1 Purpose

1.1 This report updates Members of the Healthier Communities Select Committee on activity underway to establish a local Healthwatch organisation. It provides information on the tender process, the specification of the service and the activity that is planned to ensure an effective transition from the current Local Involvement Network to the local Healthwatch organisation by April 2013.

2 Recommendations

2.1 The Healthier Communities Select Committee is asked to note the report and the latest progress towards establishing Healthwatch Lewisham.

3 Policy context

3.1 The Health and Social Care Act (2012) introduced significant changes to patient and service user advice, signposting and advocacy. Healthwatch England was established in October 2012 as a new independent consumer champion and a statutory part of the Care Quality Commission, to champion service users’ and carers’ views across health and social care.

3.2 Healthwatch England will be complemented by Local Healthwatch organisations, established by local authorities.

3.3 Local Healthwatch will ensure views and feedback from patients and carers are an integral part of local commissioning across health and social care. Local Healthwatch organisations will replace Local Involvement Networks (LINks), also commissioned by local authorities, from April 2013.

4 The role of Local Healthwatch

4.1 Healthwatch will be the independent consumer champion for the public, locally and nationally, to promote better outcomes in health and social care for adults and children.
4.2 Healthwatch will be representative of diverse communities. It will provide intelligence – including evidence from people’s views and experiences – to influence the policy, planning, commissioning and delivery of health and social care. Locally, it will also provide information and advice to help people access and make choices about services.

4.3 Healthwatch will continue the functions previously conducted by Local Involvement Networks and also have additional responsibilities to support individuals to make choices about the services they are able to access. The key responsibilities of Local Healthwatch will be to:

1. Provide information and advice to the public about accessing health and social care services and exercising choice in relation to aspects of those services;

2. Make the views and experiences of communities/groups and young people known to Healthwatch England helping it to carry out its role as national champion;

3. Make recommendations to Healthwatch England to advise the Care Quality Commission (CQC) to carry out special reviews or investigations into areas of concern (or, if the circumstances justify it, go direct to the CQC with their recommendations, for example if urgent action were required by the CQC);

4. Promote and support the involvement of people in the monitoring, commissioning and provision of local care services;

5. Obtain the views of people about their needs for and experience of local care services and make those views known to those involved in the commissioning, provision and scrutiny of care services;

6. Produce reports and make recommendations about how those services could or should be improved and present these to the relevant commissioners or service providers.

4.4 Each Local Healthwatch will be a body corporate which means that it will have legal authority to carry out its functions and will be subject to the Freedom of Information Act, Equalities Act and Data Protection Act. It will also be able to appoint its own staff to carry out specific roles and will operate as an independent organisation.

4.5 Healthwatch will be able to exercise many of the same powers that LINks have, to enable them to influence the improvement of local services. These powers allow them to:

- enter and view all publicly funded health and social care services, either as unannounced spot checks or at agreed monitoring visits;
• request information and receive a response in a specified timescale;
• Make reports and recommendations and receive a response in a specified timescale; and
• refer matters to a local health and social care Overview and Scrutiny Committee and receive a response.

4.6 The Health and Social Care Act specifies that each Health and Wellbeing Board must include a representative of local Healthwatch as a member. In addition, the Act requires Clinical Commissioning Groups and Health and Wellbeing Boards to involve local Healthwatch in the preparation of their Joint Strategic Needs Assessment and joint Health and Wellbeing Strategy.

4.7 Local Healthwatch will have a duty to produce an annual report detailing its spend and its activities. This will need to be made publicly available and individual copies sent to specified organisations, including local clinical commissioning groups, the relevant overview and scrutiny committee, the local authority and Healthwatch England.

5 Funding for Healthwatch

5.1 Local Healthwatch funding will be made up of two parts. The first is the ongoing baseline funding for LINks. The second is additional funding for the new information and signposting service.

5.2 Department of Health Ministers have decided that in 2013/14, DH will provide £16.5 million of additional funding for local Healthwatch and that the same level of funding will be made available in 2014/15. The additional funding allocation for Lewisham in 2013/14 is estimated to be £92,135 and will be confirmed, together with baseline funding in late 2012.

