

**PSNC LPC and Contractor Support Subcommittee Agenda**  
**for the meeting to be held on Monday 23 November 2020**  
**by Zoom from 3.00 – 4.30pm**

**Members:** Sam Fisher (Chair), Fin McCaul, Niamh McMillan, Indrajit Patel, Jay Patel, Umesh Patel, Sian Retallick

1. Welcome from the Chair
2. Apologies for absence
3. Conflicts or declaration of interest
4. Minutes of the last meeting (**Appendix LCS 01/11/2020**)
5. Actions and Matters Arising

**Action**

6. Contractor workload and staffing pressures (**Appendix LCS 02/11/2020**)
7. Pharmacy / LPC Operations Team (PLOT) (**Appendix LCS 03/11/2020**)
8. LPC Governance - the responsibility of every LPC member (**Appendix LCS 04/11/2020**)
9. LPC conferences (oral report)
10. Wright Review (**Appendix LCS 05/11/2020**)
11. Integrated Pharmacy and Medicines Optimisation (IPMO) Confidential (**Appendix LCS 06/11/2020**)

**Report**

12. Equality and Diversity (**Appendix LCS 07/11/2020**)
13. Any other business

**PSNC LPC and Contractor Support Subcommittee Minutes**  
**of the meeting to be held on Thursday 30 July 2020**  
**by Zoom 2 – 4pm**

**Members of LCS present:** Sam Fisher (Chair), Fin McCaul, Alice Hare, Indrajit Patel and Umesh Patel.

**In attendance:** Richard Brown (item 8 onwards), Mark Burdon, Peter Cattee, Gordon Hockey, Sue Killen, Mike King, Zoe Long, Layla Rahman, Stephen Thomas.

**Item 1 – Welcome from the Chair**

1.1 The Chair welcomed everyone to the meeting.

**Item 2 – Apologies for absence**

2.1 Niamh McMillan, Lucy Morton-Channon, Jay Patel and Sian Retallick were not present.

**Item 3 – Conflicts or Declarations of Interest**

3.1 None declared.

**Item 4 – Minutes of the last meeting**

4.1 Indrajit Patel said that he was present at the last meeting, albeit briefly. Otherwise the minutes of the subcommittee meeting held on 5<sup>th</sup> February 2020 were approved.

**Item 5 – Actions and Matters Arising**

5.1 The Actions were noted and there were no matters arising.

**Action**

**Item 6 - LPC Conference**

The written report from Zoe Long was received.

6.1 Zoe added that whilst the report from David Wright would be a key topic on the day, there were other important matters to discuss too. The subcommittee suggested these may include: review of the contractual framework, audit, learnings from Covid-19, preparation for a second wave, and the changes resulting from the pandemic.

6.2 Other comments were that whilst delegates should have plenty of opportunity to discuss and give their views on the Wright report; PSNC must do so too, before and after the conference. The action on the recommendations should not be rushed and PSNC needs more

resources to make things happen. Based on feedback from previous events, more time should be given over for input from delegates and less on presentations.

6.3 It was reported that different software was being used to avoid problems with meetings rooms on the Zoom platform. The chat function can be distracting and it was agreed that the working group planning the conference would consider that and would generally keep LCS informed of its plans.

### **Item 7 – Equality and Diversity**

7.1 Gordon Hockey introduced the discussion paper. The subcommittee felt that the issue goes beyond the ethnicity and the BLM movement; broader perspectives should feature such as gender. It was also felt that more data was needed such as data on LPCs and the PSNC committee and staff, and how this reflects the contractor profile. However it was noted that election processes can work against the balance unless positive discrimination is introduced. Also other work in this area should be studied, such as that carried out by the RPS.

**Action 1: Office to follow the steer given by the subcommittee and provide a further paper for discussion at the next meeting.**

### **Item 8 – Rapid Action Team**

8.1 The information in the report from Richard Brown was received. Noted that the RAT group will finish its work at the end of July and consideration was being given to the next steps. Richard has spoken to the LPC COs on the group and other LPC COs about value of the group and asked them to go back to their LPCs and regions for views. It was agreed that it was a good platform for LPC/PSNC communications but contractor benefit must be paramount; as the work of such a group is about operational matters the group members should include those on the front line.

8.2 The subcommittee saw the benefits of the approach but there is a need to have consistency of messaging across all LPCs, which has been patchy. It should be recognised that multiples have their own communication channel. Clarity on the remit and terms of reference is needed.

