

# Transforming Pharmacy Representation Programme

September 2023

## Review Steering Group Recommendation Workstream Mapping and Progress

■ Done
 ■ Working on it
 ■ Future step
 ■ Awaiting decision

Independent Governance of LPCs and PSNC					Deadline	TAPR Workstream
1. Organise pharmacy representation regions to match the 7 NHS regions: East of England, London, Midlands, North East & Yorkshire, North West, South East, South West. [CPE and LPCs]				✓	01/04/2023	Governance
2. Limit membership for all committees and subcommittees to 12 years (three terms of four years) from April 2023 (to 2035). [CPE and LPCs]				✓	01/04/2023	Governance
3. Introduce a new Governance Subcommittee to help set a governance framework for national and local organisations – this will sit alongside Community Pharmacy England’s working subcommittees, with membership drawn from Community Pharmacy England and LPCs. [CPE and LPCs]					31/12/2023	Governance
4. Update policy and advisory subcommittees at Community Pharmacy England to include the ability to hear from external (non-contractor) policy groups, experts and working groups when needed. [CPE]					31/12/2023	Governance
5. Develop a transformation plan to implement an overall governance framework that incorporates good practice (in parallel to constitutional and rule changes). Publish progress reports to the sector. [CPE]				✓	31/12/2023	Governance
6. Introduce immediate additional external independence into the governance structures at Community Pharmacy England, including through an external independent member of the Review and Audit Panel (RAP). [CPE]					31/12/2023	Governance
7. Deliver improvements in oversight, internal processes and external transparency, through a governance framework to include: a code of conduct for all members, local and national Key Performance Indicators, and expectations regarding transparency and communication. [CPE and LPCs]					31/12/2023	Governance
8. Build in a review of implementation of the overall proposals after 1-2 years to evaluate effectiveness and determine appetite in the sector for further changes. [CPE and LPCs]					31/12/2023	Governance
9. Reduce the numbers of committee members whilst maintaining the current balance between independents and multiples: maintaining unity and representation of all parts of the sector. [CPE]				✓	01/04/2023	Governance
Appropriately resource PSNC to improve negotiating outcomes and carry out its full range of functions for contractors					Deadline	TAPR Workstream
10. Increase the contributions that LPCs make to CPE, on a trajectory of an additional £1.5m pa by the levy year beginning April 2024. This will achieve a better distribution of the £11.3m pa paid into contractor representation and support. [CPE and LPCs]				✓	01/04/2023	Finance & levy
11. Recalculate the levy apportionment, including examining levy distribution from DSPs and reallocating CPE’s total required funding across LPCs according to each LPC’s latest share of total prescription items. [CPE]				✓	30/09/2022	Finance & levy
12. All LPCs to make payment to CPE automatic and visible to contractors. [LPCs]				✓	01/04/2023	Governance
13. Ring fence a transformation fund: CPE budget for 2022/23 allocates £250,000 op-ex to support initial change. LPCs self-fund local changes and transformation from excess reserves. [CPE and LPCs]				✓	01/04/2023	Finance & levy
14. Adopt a negotiation strategy to support delivery of the shared vision for the sector, focusing on tactical, political and influencing. [CPE]					31/12/2023	Influencing & negotiation
15. Strengthen activities which support the negotiating function such as health economics, project management, analytical and insights capability, and influencing, to contribute to the negotiating team’s work. [CPE]					31/12/2023	Finance & levy
16. Develop a bank of regular evidence and monitoring data to better support negotiating, implementation and evaluation of funding impacts and market trends – for example market data, pressures surveys, patient surveys, public opinion polling. [CPE]				✓	31/12/2023	Influencing & negotiation
17. Retain existing negotiating team functions but seek to better define executive and non-executive (contractor) roles more clearly. [CPE]					31/12/2023	Governance
18. Provide further support for all LPCs by increasing central service development and support capacity, advice and information sharing. [CPE]					01/07/2024	LPC support
19. Provide support that standardises practices across the LPC network in line with good practice on HR and finances. [CPE]				✓	01/07/2023	LPC support
20. Work more closely with networks of LPC members (e.g via the trade bodies) to promote changes at a local level through their reach across England. [CPE]				✓	01/04/2023	LPC support
21. Develop an effective network for LPC Chief Officers to enable sharing of good practice and to provide peer support, interfacing with the PSNC executive leadership team. [CPE]					31/12/2023	LPC support

