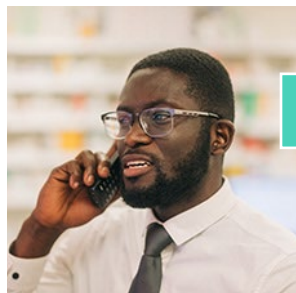


Guide to Community Pharmacy England Subcommittees and Working Groups





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INTRODUCTION





Overview

As set out in the Constitution and Rules, Community Pharmacy England (the operating name of the Pharmaceutical Services Negotiating Committee) has 25 members on its main committee:

10 members elected on a regional basis from England;

2 members nominated by the Board of the National Pharmacy Association;

9 members nominated by the Company Chemists' Association;

3 members elected from the non Company Chemists' Association multiples; and

a non-executive chair.

The Committee meets at least five times a year. They delegate the day-to-day responsibility for the running of Community Pharmacy England to the Executive Leadership Team. The Committee has approved and adopted a Governance Framework, a Conflicts of Interest Policy and Code of Conduct.

Subcommittees

Community Pharmacy England has a number of subcommittees and working groups. To clarify the role and function of each subcommittee we have adopted a structure whereby each subcommittee is placed in one of two streams: Governance or Policy and Advisory. There are various working groups of the committee, the main being the Negotiating Team (NT). This guide sets out the role and membership of each, through the collation of the Terms of Reference and role profiles. Further information is also available in the Community Pharmacy England Rules.

Governance subcommittees:

Community Pharmacy England's governance subcommittees supports and advises the Committee and Chief Executive on governance and risk matters, including oversight of financial,



audit, risk management, internal control matters, nominations and remuneration, and the complaints process. They can provide pre-scrutiny of information and proposals to provide advice and can make recommendations to the Committee. Finally they can make decisions on behalf of the Committee in respect of those matters for which there is delegated authority.

Some members of these subcommittees are from the LPC network who are independent of the Committee and bring relevant external perspective and knowledge. The subcommittees are:

Audit and Risk Subcommittee

Governance and People Subcommittee

Policy and Advisory subcommittees:

Community Pharmacy England's policy and advisory subcommittees have responsibility for advising on relevant policy issues and specific elements of the Committee's work, supporting our strategic objectives. Most aspects of Community Pharmacy England's work are allocated to a subcommittee, for members to provide expert support and advice to the Leadership Team and to make recommendations to the main Committee. They subcommittees are:

Communications & Public Affairs subcommittee

Funding & Contract subcommittee

Legislation & Regulatory subcommittee

Service Development subcommittee

LPC and Contractor Support subcommittee (transitional)



Working Groups

Negotiating Team (NT)

The Negotiating Team is a joint working group of the Committee and Executive Leadership Team (ELT), tasked by the Committee with achieving the best outcome from negotiations.

The role of the NT is to represent the views and interests of members of the Committee and the Pharmacy Owners whose interests Community Pharmacy England serves, in agreeing the detail of negotiations with NHS England and the Department of Health and Social Care.

The Negotiating Team's remit extends to matters relating to negotiations. Any matters falling outside its agreed remit must be referred to the Committee, a relevant subcommittee, or the Leadership Team, in accordance with the Scheme of Delegation.

Other Groups and Working Parties

Community Pharmacy England has many other smaller groups and working parties that may be formed either from committee members or with wider cross-sector membership for a variety of purposes, for example Rural Working Group, DSP advisory group, and various LPC working groups.



Subcommittee Terms of Reference





Governance and People subcommittee Terms of Reference

1. Purpose

The Governance and People Subcommittee is a formal subcommittee of the Community Pharmacy England Committee which supports and advises the Committee on governance and people matters including nominations and remuneration, and the complaints process.

The Subcommittee supports the Committee in these matters by either:

- Providing pre-scrutiny of information and proposals to provide advice and recommendations to the Committee;
- Making decisions on behalf of the Committee in respect of those matters for which it has delegated authority;
- Working with the Chief Executive Officer (CEO) and Executive Leadership Team (ELT) to ensure that Community Pharmacy England has appropriate arrangements in place to ensure effective operation and to meet all legal and other requirements.

2. Membership

2.1 Members

The Subcommittee shall normally consist of seven members, of whom:

- 1) Five shall be full voting members drawn from the Community Pharmacy England Committee with a range of skills and experience relevant to the Subcommittee's work, comprising:
 - Independent Chair of Community Pharmacy England
 - Vice-Chair of Community Pharmacy England

- 3 other Committee members, such that of the four pharmacist Committee members, two represent independent pharmacy owners and two represent multiples
- 2) Two shall be non-voting members drawn from LPC Committees (who are not on the Community Pharmacy England Committee) with one representing independent pharmacy owners and one representing multiples. These non-voting members shall attend and participate in full except for any items deemed confidential and private by the Chair of the Subcommittee.

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members (including the LPC members) remaining a minority.

2.2 Appointment

Subcommittee members are appointed by the Committee for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Community Pharmacy England Vice-Chair shall be Chair of the Subcommittee. In their absence, the meeting will be chaired by another full-voting member of the Subcommittee (usually the Community Pharmacy England Chair).

