Page 1: Information

- This independent review of structures, processes and roles in LPCs and PSNC is being carried out by a team at University of East Anglia and University of Bristol.
- The questions in this survey were compiled following a series of eight regional focus groups and interviews with LPC members and contractors.
- There are multiple sections to the survey covering all elements of LPCs and PSNC.
- You will need to complete all the questions in one session (which is why we have attached a Word/PDF version if you wish to use this to think about your opinions in advance of completing it online).
- The first part of the survey focusses on questions about LPCs and PSNC in general. The second part will focus on specific LPCs and you will have the option of completing this section more than once if you have contracts in different areas.
- We ask for demographic data to enable reporting of the breadth of responses; however you will not be personally identified in the survey and all results will be anonymised.
- The survey will close on Saturday 29th February 2020 at 23:59.
- The survey contains a significant number of open-ended boxes for you to convey your opinion. Please ensure that these are answered in as succinct a way as possible as this will facilitate analysis and interpretation.
Please tick 'yes' below to say that you agree to us using your data for the purposes of analysis. You will need to say you agree to our using the data in the analysis to take part.

☐ Yes
☐ No
The first part of the survey focusses on questions about LPCs and PSNC in general.

There are eleven sections in this part.
2. What type of contractor are you? *Required

- AIMp
- CCA
- Independent

3. How many pharmacies do you own or manage? *Required

Please enter a whole number (integer).
4. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The current structure of representation of community pharmacy contractors is fit for purpose.

4.a. Please explain your response to the above question.
5. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand what the PSNC does for me</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The PSNC represents my voice effectively.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The PSNC understands my needs as a contractor.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The PSNC has a clear vision for community pharmacy.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

5.a. Please explain your response to the above questions.
6. To what extent do you agree with the following statement.

Please don’t select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 30% of the levy the PSNC provides value for money.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I am able to hold the PSNC to account.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I understand how the PSNC(s) makes decisions.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The governance of the PSNC is clear and appropriate.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

6.a. Please explain your response to the above questions.
To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I am very satisfied with communication from the PSNC.

7.a. Please explain your response to the above question.

---

How could the PSNC improve communication with yourself further?

---
9. What does the PSNC do well?

10. What does the PSNC do, which could be done better by another organisation or someone else? Please outline who you think could perform this role.

11. What should the PSNC do more of?
### Section 7: Local governance, transparency and accountability

12. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Overall I am very satisfied with LPCs in general.</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

12.a. Please explain your response to the above question.

13. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

| [ ]                                              | [ ]              | [ ]     | [ ]                       | [ ]   | [ ]            |
13. I understand how LPC(s) makes decisions.

14. Should there be a maximum number of terms of office for committee members?  

**Required**

- Yes
- No

14.a. If YES, what should inform the decision as to whether the term of office be renewed? If NO, please explain your answer.

---

<table>
<thead>
<tr>
<th>I understand how LPC(s) makes decisions.</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel able to hold LPC(s) to account.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The governance of the PSNC is clear and appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13.a. Please explain your response to the above questions.

---

**Causes of negative rating:**

- [ ] Lacking knowledge
- [ ] Inability to perform
- [ ] Inability to hold LPC(s) to account
- [ ] Uncertainty in the governance of the PSNC
- [ ] Other:

---

**Corrective actions:**

- [ ] Knowledge enhancement
- [ ] Performance improvement
- [ ] Holding LPC(s) to account
- [ ] Clarifying governance of the PSNC
- [ ] Other:

---

**Proposed solution to the problem:**

- [ ] Knowledge enhancement
- [ ] Performance improvement
- [ ] Holding LPC(s) to account
- [ ] Clarifying governance of the PSNC
- [ ] Other:
15. What are your thoughts on the inclusion of non-contract holders on the LPC?

Yes
No

16. Is it important that the LPC reflects the diversity within its constituents with respect to gender and ethnicity?  

- Yes
- No

16.a. If you answered NO please explain. If you answered YES please provide your thoughts on how this could be encouraged/achieved.
17. What are your thoughts on current number of contractors represented by your LPC?

18. How do you see the size (number of contractors) of LPCs changing in the future?
19. What could your LPC do to improve your satisfaction with their service?

20. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My levy to the LPC(s) represents good value for money.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

20.a. Please explain your response to the above question.
How should the performance of your LPC be measured to enable you to make an effective judgement regarding value for money?
Page 10: Section 8: Local Leadership

22. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand what my LPC does for me</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The LPC(s) represents my voice locally.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The LPC(s) understands my needs as a contractor.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

22.a. Please explain your response to the above questions.

23. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.
Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>□</td>
<td></td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

The current LPC structure and size enables effective engagement with the NHS.

| Links between LPCs and local organisations have translated into tangible outcomes for contractors in my area. | □ | □ | □ | □ | □ |

23.a. Please explain your response to the above questions.
**Page 11: Section 9: Communication**

24. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I am very satisfied with communication from my LPC.</strong></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

24.a. Please explain your response to the above question.

25. How could your LPC improve communication with yourself further?
Page 12: Section 10: LPC Roles and responsibility

26. Which of the following training roles do you believe LPCs should be providing from contractor levy funds?

Please don’t select more than 1 answer(s) per row.

Please select at least 6 answer(s).

<table>
<thead>
<tr>
<th>Role</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation and delivery of locally commissioned</td>
<td></td>
<td></td>
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<tr>
<td>services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation and delivery of nationally contracted</td>
<td></td>
<td></td>
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<tr>
<td>services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes to contract</td>
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<tr>
<td>Clinical skills</td>
<td></td>
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<tr>
<td>Management skills</td>
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<td></td>
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<tr>
<td>Leadership skills</td>
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</tbody>
</table>

27. Is there any other training which LPCs could provide from levy funds?

27.a. Please explain your answer to questions 26 and 27.
28. Which other roles do you think are important for LPCs to provide from the contractor levy funding?

