

North Staffs & Stoke

PHARMACY COMMITTEE



Annual Report 2016-2017



TABLE OF CONTENTS

<u>REPORT FROM THE CHAIR ONE</u>	2
<u>REPORT FROM THE CHIEF OFFICER TWO</u>	3
<u>PROVIDER COMPANY FOR PHARMACY THREE</u>	5
<u>QUALITY PAYMENTS FOR COMMUNITY PHARMACY FOUR</u>	6
<u>DELIVERING LOCALLY COMMISSIONED SERVICES FIVE</u>	7
<u>STRAIN ON NHS – HOW PHARMACY CAN HELP SIX</u>	8
<u>STP PLANS SEVEN</u>	9
<u>PATIENT FACING WEBSITE EIGHT</u>	8
<u>PNA NINE</u>	10
<u>NHSE TEN</u>	11
<u>CPAF ELEVEN</u>	11
<u>PRESCRIPTION DIRECT ORDERING TWELVE</u>	12
<u>HLP THIRTEEN</u>	12
<u>PROMOTION OF PHARMACY PROFESSION FOUTEEN</u>	13
<u>LOOKING FORWARD FIFTEEN</u>	15
<u>FINANCE SIXTEEN</u>	16
<u>APPENDICES</u>	17-18

REPORT FROM THE CHAIR – NITA ALLEN | ONE

Welcome to your copy of the North Staffs & Stoke Pharmacy Committee Annual Report which details the committee's work over the last 12 months. I hope you will manage to take time to read about the developments and achievements the committee has made over the last year.

This has been the third full year of the current committee and we have evolved a great deal over the past year. Elissa Pateman who was employed by the committee over the last 3 years has decided to return to working in community pharmacy. I would like to thank her for her hard work and dedication particularly to the support she has provided to the HLP pharmacies across Stoke and Staffordshire. We have since welcomed Simon Hay who works for the committee one day per week. His role has been key to supporting contractors achieve the first quality payments criteria submission in March. This has been a major success with almost all contractors across North Staffs and Stoke submitting their declaration in the specified time frame. Rebecca Norton has taken on the role of leading social media for the committee. We have since seen an increase in followers both on twitter and Facebook. I would also like to thank the rest of the committee for their ongoing hard work and contributions to the committee meetings.

This year has been challenging for the LPC. During which the PSNC sought a judicial review objecting to the manner in which the government imposed the cuts to pharmacy funding. To support this the LPC were asked to pay a special levy. Unfortunately, this was not ruled in favour of the PSNC. Going forward it is evident that pharmacy will have to seek alternative funding streams to supplement current funding. With this in mind a local provider company has been set up independently to the LPC to identify and bid for new services.

The LPC have worked tirelessly to promote community pharmacy with contractor events, social media and contact with MPs to try to engage them in our plight. We continue to work alongside neighbouring LPCs to have a stronger voice where we have common interests and also to develop more efficient ways of working. We have continued to engage with all commissioners and stakeholders to support pharmacies with local services. This year we continue to provide existing enhanced services and have successfully piloted a respiratory tract infection service. We have been involved in several discussions with the CCG and GP colleagues to help manage pharmaceutical waste. We continue to seek out new opportunities and improvements for the benefit of contractors, patient care and the NHS.

Nita Allen

REPORT FROM CHIEF OFFICER – TANIA CORK | TWO

Well this year has flown by!

During this year it has been evident of the strong links the committee has with NHSE (NHS England), CCG (Clinical Commissioning Groups), PHE (Public Health England) and local authority. The LPC committee also has strong links the local Area Team, who have a history of locally commissioned services. These many links and relationships I intend to maintain and build upon for next year to ensure community pharmacy in Stoke and North Staffordshire is an integral part of primary care.

The PSNC develop a self-evaluation tool which provides LPC's a focus for development for a work plan for the year. Building on the work already achieved in previous years, the committee has reviewed their performance in line with the self-evaluation tool. We are pleased to report that the self-evaluation of the committee is on track and in some cases outstanding. The results from this self-evaluation tool can be found on the LPC's website.

Myself and the Committee will continue to work hard to engage with Local Commissioners and explore new ways of working locally to enhance the role of Community Pharmacies and ensure that Community Pharmacy is recognised and has a voice in this challenging and changing world of primary care.

The LPC is specifically referred to in NHS legislation, set up to represent the interest of all local NHS Pharmacy Contractors. We would love to hear from you! Please let us know how we can help you further. What is important to you? Please contact myself.

