

Date: Wednesday 11th Sep 2024

Time: 9.45 am - 5pm

Venue: The Grange - Beddington Park London Road London Road, Wallington
SM6 7BT

<u>Attendee Name</u>	<u>Initials</u>	<u>Attendance</u>
Mayank Patel (Chair)	MP	Present
Amit Patel (CEO)	AP	Present 09.45 -10.30, then 11.40 – close
CJ Patel (V. Chair)	CJP	present
Rachna Chatralia	RC	Present from 10.00
Beran Patel (CPE rep)	BP	Apologies given
Ravi Vaitha (AIMp)	RV	Present
Jyoti Bakshi (CCA rep)	JBY	Apologies given
Radhika Amin	RA	Apologies given
Shahil Soni	SS	Present
Bola Sotubo	BS	Present
Amish Patel	APa	Present
Subha Subramanian	SSu	Apologies given
Umesh Amin	UA	Present
Jaymil Patel (V. Chair)	JMP	Present
Devan Jethwa	DJ	Present from 10.10
Hina Patel (Admin)	HP	Present
Kishan Patel	KP	Present from 09.50
David Tamby Rajah	DTR	Present
Guests		
Stuart Brown (Minute taker)	SB	Present
Dina Thakker (CPCL SWL ICB)	DT	Present 09.45 -10.30, then 11.40 – 12.00

1. **WELCOME & APOLOGIES**

MP welcomed all to the meeting.
Apologies are recorded in the table above.

2. **DECLARATIONS OF INTEREST**

There were none. HP stated that she had received all DOI and COI paperwork from the members.

3. **ICB UPDATE FROM DT**

DT highlighted on the following topics:

- **MEDICINES INCENTIVE/IMPROVEMENT SCHEME**
- **GP ACTIONS AND KNOCK-ON EFFECTS TO CP**
- **LONDON REGIONAL TEAM**
- **PHARMACY FIRST**

Action	Description	Who to action
1	To share names of PF PCN lead support staff with LPC.	DT

- **PHARMACY FIRST LANDING PAGE**
- **HYPERTENSION CASE FINDING SERVICE**

AP and DT stepped out to attend another meeting at this point.

4. **MINUTES OF MEETING HELD ON 260624**

ACCURACY

There were no issues of accuracy raised.

PREVIOUS ACTIONS & MATTERS ARISING

Action	Description	Who to action
2	To ask the NHS London Team to create guidance for contractors to use, for them to raise discrepancy issues wrt. data submission (via PharmOutcomes/SONAR) and MYS, at the next LPC/NHS meeting.	AP

- **GP CPCS Consultations - PharmOutcomes asking for payments.**

Action	Description	Who to action
3	To add to the newsletter the clarification wrt. what PharmOutcomes can charge contractors for re. PF referrals, as well as info. on Affinity Groups.	DTR

- **APa & SS to create videos on how to run detailed data reports for CP services for SONAR and PharmOutcomes**

Action	Description	Who to action
4	To add to the newsletter the information wrt. running detailed PharmOutcomes reports.	DTR/SS

- **Finance and Governance**

Action	Description	Who to action
Previous 5	To create an LPC financial risk register.	LPC Governance subcommittee

- **Levy value calculation**

Action	Description	Who to action
6 previous	To present an options paper to the Gov. and finance committee wrt. the different methods that LPC levies could be calculated – with advantages and disadvantages – for sign off.	AP
7 previous	To present an options paper at the next LPC meeting – wrt. the different methods that LPC levies could be calculated – with advantages and disadvantages.	AP

Future LPC meetings

HP stated that the ICB HQ venue in Wimbledon has been booked for the January 2025 LPC meeting.

- **AP/DTR to survey the Croydon contractors to see what ABPM machines they currently have:**

Action	Description	Who to action
8	To find out which Croydon contractors still have the CCG funded ABPM machines – and whether they are still being used.	DTR/HP

4. UPCOMING EVENTS

The following events were discussed:

- **AGM – 18 Sep 2024**

HP stated that this event would take place in person at the Grange.

- **A CONTRACTOR ISSUE.**

AP re-entered the meeting

- **All day learning session – “Business fundamentals” – 10am to 4pm – 17 NOV 2024**

Action	Description	Who to action
9	To make a decision two weeks after the AG – whether to continue to host the business fundamentals day.	AP/All

Action	Description	Who to action
10	- Pending the results of action ?? - to send out a revamped, more enticing invitation to the business fundamentals day	AP/HP

- **PEER LEARNING**

6. **SERVICES UPDATE**

DTR gave updates on the following:

- **Stop Smoking**
- **Substance misuse**
- **General Feedback**
- **MP Visits**

7. **CEO UPDATES**

AP gave updates on the following topics:

- **Community Pharmacy London**
- **Training Hubs**
- **ICB Governance Structure**
- **Pharmacy First**
- **LRC**
- **LPC Business plan**

MP then brought the morning section of the meeting to a close.

8. SUB-COMMITTEE WORKING GROUPS

The different LPC subgroups formed break out groups and discussed strategic issues.

