme b) Cleaning Materials are used by Domestic Service staff in an appropriate manner, noting requirements of COSHH regulations	2	B	PSF = Number of compliant training records in sample / Total number of staff in sample (100%)  PSF = Number of compliant staff in sample / number of staff in sample. (10%)
3.9 Cleaning Materials are selected by Domestic Service staff so as not to cause any damage to surfaces	a) Cleaning material usage training will be included in training programme b) As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (100%)  PSF = Number of compliant staff in sample. /number of staff in sample.

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Cleaning Process</b>				
3.10 Cleaning Procedures are in place and be known and applied by domestic staff.	a) Cleaning Procedures will be included in training programme. b) Cleaning Procedures are applied by Domestic Service staff.	1	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)  PSF = Number of compliant staff in sample / number of staff in sample. (10%)
3.11 Cleaning schedules/frequencies are in place and applied.	a) Each area will have a cleaning schedule, stating frequencies. b) Cleaning schedules/frequencies are applied by Domestic Service staff.	2	M  M	PSF = Number of compliant areas in sample / number of areas in sample. (10%)  PSF = Number of compliant staff in sample / number of staff in sample. (10%)

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APPENDIX 1				
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
3.12 Discard procedures are in place and applied in respect of disposable Cleaning Materials	a) Discard procedures will be included in training programme b) Discard procedures are applied by Domestic Service staff. c)	1	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)
3.13 Cleaning Equipment and materials are clearly defined for specific usage and correctly stored	d) Equipment & Cleaning Materials usage and storage will be included in training programme. e) Cleaning Equipment and Cleaning Materials have clearly designated use and are appropriately stored.	2	M	PSF = Number of compliant staff in sample / number of staff in sample (10%)
3.14 Cleaning Equipment, including solution tanks, wheels and bases are clean	Cleaning Equipment, including solution tanks, wheels and bases are	1	M	PSF = Number of compliant training records in sample / number of staff in sample (100%)  PSF = Number of domestic cupboards containing Cleaning Equipment and Cleaning Materials which are all compliant in sample / number of cupboards in sample. (10%)  PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (100%)

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**APPENDIX 1**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	appropriately clean.			
3.15 Cleaning Equipment is thoroughly cleaned and dried immediately after use and buckets and solution tanks are stored inverted.	a) Cleaning Equipment storage will be included in training programme. b) Cleaning Equipment is appropriately cleaned, dried and stored after use; buckets and solution tanks are stored inverted.	1	B  M	PSF = Number of compliant training records in sample / number of staff in sample (100%)  PSF = Number of compliant domestic cupboards in sample / number of domestic cupboards in sample. (10%)
3.16 Mop heads are laundered frequently (weekly minimum) as required to maintain satisfactory condition.	Mop heads will be laundered weekly.	1	M	PSF = Number of compliant entries on Laundry Log / Total number of mops in sample. (10%)
<b>Performance Quality - Patient Areas</b>				
4.1 Hard floors are appropriately free from dust, debris, removable soil, stains and build-up, and have an appropriate uniform light-reflective, non-slip finish	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas in sample / Number of areas in sample. (10%)
4.2 Seals and polishes are not applied to	As Outcome Standard	2	W	PSF = Number of compliant areas in



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**APPENDIX 1**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b> areas of safety flooring	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b> sample / number of areas in sample (10%).
4.3 Soft floors are appropriately free from debris, removable soil, stains and odour	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.4 Furniture, fixtures and fittings are appropriately free from dust, removable soil, stains, smears, spots and spillages	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.5 Paintwork, walls and doors are appropriately free from dust, removable stains, soil, grease, smears, spots and spillages	Scheduled Tasks will be completed and a record of such completion made.	2	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.6 Sanitary ware is appropriately free of dust, removable soil and stains on inside and outside surfaces. Taps, shower heads, overflows, outlet, chain and plug are appropriately free from grease, scum, debris and deposits	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.7 High and low level surfaces are	Scheduled Tasks will be	2	M	PSF = Number of compliant areas in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1 appropriately free from dust, cobwebs, removable soil, stains, grease, spots and splashes	2 completed and a record of such completion will be made.	3	4	5 sample/ Number of areas in sample. (10%)
4.8 All types of refuse holders are appropriately free from all debris, dust, removable stains, soil, grease, spots & spillages on both inside and outside surfaces	Scheduled Tasks will be completed and a record of such completion will be made.	2	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.9 Windows, internal glass, panels and partitions are appropriately free from dust, grease streaks, smears, spots, splashes, marks and stick deposits	a) For internal glass, Scheduled Tasks will be completed and a record of such completion made. b) For external glass, Scheduled Tasks will be completed and a record of such completion made.	2	M  Q	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)  PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.10 Venetian/vertical and roller blinds are appropriately free from dust, grease, streaks, smears, spots and splashes	Scheduled Tasks will be completed and a record of such completion made.	2	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.11 Grilles and kick-plates are appropriately	Scheduled Tasks will be	2	M	PSF = Number of compliant areas in

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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
free from dust, grease, streaks, smears, spots and splashes	completed and a record of such completion will be made.			sample/ Number of areas in sample. (10%)
4.12 Kitchen equipment is appropriately free from dust, removable soil, food deposits, stains on inside and outside surfaces	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas items in sample/ Number of items in sample. (10%)
4.13 Crockery/cutlery/glassware are washed by a method that complies with current legislation. Items are appropriately free from dust, removable soil, food deposits and stains.	a) Legislative requirements will be included in the training programme. b) Scheduled Tasks will be completed and a record of such completion made.	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)  PSF = Number of compliant areas in sample. (10%)
4.14 Refuse is placed in the correct coloured bag, sealed securely and marked in accordance with Trust Procedures.	a) Refuse colour coding will be included in training programme. b) Bags will be used, sealed, secured and marked in accordance with Trust Procedures	2	B	PSF = Number of compliant training records in sample/ number of staff in sample (100%)  PSF = Number of compliant refuse holds in sample / number of refuse holds in sample. (10%)

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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.15 An agreed range of consumable items will be supplied and adequate stocks will be maintained for this purpose at all times.	Domestic cupboards will be replenished to maintain stock levels.	2	M	PSF = Number of compliant domestic cupboards in sample / number of domestic cupboards in sample (10%)
4.16 Curtains are correctly hung, in an appropriate state of repair and appropriately free from all stains	As Outcome Standard	2	M	PSF = Number of compliant curtains in sample / Number of curtains in sample. (10%)
4.17 Deleted				
<b>Performance Quality - Non Patient Areas</b>				
4.18 Hard floors are appropriately free from dust, debris, removable soil, stains, build-up and have an appropriate uniform light-reflective, non-slip finish	Scheduled Tasks will be completed and a record of such completion made.	1	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.19 Soft floors are appropriately free from debris, removable soil, stains and odour.	Scheduled Tasks will be completed and a record of such completion made.	1	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.20 Furniture, fixtures and fittings are appropriately free from dust, removable soil, stains, smears, spots and spillages	Scheduled Tasks will be completed and a record of such completion made.	1	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)

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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.21 Paintwork, walls and doors are appropriately free from dust, removable stains, soil, grease, smears, spots and spillages	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.22 Sanitary ware is appropriately free of dust, removable soil and stains on inside and outside surfaces. Taps, overflows, outlet, chain and plug are appropriately free from grease, scum, debris and deposits.	Scheduled Tasks will be completed and a record of such completion made.	1	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.23 High and low level surfaces are appropriately free from dust, cobwebs, removable soil, stains, grease, spots and splashes	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.24 All types of refuse holders are appropriately free from all debris, dust, removable stains, soil, grease, spots and spillages on both inside and outside surfaces	Scheduled Tasks will be completed and a record of such completion made.	1	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.25 Windows, internal glass, mirrors, glass panels and partitions are appropriately free from dust, grease streaks, smears, spots, splashes, marks and sticky deposits	a) For internal glass, Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	b) For external glass, Scheduled Tasks will be completed and a record of such completion made.		Q	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.26 Venetian/vertical and roller blinds are appropriately free from dust, grease, streaks, smears, spots and splashes	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.27 Grilles and kick-plates are appropriately free from dust, grease, streaks, smears, spots and splashes	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.28 Kitchen equipment is appropriately free from dust, removable soil, food deposits, stains on inside and outside surfaces	Scheduled Tasks will be completed and a record of such completion made.	2	W	PSF = Number of compliant areas in sample/ Number of areas in sample. (10%)
4.29 Crockery/cutlery/glassware are washed by a method that complies with current legislation. Items are appropriately free from dust, removable soil, food deposits and stains.	a) Legislative requirements will be included in the training programme. b) Scheduled Tasks will be completed and a record of	2	B	PSF = Number of compliant training records in sample/ number of staff in sample. (100%) PSF = Number of compliant items in sample/ Number of items in sample.

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	such completion made.			(10%)
4.30 Refuse is placed in the correct coloured bag, sealed securely and marked in accordance with Trust Procedures	a) Refuse colour coding will be included in training programme.  b) Bags will be used, sealed, secured and marked in accordance with Trust Procedures.	1	B	PSF = Number of compliant training records in sample / number of staff in sample. (100%)  PSF = Number of compliant refuse holds in sample / number of refuse holds in sample. (10%)
4.31 An agreed range of consumable items will be supplied and adequate stocks will be maintained for this purpose at all times.	Domestic cupboards will be replenished to maintain stock levels.	1	M	PSF = Number of compliant domestic cupboards in sample / number of cleaning cupboards in sample (10%)
4.32 Curtains are correctly hung, in an appropriate state of repair and appropriately free from all stains	As Outcome Standard	1	M	PSF = Number of compliant curtains in sample / number of curtains in sample. (10%)
4.33 Lifts, lift doors and lift runners are appropriately free from dust, grease, streaks, smears, spots and splashes and debris	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample / Number of areas in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.34 Telephones are appropriately free from dust, grease, smears and streaks	Scheduled Tasks will be completed and a record of such completion made.	1	M	PSF = Number of compliant areas in sample / Number of areas in sample. (10%)
<b>Health and Safety - All Areas</b>				
5.1 A comprehensive Health and Safety Manual is available and used by all Domestic Service staff	a) A Health and Safety manual is available to Domestic Service staff in the Domestic Service office. b) The Health and Safety Manual is used by Domestic Service staff.	3	B	PSF = 0% or 100%
5.2 Suitable warning notices are displayed in working areas when floor maintenance procedures are carried out	a) Work in progress/wet floor sign usage will be included in training programme.	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)



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APPENDIX 1				
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
	<p>b) Appropriate warning notices are displayed by Domestic Service staff when floor maintenance procedures (associated with the delivery of the Domestic Service) are being carried out.</p>		M	PSF = Number of compliant staff in sample / number of staff in sample (10%)
5.3 Staff demonstrate an awareness of health and safety issues.	<p>c) Health and Safety will be included in the training programme.</p> <p>d) Staff comply with health and safety guidelines.</p>	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)
			M	PSF = Number of compliant staff in sample / number of staff in sample (10%)
5.4 All equipment is maintained to an appropriate standard which minimises risk	<p>a) An equipment maintenance schedule will be held on site.</p> <p>b) All equipment will be logged and maintenance recorded.</p>	2	M	PSF = 100% or 0%
			M	PSF = Number of compliant pieces of equipment in sample/ number of pieces of equipment in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.5 All equipment is stored in safe conditions appropriate to risk	As Outcome Standard.	2	M	PSF = Number of items of equipment correctly stored in sample / Number of items of equipment in sample. (10%)
5.6 Staff are provided with suitable personal protective equipment (PPE) and protective clothing: uniforms, gloves, goggles, plastic aprons, safety shoes.	Appropriate uniforms including PPE will be issued on appointment and recorded in personnel file.	2	M	PSF = Number of staff issued with uniforms in sample / number of staff in sample. (10%)
5.7 All chemical solutions and powders are appropriately stored in protected ventilated conditions	As Outcome Standard	2	M	PSF = Number of categories of substance correctly stored in sample / number of categories in sample (10%)
5.8 All chemical solutions and powders are appropriately labelled with relevant safety precautions and COSHH information.	As Outcome Standard	2	M	PSF = Number of compliant containers in sample / number of containers in sample. (10%)
5.9 COSHH manuals are available and up-to-date.	a) COSHH manuals are available to Domestic Service staff in the Domestic Service office.	2	M	PSF = Number of manuals available in sample / Number of manuals required to be available in sample. (10%)

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APPENDIX 1

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.10 All staff receive appropriate safety training in respect of the following equipment and machinery, lifting and handling techniques, COSHH, hazard spotting, waste disposal, first aid, infection control	b) COSHH manuals are up to date.  As Outcome Standard	2	B	PSF = Number of manuals up to date in sample / Number of manuals in sample. (10%)
5.11 Suitable first aid facilities are readily available	First aid facilities will be provided to Domestic Service staff in accordance with the Health and Safety Manual.	1	M	PSF = 100% or 0%
5.12 Accident and untoward occurrences reporting procedures are available, known and understood by staff.	a) A Health and Safety Manual is available to Domestic Service staff.	2	B	PSF = 0% or 100%
	b) The Health and Safety Manual is used by Domestic Service staff.		B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
5.13 Regular inspections are undertaken to identify hazards and reduce risks	An appropriate schedule of hazard / risk inspections is complied with.	1	M	PSF = Number of risk assessments carried out in the period in sample / number of scheduled risk assessments in the period in sample. (100%)
<b>Transport - All Areas</b>				
6 Any transport required in the delivery of the service conforms to the Transport Specification.	As Outcome Standard	2	M	PSF = Number of items complying with Transport Specification in sample / Number of items in Transport Specification in sample. (100%)

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 4.13 of the Domestic Service

a	b	c	d	e	f				g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned			
					1	2	3	4						
2	4.13	4	a b	Bi-annually Weekly	...	...	...	97	97	99	98	3.92		

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
For the purpose of this example it has been assumed that Performance Measurement Criterion 'a' (to be monitored bi-annually) has in fact been checked in the month in question. This score would then be carried forward into future months as described in Paragraph 5.  
The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.

### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Domestic	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

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**Appendix 5**

**Percentage of maximum Performance Element**

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%



### Appendix 6

#### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

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Appendix 7

Accrual of Termination Indicators (ref. clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

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**SCHEDULE 2  
BRIDGING LANGUAGE  
CAR PARKING SERVICES**

This Part B of Schedule 2 comprises the Service Specification Arrangement for the Car Parking Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part B of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Trust Procedures”	means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1 Concessionco's obligations with respect to the provision of the Car Parking Services shall be to achieve each Outcome Standard.
- 2.2 Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3 Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4 Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5 Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Car Parking Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Car Parking Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Car Parking Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

4.4 The parties acknowledge that in the development of the Quality Assurance Systems that the percentages set out in column 5 of Appendix 1 are minimum sample sizes and that, a sample size of 100%, or the largest sample size reasonably practicable, would be desirable.

4.5 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

4.6 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 7.2.

- 5.1.1** The Service Score for the Car Parking Service will be calculated on a Monthly basis.
- 5.1.2** Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3** The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4** For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5** The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2** Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1** The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2** If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3** If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3** Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the

Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## **6. Calculation of Deductions from the Maximum Number of Points**

- 6.1 The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Car Parking Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## **7. Content of Matrices**

- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

## **7.2 Car Parking Service Definitions:**

- 7.2.1 Definitions specific to the Car Parking Service are listed at Part B of Appendix 1.



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**8. Matters to be Agreed or Approved between the Parties**

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.
- 8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

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## Appendix 1

### CAR PARKING SERVICE SPECIFICATION ARRANGEMENT

**SERVICE SPECIFICATION ARRANGEMENTS**

**CAR PARKING**

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED**
- B. SERVICE SPECIFIC DEFINITIONS**
- C. OUTPUT STANDARDS**
  - 1. Management and Administration**
  - 2. Staffing**
  - 3. Traffic Movement Control**
  - 4. Car Parking Control**
  - 5. Parking Permits and Fees**
  - 6. Wheel Clamping/Unauthorised Parking Fees**
  - 7. Health and Safety**
  - 8. Transport**
- D. REFERENCE INFORMATION**

## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The Trust requires car parking facilities and controls ensure that car parking space is available for patients, staff, visitors and users of the Trust's Services.

This service will be required to include car park monitoring and security controls to avoid or reduce irresponsible or unauthorised parking and to contribute to site supervision.

The parking facilities including surfaces, bay marking, signage, lighting, security cameras with 24 hour recording facility, ticket machinery, barriers, etc., are to be provided as an integral part of this service.

A payment system for users of the car park will be required.

Signs, notices and equipment will be maintained in a sound condition, being cleaned as required, to be legible and free of any graffiti, spray paint, adhesive, unauthorised stickers, etc.

## B. SERVICE SPECIFIC DEFINITIONS

- |     |                           |  |
|-----|---------------------------|--|
| B.1 | Manager:                  | means the duly authorised representative of the Service Provider who is responsible for the day to day provision of car parking control at the hospital.     |
| B.2 | Car Parks:                | mean designated areas for parking vehicles   |
| B.3 | Sign-posting and Signage: | means all sign intended to guide, inform, warn or prohibit in respect of car parking access controls and restrictions.                                       |
| B.4 | Fees:                     | mean all authorised financial charges being levied in respect of car parking or being recovered in respect of the removal of wheel clamps.                   |
| B.5 | Scheduled Times:          | means those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved. |
| B.6 | Management cover:         | means the availability in accordance with agreed response times of a supervisor or Manager not necessarily on the premises.                                  |
| B.7 | Trust Procedures:         | means those provisions relevant to the Car Parking Service as referred to in Schedule 10 of the Concession Agreement.  |
| B.8 | Method Statement:         | means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.              |

B.9 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

**PERFORMANCE FACTORS**

**KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)**

3 =	Critical Requirement
2 =	Essential to Service Delivery
1 =	Important to Service Integrity

**MONITORING FREQUENCY**

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

**KEY TO MINIMUM MONITORING FREQUENCY**

<b>D</b>	= DAILY	28 occasions (on separate days) within month
<b>T</b>	= TWICE WEEKLY	8 occasions (on 2 separate days weekly) within month
<b>W</b>	= WEEKLY	4 occasions (in separate weeks) within month
<b>M</b>	= MONTHLY	1 occasion within month
<b>Q</b>	= QUARTERLY	4 occasions (at 3 monthly intervals) within 12 months
<b>B</b>	= BI-ANNUALLY	2 occasions (at 6 monthly intervals) within 12 months
<b>A</b>	= ANNUALLY	1 occasion within (at yearly intervals) 12 months
<b>C</b>	= CONTINUOUS	Automatic processes, e.g. Temperature Control and Recording
<b>D.D</b>	= DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"> <li>• Compliance with Trust policies,</li> <li>• Patients confidentiality</li> </ul>

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.1	Management of the car parking service is maintained during 24 hour, 7 day operation.	There is a completed log of cover of a Manager or supervisor during each period of 24 hours.	2	M	PSF = Number of logs of cover for the period in sample / number of service periods for the period in sample. (10%)
1.2	Individual staff records are maintained and made available for inspection	As Outcome Standard	1	B	PSF = Number of compliant staff records in sample / number of staff in sample. (10%)
1.3	Car Park staff training in customer awareness and handling aggressive situations is ensured.	Customer awareness and handling aggressive situations training will be included in training and a record made of participation.	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
1.4	Quality assurance techniques are applied in accordance with the contracted service monitoring procedure.	As Outcome Standard	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample / number of agreed monitoring procedures in sample. (10%)
2.1	Staff are appropriately trained in car parking controls, customer awareness and handling aggressive situations.	Customer awareness and handling aggressive situations training will be included in training	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.2	Staff are provided with and wear appropriate uniform and identity badges.	<p>a) All uniforms will be issued on appointment and recorded in personnel file.</p> <p>b) Staff wear appropriate uniform and identity badges.</p>	2	B	PSF = Number of staff issued with uniforms in sample / number of staff in sample. (10%)
2.3	While on duty staff maintain a conspicuous presence in and around car parking areas.	A schedule of patrols for each area will be compiled with.	2	W	PSF = Number of compliant staff in sample / number of staff in sample. (10%)
2.4	Staff maintain a polite and courteous manner with service users even if faced with abuse	All staff receive training in standards of service and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.5	Staff give directions and offer assistance to users of the facilities as required.	As Outcome Standard.	2	DD	PSF = 0 or 100%
2.6	Staff take appropriate action and follow reporting procedures with regard to observed / identified incidents of vehicle theft, theft from vehicles, damage, vandalism or suspected intruders on the Trust premises.	a) Appropriate action and reporting procedures are included in the training programme and a record made of participation.  b) Appropriate action is taken when required.	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
2.7	Staff comply with all policies and procedures of the Trust	Trust Procedures will be included in the training programme and a record is made of participation.	2	B	PSF = Number of compliant actions taken during period in sample/number of actions required during period in sample (100%).  PSF = Number of compliant training records in sample / number of staff in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
<b>Traffic Movement Control</b>				
3.1 Sign-posting to a standard and style agreed by the Trust, for directing drivers to and from parking areas is provided and maintained.	As Outcome Standard	2	W	PSF = Number of compliant signs in sample / number of signs in sample. (10%)
3.2 A published summary of car parking arrangements is produced by the Service Provider for issue to patients, staff and visitors	A current summary of car parking arrangements is published and available as agreed with the Trust	1	B	Number of officers of the Trust distributed to in sample / number of agreed officers of the Trust in sample. (10%)
3.3 Controls are applied to ensure that roadways are kept clear at all time	a) Task schedules relating to the controls are complied with. b) Action is taken against drivers in breach of traffic restrictions.	2	W	PSF = Number of tasks undertaken during period in sample / Number of Scheduled Tasks during period in sample. (10%)  PSF = Number of actions taken in the period in sample / number of breaches in period in sample. (10%)
3.4 Traffic movement is restricted as necessary in accordance with operational activity and Trust requirements	As Outcome Standard	2	W	PSF = Number of traffic restrictions applied in the period in sample / number of required traffic restrictions required in the period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.5	Access barriers may include other management solutions where restrictions are required.	As Outcome Standard	2	DD	PSF = 0 or 100%
<b>Car Parking Control</b>					
4.1	Staff patrols of car parking areas are high profile and frequent, but not predictable	A schedule of patrols for each area will be compiled with and a record of compliance made	2	W	PSF = Number of patrols undertaken in period in sample / number of scheduled patrols in period in sample. (10%)
4.2	Vehicles are required to be parked in marked parking spaces	a) Non compliant vehicles are recorded.	2	W	PSF = Number of recorded incidents in period in sample/ Number of non compliant vehicles in period in sample (10%)
		b) Action is taken against drivers who are in breach of traffic restrictions.		W	PSF = Number of actions taken in the period in sample / number of breaches in period in sample. (10%)
4.3	All no parking areas are kept free of obstruction by vehicles	a) Task schedules relating to the controls are complied with	2	W	PSF = Number of tasks undertaken in period in sample/ Number of Scheduled Tasks in period in sample (10%)
		b) Action is taken against drivers who		W	PSF = Number of actions taken in period in sample/ Number of breaches

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b> are in breach of traffic restrictions	<b>3</b>	<b>4</b>	<b>5</b> in period in sample (10%)
4.4	Drivers of vehicles seen to be parking illegally or without authority are politely advised of parking controls in operation	All staff receive training in standards of service and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
4.5	Appropriate allowance is made for vehicles being loaded or unloaded in restricted areas providing no obstruction is being caused	Training will include procedures for restricted areas and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
4.6	Cars are required to display appropriate proof of payment/parking permit applicable to the parking area.	Action is taken against drivers in breach of requirement.	1	W	PSF = Number of actions taken in period in sample / number of breaches in period in sample. (10%)
4.7	Parked cars are checked to ensure authorised parking in appropriate areas	Task schedules for the checking of vehicles are compiled with and a record made	1	W	PSF = Number of tasks undertaken during day / Number of Scheduled Tasks during the day. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.8	Discretion is used regarding whether a vehicle is illegally parked unless it is not displaying required permit/proof of payment.	<p>a) Appropriate individual training programmes for staff are in place and a record made</p> <p>b) Guidelines agreed with the Trust will be applied</p>	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
4.9	Discretion is used regarding whether or not a vehicle is illegally parked unless it is parked on a double yellow line, outside marked areas within car park, on pavements, grass verges etc.	<p>a) Appropriate individual training programmes for staff are in place and a record made</p> <p>b) Guidelines agreed with the Trust will be applied</p>	2	B	PSF = Number of compliant actions taken in the period / number of actions in the period. (10%)
4.10	Vehicles displaying required permit /proof of payment parked in a position which is not causing an obstruction to other vehicles, access to buildings or services, are ignored for short periods, but the right to	<p>a) Appropriate individual training programmes for staff are in place and a record made</p>	1	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	take further action remains				
		b) Guidelines agreed with the Trust will be applied		B	PSF = Number of compliant actions taken in the period / number of actions in the period. (10%)
<b>Parking Permits and Fees</b>					
5.1	An appropriate system of issuing car parking permits and proof of parking fee payment is applied in accordance with Trust requirements	Procedures will be in place for issue of parking permits and tickets.	1	B	PSF = Number of procedures in place in sample / number of required procedures in sample. (10%)
5.2	Parking permits are issued and controlled and records maintained of vehicles to which these refer	As Outcome Standard	1	M	PSF = Number of compliant permits issued in sample / number of records in sample. (10%)
5.3	Payment systems, equipment and ticket issues are appropriately maintained.	A schedule of maintenance of pay and display machines is complied with	1	M	PSF = Number of maintenance tasks undertaken in period in sample / number of Scheduled Tasks in period in sample. (10%)
5.4	All permit and parking Fees are determined in agreement with the Trust	As Outcome Standard	1	B	PSF = 0 or 100%.
5.5	Records are maintained for audit of	As Outcome Standard	2	B	PSF = Number of records in sample/ number of required records in sample.

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
	all incomes in respect of Fees				(10%)
<b>Wheel Clamping/Unauthorised Parking Fees (if applicable)</b>					
6.1	Sufficient and adequate wheel clamps are maintained and used in accordance with Trust Policy	a) An agreed number of wheel clamps will be maintained. b) Trust clamping policy will be included in the training and a record made of participation	1	M  B	PSF = Number of wheel clamps available / number of required wheel clamps (100%)  PSF = Number of compliant training records in sample / number of staff in sample. (10%)
6.2	Clear signage and explanation of wheel clamping procedure and Fees are displayed throughout the Trust's premises	As Outcome Standard	2	B	PSF = Number of signs present in sample / Number of required signs in sample. (10%)
6.3	The fitting of wheel clamps is undertaken in accordance with the Trust's car parking Policy and Procedures, displayed and in line with this specification	a) Training includes wheel clamping procedures and a record made of participation.	2	B	PSF = Number of compliant training records in sample/ number of staff in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
		b) Clamps will be issued in accordance with the Trust Procedures.		M	PSF = Number of clamps issued in compliance in the period in sample / Number issued in the period in sample. (10%)
6.4	In fitting a wheel clamp, care is taken not to damage the vehicle	The fitting of wheel clamps will be included in the training programme and a record made of participation	2	B	PSF = Number of compliant training records in sample / Number of staff in sample. (10%)
6.5	Vehicles with fresh damage to bodywork/ wheel arches are not fitted with a wheel clamp, but are issued with an adhesive warning label affixed to side window (out of driver's line of vision)	As Outcome Standard	1	M	PSF = Number of wheel clamps fitted in the period in the sample/Total number fitted in the period in sample. (10%)
6.6	As appropriate, wheel clamps are fitted to the driver's side of the vehicle and an adhesive warning label, including directions for payment/ release, is affixed to side windows	a) Wheel clamps are fitted to the drivers side of the vehicle.  b) An adhesive label is attached in compliance with the	2	M	PSF = Number of wheel clamps fitted in compliance in period in sample/ number fitted in period in sample. (100%)
				M	PSF = Number of compliant adhesive labels fitted during the period in sample / number required to be fitted in period



**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		Outcome Standard			in sample. (10%)
6.7	After fitting a clamp, appropriate documentation is completed in duplicate form, with details of vehicle, situation, time date etc. and record of penalty payment	As Outcome Standard	2	M	PSF = Number of records completed in the period in sample / Number of records required to have been completed in period in sample. (10%)
6.8	Documentation is retained at control point / office (24 hour operation)	As Outcome Standard	1	B	PSF = Number of documents retained at control point / number required to be retained. (10%)
6.9	Wheel clamping/release Fees are determined in agreement with the Trust.	As Outcome Standard	1	B	PSF = 0 or 100%
6.10	Upon payment of a fee, a document is issued to the driver as a receipt, and a copy retained as a permanent record	As Outcome Standard	1	M	PSF = Number of receipts issued and records kept during the period in sample / Number required in the period in sample. (10%)
6.11	Upon payment of Fees, clamps are removed as soon as practicably possible	As Outcome Standard	2	M	PSF = Number of clamps removed in compliance in the period in sample / number of clamps removed in period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
6.12	Where the levying of the fee for removal of the clamp is inappropriate, arrangements are in place to waive the fee, obtain the driver's signature on the document to confirm this and to record the circumstances.	a) Appropriate individual training programmes for staff are in place and a record made  b) Guidelines agreed with the Trust will be applied	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (10%)
6.13	Should a driver not have the means to pay the fee for removal of the clamp arrangements are in place to obtain an agreement to pay within a given period.	Procedures are in place to comply with the outcome Standard	1	B	PSF = Number of compliant actions taken in the period / number of actions in the period. (10%)  PSF = 100% or 0%
<b>Health and Safety</b>					
7.2	All equipment used in providing this service is maintained to an appropriate standard which minimises risk.	a) An equipment maintenance schedule will be held on site.  b) All equipment will be logged and main-	2	M	PSF = 100% or 0%  PSF = Number of compliant pieces of equipment in sample / number of

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Car Parking**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		tenance recorded.			pieces of equipment in sample (10%).
7.3	Staff receive Health and Safety training appropriate to their duties.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (10%)
7.4	Accident and untoward occurrences reporting procedures are available, known and applied by staff.	a) A Health and Safety Manual including reporting procedures is available to Car Parking Service staff  b) The Health and Safety Manual is used by Car Parking Services staff.	2	B	PSF = 0% or 100%  PSF = Number of compliant staff in sample / number of staff in sample. (10%)
<b>Transport</b>					
8.0	Any transport routinely required in the delivery of the service conforms to the Transport specification.	As Outcome Standard	2	M	PSF = Number of Outcome Standards complying with Transport Specification in sample / Number of Outcome Standards in Transport Specification in sample (100%)

**D. REFERENCE INFORMATION**

NHS Security Manual 1992, Chapters 10 and 11.