3. Other Attendees

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: Community Pharmacy England CEO, another member(s) of the ELT, a member of an LPC, or other advisers.

Attendance by other Community Pharmacy England Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the work of the Subcommittee.



Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

4. Duties and responsibilities

The Governance and People Subcommittee shall carry out the duties set out below:

4.1 Governance

- a) Overseeing the Governance Framework for Community Pharmacy England and Community Pharmacy Local, ensuring that this is working effectively and recommending any changes or action to the Community Pharmacy England Committee.
- b) Regularly reviewing Community Pharmacy England's governance arrangements and documentation to ensure that it remains appropriate and best supports the work of Community Pharmacy England, recommending any changes or action to the Committee.
- c) Overseeing processes for the election/appointment of Community Pharmacy England Committee members, including undertaking a review of data on sector composition one year ahead of the election cycle to and making a recommendation in respect of any changes to Committee composition to the Community Pharmacy England Committee for its consideration.
- d) Making recommendations to the Committee on the membership of Community Pharmacy England subcommittees and the Negotiating Team, informed by an assessment of members' relevant skills, experience and interest and with a view to promoting diversity and inclusion and supporting effective succession and transition.
- e) Making a recommendation to the Committee on arrangements for the regular review of the performance of individual Community Pharmacy England Committee members (collectively and individually).

- f) Ensuring that arrangements are in place to support the learning and development of Committee members (collectively and individually), and for the onboarding of new Community Pharmacy England Committee members.
- g) Supporting activity to reach out and develop the talent pool for future Committee members of Community Pharmacy England and LPCs.
- h) Annually reviewing and making a recommendation to the Committee on member compensation rates and arrangements.

4.2 Community Pharmacy England People

- a) Leading the process to determine requirements for the role of Chair of the Community Pharmacy England Committee and arrangements for their recruitment and appointment and making a recommendation to the Committee for its approval.
- b) Receiving a report on the Community Pharmacy England Chair's performance review from the Vice Chair, satisfying itself that the review was undertaken in accordance with a fair, transparent and consultative process, and making a recommendation to the Committee in respect of the Committee Chair's reappointment for a second term.
- c) Annually reviewing the Committee Chair's remuneration informed by relevant market data and making a recommendation to the Committee.
- d) Receiving a report on the Vice Chair's performance review from the Committee Chair, satisfying itself that the review was undertaken in accordance with a fair, transparent and consultative process and making a recommendation to the Committee in respect of the Vice-Chair's reappointment for a further term.
- e) Leading the process to determine the role description for Vice Chair and recommending a process for their selection to the Committee for its consideration and approval.
- f) Recommending to the Committee a process for the recruitment and appointment of a new CEO when needed.

- g) Annually reviewing the CEO's remuneration, informed by the Committee Chair's review of the CEO's performance, and making a recommendation to the Committee.
- h) Succession planning for the CEO and ensuring that there are arrangements in place in the event of their long-term absence.
- i) Ensuring that Community Pharmacy England has appropriate human resources related policies and procedures in place, and that these are operating effectively.
- j) Ensuring that the Community Pharmacy England CEO has appropriate pay and benefits arrangements in place for ELT and staff to enable Community Pharmacy England to attract and retain the people it needs, including making a recommendation annually to the Committee on the proposed pay envelope within the Budget.
- k) Ensuring that the CEO has succession plans for the ELT and contingency arrangements in the event of long-term absence of a member of the ELT.

4.3 Complaints:

- a) Determining processes for the hearing/investigating of Community Pharmacy England complaints, including breaches of the Code of Conduct, and recommending these to the Committee for approval.
- b) Hearing and determining Community Pharmacy England complaints, commissioning investigations where necessary and applying sanctions, or for the most serious cases, recommending sanctions to the Committee for its consideration and approval in line with the Code of Conduct.
- c) Ensuring that Community Pharmacy England offers support and advice to LPCs in its handling of complaints, including facilitating the sharing of knowledge and experience.

4.4 Other:

- a) The Subcommittee will review its own performance annually and recommend any changes to its terms of reference for the Committee's consideration.
- b) Any other duties determined by the Community Pharmacy England Committee.



5. Meetings

The Subcommittee usually meets three times per year with the timing of meetings to be determined by the needs of Community Pharmacy England business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Subcommittee members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

In addition to formal meetings, the Subcommittee may transact business between meetings by email if required.

6. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full voting-members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.

Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair. No Subcommittee member or other attendee should participate in discussions regarding their own appointment, remuneration or performance.

7. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting.

The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.



A member of Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. The minutes or a summary of the meeting, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

8. Authority

The Subcommittee receives its authority from the Community Pharmacy England Committee and has delegated authority in accordance with these terms of reference.

9. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion, recommendations, and action to be taken.

Audit and Risk subcommittee

Terms of Reference

1. Purpose

The Audit and Risk Subcommittee is a formal subcommittee of the Community Pharmacy England Committee which supports and advises the Committee on financial, audit, risk management and internal control matters.

