



Annual Report and Financial Statement 2025 - 2026

Contents

Officers 2025-6	3
Chair's Welcome & Overview	4
Joint Chief Officers' Overview	5
Workstream Reports	7
1.1. National Services	7
1.2. Locally Commissioned Services	7
1.3. Workforce	7
1.4. Support for Contractors and Contractual Requirements	8
1.5. Relationships and System Leadership	8
Representation and Engagement	9
Looking Ahead	10
Governance, structure and management	11
1.6. LPC Governance	11
1.7. Committee Meetings in 2025-6	11
1.8. Members of the Committee in 2025-6	12
CPNS FINANCIAL STATEMENTS	13
Financial Report of the Committee Members	14
LPC Contact Details	22

Officers 2025-6

Chair: Nick Smith MRCPharm

Vice Chair: Mike Hebron

Treasurer: Chris Ball MRCPharm

Joint Chief Officers: Tony Dean MRCPharm & Lauren Seamons BSc

Support Officer: Charlotte Bowles

Service Support Officer: Myra Battle

Communications Officer: Kristina Boulton

The Committee shall be the “Norfolk & Suffolk Local Pharmaceutical Committee” (as required by the NHS Act 2006) and known as “Community Pharmacy Norfolk & Suffolk”.

Chair's Welcome & Overview

This has been a year of significant change and opportunity, both across Norfolk and Suffolk and nationally. Pharmacy's importance within the NHS is increasingly recognised, and the Government has begun to address the severe funding pressures of recent years. This is a welcome step towards greater sustainability, although much remains to be done.

My first year as Chairperson has been rewarding and, at times, daunting. This however has been made so much easier with the CPNS team we have in place. Their professionalism and knowledge are second to none and have helped immeasurably in guiding me and the committee through committee business and the wider primary care landscape.

Mike Hebron, our vice-chair, stood down from the committee this year and the Committee and Executive team would like to thank him. His ability to always look at things from a patients view point and while recognising what would work for contractors has been invaluable.

The work led by Tania, Tony, and Lauren, to merge Norfolk and Suffolk LPCs in April 2024, continues to pay dividends as local ICB structures come together more closely. Tony and Lauren have maintained regular dialogue with ICB colleagues and kept a good working relationship with the teams as they develop.

Charlotte and Myra have taken on the new opportunities that have arisen with all the changes. They have both shown how well they adapt to new roles and learnt new skills to maximise their achievements.

Myra has attended meetings on behalf of CPNS in the new localities as they start to develop their neighbourhood models and has also been successful in getting committee meeting sponsorship, which has contributed to minimising the cost to the committee.

Charlotte has shown considerable dedication in guiding and relaunching the Early Detection of Cancer project, despite pathway changes and challenges, showing dedication in making sure this valuable project was redesigned to allow it to continue. Charlotte has also organised the committee member visits and worked with the team to ensure the communication strategies for contractors are relevant and informative.

The whole committee is very proud of the team's achievements over a challenging year.



Pharmacy will continue to change rapidly, but I believe the team have the knowledge to identify opportunities, and the skill to help develop them with partners, to benefit patients and contractors, while managing expectations within the funding available. As the new ICB arrangements develop during 2026/27, CPNS is well placed to help shape and support the pathways that follow.

Nick Smith MRCPharm
Chairperson

Community Pharmacy Norfolk & Suffolk

Joint Chief Officers' Overview

Tony Dean & Lauren Seamons
Joint Chief Officers



The 2025-26 financial year has been one of transition, opportunity, and strategic preparation. While the national landscape has continued to evolve, Community Pharmacy Norfolk & Suffolk has focused on ensuring that the voice of community pharmacy remains influential within local decision-making, while supporting contractors to navigate an increasingly complex contractual and commissioning environment.

