

LPC Self Assessment

LPC Name	Community Pharmacy Norfolk & Suffolk
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Organisation size guide	
Please enter the number of contractors in your LPC area	271
Please enter the number of NHS ICS covered	2 currently, soon to be 1 merged NHS Norfolk & Suffolk ICB
Please enter the number of Top Tier Local Authorities covered	2 - Norfolk CC and Suffolk CC
LPC Executive team details	Chair: Nick Smith Vice-Chair: Mike Hebron Treasurer: Chris Ball Joint Chief Officers: Tony Dean & Lauren Seamons
Authors	Tony Dean & Lauren Seamons
List those involved in completing this self-assessment	All LPC Committee Members & Staff
Date	18 th March 2026



Governance

High standards of corporate and personal conduct are a requirement for the LPC and its members and all aspects of the LPC's operations must be open to scrutiny. To achieve these standards, frameworks, procedures and the necessary values and behaviours need to be in place and that: making sure the LPC is acting transparently, honestly in the interests of all contractors and not in the self-interest of its members. Accordingly, 'Governance' is the first and one of the longest sections of the tool.

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Written Governance Arrangements	LPC members may be aware of the LPC governance requirements, but the LPC has not adopted the latest model constitution and/or the Governance Framework.	LPC has adopted the model constitution, adopted the new Governance Framework and Code of Conduct and published on the website.	As Amber Level, plus the LPC also has either: a lead LPC member for governance; or a governance subcommittee who have the confidence and competencies to respond effectively to sensitive governance issues. There are regular reports provided to the main committee.	Website, meeting minutes etc.
Declarations of Interest	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 Officer have signed declarations of interest, and these have all been updated within the last 15 months.	As Amber Level, plus the declarations of interest are published on the website.	On website. Updates requested at every LPC meeting
Chief Officer and other roles	LPC does not yet have an agreed job description for the role written. Employed Role - There is no signed contract of employment.	LPC has a job description written for the role and agreed using the CPE model as a basis. Employed Contract - There is a signed	As Amber Level, plus there is a Chief Officer in post who has structured meetings at least twice a year with at least one nominated	Contracts and appraisal (360 degree) records available to Members



	<p>Self-employed or limited company arrangement – Contractual arrangements have not been reviewed to check employment status. Non-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.</p>	<p>contract of employment in place using the Clyde & Co LLP drafted LPC templates. Annual reviews/appraisals are linked to LPC priorities and personal development plan in place with measurable personal performance management targets set. Non-employed Contract – A contract is in place using the Clyde and Co LLP template and employment status has been established. There is a regular review of service delivery against the contract for services and LPC Work Programme.</p>	<p>committee member that includes: Employed Contract – A review of performance against targets. Contract for Services – A review that the terms of the contract are being fulfilled by using the Clyde and Co LLP Template, reviewed annually.</p>	
<p>LPC Reporting</p>	<p>Chair or Chief Officer provides verbal reports on LPC activities to the Committee.</p>	<p>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.</p>	<p>As Amber 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 or as part of</p>	<p>Committee disagree that extensive written reporting of every meeting is necessary or cost-effective. CO's provide reports on workstreams and invite key partners to LPC meetings.</p>



			reporting on the operating plan.	
LPC Agendas and Minutes	Agendas and minutes of meetings of the LPC are not routinely made available to pharmacy owners.	Pharmacy owners can view the LPC meeting agenda before each meeting and minutes via the LPC website within 3 working days of them being accepted, except any redacted parts.	As Amber Level, plus any confidential business described within the minutes sufficient for readers to understand that a matter was discussed.	
Chief Officer and Treasurer Roles	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 Amber 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.	
Policies and procedures	No structured approach to policies and procedures.	Has the required policies and procedures in place including adopting Clyde and Co LLP employment procedures and that the Committee has assurance and oversight of these.	As Amber Level, plus published relevant policies and procedures and has undertaken an audit of these within the last 12 months.	Website, minutes etc. Policies recently reviewed and due to be ratified at new committee cycle in April 2027.