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 7.2 of the Car Parking Service

a	b	c	d	e	f				g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned			
					1	2	3	4						
2	7.2	4	a b	Monthly Monthly	100 ...	... ...	... 98	... ...	100 98	99	3.96			

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example it both Performance Measurement Criterion 'a' and 'b' are monitored monthly  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.

### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3	2	1	Total	No. of Standards	Points available	No. of Standards	Points available
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)		
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

A

**Appendix 5**

**Percentage of maximum Performance Element**

<b>SERVICE SCORE (%)</b>	<b>PAYMENT RECEIVED</b> (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%



## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

## Appendix 7

### Accrual of Termination Indicators (ref. clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

A.

**SCHEDULE 2  
BRIDGING LANGUAGE**

**CATERING SERVICES**

This Part C of Schedule 2 comprises the Service Specification Arrangement for the Catering Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part C of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Trust Procedures”	means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1 Concessionco's obligations with respect to the provision of the Catering Services shall be to achieve each Outcome Standard.
- 2.2 Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3 Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4 Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5 Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Catering Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Catering Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Catering Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice with in the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

- 4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

- 4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

- 4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

- 5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 2.6.

- 5.1.1 The Service Score for the Catering Service will be calculated on a Monthly basis.

- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score

Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## 6. Calculation of Deductions from the Maximum Number of Points

The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Catering Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## 7. Content of Matrices

- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

## 7.2 Catering Service Definitions:

- 7.2.1 Definitions specific to the Catering Service are listed at Part B of Appendix 1.

## 8. Matters to be Agreed or Approved between the Parties

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.



8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

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## Appendix 1

### CATERING SERVICE SPECIFICATION ARRANGEMENT

**REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL**

**SERVICE SPECIFICATION ARRANGEMENTS**

**CATERING**

**A. GENERAL DESCRIPTION OF SERVICE REQUIRED**

**B. SERVICE SPECIFIC DEFINITIONS**

**C. OUTPUT STANDARDS**

1. Management and Administration
2. Staffing
3. Commodities
4. Patient Meal Services
5. Staff and Visitors' Meals Services
6. Nutrition and Dietetics
7. Hygiene and Quality Control
8. Health and Safety
9. Marketing and Customer Relations

**D. REFERENCE INFORMATION**

## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The catering services are required to provide the Trust with good quality, safe, wholesome and nutritious meals, snacks and beverages for patients, staff, visitors and other users of the Hospital facilities.

In addition to meeting any specific dietetic needs, all catering provided will take account of the social, cultural and religious requirements of patients.

The catering department will meet all requirements of food safety legislation and will apply appropriate operational policy, procedures and practices to ensure food hygiene is maintained at all stages.

All equipment, sections and associated areas of the catering department will be maintained in a clean condition.

Meals services will meet the recommendations set out in the Health of the Nation, Nutrition Guidelines for Hospital Catering (NGHC).

A system of Hazard Analysis and Critical Control Points (HACCP) based upon the department of Health Assured Safe Catering will be applied.

All equipment, hardware, crockery, utensils, disposables, cleaning materials and any other items required for the efficient delivery of the catering service will be provided by the Service Provider.

The scope of service to be provided to the PGMEC is described in the Catering Operational Policy in Schedule 4.

**B. SERVICE SPECIFIC DEFINITIONS**

- B.1 Catering Manager: means the duly authorised representative of the Service Provider who is responsible for the day to day provision of catering services at the Trust.
- B.2 Approved Recipe: means a standard recipe approved in writing by the Trust for use in the provision of the services.
- B.3 Special Diet: means a diet specially designed to meet the medical, or ethical requirements of any person as to the food he may eat or the way such food is to be prepared.
- B.4 Modified Diet: means a diet modified to meet the medical or special nutritional needs of any person.
- B.5 Religious Diet means any diet designed and provided exclusively to meet the religious requirements of any person as to the food he may eat, or the way such food is to be prepared.
- B.6 Meal Times: means the specified times at which meals are to be provided at the point of service for patients and staff.
- B.7 Scheduled Times: mean those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved.
- B.8 Approved List this is the list of suppliers of and food products compiled and updated by the Service Provider using the agreed vetting procedure.
- B.9 Sampling Specification this will be agreed between the Trust and the Service Provider and will conform to Environmental Health Officer requirements.
- B.10 Management Cover: means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.
- B.11 Trust Procedures: means those procedures relevant to the Catering Services as referred to in Schedule 10 of the Concession Agreement.
- B.12 Method Statement: means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.
- B.13 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

**CATERING SERVICES**

**C. OUTPUT STANDARDS**

**PERFORMANCE FACTORS**

KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)	
3 =	Critical Requirement
2 =	Essential to Service Delivery
1 =	Important to Service Integrity

**MONITORING FREQUENCY**

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

KEY TO MINIMUM MONITORING FREQUENCY	
D = DAILY	28 occasions (on separate days) within month
T = TWICE WEEKLY	8 occasions (on 2 separate days weekly) within month
W = WEEKLY	4 occasions (in separate weeks) within month
M = MONTHLY	1 occasion within month
Q = QUARTERLY	4 occasions (at 3 monthly intervals) within 12 months
B = BI-ANNUALLY	2 occasions (at 6 monthly intervals) within 12 months
A = ANNUALLY	1 occasion (at yearly intervals) within 12 months
C = CONTINUOUS	Automatic processes, e.g. Temperature Control and Recording
D.D = DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"> <li>• Compliance with Trust policies,</li> <li>• Patients confidentiality</li> </ul>

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1.1	1 The day to day management of the service is provided by a team of qualified staff at an appropriate level to respond as required to all operational issues within requested response time	2 a) Management staff and team leaders are recruited against appropriate job profile, person specifications and skills criteria b) Appropriate individual training programmes for appropriate management staff and team leaders are in place and being followed.	3 2	4 B  B	5 PSF = Number of compliant staff in sample/ Number of managers and team leaders in sample (100%)  PSF = Number of compliant training records in sample/ Number of managers and team leaders in sample (100%)
1.2	Systems and controls are in place to ensure security of all property, cash and commodities	a) Agreed till procedures are in place b) There is a computerised stock control system for all commodities c) There is a key procedure with a log of authorised key holders and a key signing book	1	B  B  B	PSF = Number of compliant procedures in place/number of required procedures (100%). PSF = 100% or 0%  PSF = Number of complaint procedures in place/number of required procedures (100%).

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Management</b>				
1.3	The management structure, areas of responsibility and lines of communication are known to staff and to Officers of the Trust	1 a) A Service Provider management chart is distributed to agreed Officers of the Trust b) A copy of the Service Providers management chart is included in induction.	B	PSF = Number of Officers of the Trust distributed to in sample/ Number of agreed Officers of Trust in sample. (100%)  PSF = 100% or 0%
1.4	Management action in the form of advice, instruction and supervision ensures energy usage is contained at minimum levels	1 Advice on energy usage is given to all staff in training.	B	PSF = Number of compliant training records in sample / Number of staff in sample (100%)
1.5	Managers provide operational cover of departmental service periods including weekends, evenings and in support of any vending facilities.	2 There is a completed log of cover for all operational service periods.	M	PSF = Number of logs of cover for the period in sample/ Number of service periods for the period in sample. (10%)
1.6	Managers ensure regular and routine contact with service users and customers	1 Managers prepare and comply with a schedule and record of contact.	M	PSF = Number of contacts in period in sample / Number of scheduled contacts in period in sample (10%)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1.7	1 Routine sampling and testing of food quality, hygiene and standards of service are undertaken and acted upon as appropriate	2 a) An agreed schedule of sampling and testing food will be compiled with b) Action will be taken where appropriate	3 2	4 W W	5 PSF = Number of sampling and testing exercises undertaken in the period / number of scheduled in period Number of corrective actions taken in period in sample/ number of required actions in period in sample (10%)
<b>Staffing</b>					
2.1	All catering staff pass occupational health screening before employment in catering services	All appointments are subject to appropriate health screening.	2	B	PSF = Number of compliant staff in sample/ number of staff in sample (100%)
2.2	Staff comply with procedures in place with regard to: a) suffering from any infectious/ defined illness b) having suffered from any infectious/defined illness during/ following travel abroad c) contact with any person with any infectious/defined illness	All staff receive induction in appropriate reporting procedures and a record is made of participation.	3	B	PSF = Number of compliant training records in sample/ number of staff in sample (100%)
2.3	According to their post and responsibilities, staff are appropriately trained and qualified in craft	Training programmes for relevant staff are current and	2	B	PSF = number of compliant training records in sample/ number of staff in

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
	skills and food safety	valid.			sample (100%)
2.4	Individual staff records of training and qualifications are maintained.	As Outcome Standard	1	B	PSF = Number of compliant staff records in sample / number of staff in sample. (100%)
2.5	Staff maintain high standards of food safety and personal hygiene at all times	a) All staff receive induction training in personal hygiene and food safety. b) Staff receive food hygiene training as appropriate	3	B	PSF = Number of compliant training records in sample / number of staff in sample (100%) PSF = Number of compliant training records in sample / number of staff in sample (100%)
2.6	Staff maintain high standards of customer service through professional and prompt response to service users' problems, queries or complaints	a) All staff receive induction training in standards of service b) Response will to service user's problems, queries or complaints will be within a reasonable period, not exceeding 24 hours.	1	B	PSF = Number of compliant training records in sample/ number of staff in sample (100%) PSF = Number of problems, complaints and queries responded to within reasonable period (but within 24 hours) in period in sample / number of problems, queries and complaints in period in sample (50%)
2.7	Staff are provided with, and are dressed in appropriate protective clothing and safe footwear	a) All uniforms including Personal Protective	2	B	PSF = Number of staff issued with uniforms in sample/number of staff in

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2 Equipment (PPE), will be issued on appointment and recorded in personnel file	3	4	5 sample (10%)
	b) Staff wear appropriate footwear and PPE.		B	PSF = Number of compliant staff in sample/number of staff in sample (10%)
2.8 Staff do not wear jewellery other than a wedding band and sleeper earrings while in any catering area	As Outcome Standard.	1	B	PSF = Number of compliant staff in sample/number of staff in sample. (10%)
2.9 Staff comply with all policies and procedures of the Trust	Trust policies and procedures will be included in the training programme and a record made of participation	2	B	a) PSF = Number of compliant training records in sample/number of staff in sample (100%).
<b>Purchasing</b>				
3.1 All food and ingredients are purchased from approved supply sources	Food and ingredients will be purchased from an Approved List of suppliers.	3	W	PSF = Number of compliant orders in period in sample/ number of orders in period in sample (100%)
3.2 All staff receiving goods are suitably trained/experienced to judge delivery quality for acceptance or rejection.	Training in the quality criteria for goods delivered will be included in training	1	B	PSF = number of compliant training records in sample/number of staff in sample (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.3	All food and ingredients are appropriate to the menu description and recipe for which they are intended	programmes and a record made of participation  All foods and ingredients will be purchased against a purchase specification check list.	1	W	PSF = Number of compliant purchases in period in sample/ number of purchases in period in sample (5%)
<b>Goods In</b>					
3.4	All incoming goods are checked regarding quantity, general quality and damage, date markings, pest damage/infestation, temperature	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
3.5	Procedures are in place and applied to reject and record a goods delivery which is defective in any respect	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
3.6	Where appropriate all external packaging is removed before placing goods in storage	As Outcome Standard	1	W	PSF = Number of compliant items in sample / number of items in sample. (10%)
3.7	All frozen or chilled goods are placed in appropriate storage within 10 minutes of delivery	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.8	All goods are placed in appropriate storage without undue delay	All goods are placed in appropriate storage as soon as practicably possible	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (100%)
3.9	Product specifications are available and used by staff responsible for receipt of goods.	As Outcome Standard	2	B	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (100%)
3.10	List of current approved suppliers is maintained and available at goods receipt point	a) Supplier list is available at goods receipt point. b) Supplier list is up to date.	1	B	PSF = 0 or 100%
3.11	All goods are stored in appropriately defined areas	As Outcome Standard	2	B	PSF = 0 or 100%
3.12	All goods are stored on or in suitable shelving, pallets or containers	As Outcome Standard	2	W	PSF = Number of compliant items in sample/ number of items in the sample. (100%)
3.13	Procedures are in place and applied to ensure appropriate rotation and control of stock	As Outcome Standard	2	W	PSF = Number of inspections confirming compliance with standard in period in sample / number of inspections in period in sample. (100%)
					PSF = Number of inspections confirming compliance with standard in period in sample / number of inspections in period in sample. (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
3.14	1 All containers to which goods are transferred are appropriately marked to identify content and storage date.	2 As Outcome Standard	3	4	5 PSF = Number of inspections confirming compliance with standard in period in sample / number of inspections in period in sample. (100%)
<b>Patient Meals Service</b>					
4.1	Patients are given a written description of the catering service provided. This will include the name of the Catering Manager	A written description of the catering service is available on each ward.	2	B	PSF = Number of wards where written description has been provided to patients in sample / number of wards in sample. (10%)
4.2	Patients are provided with a written summary of the food and nutrition policy	Written summary of the food and nutrition policy is available on each ward.	2	B	PSF = Number of wards where written summary is available in sample / number of wards in sample. (10%)
4.3	Menu content is appropriately well balanced and provide a level of choice appropriate to patients' needs	Menus compiled in agreement with Trust's dietetic staff	1	B	PSF = Number of compliant menus in sample/ number of menus in sample. (10%)
4.4	Menus are provided in such languages and large print, as may be appropriate, to assist patients	As Outcome Standard	2	B	PSF = Number of compliant menus in sample/ number of menus in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification - Catering Service Specification Matrix - Appendix 1**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.5	Menu items are described fully and correctly	As Outcome Standard	2	B	PSF = Number of compliant menus in sample / number of menus in sample. (10%)
4.6	Whenever possible, patients choose their own meals from day of admission	Whenever practicable patients choose their meals on the day of service except for breakfast	1	M	PSF = Number of compliant meals served in day / number of meals served in day. (10%)
4.7	Patients are requested to order their menu requirements no more than two meals in advance.	Patients choose their meals on day of service except for breakfast.	2	M	PSF = Number of compliant meals served in day / number of meals served in day (10%)
4.8	Patients have a choice, and receive the portion size they reasonably request	Patients choose at point of service.	2	M	PSF = Number of wards where patients have a choice in sample / number of wards in sample. (10%).
4.9	Routine ward visiting will be undertaken by managers and supervisors to ascertain patient opinion twice weekly	Managers prepare and comply with a schedule of ward visits and record of contact will be made.	1	B	PSF = Number of visits in period in sample / Number of scheduled visits in period in sample. (10%)
4.10	Records of ward visits are maintained and action taken to reflect patients' opinions in service standards	a) Records of ward visits are maintained.	1	M	PSF = Number of compliant records in period in sample / number of records in period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		b) Action is taken as appropriate.		M	PSF = Number of corrective actions taken in period in sample / number of corrective actions required in period in sample. (10%)
4.11	Commencement of food service is within 5 minutes of meal delivery to the ward or completion of regeneration.	As Outcome Standard	1	W	PSF = Number of compliant meal deliveries for the period in sample / number of meal deliveries for the period in sample. (100%)
4.12	Patients' surveys indicate an acceptance level of 90% and above	a) Patients are content with the portion size. b) Patients are content with the level of choice and quality c) Patients are content with food temperature	2	B	PSF = Percentage dissatisfied below 90%/100
				B	PSF = Percentage dissatisfied below 90%/100
				B	PSF = Percentage dissatisfied below 90%/100 Sample size is 5% of inpatients, covering two or more specialties in each survey (assuming 75,000 in patient stays per annum)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Patient Meals Presentation</b>					
4.13	Verbal and written complaints from patients are dealt with as soon as practicably possible	Written complaints are dealt with in accordance with Trust complaints procedure.	2	B	PSF = Number of complaints actioned in accordance with procedure in period in sample / number of complaints received in period in sample. (10%)
4.14	All hot food for patients is served above + 63 degrees centigrade	As Outcome Standard.	2	W	PSF = Number of compliant temperature checks in period in sample/ number of required checks in period in sample. (10%)
4.15	All relevant cold food for patients is served at an acceptable temperature but not exceeding + 8 degrees centigrade	As Outcome Standard.	2	W	PSF = Number of compliant temperature checks in period in sample/ number of required checks in period in sample. (10%)
4.16	All food is attractively presented and where appropriate, garnished.	Food is garnished in line with standard recipes and is presented on the plate in the manner appropriate.	2	W	PSF = Number of dishes presented appropriately in sample/ number of dishes in sample (5%).
4.17	All crockery is sound and matching in colour and type	As Outcome Standard	1	W	PSF = Number of compliant pieces of crockery in sample / number of pieces in

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
4.18	All patients are offered appropriate accompaniments to meals	As Outcome Standard	1	W	PSF = Number of compliant meals in sample / Number of meals in sample (5%)
4.19	Arrangements are in place to provide late meals to a standard similar to normal meal service	As Outcome Standard	2	M	PSF = Number of requests complied with in period in sample / number of requests in period in sample. (10%)
<b>On Site Meal Distribution</b>					
4.20	All meals are delivered within 5 minutes of scheduled time	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample (10%)
4.21	Used meal containers are collected no more than 30 minutes after completion of scheduled service period	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
<b>Menu Content</b>					
4.22	Menus meet or exceed the patients' charter commitments	Menu specification agreed with Trusts' dietetic staff	2	B	PSF = Number of compliant meals in sample / number of meals in sample. (10%)
4.23	Menu content is accurate	As Outcome Standard	1	W	PSF = Number of compliant menus in

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Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.24 Patient meals issued are correct in relation to items ordered	As Outcome Standard	1	W	PSF = Number of compliant meals in sample / number of meals in sample (5%)
4.25 and 5.1.deleted				
<b>Staff and Visitors' Meals Service</b>				
5.2 Choice is maintained throughout specified Meal Times	As Outcome Standard	1	M	PSF = Number of compliant mealtimes during the period in sample / number of Meal Times during period in sample. (10%)
5.3 All hot food is served above + 63 degrees centigrade	As Outcome Standard	2	W	PSF = Number of compliant temperature checks in period in sample / number of checks in period in sample. (100%)
5.4 All cold food is served at an acceptable temperature but not exceeding + 8 degrees centigrade	As Outcome Standard	2	W	PSF = Number of compliant temperature checks in period in sample / number of checks in period in sample (100%)
5.5 Sufficient food items are cooked to ensure food quality is consistent to all customers	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.6	All food is displayed, served and garnished as appropriate	Food is appropriately displayed garnished in line with standard recipes	2	W	PSF = Number of compliant dishes in sample / number of dishes in sample (5%)
5.7	Food items provided in vending facilities are attractively appropriately displayed and clearly labelled with description and price	As Outcome Standard	1	W	PSF = Number of compliant items in sample / number of items in sample (5%)
5.8	The dining room and servery areas are maintained in a clean and tidy condition during service periods.	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
5.9	Service personnel are appropriately dressed in issued uniforms	Service personnel wear uniforms agreed by the Trust.	1	B	PSF = Number of compliant staff in sample / number of staff in sample (10%)
5.10	Customers are served promptly	Staff are served within 5 minutes of joining the service queue.	1	B	PSF = Number of compliant services / number of staff served. (10%)
5.11	All crockery and cutlery is sound and matching in colour and type	As Outcome Standard	1	W	PSF = Number of compliant pieces of crockery in sample / number of pieces in sample (5%).
5.12	An appropriately staffed service is provided at all	There is a completed log of all attendance for the	2	M	PSF = Number of logs of cover for the period in sample / number of service

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	agreed hours	operational service periods.			periods for the period in sample. (10%)
5.13	Customers have access to seating during all service periods	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
5.14	Menu choice, quality and staff courtesy meet with customer satisfaction	a) Staff receive training in customer care. b) Customers are content with the menu choice and quality. c) Customers are content with staff courtesy.	1	M  B  B	PSF = Number of compliant training records in period in sample/ number of training records in period in sample. (100%)  PSF = (100-percentage below 90% acceptance)/100.  PSF = (100-percentage below 90% acceptance)/100.  Sample Size = questionnaire of staff/visitors dining room users at 6 month intervals.
5.15	A vending service is available.	As Outcome Standard	1	W	PSF = 100% or 0%



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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Menu Content</b>					
5.20	Charges for Trust hospitality catering will reflect prices actually paid for product.	Menu prices will be agreed with Trust.	1	B	PSF = Number of compliant menus in sample/ number of menus in sample (100%)
<b>Nutritional Composition</b>					
6.1	All menus are planned using standard recipes of known nutritional composition	Menus consist of standard recipes with calculated nutritional composition	1	B	PSF = Number of compliant menus in sample/ number of menus in sample. (100%)
6.2	All meals provide nutrients and food energy for the patient in line with the Nutrition Guidelines for Hospital Catering	Meals will be compliant with Trust policies, national guidelines and Recommended Dietary Allowance (RDA's).	2	B	PSF = Number of compliant menus in sample/ number of menus in sample. (100%)
6.3	All menus provide and identify healthy options which comply with national and local food policies	Healthy options are identified on the menu by an agreed symbol	2	B	PSF = Number of compliant menus in sample/ number of menus in sample. (100%)
<b>Modified Diets</b>					
6.4	Menus provide for the needs of each client group, e.g.: elderly, children	Meals will be compliant with the Trust policies, national	2	B	PSF = Number of compliant menus in sample/ number of menus in sample.

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2 guidelines and RDA's	3	4	5 (100%)
6.5	Modified Diets are identified on the menu and comply with the Department of Health guidelines	Diets are identified by recognised symbols in compliance with Department of Health guidelines	2	B	PSF = Number of compliant menus in sample / number of menus in sample. (100%)
6.6	A choice is available for Modified Diets	As Outcome Standard	1	B	PSF = Number of compliant menus in sample / number of menus in sample. (100%)
6.7	Requests for Special Diets are met as prescribed	As Outcome Standard	1	B	PSF = Number of requests complied with during the period in sample / number of requests in period in sample. (100%)

**Nutrition, Education and Training**

6.8	All appropriate catering staff receive regular training in nutritional aspects which is recorded.	Training programmes contain nutrition as a subject and a record is made of individual attendance.	1	B	PSF = Number of compliant training records in sample / number of relevant staff in sample. (100%)
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**Non Prescribable Food Supplements**

6.9	All requests for non-prescribable food supplements are met	As Outcome Standard	1	W	PSF = Number of requests complied with in period in sample / number of
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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5 requests in period in sample. (100%)
<b>Hygiene and Quality Control</b>					
<b>Preparation</b>					
7.1	Food is prepared only in the appropriate designated area.	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.2	Food is brought into the appropriate preparation areas only as required to minimise handling time	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.3	Prepared food is placed into appropriate storage as soon as is practical	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.4	Colour coded equipment is used in the appropriate designated area	Equipment will be identifiable to each area.	2	W	PSF = Number of equipment compliant areas in sample / number of areas in sample. (100%)
7.5	Preparation areas are given an interim clean after each function or task	A schedule of cleaning tasks for each area will be	2	W	PSF = Number of compliant areas in sample / number of areas in sample.

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
		complied with and a record made.			(100%)
7.6	Frozen foods are thawed under temperature controlled conditions	As Outcome Standard	3	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.7	Separate facilities are used for washing the equipment used for preparation of raw food	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.8	Appropriate thawing controls are employed to protect food quality during preparation.	As Outcome Standard	3	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.9	Food quality is protected during preparation, by controlling quantities to match production requirement	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
<b>Cooking</b>					
7.10	Food quality is protected during preparation, by minimising advance preparation	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.11	Temperature of food is monitored and recorded after cooking process and action taken on defects	a) Temperature is monitored and recorded b) Action on defects is taken	3	W	PSF = Number of temperature checks in period in sample / number of required temperature checks in period in sample. (100%)  PSF = Number of actions taken in period in sample / number of defects in period in sample. (100%)
7.12	A minimum core temperature of + 72 degrees centigrade is achieved before use of cooked food	As Outcome Standard	3	W	PSF = Number of compliant temperature checks in period in sample / number of checks in period in sample (100%)
7.13	The cooking of food is controlled to ensure that completion is as near as possible to the time of service	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.14	After completion of cooking, food is held above + 63 degrees centigrade or placed in chillers within 30 minutes	a) Temperature is monitored and recorded or	3	W	PSF = Number of compliant temperature checks in period in sample / number of checks in period in sample (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		b) Placed in chillers within 30 minutes		W	PSF = Number of inspections showing compliance in period in sample/ number of inspections in period in sample. (100%)
7.15	Cooking methods are employed to ensure maintenance of quality and nutritional standards, through control of production and cooking completion as near as possible to the time of service.	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.16	Maintenance of quality and nutritional standards are ensured by through using cooking methods appropriate to each dish, e.g.: braising, roasting, grilling, steaming, etc.	Outcome Standard.	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.17	Staff involved in cooking are trained and/or supervised to an appropriate level	Training programmes are relevant and current.	2	B	PSF = Number of compliant training records in sample/ number of staff in sample. (100%)
<b>Chilling</b>					
7.18	Any cooked food to be refrigerated or used in a vending service is chilled to below + 3 degrees centigrade within 90 minutes of placing in chiller	As Outcome Standard	3	W	PSF = Number of compliant temperature checks in period in sample / number of required temperature checks in period in sample. (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.19	Temperature of food is monitored and recorded during chilling process and action taken on defects	a) Temperature is monitored and recorded b) Action on defects is taken	2	W  W	PSF = Number of temperature checks in period in sample / number of required checks in period in sample. (10%)  PSF = Number of actions taken in period in sample / number of defects in period in sample. (100%)
<b>Refrigeration and Chilled Vending Equipment</b>					
7.21	Refrigeration is clearly designated for appropriate use and details of correct working temperatures is displayed	As Outcome Standard	3	M	PSF = Number of compliant refrigeration units in sample / number of units in sample. (10%)
7.22	Temperature of refrigerators and chilled vending units are, monitored, recorded and action taken on defects	a) Temperature is monitored and recorded b) Action on defects is taken	2	W  W	PSF = Number of temperature checks in period in sample / number of required checks in period in sample. (10%)  PSF = Number of actions taken in period in sample / number of defects in period in sample. (100%)
7.23	Storage controls ensure good stock rotation	As Outcome Standard	2	W	PSF = Number of compliant items in sample/ number of items in the sample. (10%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.24	All food in refrigerators or chilled vending are labelled to identify shelf life, i.e.: date of production or use by date	As Outcome Standard	3	W	PSF = Number of compliant items in sample / number of items in sample. (10%)
7.25	Procedures are applied to discard any product outside shelf life	As Outcome Standard	3	W	PSF = Number of compliant items in sample / number of items in sample. (10%)

**Meal Assembly/Plating/Food Service**

7.26	Temperature of food is monitored, recorded and action taken on defects	a) Temperature is monitored and recorded b) Action on defects is taken	3	W	PSF = Number of temperature checks in period in sample / number of required checks in period in sample. (10%) PSF = Number of actions taken in period in sample / number of defects in period in sample. (100%)
7.27	At the time of service, hot food is above + 63 degrees centigrade	Temperature is monitored and recorded	3	W	PSF = Number of temperature checks in period in sample / number of required checks in period in sample. (10%)
7.28	At the time of service, cold food is at or below + 8 degrees centigrade	Temperature is monitored and recorded	3	W	PSF = Number of temperature checks in period in sample / number of required checks in period in sample. (10%)

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.29	High risk food is not available for plating until just prior to service commencement unless under temperature control	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.30	High risk food is brought into plating area in batches to maintain temperature control	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.31	Any residual food after assembly is used within acceptable time parameters or disposed of	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.32	Samples of all high risk products are taken in accordance with the Specification and are labelled according to contents, dates of sample and/or production. Samples are stored at or below + 3 degrees centigrade	a) Samples are taken of all high risk products and labelled.  b) Samples are stored at or below +3 degrees	3	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)  PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
7.33	1 Appropriate clean service utensils are available and used	2 As Outcome Standard	3 2	4 W	5 PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)
<b>Distribution</b>					
7.34	All food for patients is distributed in appropriate conditions to maintain temperature control	As Outcome Standard	3	W	PSF = Number of compliant meal distributions in period in sample / number of meal distributions in period in sample(100%)
7.35	All food for patients is protected during distribution from cross contamination	As Outcome Standard	3	W	PSF = Number of compliant meal distributions in period in sample / number of meal distributions in period in sample(100%)
7.36	All food for staff is transferred or distributed in appropriate conditions to maintain temperature control	As Outcome Standard	3	W	PSF = Number of compliant meal distributions in period in sample / number of meal distributions in period in sample(100%)
7.37	All food for staff functions and vending services is protected during distribution from cross contamination	As Outcome Standard	3	W	PSF = Number of compliant function and vending distributions in period in sample / number of function and vending distributions in period in sample(100%)