8.3 Noted that a posting on the Gagggle group will indicate the next steps for the RAT approach

**Action 2: Consideration is given to the Terms of Reference for the next phase of the RAT approach for discussion at the next meeting.**

## **Report**

### **Item 8 – Ongoing support for LPCs**

8.1 Mike King introduced the paper. The discussion focussed on LPC training and the importance of LPC governance. There are still lessons to be learnt in some LPCs regarding governance. PSNC can support this by a strong and regular emphasis on governance – aimed at all LPC members, not just new members; use real examples to bring the topic alive, use best practice examples, and stress accountability.

**Action 3: Office to consider what PSNC can provide to raise awareness and build better governance in LPCs, for review at the next meeting.**

**Item 9 – LPC expenses policy update**

Gordon Hockey said the issues holding up the publication of guidance, reported at previous meeting, remain unresolved and a further report will be given at the next meeting. It was hoped that guidance could be considered by the LPC Treasurers.

**Item 10 – LPC Review**

This item was discussed at part of item 6

**Item 11 – Any other business**

There was no other business.

**Summary of Action Points**

<b>Action 1</b>	Equity and Diversity – Office to follow the steer given by the subcommittee and provide a further paper for discussion at the next meeting.
<b>Action 2</b>	<b>Consideration is given to the Terms of Reference for the next phase of the RAT approach for discussion at the next meeting.</b>
<b>Action 3</b>	Office to consider what PSNC can provide to raise awareness and build better governance in LPCs, for consideration at the next meeting.

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Subject	LPC Governance - the responsibility of every LPC member
Date of meeting	23 <sup>rd</sup> November 2020
Committee/Subcommittee	LCS
Status	Public
Overview	This paper sets out suggestions for improving LPC governance.
Proposed action	To consider the suggestions
Author of the paper	Mike King

### Background

Following on from the discussion at the last LCS subcommittee meeting, this paper sets out options for building on the current governance support to LPCs. Subject to the subcommittee's comments, this document will remain in draft providing a starting point for the new Director of Contactor Support and LPC Support to take the work forward.

In the light of recent cases of LPCs having problems as a result of poor governance, Professor Wright's focus on governance and the CCA review of LPC accounting, there is still work to be done to improve LPC governance. A fresh approach with the focus firmly on the responsibility of all LPC members, with more interactive, innovative and proactive ways to change the culture in LPCs, through a better understanding of the practicalities of governance and putting governance at the heart of the committee's work. Below are some suggestions; some have significant resource implications that will need to be considered in due course.

### Financial Governance

With LPCs collectively receiving annually circa £11M of income to represent 11,500 community pharmacies, contractors should expect high standards of financial governance in their LPC. This is not achieved in all LPCs.

PSNC currently provides a model financial governance policy for LPCs, templates for final accounts and management accounts, a budget template, and LPC finance subcommittee terms of reference. All of

which can be found in the dedicated LPC Finance section of the LPC Members area of the PSNC website. Financial governance is also part of the PSNC governance guide for LPCs and the LPC Self Evaluation. It features prominently in training such as LPC members' days, events including LPC Treasurers Days, and the model LPC Constitution.

#### *Consider*

- Commissioning an accountancy firm to prepare a pack providing advice, templates and examples of good practice for LPC accounting.
- Work with the firm on a partnership basis similar to that with HR support, where LPCs can have their accounts prepared and audited at discounted rates all to the same high standard and templates.
- Bite size learning for all LPC members through online training, podcasts and distance learning course work on elements of financial governance, learning from the mistakes of others. Where possible using their peers to deliver the messages.

*Update: PSNC's auditors have been commissioned to prepare an LPC Finance Pack which includes financial advice and templates. LPCs will be encouraged to use the templates to give consistency and help PSNC provide better management data to LPC treasurers. The pack will be launched in January at a national Zoom meeting of LPC Treasurers.*

#### **LPC management and administration**

PSNC currently provides many resources to support this area of work including job descriptions, contracts, and advice on conducting appraisals. These can be found in the dedicated officers, members and staff area in the LPC members area and are part of the LPC Self Evaluation tool. PSNC also partners with employment law firm Clyde & Co to provide an employee handbook which includes employment policies, and a bespoke contract of employment for LPC Chief Officers. Clyde & Co also provides legal support to LPCs needing employment law advice.

PSNC has issued guidance to LPCs on running online AGMs.

