LPC and Contractor Support Subcommittee Meeting Agenda:
19th May 2021

1. Welcome from the Chair
2. Apologies for absence
3. Conflicts or declaration of interest
4. LCS Summary Action log
5. LPC Elections 2022 (Appendix LCS 03/05/2021) **(Confidential)**
6. LPC Self-evaluation (Appendix LCS 04/05/2021)
7. Delivering a 'Net-Zero' NHS (Appendix LCS 05/05/2021)
8. LPC Governance plan update (Appendix LCS 06/05/2021)
9. PSNC/LPC Operations Team (Appendix LCS 07/05/2021)
10. LPC/PSNC Conferences and Events (Appendix LCS 08/05/2021)
11. LPC Communications Summary (Appendix LCS 09/05/2021)
12. Inclusion and Diversity (Appendix LCS 10/05/2021) **(Confidential)**
13. ICS and Integration (verbal report)
14. GP CPCS support (verbal report)

PSNC

Subject	LCS Summary Action log
Date of meeting	19th May 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	The work on equality and diversity be a standing item on the agenda with an update report at the next meeting.	JW	3rd Feb 2021		Update on the agenda
2	Terms of Reference for PLOT to be brought back to the next LCS meeting once finalised.	JW	23rd Nov 2020		ToR updated and report included on the agenda

3	The LPC governance plan be approved and developed taking into account the subcommittee's comments, for a further review at the next meeting.	JW	3rd Feb 2021		Progress report included on the agenda
4	The dates of the four 2021 LPC conferences for LPCs, be circulated to the full committee.	JW	3rd Feb 2021		Circulated to full PSNC committee
5	Suggestions from the committee for any additional CPCF support be passed to the NHS services team.	All	3rd Feb 2021		For individual action

Subject	LPC Self Evaluation
Date of meeting	19th May 2021
Committee/Subcommittee	LCS
Status	Public
Overview	This paper provides an overview of the development of the self-evaluation tool and the areas where input is required
Proposed action	To consider and provide general views on the LPC self-evaluation. A series of questions are set out in the paper
Author of the paper	James Wood

Background

The LPC self-evaluation is a tool to help LPCs evaluate the their own performance and demonstrate the representation and support service offered to contractors, against a suggested list of performance criteria. The current version is available here
https://psnc.org.uk/wp-content/uploads/2018/06/LPC-Self-Assessments-2018-1.pdf

As part of the LPC Governance support plan agreed at LCS in February 2021, a high priority action was agreed to significantly rebuild the content of the LPC self-evaluation (2018) to support LPC members challenge and focus on improvement.

Approach

LCS provided a clear steer that plans should be checked and developed with LPCs. Collaborative work with LPCs and the trade bodies is underway to co-design 2021/22 version and this includes:

- A focused working session at the PSNC/LPC Operations Team
- A focus group of LPCs – comprising of LPC Chair, Governance leads, Treasurer and Chief Officer
- Input from the CCA LPC Support Group, AIM and NPA
- Work with PharmOutcomes who host the tool

Feedback is being sought until Friday 4th June when inputs will be used to draft an updated version of the tool for comment. A draft version is expected to be presented at LCS in July 2021.

Questions to help shape

- What areas of the current self-evaluation are ambiguous or need further clarity?
- What parts of the current self-evaluation are no longer required?
- What new areas are needed? (such as aspects of the LPC finance guide)
- Would you support an element of peer review to provide challenge, share learning and use as a tool to improve?
- How might we refine the assessment rating scale, to better define areas requiring immediate attention through to the other end of the scale?
- How would you suggest LPCs approach the self-evaluation e.g member led?
- What are your views on format and visibility to contractors ?