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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
<b>Regeneration</b>					
7.38	Temperature of any chilled food to be served hot is taken and recorded immediately before regeneration. Maximum temperature + 3 degrees centigrade	Temperature is monitored and recorded	3	W	PSF = Number of compliant temperature checks in period in sample / number of required checks in period in sample. (10%)
7.39	The core temperature of hot food is taken and recorded upon completion of regeneration (min temp + 75 degrees centigrade) and before service (min temp + 63 degrees centigrade)	Temperature is monitored and recorded	3	W	PSF = Number of compliant temperature checks in period in sample / number of required checks in period in sample. (10%)
7.40	Temperature of any chilled food to be served cold is taken and recorded before service. Maximum temperature + 8 degrees centigrade	Temperature is monitored and recorded	3	W	PSF = Number of compliant temperature checks in period in sample / number of required checks in period in sample. (10%)
7.41	Rejection procedures in respect of temperature controls are in place and applied.	a) Rejection procedures are applied.  b) Rejection procedures are included in training programme.	3	W  B	PSF = Number of temperature failures corrected/rejected in period in sample / number of temperature failures in period in sample. (100%)  PSF = Number of compliant training records in sample / number of staff in sample. (10%)

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.42	Regeneration is undertaken or supervised by an appropriately trained member of staff.	a) As Outcome Standard b) All appropriate staff receive training in regeneration techniques.	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)  PSF = Number of compliant training records in sample / number of staff in sample(10%)
7.43	Vending facilities are provided with clear user instructions for correct regeneration of food	As Outcome Standard	1	W	PSF = Number of compliant vending facilities in sample / number of facilities in sample. (100%)
<b>Dishwashing and Panwashing</b>					
7.48	Dishwash and panwash rinse temperatures are checked daily	As Outcome Standard	1	W	PSF = Number of compliant temperature checks in period in sample / number of required temperature checks in period in sample. (100%)
7.49	The dishwashing/panwashing machines are emptied after use and filters be cleaned	As Outcome Standard	1	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.50	All dishwashing/panwashing equipment and supporting equipment are cleaned after use	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)
<b>Refuse Disposal</b>					
7.51	All refuse is disposed of efficiently in accordance with hospital waste disposal procedures	As Outcome Standard	2	M	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)
7.52	Refuse and food waste is removed from the catering departments as soon as practical	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (10%)
<b>Cleaning</b>					
7.53	All areas of the catering department and all equipment within and associated with the catering services is maintained in a clean hygienic condition at all times	Scheduled Tasks for each area are completed and recorded	2	W	PSF = Number of compliant areas in sample / Number of areas in sample. (100%)
7.54	Cleaning procedures are in place and are known and applied by catering staff	a) Cleaning procedures will be included in training programme b) Cleaning procedures are	2	B  W	PSF = Number of compliant training records in sample / number of staff in sample. (10%)  PSF = Number of compliant

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		applied.			inspections in sample / Number of inspections in sample. (10%)
7.55	Cleaning rosters are in place and applied	a) Each area has a cleaning roster. b) Cleaning rosters are applied.	1	W  W	PSF = Number of compliant areas in sample / Number of areas in sample. (10%)  PSF = Number of compliant inspections in sample/number of staff in sample. (10%).
7.56	Discard procedures are in place and applied in respect of disposable cleaning materials	a) Discard procedures are included in training programme b) Discard procedures are applied.	2	B  W	PSF = Number of compliant training records in sample / number of staff in sample. (10%)  PSF = Number of compliant inspections in sample / Number of inspections in sample. (10%)
7.57	Cleaning equipment and materials are clearly defined for specific use	a) Equipment and cleaning materials usage and storage is included in training programme. b) As Outcome Standard	2	B  W	PSF = Number of compliant training records in sample / number of staff in sample. (10%)  PSF = Number of compliant inspections in period in sample / number of inspections in period in sample. (10%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.58	Appropriate Health and Safety and COSHH Guidance Information and Training are provided for staff.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%)
7.59	Cleaning equipment and agents are stored away from food in clearly defined areas	As Outcome Standard	2	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)
7.60	Cleaning equipment including solution tanks, wheels and bases are clean	All equipment will be cleaned after use	2	W	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (100%)
7.61	Cleaning equipment is thoroughly cleaned and dried immediately after use and buckets and solutions tanks are stored inverted	As Outcome Standard	2	W	PSF = Number of compliant items in sample / number of items in sample. (100%)
7.62	Mop heads are laundered frequently to maintain satisfactory condition.	Mop heads will be laundered weekly.	2	W	PSF = Number of compliant entries on laundry log / number of mops in sample. (10%)
<b>Maintenance</b>					
7.63	Procedures are in place and applied for reporting defective equipment and building fabric and fittings.	Defects are logged, reported and progress checked	1	M	PSF = Number of compliant inspections in period in sample / Number of inspections in period in sample. (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.64	Follow-up procedures are in place to ensure defects are corrected	As Outcome Standard	1	B	PSF = Number of compliant inspections in period in sample / Number of inspections in period in sample. (100%)
7.65	Maintenance personnel are allowed access to work in catering areas only when wearing suitable protective clothing	As Outcome Standard	2	DD	PSF = 0% or 100%
<b>Pest Control</b>					
7.66	A Pest Control Specification is in place and available to staff responsible for monitoring its application	As Outcome Standard	2	B	PSF = 0% or 100%
7.67	Adequate pest control measures are in operation, e.g.: proofing, insectocuters	As Outcome Standard	2	M	PSF= Number of compliant areas in sample of the schedule/ number of areas in sample of the schedule. (100%)
7.68	There is no evidence of infestation within food handling and associated areas	As Outcome Standard	3	W	PSF = Number of inspections showing compliance in period in sample / number of inspections in period in sample. (100%)



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	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7.69	Pest reporting procedures are appropriate and applied by all catering staff	As Outcome Standard	2	W	PSF = Number of compliant pest reporting procedures in place in sample / number of pest reporting procedures in sample (100%)
7.70	Appropriate records of sightings, and corrective action taken, are maintained	As Outcome Standard	2	DD	PSF = 0 or 100%
<b>Temperature Monitoring Equipment</b>					
7.71	Product temperature measuring systems are fully calibrated with an accuracy of +/- 0.5 degrees centigrade	As Outcome Standard	3	B	PSF= Number of compliant measuring systems in sample / number of measuring systems in sample (100%)
7.72	All thermometers are readable to at least 0.1 degrees centigrade	As Outcome Standard	3	B	PSF= Number of compliant measuring systems in sample / number of measuring systems in sample (100%)
<b>Health and Safety</b>					
8.1	A comprehensive Health and Safety Manual is available and used by all employees	a) A Health and Safety manual available to all catering staff	2	B	PSF = 100% or 0%

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	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.2	Suitable warning notices are displayed in working areas	b) The Health and Safety Manual is used by all catering staff.  a) Work in progress / wet floor sign usage will be included in training programme and a record made of participation.  b) As Outcome Standard	2	M	PSF = Number of compliant training records in sample / number of staff in sample. (100%)
8.3	Staff are aware of relevant health and safety issues	a) Health and safety is included in training programmes and a record made of participation.  b) Staff comply with health and safety rules and guidance.	2	B	PSF = Number of compliant notices in sample / number of required notices in sample. (100%)
8.4	All dangerous machines are suitably guarded: a) slicing machines b) bowl cutters	As Outcome Standard	3	M	PSF = Number of compliant training records in sample / number of staff in sample (10%)  PSF = Number of compliant machines in sample / number of machines in sample (100%)





**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	c) mincing machines d) mixing machines e) waste disposal units f) refuse compactors g) chip cutters h) pie and tart machines i) vegetable prep machines				
8.5	All equipment is maintained to a standard which minimises risk.	a) An equipment maintenance schedule will be held on site. b) All equipment will be logged and maintenance recorded.	3	M	PSF = 100% or 0%
8.6	All utensils are stored in safe conditions appropriate to risk (e.g.: knives)	As Outcome Standard	2	M	PSF = of compliant pieces of equipment in sample/ number of pieces of equipment in sample (100%).  PSF = Number of items of equipment correctly stored in sample / number of items of equipment in sample. (100%)
8.7	All floors in working areas are even and have a slip resistant surface	As Outcome Standard	2	B	PSF= Number of compliant areas in sample/ number of areas in sample (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.8	All floors are maintained in an appropriately clean condition, free from grease or debris	As Outcome Standard	2	W	PSF = Number of compliant areas in sample / number of areas in sample (100%)
8.9	All corridors and freeways between equipment are kept clear of obstruction	As Outcome Standard	1	W	PSF = Number of compliant inspections in period in sample / number of inspections in period in sample (100%)
8.10	Staff are provided with suitable personal protective equipment (PPE) and protective clothing: a) uniforms b) gloves c) masks d) goggles e) safety shoes	All uniforms including PPE will be issued on appointment and recorded in personnel file.	2	M	PSF = Number of compliant staff personnel files in sample / Number of staff personnel files in sample (100%)
8.11	All chemical solutions and powders are stored in protected ventilated conditions	As Outcome Standard	2	M	PSF = Number of categories of substance correctly stored in sample / number of categories in sample (100%)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.12	All chemical solutions and powders are labelled with relevant safety precautions and COSHH information	As Outcome Standard	2	M	PSF = Number of compliant containers in sample/ number of containers in sample (100%)
8.13	COSHH manuals are available and up to date	a) COSHH Manuals are available to Catering Staff b) COSHH Manuals are up to date	2	M	PSF = Number of manuals available in sample / number of manuals required to be available in sample. (100%) PSF = Number of manuals up to date in sample/ number of manuals in sample. (100%)
8.14	All staff receive safety training appropriate to their duties in respect of the following: a) equipment and machinery b) lifting and handling techniques c) COSHH d) hazard spotting e) first aid	All topics listed are included in staff training programmes and a record is made	2	B	PSF = Number of compliant training records in sample/ number of staff in sample (100%).

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.15	Appropriate first aid facilities are readily available.	As Outcome Standard	1	M	PSF = 100% or 0%
8.16	Accident and untoward occurrences reporting procedures are available and staff are trained in their use.	a) Health and Safety Manual including reporting procedures is available to Catering Staff b) Reporting procedures are included in training programmes and records of attendance made	2	B	PSF = 0 or 100%
8.17	Regular inspections are undertaken to identify hazards and reduce risks	A schedule of hazard / risk inspections is compiled with.	2	M	PSF = Number of compliant training records in sample/ Number of training records in sample (100%)  PSF = Number of risk assessments carried out in the period in sample/ number of scheduled risk assessments in the period in sample (100%)
<b>Record keeping</b>					
8.18	All documentation is kept up to date	As Outcome Standard	1	M	PSF= Number of compliant records in sample / number of records in sample (10%)
8.19	Performance monitoring reports and records with comments are available quarterly	As Outcome Standard	1	Q	PSF= Number of compliant reports and records for the quarter in sample/ number of records in sample (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
<b>Marketing and Customer Relations</b>					
<b>Marketing</b>					
9.1	All marketing material is professionally produced, i.e.: menus, pricing information, information notices	As Outcome Standard	1	DD	PSF = 0% or 100% Number of categories of display material
9.2	All marketing material is maintained in a clean and tidy condition	As Outcome Standard	1	DD	PSF = 0% or 100%
9.3	Marketing material, especially menus for staff, are displayed and/or distributed widely to all areas	Marketing material is distributed to agreed locations in the Trust.	1	B	PSF = Number of locations in the Trust distributed to in sample / Number of agreed locations in the Trust in sample (100%)
<b>Customer Relations</b>					
9.4	Regular customer surveys are undertaken to ascertain service deficiencies and expectations	A schedule of questionnaires will be administered (minimum 100 per 6 months).	1	B	PSF = number of questionnaires conducted in the period in sample / number of scheduled questionnaires in period in sample. (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangement - Catering Service Specification Matrix - Appendix 1**

	<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
9.5	A formal complaints procedure is in place and includes a follow up procedure	A formal complaints procedure and follow up procedure will be included in the induction programme in compliance with the Trust Complaints Procedure.	2	B	PSF = Number of compliant training records in sample/ number of staff in sample (100%)
9.6	Formal training of service staff in customer awareness is undertaken and recorded on personnel training records	Customer awareness training will be included in induction and continuing training programmes and records maintained	1	B	PSF= number of compliant training records in sample/ number of staff in sample (100%)
<b>Transport</b>					
10.1	Any transport required in the delivery of the service conforms to the Transport specification.	As Outcome Standard	2	M	PSF = Number of items complying with in Transport Specification in sample / Number of items in transport specification in sample. (100%).



## D. REFERENCE INFORMATION

### D.1 Food Safety

- The Food Safety Act 1990
- The Food Safety (General Food Hygiene) Regulations 1995
- The Food Safety (Temperature Control) Regulations 1995
- DoH Guidelines on Cook-Chill and Cook-Freeze Catering Systems
- HSG (92) 34 Management of Food Services and Food Hygiene in the NHS
- HSG (92) 35 Pest Control Management for the NHS

### D.2 Dietary

- Nutritional Guidelines for Hospital Catering - Health of the Nation Task Force 1995.
- Manual of Dietetic Practice - Blackwell Scientific Publications
- "In the Minority through the '90s" - NAGE/British Dietetic Association
- Nutritional Aspects of Cardiovascular Disease - COMA 1994

### D.3 Health and Safety

- Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1992
- Provision and Use of Work Equipment Regulations 1992
- Manual Handling Operations Regulations 1992
- Work Place (Health, Safety and Welfare) Regulations 1992
- Personal Protective Equipment (PPE) at Work Regulations 1992
- Control of Substances Hazardous to Health Regulations 1988

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 2.6 of the Catering Service

a	b	c	d	e	f g h i				j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned
					1	2	3	4			
1	2.6	1	a b	Bi-annually Monthly	... ...	... ...	... ...	96 98	96 98	97	0.97

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example it has been assumed that Performance Measurement Criterion 'a' (to be monitored bi-annually) has in fact been checked in the month in question. This score would then be carried forward into future months as described in Paragraph 5.  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.



### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%

## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

A.

**Appendix 7**

**Accrual of Termination Indicators (ref. clause 33.20)**

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

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**SCHEDULE 2  
BRIDGING LANGUAGE**

**LINEN AND LAUNDRY SERVICES**

This Part D of Schedule 2 comprises the Service Specification Arrangement for the Linen and Laundry Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part D of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations;
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;

“Trust Procedures”

means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1** Concessionco's obligations with respect to the provision of the Linen and Laundry Services shall be to achieve each Outcome Standard.
- 2.2** Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3** Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4** Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5** Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1** The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2** The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Linen and Laundry Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Linen and Laundry Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Linen and Laundry Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and



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(vi) the Performance Measurement Criteria.

4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 7.4.

5.1.1 The Service Score for the Linen and Laundry Service will be calculated on a Monthly basis.

- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the

individual scores taken during the day calculated by reference to the Performance Score Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## **6. Calculation Of Deductions From The Maximum Number Of Points**

The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Linen and Laundry Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## **7. Content Of Matrices**

- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

## **7.2 Linen and Laundry Service Definitions:**

- 7.2.1 Definitions specific to the Linen and Laundry Service are listed at Part B of Appendix 1.

## **8. Matters to be Agreed or Approved between the Parties**

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that

they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.

- 8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

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## Appendix 1

### LINEN AND LAUNDRYSERVICE SPECIFICATION ARRANGEMENT

REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL  
SERVICE SPECIFICATION ARRANGEMENTS

LAUNDRY AND LINEN

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED
- B. SERVICE SPECIFIC DEFINITIONS
- C. OUTPUT STANDARDS
  - 1. Management and Administration
  - 2. Staffing
  - 3. Transport, Collection and Delivery
  - 4. Laundry
  - 5. Linen Stock/Supply Control
  - 6. Sewing/Tailoring
  - 7. Health and Safety
- D. REFERENCE INFORMATION
  - 1. Standards of Finish
  - 2. HSG(95)18 Hospital Laundry Arrangements for Used and Infected Linen.
  - 3. NHS Steering Committee Report on Hospital Laundry Arrangements

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Redevelopment of Halifax General Hospital  
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Appendix 1

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**A. GENERAL DESCRIPTION OF SERVICE REQUIRED**

The Trust requires a comprehensive laundry and linen service to ensure adequate supply and provision of Clean Articles of Laundry which meet the needs of all departments of the Hospital. The service will comprise a complete system from collection of used articles for laundering, through transfer, processing and return delivery of clean articles to designated points.

Concessionco will be responsible for the overall management of the service and provide sewing room, on-site patient clothing laundry and all internal distribution.

The Trust will procure an external laundry processing contract and supply all linen to the defined standards. The Trust will ensure that its external laundry processing contractor delivers and collects laundry, linen and associated items to and from Concessionco at agreed Trust locations to an agreed timetable and schedule sufficient for Concessionco to meet its performance obligations for the management and provision of laundry and linen services. Linen and laundry will be delivered to Concessionco pre-sorted onto linen exchange trolleys.

As part of its linen management responsibility, Concessionco will record laundry turnaround times, damage and loss on behalf of the Trust. All accommodation at the Trust associated with the delivery of the service is required to be maintained by Concessionco in a condition which is safe, clean and tidy.

Responsibility for performing individual output standards have been allocated as follows:

(a) Concessionco Outcome Standards:

- (i) 1.1 - 1.6; 3.1; 3.2; 3.7; 4.12; 4.14; 4.16; 4.34; 5.1 - 5.7; 6.1 - 6.7,
- (ii) 2.1 - 2.5 and 7.1 - 7.16 in respect of Concessionco's staff and health and safety responsibilities at the Trust.

(b) Trust Outcome Standards

4.6; 4.7; 4.22 - 4.26; 4.29, 4.30 4.33.

(c) Concessionco and Trust Outcome Standards for their respective responsibilities in connection with Patient Clothing Service (Concessionco), external laundry processing (Trust).

3.3 - 3.6; 3.11 - 3.15; 4.1 - 4.5; 4.8 - 4.11; 4.13; 4.15; 4.17- 4.21; 4.27 - 4.28; 8.1

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**B. SERVICE SPECIFIC DEFINITIONS**

- B.1 Laundry & Linen Services Manager: means the duly authorised representative of the Service Provider who is responsible for the day to day management of the Laundry and Linen Services at the Trust Premises.
- B.2 Articles of Laundry: shall mean articles made available by the Trust, which will be processed by the Trust's external laundry processing contractor except for patient's personal clothing which will be processed by the Service Provider at the Trust premises.
- B.3 Clean Articles of Laundry: shall mean Articles of Laundry which have been processed or are otherwise clean and have not yet been used.
- B.4 Used Articles of Laundry: shall mean those Dirty Articles of Laundry which are not infected articles.
- B.5 Dirty Articles of Laundry: shall mean all Articles of Laundry whether used and/or infected, which are not clean articles.
- B.6 Foul and Infected Articles of Laundry shall mean those Dirty Articles of Laundry which have been used or are infected and shall include all articles so designated by the Trust whether or not such articles have in fact been fouled or are infected.
- B.7 Infected Linen: shall mean all linen from patients who are carriers of, or suspected of suffering from Enteric Fever and other salmonella infections, Dysentery (Shigella SPP), Hepatitis A and B, Open Pulmonary Tuberculosis, HIV risk (AIDS), notifiable diseases and other infections in Hazard Group 3 ("Categorisation of biological agents according to hazard and categories of containment". Fourth Edition 1985 - Advisory Committee on Dangerous Pathogens") or any other infection specified by the Control of Infection Officer as hazardous to health.
- B.8 Creasing: defined as material overlap.
- B.9 Wrinkling: defined as evidence of surface deformation.



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B.10	Dimensional Distortion:	defined as the difference in width between the leading and trailing edges after folding.
B.11	Residual Moisture Retention:	the amount of moisture regained from the atmosphere by a 100% dry piece of linen.
B.12	FCRA:	shall mean the Fabric Care Research Association.
B.13	Heat Labile Linen:	shall mean any article manufactured from fabrics which need to be washed at a low temperature (+40°C), as damage may occur by a normal heat disinfection process or at thermal disinfection temperatures.
B.14	Selvedge:	the finished nonfraying edge of a length of woven fabric
B.15	Hazard Group 3 Organisms are:	biological agents that can cause severe human disease and present a serious hazard to employees; they may present a risk of spreading to the community, but there is usually effective prophylaxis or treatment available.
B.16	Hazard Group 4 Organisms are:	biological agents that cause severe human disease and are a serious hazard to employees; they are likely to spread to the community and there is usually no effective prophylaxis or treatment available.
B.17	Pool Allocation:	means linen not belonging to a specific ward or department e.g. bed sheets, pillow cases and towels
B.18	ACDP	is the Advisory Committee on Dangerous Pathogens.
B.19	Management Cover:	means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.
B.20	Trust Procedures:	means those procedures relevant to the Linen and Laundry Services as referred to in Schedule 10 of the Concession Agreement.

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- B.21 Method Statement: means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.
- B.22 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

LAUNDRY AND LINEN SERVICES

C. OUTPUT STANDARDS

PERFORMANCE FACTORS

KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)	
3 =	Critical Requirement
2 =	Essential to Service Delivery
1 =	Important to Service Integrity

MONITORING FREQUENCY

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

KEY TO MINIMUM MONITORING FREQUENCY	
D = DAILY	28 occasions (on separate days) within month
T = TWICE WEEKLY	8 occasions (on 2 separate days weekly) within month
W = WEEKLY	4 occasions (in separate weeks) within month
M = MONTHLY	1 occasion within month
Q = QUARTERLY	4 occasions (at 3 monthly intervals) within 12 months
B = BI-ANNUALLY	2 occasions (at 6 monthly intervals) within 12 months
A = ANNUALLY	1 occasion (at 12 monthly intervals) within 12 months
C = CONTINUOUS	Automatic processes, e.g. Temperature Control and Recording
D.D = DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"> <li>• Compliance with Trust policies,</li> <li>• Patients confidentiality</li> </ul>

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.1	The management team are appropriately qualified and conversant with the laundry and linen requirements of hospital services.	<p>a) Relevant management staff are recruited against agreed job profile, person specifications and skills criteria.</p> <p>b) Appropriate training programmes for management staff are in place and a record is made of training provided</p>	2	B	<p>PSF = Number of compliant staff in sample / Number of managers appointed in period in sample. (100%)</p> <p>PSF = Number of compliant training records in sample / number of managers and Team Leaders in sample. (100%)</p>
1.2	The management structure, responsibilities and line of communication are clearly defined and made known to staff and officers of the Trust and the Trust's external laundry processing contractor.	<p>a) The Service Provider management chart is distributed to agreed Officers of the Trust.</p> <p>b) The Service Providers management chart is included in the induction</p>	2	B	<p>PSF = Number of Officers of Trust distributed to in sample / number of agreed Officers of the Trust in sample (10%).</p> <p>PSF = 100% or 0%</p>

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2 programme.	3	4	5
1.3	Individual staff records are maintained and made available for inspection	As Outcome Standard	1	B	PSF = Number of compliant staff records in sample / number of staff in sample. (100%)
1.4	Management Cover is provided during operational activity periods including weekends and evening.	There is a completed log of cover for all operational service periods.	2	M	PSF = Number of logs of cover for the period in sample / Number of service periods for the period in sample. (10%)
1.5	Managers ensure regular and routine contact with service users.	Managers prepare and comply with a schedule and record of contact with service users.	1	B	PSF = Number of contacts in period in sample / number of scheduled contacts in period in sample. (10%)
1.6	Routine quality performance checks are undertaken, recorded and actioned as appropriate.	As Outcome Standard	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample/ number of agreed monitoring procedures in sample. (10%)



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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
<b>Staffing</b>					
2.1	All staff have passed occupational health screening before employment in this service.	All appointments are subject to satisfactory health screening.	2	B	PSF = Number of compliant staff -in sample / number of staff in sample. (100%)
2.2	Staff employed to work in areas of exposure are provided with immunisation against infectious diseases: anti-Tetanus, Hepatitis B.	As Outcome Standard	2	B	PSF = Number of immunised staff in sample / number of staff in sample. (100%)
2.3	All staff employed in this service are appropriately trained in the processes and safe operation of equipment used.	Training programmes for appropriate staff are in place, and attendance is recorded.	2	B	PSF = Number of compliant staff records in sample / Number of staff in sample. (100%)
2.4	All staff are provided with and wear appropriate uniform, protective clothing and safe footwear	a) All uniforms including Personal Protective Equipment (PPE) will be issued on appointment and recorded in personnel file.	2	B	PSF = Number of staff issued with uniforms in sample / number of staff in sample (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
2.5	Staff comply with all policies and procedures of the Trust	b) Staff wear appropriate footwear and PPE  Trust Policies and Procedures will be included in induction programme.	2	B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)  PSF = Number of compliant training records in sample / number staff in sample. (100%)
<b>Transport, Collection and Delivery of Laundry and Linen</b>					
3.1	Bags of dirty articles for laundering are collected from designated locations at scheduled times	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / Number of collections in period in sample (100%).
3.2	A system of recording volume / weight collected from each point is maintained.	Weight / volume of linen is recorded at the point of collection from the Trust premises.	1	W	PSF = Number of compliant collections in period in sample / Number of collections in period in sample (100%).
3.3	Dirty articles are not transported in the same vehicles/segregated section together with clean articles or any other items.	Dirty use only, internal distribution vehicles and locations will be provided	3	W	PSF = Number of compliant consignments in period in sample / Number of consignments in period in

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
					sample. (10%)
3.4	Dirty articles collected are transported without delay to the processing point.	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / Number of collections in period in sample (10%).
3.5	Following transport of dirty articles the vehicle/ segregated section is disinfected before use for transportation of clean articles	Internal distribution vehicles are steam cleaned at least daily and retained for dirty use only.	3	W	PSF = Number of compliant vehicles in period in sample / Number of vehicles in period in sample. (10%)
3.6	Clean articles are delivered to designated locations at scheduled times.	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / Number of collections in period in sample (10%).
3.7	A system of recording volume/weight delivered to each point is maintained.	Weight / volume of linen is recorded at the point of delivery to the Trust premises	1	W	PSF = Number of compliant deliveries in period in sample / Number of deliveries in period in sample (10%).
3.8, 3.9, 3.10 deleted					



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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.11	Special ad hoc collections and deliveries are made upon request to meet the requirements of the Trust	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests in period in sample. (10%)
3.12	Clean linen is transported in lined cages or equivalent distribution trolley	As Outcome Standard	2	W	PSF = Number of compliant consignments in period in sample / number of consignments in period in sample. (10%)
3.13	Soiled linen is transported in unlined cages or equivalent collection trolley.	As Outcome Standard	2	W	PSF = Number of compliant consignments in period in sample / number of consignments in period in sample. (10%)
3.14	After unloading of soiled linen the collection trolleys are thoroughly washed with detergent and hot water	Internal distribution vehicles are steam cleaned at least daily and retained for dirty use only.	3	W	PSF = Number of compliant trolleys in period in sample / number of trolleys in period in sample. (10%)
3.15	A maintenance programme is established to ensure trolleys are in a good state of repair and	All trolleys will be logged and	2	M	PSF = Number of compliant trolleys in sample / Number of

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
	free running	maintenance recorded.			trolleys in sample. (10%)
<b>Laundry Processes</b>					
4.1	All articles are segregated by classification throughout the laundering process	As Outcome Standard	2	W	PSF = Number of compliant occasions in period in sample / number of occasions in period in sample. (10%)
4.3	Wash machines are fitted with accurate thermometers and will register true wash temperatures.	As Outcome Standard	3	W	PSF = Number of compliant machines in sample / Number of machines in sample. (10%)
4.4	Temperatures are checked after each wash	A record of wash temperatures is retained	3	W	PSF = Number of compliant records in period in sample / Number of records in period in sample. (10%)
4.5	Thermometers are calibrated at six weekly intervals and records maintained	A schedule of calibration is followed and a record of completion made	2	B	PSF = Number of compliant records in period in sample / Number of records in period in sample. (10%)

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.6	Any batch continuous washers used are fitted with controls and interlocks to ensure no recontamination occurs during rinse stage	As Outcome Standard	3	B	PSF = Number of compliant batch continuous washers in sample / number of washers in sample (10%).
4.7	Rinse sections of batch continuous washers are thermally disinfected daily before each production process commences.	As Outcome Standard	3	D	PSF = Number of compliant occasions in period in sample / number of occasions in period in sample.
4.8	All Articles of Laundry are thoroughly washed, rinsed and finished using recognised and accepted processes which do not cause damage or undue deterioration.	As Outcome Standard	1	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.9	Articles requiring repair are laundered and set aside in a bin or equivalent. "For Repair".	As Outcome Standard	1	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.10	Articles marked "For Repair" are sent to the sewing room for attention	As Outcome Standard	1	W	PSF = Number of compliant items on wards in sample / number of items on wards in

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
					sample. (1 ward)
4.11	Articles of Laundry, which upon inspection require re-wash, are reprocessed to a appropriate condition.	As Outcome Standard	2	W	PSF = Number of compliant articles re-washed in sample / number of re-washed in sample. (1 ward)
4.12	Articles requiring re-wash/stain removal which are resistant to normal processing are set aside in a "For Attention - Stained" bin or equivalent.	As Outcome Standard	2	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.13	Articles "For Attention-Stained" are reprocessed to an appropriate satisfactory condition or referred for repair or condemning.	As Outcome Standard.	1	W	PSF = Number of compliant articles in sample / number of articles in sample
4.14	"Clean Articles", sent to delivery point, which do not conform to required standards of cleanliness or finish are rejected and returned "For Re-Wash".	As Outcome Standard	1	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.15	Articles marked "For Re-Wash" are reprocessed to a appropriate condition (charge	As Outcome Standard.	1	W	PSF = Number of compliant items on wards in sample /

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	to be identified to laundry sub-contractor, Concessionco or the Trust as appropriate)				number of items on wards in sample. (1 ward)
4.16	All laundry bags are colour coded in accordance with Trust Policy.	As Outcome Standard	3	B	Number of compliant bags in sample / Number of bags in sample (10%)
4.17	Infected Linen is bagged and transported within a polythene or nylon/ polyester bag with water soluble membrane liner	As Outcome Standard	3	W	PSF = Number of compliant consignments in period in sample / number of consignments in period in sample. (10%)
4.18	All Infected Linen is processed as detailed in Health Service Guidance HSG (95) 18 and any subsequent updates to this guidance note.	As Outcome Standard	3	W	PSF = Number of compliant occasions in period in sample / number of occasions in period in sample.
4.19	Infected Linen from patients with Hazard Group 4 organisms is steam sterilised before laundering	As Outcome Standard	3	W	PSF = Number of compliant occasions in period in sample / number of occasions in period in sample.
4.20	Used linen is bagged and transported within	As Outcome Standard	2	W	PSF = Number of compliant

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	appropriate containers.				consignments in period in sample / number of consignments in period in sample.
4.21	Disinfection of used (soiled and fouled) linen is achieved by suitable using appropriate laundering machinery as follows: 1. Sluice Cycle : 27.8°C (100°F) to remove solid faecal soiling and blood stains 2. Wash Cycle: 60°C (140°F) 10 minutes minimum or Thermal: 65°C (150°F) 10 minutes 3. Disinfection: minimum or Wash Cycle: 71°C (160°F) 3 minutes minimum 4. Rinse Cycles: to remove residual alkalinity	As Outcome Standard	3	W	PSF = Number of compliant occasions in period in sample / number of occasions in period in sample.
4.22	Fabric softener is added to final rinse of blankets, towels and nappies.	As Outcome Standard	1	W	PSF = Number of compliant occasions in period in sample / number of occasions in period

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
4.23	All fabrics are flame retardant and retreated as appropriate.	A schedule of audits is complied with.	3	B	PSF = Number of compliant external audits in period in sample / number of audits in period in sample. (10%)
4.24	Theatre linen is processed and finished in accordance with requirements specified	As Outcome Standard	3	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.25	Articles processed for HISDU for use in theatres are of a high level of stain removal and finish.	As Outcome Standard.	2	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.26	Articles provided to sterile services are folded and packed according to specified requirements.	As Outcome Standard.	2	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.27	All finished articles meet the standards of finish specified in section D of this document.	As Outcome Standard.	2	W	PSF = Number of compliant items on wards in sample /

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.28	All finished articles are appropriately dry to the touch.	As Outcome Standard.	2	W	PSF = Number of compliant items on wards in sample / number of items on wards in sample. (1 ward)
4.29	A 24 hour turn round time for dirty laundry collection to clean laundry delivery applies to: <ul style="list-style-type: none"> <li>• CSSD Linen</li> <li>• Theatre Linen</li> </ul>	As Outcome Standard.	2	M	PSF = Number of compliant traceable items in sample / number of traceable items scheduled in sample. (10%).
4.30	A 48 hour turn round time from dirty laundry collection to clean laundry delivery applies to: <ul style="list-style-type: none"> <li>• ICU Linen</li> <li>• A&amp;E Linen</li> <li>• OPD Linen</li> <li>• X-Ray Linen</li> <li>• Baby Linen</li> <li>• Patients' Clothing</li> <li>• Nurses' Uniforms</li> </ul>	As Outcome Standard.	2	M	PSF = Number of compliant traceable items in sample / number of traceable items in sample. (10%).



