UKPPLAB

collaborative pharmacy professional leadership

UK Pharmacy Professional Leadership Advisory Board

Annual Report 2025-26



THE ASSOCIATION OF PHARMACY TECHNICIANS UK

British Oncology Pharmacy Association bopa

British Pharmaceutical Students' Association

CMHP

PCPA

Pharmacyforum

ROYAL COLLEGE OF PHARMACY

UK Clinical Pharmacy Association

This is the second Annual Report of the UK Pharmacy Professional Leadership Advisory Board ('the Board'). It covers the period April 2025 to July 2026. The report captures the progress and achievements that have taken place to advance the development of pharmacy professional leadership across the UK.

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Foreword



Welcome to the 2025-26 annual report of the UK Pharmacy Professional Leadership Advisory Board.

This second annual report also marks the closure of the Board. That is because over the course of the last 15 months we have moved to a position where we can say that we have delivered the two key tasks that the Board was asked to undertake.

First, we have established a programme of work to take forward the recommendations of the UK Commission on Pharmacy Professional Leadership, covering professional standards, scope of practice and education and training. Our purpose has been not only to focus on key priorities established by the Board, but to build models of collaboration, bringing together not only all the pharmacy professional leadership bodies (PLBs) and specialist professional groups (SPGs) represented on the Board, and some of our independent expert members (IEMs), but also other key stakeholders, such as the General Pharmaceutical Council (GPhC), Pharmaceutical Society of Northern Ireland (PSNI) and the educational bodies and representatives from our Patient and Public Reference Group (PPRG). More detail on progress with the different strands of this work is given in this report; and we are now assured that the mechanisms to support collaboration on these and other core programmes of work which are integral to the future of pharmacy professional leadership in the UK will now be put in place.

That level of assurance is based substantially on the resolution of our second key task, which was to support and steer a transition to a sustainable and effective model of pharmacy professional leadership across the UK. The decisive moment came when, following our Board meeting in December 2025, we were able to announce that as a Board we were unanimously agreed that we believed the proposed Royal College of Pharmacy (Royal College), which the Royal Pharmaceutical Society (RPS) was seeking to establish, could become the sustainable, inclusive and effective future model of pharmacy professional leadership we were tasked to create: meeting the aspirations of professions working in pharmacy and pharmacists and pharmacy technician trainees and students, for the benefit of patients and the public.

This followed an extensive process of engagement, co-creation and collaboration across the Board and between the Board and the RPS, including a series of 'Meet the Board Members' webinars in Summer 2025. This led the Board to conclude that the proposed Royal College was indeed a make-or-break opportunity to transform the landscape of professional leadership in pharmacy.

First, the time was right. Fragmentation had weakened pharmacy professional leadership in the UK and its collective voice. But the momentum the Board itself had given to collaboration meant there was now a stronger platform on which to build for the future; and external and internal drivers for change were also pointing urgently to the need for a new, inclusive and more ambitious approach to professional leadership.

Second, the door was open. A combination of the strong commitment of the RPS to collaboration and to co-creating the Royal College and the flexibility being built into the governance model for the Royal College, meant there was a generational opportunity to co-create the establishment and development of the Royal College and to align on its strategy for the future.

Third, a Royal College could be a gamechanger: a catalyst for building a stronger collective leadership for pharmacy and its professions. It could take pharmacy professional leadership in the UK to a new level: forging more effective, inclusive and systematic processes for ensuring collaboration within pharmacy and with other health and care professions; and celebrating the distinct yet complementary roles played by pharmacists and pharmacy technicians across all sectors of practice and professional careers.

Above all, we agreed that we could see a way forward to turning that potential into reality. In our statement A New Future for Pharmacy Professional Leadership in the UK, published on 12 February 2026, we set out our detailed recommendations for securing progress towards an inclusive, ambitious Royal College of which pharmacists, pharmacy technicians, pharmaceutical scientists and pharmacy trainees and students will be proud: a true home for pharmacy professional leadership. These propositions tested well in a further series of engagement webinars - 'Next Steps Towards an Inclusive Royal College of Pharmacy' - which the Board ran in February and March 2026.

The final decision we made as a Board in our meeting on 9 June 2026 was to endorse a Concordat for Delivery agreed by the seven pharmacy leadership organisations represented on the Board. They will now be responsible for delivering the Board's recommendations, continuing to work closely with other key stakeholders in the pharmacy eco-system and embedding engagement with patients and the public in all aspects of pharmacy professional leadership.

The Concordat commits these organisations to:

- Adopting and embedding the principles of the Vision and Common Purpose for Pharmacy Professional Leadership - to which all the organisations are signed up already.
- Engage with and support the Royal College in the development of a bold and ambitious strategy for the future, taking account of the proposals of the Board.
- Shape the Royal College by following the three-stage inclusion process recommended by the Board to create the opportunity for the Royal College to become an inclusive professional leadership home.
- Implement a model for sustaining collaboration in a spirit of inclusivity, mutual respect and transparency for the period while six of the organisations remain outside the Royal College. This will provide collective assurance on agreed mechanisms for ongoing collaboration on education and training, scope of practice and professional standards under the leadership of the Royal College (providing the continuity with work programmes initiated by the Board).

