Minutes of the LPC and Contractor Support Subcommittee

Date: Wednesday 4th February 2026
Time: 11:00am – 12.35pm
Location: 14 Hosier Lane, London, EC1A 9LQ
Members: Ifti Khan (Chair), Sami Hanna, Niamh McMillan, Beran Patel, Jay Patel, Sian Retallick

Members present: Ifti Khan (Chair), Sami Hanna (Vice Chair), Sian Retallick, Niamh McMillan, and Janice Perkins (non-voting).

In attendance: Rebecca Butterworth (minutes), James Wood, Rosie Taylor, Vicki Roberts, Alastair Buxton, Rob Severn (Observer, Chair of Nottinghamshire LPC), Tania Cook (Observer, Chief Officer of Staffordshire and Stoke-on-Trent LPC) and Tracey Latham-Green (Observer, Chief Officer of Lincolnshire LPC).

Apologies: Beran Patel and Jay Patel

Conflicts of interest: Janice and Tania raised that they were members of the Conference of LPC Representatives Working Group in 2025.

Minutes of the last meeting: The minutes of the meeting held on Wednesday 26th November 2025 were approved by the subcommittee.

Actions and Matters arising: The actions from the last meeting had been completed and the item on sharing the legal advice regarding LPC roles, risk and incorporation, was on the agenda for discussion. James also noted that a meeting had taken place in January for LPCs who fall within the landscape of confirmed ICB mergers to offer support and collective discussions, a follow up meeting has been diarised for March 2026.

Item 1: Welcome

1.1 The Chair welcomed members and LPC guest observers from East and North Midlands region.

Item 2: Legal advice

2.1 James referred to the advice sought from Field Fisher LLP on a range of issues relating to LPC functions, risks facing LPC members and incorporation.

2.2 The subcommittee considered the summary of legal advice obtained from Field Fisher LLP. Key points included:

- LPCs operate under the statutory framework of the NHS Act 2006; their ability to undertake additional activity using levy funding is limited without legislative change
- Levy funds may only be used for administrative expenses; non-statutory activities must be ring-fenced.
- Personal liability risks for LPC members remain low given the limited nature of LPC activities as unincorporated associations
- Incorporation would introduce greater administrative burdens and directors' duties.
- LPCs may wish to consider incorporation only if undertaking higher-risk activities, such as activities generating non-mutual trading income at scale.

2.3 Members welcomed the clarity on permitted functions and risk level. Some noted growing complexity in local commissioning relationships has driven a number to consider risks facing LPCs. The subcommittee agreed with the recommendation in the paper that the current policy of LPCs operating as unincorporated associations remains appropriate at present.

2.4 A discussion was had about if any LPCs were already incorporated or considering doing so, South West London LPC was given as an example. It was emphasised that any decision to incorporate rests with the LPC itself and would require a vote of pharmacy owners.

2.5 It was highlighted the additional restrictions that apply to company directors, noting that these could reduce the pool of eligible individuals and risk leaving the LPC without sufficient people to be representative of pharmacy owners in a defined area.

ACTION 1: It was agreed to share the advice, summary and updated resources, such as worked examples in a revised template risk register, including scenarios about risks to levy collection and recognition. (JW)

Item 3: LPC Learning and development plan

3.1 Rebecca asked the committee to review and consider the learning and development proposals which have been driven from the insights collated during meetings across LPCs and from the LPC support preferences survey.

3.2 Key elements included an induction support for new members; leadership development and succession planning; greater access to short, bitesize learning resources and infographics; and a desire for a more structured annual programme built around governance, leadership, engagement, negotiation and operational practice.

3.3 Some of the areas identified can be provided with the support of the internal teams, with other subjects requiring the support of external experts. James confirmed provision in the 2026/27 draft budget for commissioning externally.

3.4 The value of the Association of Chairs Association resources was highlighted by Janice and suggestions from Janice about curating and highlighting the opportunities to the Forum of Chairs.