5.3 Subject to confirmation of funding within the Local Government Settlement in late 2012, it is estimated that Healthwatch Lewisham will be funded up to £300,000 over a two year contract period.

6 Establishing Healthwatch in Lewisham

6.1 A multi-agency steering group was established in early 2012 to lead on a programme of consultation which would be used in the drafting of the specification for Healthwatch Lewisham. This group included representatives from Lewisham LINk; Lewisham Hospital’s Patient, Advice and Liaison Service; Lewisham CCG; SLAM NHS Trust and Lewisham’s voluntary sector.

6.2 A programme of consultation ran for three months from June 2012 and resulted in 152 responses to the main survey. A series of focus groups were conducted with user groups including Lewisham Speaking Up, Pensioner’s Forum and the Lewisham Providers Forum.
6.3 Key findings from the consultation included:

When looking for information or making a complaint about health and social care services, the majority of respondents would first look on the internet or consult their GP surgery. However, when asked how they would like Healthwatch to contact them to gather their views, the majority of respondents would prefer face to face or telephone contact.

57% of respondents felt they did not have a say about their health or social care services, and the main reasons for this included not knowing where to go or who to contact. However, over 80% of respondents would be very or quite interested in having a say.

The top three qualities required from a Healthwatch are; easy to contact; ability to improve things; listening to what I have to say.

6.4 The specification for Healthwatch Lewisham is attached as Appendix A. It highlights the need for a local Healthwatch to:

- Be an effective proactive and independent local voice, supporting people to influence all aspects of adult and children’s health and social care within the borough.

- Be a robust and credible organisation by demonstrating that it has the appropriate level of skills and competencies required to deliver its functions to the highest possible level.

- Build upon the successes established by the current Local Involvement Network (LINK) and all the existing mechanisms for engaging with users of health and social care services.

- Be accessible to all and establish productive relationships with service providers and a range of community and voluntary sector organisations.

6.5 A competitive tendering process is currently underway and is due to close on 17 December 2012. A panel from the multi-agency steering group will evaluate the tenders and, following a possible interview process, will make a recommendation to the Executive Director of Community Services as to the awarding of the contract. It is expected that a provider will be in place to deliver Healthwatch by 1 April 2013.

6.6 The multi-agency steering group will continue to meet and develop plans to help the selected provider make a seamless transition from LINKs and ensure that service providers and the voluntary sector have an opportunity to meet with Healthwatch Lewisham before the commencement of their contract. Key issues that will be considered in the transition period include:
• Promotion for Healthwatch
• Web presence
• Transfer of intelligence from LINks to Healthwatch

7 Healthwatch and the Council

7.1 Healthwatch Lewisham will be the local consumer champion for health and social care representing the collective voice of people who use services and the public. It will build up a local picture of community needs, aspirations and assets and the experience of people who use services. Through legislation and local practice, Healthwatch Lewisham will be able to influence local decisions and local health and wellbeing outcomes.

7.2 A Links Member already sits on the Shadow Health and wellbeing Board, and as a statutory member of the Health and Wellbeing board, local Healthwatch will be able to directly influence and inform the development of Lewisham’s Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

7.3 The Lewisham Local Involvement Network has had a strong working relationship with the Healthier Communities Select Committee and contributed to its work and discussions. For Healthwatch Lewisham to be effective and add value, it would be valuable for a similar relationship to be developed between the committee and new Healthwatch organisation.

7.4 In October 2012, the Centre for Public Scrutiny and the Local Government Association published ‘Local Healthwatch, health and wellbeing boards and health scrutiny: roles, relationships and adding value’, which is a document aimed at supporting the interaction between these groups. It suggests various scenarios where the functions of each can complement, rather than duplicate each other.