The Subcommittee supports the Committee in these matters by either:

- Providing pre-scrutiny of information and proposals to provide advice and recommendations to the Committee;
- Making decisions on behalf of the Committee in respect of those matters for which it has delegated authority;
- Working with the Chief Executive Officer (CEO) and Executive Leadership Team (ELT) to ensure that Community Pharmacy England has appropriate arrangements in place to ensure effective operation and to meet all legal and other requirements.

2. Membership

2.1 Members

The Subcommittee shall normally consist of six members appointed from the Committee with a range of skills and experience relevant to the subcommittee's work, comprising:

- Three who represent independent pharmacy owners and
- Three who represent multiples

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

Subcommittee members are appointed by the Committee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Committee shall appoint a Chair of the Subcommittee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

In their absence, the meeting will be chaired by another member of the Subcommittee.



3. Other Attendees

The Committee Chair and Vice-Chair have a standing invitation to attend Subcommittee meetings if not full members.

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: CEO, another member(s) of the ELT, a member of an LPC or other adviser.

Attendance by other Community Pharmacy England Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.

Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

4. Duties and responsibilities

The Audit and Risk Subcommittee shall carry out the duties set out below:

4.1 *Audit & Finance*

- a. Scrutiny of the annual budget and business plan prior to presentation to the Committee for its approval.
- b. Monitoring financial performance against budget by reviewing the latest management accounts.
- c. Considering and approving any proposals for non-budgeted spend from £26k-£100k, and making recommendation to the Committee on proposals in excess of this.
- d. Recommending the external auditor to the Committee for approval.
- e. Reviewing the audit findings report and recommendations and management's response to this.
- f. Scrutiny of the annual report and accounts and making a recommendation to Committee for its approval.
- g. Overseeing Community Pharmacy England's bank accounts etc, and making recommendations to the Committee in respect of approval of account openings and closures and signatories.
- h. Ensuring that Community Pharmacy England has appropriate financial policies and procedures in place, and reviewing and approving changes to these on behalf of the Committee.



4.2 Risk management and internal control

- a. Ensuring that Community Pharmacy England has necessary systems, processes and policies in place to meet statutory and regulatory requirements and manage risk and that these are operating effectively
- b. Agreeing and overseeing Community Pharmacy England's arrangements for whistleblowing on behalf of the Committee.
- c. Reviewing any representation letters requested by the external auditor and making a recommendation to the Committee regarding signing of these.
- d. Reviewing and approving the Risk Register regularly, and presenting to the Committee annually.
- e. Annually reviewing Community Pharmacy England's risk appetite and tolerance to ensure it is best placed to achieve its long-term strategic objectives.

3. Other:

- f. The Subcommittee will review its own performance annually and recommend any changes to its terms of reference for the Committee's consideration.
- g. Any other duties determined by the Committee.

5. Meetings

The Subcommittee usually meets three times per year with the timing of meetings to be determined by the needs of Community Pharmacy England's business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Subcommittee members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

In addition to formal meetings, the Subcommittee may transact business between meetings by email if required.

6. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full-voting members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.



Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair.

7. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting. The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.

A member of Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. The minutes or a summary of the meeting, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

8. Authority

The Subcommittee receives its authority from the Committee and has delegated authority in accordance with these terms of reference.

9. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion, recommendations, and action to be taken.



Communications and Public Affairs subcommittee

Terms of Reference

1. Purpose and function

The Communications and Public Affairs Subcommittee is a policy and advisory subcommittee of the Community Pharmacy England Committee which provides advice, scrutiny and challenge on strategy and support for communications with internal and external stakeholders and public affairs issues relevant to NHS pharmacy services.

The role of the Subcommittee members is to share knowledge, insight and experience to support the decision making of the Community Pharmacy England Committee and Executive Leadership Team (ELT) and delivery of Community Pharmacy England's strategy, by:

- Providing input or feedback to the ELT, for example on draft proposals, policies and plans, to inform their work.
- Providing pre-scrutiny of information and proposals to provide advice to the Committee.
- Identifying any issues or areas of concern and drawing them to the attention of the Committee.
- Progressing specific projects or work at the request of the Committee or ELT.

The Subcommittee does not have any delegated power to take decisions on behalf of the Committee.

2. Membership

2.1 Members



The Subcommittee shall normally consist of at least four members appointed from the Committee with a range of skills, knowledge and experience relevant to the Subcommittee's work.

In order to reflect the different interests and perspectives of pharmacy contractors/owners, the subcommittee shall normally comprise a balance of Committee members representing independent pharmacy owners and Committee members representing multiples, however, the Committee may agree an alternative composition.

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

Members are appointed by the Committee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Committee shall appoint a Chair of the Subcommittee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

In their absence, the meeting will be chaired by another member of the Subcommittee.

3. Other Attendees

The Community Pharmacy England Chair and Vice-Chair have a standing invitation to attend Subcommittee meetings if not full members.

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: Chief Executive Officer (CEO), another member(s) of the ELT, a member of an LPC or other adviser.



Attendance by other Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.

Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

The Subcommittee Chair may invite a non-Committee member to attend a meeting to advise the Subcommittee on a particular matter.

