



THE ASSOCIATION OF PHARMACY TECHNICIANS UK



President's introduction to the 2025/2026 annual report

The past twelve months have marked a period of significant development and transformation for the pharmacy technician profession. During this time, notable progress has been made across practice, professional recognition, and future-facing roles, and it is with great pride that we share these achievements as part of our work within APTUK.

Our activities throughout the year have been firmly aligned with the theme of our 2025 Annual Conference, *Advancing Practice*. This theme has not only guided our strategic direction but has also been reflected in the tangible advancements we have supported and achieved. Through collaboration with stakeholders, engagement with our membership, and a clear focus on professional development, APTUK has continued to champion the evolving scope and impact of pharmacy technicians across all sectors of practice. These collective efforts have ensured that the profession is well-positioned to meet the changing needs of patients, services, and the wider healthcare system.

Alongside professional advancement, significant progress has also been made organisationally. Over the course of the year, APTUK has undertaken a comprehensive review of its internal processes and functions, leading to meaningful improvements in governance, efficiency, and sustainability. These changes have strengthened the Association's operational foundations and enhanced our ability to deliver value to our members.

As a result of this work, we have successfully secured additional member benefits and improved the overall membership experience. This includes enhanced access to professional resources, increased opportunities for engagement and development, and a stronger platform from which to represent and advocate for pharmacy technicians nationally.

As President, I am immensely proud of what has been achieved over the past year. The progress outlined in this report reflects the commitment, expertise, and passion of our members, volunteers, and Board, and reinforces APTUK's ongoing role as a leading voice for the profession. I look forward to building on this momentum in the year ahead as we continue to support, promote, and advance pharmacy technician practice.

During the reporting period, significant progress was achieved in relation to the supervision of pharmacy technicians, following the approval of key changes to medicines legislation. These developments represent an important milestone in recognising the professional accountability, competence, and contribution of registered pharmacy technicians within modern pharmacy practice.

The approved legislative changes support more flexible and proportionate supervision models, enabling pharmacy technicians to practise under their own professional responsibility for defined activities, in line with their education, training, and scope of practice. This includes the ability to supervise specific aspects of medicines-related processes, where appropriate, without the routine requirement for direct pharmacist oversight.

These changes are designed to better reflect the evolving roles of pharmacy technicians, optimise skill mix within pharmacy teams, and support more efficient and patient-centred service delivery, while maintaining robust standards of safety and governance. Importantly, professional accountability remains clearly defined, with all registrants expected to work within their competence and in accordance with regulatory and organisational frameworks.

APTUK has actively engaged in consultations and stakeholder discussions throughout this process and welcomes the approval of these supervision changes as a positive step forward for the profession. We will continue to support our members through guidance, education, and advocacy to ensure the safe and effective implementation of these legislative developments across all sectors of practice.

There have been changes to our Executive Committee and Directors during 2025/2026. With thanks to the following outgoing members of the APTUK Executive Committee:

- Nicola Stockmann- President
- Kyle Winn- Professional Lead England
- Linda Henderson- Professional Lead Scotland
- Kristy Garton- Branch Liaison
- Melaine Barnett- Member Observer
- Elspeth Clarke- Member Observer

I am delighted to welcome our new incoming members to the Executive Committee:

- Gail Hall- Vice President
- Alishah Lakha- Director for Diversity, Inclusion and Belonging
- Louise Kasparian- Business and Communications Lead
- Trudy Kysta- Professional Lead England (Return from Maternity leave)
- Kate Gardiner- Professional Lead Wales
- Karine Loudon- Professional Lead Scotland
- Elspeth Clarke- Branch Liaison and Events Executive
- Hannah Todd- Member Observer
- Chamene Hicks- Member Observer
- Lynda Kelley- Member Observer
- Suzanne Bhagwanji- Member Observer
- Andrew Jell- Member Observer

I would like to formally acknowledge the APTUK Executive Committee and Board of Directors. APTUK is outstanding, its members are volunteers whose commitment, professionalism, and unwavering advocacy continue to drive the strategic direction of our organisation. Their collective leadership, adaptability, and influence ensure that the voice of the pharmacy technician profession is consistently represented and respected across all levels of policy, practice, and decision-making.

