



TAPR Summary Update: 10th September 2022

This update for LPCs and contractors provides an overview of the work underway by PSNC following the mandate from contractors to deliver the RSG recommendations. It gives a brief description for each of the Transforming Pharmacy Representation (TAPR) Programme workstreams and milestones. This work is being undertaken in support of PSNC's work to address the severe challenges faced by the sector.

Key Workstreams

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Introduction

Following on from the overwhelmingly positive support for the Review Steering Group (RSG) proposals by contractors, we have been putting into place our plans for how PSNC delivers on the changes required. In parallel to that, there has been detailed scoping of the support needed by LPCs for them to also respond to the RSG proposals.

Over the last few weeks, we have been engaging with stakeholders and LPCs to more clearly understand what they intend to do, the consequences of changes, and what support we can offer by sharing best practice and learnings from other areas. We will be responding to what we've heard soon. But, what came out clearly was that many of you wanted to better understand what PSNC was doing to deliver on the RSG proposals, what you could expect to see and by when. There was an acknowledgement of limited resources to deliver this change both in PSNC and LPCs and as such plans needed to be phased over a period of time. PSNC is also using financial reserves to fund transformation work this year and is allocating a significant amount of 2023/24 increased funding to the delivery of this programme.

Engagement in the first month of the programme has included:

- PSNC Committee has met twice to guide this work;
- Allocation of PSNC reserves to fund 2022/23 workplan
- Publication of the programme overview and creation of a dedicated point of contact;
- Seeking initial views of LPCs on the revisions to the model constitution;
- Establishing a working group of LPC chairs, members, chief officers and others to oversee the creation of a LPC transformation toolkit;
- Discussing potential changes to funding of PSNC (levy) with the joint PSNC/LPC operations team; and
- Work with the NPA and CCA LPC support teams.

This update is intended to:

- Give you an overview of the current workstreams to deliver on the PSNC RSG proposals;
- Provide a timeline of what you can expect and by when;
- Describe why some things take a bit longer than would be expected on the surface; and
- Be as transparent as possible with you about this important piece of work for the future of community pharmacy and the opportunities for engagement.

Our programme of work, known as Transforming Pharmacy Representation (TAPR), is split into 8 workstreams which between them will deliver the 21 RSG recommendations for PSNC, the 10 that relate jointly to PSNC and LPCs and support LPCs to deliver the 6 LPC- specific recommendations .

The TAPR programme is being overseen by members of PSNC at each Committee meeting. This will mean that the work remains contractor-led and in addition to all the engagement work, has significant input from contractors. Two thirds of PSNC are serving LPC members spread across England, which includes 13 regional representatives and 4 LPC chairs.

Each of these sections would be a significant piece of work on its own, so we do not underestimate the impact this will have on LPCs. We can all work together to not only hold ourselves to account but also to provide mutual support and understanding. Stronger local and national collaborative working will benefit contractors, and this was a key theme of the RSG proposals which contractors approved. This will require all of us to move forward with a positive and constructive mindset.

Vision and strategy for community pharmacy

A key recommendation from the RSG was the development of a compelling and effective strategy for community pharmacy. This, alongside a clear vision, would help support the commissioning of community pharmacy services at a national and local level, and give contractors and the wider community pharmacy workforce a clearer understanding of the direction of travel, allowing them to plan and prepare for the future.

We are clear that this is a strategy for the whole sector and will require close engagement between PSNC and LPCs, sector bodies and other key stakeholders. PSNC has taken responsibility for the co-ordination and funding of the development of the vision and strategy and work and will ensure wide engagement across the sector.

The over-arching purpose of the project is to:

1. Set out ambitions for Community Pharmacy to demonstrate to Government and Commissioners our vital and potentially growing role in Primary Care and how it will deliver value for money and better patient outcomes;
2. Enable the sector to unite behind shared goals and ambitions and start to consider how it will need to change to deliver its full potential; and
3. Develop, as far as possible, with Government and the NHS, a shared agenda and the case for a sustainably funded sector to deliver on shared goals.

There is a balance to be made between:

- Rapid publication of a strategy to help PSNC negotiate the national contract, LPCs to work with commissioners to build on existing work or develop new, innovative and exciting local services, and give contractors and the community pharmacy workforce time to prepare; and
- Taking our time to ensure meaningful engagement with a substantial number of stakeholders, not least LPCs, contractors and the community pharmacy workforce who are under immense pressures at the moment which are unlikely to get any better over the winter months.