#### *Consider*

- Provide examples and templates to show what good looks like for agendas and minutes a (perhaps drawing on PSNC's approach).
- A new stream of work on the LPC and LPC Chief officer relationship – this could include not just disciplinary issues but a focus on how LPCs should support their chief officers: providing clarity on structure, accountability and line management, more training on LPC member roles and responsibility (not just new members), targeted training for LPC chairs and other line managers, LPC members behaviour guidance, and a draft behaviour and values statement. All taking into account the CO's sometimes solitary working environment.
- Bite size sessions on how governance is part of managing employees and self-employed – including recruitment, appraisals, accountability, self-employed contracts and performance reviewed
- Promote and support the appointment of LPC governance leads and governance subcommittees.

- Repeating the training for LPC chairs on leading an LPC, this training brings together many skills to promote governance and how to lead by example.
- Support and disseminate the learnings from COVID-19 on LPC administration and the new ways of working remotely.
- Continue LPC members days training days providing all round training required for LPC members including roles and responsibility, governance, constitution and legislation drawing on practical examples, case studies and interactive discussions.

Update: LPC members training days ran by Zoom on 28<sup>th</sup> October and 5<sup>th</sup> November. Limited to 20 delegates at each event, led by Gordon Hockey and Mike King. Feedback: 18 to date responded to online feedback – all rated good or excellent the usefulness of the day (bar one who said average); all ‘Yes’ to the ease of use of Zoom for the event; all rated excellent or good the agenda and presentations; all rated excellent or good the overall rating for the day (bar one who said average). More dates are being planned for early 2021.

### **LPC Self-evaluation**

The PSNC self-evaluation tool for LPCs a well-used and valued way for LPC members to monitor and manage performance and for PSNC to identify those LPCs needing additional support. It has limitations which includes the honesty/accuracy when the evaluation is completed and too many LPCs don’t complete it. It also needs updating (the version on the website is 2018/19). It has a section specifically on governance but other sections such as management have governance elements

#### *Consider*

- Change the presentation of the self-evaluation to four blocks that can work together or independently. Focus on the governance block so it can be considered on its own rather than having to do other blocks at the same time. Update and significantly rebuild the content, in line with the above considerations.
- Introduce an annual governance and accountability statement to include in the annual report.

### **Understanding governance**

#### *Consider*

- Provide a PowerPoint for the chair to talk members through their governance responsibilities and an exercise to health check the LPC governance structure (possibly a check list to score).
- Promote and encourage the uptake of PSNC governance materials and training

### **Regional groups**

All LPC are part of regional groups. Some such as those in London, West Midlands and elsewhere are run as an additional administrative tier funded by LPCs.



*Consider*

- More support to ensure such regional groups are properly accountable to the LPCs and managed by the LPCs, particularly in relation to financial governance. This includes Terms of Reference, separate management oversight of the work of the regional group by the LPCs, accounts including management accounts, and availability of minute and accounts.
- Use a similar approach to the funding and relationship between LPCs and provider companies.

**Encouraging better governance**

*Consider*

- Identifying LPCs that may need additional support with governance, and proactively support the LPC members, on behalf of their contractors, to help remedy shortcomings.
- Advise LPCs that before the next LPC elections we will work with LPC members to update the model LPC constitution to, in particular, but not exclusively, strengthen the governance provisions.

Subject	The Wright Review
Date of meeting	23 November 2020
Committee/Subcommittee	LPC and Contractor Support
Status	Public
Overview	To consider progress of the next stage of the Wright Review
Proposed action(s)	Any views and observations from the subcommittee
Author(s) of the paper	Zoe Long

1. The draft proposal for the next stage of the Wright Review is attached as Annex A. The press release is at <https://psnc.org.uk/our-news/independent-review-update-new-review-steering-group-to-take-forward-work-on-contractor-support-and-representation/>
2. Zoe Long will give an update at the meeting.

## National Review of the Representation and Support of Community Pharmacy Contractors in England – taking the process forward (Draft) Proposal

October 2020

### Background

1. Following the agreement of the Community Pharmacy Contractual Framework for 2019/20-2023/24, which outlined new services and ways of working for community pharmacy to support the NHS Long Term Plan, it was clear that significant change would be required by many contractors in order to deliver this new vision of integrated and accessible local health services. This would increase the already significant pressure and demand for support on PSNC and LPCs.

2. At the Local Pharmaceutical Committee (LPC) Conference of September 2019, it was proposed by PSNC that a review of representation and support to all community pharmacy contractors should be carried out to ensure that the best possible service was being provided to the contractor network as a whole.

