

# **Preliminary Invitation to Negotiate**

**The Provision of Serviced Accommodation  
for  
An Acute Hospital, Mental Health Unit, and an  
Integrated Care Centre**

**Volume 4 Part 2 - Service Level Specification**

**General Services**

February 2004

**SCHEDULE [14]**

**Part 1: Service Level Specification**

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Including:

1. Catering Services
2. Cleaning Services
3. Estates Services
4. Grounds and Gardens Maintenance Services
5. Laundry and Linen Services
6. Materials Management Services
7. Pest Control Services
8. Portering Services including post and mortuary duties
9. Security Services
10. Service Desk
11. Traffic Control Services
12. Utilities Management
13. Waste Disposal Services

**SCHEDULE [14]****Part 1: Service Level Specifications****Sub-Part A: Introduction****1. General and Specific Service Specifications**

- 1.1 The Service Level Specification consists of a General Service Specification Sub-Part B and Specific Service Specifications Sub-Part C. Project Co shall comply with the requirements of both the General Service Specification and Specific Service Specifications.
- 1.2 The General Service Specification details the Trusts' generic service requirements.
- 1.3 The Specific Service Specifications details the additional requirements for each service.
- 1.4 Every output described within the Service Level Specifications have corresponding Performance Parameters that describe the criteria used to determine whether Project Co has delivered the Service to the standards required. The Performance Parameters are provided at the end of each Service Level Specification in tabulated form and provide a list of potential Service Failures for each service and a reference to the General Service Specification (reference prefixed by "G") or Specific Service Specification (reference prefixed by "S") against which Project Co's actual performance is assessed. All Performance Parameters are assessed on a pass or fail basis.
- 1.5 Each Service Failure (SF) has been categorised as either a Failure Event (FE) or Quality Failure (QF).
- 1.6 Each Performance Parameter has been allocated a Performance Monitoring Period that states the period over which the performance of that parameter shall be measured. The Performance Monitoring Periods are summarised in Appendix A Table 1.
- 1.7 For the avoidance of doubt, the Trusts have the right to inspect any area of the Facility to ensure that Services are performing to the standards set out in the Service Level Specifications at any time. The Trusts are entitled to report any Service Failures, or potential Service Failures, to the Service Desk. The Service Desk records must be available for inspection by the Trusts at any time.
- 1.8 Each Performance Parameter has also been allocated a Monitoring Method that describes the manner by which the parameter can be measured. The monitoring methods are described in Appendix A, Table 2 and are indicative and represent the most commonly used methods in facilities management. Trusts may wish to change the methods prescribed due to Trusts-specific circumstances and or the contractual context in which the specifications are being used. It is advisable to select a number of methods for each indicator. They do not necessarily have to be 'active' but enable a greater opportunity for gathering evidence regarding compliance.
- 1.9 The General Service Specification includes a set of Key Performance Indicators. These will be used by the Trusts to track Project Co performance trends. They are intended to be used as a tool for continuous improvement and are a mechanism by which dialogue between the Trusts and Project Co is triggered with the intention of devising action plans to counter negative performance movements if applicable.

**SCHEDULE 14****Part 1: Service Level Specification****Sub-Part B: General Service Specification****1. Introduction**

- 1.1 Schedule 14 Part 1 Sub-Part B forms the General Service Specification to be included with the Service Specific Specifications.

**2. Definitions**

- 2.1 In this Service Level Specification the following words and phrases shall have the following meanings:

<b>“Agreement”</b>	means consensus between the relevant parties;
<b>“Approved Supplier”</b>	means suppliers of goods and/or Services to Project Co who have been subject to vetting and inspection by qualified inspectors, to ensure that their premises, procedures, goods and Services are of an acceptable standard and capable of meeting the requirements of this Service Level Specification;
<b>“Authorised Person”</b>	has the meaning described to “Authorised Person” in HTM Guidance Notes;
<b>“Clinical Areas”</b>	means those areas on the site(s) used to deliver clinical care to patients;
<b>“Competent Person”</b>	has the meaning described to “Competent Person” as defined in HTM Guidance Notes;
<b>“Consumables”</b>	means a part of an item of Equipment, attachment to an item of Equipment or media used by an item of Equipment that is being consumed during the operation of the Equipment
<b>“Contract Year”</b>	has the meaning given in schedule 1;
<b>“Day Patient”</b>	means a person who undergoes a clinical procedure, treatment or operation which does not require an overnight stay;
<b>“Disposables”</b>	means any items that are designed for single use;
<b>“Emergency”</b>	means any Event felt to be life threatening or serious enough to cause significant damage or disruption, or any Service Request that is required to avoid a life threatening event or an event serious enough to cause significant damage or disruption;
<b>“Fire Certificate”</b>	means a fire certificate awarded in compliance with the Fire Precautions Act 1971;