The Board was established by the Chief Pharmaceutical Officers (CPhOs) of the four UK nations, to follow through on the recommendations of the UK Commission on Pharmacy Professional Leadership. They have given us admirable arm's length support throughout. The Board was always intended to be a transitional body. It can now close, confident that it has done its work in passing the baton to the collective leadership of professionals working in pharmacy.

They have taken ownership of shaping their own destiny: using the vehicle of a Royal College to strengthen their collective voice so that they have an even greater impact within pharmacy itself, in the health system more widely and with Government, and to support professionals working in pharmacy in new and even more effective ways – all for the benefit of patients and local communities.

None of this would have been possible without the leadership shown by the Ex-Officio Members of the Board, their willingness to work equitably and transparently with each other, and their vision to come together in the best interests of their professions and their members. They were supported throughout by the invaluable insights, challenge and encouragement of our diverse group of IEMs, drawn from all parts of the UK and different sectoral backgrounds.

We all benefited hugely from the contribution of our PPRG, ably chaired by Joan Saddler OBE – and from the Pharmacy Stakeholder Forum (PSF) we established to keep the wider pharmacy eco-system informed of our progress and to give us constructive suggestions and challenge. These models of engagement will outlive this Board. They will evolve and improve over time as they become an integral feature of the way the developing Royal College works – and will be sustained during the next phase of collective leadership.

We have also had the benefit of a superb Secretariat led by Jeannette Howe OBE with the support of Melanie Boast, Louise Elliott, Dave Borthwick, Cleo Gurbuz and, for some months, Fiona McIntyre. Without their experience, advice, and drafting, communications and administrative skills, we could not have made the progress we have.

This was on all sides an outstanding team effort: a tribute to public service at its best.

Sir Hugh Taylor
Independent Chair

About the Board

Members of the UK Pharmacy Professional Leadership Advisory Board 2025-26



1. **Board Members:** The list of current Board members is published on the website. During 2025-26, the following leaders represented their organisations on the Board during their respective terms of office:

- Association of Pharmacy Technicians UK (APTUK) - Nicola Stockmann
- College of Mental Health Pharmacy (CMHP) - Karen Shuker

In April 2026, IEMs Mildred Johnson and Professor Mahendra Patel OBE left the Board due to their election to the English National Pharmacy Advisory Council of the Royal College. Professor Claire Anderson was replaced by Tase Oputu who was appointed President of the Royal College.

2. A Register of Interests has been published and kept up to date.

3. For more about the background to the Board, see last year's Annual Report 2024-25.

4. **Advisors and observers**: The UK CPhOs – Andrew Evans, Wales, Cathy Harrison, Northern Ireland, Alison Strath, Scotland and David Webb, England – and the Senior Professional Advisor for Pharmacy Technician Practice at NHS England, Liz Fidler, are advisors to the Board and David Webb, Liz Fidler and Cathy Harrison attend its formal meetings.

5. The CPhOs for England, Scotland and Wales work on rotation and David Webb was advisor to the Board from January 2025 to July 2026.

6. The Board has three observers who attend for the informal and formal meetings: the chief executives of the pharmacy regulators – Duncan Rudkin, GPhC, and Canice Ward, PSNI; and a policy representative from the Department of Health and Social Care (DHSC), Matt Morfey. Lynsey Cleland, Chief Standards Officer, GPhC, replaced Duncan Rudkin in late 2025.

7. **Ways of Working**: The Board meets quarterly in London. It holds informal discussions in the morning and a formal, minuted Board meeting in the afternoon.

8. To support its work, the Board has established the following sub-committees and engagement forums:

- Programme Sub-Committee – chaired by Sir Hugh Taylor.
- Communications and Engagement Sub-Committee – chaired by Professor Mahendra Patel OBE.
- Pharmacy Stakeholder Forum – chaired by Sir Hugh Taylor.
- Patient and Public Reference Group – chaired by Joan Saddler OBE.

Details of these groups and committees are available on the UKPPLAB website.

9. **Secretariat**: The Board has been supported by a small, part-time Secretariat which facilitates activities including the sub-committees, working groups and engagement events. In 2025-26, the Secretariat included Jeannette Howe, Melanie Boast, Dave Borthwick, Louise Elliott, Cleo Gurbuz and Fiona McIntyre.

10. **Funding**: The Board is jointly-funded on an annual basis by the UK CPhOs and the PLBs and SPGs. The Board would like to record its appreciation for the hospitality of the RPS/Royal College in providing a venue and catering for the meetings.

11. **Transition**: In June 2026, the Board concluded that, having unanimously agreed a way forward for pharmacy professional leadership for the future (as set out in the Concordat), it would cease to function in July 2026.