8 NHS Complaints Advocacy

8.1 Originally included in the Government’s plans for Healthwatch, the responsibility for Independent NHS Complaints Advocacy will transfer over to the Local Authority from April 2013. The Government’s original intention was that this would be a role for a local Healthwatch, but it was ultimately decided that it would be a separate function from those assigned to Healthwatch.

8.2 Lewisham has been given an indication of their funding allocation to deliver this service, which is estimated at £79,726. Confirmation of this funding is expected before the end of December 2012.

8.3 The Department of Health on behalf of the Secretary of State for Health, currently commissions NHS Complaints Advocacy services directly from the Independent Complaints Advocacy Service, which is
provided nationally by three suppliers, The Carers Federation, POhWER and SEAP. POhWER are the current providers for the South East.

8.4 A working group of commissioners from across the 33 London boroughs has been exploring the options for procuring this service on a Pan-London basis, to continue achieving the economies that exist within a multi-borough service provision.

8.5 All but six boroughs have indicated their agreement to participate in tendering a Pan-London contract. The Association of Directors of Adult Social Services (ADASS) has indicated its support for the continuation of a pan-London arrangement.

8.6 Lewisham will participate in the Pan-London tendering process and it is anticipated that the framework agreement will be signed in early 2013, following a competitive tendering process. This will allow Lewisham residents to access a range of advocacy support including individual case management, self-help tools and online advice and information.

9. Legal implications

9.1 There are no legal implications arising from this report.

10. Financial implications

10.1 There are no specific financial implications to this report. Funding for Healthwatch is detailed in paragraph 5.

11. Equalities implications

11.1 There are no direct equalities implications arising from this report.

For further information please contact Jo Barrie in the Community Services Directorate's Strategy and Policy team on ext 49637
Appendix One – Healthwatch Lewisham specification

Specification
Introduction

The Health and Social Care Act 2012 requires local authorities with social care responsibilities to commission Healthwatch by April 2013. Healthwatch replaces Local Involvement Networks, which are currently the main public and patient engagement mechanism for health and social care service users.

This specification sets out the vision for Healthwatch Lewisham, based on national guidance and a range of local engagement activities, and details of how we think Healthwatch Lewisham will be able to improve outcomes for local people.

An effective local Healthwatch has a key role to play in ensuring that service users and the public are at the heart of service delivery. By representing the views and experiences of local people, including children and young people and by helping communities to exercise greater choice over the services they receive, Healthwatch Lewisham can help to ensure that services meet the needs of local people, including children and young people and remain both high-quality and fit-for-purpose.

Healthwatch Lewisham will be expected to build upon the successes established by the current Local Involvement Network (LINk) and all the existing mechanisms for engaging with users of health and social care services. It will need to be accessible to all and establish productive relationships with service providers and a range of community and voluntary sector organisations.

Our vision for Healthwatch Lewisham

Our vision is that Healthwatch Lewisham will be an effective proactive and independent local voice, supporting people to influence all aspects of adult and children’s health and social care within the borough. Healthwatch Lewisham will need to have a visible presence in the borough, clearly identifying itself as the consumer champion for health and social care service users.

Healthwatch Lewisham will be a robust and credible organisation by demonstrating that it has the appropriate level of skills and competencies required to deliver its functions to the highest possible level and to achieve the outcomes required. It will need to be adaptable to meet further policy changes within NHS and social care.

Based on extensive consultation with residents and the voluntary sector, we know that the key characteristics for an effective Healthwatch Lewisham are:

- It will engage effectively with Lewisham’s diverse communities so that all residents feel able to exercise choice and make their views known
• It will draw upon the experience and expertise of local people and local organisations, incorporating them into its governance and enabling them to influence how it delivers its business.

• It will have a clear vision and demonstrable goals which have been developed in partnership with local stakeholders and the wider community.

• It will engage effectively with Lewisham’s health and social care providers so that, working together, real improvements can be made.

• It will work strategically, along with other local stakeholders, to influence the direction of health and social care in Lewisham.

• It will contribute to the improvement of health and wellbeing outcomes so that people, including children and young people, enjoy healthier lives.