Recognising this, we will be working to the following indicative timetable:

- Commissioning of an external partner by PSNC - September 2022;
- Commencement of work – October 2022 (dependent on external partner);
- Engagement with LPCs, contractors and the community pharmacy workforce - through October and November 2022;
- First draft of strategy report for consultation - April 2023;
- Publication of final strategy report. June 2023

Influencing and Negotiation

If community pharmacy is to be enabled to deliver on the vision and strategy, we all develop together, we must take a strategic approach to advocacy, influencing, and negotiating of the Community Pharmacy Contractual Framework and beyond. PSNC will work with external industry leading organisations to make sure the sector’s local and national influencing and negotiating strategies are as impactful as possible and built on best practice and experience from other sectors. We will review all our negotiating frameworks to deliver the best return for contractors and provide assurance to the sector.

We will be working to the following timelines:

- Commission of external partner - September 2022;
- Commencement of work – October 2022;
- Engagement with LPCs and Contractors - November 2022;
- Development of Strategy - through October and November 2022;
- Implementation of strategy at a local and national level – From January 2023

Governance enhancements for PSNC and proposals for LPCs

There was a strong mandate for developing the governance of both PSNC and LPCs to reflect both accepted good practice and to enhance representation across all contractors.

We are currently reviewing the PSNC constitution, exploring what changes need to be made to deliver the recommendations made by the RSG. There are several timelines which impact these changes, including the election of PSNC Regional Representatives and LPC Elections. Discussions are ongoing about the size of the committee, the composition of the committee, and regional structures which are needed to move forward with elections. Once these are finalised and agreed, PSNC will plan for a wider governance review to determine how best to deliver on the remaining recommendations.

We will be working to the following timetable:

- Agreement of size and composition of the PSNC committee and regional structure (to enable regional reps to be elected) – September 2022 PSNC meeting;
- Planning for wider governance review (including plans for LPC engagement) – from October 2022; and
- Governance review starts – January 2023. Duration of review dependent on scope of programme.

Alongside the PSNC changes, we are also building support, guidance, and resources to support LPCs in any changes they decide to make in response to the RSG report. These are covered in the LPC Support section.

The work to develop a model constitution for LPCs will be working to the following timetable:

- Initial consultation with LPCs – August 2022;
- Publication of draft Model Consultation – 19th September 2022;
- Engagement with LPCs – at the LPC Conference and throughout October 2022; and
- Final publication following the LPC conference – October 2022.

Finance and Levy Re-Calculation

The RSG vote started a process for rebalancing of the share of community pharmacy representation funding towards the higher value national contract negotiation. Over the next two and a half years PSNC funding will increase by £1.5m a year. The expectation of the RSG was that this did not result in an overall increase in the costs to contractors across England but should be delivered from efficiencies within LPCs. Our LPC Support Toolkit will be developed over time to support LPCs in identifying where these savings can be made.

We have heard that it is imperative for LPCs to know their PSNC Levy as soon as possible, and we agree with this. However, there are a few changes to how the PSNC Levy is calculated which are proposed to happen at the same time and it is important that LPCs are engaged with and supportive of the final principles used for the calculation of each LPC levy. This will be a key topic for discussion at the LPC Conference. The principles must be agreed before we can provide guidance on your levy for next year. We will first produce a 'guidance' figure which should be used in your planning for 2023. PSNC will also be undertaking business planning for 2023/24 ensuring that any additional spending has clear justifications, which are scrutinised by PSNC's Resource Development and Finance Subcommittee. Once that is complete, we will provide you with the final PSNC Levy calculation. The final figure should not be greater than the 'guidance' figure.

We will be working to the following timetable:

- Publication of the proposed PSNC Levy calculation principles – 19th September 2022;
- Discussion, engagement and agreement of the PSNC Levy calculation – LPC Conference;
- Publication of PSNC Levy 'guidance' figure for each LPC – 30th September 2022;
- Publication of PSNC high level work programme for 2023/24 – 9th December; and
- Publication of final calculation of the LPC Levy for each LPC – February 2023.

Support for LPCs delivering RSG recommendations

LPCs are independent organisations responsible to their contractors so will be making their own decisions about what changes they need to make in response to the RSG proposals.

PSNC will provide guidance and support for LPCs. We are developing a toolkit to support those LPCs that wish to progress in a 'standard' way, as well as providing individual/regional support where needed.

LPCs are understandably waiting for the toolkit to support them in making any changes. However, prior to this being published, LPCs could be undertaking preparations by considering the RSG recommendations and deciding *what* you will be changing.