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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<ul style="list-style-type: none"> <li>• White Coats</li> <li>• Chest Clinic Linen</li> <li>• Physiotherapy Linen</li> <li>• Catering Linen</li> <li>• Residence Linen</li> <li>• Staff Clothing</li> <li>• Pool Allocation</li> </ul>				
4.33	A dry cleaning service is provided.	As Outcome Standard.	1	DD	PSF = 100% or 0%
<b>Linen Stock Supply/Control</b>					
5.1	All articles are identified using the range of markings agreed with the Trust.	As Outcome Standard.	2	M	PSF = Number of compliant articles on wards in sample / number of articles on wards in sample. (1 ward).
5.2	All reasonable and practical measures are taken to protect articles from loss or damage.	Agreed procedures are used.	2	DD	PSF = Number of agreed procedures complied with in sample / number of required procedures in sample. (10%)
5.3	Where the Service Provider is negligent in its control of the linen service it will be	As Outcome Standard	2	DD	PSF = Number of items replaced or compensated for in

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	responsible for replacement or compensation for the articles damaged or lost as a result.				sample / number required to be replaced in sample. (100%)
5.4	A system of recording articles collected, processed and delivered is maintained throughout.	As Outcome Standard	2	DD	PSF = 100% or 0%
5.5	Losses and damage are monitored and reported.	As Outcome Standard	1	B	PSF = 100% or 0%
5.6	Adequate stock is maintained to meet services user requirements.	As Outcome Standard	2	W	PSF = Number of compliant wards in sample / number of wards in sample. (10%)
5.7	Regular periodic inventory/stock checking is undertaken and replacement items obtained to maintain levels.	a) A schedule of inventory / stock checking exercises is compiled with.  b) The Trust is informed of items requiring replacement	2	A	PSF = Number of stock checking exercises undertaken in period in sample / number of scheduled stock checking exercises in period in sample. (100%)  PSF = Number of items notified for replacement in the year / Number of items

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
					requiring replacement in the year. (10%)

**Sewing/Tailoring**

6.1	A uniform fitting and alteration service is provided to meet reasonable individual requirements.	A service is provided to fit and alter uniforms	1	M	PSF = Number of uniforms fitted and altered in period in sample / number required to be fitted in period in sample. (10%)
6.2	Identification marking of articles is ensured by sewing room staff.	As Outcome Standard	1	M	PSF = Number of articles marked in the period in sample / number of articles that should be marked in period in sample. (10%)
6.3	All articles are appropriately identified using the range of markings agreed with the Trust	As Outcome Standard	2	M	PSF = Number of compliant articles in sample / number of articles in sample. (10%)
6.4	All manufactured items are produced in line with Trust specifications.	As Outcome Standard	1	M	PSF = Number of compliant articles in sample / number of articles in sample. (10%)

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
6.5	Bags of articles marked "For Repair" are received, sorted and treated appropriately.	As Outcome Standard	1	M	PSF = Number of bags treated in compliance in period in sample / number of bags in period in sample. (10%)
6.6	Repairs include fitting or making good torn articles, frayed edges, missing buttons, broken zips, missing elastic, tapes or cord etc.	As Outcome Standard	1	M	PSF = Number of compliant articles in sample/ number of articles in sample (10%)
6.7	Completed/ repaired articles are sent as dirty articles for processing as appropriate	As Outcome Standard	1	DD	PSF = 0 or 100%
<b>Health and Safety</b>					
7.1	A comprehensive Health and Safety Manual is available and used by all employees	a) A Health and Safety Manual is available to Linen and Laundry	2	B	PSF = 0 or 100%

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
		Service staff			
		b) The Health and Safety manual is used by Linen and Laundry Service staff		B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)
7.2	Appropriate warning notices are displayed in working areas.	a) The use of warning notices will be included in training programme. b) As Outcome Standard	2	M  M	PSF = Number of compliant training records in sample / number of staff in sample (10%)  PSF = Number of compliant notices in sample / number of required notices in sample. (10%)
7.3	All staff receive safety training appropriate to their duties in respect of the following: Fire safety procedure, use of equipment and machinery, lifting and handling techniques, COSHH, hazard spotting, waste disposal including sharps, first aid, infection control.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
7.4	Staff are aware of appropriate health & safety issues.	a) Health and Safety will be included in the training	2	B	PSF = Number of compliant training records in sample /

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
		programme.			number of staff in sample (100%)
		b) Staff comply with Health and Safety rules and guidance		M	PSF = Number of compliant staff in sample / number of staff in sample. (100%)
7.5	First aid facilities are readily available	First aid facilities will be provided in accordance with the Health and Safety Manual.	1	M	PSF = 100% or 0%
7.6	Accident and untoward occurrences reporting procedures are available and staff are trained in their use.	a) A Health and Safety Manual including reporting procedures is available to Laundry and Linen Service staff b) The Health and Safety Manual is issued to Linen and Laundry Service staff	2	B	PSF = 0% or 100%
7.7	In providing the laundry and linen service, the provision of the Health and Safety at Work Act and EC Directives relating to this are	As Outcome Standard	2	M	PSF = Number of compliant procedures in sample / number of procedures in sample. (100%)

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
	complied with				
7.8	Immunisation and other occupational disease prevention measures as appropriate to Department of Health Guidance. Immunization against Infectious Diseases Act 1996.	All at risk staff are reviewed by the Occupational Health Service before they are permitted to work in contact with the risks.	3	B	PSF = 100% or 0%
7.9	The Health and Safety Guidance included in HSG(95)18 is complied with.	As Outcome Standard	3	M	PSF = Number of compliant procedures in sample / number of procedures in sample. (100%)
7.10	Staff are provided with suitable personal protective equipment (PPE) and protective clothing.	All uniforms including PPE will be issued on appointment and recorded in personnel file.	2	M	PSF = Number of staff issued with uniform in sample / number of staff-in sample. (100%)
7.11	All chemical solutions and powders are stored in protected ventilated conditions	As Outcome Standard	2	M	PSF = Number of categories of substance correctly stored in sample / number of categories in sample. (100%)
7.12	All chemical solutions and powders are labelled with appropriate safety precautions	As Outcome Standard	2	M	PSF = Number of compliant containers in sample / number

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	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1 and COSHH information.	2	3	4	5 of containers in sample. (10%)
7.13	COSHH manuals are available and up-to-date.	a) COSHH manuals are available. b) COSHH manuals are up-to-date.	2	M  M	PSF = Number of manuals available in sample / number of manuals required to be available in sample. (100%)  PSF = Number of manuals up to date in sample / number of manuals in sample. (10%)
7.14	All equipment is stored in safe conditions appropriate to risk	As Outcome Standard	2	M	PSF = Number of items of equipment correctly stored in sample / Number of items of equipment in sample. (10%)
7.15	Laundry and Linen services staff take special care to avoid injury to themselves or others from extraneous items left in Articles of Laundry.	a) Health and safety will be included in the training programme, and attendance recorded.	2	B	PSF = Number of compliant training records in sample / number of staff in sample (10%)



**Redevelopment of Halifax General Hospital  
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Appendix 1**

	Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
7.16	All incidents of extraneous items found in Articles of Laundry are reported with full details.	b) Staff comply with Health and Safety Guidelines.		M	PSF = Number of compliant staff in sample / number of staff in sample. (10%)
		As Outcome Standard	1	DD	PSF = 0 or 100%
<b>Transport</b>					
8.1	Any transport required in the delivery of the service conforms to the Transport Specification	As Outcome Standard	2	M	PSF = Number of Outcome Standards complying with Transport Specification in sample / Number of Outcome Standards in Transport Specification in sample. (10%)
<b>Monitoring of Trust's Laundry Contractor</b>					
9.1	The performance of the Trust's laundry contractor will be monitored by Concessionco in accordance with the Output Standards and regular reports submitted to the Trust.	As Outcome Standard	2	M	PSF = Number of compliant reports/Number of required reports in period.

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Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Linen and Laundry Service Specification Matrix  
Appendix 1

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## D. REFERENCE INFORMATION

### D.1 STANDARDS OF FINISH

#### D.1.1 *Counterpanes*

Creasing is allowed along one third of the leading edge but must be confined to within one inch of the Selvedge. No other Creasing is allowed.

Wrinkling is allowed within one inch of both hems only.

Dimensional Distortion must not exceed two inches.

Residual Moisture Retention should be no more than the normal regain for the type of material.

The counterpane will be folded with two lateral folds along the long edge and three cross folds.

#### D.1.2 *Pillowcase*

Creasing is allowed within the internal flap but not on the front and back surfaces. Minor creases are allowed on the front seams.

Wrinkling is allowed on the back surface of the flaps only.

Dimensional Distortion shall not exceed a half of one inch at the seams of the open end.

Residual Moisture Retention should be no more than the normal regain for the type of material.

The pillowcase will be folded with two lateral folds on the short edge and one cross edge.

#### D.1.3 *Bed Sheets*

Creasing is allowed along one third of the leading edge, but must be confined to within one inch of the Selvedge. No other Creasing allowed.

Wrinkling is allowed within one inch of both hems only.

Dimensional Distortion must not exceed two inches.

Residual Moisture Retention should be no more than the normal regain for the type of material.

The bed sheet will be folded with two lateral folds along the leading edge and three cross folds.

#### D.1.4 *Draw Sheets*

Creasing is allowed along one third of the leading edge but must be confined to within one inch of the Selvedge. No other Creasing is allowed.

Slight Wrinkling is allowed.

Dimensional Distortion must not exceed one inch.

Residual Moisture Retention should be no more than the normal regain for the type of material.

The draw sheet will be folded with two lateral folds along the long edge and two cross folds.

#### **D.1.5 *Baby Sheets***

Creasing is allowed along one third of the leading edge but must be confined to one inch of the Selvedge. No other Creasing is allowed.

Wrinkling is allowed within one inch of both hems only.

Dimensional Distortion must not exceed one inch.

Residual Moisture Retention should be no more than the normal regain for the type of material.

The baby sheet will be folded with two lateral folds along the short edge and two cross folds.

#### **D.1.6 *Table Cloths***

Creasing is allowed along one third of each edge but must be confined to one inch of the Selvedge. No other Creasing is allowed.

Wrinkling will only be allowed within one inch of edges.

Dimensional Distortion must not exceed one inch.

Residual Moisture Retention should be no more than the normal regain for the type of material.

Table cloths will be hand folded french style with two lateral folds and two cross folds.

#### **D.1.7 *Tea Towels***

Minimal Creasing is allowed on each Selvedge.

Wrinkling is allowed within one inch of hems only.

Dimensional Distortion must not exceed one inch.

Residual Moisture Retention should be no more than the normal regain for the type of material.

#### D.1.8 *Theatre Gowns - Including Gowns*

##### (a) *Theatre Flat and Theatre Gowns*

The specification detailed below is in addition to, and should be read in conjunction with, "STANDARDS FOR LINEN USED IN OPERATING THEATRES" detailed within the TEACHING AND TRAINING MANUAL FOR STERILE SERVICES PERSONNEL - APPENDIX 1. ISSM GUIDELINES. DEVELOPED BY THE INSTITUTE OF STERILE SERVICES MANAGERS and "GUIDE TO GOOD MANUFACTURING PRACTICE IN NHS STERILE SERVICES DEPARTMENTS" 1989.

The methods of folding are to be undertaken as demonstrated by the Trust. In addition, the Trust's external laundry processing contractor will be responsible for removing lint particles adhering to articles prior to folding.

All repairs are to be undertaken using an approved method agreed upon beforehand, i.e. heat seal patch. Stitch type repairs will be forwarded to the sewing room for inspection.

##### (b) *Theatre Gowns/Flatwork*

When deciding if articles are to be rejected the following criteria will apply:

- (i) There will be no more than three patches in any 35cm square.
- (ii) No repairs or patches will be larger than 15cm.
- (iii) There will be no more than 15 patches over the entire piece of line.
- (iv) There will be no break in the hemline or fraying of the hemline which is beyond repair.
- (v) All tapes and gowns will be intact and correct, i.e. not secured (knotted) together.
- (vi) The article will not be soiled or stained.
- (vii) The elasticated cuffs on theatre gowns will be in good order and maintaining their elasticated property.

#### D.1.9 *Kitchen Aprons*

No Creasing or Wrinkling is allowed on the body of the apron.

The apron will be folded as follows:

- centre: fold lengthwise
- second: fold half apron lengthwise and tuck in tapes and neckband
- third: fold bib to body

**D.1.10 *Doctors' White Coats***

Starched finish as appropriate to material type.

No Creasing is allowed.

There will be no seam impressions.

Pockets are pressed flat to body.

Coats are folded face down, side seams brought to centre, sleeves folded in, two cross folds with collar and lapels straightened.

**D.1.11 *White Gowns***

No Creasing is allowed on the body of the gown (failure to achieve this could result in inaccurate X-Ray films).

Slight Wrinkling is allowed. Gowns are folded back to back with one lateral fold, arms folded in and two cross folds.

**D.1.12 *Surgeons' Shirts***

No Wrinkling or Creasing is allowed on the front or back of the shirt but slight Creasing is allowed on the seams.

Shirts are folded shoulder to shoulder, arms cross folded to body, one lateral fold to present the name patch (where applicable) uppermost.

**D.1.13 *Surgeons' Trousers***

No Creasing is allowed but slight Wrinkling is permitted.

Trousers are folded leg to leg and two cross folds to present the name tape (where fitted) of front.

**D.1.14 *Cellular Blankets***

No Wrinkling or Creasing is allowed.

Bed blankets are folded with two lateral and two cross folds.

**D.1.15 *Baby Blankets***

Baby blankets are folded with one lateral fold and one cross fold.

**D.1.16 *Hydro Blankets***

No Creasing is allowed.

Blankets are folded with two lateral folds and two cross folds.

#### **D.1.17 *Baby Gowns***

No Creasing is allowed but light Wrinkling is permitted.

Baby gowns are presented folded back to back with one lateral fold, arms folded in and one cross fold.

#### **D.1.18 *Dressing Gowns***

No Creasing is allowed but slight Wrinkling is permitted.

The gowns are folded with one lateral fold with shoulders back to back, sleeves folded into body, one cross fold.

#### **D.1.19 *Night Gowns***

No Creasing is allowed but slight Wrinkling is permitted.

The gowns are folded back to back with one lateral fold, arms folded in and two cross folds with name where applicable uppermost.

#### **D.1.20 *Pyjamas Tops***

No Creasing is allowed but slight Wrinkling is permitted.

Tops are folded shoulder to shoulder with one lateral fold, arms folded into body with one cross fold. To present name label uppermost.

#### **D.1.21 *Pyjamas Bottoms***

No Creasing is allowed, but slight Wrinkling is permitted.

Trousers are folded leg to leg with two cross folds. To present name label uppermost.

#### **D.1.22 *Night Shirts***

No Creasing is allowed but slight Wrinkling is permitted.

Night shirts are folded back to back with one lateral fold, arms folded into body and two cross folds, to present name label uppermost.

#### **D.1.23 *Stretcher Canvas***

No Creasing is allowed but slight Wrinkling is permitted.

The stretcher canvas is folded with two lateral folds along the short edge.

#### **D.1.24 *Towels***

Minimal Creasing and Wrinkling is permitted.

Towels are folded with two lateral folds along the short edge and one cross fold.

#### **D.1.25 *Knickers***

No Creasing is allowed but slight Wrinkling is permitted.

Knickers are folded side seam to side seam with one cross fold.

#### **D.1.26 *Vests***

No Creasing is allowed but slight Wrinkling is permitted.

Vests are folded with one lateral fold and one cross fold.

#### **D.1.27 *Baby Vests with Mitts***

No Creasing is allowed but slight Wrinkling is permitted.

Items are laid flat.

#### **D.1.28 *Patients' Trousers***

Legs are separately pressed with no evidence of double Creasing or seam impressions.

Pockets are pressed flat.

There should be no Wrinkling around the area of the zip.

Trousers are folded with two cross folds.

#### **D.1.29 *Polyester Coats***

No Creasing or Wrinkling is allowed.

Coats and smocks are folded face down, side seams brought to centre, sleeves folded in, two cross folds with collar and lapels straightened.

#### **D.1.30 *Nurses' Dresses, Domestic Dresses, White Coats, Porters' Jackets, Uniforms and Patients' Dresses***

No Creasing or Wrinkling is allowed.

These items are folded face down, side seams brought to centre, sleeves folded in, two cross folds with collar and lapels straightened.



**D.1.31 *Sheepskins, Net Beds and Spenco Mattresses***

Tumble dry and allow to air off naturally.

**D.1.32 *Thermal Underwear***

PVC based thermal underwear, e.g. "Damart" must not be subjected to heat as part of the finishing process otherwise shrinkage will occur.

**D.2 HSG (95) 18 - Hospital Laundry Arrangements for Used and Infected Linen**

**D.3 NHS Steering Committee Report on Hospital Laundry Arrangements**

**D.4 HC (78) 3 - [Trust to complete]**

**D.5 HN (82) 33 - [Trust to complete]**

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 7.4 of the Linen and Laundry Service

a	b	c	d	e	f g h i				j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned
					1	2	3	4			
2	7.4	4	a b	Bi-annually Monthly	... ...	.... ...	... ...	100 98	100 98	99	3.96

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example it has been assumed that Performance Measurement Criterion 'a' (to be monitored bi-annually) has in fact been checked in the month in question. This score would then be carried forward into future months as described in Paragraph 5.  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.

### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%



## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

Appendix 7

Accrual of Termination Indicators (ref. clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

A

**SCHEDULE 2  
BRIDGING LANGUAGE**

**PORTERING SERVICES**

This Part E of Schedule 2 comprises the Service Specification Arrangement for the Portering Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part E of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations;
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Trust Procedures”	means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.



Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1 Concessionco's obligations with respect to the provision of the Portering Services shall be to achieve each Outcome Standard.
- 2.2 Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3 Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4 Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5 Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Portering Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Portering Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Portering Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 4.1.

5.1.1 The Service Score for the Portering Service will be calculated on a Monthly basis.

- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score

Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## **6. Calculation Of Deductions From The Maximum Number Of Points**

The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Portering Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## **7. Content Of Matrices**

- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

## **7.2 Portering Service Definitions:**

- 7.2.1 Definitions specific to the Portering Service are listed at Part B of Appendix 1.

## **8. Matters to be Agreed or Approved between the Parties**

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.

8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

1

## Appendix 1

### PORTERING SERVICE SPECIFICATION ARRANGEMENT

REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL  
SERVICE SPECIFICATION ARRANGEMENTS

PORTERING & INTERNAL DISTRIBUTION SERVICES

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED
- B. SERVICE SPECIFIC DEFINITIONS
- C. OUTPUT STANDARDS
  - 1. Management and Administration
  - 2. Staffing
  - 3. Equipment and Cleaning
  - 4. Movement Duties
  - 5. Medical Gas Service
  - 6. Mortuary Duties
  - 7. Miscellaneous Duties
  - 8. Health and Safety
- D. REFERENCE INFORMATION



## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The Trust requires a Portering Service to provide routine collection, delivery and general movement of goods throughout the Trust's premises.

The services to be provided include:

- (i) goods deliveries and collections as required for all wards and departments.
- (ii) General waste collection and transportation in accordance with the Trust's Waste Disposal Policy.
- (iii) *Ad hoc* requirements for Portering Services to be undertaken upon request from wards and departments.

The Service will meet delivery/collection frequencies and scheduled times as required, but will also demonstrate flexibility and responsiveness in completing *ad hoc* requests for Portering Services.

Collecting patients for theatre and returning them to the wards from theatre will remain the Trust's responsibility and is not within the scope of this general description of services.

The internal mail service will operate in accordance with the Outcome Standards but the Trust will be responsible for postage costs e.g. franked and stamped mail generated by Trust staff.

## B. SERVICE SPECIFIC DEFINITIONS

- |     |                                      |   |
|-----|--------------------------------------|---|
| B.1 | Portering Manager:                   | means the duly authorised representative of the Service Provider who is responsible for the day to day management of Portering Services at the Trust.   |
| B.2 | NHS Supply Centre:                   | means the Supply Centre of the NHS Supplies Authority contracted to supply goods to the Trust.  |
| B.3 | Scheduled Times:                     | means those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved at all times.   |
| B.4 | Furniture, equipment and other items | means furniture, equipment and other items of the size, quantity and volume of appropriate to the capacity of a portering workforce in a hospital and does not include equipment and items for which the services of a specialist carrier or removal firm would properly be required. |
| B.5 | Unauthorized Personnel               | means a trespasser as judged by the Trust Officer for the time being in control of the Trust's premises   |
| B.6 | Operational Activity Period:         | means occasions Portering work is permitted to be done.   |
| B.7 | Management Cover:                    | means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.  |

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**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

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- B.8 Trust Procedures means those procedures relevant to the Portering Services as referred to in Schedule 10 of the Concession Agreement.
- B.9 Method Statement: means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.
- B.10 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

A

**PORTERING & INTERNAL DISTRIBUTION**

**C. OUTPUT STANDARDS**

**PERFORMANCE FACTORS**

<b>KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)</b>	
<b>3 =</b>	<b>Critical Requirement</b>
<b>2 =</b>	<b>Essential to Service Delivery</b>
<b>1 =</b>	<b>Important to Service Integrity</b>

**MONITORING FREQUENCY**

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

<b>KEY TO MINIMUM MONITORING FREQUENCY</b>	
<b>D = DAILY</b>	<b>28 occasions (on separate days) within month</b>
<b>T = TWICE WEEKLY</b>	<b>8 occasions (on 2 separate days weekly) within month</b>
<b>W = WEEKLY</b>	<b>4 occasions (in separate weeks) within month</b>
<b>M = MONTHLY</b>	<b>1 occasion within month</b>
<b>Q = QUARTERLY</b>	<b>4 occasions (at 3 monthly intervals) within 12 months</b>
<b>B = BI-ANNUALLY</b>	<b>2 occasions (at 6 monthly intervals) within 12 months</b>
<b>A = ANNUALLY</b>	<b>1 occasion (at yearly intervals) within 12 months</b>
<b>C = CONTINUOUS</b>	<b>Automatic processes, e.g. Temperature Control and Recording</b>
<b>D.D = DETERMINED BY DEFAULT</b>	<b>Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g.</b> <ul style="list-style-type: none"><li><b>• Compliance with Trust policies</b></li><li><b>• Patients confidentiality</b></li></ul>

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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Management</b>				
1.1 All personnel employed in the portering service are subject to positive vetting and evidence, obtained through local police under Section 21 of the Data Protection Act 1984, is provided to the Trust prior to commencement of employment.	a) Staff are recruited against agreed person specifications	3	B	PSF = Number of compliant staff in sample / Number of staff in sample (100%)
	b) Evidence is obtained from local police and provided to the Trust		B	PSF = Number of staff for whom evidence is obtained in sample / number of staff in sample. (100%)
1.2 The day to day management and supervision of Portering Services is provided by a team of staff at an appropriate level in order to respond as required to all operational issues within agreed response time.	a) Relevant staff are recruited against agreed job profiles, person specifications and skills criteria.	2	B	PSF = Number of compliant staff in sample / Number of managers and team leaders in sample. (100%)
	b) Relevant individual training programmes are current and valid		B	PSF = Number of compliant training records in sample / Number of managers and team leaders in sample. (100%)

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<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.3 Management Cover is provided during Operational Activity Periods including weekends and evening.	There is a completed log of all attendance for all Operational Activity Periods	2	M	PSF = Number of complaint logs of cover for the period in sample / Number of Operational Activity Periods in the period in sample. (10%)
1.4 Individual staff records are maintained and made available for inspection.	As Outcome Standard	1	B	PSF = Number of compliant staff records in sample/ number of staff in sample. (100%)
1.5 Management structure, responsibilities and line of communication are clearly defined and made known to staff.	a) A Service Provider management chart is issued to agreed staff of the Trust.	2	B	PSF = Number of staff of the Trust distributed to in sample / Number of agreed staff of the Trust in sample. (100%)
	b) A copy of the Service Provider management chart is included in the induction pack.		B	PSF = 100% or 0%
1.6 Patient confidentiality is respected and protected at all times.	Confidentiality training is included in the training programme and a record made of participation	3	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
1.7 Quality Assurance monitoring is applied in accordance with the service monitoring procedure.	As Outcome Standard	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample / number of agreed monitoring procedures in sample (10%)
<b>Staffing</b>				
2.1 All staff are health screened before employment in the portering service.	All appointments are subject to appropriate health screening.	2	B	PFS = Number of compliant staff in sample / number of staff in sample. (100%)
2.2 Staff employed to work in areas of exposure prone procedures are provided with immunisation against infectious diseases eg: anti-Tetanus, Hepatitis B.	As Outcome Standard	2	B	PSF = Number of immunised staff in sample / number of staff required to be immunised in sample. (100%)
2.3 Staff are suitably trained and capable of carrying out all of their duties.	Records of relevant individual training programmes for staff are current and valid.	2	B	PSF = Number of compliant staff training records in sample / Number of staff training records in sample. (100%)
2.4 Deleted				
2.5 Training records are maintained up to date and made available for inspection.	As Outcome Standard.	1	B	PSF = Number of compliant staff records in sample / number of staff in sample. (100%)

