**LPC and Contractor Support Subcommittee Meeting Agenda:
29th July 2021**

1. Welcome from the Chair
2. Apologies for absence
3. Conflicts or declaration of interest
4. LCS Summary Action log
5. Supporting LPCs and Contractors with PCNs (Appendix LCS 03/07/2021) **(Confidential)**
6. LPC Self-Evaluation (Slides)
7. LPC Elections (verbal report)
8. ICS and Integration LPC support plan (verbal report)
9. LPC Governance plan update (Appendix LCS 04/07/2021)
10. LPC/PSNC Conferences and Events (Appendix LCS 05/07/2021)
11. LPC Communications Summary (Appendix LCS 06/07/2021)
12. Inclusion and Diversity (Appendix LCS 07/07/2021) **(Confidential)**

Subject	LCS Summary Action log
Date of meeting	19th July 2021
Committee/Subcommittee	LCS
Status	Public
Overview	Update on actions progressed since the last meeting
Proposed action(s)	For report
Author(s) of the paper	James Wood

Ref	Action description	Owner	Date Raised	Status	Commentary and progress notes
1	LPC Elections Subject to full committee decision on the PSNC and LPC election process, it was agreed to issue guidance to LPCs on how to delay the LPC elections.	JW	19th May 2021	Complete	Issued and included on the agenda

2	A draft version of the redeveloped LPC selfevaluation tool will be included for consideration at the LCS subcommittee in July 2021	JW	19th May 2021	Complete	On the agenda
3	Discuss with the trade bodies views on how the sector can engage and be supported with the NHS 'NetZero' initiative.	JW	19th May 2021	Complete	
4	The LPC ICS support plan to be further developed for review at the next meeting.	JW	19th May 2021	Complete	Progress report included on the agenda

Subject	LPC Governance - the responsibility of every LPC member
Date of meeting	29th July 2021
Committee/Subcommittee	LCS
Status	Public
Overview	This paper provides a progress update on the LPC Governance support plan agreed at LCS in February 2021.
Proposed action	For report
Author of the paper	James Wood

Background

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. In February 2021, the subcommittee approved an actionable work plan over the course of 2021-22 to build on the current governance support provided to LPCs.

At the heart of the fresh approach is a 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.

Some elements have significant resource implications and therefore were grouped into priority areas and agreed by LCS to be phased in throughout 2021-22. The most immediate and high impact priority area was continued work on LPC finance support.

Priority 1- high impact – deliverable in the short term (H1 2021-22)

Priority Area	Progress Update

Complete LPC Finance Guide and following the meeting of LPC Treasurers in February 2021, repurpose relevant content to support briefings and updates for all LPC members.	• Completed and launched the LPC Finance Guide at the LPC Treasurers meeting
	• Awareness with LPC members created through LPC News and working with the CCA LPC Support Group
	• Briefing held for LPC Chief Officers
	• Rebuilt the support materials in the LPC members' area of the PSNC website on LPC finances, including:
	    o Appendices and templates to the finance guide
	    o Finance and Audit subcommittee Terms of Reference o Implementation checklist o Frequently asked questions
	• Repurposed content from the LPC Finance Guide into LPC member training day and induction
	
	In progress:
	
	• Drop-in session(s) for LPC Treasurers and others scheduled for 20th September 2021
	• Incorporating elements of the LPC Finance Guide into the LPC self-evaluation to help benchmarking,

	identify improvement and support visibility of progress ◻ To conclude the LPC expense policy review
Continue to develop the partnership with PSNC accountant on 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.	In on-going discussions
Update and significantly rebuild the content of the LPC self-evaluation (2018) to support LPC members challenge and focus on improvement.	Collaborative work with LPCs and the trade bodies to codesign 2021/22 complete. Expecting to circulate a final draft over the summer.
Ahead of 2020-21 LPC annual report writing, provide a template for core content, including the introduction an annual governance and accountability statement to include in the annual report.	Provided
Continue LPC members days training days and secure dates for the rest of 2021 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.	• Dates secured for 2021-22 in lace in July, September and November • Established new internal processes to identify new LPC members and officers, to support on-boarding inbetween events • Work to produce a local induction template for LPCs to use is underway