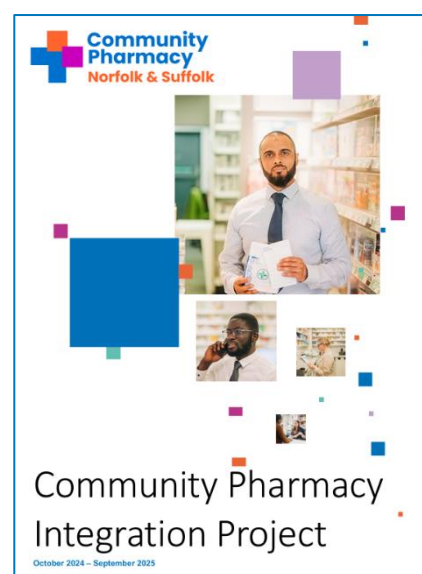
The uncertainty surrounding Integrated Care Board structures, commissioning responsibilities and wider NHS reforms has undoubtedly created challenges throughout the year. Rather than slowing progress, however, these changes have reinforced the importance of strong local relationships and consistent representation. We have continued to work constructively with Integrated Care Boards, Local Authorities, and wider system partners to ensure community pharmacy remains central to discussions around future service development and healthcare transformation.

As an organisation we have also taken time to look ahead. During the year, the Committee agreed a new Business Plan-on-a-Page format and began developing a longer-term strategic workplan aligned with Community Pharmacy England's planning framework. Alongside this, considerable work has strengthened our governance arrangements through continued constitutional review, Committee self-assessment, and financial planning, ensuring CPNS remains well placed to represent contractors effectively in the years ahead.

Supporting contractors remains at the heart of everything we do.

September 2025 saw the conclusion and final report of the Integration Project, we have continued to use data intelligently to target support where it is most needed, helping pharmacies maximise contractual opportunities while identifying wider barriers to service delivery. Learning from the project has also influenced how we approach contractor engagement, demonstrating that focused support and communications can deliver significantly greater impact.

Workforce development has become an increasingly important priority during the year. We have worked closely with our ICB partners to support independent prescribing, technician development, Foundation Training Year implementation and future workforce planning. As community pharmacy continues its evolution towards a more clinical model of care, ensuring contractors have access to the right support, information and opportunities will remain essential.





Alongside national contractual developments, significant effort has continued behind the scenes to influence local commissioning. This has included supporting Pharmaceutical Needs Assessments across both counties, contributing to commissioning discussions, negotiating improvements to locally commissioned services where appropriate, and continuing to advocate strongly for fair remuneration that reflects the true value community pharmacy delivers.

The Committee has also continued to strengthen its understanding of contractor priorities. Our annual contractor survey and subsequent "You Said, We Did" programme have provided valuable insight into where contractors most value support, allowing us to continually refine our approach and ensure our resources remain focused on areas of greatest benefit.

Looking beyond day-to-day delivery, we have invested considerable time to developing relationships across emerging Integrated Neighbourhood Teams, Place partnerships and wider primary care collaborations. These discussions may not always produce immediate outcomes, but they are essential in ensuring community pharmacy has a seat at the table as future models of care develop. Constant review of these workstreams will be a key priority of the year ahead to ensure the committee delivers value to contractors and maximises the available opportunities for utilisation of existing national services.

As always, none of this would be possible without the continued commitment and professionalism of community pharmacy contractors and their teams across Norfolk and Suffolk. Despite sustained operational pressures, workforce challenges and financial constraints, pharmacies have continued to demonstrate remarkable resilience, adaptability and dedication to patient care.

Particular recognition must also be given to the CPNS staff team. During a demanding year, they have worked with considerable flexibility and resilience to maintain support for contractors and deliver the Committee's priorities, often while operating with reduced capacity. Their professionalism, commitment to one another and determination to sustain a high-quality service have been greatly valued, and the Committee extends its sincere appreciation, particularly Charlotte Bowles and Myra Battle, for everything they have achieved.

We are equally grateful to our Committee members and to our key pharmacy, medicines optimisation and primary care contacts within the ICBs. They too have worked through significant organisational change and increasing pressures, while continuing to engage positively and constructively with CPNS. The strength, openness and continuity of these relationships remain extremely important and provide a firm foundation for the work ahead.

As the NHS continues to evolve, CPNS remains committed to ensuring community pharmacy is recognised not simply as an essential healthcare provider, but as a key strategic partner in delivering better outcomes for our local communities.

