

**Transforming Pharmacy
Representation**

Programme



PSNC's Transforming Pharmacy Representation (TAPR) Programme

LPC Update: July 2022

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PSNC

Introduction



- The purpose of this slide deck is to:
 - Provide a recap of how we got here and describe the approach to implementing changes at PSNC and supporting LPCs
 - Set out implementation timelines to help LPCs plan for when support resources will be available and other critical dependencies which impact LPCs responding to the contractor vote
 - Identify where and how LPC inputs will be needed for the initial mobilisation phase

Reminder: Proposals for PSNC and the LPCs



- The Review Steering Group (RSG) published proposals for the future of PSNC and LPCs in April

[Read the proposals](#)

- All contractors in England were asked in a single vote to approve (or not) the proposals
- On 22nd June, the RSG announced the results of the contractor vote: contractors representing 68.3% of ODS codes had voted 88.6% in favour of the changes

What is the TAPR Programme?



- PSNC met early in July 2022 and considered the contractor vote result
- Given the clear mandate, the Committee agreed to take forward all of the 21 RSG proposals for PSNC, and to work with LPCs on the joint proposals
- This will be a significant body of additional work for PSNC, and in keeping with standard industry practice for change management, it is being taken forward as a distinct programme of work which will require significant additional resources (to come from PSNC's reserves)
- Taken together, all the work to implement the RSG Proposals is being called the **Transforming Pharmacy Representation (TAPR) Programme**

TAPR Objectives: Benefits for contractors



PSNC wants this transformation programme to deliver:

- Stronger negotiating and influencing capacity on behalf of the whole sector
- Enhanced governance and better decision-making
- Better use of resources and reduced duplication across LPCs and PSNC
- Stronger unity across the entire sector

And it wants contractors to have:

- More accountable representative bodies
- A stronger relationship with PSNC

TAPR: Eight key workstreams

1. Vision and Strategy
2. Influencing and Negotiation
3. Governance
4. Finance and Levy
5. LPC Support
6. Engagement and Joint Working
7. Branding and Visual Awareness
8. Communications (to support all other Workstreams)



TAPR: Eight key workstreams

1. Vision and Strategy

This will cover the development of a new shared vision for community pharmacies which can be used to inform wider pharmacy influencing work as well as PSNC's future negotiations on the CPCF. This is particularly important given that the end of the current five-year deal is approaching in April 2024.

2. Influencing and Negotiation

This is the work needed to strengthen PSNC's negotiating capacity – including allowing for more evidence gathering – and to influence effectively ahead of the next round of CPCF negotiations.



TAPR: Eight key workstreams



3. Governance

The RSG made wide-reaching proposals to strengthen governance at PSNC and the LPCs, and this workstream will see a governance review at PSNC to address these. Points to be addressed include Committee size, the ability to hear from wider groups of contractors, and the accountability of PSNC to contractors.

4. Finance and Levy

The RSG proposed a redirection of a greater proportion of contractor levies towards national work, so new LPC levies need to be calculated as one of the highest priorities.

5. LPC Support

PSNC has committed to the production of a toolkit to support LPCs to consider the proposed changes for them, and will also work with LPCs on the joint proposals. LPC support will also be embedded within the transformed Community Pharmacy England.



TAPR: Eight key workstreams



6. Engagement and Joint Working

The RSG made proposals for how PSNC should improve engagement with contractors, as well as giving them more oversight of PSNC and its activities and decisions. This workstream will explore that, as well the ongoing relationship with LPCs including through the proposed LPC Forum, and wider joint working across the sector.

7. Branding and Visual Awareness

This workstream will explore work to rename (and rebrand) PSNC as Community Pharmacy England. PSNC agreed to take this forward at its July meeting.

8. Communications

The communications workstream will support all other workstreams within the TAPR Programme. This will include issuing regular updates to contractors, engaging with wider stakeholders, and reporting progress on the Programme via status reports using a traffic-light system.



TAPR: Early priorities for 2022 delivery

Taking into account the importance of the proposals, as well as fixed deadlines and interdependencies, PSNC has identified the following as the most immediate priorities:

- Prepare a transformation toolkit for LPCs (5. LPC Support Workstream)
- Calculate the reallocation of LPC levies (4. Finance and Levy)
- Scope, plan and commission development of a new vision (1. Vision and Strategy)
- Develop a new influencing strategy (2. Influencing and Negotiation)
- Elections preparation including providing practical support for LPCs (5. LPC Support)
- Draft a new model constitution for LPCs (3. Governance)
- Propose changes to the PSNC constitution and structures (3. Governance)
- Update contractors on progress (8. Communications)
- Commission a rebranding project (7. Branding and visual awareness)

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TAPR: Timings of early priorities

