



National Meeting of LPC Treasurers

Thanks for joining, we're getting started at 10am

Copies of the resources being discussed today can be found in the LPC members area of the PSNC website <https://psnc.org.uk/lpcs/lpc-members-area/lpc-finances/>





National Meeting of LPC Treasurers

16th February 2022

Welcome





Welcome and Introductions

Mark Burdon

Chair, PSNC Resource Development & Finance Subcommittee



Overview of the meeting



10:00am: Welcome from Mark Burdon, PSNC Resource Development & Finance Committee Chair

10:05am: PSNC Update from James Wood, PSNC Director of Contractor & LPC Support and Mike Dent, PSNC Director of Pharmacy Funding

10.25am: Questions

10:35am: Forward look about what's ahead for LPC Treasurers, including

- Review Steering Group update and what it means for budgeting for the year ahead
- LPC websites and financial transparency
- Local priorities for 2022/23 and LPC support, including LPC financial data
- LPC/PSNC events in 2022/23

10:55am: Questions

11:05am: Comfort break

11:20am: Implementing the LPC Finance Guide and the revised LPC members expenses policy

11:40am: Breakout discussion session 1

- Delegates are asked to discuss the challenges and solutions of implementing the LPC Finance Guide and highlight any further support needs

12noon: Feedback from the discussions

12:15pm: Breakout discussion session 2

- An opportunity for delegates to network in smaller groups and build on the recent discussions on the Treasurer email group

12:30pm Close

Housekeeping

- You're welcome to post questions, reactions and comments in the chat box throughout, we'll save these up for the end of each section/presenter. Raise your 'virtual hand' to be brought into the discussion
- Slides and a recording will be available afterwards, along with all the resources in the LPC members area of the PSNC website
- Breakout rooms will be allocated automatically, simply follow on-screen instructions





PSNC Update

Mike Dent, PSNC Director of Pharmacy Funding

James Wood, PSNC Director of Contractor & LPC Support



PSNC Update



- Challenges
- Reflections on turn of the year
- The Annual Review
- Evidence gathering
- Services roll-out
- Beyond Year 4: 2022 planning



Challenges for the Sector

- Businesses large and small struggling
- COVID-19 impact ongoing...
-but also workforce, financial squeeze and capacity
- Morale across teams is suffering
- Budget: no more money, plus impact of cost pressures etc.
- Operational: Short term challenges e.g LFD



Turn of the year - reflections on 2021

- Covid costs - vast majority of pharmacies received full payment – some ongoing PPV
- Additional investment into the sector beyond the global sum
- Almost 9000 pharmacy contractors benefit from earlier advance payment in January 2022
- Contractual easements towards the end of the year
- 22 million covid-19 vaccinations provided by community pharmacy & a third of all boosters



Ongoing discussions from Year 3

- DHSC seeking VAT exemption for services delivered under pharmacist supervision
- Methodology for pricing services
- Reimbursement reforms
- Medicine dispensing and supply regulations



The CPCF Annual Review

- Annual review agreed in 5-year deal as a chance to review progress
- We wanted: to highlight the capacity and financial issues the sector is facing
- They wanted: to show Government how much value pharmacies are delivering
- Reached compromises and agreement – will guide year 4, 5.



Turn of the year – ahead to 2022

- CPCF year 3 ongoing implementation
- CPCF year 4 negotiations
- Further evidence to make our case
- Leverage phenomenal performance
- Relationships with new key interlocutors
- Changes in commissioning
- Internal matters – CEO, RSG



Year 4 CPCF Negotiations

- Expected to start in the shortly
- Given Spending Review, we don't expect an uplift in CPCF funding...
- ...so focus will be what can we do within that, and how to free up capacity
- Some informal scoping discussions had
- Thank you to LPCs who have provided suggestions about 2022/23 PQS to the Services Team
- Aiming to conclude and give a lead-in period to give as much notice to contractors



Evidence Gathering

- Negotiating Team priority is gathering all our evidence
- **Exploring costs:** particularly workforce
- **Contractor survey:** live at the moment
- **Advice Audit 2022:** live at the moment
 - LPC level data will be provided
- Very grateful for LPC support





Evidence Gathering

More than **58 million** informal
healthcare consultations are provided
by pharmacists and their teams every year*

Every year **44 million** patients self-refer to a
pharmacist and their team for healthcare advice with
5 million unable to access other healthcare*

***PSNC Pharmacy Advice Audit 2021:** In January and February 2021 almost 6,000 pharmacies in England recorded the patient consultations they gave over a 24-hour period. These consultations have no specific funding associated with them.