Workstream Reports

National Services

Supporting contractors to deliver national NHS services remained a key priority throughout 2025-26. Building on the success of the Community Pharmacy Integration Project, CPNS continued to work with both Integrated Care Boards to improve awareness, referral pathways and service uptake, particularly for Pharmacy First and other nationally commissioned clinical services. Targeted communications, local guidance and practical support helped contractors respond to changing contractual requirements and maximise opportunities available through the Community Pharmacy Contractual Framework.

Alongside this, CPNS supported the continued development of vaccination services, the Community Pharmacy Early Detection of Cancer Service and other national initiatives as they evolved. Working collaboratively with NHS partners, we continued to promote community pharmacy's expanding clinical role and helped ensure contractors were well positioned to deliver high-quality patient care across Norfolk and Suffolk.

Locally Commissioned Services

CPNS continued to work closely with Local Authorities and Integrated Care Boards to influence the development of locally commissioned services, ensuring they remain sustainable, accessible and appropriately valued. During the year we contributed to Pharmaceutical Needs Assessments across both counties, supported commissioning discussions and represented contractor interests during reviews of local service specifications and funding arrangements.

We remained committed to promoting fair and consistent commissioning, recognising the importance of viable local services in supporting both patient care and contractor sustainability. By maintaining constructive relationships with commissioners and responding to emerging opportunities, CPNS continued to advocate for services that deliver meaningful benefits to patients while recognising the pressures facing community pharmacy.

Workforce

Developing the community pharmacy workforce remained a significant area of focus throughout the year. CPNS worked with system partners to support independent prescribing, workforce planning and technician development, recognising that future service delivery will increasingly rely on an appropriately skilled and clinically confident workforce. We also continued to support national training initiatives and workforce development opportunities as they became available.

Alongside these activities, CPNS strengthened its engagement with education providers and workforce leads to help shape future training pathways and encourage greater participation in community pharmacy careers. Supporting contractors to prepare for forthcoming changes to clinical practice and professional roles will remain an important priority in the years ahead.



Support for Contractors and Contractual Requirements

Supporting contractors to understand and meet their contractual obligations remained a central part of CPNS's work throughout 2025-26. We highlighted national requirements and service developments through regular newsletters, website updates, targeted communications and direct responses to contractor enquiries.

This included reminders and follow-up support around key deadlines, such as the Community Pharmacy Assurance Framework and Data Security and Protection Toolkit, alongside guidance on NHSmail, Nominations guidance, changes to pharmacy and superintendent information, and the implementation of national services. Where requirements were unclear or created wider concerns, CPNS sought clarification from commissioners and national bodies and escalated issues on behalf of contractors.

Alongside communications issued to all pharmacies, the team provided tailored support to individual contractors. This ranged from answering specific contractual and service queries and signposting to relevant resources, to pharmacy visits and more detailed assistance where contractors needed help identifying gaps, understanding expectations or preparing for assurance activity. Our aim has been to provide proportionate, practical support while helping contractors retain ownership of their own responsibilities and decisions.

Feedback from the annual contractor survey, direct conversations and the subsequent "You Said, We Did" response has continued to shape this work, helping us focus our support on the areas contractors consider most valuable.

Relationships and System Leadership

Strong relationships remain fundamental to the way CPNS operates. Throughout a period of significant organisational change across the NHS, we continued to work collaboratively with Integrated Care Boards, Local Authorities, Community Pharmacy England and a wide range of healthcare partners to ensure community pharmacy remained fully represented within strategic discussions.

We recognised that the restructuring of the ICBs created considerable upheaval and uncertainty, with the potential to disrupt established relationships, commissioning arrangements and continuity of work. Throughout this period, the professionalism and continued focus of ICB pharmacy, and wider medicines optimisation colleagues, has been greatly appreciated. Despite the pressures they faced, they remained committed to constructive engagement, appropriate commissioning and keeping patient needs at the centre of decision-making.

As integrated neighbourhood working and place-based commissioning continue to develop, CPNS has sought to strengthen its influence across emerging partnerships while maintaining constructive challenge where appropriate. These relationships provide important opportunities to shape future services and ensure community pharmacy is recognised as an essential part of the wider primary care system.