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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.6 Staff receive appropriate follow-up training with records maintained.	Records of relevant training programmes are current and valid.	1	B	PSF = Number of compliant staff training programmes in sample / Number of staff training programmes in sample. (100%)
2.7 All staff are suitably dressed, wear appropriate clean uniforms and/or protective items of clothing and identity badges.	a) Uniforms are issued on appointment and recorded in personnel file.	2	B	PSF = Number of staff issued with uniform in sample / Number of staff in sample. (100%)
	b) Staff wear appropriate footwear and other Personal Protective Equipment (PPE).		B	PSF = Number of compliant staff in sample / number of staff in sample (100%)
	c) Staff wear appropriately clean uniforms.		B	PSF = Number of compliant staff in sample / number of staff in sample (100%)
2.8 Staff maintain a high standard of personal hygiene and appearance.	Staff receive training in personal hygiene and appearance and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
2.9 A courteous and helpful attitude to all users and clients of the service is maintained	Staff receive training in standards of service and a	2	B	PSF = Number of compliant training records in sample / number of staff

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
by staff.	record is made of participation			training records in sample. (100%)
2.10 Staff comply with reporting procedures in place with regard to:	Staff receive training in reporting procedures and a record is made of participation	3	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
a) suffering from any defined/infectious illness				
b) having suffered any defined/infectious illness during/following holidays abroad				
c) contact with any person with defined/infectious illness.				
2.11 Staff comply with all Trust Procedures.	Trust Procedures will be included in training programme and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
<b>Equipment</b>				
3.1 Appropriate equipment necessary for the provision of portering services is provided and readily available	a) An appropriate equipment schedule will be held on site.	2	B	PSF = 100% or 0%



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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
	b) All equipment will be logged and maintenance recorded.		M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (100%)
3.2 Equipment complies with the relevant British Standard Specifications and codes of practice	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
3.3 All equipment including trucks/trolleys etc. is appropriately maintained and serviced in accordance with manufacturer's specifications	A schedule of maintenance for each piece of equipment is complied with.	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
3.4 All equipment including trucks/tugs/trolleys etc. is kept appropriately clean	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
<b>Movement Duties - Refuse Disposal</b>				
4.1 Waste is collected from designated points at specified collection times. The security of waste during collection will be assured	a) Waste is collected from agreed points at specified times.	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
	b) Waste is kept		W	PSF = Number of compliant collections in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2 secure during the collection process.	3	4	5 period in sample / number of collections in period in sample. (10%)
4.2 Segregated household waste and clinical waste are transported to a secure holding point in a safe manner in compliance with relevant legislation.	As Outcome Standard	2	W	PSF = Number of compliant collections from designated collection points in period in sample / number of collections in period in sample. (10%)
4.3 Staff adhere to the waste disposal operational policy at all times.	a) The waste disposal operational policy is included in training	2	B	PSF = Number of compliant staff training records in sample / number of staff in sample. (10%)
	b) The waste disposal operational policy is followed.		W	PSF = Number of compliant staff in sample/number of staff in sample. (10%)
4.4 Staff know and apply the accidental spillage and infection control policy	a) The procedure for accidental spillage and infection control is included in the training and a record made of participation	2	B	PSF = Number of compliant staff training records in sample/number of staff training records in sample. (100%)
	b) The accidental spillage and infection control		W	PSF = Number of compliant staff / number of staff in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
	procedure is followed.			
4.5 Staff undertake non-routine waste removal within agreed response time	Staff undertake unscheduled waste removal within agreed response time	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
<b>Movement of Dirty Linen</b>				
4.6 Dirty linen bags are collected from designated points at the specified collection times	Dirty linen bags are collected from designated points at times to be agreed.	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.7 Dirty linen is delivered to designated areas in a safe manner	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.8 Dirty theatre linen is collected and delivered to the correct designated area	As Outcome Standard.	2	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	a) Segregation of dirty linen and laundry methods are included in the training and a record made of participation	2	B	PSF = Number of compliant staff training records in sample/ number of staff training records in sample. (100%)
	b) Procedures for the segregation of dirty linen are followed.		W	PSF = Number of compliant staff in sample / number of staff in sample. (10%)
<b>Movement of Clean Linen</b>				
4.10 Clean linen requiring repair/markings is transported upon request to sewing room/collection point	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.11 Clean linen trolleys are collected from the linen despatch/delivery point and distributed to wards/departments	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.12 Staff adhere to agreed distribution and delivery schedules.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.13 Empty trolleys are returned to the	As Outcome Standard	1	W	PSF = Number of compliant deliveries in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1 despatch/ collection point.	2	3	4	5 period in sample / number of deliveries in period in sample. (10%)
4.14 Linen hampers are collected from the linen despatch/delivery point and distributed to specified wards and departments	As Outcome Standard.	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.15 Delivery to wards and departments is met within 10 minutes of times required by agreed schedule.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.16 Staff undertake unscheduled clean linen movements within appropriate agreed response times.	A record is made of unscheduled clean linen movements and agreed response times.	1	W	PSF = Number of requests complied with within the response time during the period in sample / number of requests during period in sample. (10%)
4.17 Patients are transported between wards and departments using appropriate transport, eg chairs, trolleys or beds.	As Outcome Standard	2	W	PSF = Number of compliance occasions in period in sample / number of occasions in period in sample. (10%)
<b>Movement of Patients</b>				
4.18 Portering staff adopt a pleasant manner/attitude when dealing with patients or staff.	All staff receive training in dealing with patients and staff and a record of participation is made	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.19 Due care is exercised when moving patients and assisting with lifting patients	a) Procedures for moving and lifting patients are included in training and a record of participation is made  b) As Outcome Standard	3	B	PSF = Number of compliant-training records in sample / number of staff training records in sample. (100%)
4.20 Portering staff carry out routine movement of patients and respond as required for urgent movements to / from wards / departments within requested response time.	Staff undertake routine movements of patients within agreed response times.	2	DD	PSF = 0 or 100%
4.21 Staff are trained to and use appropriate lifting techniques	a) Appropriate lifting techniques are included in training and a record of participation made  b) Staff use the correct lifting techniques	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
		2	B	PSF = Number of compliant training records in sample / Total number of training records in sample. (100%)
			M	PSF = Number of compliance staff / total number of staff. (10%)

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<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
1	2	3	4	5
4.22 A procedure is in place to deal with unscheduled requests.	As Outcome Standard	2	B	PSF = 100% or 0%
4.23 A record of unscheduled requests carried out is maintained.	As Outcome Standard	2	M	PSF = Number of unscheduled requests completed in the period in the sample / Number of unscheduled requests made in the period in the sample. (10%)
<b>Movement of Mail</b>				
4.24 Mail and parcels are collected and delivered to wards and departments at appropriate agreed times.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.25 Mail is collected from wards and departments and delivered to the post room at appropriate agreed times.	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.26 Staff sort all internal and external mail and parcels within the post room at appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant sorts in period in sample / number of sorts in period in sample. (10%)
4.27 All recorded and registered letters are delivered to wards and departments on an individual basis by the appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.28. Mail is delivered to the correct destination	mail is delivered to the correct ward / department where correctly and legibly addressed:-	2	Q	PSF = Number of correctly delivered letters in sample / Number of letters in sample (100 items)
<b>Movement of Pathology Specimens</b>				
4.29 Specimens are collected from wards and departments and delivered to the laboratories within appropriate agreed response time.	Specimens are collected and delivered within appropriate agreed response times.	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.30 Staff undertake urgent specimen collection or delivery within the appropriate agreed response time.	Urgent specimens are collected and delivered within appropriate agreed response times and a record made	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.31 Blood products and empty specimen containers are delivered to wards within the appropriate agreed response time	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.32 Specimens are not to be collected before the appropriate agreed collection times	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)



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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.33 Laboratory supplies are transported to wards within appropriate agreed response times.	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.34 Staff adhere to the operational policy on the collection and handling of specimens	a) Procedures regarding the collection and handling of specimens is included in the training programme and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample. (100%)
	b) Staff comply with procedures relating to the operational policy on the collection and handling of specimens.		M	PSF = Number of compliant staff in sample / number of staff in sample (100%).
<b>Movement of Meals and Catering Supplies</b>				
4.35 Staff employed in these duties maintain high standards of personal hygiene	All staff receive training in personal hygiene	2	B	PSF = Number of compliant staff training records in sample / number of staff in sample. (100%)



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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.36 Staff are suitably dressed in appropriate clean protective clothing	a) All uniforms including PPE will be issued on appointment and recorded in the personal file b) Staff wear suitable PPE c) Staff wear clean uniforms	2	B	PSF = Number of staff issued with uniforms in sample / number of staff personnel files in sample. (100%)
4.37 Staff are trained in food hygiene awareness	Relevant staff will be certified in food hygiene within 3 months of starting	3	B	PSF = Number of compliant staff in sample / number of compliant staff in sample. (100%)
4.38 Meal trolleys are collected from the catering despatch point and delivered to food service areas at scheduled agreed times.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (100%)
4.39 Meal trolleys are collected and returned to the catering return point within scheduled times.	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (100%)
4.40 Collection and delivery of meal trolleys	As Outcome Standard	2	W	PSF = Number of compliant collections

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
is met within 5 minutes of scheduled times				and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
4.41 Trolleys are transported in an appropriately safe manner	a) Safe transportation of trolleys is included in the training programme and a record is made of participation b) As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of training records in sample. (100%)
4.42 Staff do not enter food preparation areas and keep to designated areas	As Outcome Standard	2	M	PSF = Number of compliant staff in sample / number of staff in sample. (100%)
4.43 Any vehicles used for meal trolley distribution are kept in an appropriately hygienic condition	Trolleys are cleaned internally between each use and steam cleaned externally each day	2	W	PSF = Number of compliant staff in sample / number of staff in sample (10%)
<b>Internal Distribution Supplies</b>				
4.44 Any stock goods received are loaded onto appropriate vehicles for distribution	As Outcome Standard	2	M	PSF = Number of compliant trolleys in sample / number of trolleys in sample. (10%)
			W	PSF = Number of compliant deliveries in period in sample / number of deliveries in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b> and delivered to all wards and departments at agreed times.	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b> period in sample. (10%)
4.45 Any goods and trolleys to be returned to the supplier are collected upon request from wards and departments and returned to the distribution point for pick-up at appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.46 Returnable containers and delivery cages are collapsed and stacked as appropriate at receipt and distribution point ready for collection by the supplier.	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.47 Any goods incorrectly issued by NHS Supply Centre are collected upon request from wards and departments and returned to the distribution point for pick up daily upon request	As Outcome Standard	1	W	PSF = Number of requests complied with in period in sample / number of requests in period in sample. (10%)
4.48 Stationery requirements are collected from stores and distributed/delivered to wards and departments at appropriate times.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
4.49 All non-stock goods delivered to the Trust are loaded onto suitable vehicles (where appropriate) for distribution and are	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
delivered to all wards and departments at agreed times.				period in sample. (10%)
4.50 Delivery notes and other documentation associated with goods issue and receipt or return, are distributed and collected as appropriate.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
<b>Medical Gas Cylinder Service</b>				
5.1 24 hour cover is given to requests for medical gas cylinder replacements	There is a completed log of cover for 24 hours a day	3	M	PSF = Number of compliant logs of cover for the period in sample / Number of logs for period in sample. (10%)
5.2 Medical gas cylinder replacements are supplied within response time requested.	Medical gas cylinder replacements are supplied within agreed appropriate response time.	2	W	PSF = Number of compliant requests during period in sample / number of requests during period in sample. (10%)
5.3 Staff are appropriately trained in the storage and handling of medical gas cylinders.	Storage and handling of medical gas cylinders is included in training and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of training records sample. (100%)
5.4 Medical gas cylinders are transported in a safe and secure manner.	As Outcome Standard	2	M	PSF = Number of compliant occasions in period in sample / number of occasions in

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5 period in sample. (10%)
<b>Mortuary Duties</b>				
6.1 Bodies are transported on request within agreed response times from wards to mortuary, and detailed in the register	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
6.2 Staff remove bodies from storage and prepare for viewing on request, and return to storage when viewing is complete	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
6.3 Staff assist the undertaker and ensure completion of register by the undertaker at weekends	As Outcome Standard	1	M	PSF = Number of correct entries in the register / number of entries required in the register. (100%)
6.4 As necessary staff accept bodies into the mortuary which are dead on arrival (DOA) from ambulance staff and assist the police.	As Outcome Standard	1	DD	PSF = 0 or 100%
6.5 Staff behave in a respectful manner	Staff receive training in standards of service and a record made of participation	1	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample. (100%)

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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Miscellaneous Duties</b>				
7.1 In the event of fire alarm activation, procedures in fire orders are followed	Trust Procedures will be included in training and a record made of participation	3	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample. (100%)
7.2 If requested to do so, staff assist nursing or other clinical staff with difficult or violent patients	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
7.3 if requested to do so, staff assist in dealing with Unauthorised Personnel within the Hospital premises.	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
7.4 On request or as scheduled, furniture equipment or any other items collected and delivered to and from any part of the hospital site.	As Outcome Standard.	2	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
7.5 Furniture or equipment is moved or set out within any part of the hospital site as requested.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)

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1	2	3	4	5
7.6 Urgent medical case notes and X-rays are retrieved between 5pm and 9am daily upon request	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
<b>Health and Safety</b>				
8.1 A Health and Safety Manual is available and used by all employees	a) A Health and Safety Manual is available to Portering Service / Internal Distribution staff	2	B	PSF = 0 or 100%
	b) The Health and Safety manual is used by staff in Portering / Internal Distribution.		B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)



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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
8.2 Appropriate warning notices are displayed in working areas.	a) Usage of appropriate warning notices will be included in training and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample (100%)
	b) As Outcome Standard		M	PSF = Number of compliant notices in sample / number of required notices in sample. (10%)
8.3 Staff are aware of relevant health and safety issues.	a) Health and Safety is included in the training programme and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample (100%)
	b) Staff comply with Health and Safety guidelines			PSF = Number of compliant staff in sample / number of staff in sample (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
8.4 All Portering equipment is maintained to an appropriate standard.	a) An equipment maintenance schedule will be held on site. b) All equipment will be logged and maintenance recorded.	2	M	PSF = 100 or 0%
8.5 All equipment is stored in appropriately safe conditions.	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample (10%).
8.6 Staff are provided with suitable personal protective equipment (PPE) and protective clothing: uniforms, gloves, goggles, plastic aprons, safety shoes.	All uniforms including PPE will be issued on appointment and recorded in personnel file	2	M	PSF = Number of items of equipment correctly stored in sample / Number of items of equipment in sample. (10%)
8.7 All chemical solutions and powders are stored in appropriately protected ventilated conditions	As Outcome Standard	2	M	PSF = Number of staff issued with uniform in sample / number of staff in sample. (100%)
8.8 All chemical solutions and powders are labelled in accordance with COSHH requirements.	As Outcome Standard	2	M	PSF = Number of compliant containers in sample / number of containers in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.9 COSHH manuals are available and up-to-date.	a) COSHH manuals are available. b) COSHH manuals are up-to-date.	2	M  M	PSF = Number of manuals available in sample / number of manuals required to be available in sample. (100%)  PSF = Number of manuals up to date in sample / number of manuals in sample. (10%)
8.10 All staff receive safety training appropriate to their duties in respect of the following: Fire safety procedure, use of equipment and machinery, lifting and handling techniques, COSHH, hazard spotting, waste disposal, first aid, infection control.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
8.11 Appropriate first aid facilities are readily available to staff.	Appropriate first aid facilities are provided to Portering and Distribution staff in accordance with the Health and Safety Manual.	1	M	PSF = 100% or 0%

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.12 Accident and untoward occurrences reporting procedures are available, known and understood by staff.	a) The Health and Safety reporting procedures manual is available to Portering and Distribution Service Staff.  b) The Health and Safety manual is used by Portering and Distribution Staff.	2	B	PSF = 0% or 100%
8.13 Regular inspections are undertaken to identify hazards and assess risks	A schedule of hazard / risk assessments is compiled with.	1	M	PSF = Number of compliant staff in sample / number of staff in sample. (100%)
<b>Transport</b>				
9.1 Any transport required in the delivery of the Portering / Internal Distribution Service conforms with the Transport Specification arrangement .	As Outcome Standard	2	M	PSF = Number of items complied with in Transport Specification in sample / Number of items in Transport Specification in sample. (100%)

**D. REFERENCE INFORMATION**

Data Protection Act, 1984 Section 21

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 4.1 of the Portering Service

a	b	c	d	e	f				g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned			
					1	2	3	4						
2	4.1	4	a b	Weekly Weekly	97 96	98 100	100 100	100 98	98.75 98.5	98.625	3.945			

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example both Performance Measurement Criterion 'a' and 'b' are monitored weekly  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.

### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>



## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%

## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

Appendix 7

Accrual of Termination Indicators (ref. clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

A

**SCHEDULE 2  
BRIDGING LANGUAGE**

**PORTERING SERVICES**

This Part E of Schedule 2 comprises the Service Specification Arrangement for the Portering Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part E of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations;
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Trust Procedures”	means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco's Obligations**

- 2.1 Concessionco's obligations with respect to the provision of the Portering Services shall be to achieve each Outcome Standard.
- 2.2 Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3 Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4 Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.
- 2.5 Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.
- 3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

## 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Portering Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Portering Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Portering Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

- 4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

- 4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

- 4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

- 5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 4.1.

- 5.1.1 The Service Score for the Portering Service will be calculated on a Monthly basis.

- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score



Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## **6. Calculation Of Deductions From The Maximum Number Of Points**

The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Portering Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## **7. Content Of Matrices**

- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

## **7.2 Portering Service Definitions:**

- 7.2.1 Definitions specific to the Portering Service are listed at Part B of Appendix 1.

## **8. Matters to be Agreed or Approved between the Parties**

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.

8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

1

## Appendix 1

### PORTERING SERVICE SPECIFICATION ARRANGEMENT

REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL  
SERVICE SPECIFICATION ARRANGEMENTS

PORTERING & INTERNAL DISTRIBUTION SERVICES

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED
- B. SERVICE SPECIFIC DEFINITIONS
- C. OUTPUT STANDARDS
  - 1. Management and Administration
  - 2. Staffing
  - 3. Equipment and Cleaning
  - 4. Movement Duties
  - 5. Medical Gas Service
  - 6. Mortuary Duties
  - 7. Miscellaneous Duties
  - 8. Health and Safety
- D. REFERENCE INFORMATION

## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The Trust requires a Portering Service to provide routine collection, delivery and general movement of goods throughout the Trust's premises.

The services to be provided include:

- (i) goods deliveries and collections as required for all wards and departments.
- (ii) General waste collection and transportation in accordance with the Trust's Waste Disposal Policy.
- (iii) *Ad hoc* requirements for Portering Services to be undertaken upon request from wards and departments.

The Service will meet delivery/collection frequencies and scheduled times as required, but will also demonstrate flexibility and responsiveness in completing *ad hoc* requests for Portering Services.

Collecting patients for theatre and returning them to the wards from theatre will remain the Trust's responsibility and is not within the scope of this general description of services.

The internal mail service will operate in accordance with the Outcome Standards but the Trust will be responsible for postage costs e.g. franked and stamped mail generated by Trust staff.

## B. SERVICE SPECIFIC DEFINITIONS

- |     |                                      |   |
|-----|--------------------------------------|---|
| B.1 | Portering Manager:                   | means the duly authorised representative of the Service Provider who is responsible for the day to day management of Portering Services at the Trust.   |
| B.2 | NHS Supply Centre:                   | means the Supply Centre of the NHS Supplies Authority contracted to supply goods to the Trust.  |
| B.3 | Scheduled Times:                     | means those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved at all times.   |
| B.4 | Furniture, equipment and other items | means furniture, equipment and other items of the size, quantity and volume of appropriate to the capacity of a portering workforce in a hospital and does not include equipment and items for which the services of a specialist carrier or removal firm would properly be required. |
| B.5 | Unauthorized Personnel               | means a trespasser as judged by the Trust Officer for the time being in control of the Trust's premises   |
| B.6 | Operational Activity Period:         | means occasions Portering work is permitted to be done.   |
| B.7 | Management Cover:                    | means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.  |

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**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

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- B.8 Trust Procedures means those procedures relevant to the Portering Services as referred to in Schedule 10 of the Concession Agreement.
- B.9 Method Statement: means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.
- B.10 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

A

**PORTERING & INTERNAL DISTRIBUTION**

**C. OUTPUT STANDARDS**

**PERFORMANCE FACTORS**

<b>KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)</b>	
<b>3 =</b>	<b>Critical Requirement</b>
<b>2 =</b>	<b>Essential to Service Delivery</b>
<b>1 =</b>	<b>Important to Service Integrity</b>

**MONITORING FREQUENCY**

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

<b>KEY TO MINIMUM MONITORING FREQUENCY</b>	
<b>D = DAILY</b>	<b>28 occasions (on separate days) within month</b>
<b>T = TWICE WEEKLY</b>	<b>8 occasions (on 2 separate days weekly) within month</b>
<b>W = WEEKLY</b>	<b>4 occasions (in separate weeks) within month</b>
<b>M = MONTHLY</b>	<b>1 occasion within month</b>
<b>Q = QUARTERLY</b>	<b>4 occasions (at 3 monthly intervals) within 12 months</b>
<b>B = BI-ANNUALLY</b>	<b>2 occasions (at 6 monthly intervals) within 12 months</b>
<b>A = ANNUALLY</b>	<b>1 occasion (at yearly intervals) within 12 months</b>
<b>C = CONTINUOUS</b>	<b>Automatic processes, e.g. Temperature Control and Recording</b>
<b>D.D = DETERMINED BY DEFAULT</b>	<b>Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g.</b> <ul style="list-style-type: none"><li><b>• Compliance with Trust policies</b></li><li><b>• Patients confidentiality</b></li></ul>

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Management</b>				
1.1 All personnel employed in the portering service are subject to positive vetting and evidence, obtained through local police under Section 21 of the Data Protection Act 1984, is provided to the Trust prior to commencement of employment.	a) Staff are recruited against agreed person specifications	3	B	PSF = Number of compliant staff in sample / Number of staff in sample (100%)
	b) Evidence is obtained from local police and provided to the Trust		B	PSF = Number of staff for whom evidence is obtained in sample / number of staff in sample. (100%)
1.2 The day to day management and supervision of Portering Services is provided by a team of staff at an appropriate level in order to respond as required to all operational issues within agreed response time.	a) Relevant staff are recruited against agreed job profiles, person specifications and skills criteria.	2	B	PSF = Number of compliant staff in sample / Number of managers and team leaders in sample. (100%)
	b) Relevant individual training programmes are current and valid		B	PSF = Number of compliant training records in sample / Number of managers and team leaders in sample. (100%)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.3 Management Cover is provided during Operational Activity Periods including weekends and evening.	There is a completed log of all attendance for all Operational Activity Periods	2	M	PSF = Number of complaint logs of cover for the period in sample / Number of Operational Activity Periods in the period in sample. (10%)
1.4 Individual staff records are maintained and made available for inspection.	As Outcome Standard	1	B	PSF = Number of compliant staff records in sample/ number of staff in sample. (100%)
1.5 Management structure, responsibilities and line of communication are clearly defined and made known to staff.	a) A Service Provider management chart is issued to agreed staff of the Trust.	2	B	PSF = Number of staff of the Trust distributed to in sample / Number of agreed staff of the Trust in sample. (100%)
	b) A copy of the Service Provider management chart is included in the induction pack.		B	PSF = 100% or 0%
1.6 Patient confidentiality is respected and protected at all times.	Confidentiality training is included in the training programme and a record made of participation	3	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
1.7 Quality Assurance monitoring is applied in accordance with the service monitoring procedure.	As Outcome Standard	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample/ number of agreed monitoring procedures in sample (10%)
<b>Staffing</b>				
2.1 All staff are health screened before employment in the portering service.	All appointments are subject to appropriate health screening.	2	B	PFS = Number of compliant staff in sample / number of staff in sample. (100%)
2.2 Staff employed to work in areas of exposure prone procedures are provided with immunisation against infectious diseases eg: anti-Tetanus, Hepatitis B.	As Outcome Standard	2	B	PSF = Number of immunised staff in sample / number of staff required to be immunised in sample. (100%)
2.3 Staff are suitably trained and capable of carrying out all of their duties.	Records of relevant individual training programmes for staff are current and valid.	2	B	PSF = Number of compliant staff training records in sample / Number of staff training records in sample. (100%)
2.4 Deleted				
2.5 Training records are maintained up to date and made available for inspection.	As Outcome Standard.	1	B	PSF = Number of compliant staff records in sample / number of staff in sample. (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2.6 Staff receive appropriate follow-up training with records maintained.	Records of relevant training programmes are current and valid.	1	B	PSF = Number of compliant staff training programmes in sample / Number of staff training programmes in sample. (100%)
2.7 All staff are suitably dressed, wear appropriate clean uniforms and/or protective items of clothing and identity badges.	a) Uniforms are issued on appointment and recorded in personnel file.	2	B	PSF = Number of staff issued with uniform in sample / Number of staff in sample. (100%)
	b) Staff wear appropriate footwear and other Personal Protective Equipment (PPE).		B	PSF = Number of compliant staff in sample / number of staff in sample (100%)
	c) Staff wear appropriately clean uniforms.		B	PSF = Number of compliant staff in sample / number of staff in sample (100%)
2.8 Staff maintain a high standard of personal hygiene and appearance.	Staff receive training in personal hygiene and appearance and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
2.9 A courteous and helpful attitude to all users and clients of the service is maintained	Staff receive training in standards of service and a	2	B	PSF = Number of compliant training records in sample / number of staff

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
by staff.	record is made of participation			training records in sample. (100%)
2.10 Staff comply with reporting procedures in place with regard to:	Staff receive training in reporting procedures and a record is made of participation	3	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
a) suffering from any defined/infectious illness				
b) having suffered any defined/infectious illness during/following holidays abroad				
c) contact with any person with defined/infectious illness.				
2.11 Staff comply with all Trust Procedures.	Trust Procedures will be included in training programme and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)
<b>Equipment</b>				
3.1 Appropriate equipment necessary for the provision of portering services is provided and readily available	a) An appropriate equipment schedule will be held on site.	2	B	PSF = 100% or 0%

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
	b) All equipment will be logged and maintenance recorded.		M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (100%)
3.2 Equipment complies with the relevant British Standard Specifications and codes of practice	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
3.3 All equipment including trucks/trolleys etc. is appropriately maintained and serviced in accordance with manufacturer's specifications	A schedule of maintenance for each piece of equipment is complied with.	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
3.4 All equipment including trucks/tugs/trolleys etc. is kept appropriately clean	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample. (10%)
<b>Movement Duties - Refuse Disposal</b>				
4.1 Waste is collected from designated points at specified collection times. The security of waste during collection will be assured	a) Waste is collected from agreed points at specified times.	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
	b) Waste is kept		W	PSF = Number of compliant collections in

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2 secure during the collection process.	3	4	5 period in sample / number of collections in period in sample. (10%)
4.2 Segregated household waste and clinical waste are transported to a secure holding point in a safe manner in compliance with relevant legislation.	As Outcome Standard	2	W	PSF = Number of compliant collections from designated collection points in period in sample / number of collections in period in sample. (10%)
4.3 Staff adhere to the waste disposal operational policy at all times.	a) The waste disposal operational policy is included in training	2	B	PSF = Number of compliant staff training records in sample / number of staff in sample. (10%)
	b) The waste disposal operational policy is followed.		W	PSF = Number of compliant staff in sample/number of staff in sample. (10%)
4.4 Staff know and apply the accidental spillage and infection control policy	a) The procedure for accidental spillage and infection control is included in the training and a record made of participation	2	B	PSF = Number of compliant staff training records in sample/number of staff training records in sample. (100%)
	b) The accidental spillage and infection control		W	PSF = Number of compliant staff / number of staff in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
	procedure is followed.			
4.5 Staff undertake non-routine waste removal within agreed response time	Staff undertake unscheduled waste removal within agreed response time	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
<b>Movement of Dirty Linen</b>				
4.6 Dirty linen bags are collected from designated points at the specified collection times	Dirty linen bags are collected from designated points at times to be agreed.	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.7 Dirty linen is delivered to designated areas in a safe manner	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.8 Dirty theatre linen is collected and delivered to the correct designated area	As Outcome Standard.	2	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)

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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	a) Segregation of dirty linen and laundry methods are included in the training and a record made of participation	2	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample. (100%)
	b) Procedures for the segregation of dirty linen are followed.		W	PSF = Number of compliant staff in sample / number of staff in sample. (10%)
<b>Movement of Clean Linen</b>				
4.10 Clean linen requiring repair/markings is transported upon request to sewing room/collection point	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.11 Clean linen trolleys are collected from the linen despatch/delivery point and distributed to wards/departments	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.12 Staff adhere to agreed distribution and delivery schedules.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.13 Empty trolleys are returned to the	As Outcome Standard	1	W	PSF = Number of compliant deliveries in



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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1 despatch/ collection point.	2	3	4	5 period in sample / number of deliveries in period in sample. (10%)
4.14 Linen hampers are collected from the linen despatch/delivery point and distributed to specified wards and departments	As Outcome Standard.	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.15 Delivery to wards and departments is met within 10 minutes of times required by agreed schedule.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.16 Staff undertake unscheduled clean linen movements within appropriate agreed response times.	A record is made of unscheduled clean linen movements and agreed response times.	1	W	PSF = Number of requests complied with within the response time during the period in sample / number of requests during period in sample. (10%)
4.17 Patients are transported between wards and departments using appropriate transport, eg chairs, trolleys or beds.	As Outcome Standard	2	W	PSF = Number of compliance occasions in period in sample / number of occasions in period in sample. (10%)
<b>Movement of Patients</b>				
4.18 Portering staff adopt a pleasant manner/attitude when dealing with patients or staff.	All staff receive training in dealing with patients and staff and a record of participation is made	2	B	PSF = Number of compliant training records in sample / number of staff training records in sample. (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.19 Due care is exercised when moving patients and assisting with lifting patients	a) Procedures for moving and lifting patients are included in training and a record of participation is made  b) As Outcome Standard	3	B	PSF = Number of compliant-training records in sample / number of staff training records in sample. (100%)
4.20 Portering staff carry out routine movement of patients and respond as required for urgent movements to / from wards / departments within requested response time.	Staff undertake routine movements of patients within agreed response times.	2	DD	PSF = 0 or 100%
4.21 Staff are trained to and use appropriate lifting techniques	a) Appropriate lifting techniques are included in training and a record of participation made  b) Staff use the correct lifting techniques	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
		2	B	PSF = Number of compliant training records in sample / Total number of training records in sample. (100%)
			M	PSF = Number of compliance staff / total number of staff. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