I would like to thank all of the Committee for their dedication and hard work over the past 12 months

Nita has provided an overview of the year. I would like to now outline the key activities, operations and achievements of the LPC committee.

LPC COMMITTEE AND MEETINGS

Once again, we would like to thank Well Pharmacy for providing a free of charge venue for LPC meetings. The committee met on 6 occasions during the year. As usual, the morning sessions start at 10am where the committee members work together on strategies and plans. The afternoon session is the LPC business meeting, starting at 1pm. The committee does not meet during August and December. All contractors are welcome to attend any LPC meetings as an observer and if they wish to do so please contact Tania Cork.

The Committee consists of thirteen committee members, 5 Independent Contractors and 8 Company Chemist Contractors. Pharmacies are elected or appointed by contractors in accordance with the LPC Constitution. All existing and new LPC members and Officers have signed a copy of our Code of Conduct and Accountability agreement with Declarations of Interests. Members adhere to the corporate governance principles adopted by the committee. Declarations of interests are checked at the beginning of each LPC meeting. These declarations of interests can be found on the LPC website.

Your LPC has continued to be active in attending regional and national PSNC events, and following last year's announcement that Raj Morjaria was stepping down as our Regional Representative, we have twice welcomed his replacement Jasbinder Heer from Coventry LPC to our LPC meetings. Finally, LPC members and officers have attended and reported on national events such as LPC Chief Officers' and Chairs' meetings in June & November, and LPC Conference in November.

A number of guests and contractor observers were invited to parts of meetings of the Committee. Attendance is indicated on the minutes published after each meeting.

In line with previous years we have published individual member's expenses and attendance to the committee meetings. Please see the treasurers statement within this annual report.

LPC BUSINESS PLAN

This year the LPC has continued to implement the ambitious work plan within our given budget. We are pleased to report that this work plan is on target. The business plan is our tool used to evaluate the committee's development and to focus on our commitment to our contractors. The business plan focuses on five main themes:

- Promote
- Improve
- Protect
- Educate
- Governance

This five-year business plan can be found on the LPC's website. <http://www.northstaffslpc.co.uk/>

The expenditure and budget as had careful monitoring by our treasurer and finance sub-committee .

PROVIDER COMPANY FOR PHARMACY | THREE

During 2016 the LPC heard that Community Pharmacy West Midlands were in the early stages of setting up a provider company. This company would cover the nine LPCs of Coventry, Warwickshire, Hereford & Worcester, Dudley, Wolverhampton, Walsall, Sandwell, Birmingham & Solihull. The LPC were keen to be given the opportunity to allow our contractors to join this company and benefit from the opportunities that might be forthcoming. At our AGM last year, we voted on whether to support a West Midlands Regional provider company; the LPC did indeed support this, and with a unanimous contractor vote we have proceeded to provide financial support to Central Health Solutions Ltd (as they have constituted) with a loan. It is to be noted that the LPC are actively involved with the Scrutiny & Oversight committee (SOC) through a member of the LPC sitting on the SOC. Since the Directors took up their role in April they have already been working on many tenders across the region, including potential involvement in the revamped Healthy Lifestyles service in Staffordshire. The focus for CHSL now however is recruitment of pharmacy contractor members. We would urge contractors to join this company, further information can be sought from myself (taniacork@northstaffslpc.co.uk)

QUALITY PAYMENTS FOR COMMUNITY PHARMACY | FOUR

The LPC committee has been impressed with the way contractors and their teams in the local area have got behind the national pharmacy campaign against the funding cuts. Activities, such as displaying posters, badges and gathering petition signatures have been implemented in many of our pharmacies. At the time of reporting last year, the full scope of the Minister's funding imposition and associated regulatory changes was just becoming clear.

We also saw the introduction of the Quality Payment Scheme for the 2017/18 Community Pharmacy Contractual Framework; seeking to deliver a consistent approach to Community Pharmacy provision. We felt that support for these should be our main priorities and so we appointed a Quality Payments Manager; Simon Hay, to ensure contractors were supported in maximising their NHS income via Quality Payments. Simon has been instrumental in helping contractors meet the Gateway Criteria and to claim the maximum available payment for the Quality Criteria. This role has helped with the collaborative work between ourselves and South Staffs LPC, and especially Gill Hall. Thanks to both Simon and Gill for their efforts, the feedback received from contractors when we have visited pharmacies has been extremely positive. The LPC as a whole has focused on mitigating the impact of the changes on contractors, patients and indeed other stakeholders. Thus, alongside Simon's role, we also set out a plan of contractor support events to help them prepare for the challenges ahead. We had a series of events to highlight effects on income and share ideas about how to approach them. We also set events to support with the Quality Payments Scheme. We hope that you found all of this useful.