Their work directly supports APTUK's strategic priorities: strengthening professional leadership, advancing practice, influencing policy and legislation, and ensuring sustainable governance for the future of the profession. Through their continued advocacy and engagement in every forum where our profession must be heard, they are helping to shape a confident, capable, and future-ready pharmacy technician workforce.

As the UK wide professional leadership body for pharmacy technicians, APTUK looks ahead with clear purpose and ambition. Following the establishment of the UK Pharmacy Professional Leadership Advisory Board (UKPPLAB) back in 2024, we will continue to work collaboratively and transparently with system partners to deliver a coherent leadership journey and to strengthen the collective pharmacy voice within the multi-disciplinary healthcare landscape.

Thank you for your continued support of your professional leadership body and for your ongoing commitment to the advancement of the pharmacy technician profession.

Amy Laflin MAPHarmT

President

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Executive Summary

The 2025/2026 reporting year has been a period of significant progress, transformation, and strategic development for the Association of Pharmacy Technicians UK (APTUK) and the wider pharmacy technician profession. Guided by the theme *Advancing Practice*, APTUK has strengthened its role as the UK’s professional leadership body, driving forward professional recognition, legislative change, workforce development, and member value.

Advancing the Profession and Policy Influence

APTUK has played a central role in shaping policy, legislation, and professional practice. Key legislative milestones—including changes to supervision requirements and the inclusion of pharmacy technicians in Patient Group Directions (PGDs)—have marked a step change in recognising the profession’s capability, accountability, and contribution to patient care. These developments support more flexible, efficient, and patient-centred service delivery while maintaining robust governance and safety standards.

APTUK has continued to influence national policy through strong engagement with the Department of Health and Social Care, NHS England, MHRA, and other key stakeholders. Representation across UK-wide forums, including the UK Pharmacy Professional Leadership Advisory Board (UKPPLAB), ensures that pharmacy technicians have a clear and influential voice in shaping the future of healthcare.

Leadership, Collaboration, and Workforce Development

Collaboration has remained a cornerstone of APTUK’s work. The organisation has strengthened partnerships with professional bodies, including the Royal Pharmaceutical Society, BOPA, and NHS organisations, contributing to national strategies such as *Fit for the Future* and wider workforce planning initiatives.

Significant progress has also been made in workforce development, particularly through work on multi-sector career pathways and skills frameworks. This includes advancing post-registration career structures, supporting education and training, and contributing to research strategy and capacity building across the profession. In Northern Ireland, APTUK has supported ongoing work towards statutory regulation, despite challenges, helping to build the foundation for a regulated and sustainable workforce.

Enhancing Education, Professional Development, and Research

APTUK has expanded access to education and professional development opportunities through accredited frameworks, national webinars, and branch-led learning. Progress includes the enhancement of Accuracy Checking Pharmacy Technician (ACPT) and Primary Care frameworks, alongside development of new frameworks in specialist areas such as cancer services and critical care.

The organisation has also strengthened its role in research, ensuring pharmacy technicians are represented in national research strategies and initiatives, including the NIHR Pharmacy Incubator. These efforts support the integration of research into professional practice and career development.

Member Value and Engagement

Providing value to members has been a key priority. APTUK has maintained affordable membership while enhancing benefits through increased access to CPD, improved communications, and expanded engagement opportunities. The introduction of a new website and CRM system represents a major step forward in digital

transformation, improving accessibility, member experience, and data-driven engagement.

A strong programme of events—including 34 branch meetings and a successful national conference—has supported professional development, networking, and inclusion. Communication has also been enhanced through structured engagement, a national membership survey, and continued publication of the *Pharmacy Technician Journal*.

Organisational Development and Sustainability

Internally, APTUK has strengthened governance, operational efficiency, and sustainability. Investment in digital systems, improved processes, and the introduction of a Business and Communications Lead role have enhanced organisational capability. A more strategic approach to membership growth, sponsorship, and income diversification has supported financial stability.

Membership trends show resilience, with continued growth in registered pharmacy technician members and improved conversion rates from trainee to full membership. Enhanced data insights are enabling more targeted engagement and retention strategies.

Inclusion, Diversity, and Professional Identity

APTUK has made meaningful progress in embedding diversity, inclusion, and belonging across its work. The launch of a formal pledge, engagement with national partners, and delivery of inclusive events and resources have strengthened representation and alignment with wider healthcare priorities.