Meeting timeline
2025-26

April 25

Communications and Engagement Working Group

Scope of Practice Working Group

May 25

Programme Sub-Committee

Board Roundtable

Communications and Engagement Sub-Committee

Pharmacy Stakeholder Forum

June 25

UK Pharmacy Professional Leadership Advisory Board

Patient and Public Reference Group

Scope of Practice Working Group

July 25

Co-Creation Liaison Group

3 x engagement webinars

August 25

Scope of Practice Working Group

Programme Sub-Committee

Engagement webinar

September 25

UK Pharmacy Professional Leadership Advisory Board

Co-Creation Liaison Group

2 x engagement webinars

October 25

Patient and Public Reference Group

Co-Creation Liaison Group

November 25

Pharmacy Stakeholder Forum

Programme Sub-Committee

Co-Creation Liaison Group

Communications and Engagement Sub-Committee

Meeting timeline
2025-26

December 25

UK Pharmacy Professional Leadership Advisory Board

January 26

Co-Creation Liaison Group

February 26

Patient and Public Reference Group

Pharmacy Stakeholder Forum

Programme Sub-Committee

2 x engagement webinars

Communications and Engagement Sub-Committee

March 26

UK Pharmacy Professional Leadership Advisory Board

Co-Creation Liaison Group

3 x engagement webinars

April 26

Co-Creation Liaison Group

May 26

Co-Creation Liaison Group

Programme Sub-Committee

June 26

Pharmacy Stakeholder Forum

UK Pharmacy Professional Leadership Advisory Board

What we have achieved
Board meetings

June 2025

The Board discusses a report from the third meeting of the **Pharmacy Stakeholder Forum** (PSF) on 20 May 2025. The Forum acknowledges the collaborative and inclusive approach to the development of the Vision and Common Purpose for Pharmacy Professional Leadership and challenges the Board to reach beyond those currently engaged in the conversation.

The Board considers the report from the third **Programme Sub-Committee** on 6 May 2025:

- On professional and regulatory standards, the Board is working towards a description of how professional standards are being addressed more collaboratively, including how different interests are networked into the activity, across professions and nations.
- On scope of practice (SoP), the Board receives a verbal update from the SoP Working Group on 3 June 2025. The two main purposes of this activity are highlighted: (i) to raise awareness of what pharmacists and pharmacy technicians do, and how that is changing; and (ii) using this exercise to develop a more systematic approach to supporting individuals and employers, including through education and training, career pathways, credentialing etc, so that pharmacy professionals feel confident in their roles and in transitioning between roles. The Board agrees the plan to hold a policy development Roundtable as a next step, including a patient and public perspective.

June 2025

The report of the **Communications and Engagement Sub-Committee** held on 21 May 2025, provides an update on the Vision and Common Purpose and next phase of engagement.

All eight PLBs and SPGs have formally adopted the Vision and Common Purpose and the Board agrees that it will be formally launched on 26 June 2025. A public-facing version of the Vision and Common Purpose is under development, guided by the Board's Patient and Public Reference Group. The achievement of commonality of purpose through this collaborative endeavour is highlighted, with its integration into pharmacy organisations being seen as an important next step.

The objectives of the Board's engagement plan are set out:

- Demonstrate that Board members are committed to working together to co-create a more collaborative, inclusive and effective model of pharmacy professional leadership for the future.
- Support the process of co-creation of the Royal College and ensure wider stakeholder involvement.
- Encourage people who are not currently members of professional leadership organisations, and those who haven't been involved in consultations on a Royal College, to engage with the Board and the future of pharmacy professional leadership.

The engagement will roll out in phases to allow alignment with and to support the process of co-creation of the Royal College. The first phase will be the launch of the Vision and Common Purpose, followed by a series of 'Meet the Board Members' webinars in the summer. A Board presence at key pharmacy conferences throughout the year is also planned.

June 2025

The Board discusses 'Co-creating a sustainable and effective structure of pharmacy professional leadership across the UK'. The Board had supported the RPS proposal for a Royal College and welcomes the positive vote to establish a Royal College. As a result of previous Board discussions, and two informal Board Roundtable meetings following the outcome of the vote, the Board is not starting from 'ground zero'. For example, the Board has already reached the view that any future model of pharmacy professional leadership needs to take account of both professions - pharmacists and pharmacy technicians. It is also clear that there is no existing blueprint; and that the Board's role is to provide the forum for the co-creation of the future model of pharmacy professional leadership.

Two broad themes had been identified. The first is function, where the Board would continue to encourage and support the development of connectivity between organisations as a model of collaboration. The second theme is form, which would involve designing a model. Here the Board would need to come together to build a view on future form.

The Independent Chair proposes to establish a forum where conversations could be had to shape the future – where a variety of different models for PLBs could be explored, including interim approaches along the pathway to a final position. The Board agrees the establishment of a Co-Creation Liaison Group (CCLG) between the Board and the RPS. PLBs and SPGs would be able to seek the views of their members and feed them into this group, to inform the development of a collective view on the way forward.

A vision and common purpose

for collaborative UK Pharmacy Professional Leadership

Enabling pharmacy to be the best that it can be

Our joint commitments...