Services Roll-Out and Planning

- Still need time and space to consolidate service introductions and iron out issues
- Secretary of State Pharmacy First: exploring how PGDs can be expanded...
- ...may help with our case on walk-ins and the need to fund them
- Expect to discuss in Year 4 negotiations



Services Roll-Out and Planning

- COVID-19 services continuing
- Flu vaccination amazing performance
- GP CPCS: DHSC/NHSE&I initiatives may have a positive impact
- DMS: continuing to press for more Trust referrals, measures to help
- Smoking cessation: negotiating final details now, with announcement ASAP – may be a delay



Beyond Year 4: 2022 Planning

- Building advocates
- Vision planning for after Year 4 – to include the wider sector, NHS and DHSC
- Working with the NHS to further understand changes to NHS structures in England and impact for contractors and LPCs



LPC support & joint work

Technical to support you	Data to enable you	Preparing for the future	Communications and networking
<ul style="list-style-type: none"> • PNA guidance • Support on rural matters – guidance on dispensing list validation • PGDs & ongoing service support - and challenges (e.g AMR) • Revised LPC expenses policy and guidance 	<ul style="list-style-type: none"> • Finance • Clinical services dashboard • LHCRs 	<ul style="list-style-type: none"> • ICS support • LPC Governance • Advice Audit 2022: January/February • Events 2022 • Website upgrade 	<ul style="list-style-type: none"> • Chairs forum • PLOT • How we use digital for collaboration and insights building on today



Questions





What's Ahead in 2022-2023

A Forward Look for LPC Treasurers

Jamie Gilliam and James Wood





What's ahead in 2022/23

- Review Steering Group update and what it means for budgeting for the year ahead
- Local priorities for 2022/23 and LPC support, including LPC financial data
- LPC websites and financial transparency
- LPC/PSNC events in 2022/23



Review Steering Group Update for LPC Treasurers – February 2022

www.pharmacy-review.org

Overview of this session

1. To review the status of the programme and discuss the path ahead over the coming weeks
2. To give a progress update on the proposals and set these against some key principles
3. To cover some practical questions relating to implementation relating to LPC financial assumptions

The story so far – Independent Review

The Independent Review into local and national contractor representation and support highlighted the need for the following areas to be addressed:

1. Independent governance of LPCs and PSNC
2. Reduce variation within LPCs, improve their efficiency and focus their activities
3. Appropriately resource PSNC to enable staff to better support negotiations and LPCs, improving performance with respect to negotiation outcomes
4. Develop a new national vision and strategy for community pharmacy
5. Listen better to contractors so their voices are better heard at all levels

PSNC, along with LPCs, proposed and funded the Review Steering Group (RSG) to work with the sector to take forward the findings from the Independent Review with a purpose to:

- Make and be responsible for proposals for contractors to decide upon, taking into account feasibility of delivery, cost, benefits to contractors and timescales
- Commission work and engage with the sector to explore and propose a change programme, including how the decision-making process itself would function.

The story so far –progress in the key areas

To engage and involve stakeholders from across the sector with the reform process

- Held a series of engagement events throughout 2021, including focus groups for contractors
 - Regular updates sent through newsletters and articles on the RSG website
 - Presentations at sector events e.g LPC events, Pharmacy Show
 - Stakeholder specific meetings: LPC, PSNC, trade bodies and others
-
- **To propose a contractor designed decision-making process**
 - RSG has published its Working Plan for the Contractor Voting Process and an associated set of FAQs.

To find a way forward on the issues identified in the Wright review

- Future roles for the local and national representation and support organisations
- Potential future structure of LPCs, to be decided locally
- Central/shared services to support LPCs and PSNC
- Options for future governance and operating models for pharmacy representation and support
- How the whole system of representation and support will work together

...in doing so, to look at the external environment, cost, benefits, feasibility and acceptability

- to be addressed in the contractor proposal: feasibility work is ongoing



Engagement: 2021-2022 Overview



Email/ newsletter updates being opened by more than 6000+ recipients



23,000+ views of the RSG website in 2021

- 'At a Glance Guide'
- 'One page Summary'
- Vlogs
- Podcast
- Online surveys
- FAQs