Looking Ahead

APTUK enters 2026/2027 with strong momentum and clear strategic intent. Priorities include delivering a new organisational strategy (2026–2031), advancing career pathways and professional standards, strengthening member engagement, and continuing to influence the evolving pharmacy leadership landscape.

Overall, the past year has demonstrated APTUK's growing influence, strengthened organisational foundations, and continued commitment to ensuring pharmacy technicians are recognised, supported, and empowered to deliver high-quality, patient-centred care across the UK.

“Through strong, influential, and professional leadership we will ensure that the voice of the pharmacy technician is heard. We will develop a valued profession recognised in its own right, extending scope of practice to improve pharmacy services to benefit patients’ lives.”

- APTUK mission statement

1. Promote pharmacy technicians (and APTUK) at every opportunity

1.1. Clear communications articulating the role of the pharmacy technician to patients and employers to drive value and recognition for the profession

During 2025/26, the Association of Pharmacy Technicians UK (APTUK) has continued to play a pivotal leadership role in delivering clear, consistent and authoritative communications that articulate the value, capability and evolving scope of the pharmacy technician workforce. APTUK has actively promoted understanding of the pharmacy technician role to patients, employers and system partners, highlighting the profession’s contribution to patient safety, medicines optimisation, service transformation and the effective use of digital and clinical systems across all sectors of pharmacy practice.

APTUK has strengthened its national profile and influence during this period, with the Department of Health and Social Care (DHSC) increasingly engaging with APTUK for professional insight, advice and sector intelligence on issues impacting the pharmacy technician workforce. This has included support and engagement with policy development and workforce-related considerations, reinforcing APTUK’s position as the recognised professional leadership body for pharmacy technicians. In addition, APTUK has supported work involving the Medicines and Healthcare products Regulatory Agency (MHRA), providing informed professional perspectives that help ensure the safe and effective involvement of pharmacy technicians in medicines regulation, governance and patient safety initiatives.

Through proactive communications, professional guidance, system-level engagement and collaboration with national partners, APTUK has supported employers to better understand and optimise the deployment of pharmacy technicians, while also strengthening public and patient awareness of their regulated professional status. Collectively, these activities during 2025/26 have significantly contributed to improving recognition, confidence and value in the pharmacy technician profession, supporting workforce sustainability and the delivery of safe, high-quality care.

1.2. Driving legislation changes to ensure the profession can support pharmaceutical and patient services utilising the full scope of practice. In particular, Patient Group Directions and supervision

In our annual reports for the last couple of years, we have been waiting to announce that changes have happened, as this year, we are delighted to report, that finally has.

2024/25 marked a significant milestone for the pharmacy technician profession, with the inclusion of pharmacy technicians and Patient Group Directions (PGDs) within the 2024/25 Community Pharmacy Contractual Framework. This followed the positive outcome of the national PGD consultation undertaken in 2023/24, which recognised the contribution pharmacy technicians can make to improving patient access, service delivery and medicines optimisation.

Throughout the year 2025/2026, APTUK supported implementation and professional understanding of these changes through a programme of clear communications and organisational updates. This included presentations at national and regional pharmacy conferences outlining legislative developments and the expanding scope of practice for pharmacy technicians. APTUK also developed and disseminated practical factsheets to support the safe and effective use of PGDs in practice, helping employers and pharmacy technicians understand governance

requirements, accountability and professional responsibilities.

In parallel, in 2024/2025 APTUK provided expert professional input into the development of the Centre for Pharmacy Postgraduate Education (CPPE) training programme. In 2025/2026, APTUK representatives also participated in national webinars and events, working in collaboration with CPPE whereby the learning and education on PGDs for pharmacy technicians were offered. We have done this through face-to-face engagement where possible, creating networking opportunities for those working with PGDs and supporting system-wide understanding of the amended PGD legislation and its application to pharmacy technicians.

Looking ahead, APTUK will continue to provide leadership in communication and professional support by delivering regular national webinars to ensure pharmacy technicians, employers and system partners remain informed of legislative, policy and practice developments. APTUK will also work in close collaboration with the Royal College of Pharmacy to co-produce clear, consistent and authoritative guidance documents. This collaborative approach will ensure information is centralised, duplication is avoided and messaging across the pharmacy professions is aligned, while maintaining accessibility for pharmacy technicians through publication and signposting via the APTUK website.

1.3. Supporting pharmacy technician registration in Northern Ireland

APTUK has actively supported and contributed to all pharmacy technician development and regulatory work across Northern Ireland throughout the year.