4. Meetings

The Subcommittee usually meets at least twice per year with the timing of meetings to be determined by the needs of Community Pharmacy England business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

Subcommittee members' input or feedback may be sought on specific matters by email outside the schedule of meetings in accordance with business need.

5. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full-voting members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes any decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.

Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair.

6. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting.

The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.

A member of the Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. Minutes, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

7. Authority

The Subcommittee receives its authority from the Committee and has delegated authority in accordance with these terms of reference.

8. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion and any recommendations.



Funding and Contract subcommittee

Terms of Reference

1. Purpose and function

The Funding and Contract Subcommittee is a policy and advisory subcommittee of the Community Pharmacy England Committee which provides advice, scrutiny and challenge on funding and contract matters. This includes matters relating to reimbursement and Drug Tariff, remuneration, contractual service framework and monitoring of prices and income.

The role of the Subcommittee members is to share knowledge, insight and experience to support the decision making of the Community Pharmacy England Committee and Executive Leadership Team (ELT) and delivery of Community Pharmacy England's strategy, by:

- Providing input or feedback to the ELT, for example on draft plans, policies, proposals or options, to inform their work.
- Providing pre-scrutiny of information and proposals to provide advice to the Committee.
- Identifying any issues or areas of concern and drawing them to the attention of the Committee.
- Progressing specific projects or work at the request of the Committee or ELT.

The Subcommittee does not have any delegated power to take decisions on behalf of the Committee.

2. Membership

2.1 Members

The Subcommittee shall normally consist of at least six members appointed from the Committee with a range of skills, knowledge and experience relevant to the Subcommittee's work.



In order to reflect the different interests and perspectives of pharmacy owners, the subcommittee shall normally comprise a balance of Committee members representing independent pharmacy owners and Committee members representing multiples, however, the Committee may agree an alternative composition.

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

Members are appointed by the Committee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Committee shall appoint a Chair of the Subcommittee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

In their absence, the meeting will be chaired by another member of the Subcommittee.

3. Other Attendees

The Committee Chair and Vice-Chair have a standing invitation to attend Subcommittee meetings if not full members.

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: Chief Executive Officer (CEO), another member(s) of the ELT, a member of an LPC or other adviser.

Attendance by other Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.



Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

The Subcommittee Chair may invite a non-Committee member to attend a meeting to advise the Subcommittee on a particular matter.

4. Meetings

The Subcommittee usually meets four times per year with the timing of meetings to be determined by the needs of Community Pharmacy England business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

Subcommittee members' input or feedback may be sought on specific matters by email outside the schedule of meetings in accordance with Community Pharmacy England business need.

5. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full-voting members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes any decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.

Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair.

6. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting.



The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.

A member of Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. Minutes, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

7. Authority

The Subcommittee receives its authority from the Community Pharmacy England Committee and has delegated authority in accordance with these terms of reference.

8. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion and any recommendations.



Legislation and Regulatory subcommittee

Terms of Reference

1. Purpose and function

The Legislation and Regulatory Subcommittee is a policy and advisory subcommittee of the Community Pharmacy England Committee which provides advice, scrutiny and challenge on legal, regulatory and data protection matters relevant to NHS pharmacy services.

The role of the Subcommittee members is to share knowledge, insight and experience to support the decision making of the Committee and Executive Leadership Team (ELT) and delivery of Community Pharmacy England's strategy, by:

- Providing input or feedback to the ELT, for example on draft proposals, policies, plans, consultations, to inform their work.
- Providing pre-scrutiny of information and proposals to provide advice to the Committee.
- Identifying any issues or areas of concern and drawing them to the attention of the Committee.
- Progressing specific projects or work at the request of the Committee or ELT.

The Subcommittee does not have any delegated power to take decisions on behalf of the Committee.

2. Membership

2.1 Members

The Subcommittee shall normally consist of at least four members appointed from the Committee with a range of skills, knowledge and experience relevant to the Subcommittee's work.



In order to reflect the different interests and perspectives of pharmacy owners, the subcommittee shall normally comprise a balance of Committee members representing independent pharmacy owners and Committee members representing multiples, however, the Committee may agree an alternative composition.

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

Members are appointed by the Committee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Committee shall appoint a Chair of the Subcommittee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

In their absence, the meeting will be chaired by another member of the Subcommittee.

3. Other Attendees

The Committee Chair and Vice-Chair have a standing invitation to attend Subcommittee meetings if not full members.

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: Chief Executive Officer (CEO), another member(s) of the ELT, a member of an LPC or other adviser.

Attendance by other Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.



Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

The Subcommittee Chair may invite a non-Committee member to attend a meeting to advise the Subcommittee on a particular matter.

4. Meetings

The Subcommittee usually meets at least twice per year with the timing of meetings to be determined by the needs of Community Pharmacy England business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

Subcommittee members' input or feedback may be sought on specific matters by email outside the schedule of meetings in accordance with Community Pharmacy England business need.

5. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full-voting members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes any decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.

Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair.

6. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting.



The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.