Representation and Engagement

Representing the interests of community pharmacy contractors continues to underpin all aspects of CPNS activity. Throughout the year we engaged with contractors through visits, surveys, meetings and regular communications, ensuring local experiences informed both regional and national discussions. We also continued to contribute to consultations and policy discussions affecting community pharmacy across Norfolk and Suffolk.

Beyond contractor engagement, CPNS represented community pharmacy across a broad range of NHS and local authority forums, providing experienced input into commissioning, service development and wider healthcare planning. By maintaining an active presence across the system, we continue to ensure that the expertise and contribution of community pharmacy is recognised within local decision-making.



Attendance, and indeed inclusion, in discussions at national forums and local events also shone a spotlight on the work and contribution of the sector in Norfolk & Suffolk. This included the national chairs forums, CPE roadshows, visits from MPs as well as visits from nationally recognised healthcare leaders.





Looking Ahead

The pace of change across community pharmacy shows little sign of slowing. Independent prescribing, continued service expansion, workforce transformation and evolving NHS structures all present both opportunities and challenges for contractors over the coming years. CPNS will continue to work proactively with system partners to ensure community pharmacy is well positioned to contribute to these developments.

Our priorities for the year ahead remain clear: supporting contractors to deliver sustainable, high-quality services, integration of pharmacy service within neighbourhood planning, strengthening local commissioning, developing the workforce and ensuring community pharmacy has a strong voice in shaping future healthcare across Norfolk and Suffolk.

A particular opportunity lies in working more closely with ICB pharmacy and medicines optimisation teams, general practice, wider primary care colleagues and emerging neighbourhood partnerships. By building on these relationships, we will seek to improve how community pharmacy is integrated into local care pathways, ensure its clinical capacity is used effectively and develop services that respond to the needs of patients and local communities.

Through a combination of practical contractor support, constructive challenge and collaborative system leadership, CPNS will continue to champion community pharmacy as an essential and increasingly integrated part of the local NHS.

Governance, structure and management

LPC Governance:

Community Pharmacy Norfolk & Suffolk have adopted all national updates to governance policies. For more information, please see; [Governance Documents – Community Pharmacy Norfolk and Suffolk \(cpns.org.uk\)](https://cpns.org.uk/Governance-Documents)

Committee Meetings in 2025-6

Six face-to-face full-day LPC meetings were held in 2025-6, including the AGM which had an online attendance option.

These were:

Wednesday 21st May 2025 – Diss Business Hub

Wednesday 23rd July 2025 – Diss Business Hub

Wednesday 17th September 2025 inc. AGM– Diss Business Hub

Wednesday 26th November 2025 – Diss Business Hub

Wednesday 21st January 2026 – Diss Business Hub

Wednesday 18th March 2026 – Diss Business Hub



Members of the Committee in 2025-6

Committee Membership remained stable in 2025-6, with the only change occurring outside of this reporting period, when Mike Hebron sadly stepped down, and welcomed, returning CCA member, Katie Steels in May 2026.

We are extremely grateful to Mike for his long and active service to CPNS and the former Norfolk LPC. His strong focus on patient care is something our Committee will continue to prioritise into the future.

The composition of the Committee with regard to proportionality of representation is kept under regular review. It may be noted that CPNS consciously ran with one Member vacancy this year, as a Committee of 11 best fit the Contractor profile. The process for electing/appointing a new Committee will commence in October 2026, with a new Committee taking office in April 2027, during which we will consider the best representative position.

CPNS remains grateful to all our Members. Attendance this year was strong, and our members input, commitment, and support for the employed team is truly valued.

Committee Role	Name of Member	Contract or Group	Attendance (of 6)
Chair	Nick Smith	IND	6/6
Vice Chair/Treasurer	Chris Ball	IND	6/6
Vice-Chair	Mike Hebron	CCA	5/6
Member	Jainaba Njie-Bright	CCA	5/6
Member	Ashley Parker	CCA	4/6 (1 paternity leave)
Member	Junchao Jiang	IPA	6/6
Member	Greg McCarthy	CCA	6/6
Member & CPE Regional Representative	Anil Sharma	IND	5/6
Member	Simon Ingham	IND	4/6
Member	Gurpreet Kular	IND	5/6
Member	Melissa Peet	IND	6/6 (1 mat leave covered)
Vacancy	See notes above		

CPNS FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Accountants
Larking Gowen LLP
Prospect House
Rouen Rd
Norwich
NR1 1RE

Contents:

Financial Report of the Committee Members
Statement of the committee members Responsibilities
Income and Expenditure Account
Balance Sheet
Notes to the Accounts
Accountants report



NORFOLK & SUFFOLK LPC

Financial Report of the Committee Members

Year ended 31 March 2026

Principal Activities

NORFOLK & SUFFOLK LPC is a Local Pharmaceutical Committee ("LPC") acting in the role of a local NHS representative organisation.