Progress toward pharmacy technician regulation

Northern Ireland (NI) continued to progress work toward statutory regulation of pharmacy technicians. The Department of Health maintained its ambition to achieve regulation by April 2027, despite emerging challenges. Regulatory instructions were developed, with continued engagement between the Department, the Office of Legislative Counsel (OLC), and other stakeholders. Legislative planning included drafting a future Bill and necessary amendments to the Pharmacy (NI) Order 1976.

A significant shift occurred in late 2025 when the Pharmaceutical Society of Northern Ireland (PSNI) announced it could no longer continue regulatory work due to financial instability. As a result, the Department began exploring alternative regulatory models, including potential collaboration with the General Pharmaceutical Council (GPhC).

Education workstreams focused on strengthening the future pharmacy technician pipeline. This included delivery of the NI Pharmacy Technician student survey, analysis of qualification pathways, and ongoing monitoring of the GPhC's reforms to Initial Education and Training (IET). Formal clarification was sought from PSNI on recognition of Republic of Ireland (ROI) pharmacy technician qualifications for NI roles.

Experiential learning capacity and risks associated with increasing student numbers were monitored. Additional workstreams continued reviewing requirements for future post-registration education and training.

Workforce strategy and multi-sector skills model development

A major strand of activity this year was development of a multi-sector career and skills model for pharmacy technicians and support staff. This work included targeted calls for expressions of interest, collection of pharmacy technician career profiles across hospital, community, industry, cancer services and technical specialties. Webinar planning, mentor matching, and standardised question sets were developed to support respondents.

Finalised hospital pharmacy technician and pharmacy assistant career pathways were completed for inclusion in a wider multi-sector careers framework.

Recruitment and retention remained key themes: the Attract–Recruit–Retain (ARR) campaign continued to be explored with Pharmacy Forum NI and PSNI, with the aim of increasing visibility, recruitment and retention of pharmacy technicians and pharmacy support staff.

Legislative & regulatory uncertainty (late 2025–early 2026)

PSNI's withdrawal from the Pharmacy Technician Regulation and Development (PTRD) programme presented a

major programme risk, prompting an urgent review in NI. New legislative options are being explored, including cross-jurisdictional collaboration with the GPhC. Updated risk assessments reflected impacts on project timescales, affordability, training capacity, and regulatory continuity.

Despite uncertainty, the Department of health reiterated its commitment to advancing regulation within the 2027 target, with further consultation on regulatory options scheduled for 2026.

Engagement, communications and surveys

Communications and engagement activities were central throughout the year, including newsletters, stakeholder updates, and trade union engagement.

Consultations, including the GPhC consultation on IET standards, were promoted across the workforce and organisations. Engagement aimed to ensure stakeholder clarity during significant regulatory uncertainty.

APTUK contributed to the development and launch of the new Code of Conduct, Ethics and Performance for Pharmacists in Northern Ireland. While the current Code applies specifically to pharmacists, the work undertaken has established a foundation that will allow it to be updated to include pharmacy technicians once statutory regulation is in place.

Northern Ireland has made substantial progress toward workforce and regulatory reform despite significant late-year challenges. Multi-sector workforce development strengthened education pathways, and structured engagement have continued to build the foundations for a regulated profession. The coming year (2026–27) will be pivotal as NI finalises its regulatory direction and continues progressing the multi-sector skills model and associated workforce development priorities.

2. Lead and represent the profession

2.1. Active representation at country and national levels

2.1.1. England

Trudy Krysta MPharmT returned to the role of Professional Lead for England in July 2025 following maternity leave. In this capacity, Trudy represents England at several national forums that guide and influence the development of the pharmacy technician profession.

Chief Pharmaceutical Officer's Pharmacy Technician Professional Advisory Forum (CPhOPTAF)

The CPhOPTAF brings together pharmacy technicians from all sectors of practice to ensure their views, expertise and professional needs are represented at a national level. The Forum exists to:

- Bring the voice and expertise of pharmacy technicians into national NHS England decision-making
- Support the development and evolution of pharmacy technician professional practice
- Strengthen leadership, representation and inclusion of pharmacy technicians
- Contribute to national workforce and policy planning to advance the role of pharmacy technicians

NHS England Pharmacy Workforce Group for Genomics

This forum focuses on the systematic embedding and mainstreaming of genomics across the NHS. The group supports the delivery of a national strategic framework for the pharmacy workforce—one that includes pharmacy technicians as integral contributors to genomics-enabled services.