Business and Strategic Planning

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Strategic Plan	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 reviewed in the last 15 months.	LPC has a Strategic Plan that provides a vision for community pharmacy and for developing the local market for pharmacy services. The Strategic Plan has been reviewed and refreshed by the committee in the last 15 months. The Strategic Plan has been shared with the local commissioners and pharmacy owners.	As Amber Level, plus the plan has been reviewed and refreshed by the committee in the last 12 months within a programme of planned review and aligns to the 'Vision for Community Pharmacy'.	"Plan on a page" etc. on website. Full review of this due soon, but ICB restructuring etc. means the revisiting of partner/stakeholder mapping is still somewhat unclear- make ongoing revisions and revise fully in June/July 2026
Work Programme	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 Amber Level, plus the Programme is typically reviewed formally at each committee meeting with areas showing slower than expected progress highlighted and contingencies prepared together with budgetary controls.	Staff review workstreams, planning and resource at weekly online meetings, then at bi-monthly F2F meetings. Action plans reviewed at every LPC meeting



LPC Management and Structure

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Operational Capacity	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 implemented within 6 months of that decision.	As Amber Level, but the review of the Work Programme is undertaken at each LPC meeting.	As above. Some current uncertainties due to ICB merger etc. mean capacities require review when things become clearer.
Capability and Expertise	LPC has not formally identified or reviewed the additional capability and expertise needed by the LPC to work successfully in the current commissioning and support environment within the last 15 months.	LPC has formally identified capability and expertise needed by the LPC to work successfully in the current commissioning and support environment within the last 15 months and, where necessary, has secured access to those identified resources and expertise to draw on when required.	As Amber Level, plus the LPC reviews progress and cost at each meeting, taking action as appropriate.	Member skills exercise completed within last 15 months, and all staff have development plans, with budget for this included in planning.



<p>Size and Structure</p>	<p>LPC has not responded to the RSG proposals in full 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.</p>	<p>LPC has responded to the RSG proposals and discussed 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.</p>	<p>As Amber Level, with systems to review ahead of the next election in 2027, where supported by pharmacy owners considered boundary, size of LPC and where possible more closely aligning with the local NHS.</p>	<p>ICB merger will mean LPC fully contiguous with one new ICB. Contractor number and finances stable and viable.</p>
<p>Working Together to Support Capacity</p>	<p>As above and 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 24 months.</p>	<p>LPC has discussed both within the committee or at regional level to evaluate possible joint working, collaboration, sharing resources or any further potential for mergers with other LPCs once within the last 24 months.</p>	<p>As Amber Level, plus this discussion has led to either maintenance or development of joint working, collaboration or sharing of resources between LPCs or future merger scoping with a clear plan and timeframe agreed.</p>	<p>Regular regional meetings and sharing of attendance at key events., and bi-weekly CLOT updates and ideas sharing. CPNS would seek further collaboration, but significant ICB structural changes elsewhere in East inevitably mean the</p>



				focus of the other regional LPCs will be on their areas for some time.
Members' Competence	LPC has not formally considered member training needs in the last since the new term of office in April 2023.	<p>LPC has formally considered member training needs since April 2023 and members have attended appropriate training events where necessary to ensure the Committee has the skills to carry out its work. All LPC members (new and re-elected or re-appointed) should be provided with the following:</p> <ol style="list-style-type: none"> 1. Local induction including copies of the LPC constitution and LPC expenses policy 2. Guide for new LPC members (updated June 2023) 3. Role of LPCs – a quick guide for LPC members (updated June 2023) 4. LPC Finance Guide (October 2023) 	As Amber Level, plus a formal skills/experience audit of members of the LPC has been carried out and reviewed since April 2023. Formal consideration made for succession planning. A programme of relevant activity drafted to meet any skills needs identified has been agreed.	JCOs have been feeding into CPE support plans, and make opportunities available to members, e.g. media skills etc.



		<p>5. Employment Law briefing note: risks of liability (July 2022)</p> <p>6. LPC Competition Law Guidance</p>		
CPE Regional Representative	There is no regular invitation for the elected CPE Regional Representative to attend LPC meetings and no representatives are sent to regional LPC meetings.	There are regular regional meetings to which the elected CPE Regional Representative is invited.	As Amber Level, plus the elected CPE 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 present or answer questions and discussion.	Anil a Member of CPNS and provided with slot at every meeting
Sharing Innovation	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, with contributions to the CLOT and the Services Database.	Bi-weekly CLOT updates with other LPCs, ideas sharing section. CPNS service updated on CPE services database