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Develop a new national vision and strategy for community pharmacy					Deadline	TAPR Workstream
22. Rename PSNC committee and executive as 'Community Pharmacy England (CPE)'. [CPE]				✓	01/07/2023	Branding
23. Remove the term 'Chemist' in general communications where possible and replace with 'Community pharmacy or pharmacist' as appropriate (not feasible for all legal and regulatory references). [CPE and LPCs]				✓	01/07/2023	Governance
24. Working with the other national pharmacy bodies and with LPCs, shape the development of a new national vision for community pharmacy in England [CPE and LPCs]					01/10/2023	Vision & strategy
25. Normalise new joint working arrangements for work with the other national pharmacy bodies and LPCs to develop and deliver a programme of advocacy work that supports this shared vision [CPE]					31/12/2023	Vision & strategy
Listen better to contractors so their voices are better heard at all levels					Deadline	TAPR Workstream
26. Create a national forum of LPC contractor representatives, to help further advise PSNC on local matters, bring a stronger local voice to national work, and join up areas of mutual interest such as governance and levy setting. [CPE]					31/03/2023	Future engagement
27. Livestream open Community Pharmacy England meetings, and provide guidance on visibility of meetings to LPCs. [CPE]				✓	01/04/2023	Future engagement
28. Build in systems to allow Community Pharmacy England subcommittees to hear from wider contractor voices (such as on rural issues, DSPs) including working groups when required and cross-sector policy groups, that can help to inform policy and decision making. [CPE]				✓	01/07/2023	Governance
29. Better define the role of Committee Members to include clear standards for how they will engage with contractors and the wider sector. [CPE]				✓	01/04/2023	Governance
30. Scope and launch a regular programme of Community Pharmacy England events for contractors that allow for two way dialogue and strengthen the voice of all contractors at the heart of Community Pharmacy England. [CPE]				✓	01/04/2023	Future engagement
31. Work with Community Pharmacy Wales to define their future representation and support requirements. [CPE]				✓	30/11/2022	Finance & levy
Reduce variation between LPCs, improve their efficiency and focus their activities					Deadline	TAPR Workstream
32. Rebrand all LPCs to be known as Community Pharmacy (CPL). [CPE and LPCs]				✓	01/07/2023	LPC Support & Branding
33. Reduce LPC committee sizes to a range of 10-12 members whilst maintaining local proportional representation. [LPCs]				✓	01/07/2023	LPC Support
34. LPCs to adopt a new model constitution that focuses levy-funded activities on a core scope of activities and is in line with the new cross-sector governance framework. [LPCs]				✓	01/07/2023	LPC support
Efficiency, size and shape of the LPC network					Deadline	TAPR Workstream
35. LPCs to drive efficiencies by reviewing boundaries and committee sizes, considering NHS changes [LPCs]				✓	01/07/2023	LPC support
36. LPCs to more closely align with NHS Integrated Care Systems (ICS) and to reconsider their size (in terms of numbers of contractors represented) in line with the Wright Review recommendation that LPCs with a minimum of 200 contractors provide better value. Any changes would be subject to the views of contractors via a local vote, which might ultimately lead to 39-42 LPCs. [LPCs]				✓	01/07/2023	LPC support
37. Ensure every LPC has access to the existing network of provider companies if needed locally [CPE and LPCs]					31/12/2023	LPC support

The Transforming Pharmacy Representation Programme is part of the work of Community Pharmacy England

For more information about this programme visit:

<https://cpe.org.uk/tapr>