

This 'plan on a page' summarises the Community Pharmacy Norfolk & Suffolk's (CPNS) strategic priorities and actions to support, represent, and lead community pharmacy. It is important to recognise that this is a transitional year in the Community Pharmacy Contractual Framework, the priorities set out in the [Vision for Community Pharmacy](#) and the significant pressures currently faced in the sector and that the [NHS 10 – Year plan](#) is likely to have significant impact on future years planning and priorities.

Represent

CPNS will be the trusted, unified voice for community pharmacy contractors across Norfolk and Suffolk—representing each fairly and effectively, whether individually or collectively. We will champion the vital services our pharmacies deliver, advocating for their role at the heart of community health and wellbeing.

Represent contractors at system & place level to promote national advanced service uptake & awareness amongst stakeholders.

Advocate on behalf of contractors for streamlined, efficient ways of working—promoting a 'do it once' approach and supporting delivery at scale across Norfolk & Suffolk. This includes engaging with commissioners to reduce duplication, simplify processes, and contribute to the review and development of Locally Commissioned Services.

Build strong and effective relationships with key stakeholders across the health and care system to raise awareness of community pharmacy services and promote collaborative, integrated working.

Represent community pharmacy's unique position and challenges at system-level commissioning and workforce discussions.

Support

CPNS will provide practical and consistent support to all community pharmacy contractors across Norfolk and Suffolk. Through regular communication, helpful events, and accessible guidance, we aim to assist contractors in strengthening their operational and service delivery performance.

Support contractors to recognise opportunities presented by the strategic shift towards clinical services—strengthening their role in patient care, improving health outcomes, and enhancing sustainability through service diversification and value-driven delivery.

Work collaboratively with the ICBs and local commissioners to deliver and promote a range of support and awareness opportunities around CPCF national services—ensuring these are informed by contractor feedback and tailored to meet their evolving needs.

Raise awareness of CPNS with contractors and their teams, including understanding of our functions and support available.

Continue to develop our communications strategy and tools, including website, newsletter, social media to reach the wider community pharmacy network and effective targeting of information.

Lead

CPNS will provide effective leadership to ensure community pharmacies across Norfolk and Suffolk are well-prepared for the future of the Community Pharmacy Contractual Framework (CPCF). We will support the integration of pharmacies within primary care, with a strong emphasis on clinical services and patient-centred care. CPNS will encourage innovation and continuous improvement to strengthen the role of community pharmacy in the evolving healthcare landscape.

Lead engagement with local system stakeholders and commissioners to ensure CPNS is recognised as a credible and trusted voice for community pharmacy contractors across Norfolk and Suffolk—advocating effectively on their behalf and strengthening pharmacy's role within the wider health and care system.

Promote the benefits of consistent, at-scale working across Norfolk and Suffolk to ensure all patients have fair and equal access to high-quality pharmacy services. CPNS will champion inclusive approaches that reflect the needs of our communities and capabilities of our contractors.

Engage with local MPs and councillors to raise the profile of community pharmacy, demonstrating its value and encouraging contractors to get involved in advocacy efforts that help shape a stronger, more visible future for the sector.

Lead by example through transparent operations and financial management, underpinned by robust governance—demonstrating accountability, integrity, and a commitment to best practice in everything CPNS does.

National and local contracting

IT system functionality, interoperability, and access to data

Workforce capacity

Measurables

Contractor engagement and feedback metrics, such as newsletter and website access, contractor survey and event feedback surveys

Service data relating to both local service commissioning and national advanced service delivery, with an awareness of financial trends and viability

Feedback from key partners and stakeholders, accounting for regional and national trends