CPCF Appendix 1 CPCF, ICS, NHS E- London, Local authorities:

NATIONAL CONTRACTUAL FRAMEWORK		REGIONALLY COMMISSIONED	LOCALLY COMMISSIONED
ESSENTIAL	ADVANCED	ENHANCED SERVICES	ICS/LOCAL AUTHORITIES
<u>Discharge Medicines Service</u> Dispensing Appliances Dispensing Medicines Disposal of unwanted medicines Healthy Living Pharmacies Public Health (Promotion of Healthy Lifestyles) Repeat Dispensing and <u>eRD</u> Signposting Support for <u>Self Care</u>	<ul style="list-style-type: none"> Appliance Use Review (AUR) Flu Vaccination Service Hepatitis C testing service Hypertension Case-Finding Service LFD service New Medicine Service (NMS) Pharmacy Contraception Service (Long Acting) Pharmacy First service Smoking Cessation Service (SCS) Stoma Appliance Customisation (SAC) 	London Flu & <u>Imms</u> Vaccination service Covid 19 Vaccination Bank Holiday Rota	Local Authorities (examples) <ul style="list-style-type: none"> Drug Misuse – Supervised administration , needle exchange Sexual Health – Emergency contraception. Chlamydia screening and treatment, condom distribution Smoking Cessation <u>NHS Healthchecks</u> ICS (Examples) <ul style="list-style-type: none"> End of Life care. Ear Health

Action	Description	Who to action
11	To create a paper, detailing ways that could better engage contractors in increased service provision (including the possible use of published league tables).	Services subgroup

Action	Description	Who to action
12	To create an agenda item at the next LPC meeting where the Services engagement paper would be robustly discussed by the members.	AP/HP

Action	Description	Who to action
13	To integrate the agreed service engagement strategies with the LPC business and work plan.	DTR/AP

Action	Description	Who to action
14	To add LPC website address to every newsletter.	AP/HP/DTR

Action	Description	Who to action
15	To join AP/HP to create responses to the three missed market entry application requests.	MP

Action	Description	Who to action
16	To create a process paper for Market entry applications.	Market Entry Subcommitt ee

Action	Description	Who to action
17	To bring the Market Entry process paper to the next LPC meeting for discussion and ratification.	Market Entry Subcommitt ee

Action	Description	Who to action
18	To invite a member of NHS E LR to the next meeting of the Market Entry subgroup to do some training on market entry processes.	AP

Governance

AP displayed the LPC self-assessment framework document and listed the following topics, and their scores allocated according to the Governance subcommittee.

AP stated that the ambition was for the LPC to score itself, using this tool, to then create an improvement plan – and then revisit this tool and score the LPC again in six months' time.

Business and Strategic Planning - Strategic Plan

	Amber	Green	Purple
Description	LPC has no strategic plan for community pharmacy or has a plan that hasn't been shared with all local commissioners or has a plan that hasn't been	LPC has a strategic plan that provides a vision for community pharmacy and for developing the local market for pharmacy services. The strategic plan	As Green Level, plus the plan has been reviewed and refreshed by the committee in the last 9 months within a programme of planned review.

	reviewed in the last 15 months.	has been reviewed and refreshed by the committee in the last 15 months. The strategic plan has been shared with the local commissioners and contractors.	
Current LPC score	Amber		
Further action/notes	The LPC has a business plan – but this has not been shared.		

Work Programme

	Amber	Green	Purple
Description	LPC has no work programme identifying workstreams and actions for officers and members of the committee or has a work programme that hasn't been reviewed in the last 4 months.	LPC has an annual work programme to ultimately achieve the strategic plan within the lifetime of the plan. The work programme provides the basis for budget setting and identifies workstreams and actions for officers and members of the committee.	As Green Level, plus the programme is typically reviewed formally at each committee meeting with areas showing lack of progress highlighted and contingencies prepared together with budgetary controls.
Current LPC score		Green	
Further action/notes		LPC has a business plan and there is reporting.	

Governance - Written Governance Arrangements

	Amber	Green	Purple
Description	LPC members may be aware of the LPC governance requirements but any written arrangements do not fully meet the standards set out in the PSNC Governance Guide for LPCs.	LPC has written governance in place in accordance with the PSNC Governance Guide for LPCs together with written details of procedures to follow in the event of a failure of governance	As Green Level, plus the LPC also has either a lead LPC member for governance; or a governance overview and scrutiny subcommittee who have the confidence and competencies to respond effectively to sensitive governance issues. There are

			regular reports provided to the main committee.
Current LPC score		Green	
notes		No regular reports coming to the committee – written gov. documents to be put on website.	
Actions			

Declarations of Interest

	Amber	Green	Purple
Description	LPC has declarations of interest but completion rate is less than 100% or has not been refreshed within the last 15 months.	All LPC members and the LPC Chief and these have all been updated within the last 15 months.	As Green Level, plus the declarations of Officer have signed declarations of interest are published on the website.
Current LPC score		Green	
notes		Members have said that they did not want DOI docs published on LPC website	
Actions		<ul style="list-style-type: none"> To publish DOI documents on the LPC website – transparency. HP to send out new DOI papers. 	