Subject	Delivering a Net Zero National Health Service
Date of meeting	19th May 2021
Committee/Subcommittee	LCS
Status	Public
Overview	NHS England launched its "net zero" plan last year and aims to become a net zero health service, including through its providers, contractors and suppliers by 2050.
Proposed action	PSNC has been asked for a community pharmacy view and also to consider what support contractors may need in the years ahead. LCS is asked to provide a steer on how we should proceed.
Author of the paper	James Wood

Background

NHS England launched its "net zero" plan last year (https://www.england.nhs.uk/greenernhs/a-net-zero-nhs/) and aims to become a net zero health service, including through its providers, contractors and suppliers by 2050.

The report provides a detailed account of the NHS' modelling and analytics underpinning the latest NHS carbon footprint, trajectories to net zero and the interventions required to achieve that ambition.

Medicines and supply chains are specifically called out in the report of areas of focus. There are likely to be implications for pharmacy contractors in the years ahead relating to:

- Provision of pharmaceutical services;

- Development of future services, for example action on reducing the carbon impact of their MDIs;
- General business operations including elements relating to delivery and supply chain.

Next steps

A 'Pharmacy Declares Sustainability' movement is developing amongst some bodies within the pharmacy profession, but doesn't yet include community pharmacy bodies. This follows suit from other health organisations such as the British Medical Association, Royal College of Physicians and Royal College of Nursing, as well as a growing number of NHS Trusts.

LCS Discussion

PSNC has been asked for a community pharmacy view and also to consider what support contractors may need in the years ahead. LCS is asked to provide a steer on how we should proceed with this issue, both in relation to contractor awareness and any actions. Many aspects are beyond the remit of PSNC and relate to the wider operating environment of pharmacy businesses, which may be best supported by the trade body organisations.

PSNC

Subject	LPC Governance - the responsibility of every LPC member
Date of meeting	19th May 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 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: - Appendices and templates to the finance guide - Finance and Audit subcommittee Terms of Reference o Implementation checklist o Frequently asked questions In progress: 1. Repurposing content from the LPC Finance Guide into LPC member training day and induction 2. Drop-in session(s) for LPC Treasurers during period of May – July as accounts for 2020-21 finalised 3. Incorporating elements of the LPC Finance Guide into the LPC self-evaluation to help benchmarking,

	identify improvement and support visibility of progress 4. 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 underway to co-design 2021/22 version. Expecting to bring to LCS for approval in July 2021
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.	Drafting in progress to be available by end of May 2021
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 and in the process of publishing and opening registrations • 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	PSNC / LPC Operations Team (PLOT)
Date of meeting	19th May 2021
Committee/Subcommittee	LCS
Status	Public
Overview	Highlight report from PLOT meetings
Proposed action(s)	For report
Author(s) of the paper	James Wood

Background

The PSNC / LPC Operations Team (PLOT) was formed on the 1st September 2020 to build on the Covid-19 Rapid Action Team's success, which saw PSNC and the network of LPCs working more closely together during the pandemic.

Operationally, PLOT is focused on day-to-day work between PSNC and LPC executives. Via fortnightly meetings between LPC Chief Officers from the 13 PSNC regions and policy leads from the PSNC leadership team, PLOT helps coordinate PSNC and LPC operations and communications, nationally and locally, and provides a focus for our joint collective efforts on emerging work on behalf of all contractors.

Highlight Report March/April 2021

1. PLOT Terms of Reference were updated incorporating feedback from LCS and after consulting all LPCs. A copy is enclosed at the end of this paper, including:

   • Clarity on chairing arrangements;

   • Introduction of meeting notes;

   • Frequency of meetings reset to fortnightly.

2. A dedicated page in the LPC Members' area of the PSNC website is now available, where more information about PLOT can be found, including membership, the Terms of Reference, copies of agenda and minutes to support information cascade and transparency. PSNC and LPC Operations Team : PSNC Main site

3. This information also makes clear each PSNC region in England is represented on PSNC by an elected Regional Representative. This person is responsible for representing the views and interests of contractors and LPCs in the Region on the main PSNC committee.

4. PLOT asked LPCs at a regional level to review their LPC representative at the end of February to ensure the correct governance is followed for the selection process of refreshing participants.