3. It was agreed the review (funded 70:30 by LPCs and PSNC) should take a ground-up approach looking at the current local and national structures representing and supporting pharmacy contractors and make recommendations for the future. The original Terms of Reference required answers to the following:

- • What representation and support is needed by contractors now – and what is the future requirement likely to be?
- • What is working well in LPCs and PSNC and what could be improved?
- • What are the most effective structures for current and future demand?
- • What is the best structure to ensure all contractors are represented well?
- • What, if any, changes are needed now and over the life of the new Contractual Framework and beyond?
- • How should the representation and support for contractors be financed?

4. Professor David Wright and a team from the University of East Anglia (UEA) were awarded the contract to undertake the review and, after a three-month delay because of the pandemic, they reported back in June 2020. Their 122-page report identified a number of issues with the current structures and made 33 recommendations. On 8 July, the report was discussed at a joint PSNC/LPC meeting and it was agreed that the report should be taken forward and further work undertaken. During August, LPCs, PSNC and pharmacy contractors were asked by the PSNC CEO to focus on money, governance and accountability of the next stage and provide responses on four key questions in time for the Annual LPC Conference:

- • How should we fund the process both to take work on the independent review forwards, and any longer-term changes to LPCs and PSNC?
- • How should we explore the review's findings and recommendations together?
- • How should we manage this from a governance perspective?
- • What should we do to ensure that contractors have ultimate oversight?

5. Overseen by Dr Michael Twigg (one of the original UEA team), the responses from LPCs, PSNC and pharmacy trade bodies, were collated and reported back to the LPC Conference on 16 September.

The consensus was that there should be no additional costs for contractors in funding this process and that the next phase at least should be financed from PSNC and LPC reserves; an oversight and working groups should be created to take forward tasks; clear terms of reference were needed for those groups; and the final decision-making on key issues must be in the hands of contractors. PSNC agreed to draft-out (and fund) what that next stage should look like in order to **'take the process forward.'**

#### **Aim of the next stage**

6. The challenge now is to turn the **'consensus'** from the LPC Conference into a **'plan.'** To do this, we will need to create a body to steer the process forward: to explore the Wright Review's findings from the perspectives of feasibility of delivery, cost, benefits to contractors and timelines and to come up with a proposed plan (or plans) for contractors to decide upon. Moreover, this body needs to have appropriate sectoral representation, skills and experience, visibility and confidence of the sector and clear objectives.

7. This next phase will overlay the findings from the Wright Report with the required key outputs from the initial Terms of Reference to ensure that whatever is delivered has the effect of:

- • Improved contractor satisfaction;
- • Reduced duplication across the contractor support estate;
- • Better joint working with key customers;
- • Effective and transparent governance;
- • Enhanced agility to respond to the future commissioning environment;
- • Better use of the current workforce; and
- • Better use of available resources.

#### **Proposed way ahead**

8. A steering or oversight group needs to be created which represents contractors during this process. Representation in community pharmacy is never a straightforward affair given the breadth and variety of contractors and representative bodies within the sector, and it can be difficult to get away from structures that already exist. Nevertheless, what came from the Wright Review and the LPC Conference is a desire to bring in 'different voices' to help shape the future.

9. It is proposed therefore that a Review Steering Group (RSG) is set-up to be the single vehicle for this purpose. It will not be a decision-making body but will be the commissioner of work focused on the feasibility of delivery, cost, benefits to contractors and timelines. It will be the body which formulates and agrees the final proposals which are eventually put for contractor decision, and it will also propose how that decision will be made. It will not itself make the final decisions – it was clear from the Wright Review and the responses to the questions in August that any final decision-making on key issues must be in the hands of contractors. Annex A provides a flow chart summary on how this might work.

10. The Review Steering Group membership shall be constituted as follows:

- • Four individuals representing independent pharmacy contractors.
- • Four individuals representing multiple pharmacy contractors; and
- • Two individuals representing Independent multiple pharmacy contractors

11. For the purposes of this proposal, an independent pharmacy is one owned by a sole contractor or one that belongs to a chain of nine or fewer pharmacies; an independent multiple pharmacy is one belonging to a chain of ten or more pharmacies but not a member of the Company Chemists Association (CCA); and multiple pharmacy contractors are those belonging to the CCA.

12. The RSG will be chaired by a non-voting convenor. The role of the convenor will be to facilitate the RSG members in reaching decisions and to provide them with independent challenge.