The Borough of Lewisham

Lewisham is a part of London, the largest, most culturally diverse and vibrant city in the European Union.

Encompassing 13.4 square miles, Lewisham is one of the greenest parts of south-east London. Over a fifth of the borough is parkland or open space.

The 2011 Census, gives Lewisham a total population figure of 275,900. This means that Lewisham is the fifth largest Inner London borough in terms of population size.

Lewisham’s population is relatively young with one in four under 19. The population over 60 represents one in seven in our community. It is the 15th most ethnically diverse local authority in England. Two out of every five of our residents are from a black and minority ethnic background and there are over 130 (there are 170 languages spoken within our school population) languages spoken in the borough making links throughout London and across the world. Lewisham’s vitality and dynamism stem from the energy of its citizens and diverse communities. Lewisham’s people have a long history of welcoming and championing new communities, valuing diverse viewpoints and recognising the contribution that different cultures can make to the quality of life in the borough.

Lewisham has over 800 active voluntary and community sector organisations and more than 200 individual faith groups. All these groups and many others help to strengthen our communities by galvanising our citizens, addressing local concerns and advocating on behalf of some of the most vulnerable in society.
Government statistics used to identify the most deprived communities in England identify Lewisham as the 31st most deprived local Authority area in England (IMD 2010). Pockets of deprivation are spread throughout the borough, but small areas of the highest deprivation are found in Evelyn, Lewisham Central, Rushey Green, Whitefoot, and Bellingham wards.

### Service Landscape

Health and social care services are experiencing a period of significant change and reorganisation. Healthwatch Lewisham will need to be responsive to these changes and have the ability to work with a range of service providers, third sector partners and service user groups, whilst these changes take place. Indeed, the scale of change places a premium on a local organisation being able to support residents to navigate the different services available.

At present, health services are delivered from a variety of locations across Lewisham which includes, University Hospital Lewisham, community-based clinics across the borough and local people’s own homes. The voluntary and community sector makes a significant contribution to the welfare and wellbeing of the borough’s citizens.

In 2011/12, Lewisham’s Adult Social Care services supported approximately 6,385 adults to address their social care needs. 9% of these were people with learning disabilities; 58% were physical or sensory disabilities and 33% were mental health clients. The profile of service users in Lewisham demonstrates the range of needs that people experience and the breadth of services required to meet those needs.

### Summary – The role of Healthwatch Lewisham

In line with the requirements of the Health and Social Care Act (2012), Healthwatch Lewisham will have six key roles:

1. Provide information and advice to the public about accessing health and social care services and choice in relation to aspects of those services;

2. Make the views and experiences of communities/groups and young people known to Healthwatch England helping it to carry out its role as national champion;

3. Make recommendations to Healthwatch England to advise the Care Quality Commission (CQC) to carry out special reviews or investigations into areas of concern (or, if the circumstances justify it, go direct to the CQC with their recommendations, for example if urgent action were required by the CQC);

4. Promote and support the involvement of people in the monitoring, commissioning and provision of local care services;
5. Obtain the views of people about their needs for and experience of local care services and make those views known to those involved in the commissioning, provision and scrutiny of care services and

6. Produce reports and make recommendations about how those services could or should be improved and present these to the relevant commissioners or service providers.

Organisational structure and governance

Healthwatch Lewisham will be expected to structure itself accordingly to carry out the functions and achieve the outcomes detailed in this specification.

In line with Government guidance, Healthwatch Lewisham must:

- include (on a voluntary basis) individuals, groups and organisations with an interest in their local health and social care services
- encourage the involvement of all sections of the local community especially those whose views are difficult to obtain or are seldom or never heard
- facilitate the bringing together of diverse groups in the area, and representatives of other networks
- be flexible enough in its structure to encourage individuals and groups to participate when they want
- represent local consumer voices at the Health and Wellbeing Board
- be an independent body and separate arm of the regulator, so as to be a strong voice and consumer champion.

