ROYAL COLLEGE OF PHARMACY

Your College
Your home
Our future

Building the future of pharmacy

Our strategy 2026-2028

NOVEMBER 2026

Foreword

As the newly formed Royal College of Pharmacy, we have bold ambitions – at the heart of those is to create a welcoming, supportive and authoritative professional home for pharmacy.

A home that unites leadership groups and sectors. A home where professionals feel supported, involved and can thrive. A home that advances practice, celebrates innovation and delivers excellent care for the benefit of patients and the public.

With the College firmly established, we are focused on delivering on our ambitions.

Building the future of pharmacy is our transition strategy that sets out a two-year roadmap of how we will deliver on this unique opportunity and transform, delivering better value and experience for our members.

It outlines activities and outcomes alongside the four key priorities ensuring we can measure success.

Integral to the strategy is how we will shape our long-term future together. The pharmacy landscape is rapidly changing. We are playing an increasing central role with more clinical responsibilities in health and care systems under considerable pressure. With members, patients and partners across the UK and globally, we will design and chart our future path together, taking an inclusive approach ensuring all voices shape a long-term strategy that is supportive and equips pharmacy to flourish.

Inclusion and belonging will be fundamental to everything we do, as part of the strategy, we will be carrying out a review, ensuring the outcomes are embedded in our culture and our work. Alongside this, we will continue our commitment to sustainable healthcare.

The strategy marks a new phase of our journey which we're entitling Your College, Your home, Our future. There is much still to do, but we are excited by what we can achieve together.



