



LPC Self-Assessment

LPC Name	CPSS
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Organisation size guide	
Please enter the number of contractors in your LPC area	472
Please enter the number of NHS ICS covered	3
Please enter the number of Top Tier Local Authorities covered	4
LPC Executive team details	Julia Powell

Date	04/03/25
Author	Julia Powell
List those involved in completing this self-assessment	CPSS Team

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.	Amber Governance Framework and Code of Conduct published on website. https://surreysussex.communitypharmacy.org.uk/about-us/your-lpcs/ Governance sub-committee ToR and Lead identified on website. Reports not given to committee – add to LPC agenda for governance and finance sub-committee updates as a standing item.
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.	Amber/Green Completion rate 100%. Last updated Feb 2024. Sussex LPC – amber not published on website.

<p>Chief Officer and other roles</p>	<p>LPC does not yet have an agreed job description for the role written. Employed Role – There is no signed contract of employment. Self-employed or limited company arrangement – Contractual arrangements have not been reviewed 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>LPC has a job description written for the role and agreed using the CPE model. Employed Contract – There is a signed 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>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 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>Green Job descriptions and employee contracts all in place. Signed contract of employment using the Clyde & Co LLP drafted template. Annual reviews/appraisals linked to Annual Business Plan and personal development plan in place. KPI review of Business Plan at LPC meetings. HR Lead in place from Exec team – 6 monthly CEO performance reviews.</p>
<p>LPC Reporting</p>	<p>Chair or Chief Officer provide 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</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</p>	<p>Red Verbal updates given not on all meetings attended due to the volume. Review with LPC to look at process</p>

		an agenda item at each LPC meeting.	as part of reporting on the operating plan.	moving forward on this.
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.	Green Agendas and minutes published on website. Confidential business can be seen as discussed without detail.
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.	Amber Separate CEO and Treasurer roles. Assurance not documented – add as regular agenda item to May meetings.
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 have assurance and oversight of these.	As Amber Level, plus published relevant, has undertaken an audit of these within the last 12.	Green All policies and procedures in place audited annually via Annual Planner tracker, taken to LPC/CPSS



				Exec meetings and published on website.
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Action Plan – Governance

Action	Description	Owner	Date identified
Sub-committees	Add sub-committee reports as standing item to LPC agendas.	CEO	04/03/25 – Completed
LPC reporting	Review process for updating LPC members on all meetings attended.	CEO	04/03/25 – Completed
Treasurer Role	Add to all May meetings – documented personal assurance of independence of Treasurer.	CEO	04/03/25 – Completed

Business and Strategic Planning

Careful, realistic planning lays the foundation for a well-managed and governed LPC.

Fuller guidance for this section, including links to useful resources and a description of what your practice would have to look like in order to meet each indicator in full, can be downloaded <>

Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
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Strategic Plan	<p>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.</p>	<p>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.</p>	<p>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'</p>	<p>Green Reviewed and published annually on website. KPIs reviewed at each LPC meeting. Aligns to the Vision for Community Pharmacy.</p>
Work Programme	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Green Reviewed and published annually on website and KPIs reviewed at each LPC meeting.</p>

LPC Management and Structure

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Operational Capacity	<p>LPC has not formally considered or adjusted where necessary</p>	<p>LPC regularly reviews at least twice a year the annual Work Programme to deliver the</p>	<p>As amber Level, but the review of the Work</p>	<p>Green Reviewed and published annually on website and</p>

	operational capacity against needs within the last 12 months.	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.	Programme is undertaken at each LPC Meeting.	KPIs reviewed at each LPC meeting. Doesn't specifically mention operational capacity – added into KPIs review for 25/26.
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.	Red Add as standing item on CPSS Exec meeting agenda. Review process for identifying operational capability and expertise.
Size and Structure	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	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.	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.	Green RSG proposals implemented and in the correct structure. Note exception is Frimley ICB which is covered by 3 LPCs as the ICB is not co-terminus with county borders. Prior to next election plan to check realignment of contractors as usual.

	meet those needs at least once within the last four years.			Review of LPCs boundaries and size.
Working Together to Support Capacity	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.	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.	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.	Green Merger of East and West Sussex LPC's in July 2023. Sharing of resources across CPSS geography. Review further potential for collaboration and merger before 2027. Plan discussion in 2025 with other LPCs across the SE on sharing of resources.
Members' Competence	LPC has not formally considered member training needs in the last since the new term of office in April 2023.	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: 1. Local induction including copies of the LPC constitution and LPC expenses policy	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.	Amber Skills audit has been carried out since 2023 – although have new Sussex committee and members since then. Local induction in place. Listed named documents to be sent to new members ongoing. No specific programme of activity in place.