Chief Officer

	Amber	Green	Purple
Description	LPC does not yet have an agreed job description for the role written. Employed Role There is no signed contract of employment. Self-employed or limited company arrangement Contractual arrangements have not been reviewed for HMRC compliance regarding freelance/self-employed agreement	LPC has a job description written for the role and agreed Employed Contract There is a signed contract of employment in place. Annual reviews/appraisals are linked to LPC priorities and personal development plan in place with measurable personal performance management targets set Non employed	As Green Level, plus there is a Chief Officer in post who has structured meetings at least twice a year with at least one nominated committee member that includes: Employed Contract A review of performance against targets. Non employed Contract A review that the terms of the contract are being fulfilled.

	or appropriate use of a service company within the last 15 months. No Employed or Contracted Chief Officer A clear plan is not in place to ensure that the statutory and constitutional obligations of the LPC are met and maintained together with key Strategic Plan outcomes.	Contract. A contract is in place that has been reviewed for HMRC compliance within the last 15 months. There is a regular review of service delivery against the contract for services and LPC Work Programme, No Employed or Contracted Chief Officer A clear plan is in place to ensure that the statutory and constitutional obligations of the LPC and members are met and maintained together with key Strategic Plan outcomes. A recruitment process is underway.	
Current LPC score	Amber		
notes	Pulling together review process, no signed contract in place, and no appraisals set.		
Actions			

LPC Reporting

	Amber	Green	Purple
Description	Chair or Chief Officer provide verbal reports on LPC activities to the Committee.	Chair, Chief Officer and members provide written reports on LPC activities, including meetings attended on behalf of the LPC, to the Committee at each LPC meeting. These are discussed as an agenda item at each LPC meeting.	As Green Level, plus the meetings together with the names of the individuals attending on behalf of the LPC for the planned period up to the next LPC meeting are on the agenda as a matter of report.
Current LPC score	Amber		
notes	Verbal reports only		
Actions	Gov subcommittee to put reporting in place		

LPC Agenda and Minutes

	Amber	Green	Purple
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Description	Agendas and minutes of meetings of the LPC are not routinely made available to contractors.	Contractors can view the LPC meeting agenda before each meeting and minutes via the LPC website within 3 working days of them being accepted, except parts of the meeting held in camera.	As Green Level, plus parts of the meeting held in camera are described within the minutes sufficient for readers to understand that a matter was discussed.
Current LPC score	Amber		
notes	Agenda not on website for contractors to feed in.		
Actions			

Chief Officer and Treasurer Roles

	Amber	Green	Purple
Description	A single individual undertakes the role of both Chief Officer and Treasurer, although the LPC may be working to separate the roles; or the LPC has not reviewed the appointment of the Treasurer within the last 15 months.	LPC has clearly separated the roles of Chief Officer and Treasurer. LPC has reviewed the appointment of the Treasurer within the last 15 months.	As Green Level, plus the LPC has assured itself of the personal independence of the Treasurer within the last 15 months. The assurance is documented so that, if challenged, it can be called upon as evidence.
Current LPC score			Purple
notes			How is independence evidenced.
Actions			To ask CPE how Treasurer would evidence independence.

LPC Management and Structure – Operational Capacity

	Amber	Green	Purple
Description	LPC has not formally considered or adjusted where necessary operational capacity against needs within the last 12 months.	LPC regularly reviews at least twice a year the annual Work Programme to deliver the Strategic Plan. On each occasion operational capacity is considered. Any adjustments made to increase or decrease capacity are	As Green Level, but the review of the Work Programme is undertaken at each LPC Meeting.

		implemented within 6 months of that decision.	
Current LPC score		Green	
notes		Not reviewing against a work plan.	
Actions			

Capability and Expertise

	Amber	Green	Purple
Description	LPC has not formally identified or reviewed the additional capability and expertise needed by the LPC to work successfully in the current commissioning environment within the last 15 months.	LPC has formally identified capability and expertise needed by the LPC to work successfully in the current commissioning environment within the last 15 months and, where necessary, has secured access to those identified resources and expertise to draw on when required.	As Green Level, plus the LPC reviews progress and cost at each meeting, taking action as appropriate.
Current LPC score		Green	
notes		Not mapping at each LPC meeting.	
Actions			

Size and Structure

	Amber	Green	Purple
Description	LPC has not discussed both within the committee and at regional level the fitness for purpose of the existing structures when evaluating the needs of representativeness and efficiency of the committee and adjusted, where appropriate, to meet those needs at least once within the last four years.	LPC has discussed both within the committee and at regional level the fitness for purpose of the existing structures when evaluating the needs of representativeness and efficiency of the committee and adjusted, where appropriate, to meet those needs at least once within the last four years.	As Green Level, but there are discussions at both committee and at regional level and these were within the last 15 months.
Current LPC score			Purple
notes			
Actions			

Working Together to Support Capacity

	Amber	Green	Purple
Description	LPC has not discussed within either the committee or at regional level to evaluate possible joint working, collaboration, sharing resources or potential mergers with other LPCs once within the last 15 months.	LPC has discussed both within the committee or at regional level to evaluate possible joint working, collaboration, sharing resources or potential mergers with other LPCs once within the last 15 months.	As Green Level, plus this discussion has led to either maintenance or development of joint working, collaboration or sharing of resources between LPCs or a merging of LPCs. If a merger has been decided, then a clear plan and timeframe has been agreed.
Current LPC score			Purple +
notes			
Actions			

Members' Competence

	Amber	Green	Purple
Description	LPC has not formally considered member training needs in the last 15 months.	LPC has formally considered member training needs in the last 15 months and members have attended appropriate training events where necessary to ensure the Committee has the skills to carry out its work	As Green Level, plus a formal Skills Gap Analysis of members of the LPC has been carried out and reviewed within the last 15 months. Formal consideration made for succession planning. A programme of relevant activity drafted to meet any skills needs identified has been agreed.
Current LPC score	Amber		
notes	The LPC needs to do a training analysis for the members.		
Actions	To set aside training time for each committee member.		