Tase Oputu
President



Joe Irvin OBE
Chair of the Board of Trustees



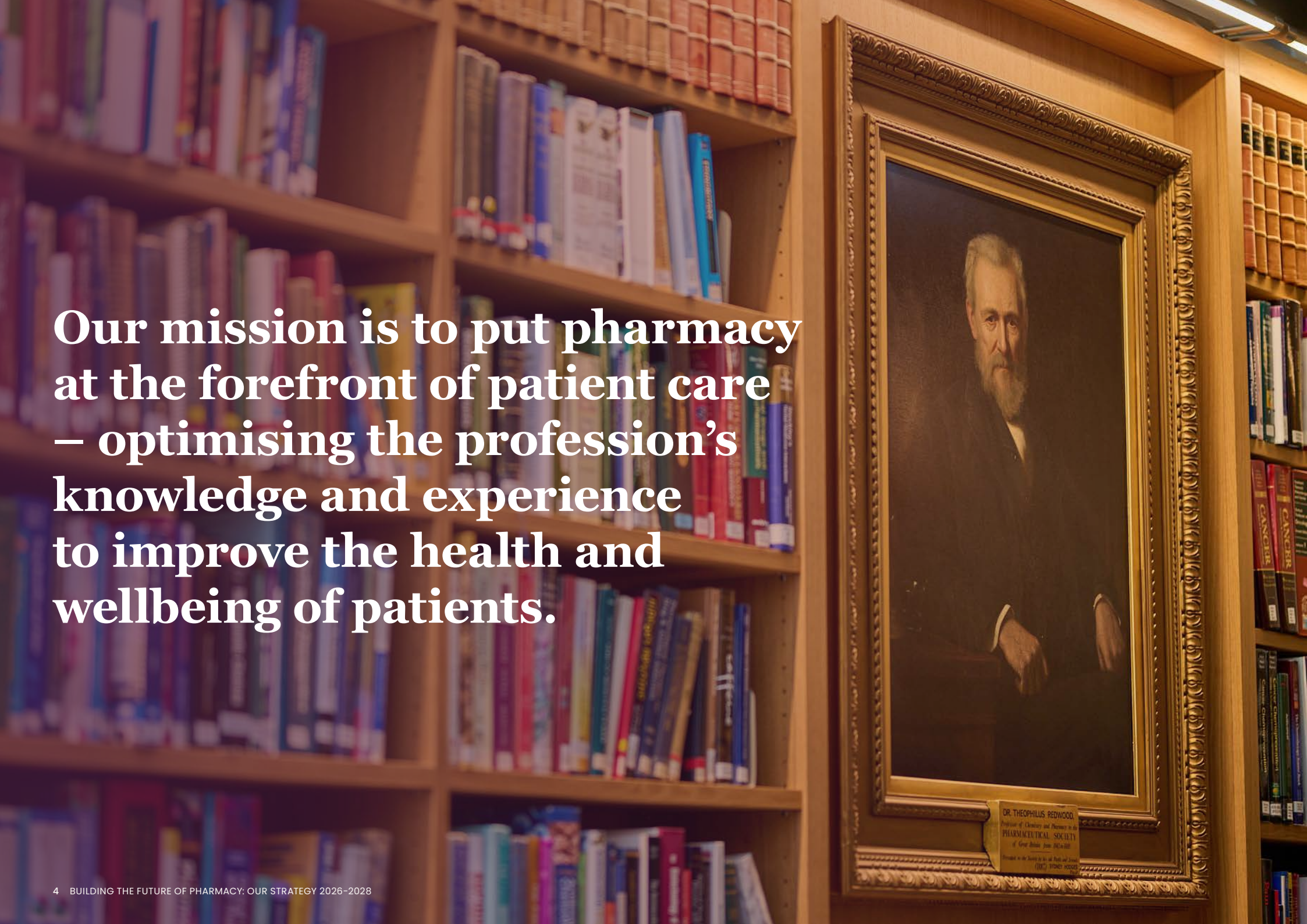
Karen Baxter
Interim Chief Executive

Introduction

We are the Royal College of Pharmacy.

The Royal College of Pharmacy was created on 15 April 2026 from the Royal Pharmaceutical Society.

Our Royal Charter defines our charitable purpose. This is to act for the public benefit by advancing education in the science and practice of pharmacy, preserving and protecting good health and relieving sickness. It includes helping College members who face financial hardship which we deliver with partners across the sector.



Our mission is to put pharmacy at the forefront of patient care – optimising the profession's knowledge and experience to improve the health and wellbeing of patients.

Strategy overview

This transition strategy sets out our priorities during this key time of change for the organisation and the pharmacy sector. It lays out how we will modernise and develop the College as a vibrant and responsive membership organisation, delivering value for our members and creating a powerful, inclusive voice for pharmacy.

It shows how we will work collaboratively with members, partners, and patients to forge a long-term strategy. Together, the long-term strategy and the actions under the four key priorities in this transition strategy will set us up for success towards achieving our vision of becoming the world leader in the safe and effective use of medicines.

Integral to our work are our values – quality, focus, collaboration, respect and agility.

As we work to enhance our culture, they will be vital to the realisation of our ambitions and encompass our drive for influence and excellence.

Our Board of Trustees holds overall responsibility for the College's strategy, governance and legal compliance.

To find out more, visit www.rcpharm.org/our-governance/.



Strategic purpose

By 2028, the Royal College of Pharmacy will establish itself as the professional home, authoritative voice and recognised leadership body for pharmacy.

This transition period will create the systems, culture, programmes and partnerships needed to build the foundations for a future long-term strategy.

Pharmacists, pharmaceutical scientists, patients, and others across the health and pharmacy landscape will experience a College that is more:

- **Influential**
- **Visible and open**
- **Member-focused**

We will become a College that:

- **Can demonstrate its impact on patients and the public**
- **Is committed to actions, partnerships and delivery**



“The future of the royal college is exciting. I’d like to see it go further in supporting early-career pharmacists, and in showing that there are so many options within pharmacy, not just community, hospital or primary care.”

Noor Alhasso

Clinical Pharmacist / Co-founder Smash Pharmacy, Glasgow, Scotland

Our ambitions for 2028

By 2028

- We will have a powerful voice in health policy and system transformation
- There will be clearer routes for member involvement and engagement in our work
- Members will have access to world-class learning, leadership and research opportunities
- The College, working in partnership with its members and pharmacy technicians, will know the future of pharmacy technician membership, which will define the type of professional home the College will be
- We will have created clearer career pathways, in collaboration with key stakeholders, underpinned by curricula and the assurance of credentials that are adopted by individuals, supported by employers and recognised by the sector
- The public will understand better and value pharmacy professionals' contribution to health and care
- We will have embedded the systems, processes and governance to underpin our future success as a royal college
- We will have involved a wide range of stakeholders in the development of a long-term strategy to shape the future of the College and pharmacy over the next decade







Our transition priorities



Priority one
Establish the Royal College of Pharmacy

We will set the College up for success by embedding the culture, processes, systems and governance needed for a modern and effective royal college.

