

## TAPR Summary Update: March 2023

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 .....	4
Branding and Visual Identity – PSNC and LPCs .....	4
Background.....	5
Vision and strategy for community pharmacy .....	5
Influencing and Negotiation .....	5
Governance enhancements for PSNC and proposals for LPCs.....	6
Finance and Levy Re-Calculation.....	6
Support for LPCs delivering RSG recommendations .....	7
Improving Engagement and Joint Working.....	7
Branding and Visual Identity – PSNC and LPCs.....	8

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)**  
 The launch and planning for the full programme has been completed.
- ✔ **Engagement with LPCs, contractors and the community pharmacy workforce - October and November 2022**



An initial open consultation has been held, inviting contributions from all those with an interest in community pharmacy and its future. This allowed LPCs, pharmacy owners, those working in pharmacies, patients, other healthcare professionals and all others to input their wider thinking and ideas into the project.

- **Initial report published for consultation – April/May 2023**
- **Publication of final report – expected late 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 and planning for the full programme is well progressed.
- ✓ **Implementation of strategy at a local and national level – Throughout 2023**  
Implementation has begun as reported below

## 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 has been planned and an external expert commissioned to support the work.
- ✓ **Governance review starts – March 2023. Duration of review dependent on scope of programme.**  
Implementation has begun as reported below.

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 of this report.

- ✓ **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**
- Publish the LPC Model Constitution – October 2022**  
 This has been completed and published.
- Practical support for delivering LPC change**  
 This work is ongoing. All LPCs have now held decisions on their future shape and size and have been supported to do so. Further implementation support is ongoing.
- Publish Branding Templates for “Community Pharmacy <locals>” - April 2023 (see Branding and Visual Identity section below for more details)**  
 This work is ongoing, working with LPCs to test concepts and understand LPC needs.

## Improving Engagement and Joint Working

Workstream timelines:

- Review communications and engagement and development of engagement plan – January 2023**  
We will start development of this plan with a contractor survey in January/February 2023. This will be slightly later than had been anticipated due to the new Communications Manager not now starting work at PSNC until 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**
- 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 implementation has been completed.
- Build ‘rebrand’ resources and test and iterate with LPCs – January/February/March 2023**
- Launch of new brand for PSNC – April into May 2023**  
Given the tie-in with other streams (e.g. around governance) and the potential need for broader website changes, we expect to change our name in April, but that full rebranding of the website may not be complete until a little later.
- 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.

## Detailed update on each workstream

### 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.

An initial open consultation has now been held, during which all with an interest in community pharmacy and its future were invited to contribute. This allowed LPCs, pharmacy owners, those working in pharmacies, patients, other healthcare professionals and all others to input their wider thinking and ideas into the project.

### 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 build on best practice and experience from other sectors.

Following the appointment of Luther Pendragon to support the development and implementation of influencing strategies and policies, significant progress has been made. This work has included:

- Development of a four-point plan setting out our key policy objectives: this includes a funding uplift and commissioning of a fully funded Pharmacy First service.
- Publication of key resources for LPCs including briefing documents and guidance on hosting MP visits in pharmacies.
- A well-attended Parliamentary drop-in event in November, which several LPCs also supported.
- National media work including to support a Daily Mail campaign on saving community pharmacies and to raise awareness of pharmacy pressures.
- Joint cross-sector letters to the Secretary of State and Prime Minister.
- Meetings with the Minister, NHS England's Amanda Doyle, and with numerous MPs.
- Supporting MPs and Peers to write letters to the Minister.
- Prompting Parliamentary activity such as written Parliamentary Questions and Health Questions.
- Supporting publication of the APPG's manifesto.
- Briefing Health Select Committee Members, APPG Members and the Labour Health Team.
- Coordinating the launch of the cross-sector #SaveOurPharmacies campaign.
- Parliamentary activity – including oral questions – in support of a Pharmacy First service.

- Polling of public opinions of Pharmacy First.

Our strategy remains to put as much political pressure on Government and the NHS as we can to take action to support pharmacies. Working in collaboration with LPCs we are ensuring that as many of our key target MPs (who include Ministers, Select Committee Members, and others) are fully briefed on the situation in pharmacies and encouraged to keep writing to Ministers, ask Parliamentary questions, speak up for pharmacies in debates, and visit local pharmacies.

We coordinated the efforts of the national pharmacy organisations and to launch the #SaveOurPharmacies campaign and patient petition. We are meeting with the other bodies again later in April to plan next steps for the campaign which we hope provides a useful platform for our joint efforts influence Government and the NHS on behalf of all pharmacies. We have also written to the Prime Minister and met with his Health advisors.

A campaign website and resources have now been launched and a Parliamentary summit was held in March, with follow-ups with MPs now being coordinated.

Finally, we will review all our negotiating frameworks to deliver the best return for contractors and provide assurance to the sector.

### 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 produced a 'guidance' figures in October 2022 for LPCs to begin planning, whilst PSNC undertook business planning for 2023/24, so that additional spending had clear justifications, which were scrutinised by PSNC's Resource Development and Finance Subcommittee. An update was provided to contractors and LPCs on [how PSNC will spend future levies](#) on Friday 11th November.