<b>“Furniture”</b>	means the movable articles in a room, ward or public area make it fit for living, use or working;
<b>“HBN”</b>	means Health Building Notes;
<b>“HFN”</b>	means Health Facilities Notes;
<b>“HGN”</b>	means Health Guidance Notes;
<b>“HTM Guidance Notes”</b>	means guidance notes pertaining to Health Technical Memoranda;
<b>“HTM”</b>	means Health Technical Memorandum;
<b>“Immediate”</b>	means expedient action is taken immediately on receipt of report;
<b>“Inpatient”</b>	means a person whose admission includes a minimum of an overnight stay;
<b>“Major Incident”</b>	means any incident or occurrence that is formally declared by the Trusts to be a major incident and to which the Major Incident Policy is applied;
<b>“Materials”</b>	means those products as may be necessary for the provision of services;
<b>“Method Statement”</b>	has the meaning given in schedule 1;
<b>“MHRA”</b>	means Medicines and Healthcare products Regulatory Agency;
<b>“Monitoring Method”</b>	means the methodology or process used by Project Co and or the Trust to measure compliance with this Service Level Specification;
<b>“NAHAT”</b>	means the National Association of Health Authorities and Trusts;
<b>“NHS Estatecode”</b>	means the NHS publication of the same name published in 2001;
<b>“On-call Room”</b>	means accommodation, including bedrooms provided for persons who are or are required to be present in the facilities outside their normal working hours;
<b>“Outpatient”</b>	means a person who is attending the Outpatient Department for either clinical treatment and/or for diagnostic purposes, who is not admitted for an overnight stay;
<b>“Patients’ Charter”</b>	means The NHS Patients’ Charter published by the Department of Health in January 1995 (as amended from time to time);
<b>“Patients”</b>	means Day Patients, Outpatients and/or Inpatients;

<b>“Performance Parameter”</b>	describes the level of performance Project Co must achieve to attain compliance with the output specifications;
<b>“Planned”</b>	means pre arranged work to a mutually agreed time scale;
<b>“Plant”</b>	means the plant and equipment to be provided and/or maintenance by Project Co pursuant to this Agreement;
<b>“Project Co Equipment”</b>	means fixed or loose equipment as may be necessary for the provision of services provided by Project Co and such Equipment as is defined as Project Co’s responsibility in Volume 5 of the PITN, Table 1 Equipment Responsibility Matrix;
<b>“Project Co Staff”</b>	means those persons engaged or employed by Project Co to carry out the Services including those if any who may be independent contractors and/or seconded to it for that purpose;
<b>“Project Co”</b>	means the body/company/organisation named in the Project Agreement;
<b>“Project Term”</b>	has the meaning given in schedule 1;
<b>“Rectification Time”</b>	means the time taken to provide the service requested in accordance with the agreed response and rectification timeframe;
<b>“Routine”</b>	means any Event that is not seen as immediately detrimental and not causing significant operational problems or any Service Request that is not seen as immediately detrimental and not causing significant operational problems if not attended to;
<b>“Scheduled”</b>	means recurring work. undertaken against a schedule agreed with the relevant wards or departments;
<b>“Service Level Specification”</b>	has the meaning given in schedule 1;
<b>“Service Providers”</b>	has the meaning given in schedule 1;
<b>“Service Response Time”</b>	means the agreed time parameters within which Project Co is required to respond and undertake tasks;
<b>“Service Specific Specification”</b>	means Sub Part C to this Service Level Specification;
<b>“Service Standards”</b>	means shall mean the standard ascribed to each Service in this Service Level Specification. Such standards may be based on quality or time;
<b>“Services Commencement”</b>	means the agreed date from when services are delivered;
<b>“SF”</b>	means Service Failure;

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<b>“Suitably Qualified Person”</b>	has the meaning ascribed to “Suitably Qualified Person” in the HTM Guidance Notes;
<b>“Trust Policies”</b>	has the meaning given in schedule 1;
<b>“Trust Representative”</b>	has the meaning given in Schedule 1;
<b>“Trust Staff”</b>	has the same meaning as Trust Employees as given in Schedule 1;
<b>“Trust”</b>	has the meaning given in schedule 1;
<b>“Unplanned”</b>	means any unforeseen request for a service not been planned to take place at a specific time;
<b>“Urgent”</b>	means any Event or Service Request, that shall cause operational problems if not attended to quickly, or which may develop into an Emergency if not remedied;
<b>“Visitor”</b>	means any person who is not a Patient, a member of the Trust Staff or Project Co Staff;

### 3. Process

#### 3.1 Scope

**3.1.1** Project Co shall comply with all requirements set out in Sub-Part B of the General Service Specification of Schedule 14.

**3.1.2** Project Co shall satisfy all relevant requirements of Sub-Part B in delivering the Services defined in the Specific Service Specifications contained within Sub-Part C. The scope of these requirements include but are not limited to:

a) **Leadership** including:

- Management;
- Continuous Improvement;
- Performance Monitoring; and
- Monthly Monitoring Reporting.

b) **Staff and Development** including:

- Recruitment;
- Training and Induction; and
- Human Resources issues.

c) **Policy and Strategy** including

- Statutory obligations and Law;
- NHS and Trust Policies;
- HTM and HBNS;
- Health and Safety;
- Quality Assurance;
- Environmental Management; and
- Contingency Planning.

d) **Partnerships and Resources** including:

- Liaison;
- Equipment; and
- Trust Representative.

e) **Access to Information and Reports** including:

- Management of information and data;
- Trust right to access, audit and view information and data; and

- Reporting arrangements.
- f) **Customer Care** including:
  - User Surveys; and
  - Complaints.