- 4 open contractor engagement events Apr/May – on principles, programme of work
- 10 focus groups in the summer – roles of local, national, central/shared services
- 4 focus groups in Sept/Oct – council, board, governance
- 4 updates at LPC & PSNC conferences, including polls and questions
- 4 updates at PSNC full committee
- Presentations at over 40 LPCs
- Dedicated sessions with AIM, CCA and NPA
- Press and wider stakeholder briefings
- Pharmacy Show presentations & Pharmacy Business Conference
- Three more engagement events just taken place in January

Next steps – the path to change

- Proposals still being worked up with the sector, trying to find consensus
- Subject to having broad support, proposals presented will include the following:
 - Executive Summary
 - The case for change (background from independent review/ developments since review/ "contractor at the centre")
 - The path to change (RSG setup and principles/ sector engagement, consultation and feedback loops)
 - The proposal (current structure of PSNC and LPCs/ proposed structure/ key changes and benefits to contractors)
 - Key considerations (mandate for change/ funding/ implementation overview)
 - Decision making (principles, method, how and when to vote)
- Proposals will be 'put' to PSNC (and LPCs) ahead of a decision-making process – iterative process but will need to be put on totality
- All subject to an affirmative result, which sets an overall path to change – PSNC and LPCs will need to respond. Move to implementation phase.

Consensus at RSG and consulted with the sector

- Case for change
- Roles
 - Local roles
 - National roles
- Rationalised LPC network, based on principles of size, NHS boundaries
- Shared frameworks and standards
 - Common shared services (Finance, HR as a priority, others proposed for later)
 - Shared/common governance framework across LPCs and PSNC
 - Introducing some further independence governance to PSNC
 - Term limits and tenure
- Contractor voting process and mechanism
 - A single vote on the prospectus
 - One vote per contract owned
 - Held in early 2022
- The position of Community Pharmacy Wales with respect to future structures
- Implementation phase and timeline – proposed and agreed in principle.

Key Questions about the Board and Council

Structure

Specific questions explored with PSNC and focus groups in late November 2021:

	Key considerations
Board	What is the role of the board in relation to governance and oversight of CPE and what is the relationship with the Council?
	What should the proportion of different types of contractors be? – RSG is committed to finding representation for all segments, how do we achieve this balance of unity and representation?
Council	How will the Council reflect local organisations and balance representation for all segments?
	Should specific groups of contractors be represented in the Council?
	Should there be term limits for members of either or both bodies?
	Should non-executive lay persons have places on the board to provide a creative contribution by providing independent oversight and constructive challenge?

Further thinking on Community Pharmacy England (CPE)

- RSG has been considering these questions to ensure representation is fair for all parts of the sector
- Having assessed multiple sources of data on contractor ownership and believe this indicates a 4:4:2 split in ownership of pharmacies between CCA companies, independents, and regional multiples (based on current PSNC thresholds)
- But fundamental questions remain on:
 - how each main part of the sector should be represented on a national body whilst balancing unity
 - how members of the national body should be appointed/represented
 - what size of national body is needed to allow all main parts to have a fair voice, while also being manageable as a decision-making organisation
 - articulating how it will function better, instead of just differently to today
- There are a variety of views on how to balance representation with geographical and local representation
- Options for governance have been explored, with a key ongoing consideration being whether and how local and national representation can be governed by the same principles and systems
- RSG has also been considering some of the practicalities – moving to a new structure for representation and support, and is assessing likely transformation costs

Community Pharmacy England (CPE)

- A reminder of the fundamental questions that remain
 - how each main part of the sector should be represented on a national body whilst balancing unity
 - how members of the national body should be appointed/represented
 - what size of national body is needed to allow all main parts to have a fair voice, while also being manageable as a decision-making organisation

..... then articulating how it will be better than today

PSNC Constitution - "as-is" 15 – 15 balance

13 members elected on a regional basis from England (PSNC regional representatives)

1 member nominated by Community Pharmacy Wales

2 members nominated by the Board of the National Pharmacy Association

12 members nominated by the Company Chemists' Association

3 members elected from the non Company Chemists' Association multiples

Taking it back to the Review Recommendations

At the point of publication 19/33 where there was points of difference

Progress as of today:

- Consensus 23/33: Accepted, addressed or alternatives
- Not taken forward 5/33: Addressed elsewhere or not feasible
- In progress 5/33:
 - Feasibility to be finalised 1/5
 - Issues remain 4/5

Wright review – LPC (“CPL”) recommendations

Recommendation 23

Review CPL size with respect to number of contractors represented, considering value for money to contractors, size required for a place on CPEC, local knowledge/relationships and NHS geographical footprints.