PSNC Regional Representative

	Amber	Green	Purple
Description	There is no regular invitation for the elected PSNC Regional Representative to attend LPC meetings and no representatives are sent to Regional LPC meetings.	There are regular regional meetings to which the elected PSNC Regional Representative is invited.	As Green Level, plus the elected PSNC Regional Representative has a regular invitation together with agenda and papers to attend all LPC meetings and there is an agenda item

			available for them to speak to or provide a written report.
Current LPC score			Purple
notes			Reg. rep is an LPC member.
Actions			

Sharing Innovation

	Amber	Green	Purple
Description	There is no sharing of innovation in areas such as ways of working, service development and relationship building.	Innovation is shared locally with contractors or neighbouring LPCs.	Innovation is shared locally with contractors and shared at national or regional level.
Current LPC score			Purple
notes			Innovation shared at CP London
Actions			

Financial Management – Budget

	Amber	Green	Purple
Description	LPC does not link the budget expenditure to the Work Programme or has no formal budgeting.	LPC has a budget in place, including key areas of expenditure linked to the Work Programme and which has been set within the last 15 months.	LPC has a budget in place, including key areas of expenditure explicitly linked in detail to the Work Programme and which has been set within the last 15 months.
Current LPC score	Amber/Green		
notes	Budget created, linked to work plan, but no key areas of expenditure linked.		
Actions			

Expenditure

	Amber	Green	Purple
Description	Accounts are not published in the annual report, or a copy is not sent to PSNC.	Expenditure is monitored regularly against budget throughout the year and accounts are published in the annual report and a copy sent to PSNC.	As Green Level, plus the Annual Report and Accounts are on the LPC website. The Annual Report provides a 'value for money' evaluation outlining the support, resources and business development opportunities it has

			delivered in the previous year.
Current LPC score		Green	
notes		No value for money report created.	
Actions			

Reserves

	Amber	Green	Purple
Description	LPC holds significantly more than the six months reserve advised by PSNC (unless there are minuted justifications for forward investment as part of the strategic plan) or there are insufficient reserves to meet the financial commitments of the committee	There are appropriate reserves to meet the financial commitments of the committee, including the six months reserve advised by PSNC.	As Green Level, plus the LPC proactively manages the reserves including formally reviewing and adjusting where necessary the levy within the last 15 months to either reduce the excess or maintain reserves as advised by PSNC or reasonable reserves as approved by the committee, and set the levy annually (including holidays) to maintain this position
Current LPC score			Purple
notes			
Actions			

Expenses

	Amber	Green	Purple
Description	There is an informal policy	There is a written expenses policy agreed and understood by LPC members and officers. Expense claims forms are provided and expenses are signed off by the Treasurer or other authorised person as set out in the LPC expenses policy with receipts required for all expenses. Where a person works for two or more LPCs, a policy on expenses has been agreed with all LPCs	As Green Level, plus all expenses for Chief Officer are approved by an unrelated third party. An expenses management report is presented to the LPC by the Treasurer at least 6 monthly

		involved for where costs are to be shared.	
Current LPC score		Green	
notes		No unrelated third party signing off expenses.	
Actions			

Communication - Communications Plan

	Amber	Green	Purple
Description	The LPC does not have any structured communications plan or ambitions for engagement with contractors and stakeholders.	The LPC has a communications plan which sets out how it will engage with contractors, e.g. through meetings, the LPC website and email newsletters. The plan also identifies key stakeholders.	As Green Level, plus the LPC has reviewed progress on the plan at least once in the past 12 months
Current LPC score	Amber		
notes	No written comms. plan.		
Actions			

Communication mechanisms

	Amber	Green	Purple
Description	There has been no direct communication to contractors within the last four months; any website presence has only contact details with essential news and information.	LPC has contacted all contractors, either by email, fax or post within the last four months; the LPC website provides further basic information beyond Amber Level. The website may contain out of date information, e.g. details of members that have resigned, historic training events or out of data SLAs or PGDs.	LPC has a website that is well maintained, publicised and kept up to date with information for contractors on LPC business, LPC resources together with other local issues and news. LPC has considered a case for the use of social media as a way of communicating with contractors.
Current LPC score			Purple

notes			
Actions			

Informing Contractors about Commissioning Matters

	Amber	Green	Purple
Description	LPC has not directly informed contractors of commissioning matters within the last four months.	LPC has routinely informed contractors of commissioning matters including local commissioning plans, targets and opportunities together with reports of the LPC's work on behalf of contractors to promote community pharmacy to commissioners.	As Green Level, plus there are clearly identified links to the LPC Strategic Plan and Work Programme within the communications.
Current LPC score		Green	
notes		No linking of commissioning matters to the business plan	
Actions			