### 3.2 Minimum Service Requirements

#### *Leadership*

#### *Management*

##### 3.2.1 Project Co shall:

**GP01**

- a) prior to Service Commencement notify the Trust Representative of the management structure, responsibilities and lines of communication put in place by Project Co in respect of the services, any material changes in such structure, responsibilities and lines of communication during the Project Term shall be reported to the Trusts;
- b) three months prior to Service Commencement Project Co shall agree with the Trust Representative a mobilisation action plan that details when work schedules, recruitment and training will take place;
- c) two months prior to Service Commencement, develop and maintain a procedure to ensure the regular monthly liaison between Project Co's management team and the Trusts' management so that the delivery of the Services be facilitated and Project Co and the Trusts is made aware of the day-to-day specific requirements of the individual Trusts' departments. Project Co is required to develop a series of exception reporting and management information reports as agreed with the Trust Representative;
- d) ensure that systems and controls as agreed with the Trusts in writing are in place to safeguard property, cash and commodities in all Services and appropriate records are kept and available for inspection at Project Co's expense;
- e) co-ordinate communication and liaison between Service Providers and the Trusts, implement a comprehensive system of control in the form of management reports relating to the delivery of the Services and shall make the same available to the Trusts on request by the Trusts;
- f) analyse each of the Services and in respect of each Service produce a programme that details any proposals for changes to the Services or the Method Statement, the likely impact of those changes, the financial implications of the changes, the impact of the timing of such changes or the Trusts' ability to carry out its functions and any other matter which the Trusts may require according to the agreed variation procedure;
- g) provide information to the Trusts for contribution to the Trusts' internal and external public relations; and
- h) hold a duty of care to notify the Trusts of any matters which the Project Co considers a hazard, establish systems for the receipt from the Trusts and

dissemination to the Trust Staff, Service Providers and Project Co Staff of all hazard warnings and safety action bulletin notices published by the NHS and ensure appropriate action is taken and recorded centrally at Project Co's expense. In respect of Waste disposal this obligation extends beyond the boundaries of the Sites to the point of disposal, recycling and/or treatment.

#### *Continuous improvement*

- 3.2.2** Project Co shall be committed to continuous improvement and shall implement systems to facilitate this objective. At the commencement of each Contract Year Project Co shall in partnership with the Trusts agree the annual performance ranges for the Key Performance Indicators. Ranges should be set such that: **GP02**
- a) current performance falls within the amber band thus enabling both parties to clearly identify a performance trend in either direction;
  - b) movement from one to another may be reasonably expected over the course of a Contract Year; and
  - c) no range is set to a lesser standard than the previous year's range.
- 3.2.3** Once set the Project Co shall report quarterly on the performance against each Key Performance Indicator set out in this General Service Specification to the Trust Representative. If performance is found to fall within the Red Range Project Co shall organise and attend a meeting with the Trust Representative within two working weeks. By the end of the meeting Project Co shall have produced an agreed action plan with the Trust Representative detailing the following: **GP03**
- a) the plan and development strategy and or methodology to improve performance;
  - b) programme for achievement of new strategy and or methodology; and
  - c) programme for monitoring and review of new strategy and or methodology.
- 3.2.4** Project Co shall implement, monitor and review such action plans as agreed with the Trust Representative. **GP04**

#### *Performance monitoring*

- 3.2.5** Project Co shall undertake Performance Monitoring of all the Services provided by Project Co in accordance with the Performance Monitoring Programme. **GP05**

#### *Monthly monitoring reporting*

- 3.2.6** Project Co shall prepare a Monitoring Report and deliver it to the Trust Representative within 5 Business Days after the Contract Month end. The Monitoring Report shall contain the following information in respect of the Contract Month just ended: **GP06**
- a) the monitoring which has been performed in accordance with the Performance Monitoring Programme with a summary of the findings;
  - b) a summary of all incidents reported to the Service Desk during the Contract Month including the Service Response and or Rectification Times and those achieved;

- c) a summary of all Failure Events and Quality Failures that clearly identifies the Functional Area, Unit and or Service in which each Service Failure and or Event has occurred;
- d) the Functional Parts affected;
- e) the duration of any Failure Event not rectified on time in any Functional Part in hours, with the time and date it commenced and the time and date it ceased;
- f) the relevant volume related data (eg energy consumed, catering/linen units provided etc);
- g) the deductions to be made from the Service Payment in respect of Failure Events and Quality Failures;
- h) the volume related adjustments to be made to the Service Payment; and
- i) the number of Service Failure Points (SFP's) to be awarded in respect of Failure Events and Quality Failures on a daily basis. This part of the report should also show the rolling total for the past six months and highlight any day in this period that the rolling six-month total breaches a SFP threshold.