Use the PSNC and LPC website review and refresh as an opportunity to drive consistency in LPC site architecture to support visibility of governance documentation.	LPC Websites Working Group established working with the Communications & Public Affairs Directorate to help define

	what good looks like for LPC websites, as part of the website project
Identifying LPCs that may need additional support with governance, and proactively support the LPC members, on behalf of their contractors, to help remedy shortcomings.	• On-going reactive work • To begin: whistle blowing process and being clearer on how people can raise concerns
Support and disseminate the learnings from COVID-19 on LPC administration and the new ways of working remotely, whilst still ensuring high standards of governance.	To begin

Priority 2 High value/Impact – deliverable longer term (H2 2021-22 and beyond) – to implement

- A review of LPC members day and our wider training/briefing offer, including a greater focus on LPC chairs and vice-chairs – including new channels and methods of delivery, including distributed models for LPCs to use locally

- New distinct work-streams to support 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.

- More formally capturing governance issues and sharing learnings with all LPCs creating an improvement culture, including working closely with Clyde & CO, to further tailor HR support.

- Bite size sessions on how governance is part of managing employees and self-employed – including recruitment, appraisals, accountability, self-employed contracts and performance reviewed.

- 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.

- Scope a specific governance health check framework and LPC led peer review process.

- 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.

Priority 3 Lower impact – to implement

- Provide examples and templates to show what good looks like for agendas and minutes a (perhaps drawing on PSNC's approach).

- Promote and support the appointment of LPC governance leads and governance subcommittees (covered elsewhere in the Finance & Audit subcommittee work).

Subject	LPC/PSNC Conferences & LPC Events
Date of meeting	29th July 2021
Committee/Subcommittee	LCS
Status	Public
Overview	Summary of LPC/PSNC Conferences & LPC Events in 2021 and feedback from the June 2021 Event
Proposed action(s)	For report
Author(s) of the paper	James Wood and Jamie Gilliam

Background

Building on the positive feedback from last year and the closer collaborative working between PSNC and LPCs, 2021 will see the delivery of the usual Annual Conference of LPCs and 3 PSNC/LPC events as per below. As usual, the September meeting will be the Annual Conference of LPCs and we currently expect that to be a full day event. The November event we have a venue booked, but if it is still not feasible to meet in person then we can of course run that event digitally as well.

- Thurs 16th September 2021- online
- Wed 10th November 2021 – venue booked (postponed from 2020 but subject to pandemic restrictions)

As usual all PSNC committee members are welcome to attend.

The programme for all the events is being informed and shaped by a conference working group comprised of LPC members and chief officers spread across the regions, along with

some PSNC members and staff. Further details are available in the LPC Members' area of the PSNC website [The Conference and Events Working Group : PSNC Main site](#)

June Meeting of LPCs and PSNC – Event Feedback Analysis

Following the June Meeting of LPCs and PSNC, attendees were asked to complete a short feedback survey. This document analyses the survey's key findings.

Q1. How useful did you find the Virtual Meeting of LPCs and PSNC?

Not Good	Average	Good	Excellent
3%	21%	48%	28%

Analysis:

As the above table illustrates, 76% of attendees rated the June Meeting of LPCs and PSNC either extremely useful or useful. Only 3% of delegates did not find the event useful at all.

Q2. Overall, did you find the technology easy to use?

Yes	No
100%	0%

Analysis:

The table above highlights that the attendees found the technology on the day of the event easy to use. There was an issue with the sound quality for a part of Ed Waller's presentation, however, generally the attendees recognized that these sorts of technical issues are difficult to avoid. Attendees reported no issues with joining the conference as was the case with the previous LPC/PSNC event.

Q3. Were you happy with the event information/guidance from PSNC both ahead of the meeting and on the morning of the meeting?