- Clear support for rationalisation of the network to free resources for more local and national activity
- Evidence that levies are lower once the number of contractors represented by a CPL passes 200... it seems that an LPC size of greater than 200 contractors is more likely to result in a smaller levy, although several smaller LPCs are requesting a levy of less than £1000 per contractor
- Main fixed costs are employees. Committees consequently either merge or better share resources to increase efficiency

PHARMACY REPRESENTATION
**REVIEW
STEERING
GROUP**

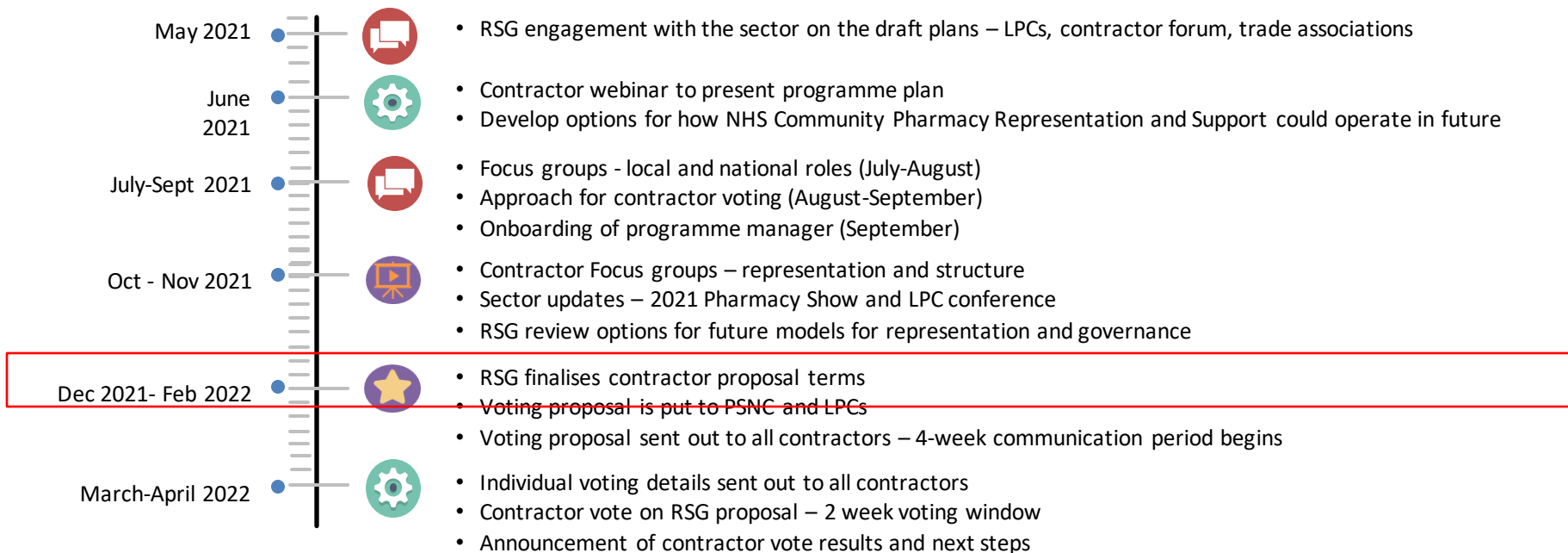
- [illegible]