As for the Pharmacy Cuts campaign, we have continued to get support from stakeholders across the area, and have provided further briefings to update local councils on the outcome of the imposition; however, once again, the responses from MPs to letters have been supportive of what community pharmacies do to reduce the burden on other NHS services, but insistent that we too must bear our part of cuts, and improve efficiency. Although we are hearing from contractors that they are feeling the pinch following the first few months of reduced income, as yet it is difficult to say what the true picture of the cuts is on contractors – and indeed the services they provide for their patients and public; it may take the closure of pharmacies to take place before this becomes truly apparent.

DELIVERING LOCALLY COMMISSIONED SERVICES | FIVE

An ongoing priority for the LPC is to ensure that as many of our community pharmacies as possible are delivering a full range of available Local Pharmacy Services and that these services are delivered to a **consistently high standard**.

The LPC website plays an important role in informing our contractors about the various pharmacy services available to them (both national and locally commissioned). The LPC maintain the website and it is regularly updated to provide access to the most up to date versions of SLAs, PGDs and other relevant information for all pharmacy. At this point I would like to thanks Gill Hall for South Staffs for her invaluable help in keeping the website up to date. The LPC have continued to meet with service commissioners (Public Health, NHSE and CCGs) regularly and work to maintain good relationships, to ensure continuity of service opportunities across the Staffordshire and Stoke geography. We are lucky to have a group of health care professionals in our area who are committed to better outcomes for patients and we have been able to work together to make progress exploring the possibilities for new and innovative services and how these can be commissioned locally.

The LPC and again Gill Hall are continuing to work with NHS111 to ensure that they refer appropriate patients to pharmacy services and will be asking contractors to ensure that if they sign up to provide a service that not only is the regular pharmacist accredited to provide but also they have locum pharmacists who can offer the service so that referrers can be confident that patients will receive the service when referred in by call handlers. This is especially important for services such as Emergency Supply where pharmacies refusing to support (appropriate) referrals will undermine NHS confidence in pharmacies and result in fewer referrals for all Pharmacy First Services.

STRAIN ON NHS – HOW PHARMACY CAN HELP | SIX

Many thanks to Gill Hall for writing this next section.

We are all aware that the NHS is under tremendous pressure, locally NHS England and the CCGs are keen to work with the LPC to ensure that community pharmacy service uptake is maximised. This should help improve patient access and also reduce pressure on GP appointments and urgent care.

As we work to raise awareness of community pharmacy services with both professional and patient groups it is extremely important that we have a high take up rate among contractors and would like all of those signing up to any of our pharmacy services to offer it during all of their opening hours so that referrers and referred patients can be confident that the service will be provided at the pharmacy when they attend.

Pharmacies are reminded that they need to sign the current version of the SLA and return a copy of the signature page to Andy Pickard at NHSE. Previous delivery does not automatically mean that you are signed up to continue providing the service. For those pharmacies which are part of a multiple the signature must be from your head office – this definitely applies for Boots, Lloyds and Well pharmacies and pharmacies which are part of other chains are advised to check with your head office. Also please be aware that multiples often do a “bulk” sign up to services so the LPC urge branches to check whether they have been signed up to deliver the service. If branches log onto PharmOutcomes and a service module is visible, it means that your branch has been signed up to provide that service. If you are not providing the service please check the LPC website to see what preparation is required, if you do not wish to provide the service please contact your area manager / services manager to ensure that your branch is taken off the list of providers.

To highlight the many ways that community pharmacy can help patients we have jointly designed z-cards (small, fold-out leaflets) with info on community pharmacies and the services they offer. These z-cards also feature a link to our patient-facing website www.staffsandstokepharmacies.co.uk On this website we have tried to explain services from a patient’s perspective, with information on who is eligible and what to expect from the pharmacy. There are links to lists of pharmacies signed up to provide the various services on the website

and we are actively encouraging this to be used as a tool to locate pharmacies and match patients with the services they need.

Our request for our contractors is that they check out the patient facing website and double check that they are on the relevant lists as providing the services they know they are signed up to provide. They should also check that they don't appear on a list as providing a service which they do not offer. Our website requires constant monitoring so we ask for your help in keeping this resource as accurate as possible.