3.5 It was noted that succession planning does not always have to fall with a committee member and LPCs can be informed of these, particularly for the role of Treasurer and other Officers. Tracey offered to provide a letter of appointment to support this communication. Process mapping was also suggested as an effective succession planning tool for activities that could be picked up with more ease.

3.6 The primary audience for the learning and training will be targeted for LPCs, some of which will be suitable for pharmacy owners and can be repurposed if needed.

3.7 The Chair raised that whitelisting might need to be considered to enable all members to access on their IT.

3.8 A discussion was had about the importance of considering how we measure success and impact of the LPC learning and development plan. The purpose of the skills matrix was discussed and it was taken as an action to revisit the document for any updates and reintroduced as part of these events.

ACTION 2: Finalise the plan and a schedule of events and build in a review of the skills matrix (RB)

Item 4: Proposals for RSG/TAPR Review

4.1 The subcommittee discussed a proposal and timeline for reviewing the implementation and effectiveness of the Review Steering Group (RSG) recommendations via the Transforming Pharmacy Representation Programme (TAPR), as agreed by the Committee in November 2023.

4.2 The review will take place in early 2026 and be led by the Governance & People (G&P) Subcommittee, following input today and Committee sign off. The analysis of the results and the compilation of a report would be completed independently by Victoria Finney, a Governance Consultant.

4.3 It was noted that feedback would be gathered from both CPE Committee members and LPCs on progress, with the purpose of evaluating whether the actions taken under the RSG and TAPR programmes have been effective. It was suggested sharing an updated report of the TAPR programme outputs with the survey.

4.4 A discussion was had on the survey questions including tightening up the question and scope about LPC variance, such as giving the scope of the TAPR programme in relation to this. A suggestion was made to have a five point feedback scale.

4.5 Feedback would be sought from a survey of CPE Committee members, incorporated into the broader Committee effectiveness review; a survey of LPCs, focused on core areas of RSG/TAPR implementation; and a potential discussion with Professor David Wright to provide an independent perspective, subject to his willingness.

4.6 It was discussed that a wider survey of pharmacy owners is not being included, due to resource constraints and the risk of reopening governance issues. LPCs (800 members in England) are seen as an appropriate proxy. It was noted that there could be the option of using pre-committee meeting opinion polling in future if further views are needed.

4.7 That the Forum of LPC Chairs could be engaged in March to encourage LPCs to respond along with encouraging a whole committee approach to responding.

4.8 Subcommittee members endorsed the approach and stressed the importance of clear communication to LPCs about purpose and use of results, including gathering support for encouraging LPC devoting agenda time.

ACTION 3: Recommend to the Committee the proposals are taken forward so that work can begin (IK). Finalise survey wording and prepare LPC communications for 24th February (JW)

Item 5: Regional events 2026

5.1 The subcommittee reviewed initial plans for the June–July regional roadshows.

5.2 Subcommittee members supported coordination with LPCs to maximise attendance and alignment with local priorities. The published schedule of dates was noted and also the future opportunity to help shape the events.

5.3 The Chair highlighted previous feedback that there was duplication in the message at events, so we should ensure that we are cognisant of that. It was suggested that a longer Q&A session is considered for the agenda.

5.4 An online event was requested for pharmacy owners who may struggle to attend the event in person, it was recognised that events have received positive feedback for their interactivity however there may be opportunity post negotiations subject to budget that online events can be held.

5.5 It was suggested that communications could specify that pharmacy owners can attend any of the events, not necessarily the one for their region. Registration should be open across regions.

Item 6: Engagement strategy review

6.1 The engagement strategy went to CPA subcommittee in January, which set out the review of progress and proposals for further development. The next step is to review the CPA comments and finalise the strategy for the next two years.

6.2 The subcommittee received the review of the 2023–2026 Communications and Engagement Strategy. Achievements were noted including the programme of LPC observers at Committee.

6.3 Areas for further development were noted and subcommittee members agreed the strategy remains directionally correct with further iteration from subcommittee inputs.