A member of the Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. Minutes, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

7. Authority

The Subcommittee receives its authority from the Committee and has delegated authority in accordance with these terms of reference.

8. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion and any recommendations.



Service Development subcommittee

Terms of Reference

1. Purpose and function

The Service Development Subcommittee is a policy and advisory subcommittee of the Community Pharmacy England Committee which provides advice, scrutiny and challenge on service development matters. This includes the monitoring of services, development of proposals for new services, and Information Technology.

The role of the Subcommittee members is to share knowledge, insight and experience to support the decision making of the Committee and Executive Leadership Team (ELT) and delivery of Community Pharmacy England's strategy, by:

- Providing input or feedback to the ELT, for example on draft plans, policies, proposals or options, to inform their work.
- Providing pre-scrutiny of information and proposals to provide advice to the Committee.
- Identifying any issues or areas of concern and drawing them to the attention of the Committee.
- Progressing specific projects or work at the request of the Committee or ELT.

The Subcommittee does not have any delegated power to take decisions on behalf of the Committee.

2. Membership

2.1 Members

The Subcommittee shall normally consist of at least six members appointed from the Community Pharmacy England Committee with a range of skills, knowledge and experience relevant to the Subcommittee's work.



In order to reflect the different interests and perspectives of pharmacy owners, the subcommittee shall normally comprise a balance of Committee members representing independent pharmacy owners and Committee members representing multiples, however, the Committee may agree an alternative composition.

The Committee may at its discretion appoint other non-Committee members to the Subcommittee as non-voting members to bring additional expertise or insight to support the Subcommittee's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

Members are appointed by the Committee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

2.3 Chair of Subcommittee

The Committee shall appoint a Chair of the Subcommittee, on the advice of the Governance and People Subcommittee, for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

In their absence, the meeting will be chaired by another member of the Subcommittee.

3. Other Attendees

The Committee Chair and Vice-Chair have a standing invitation to attend Subcommittee meetings if not full members.

The Subcommittee Chair may invite the following to attend all or part of any meeting where relevant to the agenda: Community Pharmacy England Chief Executive Officer (CEO), another member(s) of the ELT, a member of an LPC or other adviser.

Attendance by other Committee members is at the Subcommittee Chair's discretion on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.



Participation of the above attendees is at the discretion of the Subcommittee Chair and none has voting rights.

The Subcommittee Chair may invite a non-Committee member to attend a meeting to advise the Subcommittee on a particular matter.

4. Meetings

The Subcommittee usually meets four times per year with the timing of meetings to be determined by the needs of Community Pharmacy England business.

Meetings may be held in person or by any means, or combination of means, that enables the Subcommittee's members to communicate with each other. Members unable to attend a meeting may provide comments to the Subcommittee Chair in advance but are not entitled to appoint a replacement to attend in their absence.

Subcommittee members' input or feedback may be sought on specific matters by email outside the schedule of meetings in accordance with Community Pharmacy England business need.

5. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be three full-voting members. Subcommittee members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Subcommittee takes any decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Subcommittee Chair having a casting vote.

Any Subcommittee member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Subcommittee Chair.

6. Meeting Administration and Minutes

The Subcommittee shall receive at least seven days clear notice of any meeting.



The Subcommittee Chair determines the agenda for any meeting in consultation with the CEO or other member of the ELT with the aim of ensuring that the subcommittee best supports the work and decision-making of Community Pharmacy England. The agenda and any papers will be issued in advance of a meeting.

A member of Community Pharmacy England staff shall attend and prepare minutes of Subcommittee meetings which shall be circulated promptly to Subcommittee members and will be formally approved by the Subcommittee at the next meeting. Minutes, redacted as necessary for confidentiality reasons, will be published on the Community Pharmacy England website.

7. Authority

The Subcommittee receives its authority from the Committee and has delegated authority in accordance with these terms of reference.

8. Reporting

The Subcommittee Chair shall report to the Committee after each meeting on the nature and content of its discussion and any recommendations.



Remit of the LPC and Contractor Support subcommittee (Transitional)

1. Ensure Community Pharmacy England provides appropriate support for contractors and LPCs;
2. Oversee Community Pharmacy England's communications to contractors and LPCs, including media work;
3. Monitor LPC and contractor satisfaction with Community Pharmacy England's services;
4. Develop programmes for providing training, conferences and other support services;
5. Support collaborative working with other bodies; and
6. Oversee local and national public affairs work, providing support for contractors and LPCs.



Negotiating Team

Terms of Reference

1. Purpose and function

The Negotiating Team is a joint working group of the Committee and Executive Leadership Team (ELT), tasked by the Committee with achieving the best outcome from negotiations.

The Negotiating Team collectively has the skills, knowledge, experience and negotiating expertise to achieve the best outcome from these negotiations and operates within parameters agreed by the Committee. It achieves this by:

- Sharing knowledge and insight to inform preparation for and discussion at negotiation meetings.
- Actively participating in negotiation meetings in accordance with the agreed negotiating position and tactics.
- Making decisions on behalf of the Committee in respect of those matters which fall within the parameters agreed by the Committee and for which the Negotiating Team has delegated authority.
- Making a recommendation(s) to the Committee for its decision/agreement in respect of a final proposal and/or any proposals that sit outside the negotiation parameters agreed by the Committee.
- Seeking further input or advice from other individuals or groups as necessary to support the negotiations.