Press Relations

	Amber	Green	Purple
Description	Appropriate LPC Officers have not had training to respond to queries from the press when asked.	Appropriate LPC Officers have had training to respond to queries from the press when asked. There is an LPC member or Officer who is responsible for media relations and suitably trained to meet the requirements of the Work Programme.	As Green Level, plus the LPC proactively represent views through the media and issue press releases to promote local pharmacy when appropriate and has done so at least twice in the last 15 months.
Current LPC score	Amber		
notes	No press/media training – do CPE do media training?		
Actions			

Contractor Passive Engagement

	Amber	Green	Purple
Description	LPC holds at least one contractor meeting a year, which may be the Annual General Meeting.	LPC has a mechanism by which views expressed by contractors can be considered by the committee and a response made to the contractor. LPC holds at least one contractor meeting a year, which may be the Annual General Meeting.	As Green Level, plus LPC regularly reminds contractors of methods by which their views can be considered by the LPC
Current LPC score			Purple
notes			
Actions			

Contractor Proactive Engagement

	Amber	Green	Purple
Description	LPC cannot demonstrate proactively seeking views of non- LPC contractors in advance of at least one meeting (which is not the Annual General Meeting) within the last 15 months.	LPC can demonstrate proactively seeking views of non- LPC contractors in advance of at least one meeting (which is not the Annual General Meeting) within the last 15 months.	LPC can demonstrate proactively seeking views of non- LPC contractors in advance of at least three meetings (one of which can be the Annual General Meeting but is not the views on the Annual Report or Accounts) within the last 15 months.
Current LPC score		Green	
notes		Need to further utilise borough leads	
Actions			

Local MPs

	Amber	Green	Purple
Description	The LPC know who the local MPs are but have not had any contact with them in the past 15 months.	The LPC has contacted at least one MP in their area via email; or has hosted a visit to a community pharmacy; or has met directly with an MP within the last 15 months.	As Green Level, plus the LPC has engaged with all local MPs in some form within the last 15 months and has an ongoing relationship with at least one supportive MP.
Current LPC score			Purple

notes			4 CP visits already from 4 diff. MPs.
Actions			

Contract Development – Essential Services

	Amber	Green	Purple
Description	LPC is supporting contractors where requested with difficulties complying with the contract requirements to support implementation.	LPC is involved as appropriate with monitoring visits with the NHS England local team and monitoring the visits to ensure they are reasonable and in accordance with the NHS England powers. LPC is supporting contractors where requested with difficulties complying with the contract requirements to support implementation.	As Green Level, plus the LPC is pro actively identifying contractors with difficulties complying with the contract requirements and supporting implementation where appropriate.
Current LPC score			Purple
notes			
Actions			

Advanced Services

	Amber	Green	Purple
Description	LPC has no Work Programme to regularly review or encourage uptake of Advanced Services.	LPC has reviewed within the last 15 months how many contractors are providing Advanced services in the LPC area. LPC is proactively encouraging uptake of Advanced Services, advising contractors to inform GPs when starting Advanced Services and provide a briefing on the services and arrangements appropriate to local circumstances.	As Green Level, plus the LPC reviews at least every 4 months both the number of contractors providing Advanced Services together with the level of delivery and reviewing the Work Programme accordingly.
Current LPC score			Purple
notes			
Actions			

Commissioning Environment for Local Services

	Amber	Green	Purple
Description	Whilst LPC Members and Officers may be familiar with procurement and commissioning rules, information is only provided to contractors upon request	LPC has provided guidance to all contractors explaining the local commissioning landscape and arrangements to contractors.	LPC has implemented an ongoing communications plan to all contractors explaining the local commissioning landscape and arrangements to contractors together with relevant changes.
Current LPC score			Purple
notes			DTR employment
Actions			

Negotiation of Local services

	Amber	Green	Purple
Description	LPC has no Work Programme to regularly review or encourage the LPC's local service negotiation.	LPC can demonstrate that they are pro actively working with local commissioners to negotiate new Local Services provision and maintain or develop current local services. A proactive programme of review of current arrangements has been undertaken within the last 15 months to ensure that continuation and development of Local Services takes place.	As Green Level, plus where LPC has successfully negotiated a new Local Service, this is for a period approved by the LPC to ensure successful implementation, sustainability and return on investment and LPC has highlighted to contractors any significant changes or key requirements of new contractual arrangements. If no new services have been negotiated within the last 15 months, then the Work Programme has these actions explicitly stated.
Current LPC score			Purple
notes			Project management in place
Actions			

Supporting Delivery of Local Services

	Amber	Green	Purple
Description	LPC provides reactive support to all contractors, or individual contractors, to maintain and	LPC Strategic Plan and Work Programme both identify a workstream to maintain and develop Local Service	As Green Level, plus the LPC can demonstrate that they have proactively provided support to contractors

	develop Local Service income.	income for contractors. This workstream can be demonstrated to be active.	to engage and deliver Local Services.
Current LPC score			Purple
notes			
Actions			

PSNC /CPE services database

	Amber	Green	Purple
Description	LPC does not use the services database.	LPC uses but does not contribute to the services database.	LPC uses and has contributed to the services database in the last 9 months.
Current LPC score			Purple
notes			
Actions			

