

Objective 1: to deliver high quality regulation that is effective, consistent, safe, and fair.

The Society seeks to ensure that patients continue to receive safe and effective care, as the pharmacy profession and its environment undergoes significant transformation.

Rag Order Interpretation - Green – on target/complete, Amber - at risk of not meeting target and requires SMT oversight, Red- will miss target

Goals	Actions to meet Goals	Responsibility	Target Year	Target Quarter	Quarterly Update August 2026	RAG Rating/Status
We will meet all performance standards in annual PSA appraisals every year. We will keep abreast of research, new pharmacy practice, and innovations so that we can be more effective in regulation. We will implement Modernisation of our Regulatory Framework including obtaining Ministerial approval and laying of amendments to enable key workstreams. We will work with other regulators, sharing best practice and conducting service evaluations to improve how we regulate the pharmacy profession.	1.1 We will aspire to meet all PSA Standards every year.	Senior Management Team	2026/27	1-4	See PSA Workplan	
	1.2 We will have implemented a new Initial Education and Training Scheme for pharmacists.	Head of Regulatory Strategy	2025/26		Implemented legislative changes to the Initial Education and Training framework for pharmacists, enabling pharmacists completing the 2021 standards pathway to register with Independent Prescriber annotation from the point of registration. Registration processes, application forms, online systems and associated procedures were updated to support implementation, with engagement undertaken across students, trainees and stakeholders.	
	1.3 We will enable provisions for the registration of Pharmacist Independent Prescribers at the point of registration.	Registrar & Director of Regulation and HEAD OF REGULATORY STRATEGY	2026/27	1-4	Legislative amendments were implemented during the reporting year to enable newly qualified pharmacists completing the 2021 Initial Education and Training pathway to be annotated as Independent Prescribers at the point of registration from 1 August 2025. The Society updated registration processes, application forms, Regulator On-Line functionality and associated standard operating procedures to support implementation. Communications	

					and stakeholder engagement activity were undertaken with students, Foundation Training Year trainees and other stakeholders to support consistent understanding and delivery of the new arrangements.	
	1.4 We will have put in place appropriate pathways and structures to support registration and regulation of pharmacy professionals	Registrar & Director of Regulation and HEAD OF REGULATORY STRATEGY	2026/27	1-4	Legislative and operational arrangements were implemented to support the eligibility of registration of pharmacists with Independent Prescriber annotation at the point of registration. Registration processes, application forms, online systems and associated procedures were updated to support the new registration pathway. Work relating to future regulation and registration of Pharmacy Technicians remains paused due to resource constraints, although the Society remains committed to progressing sustainable arrangements when resources permit.	
	1.5 We will have designed and implemented a new CPD Framework.	Registrar & Director of Regulation	2026-27		Can't progress under the current resource and funding.	
	1.6 We will have modernised and updated our standards and guidance documents, including our Code	Head of Regulation Strategy	2026/27	1-4	A significant programme of standards and guidance modernisation has been delivered. The revised Code of Conduct, Ethics and Performance was approved by Council and published in January 2026, introducing a more modern and proportionate framework for pharmacy practice. The Professional Standards for Chief Pharmacists	

					were published and came into effect on 1 December 2025. Consultation was completed on draft Standards for Pharmacist Prescribers and revised Guidance on Prescription Collection and Delivery, with both projects progressing towards finalisation. These developments form part of the Society's wider programme to modernise standards and guidance and strengthen pharmacy governance.	
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Objective 2: To continually improve our fitness to practise processes to be more agile, efficient, and proactive.

We will shift the focus of our regulatory efforts on preventing incidents from occurring or escalating into a serious event. We will focus on reforming and improving our Fitness to Practise processes, ensuring they are transparent, effective, and consistent, while embedding a more compassionate and proportionate 'right-touch' approach.

Goals	Actions to meet Goals	Responsibility	Target Year	Target Quarter	Quarterly Update August 26	RAG Rating/Status
We will reform our Fitness to Practise processes to support enhanced communication, transparency, and effectiveness in our processes.	2.1 We will publish and monitor fitness to practise data including caseload, costs, progression, and timelines.	Registrar / Director of Regulation	2026-27	1-4	FtP monthly update report through SMT, Committee & onto Council. PSA dataset through SMT. FTP Report now published and available on the website	
We will take a more strategic approach to our Fitness to Practise processes and use data, intelligence, and learnings from other regulators to deliver learning to our members in a preventative manner.	2.2 We will review outcomes and themes from Fitness to Practise cases and share learnings and concerns with our registrants via newsletters and continual engagements.	Registrar / Director of Regulation	2026-27	1-4	FtP and Education team to confirm the parameters of the outcomes/themes.	
We will establish Fitness to Practise strategies that ensure financial sustainability and value for money.	2.3 We will ensure our Fitness to Practise process are robust and efficient, and ensure decisions are understood by the public, registrants, and all stakeholders.	Registrar / Director of Regulation	2026-27	1-4	FtP are taking forward the recommendations from the FtP audit and will consider future findings from PSA audit. FTP manual is at competition stage.	
We will develop a Fitness to Practise Strategy and embed them into our existing and improved processes. (On hold)	2.4 We will benchmark our processes with health regulators and implement any learnings or good practice.	Registrar & Director of Regulation	2026-27		Defer to future years, as it cannot progress this financial year and is outside the current prioritisation scope.	