<b>Outcome Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
1	2	3	4	5
4.22 A procedure is in place to deal with unscheduled requests.	As Outcome Standard	2	B	PSF = 100% or 0%
4.23 A record of unscheduled requests carried out is maintained.	As Outcome Standard	2	M	PSF = Number of unscheduled requests completed in the period in the sample / Number of unscheduled requests made in the period in the sample. (10%)
<b>Movement of Mail</b>				
4.24 Mail and parcels are collected and delivered to wards and departments at appropriate agreed times.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.25 Mail is collected from wards and departments and delivered to the post room at appropriate agreed times.	As Outcome Standard	2	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.26 Staff sort all internal and external mail and parcels within the post room at appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant sorts in period in sample / number of sorts in period in sample. (10%)
4.27 All recorded and registered letters are delivered to wards and departments on an individual basis by the appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.28. Mail is delivered to the correct destination	mail is delivered to the correct ward / department where correctly and legibly addressed:-	2	Q	PSF = Number of correctly delivered letters in sample / Number of letters in sample (100 items)
<b>Movement of Pathology Specimens</b>				
4.29 Specimens are collected from wards and departments and delivered to the laboratories within appropriate agreed response time.	Specimens are collected and delivered within appropriate agreed response times.	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.30 Staff undertake urgent specimen collection or delivery within the appropriate agreed response time.	Urgent specimens are collected and delivered within appropriate agreed response times and a record made	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.31 Blood products and empty specimen containers are delivered to wards within the appropriate agreed response time	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.32 Specimens are not to be collected before the appropriate agreed collection times	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
4.33 Laboratory supplies are transported to wards within appropriate agreed response times.	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
4.34 Staff adhere to the operational policy on the collection and handling of specimens	a) Procedures regarding the collection and handling of specimens is included in the training programme and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample. (100%)
	b) Staff comply with procedures relating to the operational policy on the collection and handling of specimens.		M	PSF = Number of compliant staff in sample / number of staff in sample (100%).
<b>Movement of Meals and Catering Supplies</b>				
4.35 Staff employed in these duties maintain high standards of personal hygiene	All staff receive training in personal hygiene	2	B	PSF = Number of compliant staff training records in sample / number of staff in sample. (100%)



**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.36 Staff are suitably dressed in appropriate clean protective clothing	a) All uniforms including PPE will be issued on appointment and recorded in the personal file b) Staff wear suitable PPE c) Staff wear clean uniforms	2	B	PSF = Number of staff issued with uniforms in sample / number of staff personnel files in sample. (100%)
4.37 Staff are trained in food hygiene awareness	Relevant staff will be certified in food hygiene within 3 months of starting	3	B	PSF = Number of compliant staff in sample / number of compliant staff in sample. (100%)
4.38 Meal trolleys are collected from the catering despatch point and delivered to food service areas at scheduled agreed times.	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (100%)
4.39 Meal trolleys are collected and returned to the catering return point within scheduled times.	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (100%)
4.40 Collection and delivery of meal trolleys	As Outcome Standard	2	W	PSF = Number of compliant collections

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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
is met within 5 minutes of scheduled times				and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
4.41 Trolleys are transported in an appropriately safe manner	a) Safe transportation of trolleys is included in the training programme and a record is made of participation b) As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of training records in sample. (100%)
4.42 Staff do not enter food preparation areas and keep to designated areas	As Outcome Standard	2	M	PSF = Number of compliant staff in sample / number of staff in sample. (100%)
4.43 Any vehicles used for meal trolley distribution are kept in an appropriately hygienic condition	Trolleys are cleaned internally between each use and steam cleaned externally each day	2	W	PSF = Number of compliant staff in sample / number of staff in sample (10%)
<b>Internal Distribution Supplies</b>				
4.44 Any stock goods received are loaded onto appropriate vehicles for distribution	As Outcome Standard	2	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in

**Redevelopment of Halifax General Hospital  
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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b> and delivered to all wards and departments at agreed times.	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b> period in sample. (10%)
4.45 Any goods and trolleys to be returned to the supplier are collected upon request from wards and departments and returned to the distribution point for pick-up at appropriate agreed times.	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in period in sample. (10%)
4.46 Returnable containers and delivery cages are collapsed and stacked as appropriate at receipt and distribution point ready for collection by the supplier.	As Outcome Standard	1	W	PSF = Number of compliant collections in period in sample / number of collections in period in sample. (10%)
4.47 Any goods incorrectly issued by NHS Supply Centre are collected upon request from wards and departments and returned to the distribution point for pick up daily upon request	As Outcome Standard	1	W	PSF = Number of requests complied with in period in sample / number of requests in period in sample. (10%)
4.48 Stationery requirements are collected from stores and distributed/delivered to wards and departments at appropriate times.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
4.49 All non-stock goods delivered to the Trust are loaded onto suitable vehicles (where appropriate) for distribution and are	As Outcome Standard	1	W	PSF = Number of compliant deliveries in period in sample / number of deliveries in



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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
delivered to all wards and departments at agreed times.				period in sample. (10%)
4.50 Delivery notes and other documentation associated with goods issue and receipt or return, are distributed and collected as appropriate.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
<b>Medical Gas Cylinder Service</b>				
5.1 24 hour cover is given to requests for medical gas cylinder replacements	There is a completed log of cover for 24 hours a day	3	M	PSF = Number of compliant logs of cover for the period in sample / Number of logs for period in sample. (10%)
5.2 Medical gas cylinder replacements are supplied within response time requested.	Medical gas cylinder replacements are supplied within agreed appropriate response time.	2	W	PSF = Number of compliant requests during period in sample / number of requests during period in sample. (10%)
5.3 Staff are appropriately trained in the storage and handling of medical gas cylinders.	Storage and handling of medical gas cylinders is included in training and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of training records sample. (100%)
5.4 Medical gas cylinders are transported in a safe and secure manner.	As Outcome Standard	2	M	PSF = Number of compliant occasions in period in sample / number of occasions in

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Service Specification Arrangements - Portering Service Specification Matrix**

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5 period in sample. (10%)
<b>Mortuary Duties</b>				
6.1 Bodies are transported on request within agreed response times from wards to mortuary, and detailed in the register	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
6.2 Staff remove bodies from storage and prepare for viewing on request, and return to storage when viewing is complete	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
6.3 Staff assist the undertaker and ensure completion of register by the undertaker at weekends	As Outcome Standard	1	M	PSF = Number of correct entries in the register / number of entries required in the register. (100%)
6.4 As necessary staff accept bodies into the mortuary which are dead on arrival (DOA) from ambulance staff and assist the police.	As Outcome Standard	1	DD	PSF = 0 or 100%
6.5 Staff behave in a respectful manner	Staff receive training in standards of service and a record made of participation	1	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample. (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Miscellaneous Duties</b>				
7.1 In the event of fire alarm activation, procedures in fire orders are followed	Trust Procedures will be included in training and a record made of participation	3	B	PSF = Number of compliant staff training records in sample / number of staff training records in sample. (100%)
7.2 If requested to do so, staff assist nursing or other clinical staff with difficult or violent patients	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
7.3 if requested to do so, staff assist in dealing with Unauthorised Personnel within the Hospital premises.	As Outcome Standard	2	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
7.4 On request or as scheduled, furniture equipment or any other items collected and delivered to and from any part of the hospital site.	As Outcome Standard.	2	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)
7.5 Furniture or equipment is moved or set out within any part of the hospital site as requested.	As Outcome Standard	1	W	PSF = Number of compliant collections and deliveries in period in sample / number of collections and deliveries in period in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
7.6 Urgent medical case notes and X-rays are retrieved between 5pm and 9am daily upon request	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10%)
<b>Health and Safety</b>				
8.1 A Health and Safety Manual is available and used by all employees	a) A Health and Safety Manual is available to Portering Service / Internal Distribution staff	2	B	PSF = 0 or 100%
	b) The Health and Safety manual is used by staff in Portering / Internal Distribution.		B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
8.2 Appropriate warning notices are displayed in working areas.	a) Usage of appropriate warning notices will be included in training and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample (100%)
	b) As Outcome Standard		M	PSF = Number of compliant notices in sample / number of required notices in sample. (10%)
8.3 Staff are aware of relevant health and safety issues.	a) Health and Safety is included in the training programme and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of training records in sample (100%)
	b) Staff comply with Health and Safety guidelines			PSF = Number of compliant staff in sample / number of staff in sample (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
8.4 All Portering equipment is maintained to an appropriate standard.	a) An equipment maintenance schedule will be held on site. b) All equipment will be logged and maintenance recorded.	2	M	PSF = 100 or 0%
8.5 All equipment is stored in appropriately safe conditions.	As Outcome Standard	2	M	PSF = Number of compliant pieces of equipment in sample / number of pieces of equipment in sample (10%).
8.6 Staff are provided with suitable personal protective equipment (PPE) and protective clothing: uniforms, gloves, goggles, plastic aprons, safety shoes.	All uniforms including PPE will be issued on appointment and recorded in personnel file	2	M	PSF = Number of items of equipment correctly stored in sample / Number of items of equipment in sample. (10%)
8.7 All chemical solutions and powders are stored in appropriately protected ventilated conditions	As Outcome Standard	2	M	PSF = Number of staff issued with uniform in sample / number of staff in sample. (100%)
8.8 All chemical solutions and powders are labelled in accordance with COSHH requirements.	As Outcome Standard	2	M	PSF = Number of compliant containers in sample / number of containers in sample. (10%)

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.9 COSHH manuals are available and up-to-date.	a) COSHH manuals are available. b) COSHH manuals are up-to-date.	2	M  M	PSF = Number of manuals available in sample / number of manuals required to be available in sample. (100%)  PSF = Number of manuals up to date in sample / number of manuals in sample. (10%)
8.10 All staff receive safety training appropriate to their duties in respect of the following: Fire safety procedure, use of equipment and machinery, lifting and handling techniques, COSHH, hazard spotting, waste disposal, first aid, infection control.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
8.11 Appropriate first aid facilities are readily available to staff.	Appropriate first aid facilities are provided to Portering and Distribution staff in accordance with the Health and Safety Manual.	1	M	PSF = 100% or 0%

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Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
8.12 Accident and untoward occurrences reporting procedures are available, known and understood by staff.	a) The Health and Safety including reporting procedures manual is available to Portering and Distribution Service Staff.  b) The Health and Safety manual is used by Portering and Distribution Staff.	2	B	PSF = 0% or 100%
8.13 Regular inspections are undertaken to identify hazards and assess risks	A schedule of hazard / risk assessments is compiled with.	1	M	PSF = Number of compliant staff in sample / number of staff in sample. (100%)  PSF = Number of risk assessments carried out in the period in sample / number of scheduled risk assessments in the period in sample. (100%)
<b>Transport</b>				
9.1 Any transport required in the delivery of the Portering / Internal Distribution Service conforms with the Transport Specification arrangement .	As Outcome Standard	2	M	PSF = Number of items complied with in Transport Specification in sample / Number of items in Transport Specification in sample. (100%)



**D. REFERENCE INFORMATION**

Data Protection Act, 1984 Section 21

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 4.1 of the Portering Service

a	b	c	d	e	f				g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned			
					1	2	3	4						
2	4.1	4	a b	Weekly Weekly	97 96	98 100	100 100	100 98	98.75 98.5	98.625	3.945			

#### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example both Performance Measurement Criterion 'a' and 'b' are monitored weekly  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.

### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%

## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

<b>SERVICE SCORE (%)</b>	<b>PAYMENT RECEIVED</b> (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

Appendix 7

Accrual of Termination Indicators (ref. clause 33.20)

Column 1 Service Score for the relevant Service	Column 2 Number of Termination Indicators
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

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**SCHEDULE 2  
BRIDGING LANGUAGE**

**SECURITY**

This Part F of Schedule 2 comprises the Service Specification Arrangement for the Security Service.

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

“this Arrangement”	means this Part F of Schedule 2;
“average”	means the arithmetic mean of a particular series of measurements;
“COSHH”	means Control of Substances Hazardous to Health Regulations;
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome standards which are set out in column 1 of Appendix 1 ;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1 ;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;



“Trust Procedures” means the policies and procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco’s Obligations**

- 2.1 Concessionco’s obligations with respect to the provision of the Security Services shall be to achieve each Outcome Standard.
- 2.2 Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.3 Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust's only remedies for non-achievement of the Outcome Standards and Performance Measurement Criteria shall be those set out in Clauses 33.16 to 33.21A of the Concession Agreement.
- 2.4 Concessionco shall perform its obligations in accordance with all relevant Law (including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco’s rights pursuant to Clause 52 of the Concession Agreement.
- 2.5 Concessionco shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that appropriate action can be taken to remedy such failure without unreasonable delay.

## **3. Performance Measurement Criteria**

- 3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.

- 3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

#### 4. Quality Assurance

- 4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems (“Quality Assurance Systems”) for the Security Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date, by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of information, Concessionco shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with Clauses 34.2 and 34.3 of the Concession Agreement.

- 4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Security Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;
- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Security Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements (as defined in Appendix 1);
  - (ii) Lists of Scheduled Tasks (as defined in Appendix 1);
- (f) the objective assessment of Concessionco’s performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Management Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;

- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA 9002 or its successors; and
- (vi) the Performance Measurement Criteria.

**4.3** The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.

**4.4** Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

**4.5** Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## **5. Performance Measurement Procedure**

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

**5.1** The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 2.6.

- 5.1.1 The Service Score for the Security Service will be calculated on a Monthly basis.
- 5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.
- 5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month ("Average Monitoring Occasion Score").
- 5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score ("Outcome Standard Score").
- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the

Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score Formula. Where no default has occurred during a day, the score for the day will be 100%.

- 5.4 Where a Performance Measurement Criterion is stated to be measured “continuously” scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.

## 6. Calculation of Deductions from the Maximum Number of Points

The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Security Service will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.

## 7. Content of Matrices


- 7.1 The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

- 7.1.1 Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

- 7.1.2 The percentage figure indicates the minimum size of Sample.

### 7.2 Security Service Definitions:

- 7.2.1 Definitions specific to the Security Service are listed at Part B of Appendix 1.



**8. Matters to be Agreed or Approved between the Parties**

- 8.1 The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.
- 8.2 The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.

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## Appendix 1

### SECURITYSERVICE SPECIFICATION ARRANGEMENT

A

REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL

SERVICE SPECIFICATION ARRANGEMENTS

SECURITY

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED
- B. SERVICE SPECIFIC DEFINITIONS
- C. OUTPUT STANDARDS
  - 1. Management and Administration
  - 2. Staffing
  - 3. Site Security
  - 4. Health and Safety
  - 5. Transport
- D. REFERENCE INFORMATION



**A. GENERAL DESCRIPTION OF SERVICE REQUIRED**

The Trust requires a security service which includes safeguards and procedures to ensure a safe environment for the personal safety of all patients, staff and users of the Trust's facilities.

The security of the Trust's premises and property, ensuring appropriate and authorised use of such facilities will also be an integral part of this service.

The security service will be required to provide ongoing advice to the Trust and promotion of Trust staff awareness of current security issues, crime patterns and precautions.

Security measures will comply with the NHS/NAHAT Security Manual 1992 and Management Supplement 1995 and with associated instructions or recommendations issued by the Department of Health.

Communication systems required to ensure efficient and timely response to security incidents will be provided and maintained by the Service Provider.

## B. SERVICE SPECIFIC DEFINITIONS

- B.1 Security Manager: means the duly authorised representative of the Service Provider who is responsible for the day to day provision of security services at the Trust.
- B.2 Positive Vetting: means the action undertaken to ensure that all staff proposed for employment on security duties are suitable for such duties.
- B.3 Scheduled Times: means those times agreed between the Trust and Concessionco as being appropriate to ensure that specified quality standards and service levels are achieved.
- B.4 Incident Report System: means a temporary or permanent manual or electronic record of any and all Untowards Incidents or events showing action taken or required, held centrally in a single log or file to which access is controlled, for use by the Service Provider, Concessionco, the Trust or the Police.
- B.5 Untoward Incidents or Untoward Events: these are as defined in Trust and Concessionco Policies and Procedures and in Chapter 27 of the NHS Security Manual and Section 5 of the Management Supplement.
- B.6 Management Cover: means the availability, in accordance with agreed response times of a supervisor or manager not necessarily on the premises.
- B.7 Trust Procedures: means those procedures relevant to the Security Services as referred to in Schedule 10 of the Concession Agreement.
- B.8 Method Statement: means the written description of how to perform a task giving the sequence of activities and identifying the materials and techniques required.
- B.9 Scheduled Tasks: means the list of tasks to be produced by Concessionco to ensure the delivery of each Outcome Standard.

SECURITY SERVICES

C. OUTPUT STANDARDS

PERFORMANCE FACTORS

KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)	
3 =	Critical Requirement
2 =	Essential to Service Delivery
1 =	Important to Service Integrity

MONITORING FREQUENCY

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

KEY TO MINIMUM MONITORING FREQUENCY	
D = DAILY	28 occasions (on separate days) within month
T = TWICE WEEKLY	8 occasions (on 2 separate days weekly) within month
W = WEEKLY	4 occasions (in separate weeks) within month
M = MONTHLY	1 occasion within month
Q = QUARTERLY	4 occasions (at 3 monthly intervals) within 12 months
B = BI-ANNUALLY	2 occasions (at 6 monthly intervals) within 12 months
A = ANNUALLY	1 occasion at yearly intervals within 12 months
C = CONTINUOUS	Automatic processes, e.g. Temperature Control and Recording
D.D = DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"> <li>• Compliance with Trust policies,</li> <li>• Patients confidentiality</li> </ul>

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	<b>Standard</b>	<b>Performance Measurement Criteria</b>	<b>Performance Factor</b>	<b>Minimum Monitoring Frequency</b>	<b>Performance Score Formula (PSF)</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.1	All personnel employed in security services, are subject to Positive Vetting, and evidence, obtained through local police under Section 21 of the Data Protection Act 1984, is provided to the Trust prior to commencement of employment.	<p>a) Staff are recruited against agreed person specifications.</p> <p>b) Evidence is obtained from local police and provided to the Trust</p>	3	B	PSF = Number of compliant staff in sample / number of staff in sample. (100%).
1.2	The management team are appropriately qualified and experienced in security services	<p>a) Relevant staff are recruited against agreed job profiles, agreed person specifications and skills criteria</p> <p>b) Training programmes for appropriate staff are current and valid.</p>	2	B	PSF = Number of compliant staff in sample / number of staff in sample. (100%).
1.3	Management Cover / contact is provided/available during operational activity periods including out of standard hours,	There is a completed log of cover for all operational service periods	2	M	PSF = Number of complaint logs of cover for the period in sample / number of service periods for the period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	weekends and bank holiday periods.				
1.4	Managers ensure regular and routine contact with service users.	Managers prepare and comply with a schedule and record of contact.	1	B	PSF = Number of contacts in period in sample / number of scheduled contacts in period in sample. (100%)
1.5	The management structure, areas of responsibility and lines of communication are known to staff and to officers of the Trust.	a) A Service Provider management chart is distributed to agreed Officers of the Trust.  b) A current copy of the management chart is included in the Service Provider induction pack	2	B	PSF = Number of Officers of the Trust distributed to in sample / Number of agreed Officers of the Trust in sample. (100%)  PSF = 100% or 0%
1.6	All security resources / contacts available to Trust staff requiring immediate response or assistance for security purposes are widely communicated within the Trust's premises	Details of contacts / resources are published as required by the Trust	2	B	Number of officers of the Trust distributed to in sample / number of agreed officers of the Trust in sample (100%)
1.7	The training records of all security personnel are maintained on site for periodic inspection	As Outcome Standard	2	B	PSF = Number of compliant staff records in sample / number of staff in sample (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
1.8	Deleted				
1.9	Quality assurance monitoring is applied in accordance with the service monitoring procedure.	As Outcome Standard	2	B	PSF = Number of agreed monitoring procedures in place and applied in sample / number of agreed monitoring procedures in sample. (100%)
1.10	Patient confidentiality is respected and protected at all times.	Confidentiality training will be included in training programme and a record made of participation	3	B	PSF = Number of compliant staff training records in sample / number of staff in sample. (100%)
2.1	Staff are trained and competent in security procedures to be employed in undertaking their duties.	Appropriate individual training programmes for staff are provided and a record made of participation	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (100%)
2.2	Staff are provided with and wear appropriate uniform and identity badges.	a) All uniforms will be issued on appointment and recorded in personnel file. b) Staff wear appropriate uniform and identity badges.	2	B	PSF = Number of staff issued with uniforms in sample / number of staff in sample. (100%)  PSF = Number of compliant staff in sample / number of staff in sample. (100%)
2.3	In undertaking their duties, staff	All staff receive training in	2	B	PSF = Number of compliant training

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	maintain a courteous approach with all staff and users of the Trust's services.	standards of service and a record is made of participation			records in sample / number of staff in sample. (100%)
2.4	Staff are aware of and observe the Trust's approved protocol for contact and liaison with the police.	Trust Policy and Procedures are included in the training and a record is made of participation	2	B	PSF = Number of compliant training records in sample / number of staff in sample. (100%)
2.5	Staff respond appropriately to requests from Trust staff who feel threatened by any situation or consider security service action or attendance to be necessary.	A schedule of response times will be agreed with the Trust	3	DD	PSF = Number of requests complied with during the day in sample / number of requests during the day in sample (10%).
2.6	Staff continuously monitor site activity and take appropriate action where it appears that a crime or other unauthorised act upon Trust premises, has occurred, is in progress, or can be prevented.	a) A schedule of patrols is complied with.  b) CCTV surveillance of agreed locations is maintained  c) Appropriate action is taken where required	3	W	PSF = Number of patrols undertaken in period in sample / number of scheduled patrols in period in sample. (10%)  PSF = 100% or 0%
				W	PSF = Number of compliant actions taken during the period in sample / number of actions required during the

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
1	2	3	4	5
2.7	Trust Policies and Procedures are included in the training programme and a record made of participation.	3	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
2.8	Deleted			
2.9	Trust Policies and Procedures are included in training and a record made of participation.	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
<b>Site Security</b>				
3.2	a) Rosters for monitoring of equipment will be complied with.	2	W	PSF = number of monitoring tasks undertaken during the period in sample / number of scheduled monitoring tasks in the period in sample. (100%)
	b) Responses will be made as appropriate.		W	PSF = Number of responses made in the period in sample / number of required responses in period in sample. (100%)



Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
3.3	Any additional or covert surveillance equipment is used only with the Trust's approval	As Outcome Standard.	2	M	PSF = 100% - 0%
3.4	All access points are routinely patrolled and monitored to ensure security	Rosters for monitoring of access points are compiled with and a record made.	2	W	PSF = Number of patrols undertaken in period in sample / number of scheduled patrols in period in sample. (10%)
3.5	Restricted access to some specific entry points eg maternity, is strictly controlled at all times	Policies and procedures will be agreed with the Trust for the control of entry points	3	W	PSF = Number of compliant access points in sample / number of access points in sample. (100%)
3.6	The issue, recording, control and retrieval of Trust identity and lapel badges (including temporary passes if applicable) is performed as required.	The issue and return of badges are recorded.	2	W	PSF = Number of compliant records in sample / number of records in sample. (10%)
3.7	All keys to designated areas are held in secure facilities and strict control is exercised in the issue, recording and return of keys	a) Keys held in secure facilities b) The issue and return of keys are recorded.	2	B M	PSF = Number of keys held in secure facilities in sample / number of keys in sample. (10%) PSF = Number of compliant records in sample / number of records in sample (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
3.8	Access code numbers are securely retained and issued on a need to know basis only	a) Access codes are held in secure facilities b) Access codes are issued on need to know basis.	1	DD  DD	PSF = 0 or 100%  PSF = 0 or 100%
3.9	Access code numbers are changed periodically and notified as appropriate on a need to know basis	a) Access code numbers are changed in accordance with agreed schedule. b) Changes are notified to approved persons only.	1	A  B	PSF = Number of changes to numbers in period in sample / number of scheduled changes to numbers in period in sample. (10%)  PSF = 0% or 100%
3.10	All security alarms and switchboard alert calls from switchboard are responded to within two minutes	As Outcome Standard.	2	M	PSF = Number of alarms and alerts responded to within the time limit in the period in sample / number of alarms and alerts during the period in sample. (10%)
3.11	All confidential waste is secured until appropriately disposed of.	As Outcome Standard	2	W	PSF = Number of compliant collections during period in sample / number of disposals during period in sample. (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.12	Security patrols of the site are conspicuous and frequent, but not predictable, to ensure full cover of premises	A schedule of patrols for each area will be compiled with and a record made	2	W	PSF = Number of patrols undertaken in period in sample / number of scheduled patrols in period in sample. (10%)
3.13	Any actual or indication of attempted crime or other unauthorised act upon Trust premises is reported to the Trust within agreed timescales.	A reporting protocol will be agreed with the Trust.	2	W	PSF = Number of reports made during the period in sample / number of incidents in period in sample. (10%)
3.14	Deleted.				
3.15	The protocol for contact and liaison with the police is followed by the Service Provider as determined by the Trust	Trust Policy and Procedures are included in the training programme and a record of participation made.	1	B	PSF = Number of compliant training records in sample / number of staff in sample. (100%)
3.16	Site instructions are produced and followed for routine AM unlocking and PM checking and locking of areas and departments	A schedule of locking and unlocking procedures is adhered to and a record made.	1	B	PSF = Number of instructions produced in sample/ number of instructions required to be produced in sample. (10%)
3.17	The site instructions for unlocking, checking and locking are strictly adhered to	As Outcome Standard	2	W	PSF = Number of instructions adhered to in the period in sample/ number of site instructions used in period in sample (10%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.18	If any door which should be locked is found to be open, this is investigated, acted upon appropriately, and details recorded in the Report System	As Outcome Standard	2	W	Number of reports made in the period in sample / number of incidents in the period in sample (10 <sup>0%</sup> )
3.19	An Incident Report System is maintained and details recorded of all incidents reported or discovered.	As Outcome Standard	1	W	PSF = Number of incidents recorded in the period in sample / number of incidents during the period in sample. (10 <sup>0%</sup> )
3.20	An ad hoc security escort service is provided with an appropriate response to an authorised request from Trust staff.	As Outcome Standard	1	W	PSF = Number of requests complied with during the period in sample / number of requests during period in sample. (10 <sup>0%</sup> )
3.21	An escort service is provided for all cash movements around the site	A protocol will be agreed with the Trust and complied with.	2	W	PSF = Number of escorted cash movements in the period in sample / number of cash movements required in the day period in sample. (10 <sup>0%</sup> )
3.22	Appropriate technology is utilised to ensure all security reporting points are visited within scheduled time parameters (reporting points and time frame to be agreed).	Scheduled attendances at reporting points are recorded.	2	W	PSF = Number of attendances recorded in period in sample / number of scheduled attendances in period in sample. (10 <sup>0%</sup> )

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
<b>Health and Safety</b>					
4.2	All equipment used in providing this service is maintained to a standard which minimises risk.	a) An equipment maintenance schedule will be held on site. b) All equipment will be logged and maintenance recorded.	2	M	PSF = 100% or 0%
4.3	Staff receive health and safety training appropriate to their duties.	As Outcome Standard	2	B	PSF = Number of compliant training records in sample / number of staff in sample (100%).
4.4	Accident and untoward occurrences reporting procedures are available, known and applied by staff.	a) A Health and Safety Manual including reporting procedures is available to Security Service Staff. b) The Health and Safety Manual is used by staff.	2	B	PSF = 0% or 100%
				B	PSF = Number of compliant staff in sample / number of staff in sample. (100%)

**Redevelopment of Halifax General Hospital  
Service Specification Arrangements - Security Service Specification Matrix**

	Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)
	1	2	3	4	5
<b>Transport</b>					
5.1	Any transport required in the delivery of the service conforms to the Transport specification.	As Outcome Standard	2	M	PSF = Number of Outcome Standards complied with in Transport Specification in sample / Number of Outcome Standards in Transport Specification in sample. (100%)

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**D. REFERENCE INFORMATION**

NHS/NAHLAT - Security Manual 1992 and Management Supplement 1995  
Data Protection Act 1984

## Appendix 2

### Example of Calculation of Points Actually Earned for Outcome Standard 2.6 of the Security Service

a	b	c	d	e	f				g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned			
					1	2	3	4						
3	2.6	9	a	Weekly	97	98	100	100	98.75	98.583	8.872			
			b	Weekly	96	100	100	98	98.5					
			c	Weekly	100	100	95	99	98.5					

**Notes**

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
 A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
 A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
 For the purpose of this example Performance Measurement Criterion 'a', 'b' and 'c' are monitored weekly  
 The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.