Key goals

- Successfully embed the Royal College of Pharmacy identity
- Build public, professional and political recognition of the College
- Create a strong and distinctive College culture encompassing openness, continual learning and improvement
- Embed equity, belonging and inclusion, ensuring that all voices shape the College's priorities and decisions
- Consolidate our governance in line with a modern professional leadership body and charity

Key actions will include

- Raising the profile of our work across key stakeholders
- Strengthening pharmacy advocacy through strategic partnerships
- Harnessing member expertise to drive professional excellence
- Showcasing innovation and best practice across all sectors of pharmacy
- Conducting an inclusion and belonging review, ensuring the outcomes are embedded in our culture and work
- Developing data, insight and reporting capabilities to better demonstrate impact

Key outcomes

- Recognised and trusted brand
- Strong reputation
- Clear purpose
- High influence
- Transparent and effective governance
- A collaborative and values-led College culture
- Demonstrable progress in inclusion and belonging across the College
- High member and public confidence in the evolving role of pharmacy and the College

Priority two
Become the home of pharmacy

We will create an inclusive, supportive home for our members and the wider profession, strengthening pharmacy's impact on the changing healthcare landscape.

Key goals

- Collaborate with members and the wider pharmacy profession to create an inclusive Royal College of Pharmacy.
- Be a central convener of leaders and organisations across pharmacy
- Secure greater recognition for the pharmacy profession
- Have a powerful, unified voice for pharmacy

Key actions will include

- Creating a pathway to a special resolution vote to decide pharmacy technician membership of the College
- Deepening engagement with specialist pharmacy groups
- Continuing to engage with Northern Ireland to explore expanding the College's scope to UK wide
- Strengthening our authoritative leadership to maximise influence and shape health policy
- Defining Scope of Practice for pharmacists through collaboration across the sector and working with pharmacy technicians to align their professional ambitions in this area
- Working transparently and aligning our work to clear patient outcomes agreed with members and wider groups
- Strengthening engagement with governments, NHS organisations and regulators

Key outcomes

- Clear and effectively communicated positions that support pharmacy
- Greater recognition and visibility of pharmacy across the health sector and with patients
- Accessible opportunities for engagement for members and wider stakeholders
- Recognition of the College and its role, with clarity on impact: the sector and members will be clear on the work we have delivered
- A clearer and shared vision for the future professional home of pharmacy
- The College viewed as a trusted forum for collaboration across pharmacy
- Greater alignment across the pharmacy sector on key professional issues

Priority three

Advance pharmacy to provide excellence in patient care

We will support the profession to deliver excellent patient care across all settings and at every stage of their career.

Key goals

- Enable pharmacists to expand their scope of practice safely and confidently
- Support pharmacists to retain confidence in their practice in a continually evolving health and care environment
- Strengthen leadership development across clinical, organisational and system settings
- Become the trusted destination for professional support, learning and development
- Build a workforce capable of adapting to future healthcare needs

Key actions will include

- Renewing our focus on education to ensure that our education and learning support pharmacists across their professional journey
- Expanding our voice in pharmacy education, including research, working closely with stakeholders to develop shared goals and approaches
- Providing standards and guidance that support pharmacists in their roles
- Presenting curricula in a way that is more accessible and easier to understand
- Developing assessment and credentialing frameworks that reflect modern pharmacy practice
- Working across the sector to create aligned approaches to pharmacy education and development
- Leading research and insight activity to identify emerging workforce and practice needs

Key outcomes

- Availability of support tools, such as an intuitive e-Portfolio system, to help pharmacists record their learning and complete credentialing
- The College is recognised as a trusted destination for professional support, learning and development
- Clarity on the benefits of credentialing to employers, individuals, patients and the public
- Improved support for pharmacists working in emerging and advanced roles
- Supported leadership development opportunities across all career stages and sectors of practice
- Timely updates to key pieces of standards and guidance
- Unified approaches to pharmacy education across the sector

Priority four

Transform member experience and engagement

As a modern royal college, we will be proactive and inclusive, listening, seeking input and acting on feedback from our members to develop a member offer that meets their needs in the changing healthcare landscape.