Communication

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
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<p>Communications Plan</p>	<p>The LPC does not have any structured communications plan or ambitions for engagement with contractors and stakeholders.</p>	<p>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. The LPC has re-branded since 2023.</p>	<p>As Amber Level, plus the LPC has reviewed progress on the plan at least once in the past 12 months. The LPC has moved to be known as 'Community Pharmacy Local' and considered adopting the CPE/CPL branding.</p>	<p>Comms plan does require review when circumstances permit, but rebranding etc. all well-established and News/website at good standard, and appropriate ongoing social media activity</p>
<p>Communication Mechanisms</p>	<p>There has been no direct communication to contractors within the last month; any website presence has only contact details with essential news and information.</p>	<p>LPC has contacted all contractors within the last month and has various channels to do so; the LPC website uses the CPE template and standard menu including all relevant local information including services.</p>	<p>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 active social media channels and monitors engagement.</p>	<p>As above.</p>
<p>Informing Pharmacy Owners and their Teams about Commissioning Matters</p>	<p>LPC has not directly informed contractors of commissioning matters within the last four months.</p>	<p>LPC has routinely informed contractors of commissioning matters including local commissioning plans, targets and opportunities together with reports of the</p>	<p>As Amber Level, plus there are clearly identified links to the LPC Strategic Plan and Work Programme within the communications.</p>	<p>Regular updates on local and national service commissioning. Collaboration with ICB on strategic commissioning,</p>



		LPC's work on behalf of contractors to promote community pharmacy to commissioners.		currently delayed by ICB merger.
Media Relations	Appropriate LPC Officers have not had training to respond to queries from the media when asked.	Appropriate LPC Officers had training to respond to queries from the media 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 Amber 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 12 months.	
Pharmacy Owner Passive Engagement	LPC holds at least one pharmacy owner meeting a year, which may be the Annual Meeting.	LPC has a mechanism by which views expressed by pharmacy owners can be considered by the committee and a response made to the contractor. LPC holds at least one pharmacy owner meeting a year, which may be the Annual General Meeting.	As Amber Level, plus LPC regularly reminds contractors of methods by which their views can be considered by the LPC and promotes views to be shared via the CPE opinion polling.	Contractor survey completed late 2025 and feedback published in our weekly newsletter. The many CPE surveys are always supported in News, and a recent specific email was sent on the price concessions failures and need to escalate data to CPE dispensing and supply team.



<p>Pharmacy Owners Proactive Engagement</p>	<p>LPC cannot demonstrate proactively seeking views of non-LPC member pharmacy owners in advance of at least one meeting (which is not the annual General Meeting) within the last 15 months.</p>	<p>LPC can demonstrate proactively seeking views of non-LPC member pharmacy owners and representatives in advance of at least one meeting (which is not the Annual General Meeting) within the last 15 months.</p>	<p>LPC can demonstrate proactively seeking views of non-LPC pharmacy owners 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.</p>	<p>New pharmacy owners visited to offer support, explain LPC support, and to hear views. Contractor survey completed as above. Regular contact with “key influencers” in local sector.</p>
<p>Local MPs</p>	<p>The LPC know who the local MPs are but have not had any contact with them in the past 12 months.</p>	<p>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 12 months.</p>	<p>As Amber Level, plus the LPC has engaged with all local MPs and Prospective Parliamentary Candidates in some form within the last 12 months and has an ongoing relationship with at least one supportive MP.</p>	<p>Focus must shift to Member and contractor contact with MPs, as many are increasingly disinclined to deal via representative organisations. Some good key relationships exist between committee members and their local MPs.</p>



Contract Development

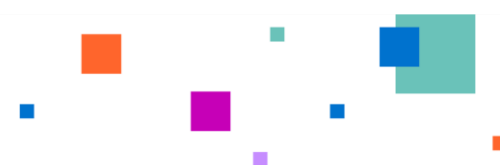
	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Essential Services	LPC is supporting contractors where requested with difficulties complying with the contract requirements to support implementation.	LPC is involved as appropriate with monitoring visits with the ICB Pharmacy Contract Team. LPC is supporting contractors where requested with difficulties complying with the contract requirements to support implementation.	As Amber Level plus provision of data to contractors to assist compliance with CPCF more broadly. Signposting to trade bodies for general business advice and to CPE for non-local NHS / CPCF matters.	LPC issues reminders based on data received. LPC Joint COs often attend ICB Pharmacy team visits to pharmacies
Advanced Services	LPC has no Work Programme to regularly review or encourage uptake and of Advanced Services and implementation of new services.	LPC has reviewed within the last 12 months how many contractors are providing Advanced Services in the LPC area. LPC support pharmacy owners with Advanced Services and works with the local NHS, GPs and others when starting Advanced Services and provide a briefing on the services and	As Amber 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.	Our strategic planning and project work is increasingly reliant on Data-informed actions and feedback, utilising both national and locally provided data sets.



		arrangements appropriate to local circumstances.		
Commissioning Environment for Local Services	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.	LPC services update includes guidance on viability considerations etc.
Negotiation of Local Services	LPC has no Work Programme to regularly review or encourage the LPC's local service negotiation.	LPC can demonstrate that they are proactively 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. The LPC uses the CPE costing briefing for Local Services.	As Amber Level, plus negotiates and develops local contracts based on national templates and frameworks where available. 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	Complex mix of direct commissioning in Norfolk, but with 3 rd party subcontracting for many services in Suffolk. Improving understanding of what community pharmacy needs in terms of commissioning.