6.4 Tracey raised the importance of keeping the essential services pages on the website updated, including Healthy Living Pharmacy. This point was noted by the services team.

Item 7: Draft workplan for 2026/27

7.1 A verbal overview was given by James Wood following the circulation of the draft workplan. The plan forms part of the wider plan and priorities for Community Pharmacy England in 2026/27, set out in the Community pharmacy sector and CPE strategies agreed at the February 2025 meeting of the Committee and the 2026/27 CPE draft workplan which will be considered at the plenary session tomorrow.

7.2 Subcommittee members reviewed the plan and noted the contents. Progress will be reported from April 2026 onwards.

Item 8: Levy and LPC Finances for 2026/27

8.1 The subcommittee noted that in November James communicated to LPCs the indicative increase of no more than 3% in levy for 2026/27, along with information detailing the levy planning principles.

8.2 Two meetings to support LPCs with planning for 2026/27 were held on 14th January – *LPC Finances: Background and Update and the LPC Finance Briefing for 2026/27.* The latter was used to discuss indicative levy figures.

8.3 Feedback from LPCs was noted including comments on the indicative levy figures, which were mainly neutral in sentiment.

8.4 The opportunity to receive levy details earlier for LPC budget planning was raised. James referred to this being the reason behind providing an indicative figure in November so LPCs could plan. The timing cannot be changed however, it was agreed that we can advise when our February committee date is in 2027.

8.5 The Chair raised that there was still a lack of knowledge of the value outcomes of Community Pharmacy England and to reiterate this in levy communications.

8.6 A discussion was held regarding LPCs providing exact figures for salaries in their annual accounts, rather than reporting a range value, as required when completing the accounts templates. It was raised that a comparison of salaries is not always appropriate, as role profiles vary across LPCs. A point was also raised about the sharing of salary and the risk of individuals potentially being identified. James took the action to discuss the matters raised with our auditors.

Item 9: Report of Conference of LPC Representatives 2025

9.1 The annual Conference of LPC Representatives 2025 was held on Tuesday 25th November 2025 as a fully in-person event, at The Royal Horseguards Hotel, 2 Whitehall Court, Whitehall, London, SW1A 2EJ.

9.2 The key points of feedback received from attendees were noted. it was improved on previous years with a positive rating of 88% and the reception rated 62%. Professor Becky Malby and Dame Jenny Harries were highlighted as being particularly of interest.

9.3 Feedback on enhancing future events included was briefly discussed including more Q&A time, more structure to LPC sessions, named chairs and facilitators on the tables, and improved technology and audio-visual following complications on the day.

9.4 The Chair noted that there is still more to do to encourage completion of feedback, at future events.

9.5 Planning for the 2026 event is underway, a venue has been secured and working group members have been identified. Administration of attendees was challenging, a demonstration of an online conference application was planned for the subcommittee later that day.

Item 10: Workplan 2025/26 progress report

10.1 James covered the final updates to the report for 2025/26 subcommittee work plan.

10.2 The subcommittee was content with the progress made and noted recent items including redesign of the LPC area of the website, improved navigation and continuing development work. Publication of new Health and Safety templates for LPCs and delivery of the LPC finance briefings. Other substantive items have been included on the agenda.

Item 11: Feedback from LPC meetings and regional representatives

11.1 This item will be reported at the plenary meeting.

Item 12: Changes to the LPC area of the website and communications

12.1 This was a matter of report.

Item 13: LPC Employment and HR support

13.1 Review of a new LPC employment and HR support provider is currently in progress. All employment and HR support material will be updated to incorporate latest practices and changes introduced through the Employment Rights Act.

Item 14: Forum of LPC Chairs

14.1 This was a matter of report

Item 15: A Prescription for Success support for LPCs

15.1 This was a matter for report.

Item 16: Any other business

16.1 There was no other business raised.

Date of the next meeting: On Wednesday 22 April 2026