Impact assessment – timetable

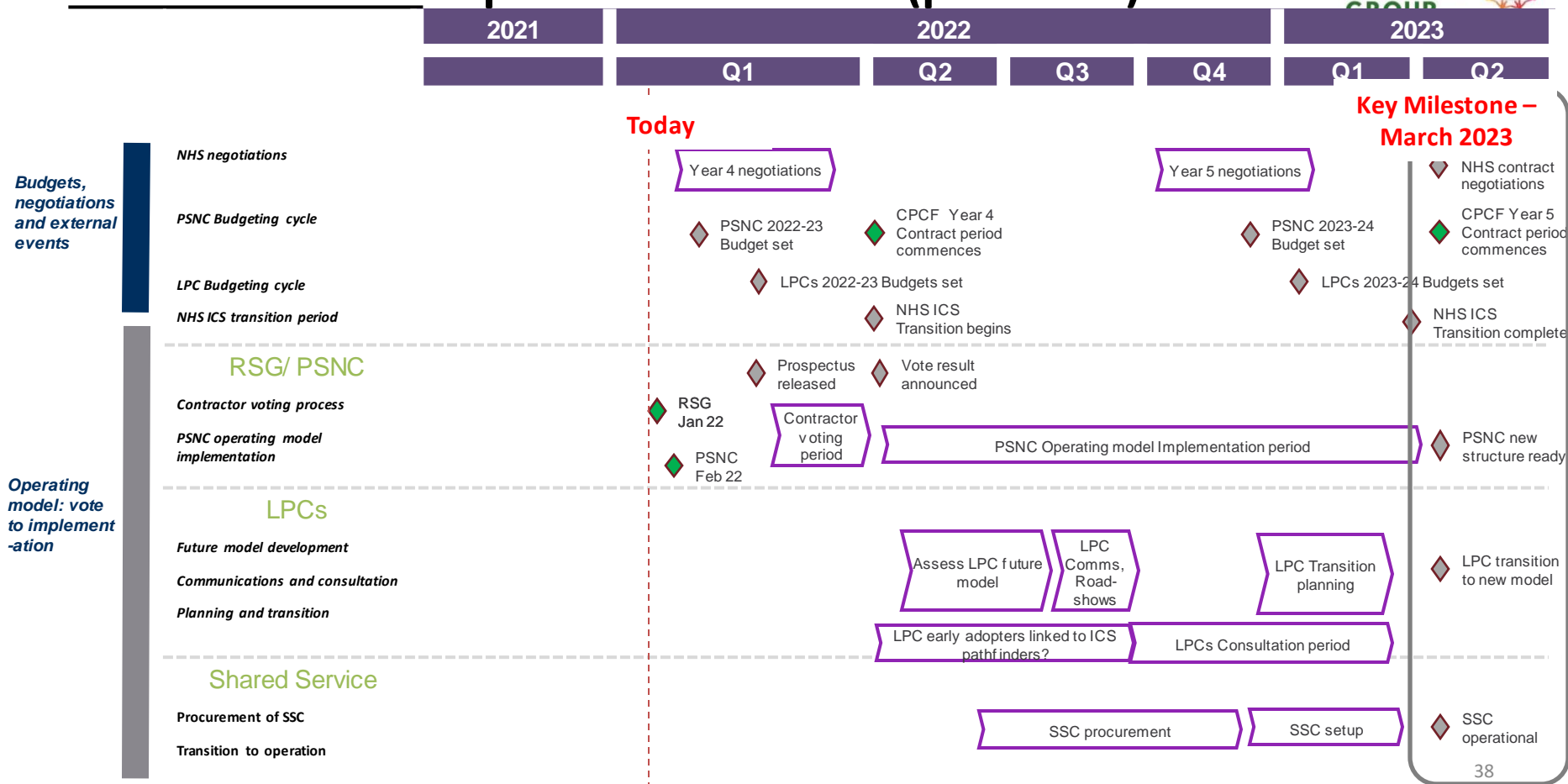
- **Proposal timetable**
 - Delayed in December 2021 with a communication to the sector that it was still expected to hold a vote before Easter 2022
 - Contractor events held between Jan 26-28 provided a range of views on the key issues
 - Other considerations pushing against the timetable, e.g. professional design schedule, voting logistics set-up
 - To meet the timetable, proposals need to be finalised latest by 24 Feb 2022
- **Implementation timetable**
 - End of March 2023 – delegation of commissioning to ICS, final year of current 5 year CPCF
- **Incremental approach for consideration**
 - Proposals that focus on key sectoral outcomes instead of large-scale structural transformation

Programme Timeline

RSG has set out a planned timeline for its next activities, recognising that many factors could affect this



Draft indicative Implementation Plan (post-RSG)



Practical considerations for LPCs

- Likely to be a year of transition and implementation in 2022/23
 - LPCs will need to respond to the contractor vote
 - This may have a resource implication at a local level
 - Elections, new constitution, contractor engagement
- Planning assumptions:
 - Potential need for some transition funding in year 2022/23 at a local level
 - 2023/24 budgeting and planning will be different

How can LPC members continue to be involved and what to expect

- **Engagement events for the wider sector:** continuing and ramping up until the voting period
- **Visit our website:** The RSG website www.pharmacy-review.org has a wealth of information about the work of the RSG
- **Share your feedback:** This is an open consultative process, so please continue to send us your further feedback via RSG members after the session