Legislation requires any local Healthwatch provider to be a not-for-profit corporate body, with a board of directors. The organisation should ensure that its directors are representative of the local community.

If more than one organisation is involved in a bid, this should be explained clearly in the response to the tender, and only the Lead Organisation should be involved in submitting a bid. Partnership bids will therefore not be accepted, but bids from a lead provider clearly demonstrating any subcontracting arrangements will be acceptable.

Healthwatch Lewisham should be able to demonstrate that they:

- Are independent
- Have robust governance and management processes in place to ensure local accountability and to its responsibilities to local people, the commissioning local authority and other health and social care partners and Healthwatch England. These should include:
  - an annual meeting, open and accessible to local stakeholders/members
a published annual report
- audited accounts available for public inspection
- published organisational governance structures

- Have a supported, skilled and competent team of staff and volunteers
- Are able to demonstrate transparency of internal processes, prioritisation, decision making and impact analysis
- Adhere to the Nolan principles of standards in public life, the public sector equality duty under the Equality Act 2010 and the Freedom of Information Act
- Have processes in place for seeking and responding to feedback and/or complaints about the development of Healthwatch Lewisham and its on-going work
- Have processes in place to manage the re-investment of any earnings into service provision
- Will safeguard vulnerable adults and children in contact with Healthwatch Lewisham and work within local safeguarding frameworks to respond to risk

Characteristics

In order to effectively fulfil its duties and responsibilities, Healthwatch Lewisham will need to be able to demonstrate that it has the appropriate capabilities and capacity to:

- develop and maintain a strong focus on engaging the local community, particularly those who are unable to access services
- develop and maintain effective relationships with commissioners, decision makers and health and social care service providers
- present a range of views and voices of local people in appropriate format depending on the audience
- Have systems in place to record information and views, to analyse this information and to evidence the effectiveness of their influence and impact
- evidence an understanding of the health and social care commissioning and decision making processes
- present data and findings in an effective, evidence based and influential way
• provide accessible, welcoming and inclusive services for patients, service users and the public across Lewisham.

• Ensure clarity of communications with the public and stakeholders

• Supervise and conduct enter and view visits where appropriate and do so in a sensitive manner

Building on Local Involvement Networks (LINks)

Healthwatch Lewisham will carry forward the functions of LINks and will also have additional functions and powers.

Healthwatch Lewisham will need to incorporate the good practice established by Lewisham LINk and build upon the evidence and knowledge of local needs that it has established. It will need to have in place a strategy to ensure as much continuity as possible and appropriate.

Empowering local people

Healthwatch Lewisham will need to be rooted in the community and act with a view to ensuring that Healthwatch Lewisham, its volunteers and its subcontractors are representative of the local population.

It should, where possible, promote community involvement in the commissioning, provision and scrutiny of health and social services and raise awareness amongst commissioners, providers and other agencies about the importance of engaging with communities, and the expertise and value that individuals and voluntary or community organisations (VCOs) can bring to discussion and decision making on local and national issues.

Healthwatch Lewisham will need to be engaged in the development and operation of working partnerships and networks, seeking to maximise the complementary relationship with the wider community engagement mechanisms and activities in the local area.

Information gathering and giving

The key roles for Healthwatch Lewisham is to give, receive and process information. It will need to gather the views and experiences of individual service users as well as other sorts of local information that is already available from local voluntary and community groups and triangulate this with other sources of information, making effective use of the Healthwatch England information repository.
It will need to understand what local information sources are available (including LINk legacy data) and seek to identify new information sources in order to develop views about key local and national issues. This should include an understanding of the methodologies used to collect data.

Healthwatch Lewisham will need to demonstrate an understanding of the different techniques for gathering views and choose the most appropriate method, including understanding where enter and view (the right to enter and view provider services) can be used as a source of evidence about the experience of service users and quality of services.

As well as being able to provide information and advice to residents in appropriate ways to meet their needs (the signposting role), Healthwatch Lewisham will need to have the necessary skills to synthesise, interpret and understand different kinds of data and information. This will be used to provide the evidential base for any reports and recommendations to commissioners and providers to improve services, and for input to the health and wellbeing board. Healthwatch Lewisham should also be able to identify unmet need so gaps in information can be plugged.