Stakeholder relationships – Needs Assessments and Strategic Plans

	Amber	Green	Purple
Description	LPC may be familiar with the local needs assessments (JSNA, PNA), public health report, LDP and commissioning strategic plan but does not yet have regular dialogue to influence.	LPC has identified the key individuals who influence planning and strategic decisions at Local Authorities and Clinical Commissioning Groups and has discussed Community Pharmacy's role in implementation of the commissioner's Strategic Plans within three months of publication.	As Green Level, plus the LPC discusses the role of Community Pharmacy with those key individuals before the publication of the commissioner's Strategic Plans with the aim to embed that role within those plans.
Current LPC score			Purple
notes			LPC have feedback to commissions with little reaction.
Actions			

Patients and Representatives

	Amber	Green	Purple
Description	LPC may be aware of the key individuals who represent patients view locally but does not yet have regular dialogue.	LPC has identified the key individuals within local patient representative organisations and elected representatives (local	As Green Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 15 months.

		councillors and MPs) who influence planning and strategic decisions and has taken the opportunity to discuss the role that Community Pharmacy can and does play in local service delivery within the last 15 months, when the opportunity arose.	
Current LPC score			Purple
notes			Constant contact with Healthwatch – including presentations
Actions			

General Practitioners

	Amber	Green	Purple
Description	LPC has no formal plans for engaging with GPs.	LPC representatives meet at least twice a year with LMC colleagues to keep GPs informed and discuss any inter professional issues.	As Green Level, plus the LPC has actively promoted using the PSNC 'Walk in my Shoes' toolkit to bring together community pharmacy teams and GP practice teams to help each other understand their roles and improve working relationships.
Current LPC score		Green	
notes		Key individuals identified – “walk in my shoes” toolkit not used for engagement.	
Actions			

Other Professionals

	Amber	Green	Purple
Description	LPC may be aware of the key individuals who represent other professionals, such as other Local Representative Committees and Locality Groups but does not yet have regular dialogue	LPC has identified the key individuals who represent and influence other professionals and has taken the opportunity to discuss the role that Community Pharmacy does and can play in local service delivery within the last 15	As Green Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 15 months.

		months, when the opportunity arose.	
Current LPC score			Purple
notes			Formation of the LRC
Actions			

NHS England Local Team

	Amber	Green	Purple
Description	LPC may know the key individuals who influence commissioning decisions but does not yet have regular dialogue	Administration of pharmacy applications, fitness to practise and monitoring are always reviewed. LPC has identified the key individuals who represent and influence commissioning decisions and has taken the opportunity to discuss the role that Community Pharmacy does and can play in local service delivery within the last 15 months, when the opportunity arose.	As Green Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 15 months.
Current LPC score			Purple
Notes			AP has monthly meetings with them.
Actions			

Local Authorities

	Amber	Green	Purple
Description	LPC may know the key individuals who influence commissioning decisions but does not yet have regular dialogue.	LPC has identified the key individuals who represent and influence commissioning decisions and has taken the opportunity to discuss the current and future role that Community Pharmacy does and can play in local service delivery together with local public health priorities within the last 15 months, when the opportunity arose.	As Green Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 6 months.
Current LPC score			Purple
Notes			DTR in contact every day – have seen

			uplifts in some LA services.
Actions			

CCGs/ICB

	Amber	Green	Purple
Description	LPC may know the key individuals who influence commissioning decisions but does not yet have regular dialogue	LPC has identified the key individuals who influence commissioning decisions and has taken the opportunity to discuss current and future local services together with the medicines optimisation agenda within the last 15 months, when the opportunity arose.	As Green Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 15 months.
Current LPC score			Purple
Notes			AP meets with DT every week – AP sits on transformation group – CP governance to be set up in the ICB.
Actions			

Strategic Health Partnerships

	Amber	Green	Purple
Description	LPC has no work plan to engage with STPs and the emerging care systems.	LPC has a work plan to engage with STPs and the emerging care systems.	As Green Level, plus the LPC or contractors have secured involvement at Board level or in workstreams.
Current LPC score			Purple
notes			AP meets with DT every week – AP sits on transformation group – CP governance to be set up in the ICB.
Actions			

Actions from the self-assessment toolkit –

Action	Description	Who to action
19	To ask CPE how an LPC treasurer's independence could be evidenced.	AP

GOVERNANCE FRAMEWORK

AP stated that this document is required to be adopted as part of the new CPE governance.

AP displayed the document's contents (see below) for the members to digest and sign off on:

Governance Framework**Purpose**

Community Pharmacy England and Local Pharmaceutical Committees champion community pharmacy across England – representing community pharmacy owners at national and local level, and giving them the support they need, negotiating the best deal with the Government and NHS, and influencing positive change because everyone in society needs thriving community pharmacy.

Leadership

1. The Community Pharmacy England and LPC Committees provide effective leadership to their organisation. Each Committee collectively represents the interests of pharmacy owners and provides oversight of organisational activity to generate value for the sector and promote the long-term success of community pharmacy in England.
2. Each Committee determines its organisation's 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. All Committee members must act with integrity, lead by example and promote the desired culture.
3. The Committee agrees its organisational 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 the organisation's purpose, strategy and objectives.
4. The Committee ensures effective engagement with, and encourages participation from, a wide range of pharmacy owners and other stakeholders to ensure that the organisation can best represent the interests of community pharmacy.
5. The Committee ensures that the organisation has the policies and practices in place that are consistent with the organisation's values as well as statutory requirements. Staff should be able to raise any matters of concern.