		<ol style="list-style-type: none"> 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) 5. Employment Law briefing note: risks of liability (July 2022) 6. LPC Competition Law Guidance 		
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 is 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.	Amber Regular invite to meetings and agenda item. Ongoing send papers and agenda to CPE Representative.
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	Green Innovation shared locally and across SE LPC's. Contributions to CLOT and

			CLOT and the Services Database.	Services Database. Sharing of practice via SE Forum. Share locally with contractors via newsletters, website, LinkedIn, WhatsApp.
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Action Plan – Management and Structure

Action	Description	Owner	Date identified
Operational Capacity	Add into KPI report a review of operational capacity.	CEO	04/03/25 – Completed
Operational Capability and Expertise	Review process for identifying operational capability and expertise.	CEO	04/03/25 – Completed
Training Needs	Annual programme of activity needed.	CEO	04/03/25 – Completed
LPC agenda and papers	Send LPC agenda and papers to CPE rep ongoing.	CEO	04/03/25 – Completed

Communication

	Red level: Inadequate	Amber level: adequate	Green Level: Good	Evidence available
Communications Plan	The LPC does not have any structured communications plan or ambitions for engagement with contractors and stakeholders.	The LPC has a communications plan which sets out how it will engage with contractors, e.g., through meetings, the LPC website and email newsletters. The plan	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	Green Communications plan included in the Annual Operating Plan includes key stakeholders. Review of KPIs at each LPC

		also identifies key stakeholders. The LPC has re-branded since 2023.	Local' and considered adopting the CPE/CPL branding.	meeting. Rebranded with CPL branding.
Communication Mechanisms	There has been no direct communication to contractors within the last month; any website presence has only contact details with essential news and information.	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.	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 active social media channels and monitors engagement.	Green Website includes up to date information. Regular review of website information to ensure up-to-date and relevant. Direct weekly newsletter to contractors and direct email contact when appropriate. Monthly deadline tracker. Social media usage increasing via LinkedIn and WhatsApp.
Informing Pharmacy Owners and their Teams about Commissioning Matters	LPC has not directly informed contractors of commissioning matters within the last four months.	LPC has routinely informed contractors of commissioning matters including local commissioning plans, targets and opportunities together with reports of the LPC's work on behalf of contractors to promote community pharmacy to commissioners.	As Amber Level, plus there are clearly identified links to the LPC Strategic Plan and Work Programme within the communications.	Amber Regular updates on local service commissioning. Do not routinely update beyond LPC members on work on the Annual Operating Plan. Further communications needed on work of the LPC.

<p>Media Relations</p>	<p>Appropriate LPC Officers have not had training to respond to queries from the media when asked.</p>	<p>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.</p>	<p>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.</p>	<p>Red No media training taken place.</p>
<p>Pharmacy Owner Passive Engagement</p>	<p>LPC holds at least one Pharmacy Owner meeting a year, which may be the Annual Meeting.</p>	<p>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.</p>	<p>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.</p>	<p>Green Hold AGM annually and a f2f Pharmacy Contractor Event every 18 months. Survey prior to LPC meetings and views sought via website. Including new LPC member questions prior to each meeting to capture contractor feedback. Promote via newsletter the CPE opinion polling.</p>
<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</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</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</p>	<p>Amber Prior to LPC meetings views sought via website. https://surreysussex.communitypharmacy.org.uk/about-us/what-do-you-want-</p>

	annual General Meeting) within the last 15 months.	Annual General Meeting) within the last 15 months.	Meeting but is not the views on the Annual Report or Accounts) within the last 15 months.	raised-at-your-next-lpc-meeting/ LPC member questions prior to each meeting to capture contractor feedback.
Local MPs	The LPC know who the local MPs are but have not had any contact with them in the past 12 months.	The LPC has contacted at least one MP in their area via email; or has hosted a visit to a community pharmacy; or has met directly with an MP within the last 12 months.	As Amber Level, plus the LPC has engaged with all local MPs and target Prospective Parliamentary Candidates in some form within the last 12 months and has an ongoing relationship with at least one supportive MP.	Amber Engaged with all MPs and attended community pharmacy visits. No specific ongoing relationship in place.

Action Plan – Communication

Action	Description	Owner	Date identified
Communications on work of LPC	Ongoing newsletter articles at least fortnightly on work of LPC.	CEO	04/03/25 – Completed
Media Training	Complete Media training for CPSS team and named LPC members	CEO	04/03/25 – To complete Available from CPE second half of 25/26.
Contractor feedback	LPC members to obtain feedback from contractors on key questions prior to each LPC meeting.	CEO	04/03/25 – Completed

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.	Green Newsletter articles on support available. Document on CPCF visits and common issues on website and for signposting to. https://surreysussex.communitypharmacy.org.uk/wp-content/uploads/sites/127/2024/06/Community-Pharmacy-Assurance-Framework.pdf Attended two CPCF monitoring visits with the ICB team in the last 12 months. Individual support provided to those pharmacies experiencing difficulties complying to contractual requirements.
Advanced Services	LPC has no Work Programme to regularly review or encourage uptake and of	LPC has reviewed within the last 12 months how many contractors are providing	As Amber Level, plus the LPC reviews at least every 4 months both the number of	Green Service provision and contractor data reviewed

	Advanced Services and implementation of new Services.	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 arrangements appropriate to local circumstances.	contractors providing Advanced Services together with the level of delivery and reviewing the Work Programme accordingly.	at every LPC meeting together with the Annual Operating Plan.
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.	Amber Information provided on the website of the local commissioning arrangements. No ongoing plan to inform contractors of commissioning landscape – plan to do a series of newsletter articles and further updates to the website.
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.	As Amber Level, plus negotiates and develop local contracts based on national templates and frameworks where available. Where LPC has successfully negotiated	Amber Services provision maintained and renegotiated ongoing. Services costing tool in place – reviewed against CPE tool.