			<p>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.</p>	
<p>Supporting Delivery of Local Services</p>	<p>LPC provides reactive support to all contractors, or individual contractors, to maintain and develop Local Service income.</p>	<p>LPC Strategic Plan and Work Programme both identify a workstream to maintain and develop Local Service income for contractors. This workstream can be demonstrated to be active.</p>	<p>As Amber Level, plus the LPC can demonstrate that they have proactively provided support to contractors to engage and deliver Local Services.</p>	<p>Yearly service guides are produced and published to ensure clarity, but decision to engage MUST be taken by contractor. Significant integration project in 2025 on advanced services. Report available.</p>
<p>CPE Services Database</p>	<p>LPC does not use the services database.</p>	<p>LPC uses but does not contribute to the services database.</p>	<p>LPC uses and has contributed to the services database in the last 12 months.</p>	



	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Stakeholder Mapping	No co-ordinated or documented approach to stakeholder management.	Completed local stakeholder mapping using CPE templates within the last 12 months	As Amber Level, plus proactively engages with identified stakeholders at agreed intervals to maintain and develop relationships.	Reports, attendance at meetings, stakeholder mapping. Will require revision shortly once ICB changes understood.
Needs Assessments and Strategic Plans	LPC may be familiar with the local needs assessments (JSNA, PNA), public health report 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 Integrated Care Board and has discussed community pharmacy's role in implementation of the commissioner's Strategic Plans within three months of publication.	As Amber 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.	LPC CO's core members of PNA steering group. New ICB commissioning strategy and plans for 2026-28 included consultation with CPNS, and brought to Committee for discussion Nov 2025.
Patients and Representatives	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 councillors and MPs) who influence planning and	As Amber Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 12 months.	Regular contact with Healthwatch. Attendance at HWB and Health Scrutiny Committees in Nov 2025 and Jan 2026 resp.



		<p>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 12 months, when the opportunity arose.</p>		
<p>General Practitioners</p>	<p>LPC has no formal plans for engaging with GPs.</p>	<p>LPC representatives meet at least twice a year with LMC colleagues or other GP leadership, such as PCN Clinical Leaders, to keep GPs informed and discuss any interprofessional issues.</p>	<p>As Amber Level, plus the LPC has actively promoted referral routes into community pharmacies from General Practice. Has ongoing funded arrangements for engagement in Primary Care Networks (PCNs)</p>	<p>Funded PCB Leads now ended, but Primary Care ambassadors in strategic plans. Significant project on PCARP service integration completed 2025 (see report). Regular meeting with LMC and ICB Pharmacy teams. Work started on potential Primary Care Collaborative work</p>
<p>Other Professionals</p>	<p>LPC may be aware of the key individuals who represent other professionals, such as other Local Representative Committees and Locality</p>	<p>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</p>	<p>As Amber Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 12-24 months.</p>	<p>Regular meetings with COs of LMC, but also LDC and LOC. Last meeting 10/2/26</p>



	Groups but does not yet have regular dialogue.	in local service delivery within the last 12-24 months, when the opportunity arose.		
NHS England Region, NHS Pharmacy Contract Teams (ICB or hosted region)	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 Amber Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 15 months.	Regular interaction with Area Team
Local Authorities	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	As Amber Level, plus the LPC has sought to proactively engage with those key individuals at least once within the last 6 months.	Will need to reach out to new Norfolk DPH when appointed and re-engage with Suffolk DPH at the appropriate time.



		public health priorities within the last 15 months, when the opportunity arose.		
NHS ICBs	LPC has no work plan to engage with ICBs and the wider system.	LPC has a work and communication plan to engage with work collaboratively with the ICBs, including the Chief Pharmacist, Community Pharmacy Clinical Leads, Provider Collaboratives (or equivalents) and other relevant parts of the ICB.	As Amber Level, plus the LPC is embedded in key workstreams or a community pharmacist or the LPC have secured involvement at Board level.	As demonstrated by 2025 significant integration project, and LPC membership of many governance groups etc.