The Trusts shall notify Project Co within 5 Business Days of receipt as to whether it accepts the contents of the Monitoring Report and shall provide full details of any matter that is not resolved. If the Monitoring Report is agreed by the Trusts, Project Co shall issue an invoice for the undisputed sum stated in the Payment Notice (see Schedule 18). The outcome of any Dispute Resolution Procedures will be reflected in the first Payment Notice due after the resolution of the dispute.

### *Staff and development*

#### *Staffing*

- 3.2.7** Project Co shall employ sufficient staff to ensure that the Services are provided at all times and in all respects in accordance with the Service Level Specifications. Project Co shall ensure that a sufficient reserve of staff is available to meet the Service Level Specifications during holidays and absences. **GP07**

#### *Recruitment*

- 3.2.8** Project Co staff shall where required undergo pre-employment health checks in accordance with Trust Policies. **GP08**
- 3.2.9** Project Co shall, where required by Trust Policies, submit for approval to the Trust Representative, details staff it proposes to appointment prior to those staff commencing work. Such approvals may include Police checks. **GP09**

#### *Training & induction*

- 3.2.10** Project Co shall maintain a personal training record in a format agreed with the Trust Representative for all Project Co Staff and Project Co-trained Trust Staff. **GP10**

- 3.2.11** Project Co shall develop and maintain for Project Co Staff and where required Trust Staff, an appropriate induction programme, the content and style of delivery for which shall be approved by the Trusts on an annual basis (and at any time when circumstances change). As a minimum the programme shall include the items listed in Appendix B – Induction Programme. **GP11**
- 3.2.12** Project Co shall ensure all new Project Co and where required Trust Staff involved in the Service delivery undertake the induction programme prior to their commencement of work on Site. **GP12**
- 3.2.13** Project Co shall ensure that all staff engaged in the delivery of the Service, in addition to the induction Programme, are at all times properly and adequately notified, trained and instructed and the information recorded within their personal training records (including if reasonably practicable by way of continuing professional development) with regard to: **GP13**
- a) the task that the individual has to perform;
  - b) all the provisions of the Service Level Specification relevant to the duties to be performed;
  - c) the standing instructions and procedures, where relevant, to the Services;
  - d) all relevant health and safety hazards, rules, policies and procedures concerning health and safety at work and all other mandatory and statutory requirements;
  - e) fire precautions, fire procedures and firecode;
  - f) the need for staff to show courtesy and consideration at all times; and
  - g) improving energy and resource efficiency within the Facilities in line with mandatory standards and requirements.
- For the avoidance of doubt Project Co shall release staff as may be required from time to time to attend obligatory Trusts’ training. Project Co shall at its own expense provide suitably trained replacement staff so as not compromise the level or quality of Service delivery.
- 3.2.14** Project Co shall provide to its staff access to accredited training for a nationally recognised scheme, for example, National Vocational Qualifications. **GP14**
- 3.2.15** Project Co shall ensure that all Project Co Staff are offered immunisation having regard to the nature of the duties carried out by the Staff pursuant to the Services including immunisation against Tetanus and Hepatitis B in accordance with Trust Policies. **GP15**

*Human resource issues*

- 3.2.16** In carrying out the duties described in the Service Level Specifications Project Co shall: **GP16**
- a) ensure all Project Co staff are provided with adequate numbers of uniform items and are properly and presentably dressed in appropriate uniforms and work wear (including protective clothing and footwear where required), maintain a high standard of personal hygiene commensurate with their allocated tasks, and wear identification badges, of a form and type agreed with the Trust Representative, at all times while working in the Facilities

and on the Sites;

- b) develop and implement reporting procedures to the Trusts with regard to Staff suffering from any illness which may compromise the health and/or safety of any Trust Staff, Patient or visitor and to identify instances of any staff having knowingly had contact with any person with any illness which may compromise the health and/or safety of any Trust Staff, patient or visitor; and

For the avoidance of doubt this shall include staff who have recently returned from overseas travel in countries which the Occupational Health Department deemed to be of high risk. Project Co shall comply with Trust Policies in this regard.

- c) maintain staff satisfaction rate above 90 % against a 6-monthly staff satisfaction surveys for all Service Provider staff. The content of which will be agreed with the Trust Representative.

- 3.2.17** Project Co shall devise and operate methods to minimise staff turnover, sickness and absenteeism to within service standards, monitor and record this information to determine reasons for turnover and institute packages and or solutions to maintain the standard. **GP17**

### *Policy and strategy*

#### *General*

- 3.2.18** Project Co shall comply with Good Industry Practice and NHS Requirements with respect to the Services. **GP18**

Compliance with Good Industry Practice and NHS Requirements shall be deemed to include but not be limited to compliance with the following:

- a) British Standards and Codes of Practice, or equivalent standards;
- b) Government Initiatives;
- c) Trust Policies;
- d) Recommendations applicable to the delivery of services identified through external audits initiated by the government of the day or the NHS;
- e) The Patient's Charter;
- f) HBNs;
- g) HTMs;
- h) HGNs;
- i) HFNs;
- j) NHS NAHAT Security Manual;
- k) Building Regulations;
- l) Fire safety requirements, specifically including, but not limited to, Firecode (HTM 81);

- m) Disability Discrimination Act 1995;
- n) The Health & Safety at Work Act 1974;
- o) Data Protection Act 1998; and
- p) Environmental Protection Act 1990.