What's ahead in 2022/23

- Review Steering Group update and what it means for budgeting for the year ahead
- Local priorities for 2022/23 and LPC support focus on ICS and LPC Finance data
- LPC websites and financial transparency
- LPC/PSNC events in 2022/23



ICS & Integration Action Plan



Theme	Actions
Diagnosis	<ul style="list-style-type: none"> • Sense check with LPCs about their progress with local integration and consider a maturity matrix • Mapping of the 42 ICS and LPC boundaries • Understand changes to local commissioning structures as they develop and to ICS governance structures – where the sector fits in for formal representation as a provider (e.g Health and Partnership Board, or other areas).
Vision	<p>Provide a steer and guidance on key elements relating to ICS asks</p> <ul style="list-style-type: none"> • Data and digital e.g LHCR • Workforce - Connecting up national policy with local action for to help LPCs understand ambition, alignment and potential actions • And continue to provide support for elements relating to CPCF with integration themes, e.g PCN, DMS, GP CPCS <p>Lobby and influence the bill and NHS guidance to ICS</p>
Tools	<p>Support on</p> <ul style="list-style-type: none"> • Clinical & professional leadership (IPMO and beyond) • Engagement in provider collaboratives – between place and partnership level, working with other LRCs • Support to help build relationships with ICS integration rolls • Stakeholder mapping

ICS & Integration Action Plan - Update 1



Actions	Update
<ul style="list-style-type: none">• Sense check with LPCs about their progress with local integration and consider a maturity matrix• Mapping of the 42 ICS and LPC boundaries• Understand changes to local commissioning structures as they develop and to ICS governance structures – where the sector fits in for formal representation as a provider (e.g Health and Partnership Board, or other areas).	<ul style="list-style-type: none">• Standing item at PLOT• Mapped• Further clarity through meetings with NHSE&I (see next slides)
<p>Provide a steer and guidance on key elements relating to ICS asks</p> <ul style="list-style-type: none">• Data and digital e.g LHCR• Workforce- Connecting up national policy with local action for to help LPCs understand ambition, alignment and potential actions• And continue to provide support for elements relating to CPCF with integration themes, e.g PCN, DMS, GP CPCS	<ul style="list-style-type: none">• LHCR Support Event held for LPCs and LPC stocktake across England• Discussion underway with CP WDG

ICS & Integration Action Plan - Update 2

Actions	Update
<p>Support on</p> <ul style="list-style-type: none"> • Clinical & professional leadership (IPMO and beyond) • Engagement in provider collaboratives – between place and partnership level, working with other LRCs • Stakeholder mapping 	<ul style="list-style-type: none"> • ICS Case Studies x 2 complete – seeking to use in forthcoming NHSE&I document • Discussions at a RCGP roundtable & ongoing policy discussions • Seeking to hear from NHSE&I integration team and briefing for LPCs



New Local NHS Structures – a developing picture

What we are hearing from the NHS	Yet to be determined by the NHS
The CPCF will continue to be determined nationally and negotiated at that level	Will the formal recognition of LPCs continue to sit with NHSE&I and its regional teams or do they envisage that shifting to ICS Boards?
Some elements of CPCF “commissioning” will be locally owned, delivered and implemented by the NHS at an ICS level and will require LPC input	Will it be possible (legally) for ICS to use the Enhanced Service commissioning route, rather than having to use the NHS standard contract, as CCGs do at present? Delegation agreement
The NHS ICS structure is based on the principle that coterminous boundaries deliver clear benefits in integration between local authorities, NHS organisations and providers (save for in exceptional circumstances where there were strong reasons for not doing so)..... And a single voice for community pharmacy within those boundaries	Sustainable funding to cover time and development to enable bottom-up clinical leadership through full participation in PCNs

Challenge from the top of the NHS

On Community Pharmacy services:

- *It is essential that CPCF community pharmacy services align themselves with the changing landscape of healthcare delivery as Integrated Care Systems (ICSs) and Primary Care Networks (PCNs) develop and primary care recovers, restores and builds the momentum for delivering the strategic goals we all agreed in the NHS Long Term Plan.*

On Community Pharmacy representation and leadership at a “local” level:

- *It is essential that community pharmacy organise in a way that provides co-ordinated, influential and professional leadership across the new systems at all levels.*
- *Route to success is for community pharmacy locally to have a single voice, to present itself and its offer in simple terms to local commissioners and providers within an ICS.*