1 **Co-creating Unified, Effective and Inclusive Leadership**
We will lead by example, working together to deliver a clear, unified and inspiring vision to represent the whole pharmacy team, achieving a stronger voice and greater recognition for our professions.

2 **Collaborating to Achieve Shared Objectives**
To improve healthcare, we will build strong and trusting relationships with patients, communities, the whole pharmacy team, other healthcare professions and other countries, co-producing objectives, and sharing our learning and resources.

3 **Enhancing Advocacy and Public Awareness**
We will educate people about the breadth of pharmacy's vital role in patient care and advocate for our professions with employers, government and the public, to achieve greater benefits, influence and credibility.

4 **Embracing Advancements in Practice to Benefit Patient Care**
We will lead the safe development of pharmacy professional practice to improve healthcare for patients and communities and support professionals to access new career opportunities, enabling professional fulfilment and equipping us all for the digital future.

5 **Prioritising Education, Innovation and Research**
We will build the way for the professions of the future, developing career pathways, educational frameworks and guidance that harness research and evidence to improve health outcomes, providing greater support and striving to ensure time for learning is part of everyone's practice.

THE ASSOCIATION OF PHARMACY TECHNICIANS UK · British Oncology Pharmacy Association bopa · British Pharmaceutical Students' Association · CMHP · UKPPLAB collaborative pharmacy professional leadership · PCPA · Pharmacyforum · ROYAL PHARMACEUTICAL SOCIETY · UK Clinical Pharmacy Association

Agreed by the UK Pharmacy Professional Leadership Advisory Board

Martina Aikon

President, British Pharmaceutical Students' Association

"The pharmacy professional landscape is ever changing. Now is the perfect opportunity to establish unity within the pharmacy professional leadership space, to ensure inclusivity, representation, and evidence-based guidance."



Professor Claire Anderson

President, Royal Pharmaceutical Society

"I congratulate the continued commitment to deepening collaboration and to creating an inclusive future for pharmacy professional leadership."



Raymond Anderson

Independent Expert Member

"Working with colleagues over the past year has been a great experience, witnessing the launch of the UK-wide Royal College of Pharmacy. Now the focus should be on continuing the collaborative work we've begun to ensure the College fulfils its ambitions."



Laura Angus

Independent Expert Member

"I am proud to have supported the UKPPLAB over the past two years in shaping a new Royal College of Pharmacy, an inclusive home with a united voice. Now is the time to step forward: be visible, and move from the sidelines to centre stage to achieve parity with other professions, for the benefit of our patients."



September 2025

The Board considers the report from the fourth **Programme Sub-Committee** on 27 August 2025:

- For professional education and training, on this occasion the Programme Sub-Committee focuses on the recently published Development of a UK-Recognised Career Pathway for Post-Registration Pharmacy Technician Practice, Phase 1 report, receiving presentations from both APTUK and NHS England on the key findings and outline plans for Phase 2. There is a keenness to maintain momentum with this Board priority, in consultation with APTUK, and drawing on the views of pharmacy technicians, both practitioners and leaders. The opportunity for pharmacy technician members of the SPGs to feed in is highlighted.

- On scope of practice, the Board receives helpful input from the Scope of Practice Working Group, with over 100 case studies gathered to exemplify pharmacist and pharmacy technician professional practice across the UK. Subject to available resources, a thematic analysis to draw out key insights and learning is proposed. Building on this exercise, plans are developing for a series of roundtable events to explore how to support pharmacists and pharmacy technicians in practice. Three specific perspectives would be taken in the events – the pharmacy professions themselves, employers and service providers, and patients and the public.

September 2025



The Board receives a report on **Communications and Engagement**. The engagement exercise has so far involved four 'Meet the Board Members' engagement webinars, and two events specifically engaging with pharmacy technicians, organised by APTUK, involving a total of 437 people. Board members considered the feedback from the engagement webinars. Responses showed participants had shifted from seeking to understand the purpose and role of the Board, to demonstrating an interest in engaging with and influencing the work of the Board. The Board's Vision and Common Purpose had been strongly welcomed, together with the commitment to collaboration. There was strong support for the process of co-creating a unified pharmacy professional leadership model, including pharmacy technicians.



The Chair of the **Patient and Public Reference Group** (PPRG) reports on good progress with developing the patient and public-facing version of the Vision and Common Purpose and the welcome refresh of the PPRG membership with several new members joining the Group.



Turning to the matter of co-creating a sustainable and effective structure of pharmacy professional leadership across the UK, the Independent Chair reports on progress from the first two meetings of the CCLG which was established in July 2025. The President of the RPS, Professor Claire Anderson, as Co-Chair of the CCLG, provides an update on progress towards establishing the Royal College, including the engagement exercise to inform the development of a 5-year strategy for the new Royal College.

September 2025

- It is highlighted that the current work will create the foundations for a Royal College by April 2026. However, it will be important to also consider the work to be done beyond this, to further shape and develop the Royal College, both in developing its potential as a collaborative leadership body, drawing on the flexibility in governance that is being built in, and as an attractive proposition for members.