The Negotiating Team's remit extends to matters relating to negotiations. Any matters falling outside its agreed remit must be referred to the Committee, a relevant subcommittee, or ELT, in accordance with the Scheme of Delegation.

2. Membership

2.1 Members

The Subcommittee shall normally consist of ten members as follows:

- Six are appointed from the Committee with skills, knowledge and experience relevant to the negotiations. They shall normally comprise a balance of Committee members representing independent pharmacy owners and Committee members representing multiples in order to reflect the different interests and perspectives of pharmacy contractors/owners, however, the Committee may agree an alternative composition.
- The Chief Executive and three other members of the ELT.

The Committee may at its discretion appoint other non-Committee members to the Negotiating Team as non-voting members to bring additional expertise or insight to support the Negotiating Team's work where needed, subject to the total number of non-Committee members remaining a minority.

2.2 Appointment

The Committee-member constituency of the Negotiating Team is appointed by the Committee on the advice of the Governance and People Subcommittee for an initial term of up to two years, which may be extended for up to two additional two-year periods subject to the Committee's approval.

The Chief Executive determines the ELT-members of the Negotiating Team.



2.3 Chair of Negotiating Team

The Chief Executive shall chair the Negotiating Team.

In their absence, the meeting will be chaired by another ELT member of the Negotiating Team.

3. Other Attendees

The Chair of the Negotiating Team may invite any of the following to attend all or part of any meeting where relevant to the agenda: a member of the Community Pharmacy England staff, another Committee member, a member of an LPC or other adviser. Any such attendee has no voting rights.

Attendance by other Committee members is at the discretion of the Chair of the Negotiating Team on a case-by-case basis, save any Committee members whom the Committee has agreed should shadow the Subcommittee.

4. Meetings

The Negotiating Team meets as often as is needed during the negotiating period to prepare for formal negotiation meetings, to review progress and agree next steps. Meetings may be held in person or by any means, or combination of means, that enables the Negotiating Team's members to communicate with each other.

Members unable to attend a meeting may provide comments to the Chair of the Negotiating Team in advance but are not entitled to appoint a replacement to attend in their absence.

Negotiating Team members' input or feedback may be sought on specific matters relating to the negotiations outside the meetings in accordance with the demands of the negotiations.



In addition, Negotiating Team members are expected to attend and participate in negotiating meetings as required.

5. Quorum and Decisions

The quorum necessary for the transaction of business at any meeting shall be five full-voting members of whom at least three should be Committee members. Negotiating Team members will be considered in attendance and count towards the quorum if they are able to participate fully in the meeting.

The Negotiating Team takes any decisions collectively. In the event of a formal vote, a simple majority of the full voting members is required, with the Chair of the Negotiating Team having a casting vote.

Any Negotiating Team member or other attendee who faces a potential conflict of interest is required to declare such an interest and to recuse themselves from the discussion, decision or meeting, as determined by the Chair of the Negotiating Team.

6. Meeting Administration and Minutes

Negotiating Team members shall normally receive at least seven days clear notice of any meeting; however, the nature of negotiations means that meetings may often be called at shorter notice.

The Chair of the Negotiating Team determines the agenda for a meeting. The agenda and any papers will usually be issued in advance of a meeting.

A member of Community Pharmacy England staff shall attend and prepare minutes of meetings which shall be circulated promptly to Negotiating Team members.

7. Authority



The Negotiating Team receives its authority from the Community Pharmacy England Committee and has delegated authority in accordance with these terms of reference and the parameters agreed by the Committee.

8. Reporting and Accountability

The Negotiating Team is accountable to the Committee for delivery of the negotiations within the framework agreed by the Committee. The minutes of Negotiating Team meetings are shared with Committee members.

Any matters arising falling outside the agreed negotiating framework and/or issues representing a significant risk to achieving a successful negotiation will be escalated to the Committee in a timely manner for its consideration.



Role profiles



Role and Responsibilities of Committee Members

Purpose of the Community Pharmacy England Committee

The Committee is Community Pharmacy England's governing body, representing community pharmacy owners and providing effective leadership to and oversight of Community Pharmacy England's activity to generate value for the sector and promote the long-term success of community pharmacy in England.

The Committee determines Community Pharmacy England strategy (including for negotiation) and satisfies itself that this is aligned with its purpose and organisational culture and is consistent with the overall governance framework, its constitution and the long-term interest of community pharmacy.

The Committee agrees Community Pharmacy England's objectives to support delivery of the strategy and ensures that the organisation makes best use of the resources available to deliver these, measuring performance and progress against them. The Committee ensures that there are effective arrangements in place to manage risks to the delivery of Community Pharmacy England's purpose, strategy and objectives, and that all appropriate organisational policies and practices are in place.

The Committee ensures effective engagement with, and encourages participation from, a wide range of pharmacy owners and other stakeholders to ensure that Community Pharmacy England can best represent the interest of community pharmacy.