LPC Finance – data

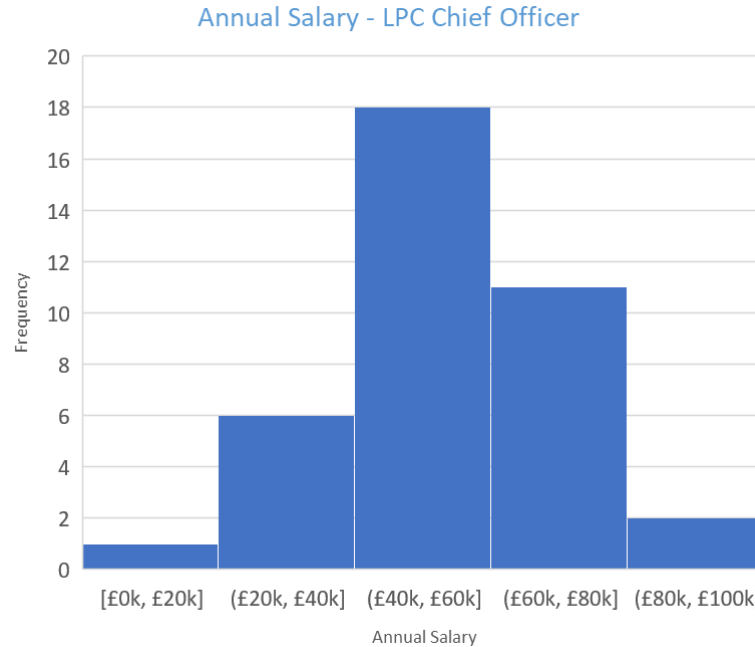
- In 2022/23 aiming to publish more information to help you benchmark around LPC finance
- Collaborative work with the CCA
- Analysis of all LPC accounts in England
- From headline analysis:
 - £2m over 6 months of reserves being held in the network
 - the average LPC holds around 10 months cash reserves (80%) against a recommended amount by PSNC of 6 months (50%) – do you know what the reserves are in your LPC?

LPC Finance – data

- From headline analysis:
 - Range of £250 to £2084 for contractor representation costs (levy) pa / per contract between LPCs
 - Average £740



Analysis of full time equivalent gross annual salary (£) paid to your LPC Chief Officer?



Average annual salary = **£57.0k**

Minimum annual salary = **£29.5k**

Maximum annual salary = **£81.9k**

Sample (n=37)



LPC Website Update for LPC Treasurers – February 2022

Jamie Gilliam – PSNC Digital Communications and LPC Support Officer



LPC websites upgrade

- PSNC has been working with LPCs to upgrade their existing websites.
- PSNC has taken a caretaker approach to this project and has held a one to one meeting with every LPC moving to the new template.
- One of the key project aims, in line with the recommendations of the Wright Review has been to improve the consistency of the LPC network sites. This is particularly relevant to Treasurers as PSNC's menu recommendations if adopted would improve the financial transparency of LPCs, making it as easy as possible for contractors to access relevant financial information (Annual Accounts etc.)
- We have recommended that all LPCs have an 'About Us' section in their new website menus, which would include a 'Finance' subsection.



LPC websites upgrade



About Us

Training & Events

Local Services

NHS Contract

Resources

News

Committee

Your LPC

LPC Committee

Committee Minutes

Operations Team

LPC Officers

Contact Us

Governance

Key Documents

Finance

Key Documents

Performance

Key Documents



PSNC/LPC Conferences, events and training in 2022

Jamie Gilliam – PSNC Digital Communications and LPC Support Officer





PSNC/LPC Conferences in 2022

- PSNC plans to hold two hybrid events for LPCs in 2022, one in London and the other in Manchester. The dates of these events are below:
 - ❖ Thursday, 12th May 2022 National Meeting of LPCs & PSNC
 - ❖ Thursday, 22nd September 2022 Annual LPC Conference
- We have opted for a hybrid format of events going forward as the feedback from the November LPC Conference, which was PSNC's first hybrid event, was largely positive.
- PSNC is currently working with events company London Filmed to scope the logistics for these events and the PSNC/LPC Conference and Events Working Group will be reconvened in due to course to help decide the shape of the agenda for the events.



Other PSNC/LPC training and events in 2022

Alongside the two PSNC/LPC Conferences in 2022, PSNC plans to hold several shorter events, including:

- New/existing LPC Members Days
- Regional MP briefings for LPC Chief Officers
- 1:1 inductions for new LPC Chairs, Chief Officers and Treasurers (as needed).