	2.5 We will develop capability and capacity within our organisation to better manage and control Fitness to Practise cases.	Director of Business Operations (Adjudication)	2026-27	1-4	Following the recent recruitment process, full Statutory and Scrutiny panels are now in place, supported by a reserve list. Training took place in November 2025, with a further session planned for November 2026. Since April 26, the Secretary to the Statutory Committee role has been covered within another full-time post, this is no longer sustainable. The recent recruitment process was unsuccessful, a paper on this matter will go to FPC 08.09.26. Failure to appoint to this role presents a significant risk to delivering this function and will be added to the risk register.	

Objective 3: To value our registrants, stakeholders, and staff and to be an accountable organisation with effective people, governance, and operations to complete its core regulatory functions.

In order for us to deliver on our strategic objectives and our core business functions in a sustainable manner we must ensure that we have the right people, skills, structure, and culture in place and that we are funded appropriately. In addition, we must find opportunities for improvement, innovation, and efficiency.

Goals	Actions to meet Goals	Responsibility	Target Year	Target Quarter	Quarterly update August 2026	RAG Rating/Status
Remain an effective organisation with an agile and innovative culture and supporting people strategy.	3.1 We will undertake an organisational review, understanding the resources required to deliver our goals and benchmark with other regulators.	Director of Business Operations	2026-27	1-4	The organisational review has been completed, it cannot be progressed at this time due to funding constraints.	

Review organisational systems, processes, people, and resources to ensure alignment with and capability to deliver our future objectives. Employ a financial strategy to increase efficiency, cost-effectiveness and ensure operation on a going concern basis, monitoring financial pressures and reporting against targets bi-annually. Develop strategies to mitigate future fee rises - minimising these where necessary and implement new payment methods to assist in managing registrant's financial obligations. Support all healthcare professionals and pharmacists in particular to deliver safe sustainable services by taking whatever steps we can to minimise our carbon footprint and environmental impact.	3.2 We will develop and publish new governance procedures on how we operate corporately. Develop and implement new Corporate Governance Handbook to include Pharmacy Forum	Director of Business Operations	2026-27	1-2	The draft Corporate Governance Handbook has been completed and is awaiting the outcome of the internal audit review.	
	3.3 We will publish results of the review of systems, processes, people, and resources, demonstrating alignment with our objectives and the extent to which we have delivered them.	Director of Business Operations	2026-27		Defer to future years, as it cannot progress this financial year and is outside the current prioritisation scope.	
	3.4 We will publish a people strategy which supports our objective to become an agile, supportive, and innovative culture.	Director of Business Operations	2026-27		Defer to future years, as it cannot progress this financial year and is outside the current prioritisation scope.	
	3.5 We will publish and adhere to our Equality, Diversity and Inclusion strategy with specific measures and milestones	Director of Business Operations	2026-27	1-4	The Equality, Diversity and Inclusion Strategy has been approved and implemented. Actions are progressing where current staffing capacity allows, although limited resources mean only some items can be taken forward at this stage.	
	3.6 We will regularly review our financial position and strategy to ensure we are a sustainable organisation which is funded appropriately on a break-even basis.	Director of Business Operations	2026-27	1-4	Management accounts & cashflows reviewed quarterly through FPC & Council. Ongoing sustainability discussions around fees and spend.	

	3.7 We will review our fee structures and implement necessary and appropriate charges in a manner which is reasonable and comparable to other regulators and introduce collection methods which minimise impact on registrants	Director of Business Operations	2026-27	1-4	Fee structures are reviewed annually to support ongoing financial viability.	
	3.8 We are a workplace of choice, evidenced by our ability to retain and attract a skilled, diverse, and competent workforce to deliver on our strategic priorities.	Director of Business Operations	2026-27		Can't progress under the current resource and funding.	
	3.9 We will implement sustainability measures that reduce the environmental impact of organisational activities.	Director of Business Operations	2026-27		Can't progress under the current resource and funding.	
	3.10 We will survey members on how we meet our objectives and aim.	Director of Business Operations	2027/28		The C Strategy was launched and implemented 24.02.26. Associated business plan in place, Members survey will follow 2027/28	

Objective 4: To modernise the legislation and governing structures of the organisation.

