UKPPLAB

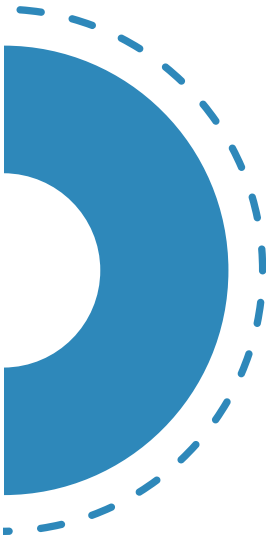
collaborative pharmacy professional leadership

A New Future for Pharmacy Professional Leadership in the UK

A Concordat for Delivery

Endorsed by the
UK Pharmacy Professional Leadership Advisory Board

June 2026



THE ASSOCIATION OF PHARMACY TECHNICIANS UK · bopa · British Pharmaceutical Students' Association · CMHP · PCPA · Pharmacyforum · ROYAL COLLEGE OF PHARMACY · UK Clinical Pharmacy Association

A New Future for Pharmacy Professional Leadership in the UK

A Concordat for Delivery

Introduction

This Concordat sets out the details of an agreed approach to developing a new future for pharmacy professional leadership in the UK, made between the Royal College of Pharmacy (Royal College), including the British Pharmaceutical Students' Association (BPSA), the Pharmacy Forum Northern Ireland (PFNI), the Association of Pharmacy Technicians UK (APTUK), the British Oncology Pharmacy Association (BOPA), the College of Mental Health Pharmacy (CMHP), the Primary Care Pharmacy Association (PCPA) and the UK Clinical Pharmacy Association (UKCPA).

The Concordat builds on the statement issued by the UK Pharmacy Professional Leadership Advisory Board (UKPPLAB) on 12th February 2026: A New Future for Pharmacy Professional Leadership in the UK. All seven signatories to the Concordat were members of the UKPPLAB and agreed the statement, together with other Board members – the independent chair and independent expert members. This Concordat formalises the agreement between the seven organisations which will collectively work together, within the new Royal College framework, to implement the recommendations of the Board. The Board itself will cease to function in July 2026.

The Concordat

As signatories, we unanimously agree that the newly constituted Royal College provides a unique opportunity to transform collaboratively the landscape of pharmacy professional leadership in the UK: to become the sustainable, inclusive and effective future model of pharmacy professional leadership the UKPPLAB was tasked to create, meeting the aspirations of professionals working in pharmacy, together with pharmacist and pharmacy technician trainees and students, for the benefit of patients and the public. Our aim is to turn that potential into reality.

Transformation will not happen overnight. It will require continued close collaboration between the Royal College and all the current organisations, based on a collective commitment: to inclusivity, mutual respect and transparency; to effective engagement with professionals on the front line and colleagues across pharmacy; and to putting patients and the public at the heart of the work.

We are all committed to establishing a Royal College that is inclusive in its approach to membership, representation and governance. This Concordat builds on the statement, provides more detail and formalises our commitment to this inclusion process, now the new Royal College is launched.

We all wish to re-affirm our individual and collective commitment to **four key pre-requisites for co-creating an ambitious and inclusive Royal College** as a wider home for pharmacy by 2030.

The Concordat

Four key pre-requisites for co-creation:

01

Our commitment to **adopting and embedding the principles of the Vision and Common Purpose for Pharmacy Professional Leadership** to which we signed up as members of the UKPPLAB, in all our activities and as foundational for the development of the Royal College.

02

Our engagement with and support for the Royal College in **the development of a bold, ambitious new strategy for the future,** taking account of the proposals of the UKPPLAB for what it might cover and based on deep engagement with the pharmacy professions and culminating in what we all believe should be a bold, eye-catching and attractive offer to pharmacists and pharmacy technicians for the benefit of patients and the public. As signatories, we commit to involving our leaderships and our members in the development of the strategy during 2026/27.

03

Shaping the Royal College by following the Three-Stage Inclusion Process recommended by the UKPPLAB (see Annex A) to **create the opportunity for the Royal College to become an inclusive professional leadership home** for all pharmacists, pharmacy technicians, pharmaceutical scientists, pharmacy trainees and students, and others.

The process set out in Annex A is not a blueprint. Progress will require flexibility on all sides within the Royal College framework; and, crucially, the process will enable all of us to consult, be informed by and fully engage our members. We will need time to do that well and effectively, but we are committed to this taking place in 2026/27. Momentum and unity are vital – and the process sets an ambitious timetable to ensure these are not lost.