*Integration with trust policies and operations*

- 3.2.19** Project Co shall assist the Trusts in the future development of Trust Policies by providing information and revising and agreeing with the Trusts' relevant procedures in connection with the provision of the Services. Project Co shall document all philosophies and methods of delivery of the Services in Method Statements and procedures manuals. These documents shall be kept up to date at all times and made available to all relevant Project Co staff and Trust Representatives. **GP19**
- 3.2.20** Project Co shall seek approval from the designated Trust Representative(s) for all new working practices, or working practices that have changed from those already agreed with the Trusts, before any such new or revised working practices have been implemented. Approval shall be confirmed in writing by the Trust Representative before applicable new or changed working practices are implemented. **GP20**
- 3.2.21** In connection with the provision of the Services, Project Co shall gain approval<sup>7</sup> for all Service delivery timings, Trust Staff involvement and local working practices from: **GP21**
- a) Wards and departments in undertaking or preparing to undertake action in respect of delivery of any aspect of the Services which may impact upon the delivery of the Trusts' services or upon the comfort and or well being of patients, Trust Staff and visitors;
  - b) Trust Representatives; and
  - c) Statutory bodies in respect of any aspect of the Services.
- Approvals shall be confirmed in writing by the Trust Representative before applicable Service delivery parameters are applied.

*Health and safety*

- 3.2.22** Project Co shall: **GP22**
- a) administer and manage Project Co's compliance with its health and safety obligation insofar as they relate to the provision of the Services;
  - b) advise the Trusts of any breaches of health and safety Law or other regulations;
  - c) procure the services of a safety adviser qualified to at least the NEBOSH Certificate level or equivalent and co-ordinate the production, amendment and updating of the health and safety procedures of Project Co and the Service Providers with the intent of achieving consistency with the Trusts' health and safety policy;
  - d) provide all Project Co Staff with suitable and appropriate personal

- protective equipment;
- e) ensure suitable first aid facilities are provided to all Project Co Staff;
  - f) maintain and keep up to date health and safety records and documentation and make these available for inspection by the Trust including but not limited to;
    - i) Risk assessments in respect of all of the Services and make these available for inspection to the Trust Representative;
    - ii) COSHH manuals;
    - iii) Method statements; and
  - g) Ensure all Project Co Staff are trained as required by the Fire Precautions Act 1971.

#### *Environmental management*

- 3.2.23** Project Co shall maintain an Environmental Management System in accordance with the requirements of ISO 14001. This shall include but not be limited to: **GP23**
- a) an environmental policy;
  - b) regular review of organisation's environmental aspects;
  - c) setting objectives and targets to improve environmental impacts;
  - d) operational control procedures;
  - e) monitoring and recording;
  - f) role allocation and training;
  - g) non-conformance and corrective action process; and
  - h) system audit and management review.
- 3.2.24** Project Co, in designing their Service delivery models shall demonstrate a proactive approach by demonstrating an integrated approach to sustainable development using NEAT (NHS Environmental Assessment Tool). This shall include but not be limited to the following areas: **GP24**
- a) Conservation – energy, wood, paper, horticulture, water;
  - b) Pollution – climate change, Ozone depletion, vehicle emissions, biocides and artificial fertilisers, asbestos, hazardous substances, batteries, solvents and paints, bio-degradables and litter;
  - c) Procurement;
  - d) Waste- recycling;
  - d) Estate Management; and
  - e) Monitoring and auditing.

*Contingency planning*

**3.2.25** Project Co shall develop maintain and up date each year, or as may be needed by changing circumstances, to cater for changes in Trust Policies, new technology and changes in Law the following contingency plans to ensure compliance with the Trust's controls assurance procedures: **GP25**

- a) Fire and Evacuation Action Plan that shall include the fire precaution procedures Project Co shall operate in regard to the provision of the service, including staff training and awareness, and fire drills/evacuations;
- b) Disaster Action Plan defining how Project Co will manage each risk and identifying remedial action to be taken. Liaison with the local emergency services should also be involved included in all disaster planning; and
- c) Service Specific Risk Assessments.

Each plan shall be developed in co-operation with the;

- a) Trusts' Fire Safety Officer;
- b) Local Authority Fire Prevention Officer; and
- c) Emergency services.

*Partnerships and resources**Liaison*

**3.2.26** In connection with the provision of Services Project Co shall regularly liaise with: **GP26**

- a) all wards and departments in undertaking or preparing to undertake action in respect of works which may impact upon the delivery of the Trusts' services or upon the comfort and/or well being Key Customers;
- b) Trust Representatives, including but not limited to fire officers, health and safety advisors, control of infection officers, directors of pharmacies, crime prevention officers, and
- c) external advisors and statutory bodies in respect of the Services provided.