Healthcare regulation and leadership across the UK and Ireland is under considerable scrutiny and subject to change. The Pharmaceutical Society NI must ensure it is best placed to regulate and provide leadership to the pharmacy profession. In addition, our governing legislation can be modernised to reflect current structures, provide efficiencies and to future proof our work and objectives.

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We will modernise our governing legislation to ensure efficient and timely progress of key workstreams.	4.1 We will contribute to discussions and implement change as a result of ongoing discussion on pharmacy leadership via UK Pharmacy Professional Leadership Advisory Board (UKPPLAB) and similar forums.	Chief Executive Officer	2026/27	1-4	New structures being formed as a result of UKPPLAB dissolution. PFNI to be represented and report to CEO and Council	
We will explore options for professional regulation and leadership for pharmacists in Northern Ireland.						
We will consider the current pharmacy professional leadership linkage with the regulatory function within the Pharmaceutical Society NI.	4.2 We will advocate the NI Assembly for amendments to the Pharmacy (NI) Order 1976 and introduce changes via subordinate legislation to support our objectives.	Chief Executive Officer	2026/27	1-4	Legislative changes have been made to The Pharmaceutical Society of Northern Ireland (General) Regulations (Northern Ireland) 1994 to update IET and fees arrangements. Regular meetings with DoH to discuss and progress future considerations	
We will keep abreast of regulatory reforms across the UK and advocate for change if considered beneficial to the pharmacy profession in NI.	4.3 We will provide input to UK-wide discussions on healthcare regulation and implement changes to our organisation as a result of feedback.	Chief Executive Officer	2026/27	1-4	Regular engagement with other healthcare regulators is ongoing. Initial discussions held with DoH about future regulation proposals.	

Objective 5: To develop and modernise our Standards and Guidance to strengthen pharmacy governance.

Our standards and guidance documents are the cornerstone of regulation. They are the go-to references for registrants and the public in understanding what is expected of a pharmacy professional. Our standards need to be updated to remain fit-for-purpose with a view to being looking forward to allow for innovation and technological developments within the sector. The standards and guidance will help professionals deliver a broader range of clinical services, across a broad range of settings and service delivery models.

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We will modernise our standards and guidance documents to ensure they are reflective of current and future practice. We will strengthen the governance arrangements for pharmacy professionals and premises. We will consider who can join and remain on our register and what types of premises we wish to permit to join our register.	5.1 We will publish new standards across a range of pharmacy practice areas including the remote supply of medicines and services, to enable pharmacist independent prescribing and publish Chief Pharmacists, and Prescription Collection / Delivery Standards	Head of Regulatory Strategy	2026/27	1-4	Published the revised Code of Conduct, Ethics and Performance and Professional Standards for Chief Pharmacists. Completed consultation on Standards for Pharmacist Prescribers and revised Prescription Collection and Delivery Guidance. Development of Pharmacy Premises and Internet Pharmacy Standards relating to remote supply models was deferred due to resource constraints, with horizon scanning continuing to inform future work.	
	5.2 We will update our professional Code of Ethics and performance and consider its applicability across the pharmacy profession in Northern Ireland.	Head of Regulatory Strategy	2025/26	1-4	Published the revised Code of Conduct, Ethics and Performance in January 2026 following consultation and Council approval. Implementation activity included stakeholder engagement, communications and webinars to support application of the Code in practice. Ongoing work will focus on monitoring implementation, supporting consistent application across pharmacy practice settings and considering alignment with future standards and guidance initiatives.	

	5.3 We will utilise our new powers within legislation to produce standards for Chief Pharmacists, Superintendent Pharmacists and Responsible Pharmacists	Head of Regulatory Strategy	2026/27	2-4	Utilised new legislative powers to publish the Professional Standards for Chief Pharmacists, which came into effect on 1 December 2025. Continued engagement with the General Pharmaceutical Council and Department of Health regarding Responsible Pharmacist and Superintendent Pharmacist reform, while monitoring the development of corresponding standards in Great Britain to inform future consideration in Northern Ireland. Not likely to progress within timeframe due to resource and NI Assembly timelines.	
	5.4 We will introduce updated Responsible Pharmacists Regulations.	Head of Regulatory Strategy	2026/27	4	Continued work on Responsible Pharmacist reform, maintaining engagement with the General Pharmaceutical Council and Department of Health regarding developments to the Responsible Pharmacist framework in Great Britain. This work will help inform future consideration of regulatory changes required for Northern Ireland. Not likely to progress within timeframe due to resource and NI Assembly timelines.	
	5.5 We will work with DoH Medicines Regulatory Group to place our pharmacy premises standards on a statutory footing.	Head of Regulatory Strategy			This piece of work is currently paused due to resource constraints and keeping a watching brief on GPhC developments on the planned update of their premises standards in 26/27. Not likely to progress within timeframe due to resource and NI Assembly timelines.	