- Further diagnostic work is proposed to gather detailed information about the constitution, governance and membership arrangements of all the PLBs and SPGs.

- Three main themes have emerged which would be explored at future meetings. The first is inclusivity – whether it was possible to bring together pharmacists and pharmacy technicians in a single body, in terms of professional leadership, and what that might mean for existing PLBs and SPGs and their members. The second is flexibility - the potential advantages of enabling a staged approach to the future model for pharmacy professional leadership, beginning with greater collaboration in the short-term and enabling the facility to co-create an eventual model. The third is the offer – what fee arrangements would need to be put in place to enable the ambitious future being proposed, which would allow for closer collaboration, and provide value to members.

- The Board notes the Terms of Reference of the CCLG, which are published on the Board's website. Board members receive a full version of the Board's Annual Report for 2024/25 which is approved for publication.

Rebecca Chamberlain

Independent Expert Member

"The Board has set a roadmap for a more inclusive, collaborative future for both professions. I look forward to seeing what the future holds, and am proud to have contributed to discussions around scope of practice and professional education which have a direct impact on pharmacy professionals and patient care."



Dr Jeanette Dickson

Chair, Academy of Medical Royal Colleges

"It has been wonderful to watch all the diverse professional organisations work together to shape a shared vision of the future of pharmacy care delivery for patient benefit."



Professor Christine Gilmour

Independent Expert Member

"It's been especially rewarding to see the establishment of the Royal College of Pharmacy, a significant milestone for the profession. I believe the Board has made real progress in shaping practice and policy, and bringing together diverse voices in a spirit of collaboration and shared purpose."



Nicola Greenhalgh

President, College of Mental Health Pharmacy

"Collaboration isn't optional, it's the foundation of safer, more compassionate care. By engaging collectively, we can help shape a leadership model that truly supports our teams and the patients who rely on us."



December 2025

The Board receives and discusses a report from the fourth meeting of the **Pharmacy Stakeholder Forum** (PSF) on 11 November 2025. The Board is complimented on its engagement to date – face to face and online – and encouraged to continue this activity and share feedback. Stakeholders emphasise the need for equal voice for pharmacists and pharmacy technicians, addressing historical hierarchies and ensuring representation for those currently under-represented. Inclusivity in pharmacy professional leadership needed to be addressed in the widest sense. Members warn against losing momentum and stress the importance of tangible progress and clear communication.

The Board receives and discusses a report from the third meeting of the **Patient and Public Reference Group** (PPRG) on 30 October 2025. The PPRG's membership was refreshed during 2025 and the October meeting involved new members. The Chair of the PPRG, Joan Saddler, presents a patient version of the Vision and Common Purpose for PPL to the Board, which had been co-produced with the PPRG. Board members provide comments and the document will be updated before publication in February 2026.

The Board accepts the next steps for the PPRG:

- In order to introduce greater accountability into the process of patient and public engagement, the proposal is that the Board supports the PPRG to develop an input to the strategy for the Royal College and its future approach to patient and public engagement.
- The members of the PPRG have already begun to discuss potential models of patient and public engagement for a Royal College and will build on this at the January meeting with a view to developing outline content for the strategy.

December 2025



The Board considers the report from the fifth **Programme Sub-Committee** on 26 November 2025:

- On professional standards, the Board approves the proposal of a collaborative model for developing professional standards. The Programme Sub-Committee had received a proposal of the collaborative model to enable it to describe how professional standards are being addressed, including how PLBs, SPGs and regulators are networked into the activity, across both pharmacy professions and UK-wide.
- On education and training, the Sub-Committee receives presentations on development plans to support newly-qualified pharmacist prescribers, from both England and Wales. Scotland and Northern Ireland could not attend on this occasion and would be invited to present to the next Sub-Committee.
- On scope of practice for future pharmacy professionals, case studies have been shared with RPS's Post-Registration Curriculum Steering Group and with the team leading the Phase 2 work for pharmacy technician post-registration education and training. The Secretariat is in the process of commissioning a research team to undertake a thematic analysis of the pharmacist case studies to be completed by January 2026.



The Independent Chair updates on the work of the CCLG in developing proposals for a sustainable and effective future model for pharmacy professional leadership in the UK. The Board's vision and common purpose is to create a unifying and inclusive model that meets the aspirations of all professionals working in pharmacy, to enable the transformative change that pharmacy professional leadership needs to support professionals over the coming years.

December 2025

The Board is in unanimous agreement that, in principle, the opportunity presented by the Royal College should be seized on the basis that it does indeed have the potential to become the sustainable, inclusive and effective model of pharmacy professional leadership the Board was tasked to create - a unifying voice that would meet the aspirations of all professionals working in pharmacy, to the benefit of patient and the public.

To that end, subject to a period of engagement with the governing bodies of the PLBs and SPGs represented on the Board, the Board would aim to publish a statement in the New Year setting out proposals both for contributing to the development of the strategic ambitions of the future Royal College and for future collaboration, including proposals for a process to co-create the opportunity for the Royal College to become a more inclusive body.