5. Meetings have now moved to a fortnightly basis and are now recognised in the Key Performance Indicators for PSNC.

6. Due to the ongoing CPCF year 3 negotiations the PLOT schedule and agenda has been adjusted for the coming weeks as follows:

   • Thursday 13th May – single issue PLOT on LPC self-evaluation

   • Thursday 27th May – PLOT stood-down

   • Thursday 10th June – usual PLOT

   • Thursday 24th June – potential single issue PLOT TBC

   • Thursday 8th July - usual PLOT format and the normal schedule returns

Through the fortnightly meetings between LPC Chief Officers and policy leads from the PSNC leadership team, PLOT has considered a range of topical items, including:

   • Covid-19 Vaccination Sites;

- ICS development;
- PCN Pharmacy lead issues and support;
- Implementation of the Supervision of Opiate Substitution Therapy and Shared Care – Future Commissioning;
- C-19 LFD Test Distribution Service; and
- LPC ways of working: Returning to places of work or more permanent working from home.

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PSNC / LPC Operations Team
Terms of Reference

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Membership
- Core participants – Regionally appointed Chief Officers (or their deputy) / PSNC Leadership Team, as appropriate.
- Guests by invitation
- Chair – PSNC Director of Contractor & LPC Support

Change of LPC representative – Review of arrangements and confirmation of LPC representatives every 6 months.

Purpose
- To assist the coordination of PSNC and LPC operations and communications, nationally and locally, for the benefit of community pharmacy contractors.

Roles and Responsibilities
- Chief Officers to share views and information from all LPCs on local issues.
- PSNC to share relevant views and information on national issues.
- All participants to listen and reflect on the views shared by other participants.
- Chief Officers to cascade information shared on the call with LPC colleagues, PSNC to cascade information from COs internally as required.
- Useful information from LPCs can be shared using this forum to reduce replication across the network and encourage a more appropriate use of the LPC Gaggle group e-mail.

Meeting Arrangements
- A brief, informal agenda with topics for discussion will be e-mailed to participants at least 24 hours before a meeting by the Chair.
- A note of the meeting will be prepared by PSNC's Digital Communication & LPC Support Officer and distributed within 24 hours of the meeting to members for onward cascade to all LPCs.
- Frequency of meetings - At least fortnightly, however increased as required by the Group

Review
- A formal review of the group to evaluate progress and purpose will be carried out annually
- Feedback from all LPC will be sought to feed into the review

PSNC

Subject	LPC/PSNC Conferences & LPC Events
Date of meeting	19th May 2021
Committee/Subcommittee	LCS
Status	Public
Overview	Summary of LPC/PSNC Conferences & LPC Events in 2021 and feedback from the March 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 June event will be a half-day morning events, and for 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.

- Wed 23rd June 2021- online
- 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 webiste **(The Conference and Events Working Group : PSNC Main site)**

March Meeting of LPCs and PSNC – Event Feedback Analysis

Following the March 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?

Excellent	Good	Average	Not Good
17%	77%	3%	3%

Analysis:

As the above table illustrates, 94% of attendees rated the March 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
92%	8%

Analysis:

The table above highlights that most attendees found the technology on the day of the event easy to use. There was, however, an issue with the sound quality for a part of the RSG section of the event, and several delegates failed to understand that they had each received their own unique joining link, leading to some link duplication. Therefore, for future events, our communications will more clearly signpost that every attendee has their own *individual* link to join the meeting and that they must not share this with other delegates.

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
92%	8%

Analysis:

The majority of attendees (92%) were happy with the event guidance from PSNC both ahead of the meeting and on the morning of the meeting. However, as stated previously, for future events our communications will more clearly signpost that every attendee has their own *individual* link to join the meeting and that this must not be shared with other delegates.

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

Excellent	Good	Average
25%	67%	8%

Analysis:

Around 92% of attendees felt that the March LPC/PSNC meeting agenda was either excellent or good. The breakout discussions were especially well received. However, one suggestion was that future events intersperse the breakout discussion sessions throughout the day instead of holding them consecutively at the end of the meeting. Some attendees

also requested that in future, the size of breakout groups be reduced to ensure that everyone could have their say. Another interesting suggestion was that after the event, LPCs should have a group meeting to digest and reflect upon the agenda.

