Community Pharmacy Norfolk & Suffolk Workplan 2026/27

This workplan supports the overall Strategic Plan as defined in the 2025-26 "Plan on a page", which identified CPNS's vision, key objectives, and required enablers. Due to significant ICB changes, some revision of the objectives within the "Plan on a page" may be required, in turn informed by this more recent consideration. Where there are uncertainties or "unknowns" which materially affect this workplan, they will be highlighted for amendment as more information becomes available.

Mission

CPNS will be the trusted, equitable, **unified voice** for community pharmacy across Norfolk & Suffolk. We will **champion** the vital services our pharmacies deliver, **advocating** for their role at the heart of our communities' well-being.

CPNS will provide practical and consistent **support** to Contractors through regular **communication**, helpful events, and accessible **guidance**. We aim to assist Contractors in **strengthening** their operational and service delivery **performance**.

CPNS will provide effective **leadership** to help prepare our pharmacies for CPCF developments, and we will support the **integration** of clinical pharmacy services within **Primary Care** and **Integrated Neighbourhood Teams**. We will encourage **innovation** in local services, while seeking appropriate **consistency** and **fair funding** to facilitate strong delivery**.**

Our Values:

- Act with Integrity
- Be Tenacious
- Show Unity in all professional matters
- Be collaborative, respectful and honest

Purpose and Objectives

Our purpose and objectives are driven by our commitment to **Representation, Support and Leadership**, for our Contractors to flourish, as detailed in our Strategic Plan. Clearly significant national factors are involved in this, so we will also seek to inform and **support the work of Community Pharmacy England (CPE), and our regional LPC colleagues**

Key Objectives:

1. Represent Contractors at system, place and neighbourhood levels, as appropriate, to promote national service integration and uptake, and awareness across our stakeholders. Build strong and effective relationships with key stakeholders across the health and care system to raise awareness of community pharmacy's potential under the 10 year plan "Shift" agenda and to alleviate pressures on system partners, which may include Primary Care Collaborative development.

2. Advocate for streamlined and efficient ways of working, including reducing duplication of reporting, simplifying and standardising processes, and securing regular reviews of the terms and viability of, locally commissioned services.

3. Understand where the responsibilities and available resources lie for assisting our Contractors to develop their workforces in lines with clinical service developments and regulatory changes, and leverage access to opportunities to maximise the use of skill mix and IT.

4. Provide effective leadership to ensure Contractors are well-prepared for contractual change.

5. Provide practical, accessible and data-driven communications, information and support, targeted at opportunities presented by the "Shift" agenda.

6. Increase engagement with our Contractors to inform planning and development of CPNS's own support functions.

Priorities for 2026/27

- Renew stakeholder mapping in light of significant ICB merger
- Build new stakeholder relationships where needed. Focus to be with senior ICB commissioner leadership, community pharmacy opportunities under the 10-year plan, potential Primary Care Collaborative Partnerships, and Integration Leads for the developing Integrated Neighbourhood Teams.
- Review structure, capacities and skills and make appropriate adjustments when clarity permits.
- Actively engage with stakeholders to increase awareness and integration of key community pharmacy services
- Develop data-driven and equitable support mechanisms to maximise Contractor benefit from service delivery
- Continue to adopt best governance and financial practices as guidance changes. This may include constitutional considerations in line with national guidance, and will include undergoing the full election process in late 2026/early 2027.

Community Pharmacy Norfolk & Suffolk

2026/27 Workplan

Objective	Key Programmes	Timing
Objective 1: Represent Contractors at system, place and neighbourhood levels, as appropriate, to promote national service integration and uptake, and awareness across our stakeholders. Build strong and effective relationships with key stakeholders across the health and care system to raise awareness of community pharmacy's potential under the 10 year plan "Shift" agenda and to alleviate pressures on system partners, which may include Primary Care Collaborative development.	1.1 Update key stakeholder information following ICB merger/re-structuring	April-May 2026
	1.2 Reach out to new key stakeholders, offering meetings and open offer to present at appropriate forums, utilising infographics etc. recently produced by CPE	May-June 2026
	1.3 Ensure strong presence at ICB governance-structure boards- GP/Pharmacy Delivery Group, and Primary Care Commissioning Group (PCCG). TD & LS initially.	April 2026-ongoing
	1.4 Continue to develop "Primary Care Collaborative" concept with LMCs and GP provider companies	Ongoing
	1.5 Specifically target relationships with developing INT structures (Integration Leads etc.)	April 2026 onwards

Objective 2: Advocate for streamlined and efficient ways of working, including reducing duplication of reporting, simplifying and standardising processes, and securing regular reviews of the terms and viability of, locally commissioned services.	2.1 Develop PH services utilising funding released from end of local EHC services	April-June 2026
	2.2 Review specifications and terms of all local services. Re-negotiate as appropriate. Utilise national PGDs and models (NES) where available, and activity data.	Due again Feb 2027
	2.3 Publish Contractor guide to local services, empowering informed decisions.	Feb 2026-Done
Objective 3: Understand where the responsibilities and available resources lie for assisting our Contractors to develop their workforces in lines with clinical service developments and regulatory changes, and leverage access to opportunities to maximise the use of skill mix and IT.	3.1 Arrange regional meeting with NHSE WTE Dean. Seek clarifications on WTE plans and capacities, and where funding will sit.	April 2026-Done
	3.2 Continue to liaise with senior ICB personal and Training Hub on local opportunities, despite changes	March 2026-ongoing
	3.3 Develop LPC workstream and clarify responsibilities to support Contactors take available funding opportunities. Provide leadership to raise awareness of newer scope of	*Ongoing.* *Now includes IP data project, CPD funding, and potential for*

	technicians to supervise and deliver services in their own right. Investigate ICB support for IT integration	*more commissioning via ICB community pharmacy workforce budget 2026-7*
Objective 4: Provide effective leadership to ensure Contractors are well-prepared for contractual change.	4.1 Assess any service developments arising from 2026-7 CPE negotiation in terms of required clinical training, specification awareness, and pathway or system integration	May-June 2026
	4.2 Liaise with ICB on resources/commissioning support plans	April-June 2026 and ongoing. See also 3.3
	4.3 Deliver support as determined (webinars, F2F?, communications)	May 2026 and ongoing
Objective 5: Provide practical, accessible and data-driven communications, information and support, targeted at opportunities presented by the "Shift" agenda.	5.1 Develop regular data access and evaluation for all advanced/enhanced services, in partnership with the ICB. Hold a monthly focus on service data at team meetings.	May-June 2026 and ongoing
	5.2 Develop communication and support plans based on data available to maximise Contractor income and,	June 2026-ongoing

	specifically, to avoid unintended Contractor losses due to thresholds/caps and "bundling" requirements	
	5.3 Promote services to system partners at all levels, drawing of data driven evidence supporting capacity release and "Shift" outcomes	April 2026-ongoing
	5.4 Consider communications planning to external bodies, local authorities, MPs and the public- Committee to discuss	July 2026-ongoing
Objective 6: Increase engagement with our Contractors to inform planning and development of CPNS's own support functions.	6.1 Member Pharmacy Visits initiative to be conducted	Scheduled June 2026
	6.2 Work with new ICB on a "Meet the teams" webinar	May-July 2026
	6.3 Monitor contractor visits and contacts- map gaps and plan/offer visits/contact if necessary	Ongoing
	6.4 Discuss F2F Contractor event and appropriate drivers required	Ongoing