The Board received a report on communication and engagement comprising three dimensions – the feedback from the autumn sessions at conferences and events; a report from the fourth **Communications and Engagement Sub-Committee** of 19 November 2025; and a communications and engagement plan for the January to March 2026 period.

The Communications and Engagement Sub-Committee had considered the feedback from the Board's sessions at a series of autumn conferences and events across the UK, and discussed and agreed communications plans for proposal to the wider Board meeting.

From September to November 2025, Board members took part in nine in-person pharmacy conferences and events across the UK on the overall theme of the co-creation of the future for pharmacy professional leadership.

December 2025

In summary:

- Audience discussions at the events reflected a deep interest in and some healthy scepticism about the proposed Royal College, pending more information about future developments.
- Participants who were aware or supportive of a Royal College, emphasised the importance of inclusivity in the co-creation process - particularly the involvement of pharmacy technicians and all four UK countries. They also highlighted the importance of ensuring patient groups are represented and involved, plus wider SPGs, and pharmacy professionals with non-clinical involvement, e.g. industry.
- In discussions around the co-creation process, participants called for transparency on the level of consultation, details of the plans for measuring success, and requested simplified language explaining "what the Royal College means" in practical, everyday terms. They also sought reassurance of the value and 'offer' of a Royal College, so it was not just a name change.

The Board agrees with the communications and engagement plan and approves the strategy to increase awareness and transparency about the co-creation discussions, so that colleagues in pharmacy would hear there was likely to be a statement in the New Year. The objectives for Phase 4 are:

- Presenting an integrated and inclusive narrative about pharmacy professional leadership to benefit patients and local communities.
- Showcasing the Board's contribution to the Royal College strategy.
- Messaging designed to enhance Royal College launch.
- Supporting PLBs and SPGs to do their member communications.

A vision and common purpose

for patients and the public



Mildred Johnson

Independent Expert Member

"It has been a significant year for pharmacy leadership, marked by the launch of the Royal College. As the Board has worked to help develop a clear and strategic vision, I hope these efforts will continue to support the establishment of an inclusive, collaborative, and representative professional body for the future."



Amy Laflin

President, Association of Pharmacy Technicians UK

"Pharmacy technicians play a vital and respected role in advancing the professions. Their insight, experience and perspective will help to create a more inclusive Royal College of Pharmacy and build the professions we aspire to."



Sheelin McKeagney

Chair, Pharmacy Forum Northern Ireland

"Providing strong professional leadership to colleagues delivering ever more complex care to patients is essential as the pharmacy professions continue to develop. The need to work together collaboratively is critical."



Dr Berwyn Owen

Independent Expert Member

"We can be incredibly proud of UKPPLAB's role in supporting the establishment of the Royal College of Pharmacy. On this firm foundation an inclusive College can be built that will provide an outstanding membership experience and support all pharmacy professionals throughout their careers."



March 2026

The Board receives and discusses a report from the fourth meeting of the **Patient and Public Reference Group** (PPRG) on 17 February 2026. The Chair of the PPRG Joan Saddler outlined how the future role of the PPRG and its members is part of the proposed transition arrangements for the Board.

The outline proposal for the strategy is for the Royal College to take a phased approach to patient and public/community engagement:

- Phase 1 – to communicate with community and voluntary sector organisations about the need for a Royal College that ensures diverse pharmacy leadership which puts patients and the public/community at the heart of everything they do. This would involve contacting a wide range of patient and community bodies to ask for feedback from groups, taking account of advice from our Northern Ireland colleague on the PPRG. The PSF members may also use the Vision and Common Purpose to obtain views from patients, which could help to develop their own patient representation structures.
- Phase 2 – for the Royal College to shape a PPRG that can be involved in ensuring improvement in the Royal College's business and the patient-facing services that pharmacy professional leaders help to shape and deliver.

The Chair highlights that there were two critical dimensions: (i) how the Royal College and other pharmacy leadership organisations embrace patient and public engagement within their operation; and (ii) how they support front-line pharmacy professionals to embrace patient and public engagement.

March 2026

The Board considers the report from the sixth **Programme Sub-Committee** on 26 February 2026. This included updates on the three key streams of work:

- On professional standards, the proposal to strengthen collaborative approaches to developing professional standards is further discussed. There is support for the establishment of an interim group involving representatives from the RPS, other PLBs and the SPGs, to take forward this proposal and provide assurance to the wider Board while longer-term structures, following the establishment of the future Royal College, were developed.
- On education and training, a focus remains on the Post-registration Professional Education and Training for Newly Qualified Pharmacist Prescribers. The Sub-Committee receives presentations from Scotland and Northern Ireland on development plans to support these early career pharmacists, completing the contributions from all four home countries.
- On scope of practice for future pharmacy professionals, researchers from Centre for Pharmacy Workforce Studies (CPWS), at the University of Manchester, shared key findings from the rapid analysis of the pharmacist case studies collected by the Board.
- The Board agrees to undertake a stocktake of progress at the next Programme Sub-Committee meeting in May. In particular, this would address how the Board's activity on the three priority areas – pharmacist and pharmacy technician post-registration education and training, scope of practice and professional standards - would be mainstreamed and supported by the maintenance of collaboration between the PLBs and SPGs, the pharmacy regulators and education leads, in the context of Stage 1 of the inclusion process and the evolving relationship between the Board and the future Royal College.