The Concordat

Four key pre-requisites for co-creation:

04

A **model for sustaining collaboration**, in a spirit of inclusivity, mutual respect and transparency, during the first year as a period of preparation while six of the organisations remain outside the Royal College. We will do this through:

- The formation of a new Alliance of Pharmacy Expert Groups (APEX), bringing together BOPA, CMHP, PCPA, UKCPA and other invited groups, which will work in partnership with the Royal College and the other pharmacy professional leadership bodies, on policy development, as appropriate.

- The establishment of a new Co-Creation Liaison Group (CCLG), hosted by the Royal College: bringing together the Royal College, APTUK, PFNI and APEX, with a continuing role for independent expert advisers, and a secretariat with a remit to support all the organisations represented on the group (see Annex B). During 2026/27, the new CCLG will meet bi-monthly. The terms of reference of the CCLG are set out in Annex C.

Transition

The UKPPLAB has concluded that having unanimously agreed a way forward for pharmacy professional leadership, it should be for the professional leadership organisations themselves to own and deliver that future as set out in this Concordat, which it has endorsed. The Board has now held its last meeting. It will cease to function in July; and the new CCLG will take the implementation programme forward from then.

Making it Happen

Our hope is that all pharmacists, pharmacy technicians, pharmaceutical scientists and pharmacy trainees and students will share our vision of an inclusive and ambitious Royal College; that they will affirm their support in the engagement and discussions to come; and that as the opportunity for a wider membership becomes available and the Royal College starts to deliver on the vision, its membership will grow and flourish and its impact will strengthen.

This is a generational opportunity to transform the landscape of professional leadership in pharmacy. **Together we will make it happen.**

Signatories



Nicola Greenhalgh, President
College of Mental Health Pharmacy



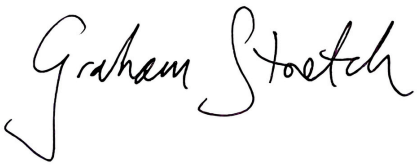
Amy Laflin, President
Association of Pharmacy Technicians UK



Sheelin McKeagney, Chair
Pharmacy Forum Northern Ireland



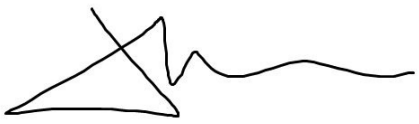
Tase Oputu, President
Royal College of Pharmacy



Dr Graham Stretch, President
Primary Care Pharmacy Association



John Warburton, Chair
UK Clinical Pharmacy Association



Joseph Williams, Vice Chair
British Oncology Pharmacy Association

Annex A: Three-Stage Inclusion Process

(As issued in the UKPPLAB's Statement on 12 February 2026)

Stage one

Preparation
(April 2026 to April 2027)

Goal: To open up the opportunity for the Royal College of Pharmacy to become, as soon as possible after its launch, a UK body inclusive of pharmacy technicians, Northern Ireland and specialist professional groups (SPGs) - subject to engagement and consultation with memberships and the wider pharmacy community and to the appropriate governance processes of the organisations involved.

This will require extensive **liaison and collaboration** between the Royal College and the other professional leadership bodies (PLBs) and SPGs - and **engagement and consultation** with members.

Liaison

- Bilateral engagement between the Royal College and APTUK on possible terms for the inclusion of pharmacy technicians as members of the Royal College, including the representational and governance implications of such a change, as reflected in APTUK's published strategy – and an agreed membership offer, to be put to a vote of the APTUK membership and a vote of the Royal College by means of a special resolution.
- Bilateral engagement between the Royal College and PFNI on the potential for extending Royal College membership to pharmacists in Northern Ireland and on forming, if agreed, a National Council for Northern Ireland within the Royal College structure. [The position of pharmacy technicians would need to be treated separately if and when they become a regulated profession in Northern Ireland and in the light of other developments in the inclusion process.]

Three-Stage Inclusion Process

- The SPGs currently represented on the Board will come together with other SPGs, which are bodies set up for the primary purpose of pharmacy professional leadership to benefit patients, to form a Forum of Specialist Associations (now APEX). This will act as a liaison point for continued collaboration with the Royal College and other PLBs through the proposed inclusion process.
- Engagement between the Royal College and the Forum of Specialist Associations, including bilateral engagement where necessary, to agree a process and terms and membership offer under which at the outset of Stage 2:
    - the Forum could be brought inside the Royal College, within its governance model and as part of its professional leadership function;
    - the SPGs represented on the Forum could become part of the Royal College through their membership of the Forum, while continuing to retain their identity and to operate as independently financed and constituted organisations (subject to any governance and constitutional changes required to reflect their role and status within the Royal College);
    - their members could become members of the Royal College as well as of their SPG or equivalent on the basis of a new and compelling membership offer to be co-created as part of the engagement and consultation process. Pharmacy technician membership of the Royal College would be a condition of any such agreement.
- All these potential agreements will involve the co-creation of attractive and high-value member offers which enable access to a wide range of expertise and specialist knowledge, professional support, career development and collaborative working to achieve shared goals.

