

Herefordshire & Worcestershire LPC Response to Wright Review Questions - August 19th 2020.

CCA and NPA responses were considered, no AIMp representative currently on the LPC as vacancy waiting to be filled. It was acknowledged that a lot of consistency in responses. It was noted that NPA did not represent all Independents views. There was some discussion about the timing of the Review and its ongoing impact, whilst many other factors affecting Community Pharmacy might seem more pressing. The majority view was that the Review findings should be progressed provided that, there is clarity around associated costs, outputs, timelines and benefits, with transparency at all stages. ALL Contractors, whatever their size having a proportionate input at all key stages. It was recognised that engaging Contractors, particularly independents, was going to be challenging and it will be key for them to recognise the importance of the process and any changes implemented. As an LPC we recognise that we need to play our part in supporting this awareness.

Following detailed discussions and further review of the recommendations, Members feedback, CCA feedback, AIMp feedback and NPA feedback the LPC members present agreed the following responses:

Question 1: How do we fund the process – both to take work on the independent review forwards, and any longer-term changes to LPCs and PSNC?

- Absolutely should not be any increase in levies. If can get funds elsewhere preferable but do acknowledge that it is likely that it has to come from within LPC and PSNC funds.
- Any additional sum sought from LPCs to support transformation must be calculated fairly based on current levy to PSNC / number of contractors etc. LPCs may need some of their reserves to support their own transformation.
- The proposed new structures have not been costed within the Wright review and there is little detail on the scope and resources for any future LPCs.
- Once there is consensus on the potential new structures, we believe that a supplementary report should be produced setting out the funding required to deliver the model.
- The benefits of reform must outweigh the costs
- Members all noted the additional CCA points
 - CCA - As restructuring of national and local representative bodies sits outside the purpose and remit of LPCs, any decisions about funding for transformation and change must sit with the contractor organisations themselves and not their nominated LPC representatives. NB: This would need to be confirmed that it is in line with the LPC Constitution.

Question 2: How will we explore the review's findings and recommendations together, and consider any alternative proposals?

- All agreed with CCA points and some additional points from the NPA and individual members.
- Any discussions and decisions about if and how to take recommendations forward should involve all contractors and their representatives, in addition to LPC members.



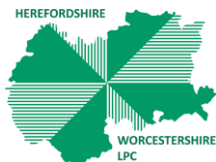
- To consider the review's findings and recommendations and agree a programme of transformation, we think a working group of contractors and their representatives should be set up to review and explore the recommendations. The following considerations should be made in relation this working group:
 - The whole sector should be proportionately represented on this group and any conflicts of interest should be made known prior to the selection process
 - The group's role and remit should be clearly set out from the start and robust terms of reference and governance must be established and upheld
 - The group should be contractor-focused and any LPC or PSNC employees included in the group should only support and inform discussions, but should not be entitled to vote
 - Transparent and timely communications should be sent after each meeting to all contractors
 - Channels of communication should be established to allow contractors to feed into the group's discussions
 - There must be a consistent approach to the consideration of any alternative proposals.
 - Any alternative proposals should be considered by the working group as described above.

Further points:

- An Independent chair should be appointed based on the required skill set.
- Development Transformation Working Group and Governance Board set up. The people on must be appointed / voted on by an open / transparent process.
- Reviews must be put in place and clear comms plan to ensure all informed and can input into proposals.
- Recommendations & other alternatives need to be well circulated for comment.
- In order to develop the proposals to a point at which they could be ready for wider consideration, a Governance Board is required to:
 - Clarify the scope and purpose of the proposed new national organisations and the scope of an LPC in the future
 - Determine the financial implications of delivering any transformation programme and to understand any financial implications of any new structure
 - Redefine what 'good looks like' for a contractor in terms of what they get for their levy investment into PSNC and LPC

Question 3: How will we manage this process and any future transformation from a governance perspective?

- In the short-term a shadow governance board should be established to oversee the discussions and further thinking.
- Independents and multiples share many common interests. Yet their distinctive voices must be heard, respected and reflected in governance locally and nationally going forward.
- Throughout the review process the CCA has called for improved governance at both a local and national level and we welcome the emphasis on governance throughout Professor Wright's report.
- National guidance and oversight will be needed to ensure change is implemented in a coherent, managed and transparent way to guarantee the desired outcomes are achieved.
- It has not yet been decided what body will oversee implementation, however, the CCA believes that all parts of the sector should be proportionately represented and only contractors and their representatives should have voting rights on any such group.
- Once a final draft plan is developed with detailed timelines and budgets from the working group these must be shared with all and voted on. Any amendments made and final working plan produced for ratification.



Question 4: What do we need to do to ensure that contractors have ultimate oversight of this process?

- Pharmacy contractors, and those that they have appointed to represent their interests nationally, should be central to the process of shaping proposals and development of any transformation and implementation proposals. Only contractors should be able to make decisions at every stage of the process, but ALL sectors must be included.
- Once there are clear proposals on the table then all contractors should be formally consulted and asked to vote on whether to take these forward or not.
- The radical reform proposed here cannot proceed without the explicit consent of pharmacy contractors who are in possession of the detailed final proposals for the new structures.
- Adopting the principle of 'one contract, one vote' will ensure that the whole sector is fairly represented, and that ultimate oversight is given to contractors, as those who fund both LPCs and PSNC.

Further points:

- Engage directly at Contractor level e.g. Locality Workshop Events.
- More contractor engagement (use varying mediums inc social media)
- Balanced representation at LPC level to continue
- Avoid dilution of LPCs by making geographies too big to allow good local representation
- Need easy to follow, engaging information – short and to the point with budgets and benefits regularly provided.