

Community Pharmacy England Investment Priorities

Following on from the [Wright Review](#), pharmacy owners voted in favour of the [Review Steering Group proposals](#) in summer 2022, rebalancing levy funding towards the critical national contractual framework negotiations carried out by Community Pharmacy England. Below we have set out the key ways in which the rebalanced levies have been invested by Community Pharmacy England in recent years, and some of the outcomes for pharmacy owners.

Note: This briefing note only covers additional work areas that have been invested in since October 2022; it is not a comprehensive report of Community Pharmacy England's work. For this, please read our annual reports and accounts available at cpe.org.uk

Priority 1

Creating a vision and strategy

How levies have been invested:

Vision project commissioned from Nuffield Trust and The King's Fund – two leading and influential think tanks – who set out a ten-year ambition for the sector. CPE [strategy](#) developed and published.

Outcome:

The [vision](#) has been called the most coherent case for a future for community pharmacy, and is widely supported by policy leaders, patient groups and more. It has persuaded Ministers from all Governments about the potential of community pharmacy, and the value of investing in it, shaping critical conversations about the future.



Priority 2

Influencing Government and the NHS



How levies have been invested:

Luther Pendragon commissioned to deliver a [political influencing campaign](#) and support following a competitive tender process. Also invested in a [rebrand](#) to support this advocacy work and give community pharmacy a more powerful voice.

Outcome:

Parliamentary, Ministerial and NHS support for pharmacy has massively increased. Our programme of briefings, events and wider lobbying has led to more frequent mentions for pharmacy in Parliament than ever before, more support and interest from MPs and Peers – who in turn put pressure on Government – and General Election Manifesto commitments to pharmacy across all political parties. Community pharmacy and the pressures it faces has become a serious political issue, with wide support for investment in the sector.

All of these workstreams helped result in the £645 million Primary Care Recovery Plan investment in the sector – which has so far delivered over £286 million to pharmacy owners and has cemented the sector's critical place in the primary care service of the future, by delivering a key new service: [Pharmacy First](#).

Priority 3

Economic and funding research

How levies have been invested:

Additional financial analyst employed, helping to influence the [Independent Economic Review](#) of the sector which we insisted must happen, and to deliver major economic projects that are currently feeding into the Government's Comprehensive Spending Review. PA Consulting and independent economists have also been commissioned to deliver major economic projects making the case for investment in community pharmacy.

Outcome:

Showing the intense financial pressures on the sector has been key to persuading new Ministers of the need to stabilise the community pharmacy sector. Funding negotiations are ongoing, and work to influence the next Spending Review has already begun. Read more about how pharmacy funding decisions are made in our [infographic](#).



Priority 5

Strengthening governance



How levies have been invested:

An external governance expert was commissioned to undertake a full review of our Governance frameworks and structures.

Outcome:

The review has led to changes including refreshed terms of reference and delegation arrangements across the Committee and Subcommittees, and the creation of a new Governance and People subcommittee which includes LPC Members, who are independent of the Committee and bring relevant external perspective and knowledge. An LPC Chairs Forum has also been launched and has held a first meeting with another being scheduled.



Priority 4

Negotiation skills and strategy



How levies have been invested:

PA Consulting have provided negotiation training to all Committee Members as well as supporting a review of the negotiating strategy and approach and assessing NHS policy priorities and service opportunities. They have also trained LPC representatives on negotiation principles and tactics.

Outcome:

Negotiating teams at both national and local level have all received additional training and PA Consulting provide external feedback and support to the CPE Negotiating Team throughout all negotiations. Key negotiations outputs in the Pharmacy First negotiations were the write off of **£112 million** in CPCF fee-over-delivery, changes to payment thresholds, and the inclusion of an upfront payment to all pharmacy owners signing up to the service.

Priority 6

Listening better to pharmacy owners

How levies have been invested:

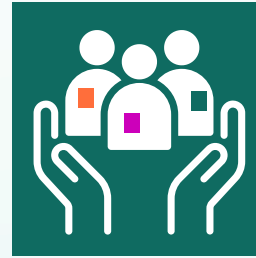
Employed an additional communications team member to support implementation of the new engagement strategy which has hugely increased the ways in which pharmacy owners can input into Community Pharmacy England.



Outcome:

Pharmacy owners take part in polling before every Community Pharmacy England meeting to tell the committee about issues, and share any ideas they have. The polling results help to shape discussion and thinking, and provide us with evidence for discussions with DHSC and NHS England, as well as for use in wider influencing and media work. We also now host regular digital engagement events which are open to all pharmacy owners, and publish summaries and communications after all Committee Meetings.

Pharmacy owners can also now meet Community Pharmacy England face to face including at our regular stand at the Pharmacy Show and our annual regional events for pharmacy owners and LPCs. These both give a chance to talk directly to members of the Executive Team and to Committee Members.



Priority 7

Supporting LPC transformation

How levies have been invested:

Employed additional LPC and local policy support staff to increase the support available to LPCs, to build awareness and support for pharmacy, and to seek investment in the sector in line with the Vision, across the 42 ICBs. The LPC network has been supported to make changes through the provision of facilitation, guidance, toolkits, a new model constitution and election resources. LPCs have adopted a shared governance framework with Community Pharmacy England, to facilitate even closer working.

Outcome:

The number of LPCs in England has consolidated from 70 to 50 from April 2025. The changes mean there is better alignment between LPCs and the 42 NHS Integrated Care Systems in England, who have taken on the responsibility for commissioning pharmaceutical services delegated by NHS England. LPCs are now better supported by Community Pharmacy England with a range of standardised support existing for all LPCs around employment matters and finance.