Transforming Pharmacy Representation Programme

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	Workstream		Key Mobilisation Activities	Sequence	High Level Plan QTR 2 2022/23		
					July	August	September
4	Finance & levy	4.1	Reallocation of levy	1	[Yellow bar spanning July and August]		
4	Finance & levy	4.2	Business case	2			[Yellow bar in September]
5	LPC support	5.1	Transformation toolkit	1	[Yellow bar spanning July and August]		
5	LPC support	5.2	Plan and prepare practical support	1	[Yellow bar spanning July and August]		
3	Governance	3.1	Draft model LPC constitution	1	[Yellow bar spanning July and August]		
3	Governance	3.2	Draft and agree size of committee, regional structure, PSNC constitution	2	[Yellow bar spanning July and August]		
8	Communications	8.1	Communicate programme plan and mobilisation	1	[Yellow bar in July]		
6	Engagement and ways of working	6.1	Implementation approach and working with LPCs	1	[Yellow bar in July]		
7	Rebrand and visual identity	7.1	Develop rebranding strategy	3		[Yellow bar spanning August and September]	
1	Vision and strategy	1.1	Agree project approach and resourcing	2	[Yellow bar spanning August and September]		
2	Influence and negotiation	2.1	Development of influencing and external stakeholder engagement strategy	2		[Yellow bar spanning August and September]	

TAPR: Progress report



At its July meeting, PSNC reached agreement on:

- The overall programme of work to be done, and its objectives
- The eight workstreams of the TAPR programme
- The immediate priorities for the programme within those workstreams
- The need to properly resource the programme – the Resource, Development and Finance subcommittee is now considering this
- The need for the PSNC Committee to oversee progress on this work
- The need for early updates to be issued to contractors and to LPCs, followed by a more detailed workplan in the autumn

A decision was also taken by the PSNC Committee to rename PSNC as Community Pharmacy England. This project is now being scoped, and the name change is likely to take effect from April 2023.



TAPR: Next steps



- Following the PSNC meeting, work has now already commenced on the early priorities – this means progress is being made in the majority of workstreams.
- This includes work to scope and commission specific projects, to prepare for the immediate decisions that PSNC needs to take, and to develop more detailed plans for all eight workstreams of the TAPR programme.
- Another key next step is for the Committee’s resources subcommittee to decide on and allocate appropriate additional resourcing for the programme, funded from PSNC reserves.
- Contractors can expect further updates, including a more detailed programme plan with timelines through to 2024, in the autumn. PSNC is also likely to be seeking their views and input on a range of topics including developing the new pharmacy vision.

TAPR: Key dates for LPCs

July – August 2022



- Input required by LPC Chief Officers feeding back members and officers views to help review the model constitution, with first re-draft available mid-August.
- Input required by LPC Chairs and Chief Officers to shape the LPC transformation toolkit.
- Recruitment of transformation support to help LPCs at a regional level.

September 2022

- Week beginning Monday 5th September expect publication of the transformation toolkit.
- By beginning 19th September 2022 expect publication of levy information, final model constitution prior to the LPC conference.
- Thursday 22nd September – LPC Conference (in-person in Manchester and online option). Opportunity to discuss constitution and levy arrangements.

TAPR: Key dates for LPCs

Late September - December 2022

- Publication of a detailed programme plan through to 2024, detailing the 8 workstreams, leads, and inputs required from LPCs and others.
- Implementation of transformation toolkit by LPCs including discussions between LPCs at a regional level.
- Adoption of the new model constitution by LPCs and then LPC election planning.

January – March 2023

- LPC elections
- Planning for next phase of work beginning in April 2023, requiring LPC input:
 - Design and launch of the national forum of LPC representatives
 - Development of the Chief Officer network and provider company network
 - Central service development scoping – to come on stream in 2024/25



TAPR: Revising the model LPC constitution



- Revisions in line with the RSG proposals for tighter scope, governance updates and changes in the NHS.
- Initial comments from LPCs by Thursday 4th August via Microsoft Forms
 - any changes to the LPC model constitution that you would like to see?
 - any niggles and irritations that you have noticed in recent years?
 - any improvements you want to be included or have included in your constitution?
- Initial redrafting by mid-August and further iterative development working with LPCs before publication of near final drafts ahead of LPC conference in September.

TAPR: Transformation toolkit



- Development of practical materials and support to help discussions at LPC and regional level on structure, boundaries, efficiencies.
- Employment law and HR support for LPC members including a standard core suite of documents for all LPCs. Bespoke advice for LPC restructures, mergers and scoping discussions, to enable LPCs to support employees.
- Transformation Lead post to support LPCs at a regional level from September 2022.
- Looking to establish a working group of LPC chairs and chief officers to help shape the content, with input from CCA LPC support group and NPA local leads.

TAPR: Actions for LPCs



- Save the date for the LPC conference (Thursday 22nd September) registration opens end of July <https://psnc.org.uk/our-events/>
- Expressions of interest to join the transformation toolkit working group by Friday 5th August to lpc.support@psnc.org.uk
- Provide your initial comments on the LPC model constitution <https://forms.office.com/r/jTNpLMeNHL> by Thursday 4th August
- Schedule TAPR to be a standing item on your committee agenda for the rest of the 2022/23.
- Plan for LPC meetings and regional meetings **after** 22nd September to consider the new LPC model constitution, levy and finance arrangements for 2023/24 and how to implement local changes, working with neighbouring LPCs. This may require LPCs to adjust meeting schedules for the autumn.