Three-Stage Inclusion Process

Stage two

Embedding and Building
(April 2027 to December 2029)

Goal: To build an inclusive, collaborative and integrated Royal College of Pharmacy as a stable, sustainable and thriving model of pharmacy professional leadership.

- Subject to the outcomes of Stage 1 and the associated consultation processes, this stage would be characterised by first embedding the changes and then, as appropriate, building on them through further and deeper integration.

Embedding

- Key features of the Royal College could then include:
  - A broader membership, covering all parts of the UK and including registered pharmacy technicians and members of SPGs who have also become members of the Royal College under a membership offer co-created and agreed in Stage 1 of the process.
  - A National Council for Northern Ireland within the Royal College governance model.
  - Distinct and equitable professional leadership representation for pharmacy technicians in the governance model (for example at Council, Senate and Board or equivalent level).
  - A formal role within the Royal College's governance and professional leadership model for the Forum of Specialist Associations.

Three-Stage Inclusion Process

Building

- The bodies represented on the Forum of Specialist Associations would also commit to further discussions during Stage 2 on the case and scope for fuller, closer integration within the Royal College.

- This could include evaluation of the scope for evolving a faculty structure - while retaining the routes these organisations have to the frontline, including the networks and other support mechanisms they have fostered and recognising the need to strengthen parallel links to those working in community pharmacy. Again, any proposed changes to the governance and constitution of the bodies involved would be subject to their own governance processes and engagement.
- A further and final decision point should be agreed - to be no later than 31st December 2029 – on a settled model for the integration of SPGs

Three-Stage Inclusion Process

Stage three

A comprehensive Royal College
(From 2030 onwards)

Goal: The Royal College would be established as a collaborative, inclusive, integrated and thriving professional leadership organisation, recognised for its excellence in medicines.

Continuity

- The end of Stage 2 would see the foundations of the new and inclusive Royal College established and in a steady state, ready to embark on a further developmental journey to future excellence.

Evolution

- A new strategy would need to be developed for 2030 onwards.

Annex B: Membership of the Co-Creation Liaison Group

Chair: President, Royal College of Pharmacy (Royal College).

Ex-Officio Members:

- President, APTUK
- Chair or representative, PFNI
- Chief Executive, Royal College (plus one further Royal College member)
- Four members of APEX (including at least one pharmacist and one pharmacy technician representative)

Independent Expert Advisors:

- Hazel Jamieson, Pharmacy Operational Services Manager, NHS Forth Valley
- Joan Saddler, Director of Partnerships and Equality, The NHS Alliance
- Shilpa Shah, Chief Executive, Community Pharmacy North-East London
- Ellen Williams, Director of Regional Pharmacy Training, NHS South-West Integrated Care Board

Independent Secretariat:

- Led by Jeannette Howe (currently Head of Secretariat for the UKPPLAB) and resourced by the Royal College, with support from the other professional leadership organisations represented on the CCLG.

Annex C: Co-Creation Liaison Group Terms of Reference

1. Support, review and communicate progress:
    - Towards Stage 2 of the Inclusion Process.
    - On engagement with the future strategy of the Royal College, including engagement with the colleagues outside the regulated professions in pharmacy.

2. Provide collective assurance on agreed mechanisms for ongoing collaboration on pharmacy professional leadership, including education and training, scope of practice and professional standards under the leadership of the Royal College (providing continuity with work programmes initiated by the UKPPLAB).

3. Share significant communications and develop visible expressions of collaboration involving the network of organisations represented on the CCLG, by means of a communications and engagement programme led by the Royal College and supported by the secretariat, ensuring communication with members of pharmacy professional leadership organisations and wider.

4. Support collective engagement with key stakeholders, including patients and the public, under Royal College leadership, and supported by the secretariat, pending the development and implementation of new models of engagement established by the Royal College, through evolution of the Board's:
    - Patient and Public Reference Group
    - Pharmacy Stakeholder Forum.

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