The Committee delegates day to day management of Community Pharmacy England to the Chief Executive and Executive Leadership Team (ELT) within the framework it has agreed, and they provide the Committee with recommendations, advice and information to support the



Committee's effective oversight and decision-making. This is detailed in the Scheme of Delegation.

Responsibilities of all Committee members

- Making timely and valuable contributions to inform the Committee's work, including sharing opinions, insight and experience where relevant, both their own and their constituency's.
- Engaging openly with other Committee members in constructive discussions and debates, recognising that decisions are usually made through consensus in the overall best interest of the general body of community pharmacy owners, and supporting the agreed position of the Committee.
- Maintaining an active dialogue with their own constituency, seeking input and feedback to inform the Committee's work and reporting back on outcomes and issues (subject to confidentiality).
- Exercising reasonable care, skill and diligence at all times.
- Building and maintaining respectful and constructive working relationships with Community Pharmacy England's Chief Executive, ELT and staff, and other colleagues and stakeholders.
- Remaining up to date with Community Pharmacy England's work, sector issues and activity, and preparing for meetings.
- Contributing to and/or leading specific areas of work, including participation in subcommittees, and other groups if appointed.
- Being involved in discussions on community pharmacy related issues with stakeholders, including NHS England and Department of Health and Social Care, where appropriate.

- Acting with integrity, leading by example and demonstrating the Values and Behaviours at all times. Agreeing to comply with the Community Pharmacy England Code of Conduct is a condition of membership of the Committee.

Specific role and responsibilities for members elected on a regional basis

- Supported by the Member and LPC Support Team, liaising with LPCs in their region about matters relevant to Community Pharmacy England's role. This will include attending LPC meetings, regional LPC/ Community Pharmacy England and contractor meetings and to feedback sector issues raised at LPC meetings in discussion at Committee meetings.

Specific role and responsibilities of chairs of subcommittees (and other groups)

- Liaising with the relevant member of the Executive Leadership Team to agree subcommittee workplans and agendas.
- Reading papers in advance and ensuring that these meet the needs of the subcommittee.
- Chairing and facilitating meetings so as to enable the effective and efficient conduct of business, the participation of all members and ensuring compliance with the Code of Conduct.
- Reporting to the Committee following each meeting, and after other key developments, ensuring that the Committee is appropriately sighted on emerging risks and other issues.
- Ensuring that the subcommittee has the skills and experience it needs, seeking input or advice from the Governance and People Subcommittee as needed.

Person specification

- Willing and able to engage with, understand and represent the needs and interests of community pharmacy contractors while recognising the duty of the Committee is to reach and own collective decisions made in the best interests of community pharmacy in England.
- Strategic and analytical: Able to understand complex strategic issues, see the bigger picture, critically assess and analyse, understand the implications of change, and be able to provide strategic direction for the sector.
- Collaborative: Actively contribute to discussions, encouraging the involvement of others, willing to listen, think flexibly and work constructively to build consensus and reach decisions.
- Constructive challenge: Highly developed interpersonal and communication skills, able to use judgement, tact and diplomacy to know when and how to ask the difficult or challenging questions, suggesting solutions and enabling objective outcomes to be reached.
- Understanding of Community Pharmacy England's governance arrangements including the role of the Committee as distinct from that of the Chief Executive Officer and Leadership Team.
- Sufficient time and commitment to fulfil the role.
- Meet the eligibility criteria as set out in the Constitution and Rules and Fit and Proper Persons Test.



Role and Responsibilities of Governance & People Subcommittee Members

To be read alongside the subcommittee's terms of reference

Responsibilities of the Governance and People subcommittee members

- Reading papers and preparing in advance for all meetings.
- Making timely and valuable contributions to inform the subcommittee's work, including sharing opinions, insight and experience where relevant, both their own and their constituency's.
- Engaging openly with other subcommittee members in constructive discussions and debates, recognising that decisions are usually made through consensus in the overall best interest of the general body of community pharmacy owners, and supporting the agreed position of the subcommittee.
- Contributing to and/or leading specific areas of work as required.
- Building and maintaining respectful and constructive working relationships with Community Pharmacy England's Chief Executive, ELT and staff, LPCs and other colleagues and stakeholders.
- Exercising reasonable care, skill and diligence at all times.
- Demonstrating Community Pharmacy England's Values and Behaviours at all times, including respecting confidentiality.



Person specification

- Community Pharmacy England aims to promote diversity and inclusion and reduce obstacles to participation in all aspects of its work, including membership of its Committee, subcommittees and other groups.

Skills, experience and attributes

- Knowledge and experience relevant to the work of the Governance & People Subcommittee: governance, complaints and appeals handling, HR/people management, remuneration and reward.
- Understanding of Community Pharmacy England's and the LPC governance arrangements and appreciation of the distinct roles of the Committee, the governance subcommittees and the Chief Executive Officer and Leadership Team.
- Able to use the following skills to support the Subcommittee's work:
 - Strategic and analytical: Able to understand complex strategic issues, see the bigger picture, critically assess and analyse, understand the implications of change, and be able to provide strategic direction for the sector.
 - Collaborative: Contribute actively to discussions, encouraging the involvement of others, willing to listen, think flexibly and work constructively to find solutions, build consensus and reach decisions.
 - Constructive challenge: Highly developed interpersonal and communication skills, able to use judgement, tact and diplomacy to know when and how to ask the difficult or challenging questions, suggesting solutions and enabling objective outcomes to be reached.