Yes	No
86%	14%

Analysis:

Most attendees (86%) were happy with the event guidance from PSNC both ahead of the meeting and on the morning of the meeting. However, a minority of delegates expressed frustration about the lack of new information provided on the day by the Review Steering Group (RSG) and website development sessions. Attendees also commented that some of the updates from PSNC felt too guarded because of the (then ongoing) negotiations on year three of the Community Pharmacy Contractual Framework (CPCF).

Q4. How would you rate the agenda for the day?

Not Good	Average	Good	Excellent
7%	17%	52%	24%

Analysis:

Around 76% of attendees felt that the June LPC/PSNC meeting agenda was either good or excellent. The breakout discussions were especially well received, with LPC Chairs valuing the opportunity to enter a breakout room separate from the Chief Officers to discuss matters more relevant to them.

Q5. How would you rate the speakers for the day?

Not Good	Average	Good	Excellent
3%	7%	52%	38%

Analysis:

Nearly 90% of delegates rated the event speakers as either good or excellent. Attendees were especially excited to have heard from Ed Waller, the Director of Primary Care at NHS England and NHS Improvement (NHSE&I), and Bruce Warner, who works closely with the Chief Pharmaceutical Officer (CFO) for England. Nevertheless, there was some disappointment among attendees who felt that there should have been more time allocated to ask the speakers questions.

Q6. How useful did you find the breakout discussion sessions on the day?

Not Good	Average	Good	Excellent
7%	38%	41%	14%

Analysis:

Approximately 55% of attendees reported that they found the event breakout sessions either very useful or quite useful. A recurring criticism of the breakout groups was that they were too large and needed to be reduced in size for future events to ensure that everyone had equal opportunity to contribute to the discussions. Attendees also asked for progress updates from PSNC on the actions agreed during the breakout sessions.

Q7. Overall, how would you rate the Virtual Meeting of LPCs and PSNC?

Not Good	Average	Good	Excellent
6%	14%	52%	28%

Analysis:

80% of delegates rated the June Virtual Meeting of LPCs and PSNC as either good or excellent.

Comments from delegates

Below is a list of some of the comments from the attendees of the June LPC/PSNC event:

I would like to thank PSNC for getting everyone together. It is important that PSNC and the LPCs continue to meet regularly like this, and I appreciate the time and effort it takes for PSNC to organize these events.

The event was useful and covered the topics that needed covering.

I liked the fact that there was a separate breakout session for LPC Chairs as in the past the topics discussed during the breakout rooms have been Chief Officer specific making it difficult to contribute as a Chair.

I really enjoyed Ed Waller's presentation as it gave LPCs a good insight into the central strategy of the NHS.

It was good to hear from Ed Waller and Bruce Warner.

I appreciate all the work that is being done by PSNC to improve communications with the LPCs by holding regular conferences like this one.

Breakout groups, in future, need to be smaller and more interactive.

The RSG session did not tell us anything that we did not know already.

Potential themes for discussion at upcoming LPC/PSNC events

- LPC staff development
- Local funding opportunities that LPCs should be aware of

Subject	LPC Communications Update
Date of meeting	29th July 2021
Committee/Subcommittee	LCS
Status	Public
Overview	Summary of LPC Communications
Proposed action(s)	For report
Author(s) of the paper	James Wood and Jamie Gilliam

Updates to the LPC Members' Area

In recent months, the following additions have been made to the LPC Members' Area:

- The LPC Elections page has been updated to include a briefing about delaying the upcoming LPC elections and FAQs about this process.
- In May 2021, the Review Steering Group (RSG) met with the LPCs to discuss its proposed workplan. A page containing the recording of this event and the slides from the event sessions has been added.
- The resources from the June meeting of LPCs and PSNC have been added.
- Earlier this month, LPC Chief Officer's were invited to a briefing on the COVID-19 Costs Claims process. A page has been added including the full slide deck from this briefing.
- A segment on Competition Law, including a briefing on competition guidelines for LPC meetings, has been added to the Running an LPC section of the LPC Members' Area.
- The information on the Clyde and Co. HR Support Package for 2021/22 has been updated.