Evidence and insight gathered by Healthwatch Lewisham will need to be fed into Healthwatch England, using the information repository, enabling it to advise on the national picture and ensure that local views influence national policy, advice and guidance.

**Representation and relationships**

Healthwatch Lewisham will operate independently, constructively and authoritatively, representing the voice of local people on what matters most to them in the strengthened system of strategic needs assessment and commissioning decision-making.

To achieve this, it will need to develop and maintain good working relationships with appropriate scrutiny committees, NHS Foundation Trusts and with the independent NHS complaints advocacy service and play a full role in strategic decision making as a member of the health and wellbeing board.

As an essential contributor to the local Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies, Healthwatch Lewisham will ensure that local people’s views are integral to local decision-making about services and will encourage high standards of health and care provision.
Healthwatch Lewisham will champion equality of health and care access and provision and be able to demonstrate real influence with commissioners, providers, regulators and Healthwatch England.

Healthwatch Lewisham will need to make the views and experiences of local people, known to Healthwatch England in order to help it carry out its national champion role.

Healthwatch Lewisham has a good understanding of the diversity of its community and demonstrates an active approach to involving those who are often not heard or otherwise excluded, vulnerable or isolated, as well as those who are under-represented.

Outcomes and measuring success

Residents have told us that the following are the priority outcomes for Healthwatch Lewisham:

- Healthwatch Lewisham develops strong, proactive and constructive relationships with both commissioners and providers of health and social care and with Healthwatch England.

- Healthwatch Lewisham is actively publicised and there is good local awareness.

- Healthwatch Lewisham services are friendly, easily accessible with a strong internet presence as well as providing the opportunity for residents to meet with Healthwatch face-to-face.

- The users of social care services, including children and young people, are proportionately represented in the work of Healthwatch Lewisham.

- Healthwatch Lewisham can demonstrate achievement in reducing inequalities through the targeting of groups who are seldom heard and hard to reach groups.

- Health and Social Care services are demonstrably influenced by the impact of the customer voice coordinated through Healthwatch Lewisham, and measurable outputs in service improvement can be evidenced.

- The views of health and social care users in Lewisham is effectively championed at Health and Wellbeing Board meetings.

- Healthwatch Lewisham is recognised as an effective and inclusive brand, championing health and social care issues.
The criteria for measuring success against these outcomes will be determined jointly by the Council, statutory partners and Healthwatch Lewisham, once established and following any guidance from Healthwatch England.

**Inclusion and Diversity**

Healthwatch Lewisham must be inclusive and diverse in its make-up and will need to operate in different ways to establish a range of involvement and communication methods. It must be accessible to all people who are entitled to receive health or adult social care services or anyone who cares for or represents anyone who has access to health or social care services.

Healthwatch Lewisham must provide a service appropriate to people’s needs and will be subject to the public sector duties as detailed in the Equality Act 2010. They will not discriminate against anyone on the grounds of their disability, race, culture, pregnancy/maternity, religion, gender identity, sexual orientation, age, gender or socio-economic situation. This is applicable to both participation and when obtaining and representing people’s views and experiences.

Healthwatch Lewisham will need to use a mix of communication methods to reach the public in the most effective manner, ensuring people can get information in different formats (electronic, hard copy, Braille, large print, preferred language translations etc.) as well as receiving help face to face and having the ability to book appointments for those who need more time or support to give their views. Healthwatch Lewisham should also make information available via the internet and make use of social networking tools to reach communities that might otherwise be under-represented.

Particular emphasis will be placed on the need to demonstrate effective strategies to engage with harder to reach groups, including BME communities, gypsy and traveller communities, the Deaf Community (profoundly Deaf BSL users), people facing social and financial exclusion, and homeless or vulnerably housed people. There will need to be regular reporting of its progress and outcomes of reaching of these groups; understanding reported differences in service provision, and exerting influence for service improvement and reporting its outcomes.