LPCs could be considering:

- Being co-terminus with at least one Integrated Care System (ICS). If you are not currently co-terminus with an ICS, you could be considering what the options available to you are and discussing this at both a regional level and within the LPC. Each option should be discussed and if possible, an agreement across LPCs reached about what the desired future geography for each LPC should be. The toolkit will discuss how options to create a co-terminus LPC can be delivered;
- Contractor numbers. If your LPC currently has fewer than 200 contractors, you could explore opportunities across your region on how to create an LPC of greater size (or indeed smaller size if this rebalances contractors into boundaries co-terminus with ICSS);
- The name of your LPC. Will your LPC be called 'Community Pharmacy <local>' in future? The toolkit will help you deliver this, and we will be providing branding support. But you could be considering and deciding in advance;
- Are we being effective and efficient with our finances. The RSG was clear that PSNC would require increased funding to deliver as effective as possible national negotiations and CPCF. Alongside this there was an expectation that overall CP representation funding would not increase. LPCs should be exploring how they will fund the increased PSNC Levy whilst ensuring their LPC is efficient and effective.

- Size of your committee. The RSG suggested a committee size of 10-12 members. If your committee is larger than this, you could be discussing what the ideal size of your committee would be, taking the RSG recommendation into account. The LPC Model Constitution will have the flexibility to implement what you decide; and
- What structure and people will be required to support the committee to deliver any changes and how will progress be overseen by the committee and reported to contractors?

There are several important decisions which may need to be given thought and time to consider – these decisions will need to be taken before you use the toolkit to deliver them.

We are clear that these changes are for LPCs to consider in delivering for the needs of contractors. However, there was overwhelming support from contractors for these principles, hence our support to LPCs will be tailored to delivering them.

The implementation toolkit will be a first draft supported by a volunteer short life working group made up of LPC representatives (thank you to them!). We will continue to develop this together, iterate and improve as we learn. We were eager to fully co-create this but recognise how busy people are and the need to get a first version out.

We will be working to the following timetable:

- Establish Short Life Toolkit Working Group from LPCs – August 2022;
- Commission HR and Legal input – August 2022;
- Develop an ‘Operations Toolkit’ – September 2022;
- Develop a ‘HR/Employment Toolkit’ – September 2022;
- Publish the Stage 1 LPC Toolkit – September 2022;
- Engage with LPCs to iterate and improve the toolkit as we all learn through the process and prepare for later stages – ongoing;
- Publish the LPC Model Constitution – October 2022;
- Publish Branding Templates for “Community Pharmacy <locals>” - April 2023 (see Branding and Visual Identity section below for more details) ; and
- Practical support for delivering LPC changes – ongoing.

Improving Engagement and Joint Working

It continues to be clear both through this work and from the work of the RSG that the sector would benefit from local and national leadership working more closely together and improving two-way engagement.

An underpinning theme of the RSG was to create structures and systems to facilitate this to happen. Plans are being developed for these in the 2023/24 workplan when other aspects have been delivered and the increased funding comes into PSNC. However, the principles of greater engagement and transparency have been taken on-board and are central to our delivery of this important programme. So, even without the formal structures, as important as they will be, we hope that you will see improvements earlier than then.

We will be working to the following timetable:

- Develop a plan for a new Engagement Forum – January 2023;
- Launch of the LPC Forum – During 2023/24 (dependent on new LPC structures being in place);
- Development of a wider Engagement Plan - March 2023; and
- Launch of the Engagement Plan – April 2023.

Branding and Visual Identity – PSNC and LPCs

As part of the PSNC rebrand to Community Pharmacy England we are taking the opportunity to refresh and define what ‘Community Pharmacy England’ is, what it stands for, and how it talks and comes across in the outside world. It is the ideal time to make sure that our new brand is not just a new name but supports us in our work on behalf of community pharmacy.

We will be commissioning external experts in branding to make the most positive use of this opportunity and deliver an ambitious piece of work.

This is also an ideal opportunity for us to develop a partner brand for ‘Community Pharmacy <locals>’ for those LPCs that would like to use it. We will work closely with LPCs under the guidance of our external experts to produce something we are all proud of and want to use.

We will be working to the following timetable:

- Tender for external expertise – October 2022;
- Develop plan (including engagement plan) alongside external partner – November 2022;
- Build ‘rebrand’ resources and test and iterate with LPCs – January/February 2023;
- Launch of new brand for PSNC – April 2023; and
- Support LPCs which wish to use the new brand for “Community Pharmacy <local>” - from April 2023.