#### **Selection process**

13. It is not for PSNC nor any LPC to determine who should be the representatives of the sector on the RSG. Nevertheless, for practicality and expediency, it would seem appropriate to use some of the structures already in place to assist in the selection of RSG members (all of whom must be contractors) to represent different aspects of the sector – mindful of diversity, experience and ability. The person specification can be found at Annex B.

- **Independent Pharmacy Representatives.** It will be the responsibility of the Regional and National Pharmacy Association (NPA) Representatives of the PSNC to select four individuals who can reflect the perspectives of all independent contractors.
- **Independent Multiple Pharmacy Representatives.** It will be the responsibility of the Association of Independent Multiple Pharmacies (AIMp) to select two individuals who can reflect the perspectives of all independent multiple contractors.
- **Multiple Pharmacy Representatives.** It will be the responsibility of the CCA to select four individuals who can reflect the perspectives of all multiple contractors.

14. The non-voting convenor and secretariat of the RSG will be provided by the PSNC Chair and Director of Contractor and LPC Support respectively. It should be stressed that the work involved in supporting the RSG and taking this project forward more generally will only be able to occur if the personnel and financial resources are available to do so (see below). Currently, there are limited funds available and the RSG may wish to investigate and pursue other sources of funding and resources for their work.

#### **Person specification**

15. RSG members are senior roles and the individuals filling them would be expected to have board-level or similar senior experience and be familiar with the commissioning and oversight of projects and change programmes. They will be expected to have the time, inclination and determination to move projects forward and work collaboratively with colleagues from across the sector.

#### **Terms of Reference.**

16. The Terms of Reference of the Review Steering Group (RSG) shall be as follows:

17. The purpose of the RSG is to make proposals for contractors to decide upon (including how that decision-making process itself will work). The RSG is not a decision-making body in itself, and cannot cut across existing governance or decision-making mechanisms currently in place. The RSG will prioritise and commission work in order to explore, agree and propose a change programme.

18. The RSG will have the authority to convene or otherwise commission work as required. It will be the responsibility of the RSG to create a mechanism and process for engaging with all contractors and other key stakeholders including PSNC and LPC executive members, representatives from Distance Selling Pharmacies, and the wider diaspora of trade bodies and representative groups to ensure that as many voices are heard as possible. In doing so, it may also be useful for the RSG to set-up a contractor forum as a sounding board for new ideas and proposals. The RSG will provide oversight of any commissioned work, groups and fora and ensure that projects remain on track. The RSG will be responsible for any proposals subsequently put to contractors, and that those proposals take into account feasibility of delivery, cost, benefits to contractors and timescales.

19. The RSG will at all times take a proportional view of community pharmacy and ensure that the work it commissions, and any subsequent proposals and recommendations, are for the benefit of the sector as a whole. Transparency will be core to its function and the RSG will be responsible for communicating progress and ensuring visibility of its work to all stakeholders. Moreover, the RSG will also be responsible for ensuring that contractors remain at the heart of this change programme.

20. Meeting arrangements of the RSG will be determined by the convenor and members of the RSG.

#### **Timeline**

21. From the LPC Conference on 16 September, there was a clear desire for progress. Therefore by the time of the next LPC Conference on 17 November 2020, the RSG should be constituted and should use the event to outline its priorities and work plan. Thereafter:

- • By 20 January 2021 - RSG holds its first monthly contractor updates/webinars
- • By 24 February 2021 - RSG holds its second monthly contractor updates/webinars
- • By 31 March 2021 - RSG puts proposals out for contractor decision.

#### **Funding and Finance**

22. This phase will be financed by PSNC from savings made in 2020/21 as a result of pandemic-related travel restrictions on PSNC executive staff and Committee. This is projected to be in the region of £90,000 for the year to 31 March 2021.

23. The RSG will have control over its own budget (within the limit of the funds allocated to it by PSNC), and it will be for the RSG to decide on resource allocation for its work, but it is suggested that employers of the RSG members receive a daily contribution of £250 per day for their employee's time.

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Subject	Equality and Diversity – report on progress
Date of meeting	23 November 2020
Committee/Subcommittee	LPC and Contractor Support
Status	Confidential no longer
Overview	Report on progress on equality and diversity issues
Proposed action(s)	None
Author(s) of the paper	Layla Rahman and Gordon Hockey

1 The June PSNC Committee minutes include:

*As a matter of urgency, the Chief Executive reported that PSNC needs to be proactive with regards to the Black Lives Matter agenda and issues emerging from it. We need to ensure we are aligned with the Royal Pharmaceutical Society’s report on inclusion and diversity and able to provide guidance and support to LPCs.*

2 The issue was first considered by LCS in July 2020.

**PSNC**

- 3 PSNC, with many other pharmacy organisations, signed up to a Joint National Statement of Principles. A copy is attached as Annex A and the full version with signatories is at <https://www.rpharms.com/Portals/0/Joint%20National%20Statement%20of%20Principles%20Final%20Version.pdf?ver=2020-09-24-170517-123>
- 4 PSNC is adopting a staff equality and diversity statement.
- 5 Further work for PSNC will be considered.