Our goal is: To represent community pharmacies, working in collaboration with others, to improve the health and well-being of the people in our counties.

The Committee

NORFOLK & SUFFOLK LPC is an association whose functions and procedures are set out in our Constitution [and rules].

During the year ended 31 March 2026 NORFOLK & SUFFOLK LPC had 11 members on its main committee as follows:

6 members from INDEPENDENT PHARMACIES

4 members from the CCA

1 member from the IPA

At the date of this annual report there was one unfilled vacancy from which the committee will look to fill when a Pharmacy is found that meets their goals in due course.

A non-executive chair.

All members have continued to adhere to corporate governance principles adopted by the Committee and the code of conduct.

Overview

Please refer our Annual Report for details of our work during 2025-26

Total income was c. £4.4K greater than in 2024-25, despite CPNS providing a one-month levy holiday this year. This is largely due to an increase in external income, as the employed team continues to take on appropriate projects funded by local commissioners.

External income received during the year included an extension to the support for the Early Detection of Cancer project in Norfolk, along with significant ICB funding for the support and integration of pharmacy services as well as facilitating training for clinical note taking and the expanding roles of Pharmacy technicians, including the delivery of patient group directions (PGDs). Some funding for these activities was received late in the 2024-25 financial year, for which the associated delivery costs were incurred during the 2025-26 financial year.

Consistent sponsorship for our Committee meetings from pharmaceutical companies, following industry guidance and best practice, also supported delivering value for levy-funded activities.

Costs reported under 'Office and Equipment Repairs' and 'IT Support' were c.£5.5K less in 2025-26 than the previous year, reflecting additional merger-related system and equipment costs incurred during 2024-25. Some savings were also due to the utilisation of in-house skills, though going forwards we may need to release team capacity by outsourcing this work to our IT support provider. Professional Fees costs were £8.2K higher, primarily due to HR support requirements.

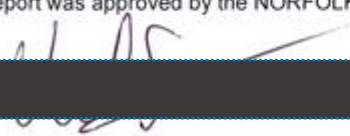
Project costs have been separated out in the accounts this year to improve transparency and demonstrate the offset against externally funded income streams. Social media spending, as part of the Integration Project are not included in this, and Staffing costs associated with project delivery remain included within wider employment costs.

Overall the 2025-6 accounts showed a c.£18.5K surplus, however this position is significantly influenced by external income with a proportion of the associated expenditure falling into the 2026-7 financial year. Consideration of the retained reserves must reflect these future commitments.

We continue to review staffing capacity and organisational requirements to ensure we maintain high standards of contractor support and representation whilst appropriately developing externally funded opportunities.

As always, CPNS keeps our reserve funding under regular review, and we anticipate another decision on another potential levy holiday being made in December 2026.

This report was approved by the NORFOLK & SUFFOLK LPC and signed on its behalf by:



N Smith
Chair of the Norfolk & Suffolk Committee
Date: 24/06/2026

Statement of the committee members Responsibilities

The committee members are responsible for preparing the Report of the Committee Members and the financial statements in accordance with applicable law and regulations.

The committee members are required to prepare financial statements for each financial year. The committee members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The committee members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the committee for that period.

In preparing these financial statements, the committee members are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgments and accounting estimates that are reasonable and prudent;
- c) prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the committee will continue in operation.