Alongside NHS England, APTUK are working to improve awareness and education for pharmacy technicians in relation to genomics, ensuring the profession is supported as genomics becomes an increasingly important component of personalised healthcare.

2.1.2. Wales

Kate Gardiner, Professional Lead for Wales attends the *Pharmacy: Delivering a Healthier Wales delivery board* which is held quarterly. The Board is made up of several organisations who update on their key areas of work. The delivery board also has themed working groups who track progress against the goals within the Pharmacy Delivering a Healthier Wales, the 2030 pharmacy vision for Wales. These working groups all feed into the delivery

board on emerging priorities.

Kate is also a member of the Seamless Pharmaceutical Care working group, contributing to the development and progression of this important programme of work.

In addition, APTUK attends Welsh Pharmaceutical Committee meetings. Engagement in these collaborative forums is essential to ensure that the pharmacy technician voice is represented in discussions that shape pharmacy priorities across Wales, supporting a more joined-up and inclusive approach to service development.

2.1.3. Scotland

Karine Loudon, Professional lead for Scotland attends various meetings for and within her APTUK capacity. This includes and operates through a mix of formal national groups such as the National Pharmacy Technician Group Scotland (NPTGS), education-led programmes delivered by NHS Education for Scotland (NES) and cross-sector forums like the National Forum Scotland. Collectively, these platforms support a coherent national agenda focused on expanding the scope and capability of pharmacy technician roles, standardising education and training pathways across sectors, embedding technicians more fully within clinical and primary care services, and strengthening their contribution to medicines optimisation and system-wide efficiency.

2.1.4. Northern Ireland

There is representation by Warren Francis, Professional Lead for Northern Ireland at the following:

- Pharmacy Technician Regulation and Development Oversight Board
- Pharmacy Technician Regulation and Development Workforce Subgroup
- All Pharmacy Advisory Group
- Pharmacy Workforce Review Steering Group

The key areas of focus at these meetings fall under education, legislation, regulation and public consultation and workforce development.

Please see section 1.3 for further information.

2.1.5. National celebration and recognition

APTUK has played an active and valued role in recognising excellence across the pharmacy sector, contributing to both the judging processes and celebration events for a number of prestigious national awards. These include the RPS Women to Watch, the Independent Pharmacy Awards, Chemist + Druggist Awards, Training Matters Recognition of Excellence, and the Pharmacy Business Awards.

Through this involvement, APTUK helps ensure that the achievements, leadership, and professionalism of pharmacy teams, particularly pharmacy technicians, are acknowledged and celebrated at the highest level.

In addition, APTUK is committed to recognising individual success within the profession. Letters of recognition are now being sent to all pharmacy technician award winners as a formal acknowledgement of their achievement. This initiative demonstrates APTUK's appreciation of their contribution, highlights the value of the pharmacy technician workforce, and reinforces the vital role they play in delivering safe, effective, and patient-centred care.

2.2. Developing strong, impactful relationships with key stakeholders who impact pharmacy technician roles, education, and career pathways

UK Pharmacy Professional Leadership Advisory Board (UKPPLAB)

APTUK has demonstrated sustained leadership and commitment to strengthening pharmacy technician professional leadership across the UK through a programme of engagement, collaboration, and strategic development.

During summer 2025, APTUK delivered a series of national webinars aimed at engaging pharmacy technicians and wider stakeholders in discussions on professional leadership and the future direction of the profession. These sessions supported open dialogue, increased visibility of pharmacy technician leadership, and informed subsequent strategic development.

Building on this engagement, APTUK collaborated with NHS England (NHSE) Chief Pharmaceutical Officer (CPhO) Pharmacy Technician Team to develop the [Fit for the Future strategy](#). This collaborative approach ensured alignment with national priorities while embedding the pharmacy technician voice in future-facing workforce and professional leadership planning.

To further ensure inclusive representation, APTUK delivered additional webinars in April 2026, focused on engagement with the home countries. These sessions provided dedicated opportunities for pharmacy technicians across the UK to contribute views, raise questions, and influence leadership discussions, ensuring that geographical and system-level differences were appropriately reflected.