### Appendix 3

The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.

<b>Performance Factor Applicable to the Outcome Standard</b>	<b>Maximum Points Available for the Outcome Standard</b>
3	9
2	4
1	1

## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3	Points available (x9)	2	Points available (x4)	1	Points available (x1)	Total	Points available
	No. of Standards		No. of Standards		No. of Standards		No. of Standards	
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Car Parking	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>

## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%

## Appendix 6

### Percentage of maximum Performance Element if two or more Termination Indicators subsist

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)	
	Performance Factors 1 & 2	Performance Factor 3
Equal to or less than 100% but greater than 85%	100%	% achieved
Equal to or less than 85% but greater than 75%	85%	% achieved
Equal to or less than 75% but greater than 65%	% achieved + 10%	% achieved
Equal to or less than 65%	% achieved	% achieved

Appendix 7

A

Accrual of Termination Indicators (ref. clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service

**SCHEDULE 2  
BRIDGING LANGUAGE  
ESTATES MAINTENANCE**

This Part G of Schedule 2 comprises the Service Specification Arrangement for the Estates Maintenance Services

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Arrangement, have the meaning ascribed to them therein and such definitions shall apply to this Arrangement.

**1. Definitions**

- “Appropriate Action” means action taken to make safe any Emergency Breakdown but excluding any further action required to rectify such failure. Such action shall be in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice and taking into account the severity of the situation comprising the Emergency Breakdown in question.
- “this Arrangement” means this Part G of Schedule 2;
- “Authorising Engineer” means a chartered engineer, appointed in writing by management, with appropriate experience of the specific engineering discipline relevant to his/her appointment; responsible for implementing and monitoring safe systems of work to ensure compliance with health and safety regulations.
- “Authorised Person” means an individual possessing adequate technical knowledge, and having received appropriate training, appointed in writing by the Authorising Engineer to be responsible for the practical implementation and operation of Safety Policy and Procedures for a defined system.
- “average” means the arithmetic mean of a particular series of measurements;
- “Building Management System (BMS)” means a system comprised of electronic equipment and software which controls and monitors the operation of building services including heating, air conditioning, lighting and other energy using areas.



“Competent Person”	means an individual who in the opinion of the Authorised Person, has sufficient technical knowledge and experience to prevent danger while carrying out work on defined systems.
“COSHH”	means Control of Substances Hazardous to Health Regulations.
“Emergency Breakdown”	means any failure or want of repair which presents a serious Immediate threat to the life or personal safety of any person or significantly affects patient care on the Trust’s Premises and in response to which Immediate Appropriate Action will be taken by Concessionco.
“Immediate or Immediately”	means as soon as possible allowing time for transmission of request by telephone from the Concessionco Representative to the duty manager and time taken to reach site of incident.
“Maintenance Equipment”	means tools, access equipment, test instruments and the like used in the performance of maintenance works.
“Maintenance System”	means a computerised system for planning, executing and recording all maintenance and repairs associated with estates maintenance.
“Minimum Monitoring Frequency”	means the minimum frequency with which each Performance Measurement Criterion will be measured as set out in column 4 at Appendix 1;
“Outcome Standards”	means those outcome Standards which are set out in column 1 of Appendix 1;
“Performance Factor”	means the factor of either 1, 2 or 3 which is allocated to each Outcome Standard as set out in column 3 of Appendix 1 reflecting the relative importance of each Outcome Standard;
“Performance Measurement Criteria”	means the constituent parts of each Outcome Standard as are described in column 2 of Appendix 1;
“Performance Score Formula”	means the formulae set out in column 5 of Appendix 1 which describe how the percentage score for each monitoring occasion will be calculated;



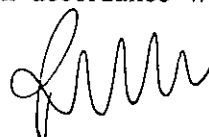
“Personal Protective Equipment (PPE)”	means equipment that protects personnel from workplace hazards.
“Planned Preventative Maintenance Schedule (PPM Schedule)”	means a schedule that describes the frequency of tasks associated with Planned Preventative Maintenance
“Sample”	means a sample taken at random from a selection of units of information relevant to the measurements, the minimum size of which is expressed as a percentage set out in column 5 of Appendix 1 ;
“Portable Appliance Testing (P.A.T.)”	means a visual inspection and electrical test of Portable Electrical Equipment.
“Procedures”	means any document that details operational plans.
“Trust Procedures”	means the policies and Procedures of the Trust with which Concessionco is obliged to comply pursuant to Clause 43 of the Concession Agreement.

Any reference in this Arrangement to an Appendix shall be to an Appendix to this Arrangement.

Any reference in this Arrangement to a Clause shall, unless otherwise stated, be a reference to a Clause of this Arrangement.

## **2. Concessionco’s Obligations**

- 2.1** Concessionco’s obligations with respect to the provision of the Estates Maintenance Services in the New Build Areas and Concessionco Refurbishment Areas shall be to achieve each Outcome Standard.
- 2.2** Concessionco’s obligations with respect to the provision of the Estates Maintenance Services in the Trust Refurbishment Areas and Trust Areas are those set out in clauses 26.5 to 26.7 of the Concession Agreement.
- 2.3** Each Outcome Standard shall be achieved by Concessionco if Concessionco achieves the applicable Performance Measurement Criteria.
- 2.4** Without prejudice to the express rights and remedies of the Trust set out in the Concession Agreement, the Trust’s only remedies for non-achievement of the Outcome Standards shall be those set out in clauses 33.16 to 33.21A of the Concession Agreement.
- 2.5** Concessionco shall perform its obligations in accordance with all relevant Law





(including any Law specified in this Arrangement and the Concession Agreement) PROVIDED THAT this shall not derogate from Concessionco's rights pursuant to Clause 52 of the Concession Agreement.

2.6 Concession shall ensure that any Service failures are identified and brought to the attention of the relevant Service Provider so that Appropriate Action can be taken to remedy such failure without unreasonable delay.

2.7 In the event of a mains power failure, performance measurement in connection with those Outcome Standards relating to provision of service and operation (e.g. power, lighting, temperature, plant & equipment, transportation systems etc.) shall be limited to those areas covered by the standby generator power supply capacity. In the event of a mains power failure the standby generator power supplies are prioritised to supply essential areas and systems. Performance penalties will not be applied to any area or service (i.e. mechanical and electrical and specialist services) not supplied by the standby generator.

### 3. Performance Measurement Criteria

3.1 The parties acknowledge that, as at the date hereof, the Performance Measurement Criteria have been developed as far as is possible at this stage, but may require amendments in the light of changing Service requirements.

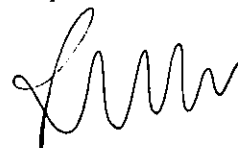
3.2 The parties acknowledge that the Performance Measurement Criteria may be amended only by agreement between the parties or in accordance with Clause 18 of the Concession Agreement.

### 4. Quality Assurance

4.1 Concessionco shall develop or shall procure that the relevant Service Provider develops quality assurance systems ("Quality Assurance Systems") for the Estates Maintenance Services. Such Quality Assurance Systems shall be developed to the extent reasonably practicable in light of the information available at that date by the date which is 6 months prior to the New Build Completion Date. To the extent that such Quality Assurance Systems are not completed by that date because of a lack of relevant information, Concession shall complete them by the date which is 1 month before Services Commencement Date. The Quality Assurance Systems shall be agreed between the parties in accordance with clauses 34.2 and 34.3 of the Concession Agreement.

4.2 The Quality Assurance Systems will be developed to provide for:

- (a) the identification of areas of concern in respect of the Estates Maintenance Service or the performance thereof;
- (b) a reporting mechanism in the event that a Fault, problem or failure to perform the Service is identified;



- (c) a remedy and response mechanism for the rectification of Faults;
- (d) cure periods sufficient to ensure the delivery of the Estates Maintenance Service in accordance with Clauses 2.1 and 2.2;
- (e)
  - (i) Method Statements;
  - (ii) Lists of Scheduled Tasks;
  - (iii) Permits to Work;
  - (iv) Maintenance Systems; and
  - (v) Operational Procedures;
- (f) the objective assessment of Concessionco's performance of its obligations set out in Clause 2.1 and 2.2;
- (g) sample sizes used to measure performance against the Performance Measurement Criteria, as a minimum equating to the percentages set out in column 5 of Appendix 1.

Such Quality Assurance Systems will be developed in accordance with and provide identifiable methods and mechanics to ensure compliance with:

- (i) good practice within the NHS or in the absence of such good practice with Good Industry Practice;
- (ii) all Applicable Standards;
- (iii) all relevant Trust Procedures;
- (iv) the relevant Operational Policies comprised in the document contained in Part 1.3 of Schedule 4;
- (v) BS EN ISA <sup>9001</sup> ~~9002~~ *9001* or its successors; and
- (vi) the Performance Measurement Criteria.

4.3 The parties acknowledge that the sample sizes set out in column 5 of Appendix 1 comprise Concessionco's sole obligation in relation to sample sizes.

If larger sample sizes appear to Concessionco to be more appropriate in the course of performance of the Services in accordance with this Service Specification Arrangement, such larger sample sizes may be used provided that the agreement to or implementation of such larger sample sizes shall in no way alter Concessionco's obligations to comply with the minimum sample sizes set out in column 5 of Appendix 1.



4.4 Once developed pursuant to Clauses 4.1 and 4.2 no further development of the Quality Assurance Systems once they have been developed pursuant to this Clause 4 or any additions to the Quality Assurance Systems shall take place save for:

- (i) any development or additions required to take account of good practice within the NHS or in the absence of such good practice Good Industry Practice which shall, subject to item (ii) below, be the sole cost or expense of Concessionco; or
- (ii) any development or addition required by the Trust pursuant to Clause 18 of the Concession Agreement which shall be a Trust Variation.

4.5 Concessionco shall implement the Quality Assurance Systems on the Services Commencement Date and continue to apply them until the termination of the Concession Agreement or an individual Service Specification Arrangement. Any changes to the way in which the Quality Assurance Systems are implemented shall be agreed between the parties.

## 5. Performance Measurement Procedure

The following performance measurement procedure describes the mechanism for converting performance scores to Points for insertion into the Points Notice and the consequent calculation of Termination Indicators and Performance Deductions, if any, pursuant to Clause 33 of the Concession Agreement.

5.1 The process for calculation of the Monthly score for an Outcome Standard is set out in Clauses 5.1.1 to 5.4.4. An example of this process is described in tabular form in Appendix 2 using data contained in Outcome Standard 4.8 .

5.1.1 The Service Score for the Estates Maintenance Services will be calculated on a Monthly basis.

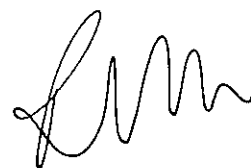
5.1.2 Scores for each Performance Measurement Criterion will be measured during the Month, at least as frequently as the Minimum Monitoring Frequency, and will be expressed as a percentage.

5.1.3 The average of the percentage scores over each Month for each Performance Measurement Criterion will be taken at the end of the Month to give a score for that Performance Measurement Criterion for the Month (“Average Monitoring Occasion Score”).

5.1.4 For each Outcome Standard the average of the Average Monitoring Occasion Scores for each Performance Measurement Criterion within that Outcome Standard for each Month shall be calculated to give a standard score (“Outcome Standard Score”).



- 5.1.5 The Outcome Standard Score (expressed as a percentage) shall be multiplied by the maximum Points available (as determined in accordance with Appendix 3) in order to ascertain Points actually earned for the relevant Outcome Standard.
- 5.2 Where the Minimum Monitoring Frequency for a Performance Measurement Criterion is less frequent than Monthly, the following provisions will apply:-
- 5.2.1 The score calculated for the Performance Measurement Criteria in the scheduled Month will be carried forward and will be taken as the score for all subsequent Months where monitoring is not scheduled.
- 5.2.2 If Concessionco wishes to improve on any score being carried forward for a particular Outcome Standard, it will be free to monitor in the subsequent Months during which monitoring is not scheduled, in order to obtain an improved score (a "New Score"). This New Score will then be carried forward in each Month to the next scheduled monitoring date.
- 5.2.3 If in the Trust's reasonable opinion the New Score being carried forward is not representative of the standard being achieved in subsequent Months then the Trust may require that monitoring takes place in subsequent Months to obtain a further New Score. The effect of this may be that measurement of a Performance Measurement Criteria scheduled for measurement less frequently than Monthly may in reality be measured Monthly.
- 5.3 Without prejudice to Clause 2.2 above, where the Minimum Monitoring Frequency is stated to be by "default", measurement will be triggered by a failure to achieve the Outcome Standard. A score will be calculated each time a default occurs. Where more than one default occurs in a day, the score for the day will be the average of the individual scores taken during the day calculated by reference to the Performance Score Formula. Where no default has occurred during a day, the score for the day will be 100%.
- 5.4 Where a Performance Measurement Criterion is stated to be measured "continuously" scores will be calculated on a daily basis. These daily scores will be derived from measurements taken during the day as described by the relevant Performance Score Formula.
6. **Calculation of deductions from the maximum number of Points**
- 6.1 The variable "A" in Clause 33.17 of the Concession Agreement in respect of the Estates Maintenance Services will be equal to the aggregate number of Points earned (determined pursuant to paragraph 5.1.5 above) in respect of all Outcome Standards in this Arrangement with the same Performance Factor.



**7. Content of Matrices**

**7.1** The use of the word “appropriate” indicates that the relevant part of the Service will be carried out in accordance with good practice within the NHS or in the absence of such good practice Good Industry Practice or as the parties otherwise agree and “appropriately” shall be construed accordingly.

**7.1.1** Where a Performance Score Formula requires that a sample is “compliant”, this shall refer to compliance with the relevant Performance Measurement Criteria, for example, the number of areas for which scheduled tasks have been completed and recorded.

**7.1.2** The percentage figure indicates the minimum size of Sample.

**8. Planned Preventative Maintenance Schedule**

**8.1** Concessionco shall develop or procure that the relevant Service Provider develops a Planned Preventative Maintenance Schedule by the Services Commencement Date

**8.2** The Planned Preventative Maintenance Schedule shall set out the routine tasks to be performed by Concessionco or the relevant Service Provider at pre-determined intervals and shall define Concessionco’s obligations to provide Planned Preventative Maintenance including setting out the scope of the maintenance to be performed, the frequency of the maintenance and any supervision that may be required.

**9. Matters to be Agreed or Approved between the Parties**

**9.1** The parties acknowledge that there are a number of matters referred to in the performance matrices to be agreed or approved by the parties. The parties agree that they will consult with each other in order to agree any such matters by the date which is 14 days prior to the Services Commencement Date.

**9.2** The parties acknowledge that a number of areas referred to in the performance matrices have not been defined as at the Effective Date. The parties agree that they will define such areas in accordance with the Detailed Design by the date which is 14 days prior to the Services Commencement Date.



**Appendix 1**  
**Output Specification Matrix**

A handwritten signature in black ink, appearing to be 'Rmm', located in the bottom right quadrant of the page.

# REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL

## SERVICE SPECIFICATION ARRANGEMENTS

### ESTATES MAINTENANCE

#### A. GENERAL DESCRIPTION OF SERVICE REQUIRED

#### B. OUTPUT STANDARDS

1. Management and Administration
2. Staffing
3. Estate Buildings
4. Mains Services
5. Mechanical
6. Electrical
7. Energy Efficiency/Consumption
8. Sterilisers and Autoclaves
9. Piped Medical Gas Supply
10. Air Conditioning Plant
11. Fire Prevention and Training
12. Grounds
13. Gardens
14. Health & Safety
15. Transport



## A. GENERAL DESCRIPTION OF SERVICE REQUIRED

The Trust requires the Estates Maintenance Service to ensure the provision of a high quality of hospital environment safety, appearance and efficiency.

The standards maintained will meet or exceed requirements set out in the NHS Building Notes and Hospital Technical Memoranda.

Maintenance services and processes will be organised and co-ordinated to ensure optimum productivity with minimal disruption of Trust business and activities.

All relevant guidelines, regulations and EC Directives will be complied with in undertaking the Estates Maintenance Service.

Key functions of the Estates Maintenance will include:

- (a) planned preventive maintenance;
- (b) ad hoc breakdown, repair and maintenance;
- (c) major overhauls of equipment;

Hospital grounds and gardens will be maintained in a safe and attractive condition.





## ESTATES MAINTENANCE SERVICES

## B. OUTPUT STANDARDS

PERFORMANCE FACTORS**KEY TO PERFORMANCE FACTORS (ABBREVIATED DEFINITIONS)**

<b>3 =</b>	<b>Critical Requirement</b>
<b>2 =</b>	<b>Essential to Service Delivery</b>
<b>1 =</b>	<b>Important to Service Integrity</b>

MONITORING FREQUENCY

The following alphabetical coding should be used to indicate minimum frequency for monitoring each output standard.

**KEY TO MINIMUM MONITORING FREQUENCY**

<b>D = DAILY</b>	<b>28 occasions (on separate days) within month</b>
<b>T = TWICE WEEKLY</b>	<b>8 occasions (on 2 separate days weekly) within month</b>
<b>W = WEEKLY</b>	<b>4 occasions (in separate weeks) within month</b>
<b>M = MONTHLY</b>	<b>1 occasion within month</b>
<b>Q = QUARTERLY</b>	<b>4 occasions (at 3 monthly intervals) within 12 months</b>
<b>B = BI-ANNUALLY</b>	<b>2 occasions (at 6 monthly intervals) within 12 months</b>
<b>A = ANNUALLY</b>	<b>1 occasion (at 12 monthly intervals) within 12 months</b>

C = CONTINUOUS	* Automatic processes, e.g. Temperature Control and Recording
D.D = DETERMINED BY DEFAULT	Standards in this category will be considered as a routine pass unless a specific occasion demonstrates failure, e.g. <ul style="list-style-type: none"> <li>• Compliance with Trust policies,</li> <li>• Patients confidentiality</li> </ul>

\* Continuous monitoring by automatic processes will only apply where appropriate systems are required to be installed in accordance with schedule 4

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
1.1 Estates Maintenance Service managers are appropriately qualified and experienced in the requirement of hospital service.	<p>a) Management staff are recruited against agreed job profiles, person specifications and skills criteria</p> <p>b) Individual training programmes for management staff are current and valid</p>	2	B	<p>a) No. of compliant management staff in sample/No. of managers and team leaders appointed in period in sample (100%)</p> <p>b) Total no. of compliant management training programmes/ Total no. of managers and team leaders in sample (100%)</p>	
1.2 Day to day management of the service is ensured and supported by 24 hour management cover/contact with full back-up arrangements	There is a complete log of all attendance/call out staff for all operational periods	2	M	No. of logs of cover for period in sample/No. of service periods in sample (100%)	
1.3 All Estates Maintenance Service data requirements are recorded and maintained on a continuous basis.	Agreed data available for inspection within 48 hrs. or 2 business days	2	DD	Data available for inspection/Total data requested (100%)	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
1.4 All data referred to in outcome Standard 1.3 is precise, defined and free from error.	Information is precise, defined and free from error.	2	B	Audit compliances/Total audit (10%)	
1.5 Information referred to in Outcome Standard 1.3 is available for audit within 3 days of request.	Information is available for inspection within 3 business days	2	DD	Information available within 3 business days/Total information requested (100%)	
1.6 Planned preventative maintenance (PPM) is provided in accordance with the PPM Schedules and monitored in accordance with the Quality Assurance System.	Monitoring in accordance with the Quality Assurance System. Audit of PPM procedure	1	B	Audit compliances/ Total audit Audit of 100% (i.e. all aspects) of PPM procedure.	
1.7 As appropriate to the work in hand, maintenance and repairs are carried out by suitably qualified, Competent Persons under the direct control of an Authorised Person.	Audit of Maintenance System to check competency of personnel undertaking maintenance i.e. maintenance work dockets are signed by maintenance staff who are adequately trained	3	B	Audit compliances/ Total Audit (5%)	
1.8 Permit to work Procedures are complied with as appropriate.	All relevant works are undertaken in accordance with permit to work procedure	3	Q	Audit compliances/ Total audit	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
				Audit of 100% (i.e. all aspects) of permit to work Procedures.	
1.9 An appropriate and effective procedure is in place for hospital staff notification and/or request for maintenance or repairs	Notification and/or request for maintenance or repairs recorded by Estates Maintenance Service department.	2	B	No. of requests made/No. of requests received by Estates Maintenance Service department (100%)	
1.10 Estates management and staff know the defined obligations they are required to undertake under the Trust's major incident procedure (MIP)	Trust Procedures are included in the training programme	3	B	No. Of compliant training records in sample/No. of staff in sample (100%)	
1.11 Quality Assurance monitoring is applied	As Outcome Standard	2	B	No. of monitoring Procedures in place and applied in sample/No. of agreed monitoring Procedures in sample (10%)	
2.1 All staff are medically screened before employment in this service.	All appointments are subject to appropriate health screening in accordance with criteria agreed between the Trust and Concessionco	2	B	No. of compliant staff in sample/No. of staff in sample (100%)	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
2.2 Employees are appropriately trained, qualified and competent to undertake specific designated duties	Individual training programmes for staff are appropriate	3	B	No. Of compliant training records in sample/No. of staff in sample (100%)	
2.3 Employees are friendly, identifiable, courteous and respectful of their customers.	All staff receive training in standards of service	1	B	1) No. Of compliant staff training records in sample/No. of staff training records in sample (100%)	
2.4 Employees maintain the corporate identity of the Trust.	Staff wear appropriate uniforms, identity badges etc. at all times	1	B	No. of compliant staff in sample/No. of staff in sample (100%)	
2.5 Deleted					
2.6 Staff comply with all Trust Procedures.	Trust Procedures are included in the training programme	2	B	No. of compliant staff training records in sample/No. of staff training records in sample (100%)	
<b>External</b>					
3.1 All elements of the external building works, including boundary walls and fences and	Visual inspection of external elements bi-annually. Assessment of items identified at previous inspection	2	B	Tasks complete/Tasks identified & agreed at previous inspection	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<p>main structure are decorated as necessary, functional, regularly maintained and of appearance equal to that Certified as Complete (excluding the rectification of Defects or Snagging items) by the Independent Certifier, taking into account the time elapsed after Completion providing that all due and necessary maintenance in accordance with the Agreement has been undertaken satisfactorily</p>				(100%)	
<p>3.2 The Hospital buildings are safe.</p>	<p>1) External building fabric inspected at regular intervals in accordance with PPM regime</p> <p>2) Reports of unsafe situations attended to Immediately and made safe. Appropriate Action taken.</p>	3	M	<p>1) Safety inspections complete/Safety inspections due (100%)</p> <p>2) No. of acceptable responses related to building safety/ Total help desk records (100%)</p>	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
	3) Repairs undertaken in accordance with programme to be agreed			3) Repairs undertaken in accordance with agreed programme/ Repairs programmed	
<p><b>Internal</b></p> <p>3.3 All internal elements are functional, decorated as necessary, regularly maintained, in accordance with statute and guidance, and of appearance equal to that Certified as Complete (excluding the rectification of Defects or Snagging items) by the Independent Certifier, taking into account the time elapsed after Completion providing that all due and necessary maintenance in accordance with the Agreement has been undertaken satisfactorily</p>	<p>Visual inspection of internal elements bi-annually. Assessment of items identified at previous inspection</p>	2	B	Tasks complete/ Tasks identified & agreed at previous inspection (100%)	





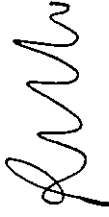
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
3.4 The Hospital buildings are safe	<p>1) External building fabric inspected at regular intervals in accordance with PPM Schedule</p> <p>2) Reports of unsafe situations attended to Immediately and made safe and Appropriate Action taken.</p> <p>3) Repairs undertaken in accordance with programme to be agreed</p>	3	M	<p>1) Safety inspections complete/Safety inspections due (100%)</p> <p>2) No. of acceptable Concessiono Representative responses related to building safety/Total Concessiono Representative records (100%)</p> <p>3) Repairs undertaken in accordance with agreed programme/ Repairs programmed</p>	
3.5 All elements of structure including retaining walls are inspected and maintained free from defect affecting or likely to affect their integrity or	1) Inspections undertaken in accordance with PPM Schedule	3	B	<p>1) Safety inspections complete/ Inspections due (100%)</p>	Works required identified under 3.1



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
capacity to support imposed or superimposed loads					
<b>Mains Cold Water Supply and Distribution</b>					
4.1 All drinking water is potable.	Quality of potable water remains acceptable at all times as identified by independent tests undertaken in accordance with PPM Schedule	3	Q	Sum of acceptable areas durations/Total areas *total duration (100%)	
4.2 The integrity of the mains water supply is maintained at all times and the response to Emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures including as appropriate arrangements for the provision of emergency supplies	1) Reports of loss of water supply as verified by Trust Representative and Concessionco  2) Compliance with emergency Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	1) Sum of acceptable areas* durations/Total areas*total duration  2) Audit compliances/ Total audit (100%)	
4.3 Documentation concerning proof of water quality is accurate and readily available.	Audit of documentation as identified by PPM Schedule bi-annually	2	B	Audit compliances/Total audit	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
				Audit of 100% (i.e. all aspects) of applicable documentation	
<b>Electricity Supply and Distribution</b>					
4.4 The integrity and availability of the electricity supply to essential circuits, and distribution is maintained at all times.	Reports of loss of electricity to essential circuits as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
4.5 The integrity and availability of the electricity supply to non essential circuits, and distribution is maintained at all times.	Reports of loss of electricity to non essential circuits as verified by Trust Representative and Concessionco	2	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
4.6 Back-up of emergency supply generation, is ensured to essential areas.	Emergency generators tested in accordance with PPM schedule	3	M	No. of tests undertaken/No. Of tests due (100%)	
4.7 Back up emergency battery	Batteries inspected/tested in accordance with PPM	3	M	Tasks complete/Tasks	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
supply is ensured to essential areas.	schedule			due (100%)	
4.8 The response to Emergency Breakdowns or supply failure is Immediate and Appropriate Action will be taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/ Total audit (100%)	
4.9) Appropriate and test documentation and certificates are accurate and readily available.	1) Audit of relevant documentation bi-annually 2) Test certificates held in accordance with PPM Schedule	2	B	1) Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation 2) No. of Test certificates held/No. of test certificates due	
<b>Gas Supply and Distribution</b>					
4.10 The integrity and availability of the gas supply	Reports of loss of gas supply as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total	Note: PPM time and planned



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
and distribution is maintained at all times.				areas* total duration (100%)	maintenance time will not be taken into account in assessment of unavailability
4.11 The response to Emergency Breakdowns or supply failure is Immediate and Appropriate Action is taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
4.12 Appropriate and test documentation are accurate and readily available.	1) Audit of relevant documentation bi-annually  2) Test certificates held in accordance with PPM Schedule	2	B	1) Audit compliances/Total audit  Audit of 100% (i.e. all aspects) of applicable documentation  2) No. of Test certificates held/No. of test certificates due	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<b>Sewage and Trade Effluent</b>					
4.13 The integrity and availability of the sewage and trade effluent disposal systems are maintained at all times.	Reports of failure of sewage and trade effluent disposal systems as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
4.14 The response to Emergency Breakdowns or system failure is Immediate and Appropriate Action will be taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Quality Assurance System. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
4.15 Trust policy relating to sewage and trade effluent is adhered to at all times.	All Procedures relating to sewage and trade effluent comply with Trust policies	2	B	Audit Compliances/ Total audit	
4.16 Documentation is accurate and up to date	Audit of documentation bi-annually	2	B	Audit compliances/ Total audit Audit of 100% (i.e. all aspects) of applicable	


Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
				documentation	
<b>Transportation</b>					
5.1 All transportation systems are functional to the required design capacity and their integrity maintained at all times	Reports of failure of transportation systems as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
5.2 Transportation systems are maintained to ensure availability at all times.	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design and development and PPM programme development) to completion to equate to

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					maximum performance score
5.3 The response to Emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	2	M	Audit compliances/Total audit (100%)	
5.4 Documentation is accurate and up to date.	Audit of documentation bi-annually	2	B	Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation	
<b>Heating</b>					
5.5 All heating is functional and maintained at all times.	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined. x% (to be defined)



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
5.6 Temperatures in heated areas are maintained in accordance with part 1.2 of schedule 4 and Health Technical Memoranda (HTM)	Reports of unacceptable temperatures as verified by Trust Representative and Concessionco	2	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	during design development and PPM Schedule development) completion to equate to maximum performance score
5.7 Domestic hot water is maintained within guidelines set out in the relevant Health Technical Memoranda (HTM).	a) Reports of unacceptable temperatures as verified by Trust Representative and Concessionco b) Checks in accordance with PPM schedule	3	C	a) Sum of acceptable areas*durations/ Total areas*total duration (100%) b) Checks complete/ Checks due (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability PPM to be completed within time tolerances to be defined. x% (to be defined during design development and PPM programme

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					development) to completion to equate to maximum performance score
5.8 The response to Emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures.	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
5.8a Documentation is accurate and up to date	Audit of documentation bi-annually	2	B	Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation	
<b>Refrigeration (excluding air conditioning and chiller plant)</b>					
5.9 All refrigeration systems are functional to the required design capacity and their integrity maintained at all	Maintenance in accordance with PPM Schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score
5.10 Temperatures in refrigerated areas and compartments are maintained in accordance with part 1.2 of schedule 4 and Health Technical Memoranda (HTM)	Reports of unacceptable temperatures as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
5.11 Accurate temperature monitoring and failure alarm systems are maintained.	Audit of Building Management System reports	2	B	Audit compliances/Total audit (100%)	
5.12 The response to Emergency Breakdowns is Immediate and Appropriate	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions	3	M	Audit compliances/Total audit (100%)	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
Action is taken in accordance with agreed Procedures	recorded by Concessionco Representative				
<b>Plant and Group 1 Equipment</b>					
5.13 All plant and Group 1 Equipment is maintained in accordance with Health Technical Memoranda (HTM)	Plant and Group 1 Equipment maintained in accordance with PPM schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) to equate to maximum performance score
5.14 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	