March 2026

The Board considers the report from the **Communications and Engagement Sub-Committee** on 5 February 2026. On 22 January 2026 the Board published an open letter to pharmacists, pharmacy technicians and pharmacy students and trainees to raise awareness of the Board's intention to publish a statement in February 2026, with its proposals for the future of pharmacy professional leadership, and to promote its engagement webinars. This resulted in significant media coverage for the Board's plans and achieved the aim of proportionately and transparently setting the scene for the February announcement.

On 12 February 2026, the Board's statement – A New Future for Pharmacy Professional Leadership in the UK – was published along with a set of supporting graphics and FAQs. The coverage was universally positive and points to a degree of unanimity and significant support for the recommendations.

As part of the communications plan, the Board held a special PSF meeting on 23 February 2026, to discuss the Board's statement and seek support. The statement was received positively by members of the PSF and there was broad support for the Royal College among attendees.

Overall, 414 people attended the first 4 engagement webinars, and there was strong support for a collaborative and inclusive Royal College and for the Board's recommendations. However, there are still concerns about representation and questions about membership models and how to engage more people across pharmacy.

The Board welcomes a report from the SPGs about their initial steps to develop and create the Federation of Specialist Pharmacy Associations (now the Alliance of Pharmacy Expert Groups or APEX) and to invite other SPGs to join. This work would continue over the coming weeks.

March 2026

On the future for pharmacy professional leadership, discussion focuses on next steps following the publication of the Board's statement and in anticipation of the potential launch of the Royal College in April. A key task would be publication of the proposed Concordat: a document owned and signed by the Royal College, the other PLBs and the SPGs, and endorsed by the Board. It would commit the organisations to:

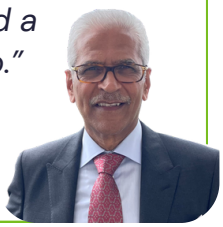
- Follow in good faith the three-stage inclusion process set out in the Board's statement, with the ambition of co-creating an inclusive home for pharmacy professional leadership in the UK, subject to consultation with members, and engagement with stakeholders, patient and the public.
- Sustain collective leadership and collaboration during Stage 1 of the inclusion process, while the other PLBs and the SPGs remain outside the Royal College.

The Board agrees that, as signalled in its statement, it would be necessary to keep an adapted version of the current CCLG in place during the transition to Stage 2 of the inclusion process: to give visible assurance of the commitment to sustaining collective leadership and collaboration during this transitional period; to assure the process of ongoing collaboration on current developments in pharmacy professional leadership (subject to underpinning mechanisms to be agreed with the Royal College); and to review and discuss progress on engagement with the future strategy of the Royal College.

Further consideration would need to be given to the membership of this group and how it should be chaired, resourced and supported. This would need to cover the case for: maintaining some form of independent input on this group, to provide additional assurance; a communications and engagement network for the purpose of sharing significant communications and developing visible expressions of collaboration across all PLBs and SPGs; and continued engagement with the PSF and PPRG pending further consideration of the Royal College's strategic approach to engagement.

Professor Mahendra Patel, OBE
Independent Expert Member

"The Board has played a pivotal role in the historic transition to the Royal College of Pharmacy. It has fostered a culture of openness, trust and shared purpose through exceptional leadership and camaraderie that has been both a privilege and a pleasure to contribute to."



Joan Saddler, OBE
Chair, Public and Patient Reference Group

"The Board has ensured that insights from patients and the public are a key consideration when decisions are being made, setting a welcome foundation for the development of future diverse and coordinated pharmacy leadership."



Shilpa Shah
Independent Expert Member

"The launch of the Royal College of Pharmacy has been monumental. As an Independent Expert Member representing community pharmacy I feel the College will be imperative to the development and delivery of clinical services. This work has been collaborative and inclusive and I am honoured to have been part of it."



Panayiotis Sphikas
Independent Expert Member

"Seeing the Board reach this stage feels like we are approaching a real turning point for the professions. We now have an opportunity to build a truly inclusive, innovative and united professional leadership landscape that supports the development of all pharmacy professionals and improves patient care across the UK."