		<p>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.</p>	<p>a new Local Service, this is for a period approved by the LPC to ensure successful implementation, sustainability and return on investment and LPC has highlighted to contractors any significant changes or key requirements of new contractual arrangements. If no new services have been negotiated within the last 15 months, then the Work Programme has these actions explicitly stated.</p>	<p>Services RAG tool in final stages of development.</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>Amber Annual Business Plan in place for local services and active communications sent out to contractors. Provide service clinic dates ongoing. Organise webinars and f2f events for local services. Review need for direct support visits.</p>

CPE Services Database	LPC does not use the services database.	LPC uses but does not contribute to the services database.	LPC uses and has contributed to the services database in the last 12 months.	Green Uses and has contributed to the services database in the last 12 months.
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Action Plan – Contract Development

Action	Description	Owner	Date identified
Commissioning landscape	Commissioning landscape – plan to do a series of newsletter articles and further updates to the website.	CEO	04/03/25 – Completed
Services RAG tool	Services RAG tool to be completed for all services.	CEO	04/03/25 – To complete
Supporting contractors	Review need for contractor visits.	CEO	04/03/25 – Completed

Stakeholder Relationships

	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.	Red Check for CPE template and complete for stakeholder mapping.
Needs Assessments and Strategic Plans	LPC may be familiar with the local needs	LPC has identified the key individuals who influence planning and strategic	As Amber Level, plus the LPC discusses the role of Community Pharmacy with	Green Familiar with local needs assessments. Contributing

	assessments (JSNA, PNA), public health report and commissioning strategic plan but does not yet have regular dialogue to influence.	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.	those key individuals before the publication of the commissioner's Strategic Plans with the aim to embed that role within those plans.	to new JSNAs e.g. Surrey Sexual Health, ICB plans on People Plan, strategy.
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 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.	As Amber Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 12 months.	Amber Engage with Healthwatch across the geography. Engagement with other VCSE organisations ongoing. Met with MPs and attendance at INT/ICT meetings and discussed what CP can offer. Attend patient meetings e.g. Hangleton and Knoll Project.
General Practitioners	LPC has no formal plans for engaging with GPs.	LPC representatives meet at least twice a year with LMC colleagues or other GP leadership, such as PCN Clinical Leaders, to keep GPs	As Amber Level, plus the LPC has actively promoted referral routes into Community Pharmacies from General Practice. Has ongoing funded	Green Meet monthly with LMC and attend LMC/ICB Liaison meetings. Ongoing promotion of Advanced Services with local GP

		informed and discuss any interprofessional issues.	arrangements for engagement in Primary Care Networks (PCNs)	Practices. Currently ongoing funding in place for CP PCN Leads.
Other Professionals	LPC may be aware of the key individuals who represent other professionals, such as other Local Representative Committees and Locality Groups but does not yet have regular dialogue.	LPC has identified the key individuals who represent and influence other professionals and has taken the opportunity to discuss the role that Community Pharmacy does and can play in local service delivery within the last 12-24 months, when the opportunity arose.	As Amber Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 12-24 months.	Green Engage with other groups e.g. LDC and LOC where the opportunity arises. Attend INT meetings, workforce events, GP prescribing meetings in Surrey, LNC meetings, GP PLTs, practice manager forums, meetings with acute trusts to discuss services, DMS, smoking, PF.
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	As Amber Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 15 months.	Green Regular weekly/fortnightly meetings with SE Pharmacy Commissioning Hub and ICB CP Clinical Leads. Monthly meetings with Regional NHSE Pharmacy Leads.

		last 15 months, when the opportunity arose.		
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 public health priorities within the last 15 months, when the opportunity arose.	As Amber Level, plus the LPC has sought to proactive engage with those key individuals at least once within the last 6 months.	Green Regular meetings with Public Health Teams in the Local Authorities. Involvement in other working groups e.g. West Sussex Reducing Drugs Reducing Deaths, Surrey SHOG.
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.	Green Embedded in key workstreams e.g. Sussex Primary Care Provider Collaborative Board and the Committee in Common. In Surrey the Primary Care Advisory Forum and the Primary Care Commissioning Committee.



Action Plan – Stakeholder Relationships

Action	Description	Owner	Date identified
Stakeholder Relationships	Check for CPE template and complete for stakeholder mapping.	CEO	16/03/25 – Completed