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

Excellent	Good	Average	Not Good
11%	78%	8%	3%

Analysis:

Nearly 90% of delegates rated the event speakers as either excellent or good. Nevertheless, there was some disappointment among attendees about the Review Steering Group's (RSG's) presentation, with attendees commenting that this added very little new information.

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

Excellent	Good	Average	Not Good
48%	43%	6%	3%

Analysis:

Approximately 91% of attendees reported that they found the event breakout sessions either very useful or quite useful. As stated previously, the breakout discussions were extremely well received. In completing the feedback survey one attendee stated that, 'the second breakout group was particularly useful, and it will be interesting to see how the findings from this get taken forward'. However, 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.

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

Excellent	Good	Not Good
22%	72%	6%

Analysis:

94% of delegates rated the March Virtual Meeting of LPCs and PSNC as either excellent or good. Unfortunately, the minority (6%) of attendees who felt otherwise provided little explanation for their discontent. From reading the survey feedback, however, one suspects that a lot of this disquiet stemmed from personal disagreements with the RSG (see above).

Comments from delegates

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

It is always useful to discuss upcoming new services, and to hear what other LPCs are focusing on.

It is always helpful to see where others are, though not helpful when they complain without offering any solutions. A lot of LPCs still seem to want PSNC do to do everything for them.

I was a facilitator [of one of the breakout groups] but still got lots of useful stuff, and looking over the session notes from across the groups it seems that strong insights have been harvested.

The break out rooms worked great, as did the whole conference - no changes needed.

The discussion about LPCs top 5 priorities was really useful in helping us to sense check our own plans.

The breakout room facilitator was very good in the workshops and ensured that everyone had a voice.

I would prefer not to have two breakout sessions consecutively, but interspersed with presentations.

It is much better to have these events frequently and on-line.

Why not let LPCs have a group meeting after the main event to digest and reflect on any new information that we have been presented with?

The RSG session was very disappointing. The members of the RSG looked embarrassed to be adding nothing to the day. It would have been better to say we have made no progress so far and have had to bring in outside help.

Potential themes for discussion at upcoming LPC/PSNC events

- GP Community Pharmacy Consultation Service (GPCPCS)
- Primary Care Network (PCN) leads/engagement
- Update about the plans of the Berkeley Partnership and the RSG

Subject	LPC Communications Update
Date of meeting	19th May 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

The addition of Digital Communications and LPC Support Officer Jamie Gilliam has provided some capacity to improve our communications with LPCs. In recent months, the following additions have been made to the LPC Members' Area:

- A PSNC and LPC Operations Team (PLOT) page has been added, explaining the group's function and providing a breakdown of its membership and future meeting dates.
- A Conference and Events Working Group page has been added, describing the group's role and providing a breakdown of its members.
- A page covering the Mental Health Support available for LPCs and Community Pharmacy Teams and signposting to several free resources has been added.
- The LPC Insurance Page has been updated to provide a clearer statement of the types of insurance required by LPCs and the action(s) LPCs need to take to ensure that they are covered.
- The information on the Clyde and Co. HR Support Package for 2021/22 has been updated.
- The resources from the March meeting of LPCs and PSNC have been added.

LPC News

A new monthly schedule has been agreed to distribute LPC News on a regular basis to all LPC Committee members and staff members.

Month	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021
LPC News target publication date	Monday 26th	Wednesday 26th	Friday 25th	Monday 26th	Thursday 26th	Monday 27th	Tuesday 26th	Friday 26th	Friday 17th
Date of cutoff for contributions (by end of day)	Friday 23rd	Tuesday 25th	Thursday 24th	Friday 23rd	Wednesday 25th	Friday 24th	Monday 25th	Thursday 25th	Thursday 16th

PSNC