## LPCs

- 6 All LPCs who use the services of Clyde and Co HR support, facilitated by PSNC, have access to an Equality and diversity policy in the employee handbook offered by the firm. It applies to employees, consultants and covers recruitment and selection processes.
- 7 Additional assistance to LPCs will be considered.

## Community Pharmacy Sector

- 8 RPS having produced the report on *Improving Inclusion and Diversity across our profession: our strategy for pharmacy 2020 – 2025* published in June 2020 - see <https://www.rpharms.com/recognition/inclusion-and-diversity> - has convened a group Action in Belonging, Culture and Diversity (ABCD), which acts as a place to talk through ideas, to create change and build networks across the profession. The focus of the group is to:
  - Create** a culture of belonging
  - Champion** inclusive and authentic leadership
  - Challenge** inclusion and diversity barriers

PSNC has joined this group.

- 9 The GPhC Survey of registered pharmacy professionals 2019 - Equality, Diversity and Inclusion Report - contains analysis of pharmacy professionals' roles and responsibilities by registrants' equality, diversity and inclusion (EDI) information. <https://www.pharmacyregulation.org/sites/default/files/document/gphc-2019-survey-pharmacy-professionals-equality-diversity-inclusion-report-december-2019.pdf>
- 10 The PDA has launched three additional Equality, Diversity and Inclusion (EDI) Networks for their growing membership. The Ability (Disabled Pharmacists), BAME and LGBT networks will fit alongside the National Association of Women Pharmacists (NAWP), which became part of the PDA in January. The four networks will significantly advance the organisation's work on equality. <https://www.the-pda.org/pda-launch-equality-networks-on-the-10th-anniversary-of-the-equality-act/>
- 11 NHS equality and diversity Council 'works to bring people and organisations together to realise a vision for a personal, fair and diverse health and care system, where everyone counts, and the values of the NHS Constitution are brought to life.'  
<https://www.england.nhs.uk/about/equality/equality-hub/edc/>
- 12 Any action for the sector with which PSNC intends to be a signatory will be brought to the Committee.

## Joint National Statement of Principles on Inclusive Pharmacy Professional Practice

This statement is the initial outcome of the first National Roundtable on Inclusive Pharmacy Professional Practice, co-hosted by the Chief Pharmaceutical Officer at NHS England and NHS Improvement, the President of the Royal Pharmaceutical Society and the President of the Association of Pharmacy Technicians UK, which was held on 5 August 2020.

**Our Aim:** To work collaboratively to develop and embed inclusive pharmacy professional practice into everyday care for patients and members of the public, to support the prevention of ill-health and address health inequalities within our diverse communities.

We are collaborating to create a safe environment for real change and invite all pharmacy professionals to join with us to help:

- Develop a sustainable culture of more inclusive practice that will benefit the people in our communities as a whole and our workforce.
- Enable us to provide truly inclusive health and care services to the diverse population of England.

We believe that the diversity of our workforce and being a registered health professional together provide us with a unique opportunity to engage with and empower diverse communities and populations in an inclusive way with greater confidence and purpose.

This will involve us learning together to celebrate and embrace diversity, end unfairness and discrimination, and improve pharmacy professional practice, and embed those changes into our everyday systems and our daily work with patients and the public.

The principles which govern this endeavour are:

- We will strive towards pharmacy professionals being an exemplar among UK health professionals for equality, diversity, inclusion, fairness and belonging.
- We will commit as professionals to value all people and to adopt and promote a culture of zero tolerance to all kinds of harassment, bullying and discrimination in the workplace.
- We will proactively seek to learn and understand communities and cultures so that we can be more effective health and care practitioners and providers.
- We will champion national and local policies and initiatives to address health and workforce inequalities.

We will work in partnership with other professions and health and care organisations and representative bodies to embed these principles.

*[List of signatory organisations including PSNC]*

*[List of attendees at the roundtable Layla Rahman, Pharmaceutical Services Negotiating Committee]*