PSNC also plans to update the programme of training provided to LPCs. The revised PSNC/LPC training programme will include:

- Negotiation training
- Media training
- Training on valuing difference, inclusion and diversity
- Regulation training





Comfort Break

Be refreshed and ready to go for 11.30
am





Implementing the LPC Finance Guide



Objectives of the LPC Finance Guide

- To explain the framework within which LPCs exist and operate
- To set out LPC reporting requirements and obligations
- To identify particular financial issues facing LPCs
- To outline a suitable internal control structure for an LPC
- To introduce a standardised form of budgeting and financial reporting.
- To suggest where LPCs might seek guidance on all or any of the above.

It sets out a minimum standard for LPCs. Some LPCs already meet or exceed this standard and they are encouraged to continue operating to those higher standards.



Implementation – key steps

- Include on the agenda – the guide, implementation progress, assurance processes
- Establish a finance and audit subcommittee
 1. Review internal controls
 2. Adopt standard LPC network templates – budget, accounts, form of accounts
 3. Financial risk register
 4. Assess income and define (also consider VAT threshold)
 5. Wider policies and procedures review and audit
 6. Digitalise accounts
 7. Consider expert advice & be aware of the LPC templates and advice

Some of the issues? And Consequences

- No accounting bases or policies stated in the accounts
- There is no standardisation to how the accounts are presented – this makes some of them difficult to follow and causes confusion. All LPC accounts should follow UKGAAP
- Careless presentation – basic arithmetic has identified errors in what has been presented
- No balance sheet presented: only income and expenditure
- No depreciation of fixed assets or assets written off as expenditure
- Accounts being published with known discrepancies that have not been resolved at the point of publishing
- Lack of clarity and explanation – where expenditure / income varies significantly to last year.
- Accounts should have explanatory notes
- No statement from the accountants included – how can we be reassured that the account information presented has been examined by a professionally qualified accountant
- Notice of AGM being provided but no accounts or voting papers being issued.

Asks of LPC members

- Know the background
- To make sure it has sufficient time on the agenda for oversight, assurance and scrutiny, working with Treasurers
- To understand their role in governing the LPC – especially in relation to financial governance, mindful of risk and management of those around your own liability
- Supporting the environment to enable implementation – human resources of your staff team

Role of the LPC Member -LPC Finance

1. Budget based on the business plan
2. LPC levy – collected by BSA, to be used for LPC admin only
3. Accounts produced and published each year, examined by professional, published with annual report and voted on by contractors at the AGM (and postal provision). Each LPC accounts appended with any regional accounts.
4. Expenses policy & HMRC treatment
5. Management accounts and update at each LPC meeting
6. Banking arrangements via Lloydsbank (block PSNC arrangements)
7. PI & PL Insurance, along with contents via NPAI
8. Employees and self employed & HR support

New resources to help

- Terms of Reference for Finance Audit Committee
- Financial risk register template
- Asset register template
- Revised LPC expenses policy (and accompanying guidance) – to be implemented in sequence with the LPC business planning cycle to deal with any budgetary impact



Financial risk register



We've had some recent incidents with LPC finances so would encourage use of a financial risk register

- Key elements of a risk register:

#	Description	Owner	Likelihood	Impact	Priority	Action completed and planned	Rating 2016	Rating 2017	Rating 2018	Comment
---	-------------	-------	------------	--------	----------	------------------------------	----------------	----------------	----------------	---------

Financial risk register



Please discuss on your tables examples of financial risk you would want on a financial risk register

Some examples of financial risk:

- Cyber attack on online banking system
- Payment made to an officer's / member's own account or associated business
- LPC successfully challenged by HMRC on self employment status
- LPC successfully challenged by HMRC on expenses payment policy
- LPC budget is challenged by contractors or Area Team
- LPC accounts are rejected by contractors

Asset register



If your LPC is buying assets you could do with an asset register

- Your LPC may purchase items which provide economic value over more than one year (e.g. laptops)
- These should be recognised as assets on a balance sheet and subject to depreciation (reduction in value due to time or use)
- They should be controlled using an asset register and some kind of indicator of ownership



Asset register



If your LPC is buying assets you could do with an asset register

- The asset register should contain basic details such as date of purchase, asset description and value and depreciation to date
- Retaining a copy of the purchase invoice is also sensible
- If you pay corporation tax you may be able to get a 'capital allowances' write off





Group Discussion

Challenges, solutions and further support needs
around the finance guide implementation

1/ Introductions 2/Some one to feedback