STP PLANS | SEVEN

The Sustainability and Transformation Partnership (STP) for Staffordshire and Stoke-on-Trent health economy came into being early in 2016 and is the biggest driver for change in the local health economy, specifically targeted in saving money in the delivery of health and care services through service redesign, based on a platform of better use of resources and assets. The LPC has strongly argued for better community pharmacy representation within STP working groups, on the basis that many pharmacy services (such as Pharmacy First) have the potential to ease the burden from other services, especially in GP appointments and in urgent care. Whilst the LPN Chair Mani Hussain has a seat at the table with his CCG hat on, we are grateful that he has at least been able to take the case for better use of community pharmacies forward within the STP, and the LPCs in Staffordshire and Shropshire have jointly produced a summary plan to demonstrate how this can be achieved. A copy of this summary document can be found on our website –this document is pivotal to how we see community pharmacy helping to meet the needs of both commissioners and patients locally in delivering the required outcomes for the local health economy. We have been actively involved in groups looking at Pharmaceutical Waste and Workforce, although further involvement is being sought particularly in the areas of support for self-care, transfer of care and urgent and emergency care – with active support from stakeholders in public health, the Academic Health Science Network (AHSN) and secondary care.

PATIENT FACING WEBSITE | EIGHT

Since the Committee decided with our colleagues in South Staffs to develop a patient-facing website to enable patients to more easily find information about and access relevant community pharmacy services, we are pleased to report that the website is active and getting regular hits not just from patients and public, but also many GP practices who use the site to signpost patients to pharmacy services. Supporting social media activity has been actively encouraging members of the public to use the website and we are looking at how we can further develop our online relationship with all service users.

Please feel free to promote this website to your patients

<http://staffsandstokepharmacies.co.uk/>

PNA | NINE

The first meeting for the Pharmaceutical Needs Assessment (PNA) was held in January 2017 in which the working group is tasked with developing the next (PNA) for Staffordshire and Stoke. These are due to be published before 31st March 2018. The LPCs in both North and South of the County are key stakeholders in this group, both in providing information to the Health & Wellbeing Board's nominated officers to the group, and in supporting and encouraging community pharmacy engagement in the process. We were pleased to hear that the Chair of the Staffordshire's group was to be Dr Ruth Goldstein, Gill's predecessor in the role of Service Development Officer for SSLPC and now Consultant in Public Health for Staffordshire County Council. The group has met regularly and a draft PNA is due to be approved for Public Consultation as this report is being written; we would encourage all contractors and pharmacists to read the draft PNA and respond to the consultation – particularly to ensure information about your pharmacies is correct.

NHSE | TEN

NHS England via a series of Area Teams across the country, is responsible for the monitoring and performance management of the Community Pharmacy Contractual Framework. North Staffs and Stoke pharmacies are aligned to the Staffordshire and Shropshire Area Team, based in Anglesey House in Rugeley. NHSE have met regularly with the Local Pharmaceutical Committees to feedback contractor issues and discuss areas of common interest and where a common approach on a contractual issue is required across North Staffs and Stoke. We would like to thank Andy Pickard for all his support and guidance with regards to pharmacy.

CPAF | ELEVEN

Contract Monitoring for 2015-16, NHSE engaged NHS Business Services Authority (NHS BSA) to collect data from pharmacies on contract compliance using a mini-CPAF questionnaire; in this, contractors assessed their own compliance using an online survey. The resulting answers were then used to identify any pharmacies which would be followed up with a complete CPAF submission; and of these a proportion were selected for compliance visits – approximately 4% total contractor estate. These were done not just on the basis of the answers in the mini-questionnaire, or full CPAF but also in response to complaints or concerns expressed at other times to NHS England, or where breaches had already been reported or suspected.

The process was nationally organised by NHS England and although the LPC was not directly consulted on the process, this had been agreed by PSNC. NHSE had been in touch with the LPC over local implementation and procedures, and we are not aware of any ongoing serious problems resulting from the visits, although these have only just been completed. NHSE had been in touch with the LPC over local implementation and procedures, and we are not aware of any ongoing serious problems resulting from the visits.