Key goals

- Deliver a consistently improving, member-centred experience that is valued by the profession at every career stage
- Grow and showcase our wide range of education, support and events
- Develop communities of practice and networking opportunities across pharmacy

Key actions will include

- Working openly and collaboratively with our members
- Making the College more accessible to input by developing and improving clarity on ways members can get involved
- Creating opportunities for peer-to-peer communities of support
- Proactively seek and act on member feedback about preferred ways to access content and improve member experience, ensuring they are supported for upcoming developments
- Developing targeted support for key career transition points
- Improving digital systems to enable seamless access to services and resources
- Working with other charities and professional leadership bodies in the sector to support pharmacists' wellbeing and promote sustainable professional practice

Key outcomes

- Members feel involved in, and valued by, the College
- The College has a tailored offer that is recognised as providing choice and supports members to develop and thrive
- Members can easily contribute their insights, expertise and perspectives to shape the College's priorities and advocacy
- Members benefit from stronger professional connections and peer support
- Learning that meets member needs delivered in a way members value
- Expanded career support to help members navigate the changing landscape of pharmacy
- Easier access to vital tools and services, including the ability for members to personalise interactions with the College
- Greater recognition and support for pharmacists' wellbeing



“I feel the royal college represents me, as a woman, as a woman of colour, and I don’t see a lot of organisations that reflect the same values as those I personally believe in which is around inclusivity - really putting that at the forefront. That’s something that I’m very passionate about.”

Rajshri Owen

Regional Ambassador, CEO Community Pharmacy Leicester, Leicestershire and Rutland

Two-year roadmap

In 2026 we completed the foundations of the College.
The next two years of our roadmap ensure we look outwards, engaging with our members and leading the profession.

	2027 Engage	2028 Lead
Focus areas	— Build on the enhanced and early careers work — Improve member services, growing membership and engagement — Conduct an inclusion and belonging review — Deliver major policy influence campaigns — Collaborate with members and stakeholders to develop longer term strategy — Launch a proposal for pharmacy technician membership	— Establish national authority and influence — Evaluate impact of transition — Finalise and launch the future strategy for 2028-2033
Success statements	“The Royal College of Pharmacy is delivering visible value and demonstrating widespread engagement.”	“The Royal College of Pharmacy is the professional voice and home of pharmacy.”

Measures of success



Professional impact

- Use of standards, guidance and learning resources
- Credentialing participation
- System recognition of professional development pathways



Member impact

- Membership retention and growth
- Member satisfaction
- Diversity and volume of member engagement



Organisational excellence

- Financial sustainability
- Workforce engagement, wellbeing and belonging
- Digital adoption and service performance

Looking ahead to the future

Developing our long-term strategy will be one of the most important activities of this transition period.

We are committed to comprehensive engagement that takes the College out to pharmacy, listening directly to members and the wider profession. Alongside face-to-face conversations, we will create flexible digital opportunities for people to share their experiences, ambitions and ideas for the future of pharmacy and its new royal college. By seeking a broad range of perspectives, working openly and collaboratively, we will develop a long-term strategy that reflects the aspirations of the profession, the needs of patients and the public.

The Royal College of Pharmacy was created to help pharmacy realise its full potential for patients, the public and society. At the time we said this was a foundation stone for the future. This transition strategy sets out our commitment to build on that foundation stone, developing the new College, and, in doing so, create a new way of working: one that listens, collaborates and delivers. By bringing together the expertise and experience of our members, patients and partners, we will strengthen the voice and influence of pharmacy, ensure firm foundations for the future and support the profession to thrive.

Together, we will build a profession that is more connected, influential and equipped to improve patient care, support healthier communities and meet the challenges of the future.



“I see the RCPharm as critical in developing the necessary educational and governance structures required for a more clinically-focused pharmacist workforce.”

Dr Gordon Rushworth

Consultant Pharmacist General Practice, Director of Pharmacy Education & Research, Highland and Islands Pharmacy Education and Research, NHS Highland

ROYAL COLLEGE OF PHARMACY

www.rcpharm.org/our-strategy-2026-2028

NOVEMBER 2026