Discussions with Community Pharmacy Wales (CPW) have also concluded with regard to their future representation, support, the associated costs to the PSNC levy amount for Wales. CPW will leave membership of PSNC from 31st March 2023.

A final budget for 2023/24 was approved by PSNC committee in February 2023. Once that is complete, PSNC will confirm to LPCs that the indicative figure is a final one, and consider how visibility of levy across England can be achieved. After this, LPCs received invoices and an explanatory letter, confirming the core levy requirement for PSNC in 2023/24, and that the final figure for 2023/24 remains the same as supplied in the 'guidance' figure.

The total levy demand to LPCs in England is c.£4m in 2023/24 and in the LPC members' area of the PSNC website a full breakdown of PSNC levy by each LPC in England, was made available, along with further background information and a briefing paper on the changes to the levy, see: <https://psnc.org.uk/lpcs-and-local/lpc-members-area/lpc-finances/>

Later in 2023/24, when some of the foundations have been laid, PSNC will further review its own organisational strategy and the investment of the next tranche of the uplifted levy in its internal staff capacity and external expert commissioning capability. Towards the end of the calendar year, PSNC will undertake a business planning exercise ensuring that the second additional funding tranche has clear justifications, which are scrutinised by PSNC's Resource Development and Finance Subcommittee, before being published for contractors and LPCs.

In the meantime, for broad planning purposes, LPCs have been advised to use the 2024/25 indicative figures, supplied in September 2022, and reshared in February 2023

### 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](#).

Progress has included:

- Final versions of the model LPC constitution (and rules) and the PSNC constitution and rules have been published.

- The 10 future PSNC regions have been determined in time for the election cycle to begin.
- PSNC appointments and nominations have been held, with ballots held in the non-CCA multiple category and four of the regions. (See: [www.psn.org.uk/elections](http://www.psn.org.uk/elections))
- The new committee has been announced and is in place, with inductions planned.
- After Initial scoping for the governance work to implement the remaining RSG recommendations, a proposal was presented to the committee at the February 2023 meeting, which was agreed.
- An external expert provider has been commissioned to implement the governance review and implement the recommendations.

### 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.

All LPCs in England have now answered the following questions:

- **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?

We are clear that these changes have been 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.

Recent work has included:

- Two employment law briefings tailored for LPC officers and members, and further resources added on TUPE;
- Support materials to help LPCs organise special meetings and adopt the model constitution, including contractor letters, voting templates, guide to local changes, contractor information;
- 1:1 Support and work with the trade bodies to help co-ordinate contractor responses; and
- Guidance for LPC elections for new LPCs from July 2023

### Improving Engagement and Joint Working

An underpinning theme of the RSG was to create structures and systems to facilitate better engagement between LPCs and PSNC to happen.

Early plans have now been set out for these in the Community Pharmacy England Communications and Engagement Strategy. This strategy was reviewed by PSNC in March, and also tested by in contractor and LPC workshops – it has

been amended following that feedback and we are now taking a final round of feedback via a series of very short surveys.

While the strategy will formally be implemented when we rebrand to Community Pharmacy England, the principles of greater engagement and transparency have already been taken on board and are central to our delivery of this important programme. For example, through the vision project we have already launched a first sector-wide consultation, and are planning a second very soon. As part of the rebranding work we have already engaged with the sector via a survey and through workshops. And in December we held two contractor events to hear views and better engage with them. Dialogue with LPCs continues, and we have actively involved them in our influencing work. We have also been working very closely with the other national pharmacy bodies on influencing – and particularly on the joint #SaveOurPharmacies campaign – as set out above.

The new Media and Corporate Communications Manager has now started work at PSNC and has been reviewing our current engagement with contractors, working with the rest of the communications team.

### 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.

We commissioned IE Brand to support this work for us and since the last project update they have made significant progress.

Progress on the project to date has been:

- Completion of the research phase: this included workshops to test Committee and staff perceptions; a programme of stakeholder interviews to test external perceptions; and a contractor survey which concluded in December.
- Recommendations: IE Brand used their research findings to make a set of recommendations to us for Community Pharmacy England.
- Messaging development: IE Brand hosted a two-hour workshop with the PSNC team and some CPA Members and Regional Representatives. The outputs of this were used to develop a core narrative and set of messages for Community Pharmacy England.
- Visual identity development: The designers at IE Brand worked up visual options for Community Pharmacy England, and some success criteria for this were set out. Designs were presented to the PSNC Committee in March and following some revisions to the logo the visual identity is now finalised.
- Website and Templates: Communications templates are being drawn up using the new visual identity, and we are working with IE Brand and with Make on development of the Community Pharmacy England homepage.
- Photographs: We have commissioned a photographer to take a series of photos for use both by Community Pharmacy England and by LPCs.
- Project plan: With visuals and messaging close to sign off, we have mapped out the final detailed phases of the project plan and expect to go live with the new branding in the second half of May 2023.

As per our project plan, IE Brand are now working on applying our new visual identity to all our briefing, presentation, newsletter and other communications templates. Once the Community Pharmacy England templates have been completed they will move onto the LPC drafts. They are also drafting full brand guidance for us and for LPCs so that people know how to use the new branding.

Discussions with LPCs on this are now commencing via a Task and Finish Group