The committee members are responsible for keeping adequate accounting records that are sufficient to show and explain the committee's transactions and disclose with reasonable accuracy at any time the financial position of the committee. They are also responsible for safeguarding the assets of the committee and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The committee members are responsible for the maintenance and integrity of the financial information included on the committee website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The committee members confirm that so far as they are aware, there is no relevant information of which the committee's accountants are unaware. They have taken all the steps that they ought to have taken as committee members in order to make themselves aware of any relevant information and to establish that the committee's accountants are aware of that information.

Income and Expenditure Account

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2026					
	Note	2026		2025	
		£	£	£	£
Income					
HHBSA Contractors		354,288.04		367,786.12	
Other income		47,406.20		37,409.60	
Meeting Sponsorships		3,900.00		600.00	
Interest Received		5,783.60		1,174.56	
			411,377.84		406,970.28
Expenditure					
<u>Staff employment cost</u>					
	2				
Gross Wages		191,899.16		183,586.24	
Employers NI		13,401.80		8,116.87	
Employer Pensions		4,246.70		4,219.11	
Locum cover		14,335.00		15,245.00	
Human resource services		1,087.20		894.00	
Training costs		529.19		2,230.50	
			225,499.05		214,291.72
<u>Establishment costs</u>					
Office and Equipment repairs		-		2,598.82	
IT Support costs		99.90		2,133.00	
Software licences		996.08		1,899.72	
Depreciation of fixtures, fittings and IT		5.19		6.92	
			1,101.17		6,638.46
<u>Meeting costs</u>					
Refreshments and catering for meetings		2,442.94		1,728.05	
Room hire for meetings		3,540.37		3,436.70	
Travel and subsistence		4,817.40		5,914.52	
			10,800.71		11,079.27
<u>Insurance, PPS, Telephones etc</u>					
Insurance costs		500.00		661.35	
Office stationary		411.17		551.31	
Postage & Carriage		600.88		713.58	
Mobile charges		1,625.96		1,391.07	
			3,138.01		3,317.31

	Note	2026		2025	
		£	£	£	£
<u>Levies and licence fees</u>					
PSNC Levy		122,566.00		121,626.67	
Accountancy Fees		2,280.00		2,598.00	
Professional Fees		14,761.90		6,527.92	
			139,607.90	130,752.59	
<u>Communications</u>					
Events – Venue Hire and Catering		-		1,136.00	
Events – Other costs		1,501.61		3,406.82	
Website Costs		-		38.36	
Social Media		2,690.02		912.93	
Project costs		7,372.06		-	
			11,563.69	5,494.11	
<u>Total costs</u>					
			391,710.53	371,573.46	
Surplus / (Defecit) before Tax		19,667.31		35,396.82	
Corporation Tax		1,098.96		223.06	
Surplus / (Defecit) after Tax		18,568.35		35,173.76	

Balance Sheet

BALANCE SHEET AS AT 31 MARCH 2026					
		2026		2025	
	Note	£	£	£	£
Fixed assets					
Tangible asset	3		15.53		20.72
			<u>15.53</u>		<u>20.72</u>
Current assets					
Current account		11,681.98		41,959.05	
TSB account (projects)		45,793.22		-	
Saving accounts		57,121.12		56,218.90	
Treasury deposit accounts		150,000.00		150,000.00	
		<u>264,596.32</u>		<u>248,177.95</u>	
Current liabilities					
Creditors: amounts falling due within one year	4	1,098.96		3,254.13	
		<u>1,098.96</u>		<u>3,254.13</u>	
Net current assets			<u>263,497.36</u>		<u>244,923.82</u>
Total assets less current liabilities			<u>263,512.89</u>		<u>244,944.54</u>
Net assets			<u>263,512.89</u>		<u>244,944.54</u>
Represented by:					
General fund					
Balance at 1 April 2025			244,944.54		127,804.78
Surplus from Suffolk LPC merger			-		81,966.00
Surplus / (Deficit) for the year			18,568.35		35,173.76
			<u>263,512.89</u>		<u>244,944.54</u>
Balance at 31 March 2026			<u>263,512.89</u>		<u>244,944.54</u>

These financial statements were approved by the NORFOLK & SUFFOLK LPC former members and signed on its behalf by:

