



TAPR Summary Update: 11th November 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 being faced by the sector.

Key Workstreams

Vision and strategy for community pharmacy	1
Influencing and Negotiation	2
Governance enhancements for PSNC and proposals for LPCs.....	2
Finance and Levy Re-Calculation	3
Support for LPCs delivering RSG recommendations	3
Improving Engagement and Joint Working	3
Branding and Visual Identity – PSNC and LPCs.....	4
Background	4
Vision and strategy for community pharmacy	4
Influencing and Negotiation	4
Governance enhancements for PSNC and proposals for LPCs.....	5
Finance and Levy Re-Calculation	5
Support for LPCs delivering RSG recommendations	5
Improving Engagement and Joint Working	5
Branding and Visual Identity – PSNC and LPCs	6

Below we have outlined key progress since the last [TAPR progress update](#), whilst background information on each of the workstreams and the overall programme can be found at the end of this document.

Vision and strategy for community pharmacy

Workstream timeline:

Commissioning of an external partner by PSNC - September 2022

This has been completed and external partners have been commissioned. Full information can be found [here](#).

Commencement of work – October 2022 (dependent on external partner)

Work has started and planning for the full programme is well progressed.

Engagement with LPCs, contractors and the community pharmacy workforce - October and November 2022

An initial open consultation has begun, inviting contributions from all those with an interest in community pharmacy

and its future. This will allow LPCs, pharmacy owners, those working in pharmacies, patients, other healthcare professionals and all others to input their wider thinking and ideas into the project. [See here](#).

- Initial report published for consultation - April 2023**
- Publication of final report – expected in summer 2023**

Influencing and Negotiation

Workstream timelines:

Commissioning of external partner - September 2022
This has been completed and an external partner has been commissioned.

Commencement of work – October 2022
Work has started on message development and targeting of MPs. PSNC is launching its new influencing workplan with a [Parliamentary engagement event](#) on November 15th. A webinar for LPCs has already been held on this.

Implementation of strategy at a local and national level – Throughout 2023

Governance enhancements for PSNC and proposals for LPCs

Workstream timelines:

Agreement of size and composition of the PSNC committee and regional structure (to enable regional reps to be elected) – September 2022 PSNC meeting
This has been completed and PSNC voted to reduce the size of its committee. Further details can be found [here](#).

Planning for wider governance review (including plans for LPC engagement) – from October 2022
This is currently being planned out and a proposal will be taken to the November 2022 PSNC meeting.

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
This has been completed.

Publication of draft Model Consultation – 19th September 2022
This has been published.

Engagement with LPCs – at the LPC Conference and throughout October 2022
This has been completed.

Final publication following the LPC conference – October 2022
This has been completed.

Finance and Levy Re-Calculation

We will be working to the following timetable:

- Publication of the proposed PSNC Levy calculation principles – 19th September 2022**
This has been published and further information can be found [here](#).
- Discussion, engagement and agreement of the PSNC Levy calculation – LPC Conference**
This has been completed.
- Publication of PSNC Levy ‘guidance’ figure for each LPC – 30th September 2022**
This has been provided to each LPC.
- Publication of PSNC high level work programme for 2023/24 – 9th December**
This is included with this update and can be found [here](#).
- Publication of final calculation of the LPC Levy for each LPC – February 2023**

Support for LPCs delivering RSG recommendations

Workstream timelines:

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

Improving Engagement and Joint Working

Workstream timelines:

- Review communications and engagement and development of engagement plan – January 2023**
Ahead of the review, work to improve engagement with the sector has begun, including through the inclusion of consultation exercises in the vision work programme and via the research phase of the rebranding project.

- Launch of the LPC Forum – During 2023/24 (dependent on new LPC structures being in place)**
- Development of a wider Engagement Plan – March 2023**
- Implementation of the Engagement Plan – April 2023 onwards**

Branding and Visual Identity – PSNC and LPCs

Workstream timelines:

Tender for external expertise – October 2022

This has been completed and an external partner has been commissioned.

Develop plan (including engagement plan) alongside external partner – November 2022

Work has started and planning for the full programme is well progressed.

Build ‘rebrand’ resources and test and iterate with LPCs – January/February/March 2023

Launch of new brand for PSNC – April 2023

Support LPCs which wish to use the new brand for “Community Pharmacy <local>” - from April 2023

Background

TAPR is split into 7+1 workstreams which between them are delivering the 21 RSG recommendations for PSNC, the 10 that relate jointly to PSNC and LPCs, and supporting LPCs to deliver the 6 recommendations made to them.

The TAPR programme is overseen by members of PSNC at each committee meeting. This means work remains contractor-led and in addition to all the engagement work, has significant input from contractors. Over 24 members of PSNC are serving LPC members spread across England, which includes 13 regional representatives and 4 LPC chairs.

We do not underestimate the impact this is having 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.

[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, will 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.

PSNC has taken responsibility for the co-ordination and funding of the development of the vision and strategy and work and will work to ensure wide engagement across the sector.

Further background information on the Vision and Strategy can be found [here](#).

[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 (CPCF) and beyond. PSNC is working with an external industry-leading organisation (Luther Pendragon) to make sure the sector’s local and national influencing strategies are as impactful as possible and built on best practice and experience from other sectors. We will also review all our negotiating frameworks to deliver the best return for contractors and provide assurance to the sector.

Governance enhancements for PSNC and proposals for LPCs

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

Further information about the governance changes discussed by PSNC can be found [here](#).

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 could 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 produced 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.

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 has provided guidance and support for LPCs. We have developed 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 currently in the process of considering:

- **Being co-terminus with at least one ICS.** If you are not currently co-terminus with an Integrated Care System (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;
- **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 is tailored to delivering them.

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 starts to come 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.

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 have commissioned 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.