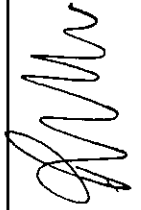
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
with agreed Procedures					
5.15 The operation of all plant and Group 1 Equipment is maintained to the required design capacity.	Reports of plant or Group 1 Equipment breakdowns as verified by Trust Representative and Concessionco	2	C	Sum of plant and Group 1 Equipment available* durations/ Total plant and Group 1 Equipment* duration (100%)	
5.15a Documentation is accurate and up to date	Audit of documentation bi-annually	2	B	Audit compliances/Total audit  Audit of 100% (i.e. all aspects) of applicable documentation	
<b>Electrical Distribution</b>					
6.1 All electrical distribution systems are functional to the required design capacity and their integrity maintained at all times	Maintenance undertaken in accordance with PPM Schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
6.2 The response to emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures.	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	development and PPM programme development) completion to equate to maximum performance score
6.3 Test certificates and appropriate documentation are accurate and readily available.	1) Audit of relevant documentation bi-annually  2) Test certificates held in accordance with PPM Schedule	2	B	1) Audit compliances/Total audit  Audit of 100% (i.e. all aspects) of applicable documentation  2) No. of Test certificates held/No. of test certificates due	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<b>Transportation Systems and Equipment (Electrical)</b>					
6.4 All transportation systems/Group 1 equipment are functional to the required design capacity and their integrity maintained at all times.	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) to equate to maximum performance score
6.6 Documentation is accurate and up to date.	Audit of documentation bi-annually	2	B	Audit compliances/Total audit  Audit of 100% (i.e. all aspects) of applicable documentation	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
6.7 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance with agreed Procedures.	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	2	M	Audit compliances/Total audit (100%)	
<b>Personnel/Goods</b>					
<b>Transportation Systems and Group 1 Equipment</b>					
6.8 All transportation systems/Group 1 Equipment are functional to their required design capacity and their integrity maintained at all times such that at least one lift is available to critical areas at all times	Reports of breakdowns as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	
6.9 All transportation systems/Group 1 Equipment are available for use and maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined. x% (to be defined during design





Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					development and PPM programme development) to completion to equate to maximum performance score
6.10 Documentation is accurate and up to date.	Audit of documentation bi-annually	2	B	Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation	
6.11 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
<b>Communication Systems</b>					
6.12. All communication systems, including Building	Reports of breakdowns as verified by Trust	3	C	Sum of acceptable areas * durations/Total	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
Management Systems, are functional to the required design capacity and their integrity maintained at all times.	Representative and Concessionco			areas* total duration (100%)	
6.13. The response to Emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System documentation. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
<b>Electrical plant and Group 1 Equipment</b>					
6.14. All internal and external lighting is operates at required levels to ensure safety and security.	Reports of lighting not complying with design criteria as verified by Trust Representative and Concessionco	2	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	
6.15 All electrical plant/Group 1 Equipment is available for use and maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined. x% (to be defined)

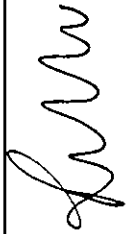
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
6.16 The response to Emergency Breakdowns is Immediate and Appropriate Action will be taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	during design development and PPM programme development) to completion to equate to maximum performance score
6.17 The operation of all plant and Group 1 Equipment is maintained to ensure that it is operational at all times.	Reports of plant and Group 1 Equipment breakdowns as verified by Trust Representative and Concessionco	3	C	Sum of plant and Group 1 Equipment available*time available/Total plant and Group 1 Equipment*total time (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<b>Patients' Personal items of Electrical Equipment</b>					
6.18 Advice is provided for inclusion in patient's information literature regarding precautions to be taken with personal items of electrical equipment	Patient's literature contains appropriate up to date information	2	B	Audit compliances/ Total audit (100%)	
6.19 All items of patients' personal electrical equipment, notified for testing, are tested to regulations before use in hospital is permitted.	P.A.T records maintained. Equipment notified to Estates Maintenance Service Provider by Trust Equipment "tagged" within 24 hrs. Of patient arrival (mon.-fri.) or next working day	2	M	No. items tested/Total notified (10%)	
6.20 Non-conforming items of patients' personal electrical equipment are left safe, but use is prohibited in hospital.	P.A.T records updated as & when new items added, copy held on ward.	2	B	No. of acceptably labelled/Total no. of items inspected (10%)	
6.21.A document confirming compliance of personal electrical equipment is issued to ward/departement staff for use of approved equipment to be permitted.	Documentation updated as & when new item notified by ward. Copy handed to ward. Signed receipt obtained.	2	B	Documentation up to date/Total documentation (100% wards)	

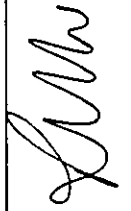
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<b>Energy Management</b>					
7.1. Energy management is maintained and monitored in accordance with agreed Procedures	Energy management undertaken in accordance with operational Procedures prepared and agreed with the Trust prior to Service Commencement Date. Audit of Procedures.	2	B	No. of audit compliances/Total audit Audit of 100% (i.e. all aspects) of Energy management Procedures	
7.2. Energy management is assessed to ensure compliance with operational Procedures	Audit of Procedures.	2	B	No. of audit compliances/Total audit Audit of 100% of Procedures	
7.3. Technology as described in Part 1.2 of Schedule 4 is utilised to ensure energy efficiency	Audit of Procedures.	2	B	Included in 7.1 no. of audit compliances/Total audit Audit of 100% of Procedures	Note: New technology to be funded by fuel savings. Energy costs are "pass through" to Trust therefore costs of new technology paid by Trust
7.4. Metering and monitoring	Records maintained for agreed areas and available	2	B	Records available/	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
systems are employed in accordance with design solution to determine and control, by agreement with the Trust, areas of high energy consumption.	for inspection within 2 Business Days			Total records agreed (10%)	
7.5. Detailed records of energy usage and associated charges are maintained and available for Trust audit as required.	Records maintained and up to date and available for inspection within 2 Business Days of request	1	B	Acceptable records/Total records (10%)	
<b>Sterilisation</b>					
8.1 The sterilisation and autoclave equipment is maintained in accordance with Health Technical Memoranda (HTM)	Maintenance in accordance with PPM Schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined. x% (to be defined during design development and PPM programme development)



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					completion to equate to maximum performance score
8.2 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance with agreed Procedures.	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System . All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	
8.3 Operational requirements of the customer are adhered to at all times.	Compliance with agreed Procedures to be agreed during phase 1. Quarterly audit	2	Q	No.of compliances/ Total audit (100% i.e. audit of all applicable Procedures)	
8.4 Documentation is accurate and up to date and readily available within 3 days of request.	Audit of documentation bi-annually	2	B	Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation	
8.6. Temperatures and pressures are monitored and recorded on chart recordings	Audit of log book undertaken monthly	3	M	(No. of recordings entered/Total recordings due) (100%)	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
and statutory logbook.					
<b>Medical Gases</b>					
9.1 The piped medical gas systems are maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM schedule	3	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) to equate to maximum performance score
9.2 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System. All emergency call outs and actions recorded by Concessionco Representative	3	M	Audit compliances/Total audit (100%)	





Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
9.3 Documentation is accurate and up to date and readily available within 3 days of request.	Audit of documentation bi-annually	2	B	Audit compliances/Total audit Audit of 100% (i.e. all aspects) of applicable documentation	
9.5 Medical gas systems are Maintained to ensure availability at all times.	Reports of unavailability as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
9.6 The quality of medical gases is ensured to meet the requirements of Health Technical Memoranda (HTM)	Reports of unacceptable quality by Trust quality controller as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability.

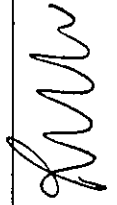
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
9.7 MEDIVAC is maintained to ensure availability at all times to the standards described in Health Technical Memoranda (HTM)	Reports of unavailability as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Quality Controller provided and paid for by Trust Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
9.8 Medical air (MA4) and surgical air (SA7) supply meets or exceeds requirements and is available at all times.	Reports of unavailability as verified by Trust Representative and Concessionco	3	C	Sum of acceptable areas * durations/Total areas* total duration (100%)	Note: PPM time and planned maintenance time will not be taken into account in assessment of unavailability
9.9 Compressor plant for MA4 and SA7 is maintained in accordance with Health	Maintenance undertaken in accordance with PPM schedule	3	M	No. of PPM tasks complete./Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
Technical Memoranda (HTM)					x% (to be defined during design development and PPM programme development) to equate to maximum performance score
9.10 As appropriate to the work in hand, maintenance and repairs are carried out by suitably qualified, Competent Persons under the direct control of an Authorised Person.	Audit of Maintenance System to check competency of personnel undertaking maintenance i.e. maintenance work dockets are signed by maintenance staff who are adequately trained	3	B	Audit compliances/Total Audit ( 5%)	
<b>Air Conditioning</b>					
10.1 Air conditioning plant is maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
10.2 Chiller plant is maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	x% (to be defined during design and development and PPM programme development) to completion to equate to maximum performance score
					PPM to be completed within time tolerances to be defined.  x% (to be defined during design and development and PPM programme development) to completion to equate to maximum performance score



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
10.4 Heating plant is maintained in accordance with Health Technical Memoranda (HTM)	Maintenance undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score
10.5 The response to Emergency Breakdowns is Immediate and Appropriate Action is taken in accordance with agreed Procedures	Compliance with Procedures as set out in Estates Maintenance Service Quality Assurance System. All emergency call outs and actions recorded by Concessiono Representative	3	M	Audit compliances/Total audit (100%)	
10.6 All systems are monitored for plant efficiency.	Monitoring in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
10.7 All duct-work and grilles are maintained in clean condition.	Cleaning and monitoring undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	<p>x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score</p> <p>PPM to be completed within time tolerances to be defined.</p> <p>x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score</p>



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
10.8 Air flow is maintained in accordance with Part 1.2 of Schedule 4 and Health Technical Memoranda (HTM) with filters and glass trap water being regularly changed.	Inspections, tests undertaken in accordance with PPM Schedule	2	M	No. of PPM tasks complete/Tasks scheduled (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score
10.9 Documentation is accurate and up to date	Audit of documentation bi-annually	2	B	Audit compliances/Total audit  Audit of 100% (i.e. all aspects) of applicable documentation	
<b>Fire Management</b>					
11.1 Compliance with Statutory Requirements, and	Inspections/recommendations etc. comply with requirements of Statutory requirements and Firecode	3	M	(No. compliances/total of	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
Firecode HTM 83 is ensured throughout the Trust premises.				audit) [Audit of 100% of requirements/directives in month]	
11.2 The Trust's fire policy and Procedure is implemented and made known through training of all core and non-core staff and relevant contractor's staff.	Training records and "training received" reports. Note: Costs associated with training of Trust staff charged to Trust as and when incurred	2	B	(No. of staff in receipt of up to date training/No. of staff planned to receive training) (10%)	
11.3 Mandatory checks on all fire equipment, escape routes and fire exits are routinely undertaken and recorded.	Inspections undertaken in accordance with "fire inspections programme"	3	M	(No. of inspections complete/No. of inspections programmed) (100%)	
11.4 Periodic inspections of the Trust's premises are undertaken and written reports produced and provided to the Trust.	Inspections undertaken in accordance with requirements of HTM and statutory requirements. Audit of inspections/reports	2	A	(No. of report compliances/Total audit) (100%)	
11.5 Advice is provided on fire detection systems, fixed	Advice is provided as necessary	1	B	(Audit compliances/Total non compliances/Total)	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
installations, structural fire precautions and fire regulations with which the Trust should comply.				audit (100% of advice provided in period available for audit)	
<b>Grounds</b>					
12.1 In the event or likelihood of freezing conditions or settling snow, all fire escapes, means of access, roads, paths and paved areas are cleared/salted/gritted to maintain a safe condition for use.	Salting/gritting/clearing undertaken in accordance with agreed Procedures. Daily inspection of areas during periods of freezing conditions.	3	DD	(No of acceptable areas/Total areas) (100%)	
12.2 Records of clearing/salting/gritting are maintained and available for reference	Records of salting/gritting/clearing compared to daily weather records	1	B	(No. of acceptable records/Total periods of adverse weather) (100%)	
12.3 Car parks are kept free of litter and debris.	Routine cleaning of car parks in accordance with PPM Schedule. Monthly reports issued. Note:	1	W	(No. Of acceptable areas/Total areas) (100%)	Performance score assessed at time of inspection

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
	Cure period of 1 hour to be applied to reports of areas requiring cleaning over and above cleaning programme.				
12.4 All external furniture and lighting is functional and well maintained.	External furniture and lighting maintained in accordance with PPM Schedule	2	M	(No of maintenance & inspections undertaken / Total programmed) (100%)	PPM to be completed within time tolerances to be defined.  x% (to be defined during design development and PPM programme development) completion to equate to maximum performance score Comments as 5.2
12.5 All roads, paths and car parks are kept safe for use at all times.	Safety inspections undertaken in accordance with inspections programme	2	M	No. of inspections undertaken/No. of inspections due (100%)	PPM to be completed within time tolerances to be defined.

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
12.6 Surfaces are monitored for faults which are reported for general maintenance as required.	Visual inspection of areas bi-annually Assessment of items identified at previous inspection	1	B	Tasks complete/Tasks identified and agreed at previous inspection (100%)	x% (to be defined during design and development and PPM programme development) to completion to equate to maximum performance score s 5.2
<b>Signs</b>					
12.7 All permanent signs, as provided within the construction contract, are kept free of any obstruction so as to be legible at all times	Signs remain visible and legible at all times	2	B	No. of signs acceptable/Total signs (100%)	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
<b>Gardens</b>					
13.1 Cultivated areas are free from weeds, litter and debris.	Areas cleared of weeds, litter and debris in accordance with grounds PPM Schedule.  NOTE: Cure period of 1 hour to apply to reports of unacceptable litter and debris outside routine clearance	1	W	As 12.3	
13.2 Lawned areas are kept at a maximum of one inch depth of grass, edged and free from grass cuttings and debris.	Lawned areas maintained in accordance with Outcome Standard	1	W	(No. of acceptable areas /Total areas inspected) (100%)	
13.3 Specified lawned areas are scarified annually.	Lawned areas scarified in accordance with grounds PPM Schedule	1	A	(Area scarified acceptably/Total area) (100%)	
13.4 Non- cultivated areas are regularly inspected and treated as required for disease, damage and maintain condition of the green belt.	Areas inspected in accordance with grounds PPM Schedule	1	B	(No. of acceptable areas /Total areas inspected) (100%)	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
13.5 Seasonal regeneration schedules are carried out in accordance with annual programmes to be determined.	Compliance with seasonal programme. Progress reports	1	B	(Tasks complete/Tasks planned) (100%)	80% completion to equate maximum performance score
13.6 Flower beds and shrubbery's are kept weed and litter free and pruned to suit species.	Flower beds and shrubberys weeded, cleared and pruned in accordance with grounds PPM Schedule. Note: Cure period as 12.3	1	W	(Works complete/Works due) (100%)	80% completion to equate maximum performance score
13.7 Tree maintenance is ensured with appropriate pruning or cutting as necessary.	Inspection annually to identify works required	1	A	Tasks complete/Tasks identified and agreed at previous inspection (100%)	
13.8 Paths and drainage channels/gullies are maintained clear of fallen leaves	Inspections/clearance in accordance with grounds PPM Schedule	2	M	Area clear/Total area (100%)	
<b>Safety</b>					
14.1 All regulations encompassed by the Health and Safety at Work Act 1984	All works undertaken in accordance with Health & Safety at Work Act 1974.	3	Q	No. of compliant Procedures in sample/No. of Procedures in sample	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
are fully complied with.	Quarterly Safety Audit.			(10%)	
14.2 A Health and Safety Manual is available and used by all Estates Maintenance Services Employees	a) Health and Safety manual is available b) The Health and Safety manual is used by all employees	2	B	0 or 100% No. of compliant staff in sample/No. of staff in sample (100%)	
14.3 A training programme is in place to ensure Health and Safety awareness, as appropriate to duties of individual staff.	a) Health and Safety will be included in the training programme b) Staff comply with Health and Safety guidelines c) Staff receive training in reporting of infectious illness'	2	B	a) No. of compliant training records in sample/No. of staff in sample (100%) b) No. of compliant staff in sample/No. of staff in sample (100%) c) No. of compliant training records in sample/No. of staff in sample (100%)	
14.5 All Maintenance Equipment is maintained, to an appropriate standard	a) A Maintenance Equipment maintenance schedule is held on site b) All Maintenance Equipment will be logged and	3	B	a) 0 or 100%	

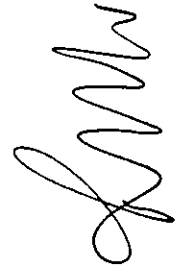
Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
	maintenance recorded			b) No. of compliant items of equipment in sample/No. of items of equipment in sample (100%)	
14.6 All Maintenance Equipment is stored in appropriately safe conditions	As Outcome Standard	2	Q	No. of items of Maintenance Equipment correctly stored in sample/No. of items of equipment in sample (100%)	
14.7 Appropriate warning notices are displayed in working areas.	1) Use of warning notices included in training 2) All applicable warning notices are in place and current at all times	2	Q	1) No. of compliant training records in sample/No. of staff in sample (100%) 2) No. of notices correct at time of audit/total No. of notices inspected during audit (100%)	
14.8 Staff are provided with, and given instructions in use of, suitable personal protective equipment (PPE).	a) Protective equipment issued as required b) Staff receive training in use of PPE.	2	B	a) No. of compliant staff in sample audit/No. of staff in sample (100%)	

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
14.9 All chemical solutions and powders are stored in protected ventilated conditions.	As Outcome Standard	2	Q	b) No. of compliant training records in sample/No. of staff in sample (100%)	
14.10 All chemical solutions and powders are labelled with relevant safety precautions and COSHH information.	As Outcome Standard	2	Q	No. of categories of substance correctly stored in sample/No. of categories in sample (100%) No. of compliant containers in sample/No. of containers in sample (100%)	
14.11 COSHH manuals are available and up to date.	a) COSHH manuals are available b) COSHH manuals are up to date	2	B	a) No. of manuals Available/No. of manuals required (100%) b) No. of manuals up to date/No. of manuals (100%)	
14.12 Appropriate first aid facilities are readily available	First aid facilities are in place in accordance with Health & Safety documentation	1	Q	Audit compliances/Total audit (100%)	
14.13 Accident and untoward	a) Staff receive training in reporting Procedures.	2	B	1) No. Of compliant	



Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
occurrences reporting Procedures are available, known and understood by staff.	b) Accident & untoward occurrences recorded in accordance with Procedures			training records in sample/No. of staff in sample (100%)  2) Audit compliances/Total audit (10%)	
14.14 Regular inspections are undertaken to identify hazards and assess risks	A schedule of hazard/risk inspections is complied with	1	Q	No. of risk assessments carried out in the period in sample/No. of scheduled risk assessments in the period in sample (100%)	
15.1 Transport ( Any transport required in the delivery of the service conforms with the Transport Specification)	As Outcome Standard	2	M	No. of Outcome Standards complied with in Transport Specification in sample/No. of Outcome Standards in Transport Specification in sample (100%)	Compliance with this standard refers only to Transport provided by Concessionco or Its Sub-Contractors for use within the confines of the site.

Outcome Standard	Performance Measurement Criteria	Performance Factor	Minimum Monitoring Frequency	Performance Score Formula (PSF)	Comments
					Delivery vehicles etc. are excluded.



## Appendix 2

Example of Calculation of Points Actually Earned for Outcome Standard 4.8 of the Estates Maintenance Service

a	b	c	d	e	f	g	h	i	j	k	l
Performance Factor	Outcome Standard	Maximum Points Available	Performance Measurement Criteria	Minimum Monitoring Frequency	Percentage Score for Monitoring Occasion				Average Monitoring Occasion Score	Outcome Standard Score	Points Actually Earned
					1	2	3	4			
3	4.8	9		Monthly	...	...	...	98	98	98	8.82

### Notes

- a See definition of Performance Factor
- b Column 'b' gives the reference number of the Outcome Standard used in the Service Specification Arrangements
- c Column 'c' gives the maximum Points available for the Outcome Standard as described in Appendix 3
- d See definition of Performance Measurement Criteria
- e See definition of Minimum Monitoring Frequency
- f-i The number of percentage scores depends on the Minimum Monitoring Frequency  
A Performance Measurement Criterion monitored daily would have 28 scores, weekly 4 scores etc.  
A Performance Measurement Criterion monitored by default may have a number of scores which would be determinable at the end of the Month  
The scores shown are examples to demonstrate the mechanism. The Service Provider would expect to score 100% on each monitoring occasion.
- j Column 'j' is the average of the scores in Column 'f-i'
- k Column 'k' is the average of the scores in Column 'j'
- l Column 'l' is the product of the maximum Points available for the Outcome Standard (Column c) and the score in Column 'k'.



### Appendix 3

*The maximum number of Points available for a single Outcome Standard is determined by its Performance Factor.*

<i>Performance Factor Applicable to the Outcome Standard</i>	<i>Maximum Points Available for the Outcome Standard</i>
<i>3</i>	<i>9</i>
<i>2</i>	<i>4</i>
<i>1</i>	<i>1</i>



## Appendix 4

### PERFORMANCE FACTOR

a	b		c		d		e	
	3		2		1		Total	
	No. of Standards	Points available (x9)	No. of Standards	Points available (x4)	No. of Standards	Points available (x1)	No. of Standards	Points available
Estates	50	450	65	260	17	17	132	727
Security	6	54	28	112	7	7	41	173
Domestic	0	0	33	132	15	15	48	147
Portering	7	63	65	260	28	28	100	351
Domestic	5	45	47	188	26	26	78	259
Catering	29	261	86	344	59	59	174	664
Laundry	16	144	48	192	21	21	85	357
<b>Total</b>	<b>113</b>	<b>1017</b>	<b>372</b>	<b>1488</b>	<b>173</b>	<b>173</b>	<b>658</b>	<b>2678</b>



## Appendix 5

### Percentage of maximum Performance Element

SERVICE SCORE (%)	PAYMENT RECEIVED (% of Maximum Monthly Performance Element)			
	Performance Factors 1 & 2		Performance Factor 3	
	Estates Maintenance	All Other Services	Estates Maintenance	All Other Services
Equal to or less than 100% but greater than 85%	100%	100%	% achieved	% achieved
Equal to or less than 85%	% achieved	85%	% achieved	85%



**Appendix 6**  
NOT USED

A handwritten signature in black ink, appearing to be 'Linn', located in the lower right quadrant of the page.

## Appendix 7

### Accrual of Termination Indicators (clause 33.20)

<b>Column 1</b> <b>Service Score for the relevant Service</b>	<b>Column 2</b> <b>Number of Termination Indicators</b>
80% and above	0
75% to 80%	1
70% to 75%	2
65% to 70%	3
less than 65%	4

1. The number of Termination Indicators that shall accrue in respect of each Service in any Invoice Month shall be the number of Termination Indicators shown in Column 2 above against the Service Score for that Service in that Month (calculated in accordance with paragraph 2 below) as shown in Column 1 above.
2. The Service Score for the relevant Service shall be the percentage which represents the average of the Service Scores in respect of each Performance Factor, such Service Scores being "S", as determined pursuant to Clause 33.17 in respect of such Service





## REDEVELOPMENT OF HALIFAX GENERAL HOSPITAL

### SERVICE SPECIFICATION ARRANGEMENTS

#### IN SUPPORT OF TRANSPORT

- A. GENERAL DESCRIPTION OF SERVICE REQUIRED
  - B. SERVICE SPECIFIC DEFINITIONS
  - C. OUTPUT STANDARDS
    - 1. Management and Administration
    - 2. Staffing
    - 3. Vehicles and Equipment
    - 4. Non-Urgent Patient Transport
    - 5. General Collection/Distribution/Delivery Services
    - 6. Health and Safety
  - D. REFERENCE INFORMATION
-

**A. GENERAL DESCRIPTION OF STANDARDS**

This specification is issued in support of other services where transport by vehicle becomes an integral element, eg. Security, Portering, Linen & Laundry, Car Parking, Grounds & Gardens and Catering.

Contractors should read this in conjunction with other output specifications and should ensure that they or their subcontractors comply whilst on Trust business with the specified standards.

**B. SERVICE SPECIFIC DEFINITIONS**

Terms defined in the Concession Agreement and in the Schedules thereto shall, unless specifically defined in this Transport Specification, have the meaning ascribed to them therein and such definitions shall apply to this Transport Specification.

B.1 Transport Manager: means the duly authorised representative of the Contractor who is responsible for the day to day management of Transport Services at the Hospital.

There are no other additional definitions associated with this service.

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**C.1 Management and Administration**

1.1	A qualified location manager has been designated and is responsible for the management of the service.
1.2	A full Goods Vehicle Operation Licence is held in accordance with DOT rules.
1.3	Service management cover/contact is provided/available during all operational periods including weekends and Bank Holidays.
1.4	Staff records are maintained including proof of licences, qualifications and updating/renewal dates.
1.5	Records are available for inspection.
1.6	Full details are maintained of all vehicles used in providing any services, including numbers, sizes, ages and arrangements/records regarding maintenance and repairs.

**C.2 Staffing**

2.1	All staff are medically screened before employment in this service.
2.2	Staff appointed to this service hold a full current driving licence (appropriate to vehicles to be driven) free from penalty points.
2.3	Staff hold current PSV licences in accordance with the Guide to Rules covering Public Service Vehicle Operator Licensing.
2.4	Any member of staff who has incurred driving licence penalty points during the monitoring period is appropriately reported for discussion with the Trust's authorised officer.
2.5	The Trust reserve the right to insist on the termination of employment of individuals who incur driving licence penalty points.



**C.2 Staffing** *(continued....)*

2.6	Staff are provided with and wear appropriate uniforms and identity badges.
2.7	In undertaking their duties, staff maintain a courteous approach with all users of the services.
2.8	Staff maintain a high standard of personal hygiene and appearance.
2.9	Staff comply with all policies and procedures of the Trust.

**C.3 Vehicles and Equipment**

3.1	The Contractor provides all suitable vehicles and equipment necessary for the provision of Transport Services.
3.2	The Trust reserve the right at any reasonable time to examine or arrange to be examined all vehicles and vehicle documentation (including licences, registration certificates and MOT or Class V Certificates) used in providing the service.
3.3	All equipment and materials used in providing the service are maintained in a safe, serviceable and clean condition.
3.4	<p>All vehicles to be used are in a good state of roadworthiness and comply with road traffic legislation, the various Road Traffic Acts and other national recommendations, including such areas as:</p> <ul style="list-style-type: none"><li>- braking systems</li><li>- exhaust systems</li><li>- heating systems</li><li>- lighting and indicators</li><li>- suspension</li><li>- safety restraints</li><li>- tyres</li><li>- floors</li><li>- windows</li><li>- noise levels</li></ul> <p>No vehicle is more than 5 years old.</p>



**C.3 Vehicles and Equipment (continued...)**

3.5	The Service Provider ensures all necessary maintenance and repairs to vehicles and equipment to ensure that all aspects of the regulations governing road transport are complied with.
3.6	Seat belts are fitted to all seats and used on every occasion.
3.7	All vehicles carry a fully equipped First Aid Box, contents of which to be agreed with the Trust.
3.8	All vehicles are equipped with a fire extinguisher.
3.9	A No Smoking policy is operated on all vehicles and suitable notices are clearly displayed.
3.10	If any vehicle has been found to have a defect which could affect the safety of the driver, passengers or other road users, the Service Provider has ceased to use that vehicle immediately until the defect has been rectified.
3.11	The Service Provider has submitted a report of any personal injury accident involving a vehicle operating the service, the driver, or passenger travelling in or boarding or alighting from a vehicle operating the service or any road user together with a report of any action they have taken or propose to take to prevent its recurrence.
3.12	All petrol vehicles used on the Contract are run using unleaded fuel.
3.13	All diesel vehicles are maintained to minimise particulate emissions.
3.14	The Service Provider is responsible for maintaining the interior and exterior of the vehicles in a clean and serviceable condition.
3.15	Daily checks and cleaning of all interior services are carried out using suitable methods and materials. The Service Provider is responsible for supplying its own cleaning equipment materials.

**C.4 Health, Safety and Welfare**

The Service Provider has ensured that every person employed in and about the provision of transport services is at all times properly and sufficiently trained and instructed as regards the following:	
4.1	Health and Safety at Work provisions are complied with.
4.2	COSHH manuals are available.
4.3	Lifting and handling techniques are known and applied.



**D. REFERENCE INFORMATION**

D.1 Goods Vehicle Operating and Licensing Regulations.

D.2 Vehicle Construction and Use Regulations 1986

D.3 Vehicle Specifications and Regulations

D.4 Road Traffic Acts, including such areas as:

- braking systems
- exhaust systems and emission levels
- heating systems
- suspension
- lighting and indicators
- safety restraints
- tyres
- floors
- windows
- noise levels

D.5 British Standards Applicable to:

- automatic tail lifts
- ramps