- Willing and able to attend regular meetings and to provide input as required between meetings.
- Ability to represent the broad needs and interests of community pharmacy contractors in England.



Role and Responsibilities of the Audit & Risk Subcommittee

To be read alongside each Subcommittee's terms of reference

Responsibilities of Audit and Risk subcommittee members

- Reading papers and preparing in advance for all meetings.
- Making timely and valuable contributions to inform the subcommittee's work, including sharing opinions, insight and experience where relevant, both their own and their constituency's.
- Engaging openly with other subcommittee members in constructive discussions and debates, recognising that decisions are usually made through consensus in the overall best interest of the general body of community pharmacy owners, and supporting the agreed position of the subcommittee.
- Contributing to and/or leading specific areas of work as required.
- Building and maintaining respectful and constructive working relationships with Community Pharmacy England's Chief Executive, ELT and staff, LPCs and other colleagues and stakeholders.
- Exercising reasonable care, skill and diligence at all times.
- Demonstrating Community Pharmacy England's Values and Behaviours at all times, including respecting confidentiality.



Person specification

Community Pharmacy England aims to promote diversity and inclusion and reduce obstacles to participation in all aspects of its work, including membership of its Committee, subcommittees and other groups.

Skills, experience and attributes

- Knowledge and experience relevant to the work of the Subcommittee: Audit & Risk Committee: financial oversight and accounting, audit, risk management and internal control
- Understanding of Community Pharmacy England's and the LPC governance arrangements and appreciation of the distinct roles of the Committee, the governance subcommittees and the Chief Executive Officer and Leadership Team.
- Able to use the following skills to support the Subcommittee's work:
- Strategic and analytical: Able to understand complex strategic issues, see the bigger picture, critically assess and analyse, understand the implications of change, and be able to provide strategic direction for the sector.
 - Collaborative: Contribute actively to discussions, encouraging the involvement of others, willing to listen, think flexibly and work constructively to find solutions, build consensus and reach decisions.
 - Constructive challenge: Highly developed interpersonal and communication skills, able to use judgement, tact and diplomacy to know when and how to ask the difficult or challenging questions, suggesting solutions and enabling objective outcomes to be reached.



- Willing and able to attend regular meetings and to provide input as required between meetings.
- Ability to represent the broad needs and interests of community pharmacy contractors in England.



Role and Responsibilities of Policy and Advisory subcommittee members (Communications & Public Affairs, Funding & Contract; Legislation & Regulatory, and Service Development Subcommittees)

To be read alongside each Subcommittee's terms of reference

Responsibilities of policy and advisory subcommittee members

- Reading papers and preparing in advance for all meetings.
- Making timely and valuable contributions to inform the subcommittee's work, including sharing opinions, insight and experience where relevant, both their own and their constituency's.
- Engaging openly with other subcommittee members in constructive discussion, listening and encouraging others' participation.
- Contributing to and/or leading specific areas of work as required.
- Building and maintaining respectful and constructive working relationships with Community Pharmacy England's Chief Executive, ELT and staff, and other colleagues and stakeholders.
- Demonstrating Community Pharmacy England's Values and Behaviours at all times, including respecting confidentiality.

Person specification



Community Pharmacy England aims to promote diversity and inclusion and reduce obstacles to participation in all aspects of its work, including membership of its Committee, subcommittees and other groups.

Skills, experience and attributes

- Knowledge and experience relevant to the work of the Subcommittee, ie:
 - Communications & Public Affairs Subcommittee: communications, marketing, policy and public affairs, stakeholder engagement
 - Funding & Contract Subcommittee: service funding and contractual terms
 - Legislation & Regulatory Subcommittee: Legal and regulatory matters (NHS and GPhC)
 - Service Development Subcommittee: service development, service implementation and delivery, IT systems
- Understanding of Community Pharmacy England's governance arrangements and appreciation of the distinct roles of the Committee, the policy and advisory subcommittees and the Chief Executive Officer and Leadership Team.
- Able to use the following skills to support the Subcommittee's work:
 - Strategic and analytical: Able to understand complex strategic issues, see the bigger picture, critically assess and analyse, understand the implications of change, and be able to provide strategic direction for the sector.
 - Collaborative: Contribute actively to discussions, encouraging the involvement of others, willing to listen, think flexibly and work constructively to build consensus and reach decisions.

- Constructive challenge: Highly developed interpersonal and communication skills, able to use judgement, tact and diplomacy to know when and how to ask the difficult or challenging questions, suggesting solutions and enabling objective outcomes to be reached.
- Willing and able to attend regular meetings and to provide input as required between meetings.
- Ability to represent the broad needs and interests of community pharmacy contractors in England.