June 2026

The Board considers the report from the seventh **Programme Sub-Committee** on 13 May 2026. Following an update on on-going activities, especially pharmacist and pharmacy technician professional education and training, the Sub-Committee had undertaken a stocktake of its progress and reached the following conclusions:

- On Professional Standards: Establishment of an interim group, involving representatives from the Royal College, other PLBs and the SPGs - potentially through the APEX, and with other key stakeholders, including pharmacy regulators and others, where appropriate, to take forward the proposal for collaborative oversight of professional standards and provide assurance while longer-term structures, following the establishment of the Royal College, are developed.
- On Scope of Practice for Future Pharmacy Professionals: Informed by the work of the Programme Sub-Committee, establishment of a specific piece of work to address scope of practice for pharmacy professionals, with Royal College leadership, in collaboration with other PLBs and SPGs (potentially through APEX), and with other key stakeholders, including pharmacy regulators and others, where appropriate.
- On Professional Education and Training: Establishment of a continuation or transitional mechanism to ensure that organisations currently represented on the Board, together with pharmacy regulators, educational bodies and patient and public contributors remain able to understand, shape and contribute to work on the professional education and training of pharmacists and pharmacy technicians.
- In conclusion, the Board agrees that collective assurance on the agreed mechanisms for ongoing collaboration on pharmacy professional leadership, including education and training, scope of practice and professional standards, would be addressed as set out in the proposed Concordat for Delivery for A New Future for Pharmacy Professional Leadership.

June 2026

On the future of pharmacy professional leadership, the Board receives updates from the Royal College, the other professional leadership bodies, and APEX. The Independent Chair reports continued support for the direction of travel from the PSF meeting held on 1 June 2026.

The Board discusses the proposed **Concordat for Delivery**, which had been committed to in the 12 February 2026 statement - A New Future for Pharmacy Professional Leadership in the UK. With seven signatories from the pharmacy leadership organisations represented on the Board, this formalises the collective agreement, including the prerequisites, for co-creating an ambitious and inclusive Royal College as a wider home for pharmacy. It also provides further detail on delivery, including a new CCLG, hosted by the Royal College bringing together the Royal College, APTUK, PFNI and APEX, with a continuing role for independent expert advisers, and an independent secretariat with a remit to support all the organisations represented on the group. There is support for the new CCLG being chaired by the President of the Royal College, further demonstrating commitment to the proposed next steps.

This would provide assurance that the model of collaboration, advocated by the Board, would be sustained. It was also the right time for the pharmacy leadership organisations to take charge of their own destiny and the delivery of pharmacy professional leadership for the future, assuring each other and pharmacy more widely as progress is made.

June 2026

In endorsing the Concordat for Delivery, Board members accept that the Board has run its course and it is time to handover to the new CCLG. As such this would be the last formal meeting of the Board, with the Board drawing to a close in July 2026.

The Board receives an update on **communications and engagement** activity. Through three tranches of webinars – on the Vision and Common Purpose for Pharmacy Professional Leadership in February 2025, the Meet the Board events in July to September 2025 and the recent webinars on next steps for an inclusive Royal College for Pharmacy, the Board had attracted over 1,500 attendees.

The Board's support for the launch of the Royal College for Pharmacy on 15 April 2026 had yielded social media activity, news story views and coverage in four pharmacy publications. The Board's session at the Clinical Pharmacy Congress, London on 8 May 2026 had been well attended, with positive feedback and lots of interest in how the Royal College would evolve as a collaborative and inclusive professional leadership body, and support for the inclusion of pharmacy technicians.

This being the last formal meeting of the UKPPLAB, members took the opportunity to share reflections. In keeping with the trust and honesty established within the Board, some members voiced their scepticism when the Board was first established and its ability to achieve its remit. All remarked on the positive experience and success of the Board, ably guided by the Independent Chair. In conclusion, the Independent Chair highlighted four ingredients to that success: (i) building strong relationships; (ii) the power of collective leadership; (iii) modelling collaboration; and (iv) the growth in confidence individually and collectively. These would need to be carried forward into the delivery phase to achieve the Board's vision of co-creating an ambitious and inclusive Royal College as a wider home for pharmacy.

Dr Graham Stretch

President, Primary Care Pharmacy Association

"Collaborative leadership in pharmacy is within our grasp. A Royal College with representation and participation from all our colleagues is the goal, and will require continued goodwill, trust and commitment across our professions."



John Warburton

Chair, UK Clinical Pharmacy Association

"The work of the Board highlights the vast contribution of all our pharmacy organisations to the success of our professions. Pharmacy is constantly changing and collaboration is now the most credible currency to invest in for the future."



Ellen Williams

Independent Expert Member

"The past year has seen important progress for pharmacy professional leadership, including the transition to a Royal College. I have been proud to support positive steps towards a more inclusive future that recognises the vital role of pharmacy technicians and I remain optimistic about what lies ahead."



Joseph Williams

Vice Chair, British Oncology Pharmacy Association

"I have welcomed the opportunity to represent BOPA on the Board and help shape a transformed model of pharmacy professional leadership that is inclusive, trusted, and responsive to the needs of the patients and professions we serve."



Engagement
in numbers

Engagement webinars

11 webinars*

22 speakers

961 participants

Social media

820 new followers

73 posts

1775 post engagements

43k post impressions

**6 x 'Meet the Board Members' and 5 x 'Next Steps Towards an Inclusive Royal College of Pharmacy'*



9.6k

website visits



14

media articles and interviews



12

conference sessions



14

Board statements, letters and blog posts

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