N Smith
Chair of the Norfolk & Suffolk Committee
Date: 24/06/2026

C Ball
LPC Treasurer
Date: 24/06/2026

Notes to the Accounts

1 Accounting Policies

With the exception of some disclosures, the financial statements have been prepared in compliance with FRS 102 Section 1A and under the historical cost convention. The financial statements are prepared in sterling, which is the functional currency and monetary amounts in these accounts are rounded to the nearest £. The financial statements present information about the committee as a single entity. The following principal accounting policies have been applied:

Income and Expenditure

Both income and expenditure are accounted for on the accruals basis. The primary source of income shown in the financial statements consists of levies from NHSBA Contractors in respect of that period.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that effect the amount reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Depreciation

Depreciation is calculated on a straight line basis on computer and office equipment:

Computer and Office Equipment - 25%

Taxation

Any surplus arising from the activities of the on its non-mutual activities is subject to corporation at 19%.

Pension Costs

The amounts paid during the year are charged to the income and expenditure account.

Financial Instruments

The committee only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like other debtors and creditors. Financial assets and liabilities are recognised when the company becomes a party to the contractual provisions of the instruments.

Debtors and creditors

Basic financial assets and liabilities, including trade debtors, other debtors and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets and liabilities are subsequently carried at amortised cost using the effective interest method, less any impairment.

Going concern

The committee members consider that there are no material uncertainties about the committee's ability to continue as a going concern. In forming their opinion, the committee members have considered a period of one year from the date of signing the financial statements.

2 Employees	2026	2025
	£	£
Staff costs consist of:		
Wages and salaries	141,649.54	139,276.04
Social security costs	51,481.29	41,513.01
Pension costs	12,370.50	6,813.43
Locum cover and other employment costs	14,335.00	15,245.00
Staff expenses	529.19	2,230.50
	220,365.52	205,077.98

The salaries of the Joint Chief Executive Officers was £125,412.16 (2025: 113,370.10).

The average monthly number of persons employed during the year was 8 (2025: 8).

3 Tangible Assets

Cost	Computer and Office Equipment £	Total £
At 1 April 2025	1,744.74	1,744.74
Additions	-	-
Disposals	-	-
At 31 March 2026	1,744.74	1,744.74
Depreciation		
At 1 April 2025	1,724.03	1,724.03
Provided for year	5.18	5.18
At 31 March 2026	1,729.21	1,729.21
Net Book Value		
At 31 March 2026	15.53	15.53
At 31 March 2025	20.72	20.72

4 Creditor's: amounts falling due within one year	2026	2025
	£	£
HMRC Corporation Tax	1,098.96	223.06
PAYE, NIC and Pensions Payable	-	3,031.07
	1,098.96	3,254.13

Accountants report

INDEPENDENT CHARTERED ACCOUNTANTS' REVIEW REPORT TO THE COMMITTEE MEMBERS OF NORFOLK & SUFFOLK LPC

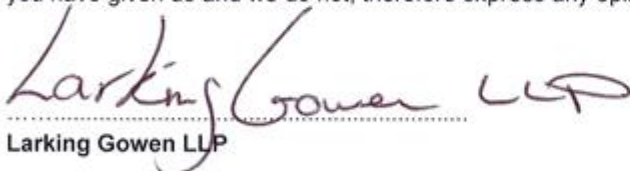
In accordance with our engagement letter dated 12 May 2025 we have prepared for your approval the financial information of Norfolk & Suffolk Local Pharmaceutical Committee for the year ended 31 March 2026 which comprises the Revenue Receipts and Payments Account and the Balance Sheet from the accounting records and information and explanations you have given to us.

As a member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at www.icaew.com/en/membership/regulations-standards-and-guidance.

Our report is made solely to the Members of Norfolk & Suffolk Local Pharmaceutical Committee. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members, for our review, for our report, or for the opinion we have formed.

You have approved the financial information for the year ended 31 March 2026 and have acknowledged responsibility for it, for the appropriateness of the financial reporting framework adopted and for providing all information and explanations necessary for its completion.

We have not verified the accuracy or completeness of the accounting records or information and explanations you have given us and we do not, therefore express any opinion on the financial information.



Larking Gowen LLP

Chartered Accountants
1st Floor Prospect House
Rouen Rd
Norwich
NR1 1RE

Date: 24/06/2026



LPC Contact Details

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