Division of Responsibilities

6. The chair steers the Committee, promoting a culture of openness and debate. The chair facilitates constructive Committee relations with each other and the executive, encouraging the effective contribution of all Committee members. The chair, working with the CEO/Chief Officer and executive leadership team (if any), ensures that Committee members receive accurate, timely and clear information and that the Committee has the policies, processes, information, time and resources it needs in order to function effectively and efficiently.
7. The Committee is representative of the sector or area. All members participate equally in the Committee's decision-making, with decisions reached by consensus where possible and the Committee collectively owning all decisions taken.

8. There is a clear division of responsibilities between the Committee and the executive leadership of the organisation (and any other staff), and separation between governance and advisory roles.
9. Committee members must have sufficient time to meet their committee (and any sub-group) responsibilities. They provide constructive challenge, strategic guidance, share knowledge and experience, and hold the executive to account for delivery of agreed priorities.

People: Composition, Succession, Evaluation, Compensation and Sanction

10. All appointments to the Committee (whether elected or appointed members) and all appointments to any sub-groups are subject to a transparent procedure based on objective criteria. The Committee aims to promote diversity and inclusion and reduce obstacles to participation within this context.
11. Members are usually appointed (elected or nominated) to the Committee for an initial term of up to four years. If re-appointed (elected/nominated) they may serve for a total of up to 12 years¹ (usually two further terms).
Any external independent chair serves for an initial term of usually three or four years (as determined by the Committee) and may be reappointed for one further term.
The Committee determines arrangements and requirements for the appointment of members to sub-committees and other groups, including their tenures.
12. Members of the Committee and any sub-committees should together have the combination of skills, experience, and knowledge to best carry out their role to support community pharmacy.
13. The Committee regularly reviews its composition as well as its performance to understand and address any barriers to effectiveness and participation and to make best use of members' skills, experience and knowledge. It promotes the future effectiveness of the committee by planning for succession and smooth transition, both through encouraging the sharing and development of existing members' skills and knowledge and fostering a community of prospective candidates.
14. The Committee annually reviews and agrees rates and terms for recompensing Committee members (including LPC Committee Officers) for costs incurred in carrying out Committee and subcommittee activity. The Committee determines the remuneration of its external independent chair (if any) on appointment and reviews annually.
15. The Committee ensures arrangements are in place for the annual performance review of the Chief Executive/Chief Officer. The Committee annually reviews and agree the remuneration of the Chief Executive/Chief Officer, taking account of organisational and individual performance and wider circumstances. It also ensures effective succession planning for the Chief Executive/Chief Officer and any executive leadership team members, and that the Chief Executive/Chief Officer has appropriate arrangements in place for the appointment, management and remuneration of any other staff.
16. Committee members must commit to and comply with the Code of Conduct at all times. Any instances or allegations of Committee members not adhering to the Code will be dealt with in accordance with the arrangements detailed in the Code.

Audit, Risk and Internal Control

¹ A maximum of 12 years' service from 1 April 2023

17. The Committee satisfies itself on the integrity of the organisation's systems, processes, policies and information, with advice as necessary. This includes the external audit or assurance of financial information at least annually.
18. The Committee provides stewardship of the organisation's resources, ensuring that all funding received is used only for its agreed purpose. It agrees and publishes an annual report providing a fair and balanced assessment of its performance and use of these funds over the previous year, and its financial position.
19. The Committee ensures that there are effective arrangements in place to identify, assess and manage risk, and regularly reviews the organisation's risk tolerance to ensure it is best placed to achieve its long-term strategic objectives.

LPC member feedback and discussion on the Governance Framework document

The members were happy to sign off on clauses 1 – 10, 12, 14, 15, 16, 17, 18 of this document as already written.

ACTIONS AND ALTERATIONS TO GOVERNANCE FRAMEWORK DOC.		
Action	Description	Who to action
20	Clause 11 – The members decided that the sentence – “Any external independent chair serves for an initial term of usually three or four years (as determined by the Committee) and may be reappointed for one further term.” Should be altered, so that there would be no limit to the number of terms/years of their servitude. This is because the LPC would be employing this individual and may want them to stay past four years.	AP
21	Clause 13 – Wrt. promoting the future effectiveness of the committee by planning for succession and smooth transition, both through encouraging the sharing and development of existing members' skills and knowledge and fostering a community of prospective candidates: <ul style="list-style-type: none"> - the members suggested that PCN leads could receive intel on contractors who would want to become future LPC members - contractors should be encouraged to attend at least one LPC meeting a year. 	AP
22	Clause 19 – Wrt. The Committee ensuring that there are effective arrangements in place to identify, assess and manage risk, and regularly reviews the organisation's risk tolerance to ensure it is best placed to achieve its long-term strategic objectives – AP stated that insurance providers had been booked to talk about this subject at the last LPC meeting and they had not turned up.	AP

	- To invite insurance providers to next LPC meeting – to talk about providing individual cover for LPC members.	
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The members agreed unanimously to adopt the Governance Framework Document (once the above changes had been made).