Please don’t select more than 1 answer(s) per row.

Please select at least 14 answer(s).

<table>
<thead>
<tr>
<th>Role</th>
<th>Not at all important</th>
<th>Slightly important</th>
<th>Important</th>
<th>Fairly important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolving and supporting contract breaches and remedial notices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiating and setting up contracts for local services</td>
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<tr>
<td>Supporting innovation and initiatives within the delivery of community pharmacy services</td>
<td></td>
<td></td>
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<tr>
<td>Supporting evidence collection to inform PSNC negotiations</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Column 1</td>
<td>Column 2</td>
<td>Column 3</td>
<td>Column 4</td>
<td>Column 5</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Representing community pharmacy in the local media</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Community pharmacy representation in PCNs</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Ensuring that the Community Pharmacy voice is heard in all relevant local health bodies and initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presenting the voice of the contractor to the PSNC</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Working with other local committees to ensure that contractors are appropriately represented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providing timely information to optimise contract delivery and remuneration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting contractors to implement new national guidance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing good practice with other LPCs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
29. Please list any other roles which LPCs could provide from levy funding.

29.a. Please explain your answer to questions 28 and 29.

30. Please outline the reasons for LPCs undertaking these roles.
31. Please give examples of good practice with respect to support provided by your LPC to contractors.

32. What does your LPC do that could be done better by another body or someone else? Please outline who you think could perform this role.
33. What things do you think that the LPC may have to do differently to support contractors in the future?
34. How should LPCs/PSNC be funded? Please explain your answer.
Page 14: Part 2: Your specific LPC

The second part will focus on specific LPCs and you will have the option of completing this section more than once if you have contracts in different areas.

This part contains FOUR sections.

If you do not wish to comment on individual LPCs then please continue to the end of the survey and leave the responses blank.

If you would like someone else to comment on their LPC on your behalf then please direct them to the following survey: https://uea.onlinesurveys.ac.uk/pharmacy-representation-review-contractor-survey-final-extra which is identical to the following questions.
35. Which LPC are you commenting upon?  Optional

[Blank space]

36. What type of contractor are you?  Optional

- AIMp
- CCA
- Independent

37. How many pharmacies do you own or manage in this LPC?  Optional

Please enter a whole number (integer).

[Blank space]
38. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall I am very satisfied with my LPC.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

38.a. Please explain your response to the above question.

39. What could your LPC do to improve your satisfaction with their service?
40. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

My levy to the LPC represents good value for money.

40.a. Please explain your response to the above question.

41. To what extent do you agree with the following statement.
Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand how my LPC makes decisions.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I feel able to hold my LPC to account.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

41.a. Please explain your response to the above questions.
Page 17: Section 3: Local Leadership

42. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The LPC represents my voice locally.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The LPC understands my needs as a contractor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

42.a. Please explain your response to the above questions.

43. To what extent do you agree with the following statement.

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).
<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current LPC structure and size enables effective engagement with the NHS in my area.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Links between LPCs and local organisations have translated into tangible outcomes for contractors in my area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

43.a. Please explain your response to the above questions.
Page 18: Section 4: Communication

44. **To what extent do you agree with the following statement.**

Please don't select more than 1 answer(s) per row.

Please select at least 1 answer(s).

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither disagree nor agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am very satisfied with communication from my LPC.</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
<td>![ ]</td>
</tr>
</tbody>
</table>

44.a. **Please explain your response to the above question.**

45. **How could your LPC improve communication with yourself further?**


Thank you for taking the time to contribute to this review.

If you wish to comment on another LPC please copy this URL into your browser: [https://uea.onlinesurveys.ac.uk/pharmacy-representation-review-contractor-survey-final-extra](https://uea.onlinesurveys.ac.uk/pharmacy-representation-review-contractor-survey-final-extra)

If you would like to save a copy of your responses please download these using the link above.

---

**Key for selection options**

**35 - Which LPC are you commenting upon?**
- Avon
- Barnet, Enfield and Haringey
- Barnsley
- Bedfordshire
- Bexley, Bromley and Greenwich
- Birmingham and Solihull
- Bolton
- Brent and Harrow
- Buckinghamshire
- Cambridgeshire and Peterborough
- Camden and Islington
- Cheshire and Wirral
- City and Hackney
Cornwall and Isles of Scilly
County Durham and Darlington
Coventry
Croydon
Cumbria
Derbyshire
Devon
Doncaster
Dorset
Dudley
Ealing, Hammersmith and Hounslow
East Sussex
Essex
Gateshead and South Tyneside
Gloucestershire
Greater Manchester
Halton, St Helens and Knowlsey
Herefordshire and Worcestershire
Hertfordshire
Hillingdon
Humber
Kensington, Chelsea and Westminster
Kent
Kingston, Richmond and Twickenham
Lambeth, Southwark and Lewisham
Lancashire
Leicestershire and Rutland
Lincolnshire
Liverpool
Norfolk
Northamptonshire and Milton Keynes
North East London
North of Tyne
North Staffordshire
North Yorkshire
Nottinghamshire
Rotherham
Sandwell
Sefton
Sheffield
Shropshire
Somerset
South Central
South Staffordshire
Suffolk
Sunderland
Surrey
Sutton, Merton and Wandsworth
Swindon and Wiltshire
Tees
Thames Valley
Walsall
Wavickshire
West Sussex
West Yorkshire
Wolverhampton City