*Project Co representative*

**3.2.27** Project Co shall provide the Trust Representative the details of all persons and any change of persons (each "a Project Co Representative") employed by Project Co to whom Project Co have delegated certain responsibilities and obligations of Project Co under the Service Level Specifications and who are authorised by the Project Co to act upon their behalf in connection with such functions. **GP27**

*Project Co equipment and related items*

- 3.2.28** Project Co shall: **GP28**
- a) provide such equipment, Disposables, tools, materials, signs, uniforms, test equipment, safety apparatus, lifting and handling equipment and Consumables as are necessary for the provision of the Service Level Specifications at Project Co's cost and shall ensure, where necessary, that such equipment and items are maintained in such a manner and replaced in accordance with the agreed replacement schedule or when no longer serviceable, so as to ensure that the health and or safety of all Service users is at all times safeguarded;
  - b) ensure sufficient stocks of materials, Disposables and Consumables are maintained for the provision of the Services and that such materials shall be stored in a clean and tidy manner in areas to be agreed by the Trusts;
  - c) have equipment disinfected in accordance with the programme agreed by the Trusts; and
  - d) make all arrangements for the delivery/distribution of stocks of Disposables, Consumables, materials and other equipment as agreed by the Trusts.

Project Co Equipment in this context refers to the equipment required to deliver the service rather than equipment or plant (e.g. Group 1-4) which may also be being supplied by Project Co.

*Approved list of service providers*

- 3.2.29** Project Co shall provide, monitor and update an Approved List of Service Providers that have proven relevant skills, qualifications, financial, management and operational experience. **GP29**

*Access to information and reports**Management of information and data*

- 3.2.30** Project Co shall maintain and make available to the Trusts on request comprehensive information and data on the Services and facilities provided by Project Co. Such information and data shall include, but not be limited to: **GP30**
- a) Estate records;
  - b) Maintenance manuals and records;
  - c) Record drawings;
  - d) Insurance registers;
  - e) Service activity records; and
  - f) All Project Co commitments to maintain records and data detailed in the Project Agreement.

*Reports*

- 3.2.31** Project Co shall provide the Trusts with the reports and information at the frequencies defined by the Trust Representative. General information and reports shall include but not be limited to: **GP31**
- a) Information required to support the Trusts in complying with their obligations in respect of NHS Controls Assurance Returns;
  - b) Information required to support the Trusts in complying with their statutory duties;
  - c) Information required to support the Trusts in completing returns and providing data for regulatory and other inspections, accreditation and local or national monitoring programmes and processes; and
  - d) Any other information the Trusts may require, either periodically or as single requests.

*Customer care**User surveys*

- 3.2.32** Project Co shall undertake user surveys of all the Services at a frequency and in a format agreed by the Trust Representative. The results of such surveys shall be made available to the Trusts and used to develop and improve the delivery of the Services. **GP32**

*Complaints*

- 3.2.33** Project Co shall implement a complaints procedure for all complaints relating to the Services provided by Project Co. The procedure shall be agreed with the Trust Representative and provide as a minimum: **GP33**
- a) response times that accord with the Trusts' complaints procedures; and
  - b) an opportunity for complainants to refer their complaint to the Trust Representative.

**Appendix A - Performance Monitoring**

Table 1 Performance Monitoring Periods

<b>Performance Monitoring Period</b>	<b>Frequency</b>
PR	Per request
D	Daily
W	Weekly
M	Monthly
Q	Quarterly
B	Bi-annually
A	Annually

Table 2 Monitoring Methods

<b>Monitoring Method</b>	<b>Description/Source</b>
1	Trust/Project Co reports to Service Desk, Service Desk Records
2	Comparison with agreed Method Statements
3	Comparison against agreed benchmark (applies to format of reports etc)
4	Project Co self monitoring, with an agreed level of joint monitoring with a Trust Representative (in accordance with the Performance Monitoring Programme)
5	Analysis of information contained in Project Co duty rotas and other operational records
6	User satisfaction surveys (Trust staff, visitors and patients)
7	Review/reports by Statutory bodies
8	Trust audit (analysis of complaints, random visits, validation checks of Project Co data, deliberate testing, visual inspections and other empirical methods, etc.)

**Appendix B - Induction Programme**

As a minimum Project Co's induction programme shall include the following:

- a) tasks and responsibilities of their job role;
- b) geography of the site and facilities;
- c) interaction with, lines of communication between and decision making hierarchy of project Co, other Project Co/Contractors and the Trusts;
- d) knowledge of Health and Safety Law and other Law that falls within the scope of the individual's role;
- e) Trust Policies on Health and Safety, and all other Trust Policies;
- f) use of machines relevant to the provision of the services;
- g) use of relevant computer systems;
- h) handling, storage and use of cleaning materials and equipment including familiarisation with Trust's colour coding COSHH training;
- i) lifting and handling;
- j) customer care and dignity;
- k) personal hygiene;
- l) appropriate dress and rules of conduct while on the Site or Facilities;
- m) fire risks and fire precautions;
- n) first aid training;
- o) control of aggression;
- p) Service Desk User instructions; and
- q) confidentiality.