The premises from which Healthwatch Lewisham operates and any proposed venues for meetings arranged by Healthwatch Lewisham must be fully accessible and compliant with all prevailing Equalities legislation. They must also maintain a safe and clean working environment in compliance with all relevant Health and Safety at Work legislation.

Healthwatch Lewisham must comply with both the Data Protection Act 1998 and the Freedom of Information Act 2000 and ensure that Healthwatch
Lewisham participants are aware of their responsibilities under both of these Acts.

Healthwatch Lewisham must be committed to safeguarding and promoting the welfare of adults, children and young people and expects all staff and volunteers to share this commitment, and to be effectively trained in all aspects of safeguarding legislation and practice. This will include provision for enhanced CRB checks for all staff and volunteers.

**Funding**

The total value of the contract with the London Borough of Lewisham is estimated to be in the region of £300,000, over the term of the contract (1st April 2013 – 31st March 2015). This figure is based on the allocation illustration given by the Department of Health and will be subject to variation. We anticipate an exact contract value to be released late in 2012.

From time to time during the contract period, additional funding may be made available to carry out specific projects. If and when this occurs, the work will be within the confines of this specification and will be covered by a written contract variation.

**Contract Monitoring**

Healthwatch Lewisham will report on its activities and finances to the London Borough of Lewisham on at least a quarterly basis throughout the term of the agreement, and more frequently if required under performance management processes.

Healthwatch Lewisham’s annual reports on expenditure, activity and achievements must be sent to the Department of Health as requested.

Healthwatch Lewisham will be expected to report on its activities and on its financial position. All funds provided as a result of the contract awarded are to be spent on contract fulfilment. No funds may go towards any costs incurred, which are not contract-related. We would anticipate management overheads to account for a maximum of 15% of overall contract value.

Meetings with Healthwatch Lewisham, the frequency of which will be agreed by the parties, will be organised by the London Borough of Lewisham to review information gathered through the contracts monitoring process, to review the specification. Representatives of Healthwatch Lewisham’s governance arrangements will be full partners in this process.

Healthwatch Lewisham will need to be able to demonstrate its performance by the fulfilment of key performance indicators which will be developed in
partnership at or before commencement of the contract and in accordance with any guidance provided by Healthwatch England.

Healthwatch Lewisham will also need to benchmark its performance against national quality indicators to be developed by the Department of Health.

Healthwatch Lewisham is required to undertake regular reviews or audits of its service and development plans.

Healthwatch Lewisham must have a written complaints procedure, which should include a role for a person who is independent of the organisation, as either an investigator or decision-maker at an appeal stage.

Where Healthwatch Lewisham’s own management reporting, stakeholder feedback, review process or other contract management activities reveal the need for remedial action, it must produce an action plan within one month of being formally notified by the London Borough of Lewisham, with a timetable to be agreed. It will include:

- Detailed information on issues and associated risks
- Appropriate solutions, including financial analysis
- Responsible owners for all remedial actions required
- Timescales for all remedial actions to be implemented
- Monitoring arrangements to ensure remedial actions are completed

Healthwatch Lewisham should have its own internal quality assurance system, which should include standard setting, monitoring, management and review processes, to ensure the required service quality is maintained. Healthwatch Lewisham will be required to confirm how improvement will be communicated on completion.

Healthwatch Lewisham must fully engage and demonstrate compliance with all quality standards that may be published by Healthwatch England. They are expected to contribute towards the development and sharing of good practice between all authorities in England, to enable and support the developmental role of Healthwatch England. Additional responsibilities are anticipated as Healthwatch England develops its role, including those involving underperformance in any Healthwatch, and full information sharing and cooperation is required with Healthwatch England in the event of any decommissioning of Healthwatch which may be invoked through contractual performance clauses.

Interested providers should be aware that the full remit and requirements established by Healthwatch England may not be fully known at the commencement of contract, but compliance throughout the contract life will be an absolute requirement.