PRESCRIPTION DIRECT ORDERING | TWELVE

Waste medicines has continued to be the topic of many conversations between CCGs and LPC, and there has been a recognition that there are many factors to over-ordering of repeat prescriptions - including issues with patients and practices as well as with pharmacy systems. The fact that many areas have introduced "Prescription Ordering Direct" (POD) and apparent evidence that these do have the ability to reduce both prescribing costs and waste prompted the setting up of the STP Pharmaceutical Waste Group. This had been constituted to try to bring a whole-system commitment to reducing the burden of waste medicines on the local health economy, without resorting to POD. With continued talks with CCG and LPC at the moment there are no plans to roll out POD across Norths Staffs and Stoke however, we would urge ALL pharmacies to take extra care when ordering patients medicines and adopt best practices to ensure waste is kept to a minimum.

HLP | THIRTEEN

The LPC have continued to support the HLP initiative. During 2016/17 there were around 50% accredited HLPs pharmacies across Stoke and North Staffs. As many of our contractors have been early adopters of this initiative and have been doing some fantastic work since achieving HLP status, LPC were pleased to see that HLP status is being encouraged through the new Quality Payments element of the new Community Pharmacy Contractual Framework for 2017/18 and will continue to support contractors to achieve and maintain HLP status working in collaboration with our colleagues at the CCG and LA.

PROMOTION OF THE PHARMACY PROFESSION | FOURTEEN

The LPC was keen to continue to promote community pharmacy to the people of North Staffordshire and Stoke, key stakeholders and other influencers. Continued stakeholder engagement has been key for us this year. We will continue this promotion of pharmacy for the next year with an ambitious media plan.

MEMBERS OF PARLIAMENT

As mentioned above, we continue to communicate with local MPs. Although this year we have not had an MP visit one of our community pharmacies, the next financial year will see more media work to include these key stakeholders.

LOCAL COUNCILLORS/LOCAL AUTHORITY

The LPC is keen to Engage with local councillors across the county and city area. We have made significant progress building relationships with commissioners in the two local authorities.

HEALTH AND WELLBEING BOARD

Health and Wellbeing Boards (HWB) have a wide remit across the new health and care system, providing strategic oversight and bringing together all the local commissioners. The development and publication of the Pharmaceutical Needs Assessment (PNA) is now the responsibility of the Staffordshire HWB and Stoke HWB. The Joint Strategic Needs Assessment (JSNA), the Joint health and Wellbeing Strategy (JHWS) will inform the preparation of the PNA which will be used by NHS England to determine some applications for pharmacy market entry. During the year the LPC has attended a number of Health and Wellbeing Board engagement events.

The Health and Wellbeing Board (HWB) has a clear systems leadership role and is part of a wider system. Underpinning the Health and Wellbeing Board are three strategic partnership groups in the city, the Adults Strategic Partnership (ASP), the Children and Young People's Strategic Partnership and the Responsible Authorities Group. I am

pleased to report that I am now Vice Chair on the ASP board. Being in this role, on the ASP board, will allow me to emphasize the important role that pharmacy can play locally in achieving the HWB strategy to keep our children and vulnerable adults safe.

COMMISSIONERS

Both North Staffordshire and Stoke-on-Trent areas have operating CCGs and the LPC have continued to work to develop relationships with the two organisations. The two CCGs are working very close and also share many of the workforce however, they still remain a separate entity with different priorities. The LPC has continued to sit on the governing board of North Staffs CCG and for Stoke-on-Trent CCG the LPC is part of the planning committee which meets once a month.

The LPC also represented Community Pharmacies on the following committees and groups:

- Area prescribing committee
- Joint Medicines Management optimisation committee
- EPS steering group
- LIN (local intelligence network)
- LPN committee
- CRI substance misuse group
- Patient forums
- Patient congress
- Health watch
- North Staffs CCG board
- Stoke CCG planning committee
- long-term conditions committee which includes diabetes, respiratory, cardiovascular.

LOOKING AHEAD | FIFTEEN

As I write this report I understand we have had a bad year for Community Pharmacy, but I urge all of my fellow pharmacy teams and contractors not to give up. I still believe that Community Pharmacy is well placed to provide accessible, high quality care to all and would urge everyone to offer the best service they can for their patients. We will not give up the fight and will continue to lobby and fight for the invaluable contribution you all make to an ever-stretched Healthcare Service.

Myself and the committee are committed to helping local pharmacy contractors provide an NHS pharmacy service of the highest quality by offering support and advice to pharmacy contractors. We will continue to engage with local commissioners and explore new ways of working locally to enhance the role of community pharmacies and ensure that community pharmacy is recognised and has a voice in the development plans that are going on locally e.g. the Stoke and North Staffs Sustainability and Transformation Plan (STP) and supporting the CCG in achieving the objectives in the GP Forward View.