## Performance Parameters

Ref.	Parameter	SF Type	Category	Performance Monitoring Period	Monitoring Methods
<i>Leadership and performance</i>					
GP01a	Management structure established and operating in accordance with Project Co's proposal.	QF	Low	M	2, 4, 5, 8
GP01b	Appropriate Project Co Staff attend senior management meetings regarding Estates business and reports and information is supplied as requested in the agreed format.	QF	Low	M	2, 4, 5, 8
GP01c	All systems and controls in place to safeguard property, cash and commodities are functional.	QF	Low	M	2, 4, 5, 8
GP01d	Monthly Service management reports are served to the Trust Representative within 5 working days of the anniversary of each Contract Month in the agreed format and quality.	QF	Low	M	2, 3, 4, 5, 8
GP01e	Proposed variations to Services are clearly defined in the correct manner and have received written consent from the Trust Representative prior to their implementation.	QF	Low	M	2, 3, 4, 5, 8
GP01f	Information relating to internal and external public relations is supplied in a timely manner to the agreed format and quality.	QF	Low	M	2, 3, 4, 5, 8
GP01g	A procedure for disseminating hazard and safety warnings is operational and disseminating information in a timely manner.	QF	Medium	M	2, 3, 4, 5, 7, 8
GP02	KPI ranges set within 5 working days of Contract Year commencement	QF	Low	A	3, 4, 8
GP03a	Performance against KPIs is provided to the Trust Representative quarterly and an action plan .	QF	Low	Q	1, 2, 3, 4, 5, 6, 7, 8
GP03b	Action Plan developed and produced in agreed format	QF	Low	PR	3, 4, 8
GP04	Post implementation monitoring carried out in accordance with agreed timetable.	QF	Low	PR	1, 2, 3, 4, 5, 6, 7, 8
GP05	The Performance Monitoring Programme is supplied to the Trust in the agreed format by Project Co with 3 months prior to Service commencement.	QF	High	PR	2, 3, 4, 8
GP05	Performance Monitoring is carried out in accordance with the Performance Monitoring Programme.	QF	High	M	2, 3, 4, 8

<b>Ref.</b>	<b>Parameter</b>	<b>SF Type</b>	<b>Category</b>	<b>Performance Monitoring Period</b>	<b>Monitoring Methods</b>
<b>GP06</b>	The monthly Monitoring Report is supplied to the Trust in the agreed format and quality with 5 Business Days after each Contract Month end.	QF	High	M	2, 3, 4., 8
<i>Staff and development</i>					
<b>GP07</b>	There are no reported Project Co Staff shortages.	QF	Low	M	1, 5, 8
<b>GP08</b>	All proposed Project Co staff have been medically screened by Occupational Health before employment in this Service.	QF	High	M	5, 8
<b>GP09</b>	All proposed Project Co staff have been vetted and approved for work in areas such as maternity, paediatrics etc. as appropriate.	QF	High	M	2, 4, 5, 7, 8
<i>Training &amp; induction</i>					
<b>GP10</b>	Training records for all Project Co Staff and Trust Staff trained by Project Co are complete, up to date and available for inspection.	QF	Medium	M	4, 5, 8
<b>GP11</b>	Project Co has a current induction programme agreed by the relevant Trust Representative that has been reviewed within the last 12 months.	QF	Low	B	4, 5, 8
<b>GP12</b>	All staff have received induction training prior to starting work.	QF	Low	M	4, 5, 8
<b>GP13</b>	Project Co shall maintain and operate a programme of continuous professional development through training events, information sheets or on the job training.	QF	Low	B	4, 5, 8
<b>GP14</b>	Project Co Staff are undertaking NVQ or similar qualifications or Project Co is actively promoting the scheme.	QF	Low	B	4, 5, 8
<b>GP15</b>	An immunisation programme is operating and all Project Co Staff have been offered suitable inoculations.	QF	Medium	M	4, 5, 8
<i>General</i>					
<b>GP16a</b>	Project Co staff are appropriately dressed and wear valid identification badge at all times	QF	Medium	At any moment in time	1, 2, 3, 4, 5, 8
<b>GP16b</b>	Reporting procedures for staff having come into contact with high-risk persons or areas are in place and are being correctly used.	QF	Medium	M	2, 3, 4, 5, 8

<b>Ref.</b>	<b>Parameter</b>	<b>SF Type</b>	<b>Category</b>	<b>Performance Monitoring Period</b>	<b>Monitoring Methods</b>
<b>GP16c</b>	Project Co has completed the survey on the due date and reported the results to the Trust Representative.	QF	Medium	B	3, 4, 6, 8
<b>GP16c</b>	Project Co staff satisfaction rate is above target.	QF	Medium	B	3, 4, 6, 8
<b>GP17</b>	Project Co staff turnover, sickness and absenteeism are constantly monitored and there are measures in place to reduce rates.	QF	Low	Q	4, 5, 8
<i>Policy and strategy</i>					
<b>GP18</b>	Compliance with statutory, CDM, H&S, Method Statement Requirements and prescribed standards in force.	QF	High	M	1, 2, 3, 4, 7, 8
<b>GP19</b>	Method Statements and procedures are complete, up to date and available for inspection by the Trust Representative.	QF	High	M	1, 2, 4, 7, 8
<b>GP20</b>	Authorisation from Trust Representative and/or statutory bodies where applicable has been agreed prior to work commencement.	QF	High	M	2, 4, 5, 7, 8
<b>GP21</b>	All service delivery timings have been agreed by written consent of the Trust Representative prior to Service Commencement.	QF	Low	M	2, 3, 4, 8
<i>Health and safety</i>					
<b>GP22a</b>	A comprehensive and up to date health and safety manual is available and used by all Staff and Trust Staff.	QF	High	M	2, 3, 4, 7, 8
<b>GP22b</b>	Reporting procedures for accidents and/or breaches of statutory health and safety obligations are available known and understood by all staff and adhered to.	QF	High	M	2, 3, 4, 7, 8
<b>GP22c</b>	A suitably qualified Safety Adviser has reviewed Project Co health and safety policies and procedures against Trust H&S policies and procedures within the last 12 months.	QF	High	A	2, 3, 4, 7, 8