9. LPC STAKEHOLDER MAPPING EXERCISE

The members then broke off to engage in a workshop where sector unity and values could be looked at when listing the different stakeholders that the LPC engages with.

The following stakeholders were discussed:

- a. Healthwatch – commissioned by NHS E
- b. Other Patient Participation Groups (PPGs)
- c. PCN Leads
- d. DoHSC
- e. GPs
- f. ICS/ICBs
- g. Community Support Groups
- h. PH
- i. Drug and Alcohol services
- j. LA
- k. MPs/councillors
- l. NPA/IPA
- m. Regulatory bodies
- n. Contractors
- o. Charities
- p. Pharma Companies
- q. NHS E
- r. Secondary care
- s. Places
- t. Religious groups
- u. Training Hubs/HEE
- v. CP London
- w. CPE
- x. GPhC
- y. I.T. providers (PharmOutcomes)
- z. Digital community platforms
- aa. The Press/Media
- bb. Patients
- cc. Grant giving authorities
- dd. Academia
- ee. RPS
- ff. CQC
- gg. GLA – Greater London Authority
- hh. Pharmaceutical Wholesalers
- ii. PSG
- jj. Venues
- kk. Pharmacy employees

AP stated that this stakeholder map would be written up and added to the comms. plan.

Action	Description	Who to action
23	To create a document mapping all the LPC stakeholders	DTR
24	To create a comms. plan – to discuss at next LPC meeting	AP

10. **OPEN Q&A SESSION - NO STUPID QUESTIONS**

JMP introduced this agenda item and invited members to ask questions.

- RV stated that he had interacted with Healthwatch in Surrey, and they had wanted to know more information about the Pharmacy First service.
 - JMP wondered whether the LPC could interact with Healthwatch in London to better promote the PF service.
 - AP stated that there are borough level Healthwatch groups, and there is a SW London Forum.
 - AP stated that he has started the engagement with all the Healthwatch entities.
 - AP stated that Healthwatch hold various surveys – and they have a powerful voice and influence with MPs.
 - AP stated that Healthwatch reps. will be attending this meeting in the future.
 - CJP stated that Healthwatch had carried out a mystery shopper exercise.
- SS stated that he had received an invite to a local immunisation steering group for Richmond – and wondered whether he would have to attend.
 - AP stated that DTR currently attends steering groups on behalf of the LPC.

The members were then quizzed by SB on the meaning of some of the many acronyms that Primary Care uses.

11. **AOB** **MEETING FORMAT**

AP proposed that future afternoon sessions of these meetings would copy today's format – and added that external guests would be invited to separate, dedicated, more focused, networking meetings.
There was no opposition to AP's.

AP stated that it is important to have protective time for the development of the LPC.

TEAM BUILDING OUTING

MP suggested that the LPC members and staff embark on a team building exercise.

MP brought the meeting to a close.

Glossary of Acronyms

ABPM	Ambulatory Blood Pressure Monitor
A&F	Audit and Finance
AIMp	Association of Independent Multiple pharmacists
ARRS	Additional Roles Reimbursement Scheme
BARS	Booking and Referral Standard
CCA	Company Chemists Association
CCG	Clinical Commissioning Group
CP	Community Pharmacy
CPCL	Community Pharmacy Clinical Lead
CPCS	Community Pharmacy Consultation service
CPCF	Community Pharmacy Contractual Framework
CPL	Community Pharmacy London (previously PL)
CRM	Customer Relationship Management
DMS	Discharge Medicines Service
DOP	Dentistry, Optometry, Pharmacy
DPS	Dynamic Purchasing System
DSP	Distance Selling Pharmacy
ELPR	East London Patient Record
EOLC	End of Life Care Service
ERD	Electronic Repeat Dispensing
F2F	Face to face
FAC	Financial Audit Committee
FOI	Freedom of Information
HRCH	https://hrch.nhs.uk/work-us/health-and-wellbeing
ICB	Integrated care board
ICP	Integrated care partnership
ICS	Integrated care system
IPA	Independent Pharmacy Association
IPMO	Integrated NHS pharmacy and Medicines optimisation work program.
IPPP	Independent Prescriber Pathfinder Program
LA	Local Authority
LDC	Local Dental Committee
LPC	Local Pharmaceutical Committee
LMC	Local Medical Committee
LCS	Locally Commissioned Service
LRC	Local Representative Committee
LOC	Local Ophthalmic Committee
MECC	Making every contact count
MPG	Middlesex Pharmaceutical Group
OPB	Original Pack Dispensing
P2U	https://www.pharmacy2u.co.uk
PCN	Primary Care Network
PF	Pharmacy First
PH	Public Health
PL	Pharmacy London
PLOT	PSNC AND LPC OPERATIONS TEAMS
PMs	Practice Managers
PNA	Pharmaceutical needs assessment
PQS	Pharmacy Quality Scheme
PSNC	Pharmaceutical Services Negotiation Committee

REN	Research and Education Network
RSG	Review Steering Group
SCS	Smoking Cessation service
SD	System development
STP	Sustainability transformation plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAPR	Transforming Pharmacy Representation.
VO	Virtual Outcomes https://virtualoutcomes.co.uk