For the future year, the LPC will be also concentrating on extending our media work. This will be in conjunction with South Staffordshire LPC. We intend to extend our team in order to help contractors maximise their income through delivering all available services.

FINANCE REPORT | SIXTEEN

Elissa took over from Margaret Youd as North Staffs and Stoke LPC treasurer in May 2015. She was supported in her role by the LPC finance sub-committee which consists of Mike Connolly and Sue Adams. The LPC budget was prepared to show predicted expenditure in 2016-17 and is linked to the LPC business plan. We currently have two bank accounts with Lloyds bank and one business saver account with Nationwide. It was agreed by LPC members that to be protected by the bank under the financial compensation scheme, it would be beneficial if we put the LPC reserve money into the saver account. The Business account in Lloyds is where the contractor levies are received and the Treasurer account is where the day to day banking occurs such as payment of invoices and wages. The Business account currently holds allocated funds for services and projects.

Our income was primarily from the LPC Levy. The levy was collected monthly from all Pharmacy Contractors providing services within the two local areas (North Staffordshire and Stoke-on-Trent) and was remitted to the LPC by the Prescription Pricing Division of the NHS Business Services Authority. Some additional payments from organisations to run services, training events, advertising ect. These are classed as allocated funds Despite having to pay a Special Levy payment to the PSNC for the Judicial Review, our reserves are within the agreed levels.

The accounts cover North Staffs and Stoke Pharmacy Committee during the period 1st April 2016 to 31st March 2017. The business accounts are audited annually by a chartered accountant. The financial statements are listed in Appendix 1.

Individual members' expenses have been recorded for the past year. A copy is shown in Appendix 2. The amount for each member is that which each member has been reimbursed by the LPC. This is the cost of training courses attended, locum cover whilst attending courses, travel expenses incurred and locum costs to cover attendance at LPC meetings. All expense claim forms, invoices and supporting documents are available for examination at LPC meetings. These documents can be viewed by contractors and if you wish to do so please feel free to contact the LPC office.

APPENDIX ONE

	31 March 2017		31 March 2016	
	£	£	£	£
Income				
Levy	120000		120000	
Sundry receipts	4268		7700	
Deposit account interest	<u>259</u>	124527	<u>41</u>	127741
Expenditure				
PSNC levy	63003		34050	
Staff costs	55119		56988	
Rent	1847		0	
Telephone and postage	854		871	
Duplication and stationery	4459		3167	
Locum costs and travel	14511		15936	
Licences and insurance	55		53	
IT	378		0	
Call to Action	1959		1444	
Sundry expenses	689		119	
Health literacy & Continence project costs	0		3930	
LPN Bursary Fund	0		3381	
Accountancy & other professional fees	<u>1150</u>	144024	<u>816</u>	120755
Surplus/(Deficit) for the year		<u><u>-19497</u></u>		<u><u>6986</u></u>

BALANCE SHEET

Lloyds Treasurers account	4732		2624	
Lloyds Instant account	26549		102767	
Nationwide account	<u>50229</u>	81510	<u>0</u>	105391
Loans to LPC's		4095		0
PAYE creditor		-1613		-1902
Accruals		<u>-480</u>		<u>-480</u>
		<u><u>83512</u></u>		<u><u>103009</u></u>
Retained funds brought forward		103009		96023
Surplus/(Deficit) for the year		<u>-19497</u>		<u>6986</u>
		<u><u>83512</u></u>		<u><u>103009</u></u>

APPENDIX TWO

Member	May	July	September	November	January	March
Tania Cork	√	√	√	√	√	√
	A	A	√	√	√	√
Nita Allen						
	√	√	√	N/A	N/A	N/A
Elissa Pateman						
	√	A	√	√	√	√
Clare Stott						
	√	√	√	√	√	√
Rebecca Norton						
	√	√	√	√	√	√
Ernie Amoako						
	√	√	√	A	√	√
Sue Pitt						
	√	√	√	√	A	A
Mike Connolly						
	√	√	√	√	√	√
Sue Adams						
	√	√	A	√	√	√
Raj Morjaria						
	√	√	√	√	√	√
Greg Hyde						
	√	√	A	√	√	√
Hema Morjaria						
	√	√	A	A	N/A	N/A
Paul Insley						
	A	√	√	A	√	√
Assie O'Connor						
	√	√	A	A	A	A
Jackie Eeles						