Ref.	Parameter	SF Type	Category	Performance Monitoring Period	Monitoring Methods
<b>GP22d</b>	Staff are provided with suitable, appropriate and British Standard or EU equivalent compliant personal protective equipment (PPE) and clothing including but not limited to:  a) Uniforms;  b) Gloves;  c) Goggles;  d) Plastic aprons;  e) Footwear.	QF	High	D	1, 2, 4, 7, 8
<b>GP22e</b>	Suitable and well-stocked first aid facilities are provided and the name of the on duty First Aider is clearly identified.	QF	High	W	4, 7, 8
<i>Environmental management</i>					
<b>GP23</b>	Project Co has valid ISO 14001 accreditation or equivalent or better.	QF	High	B	1, 2, 3, 4, 5., 6,7, 8
<b>GP24</b>	Project Co has a demonstrable Sustainable Development Policy that has been developed using NEAT.	QF	High	B	2, 3, 4, 7, 8
<i>Contingency planning</i>					
<b>GP25</b>	Project Co has developed and reviewed contingency plans and actively disseminated this to all stakeholders and staff.	QF	Medium	A	2, 4, 7, 8
<i>Partnership and resources</i>					
<i>Liaison</i>					
<b>GP26</b>	Project Co has met with the Trust Representative at least monthly.	QF	Medium	M	4, 5, 8
<i>Project Co representative</i>					
<b>GP27</b>	Project Co has liaised with the relevant Trust staff, where works may impact clinical operations.	QF	Medium	At any moment in time.	1, 2, 4, 8

<b>Ref.</b>	<b>Parameter</b>	<b>SF Type</b>	<b>Category</b>	<b>Performance Monitoring Period</b>	<b>Monitoring Methods</b>
<i>Project Co equipment and related items</i>					
<b>GP28</b>	All equipment and related items used in the delivery of the Service is in good working order, carries the correct and valid certification/licence, and is being used by a trained operative (where applicable)	QF	Medium	At any moment in time	1, 2, 3,4, 5, 7, 8
<i>Approved list of service providers</i>					
<b>GP29</b>	An Approved List of Service Providers is in operation and all listed providers undergo regular vetting.	QF	Medium	B	4, 5, 8
<i>Information and reports</i>					
<b>GP30</b>	Records, information and data on the Project Co and the services provided by Project Co are maintained and available to the Trust Representative on request.	QF	Medium		
<b>GP31</b>	The defined reports and other information requests are provided by Project Co.	QF	Medium		
<i>Customer care</i>					
<b>GP32</b>	User surveys are undertaken by Project Co, the results made available to the Trust Representative and used to develop and improve the services provided by Project Co.	QF	Medium		
<b>GP33</b>	Project Co operates a complaints process that has been agreed with the Trusts.	QF	Medium		

## Key Performance Indicators

KPI Ref	Parameter	Performance Range		
		Green	Amber	Red
K01	No of calls to Service Desk per month	< [ ] no	[ ] – [ ] no	> [ ] no
K02	No of Failure Events per month	< [ ] no	[ ] – [ ] no	> [ ] no
K03	No of Quality Failures per month	< [ ] no	[ ] – [ ] no	> [ ] no
K04	Customer Satisfaction	< [ ] %	[ ] – [ ] %	> [ ] %
K05	Staff Turnover	< [ ] %	[ ] – [ ] %	> [ ] %
K06	Absenteeism and Sickness	< [ ] %	[ ] – [ ] %	> [ ] %
K06	Staff Satisfaction	< [ ] %	[ ] – [ ] %	> [ ] %
K07	Staff with relevant NVQ qualification or higher / equivalent	< [ ] no	[ ] – [ ] no	> [ ] no
K08	Man hours of training per month	< [ ] no	[ ] – [ ] no	> [ ] no
K09	No of complaints per month	< [ ] no	[ ] – [ ] no	> [ ] no
K10	No of RIDDOR incidents per month per 100 WTE per annum	< [ ] no	[ ] – [ ] no	> [ ] no
K11	No of non-RIDDOR incidents per month per 100 WTE per annum	< [ ] no	[ ] – [ ] no	> [ ] no
K12	PEAT Ranking	< [ ] no	[ ] – [ ] no	> [ ] no
K13	NEAT Ranking	< [ ] no	[ ] – [ ] no	> [ ] no