The development of the UKPPLAB arose from the recommendations of the CPhO Commission into Pharmacy Professional Leadership, with a Welsh version of the report available. The Board includes 12 ex officio positions, one of which is held by the President of APTUK, ensuring pharmacy technician leadership is formally represented at UK-wide professional leadership level.

APTUK remains committed to ongoing collaboration to strengthen and amplify the pharmacy technician voice in shaping the future of pharmacy. Through transparency, role-modelling high professional standards, and constructive partnership working, APTUK continues to support and influence this agenda.

This commitment has been exemplified through participation in the Big Conversation webinar series, where members of the UKPPLAB chaired and contributed to sessions engaging colleagues and stakeholders on pharmacy professional leadership. The most recent UKPPLAB webinars hosted by Sir Hugh Taylor, Chair of UKPPLAB throughout February and March, held a pharmacy technician event, with the highest number of attendees being seen within this event from across the series of webinars.

The UKPPLAB Board has jointly co-created a shared vision and common purpose statement ([Statement can be viewed here](#)) the spirit of which will be reflected in APTUK's 2026–2030 strategy. APTUK is delighted to collaborate on this shared vision and remains committed to professionally leading on behalf of pharmacy technicians, ensuring parity of esteem in future pharmacy strategy, policy development, and workstreams. Transparency is supported through the publication of Board activity on the UKPPLAB website.

In addition, APTUK is working collaboratively with NHSE to deliver further webinars focused specifically on pharmacy technician professional leadership. These sessions, completed in summer 2025, provided members with structured opportunities to discuss, challenge, and influence the future of pharmacy professional leadership, ensuring member voices directly guide APTUK's ongoing leadership and advocacy work.

2.3. Delivery of pharmacy-led and healthcare projects

2.3.1. Inclusive Pharmacy Practice (IPP)

During the reporting year, the Diversity, Inclusion and Belonging (DIB) Director has focused on strengthening APTUK's alignment with national healthcare priorities while laying the foundations for a more coordinated, visible and strategic approach to inclusive practice across the organisation. This work has ensured that the pharmacy technician profession is increasingly represented within wider system conversations on equity, sustainability and population health.

APTUK has engaged externally with a range of national partners to support this ambition. Early collaboration discussions with ENhancing leadership amonGst ethnically diverse feMale phArmacists team (ENIGMA) have explored opportunities for inclusive mentoring and professional support, particularly for pharmacy technicians from ethnically diverse backgrounds. Participation in programmes led by the Centre for Sustainable Healthcare has supported alignment with the NHS sustainability agenda, identifying future opportunities to embed sustainable healthcare principles within pharmacy technician education and practice. In addition, involvement in regional and national health inequalities networks has ensured the profession is represented within broader discussions on reducing disparities in healthcare access and outcomes.

A key development during the year was the launch of APTUK's [Diversity, Inclusion and Belonging pledge](#) on the

organisation's website. This provides a clear, visible statement of commitment and establishes a foundation for future accountability, engagement and action, both internally and across the wider profession.

Work has also commenced to improve awareness and understanding of neurodiversity. Engagement with neurodiversity specialists has shaped planned activities aimed at supporting pharmacy technicians to better meet the needs of neurodiverse patients and colleagues, reinforcing APTUK's commitment to inclusive and patient-centred care.

APTUK has continued to support national EDI awareness campaigns both within the organisation and across the wider profession, including Pride, South Asian Heritage Month, Black History Month and South East Asian Heritage Month. Planned communications aligned to these events have helped raise awareness, encourage reflection and promote engagement across the membership. Looking ahead, an increased focus on wellbeing is planned, including the development of resources to support members and promote inclusive, supportive working environments.

Collectively, this activity has strengthened APTUK's credibility and influence as a professional leadership body, positioned pharmacy technicians within emerging national priorities, and established strong foundations for future collaboration and member support. Importantly, it marks a shift from largely localised or individual initiatives towards a more consistent, strategic and nationally aligned approach to diversity, inclusion and belonging within APTUK.

Gail Hall and Phil Jones, represent APTUK on the national Pharmacy Research Action Group (PRAG), a cross-sector forum. PRAG is responsible for developing and overseeing the implementation of the UK Pharmacy Research Strategy.

During 2024/25, APTUK contributed to shaping the final version of the Strategy and supported plans for national implementation, including ensuring pharmacy technicians were explicitly referenced throughout the document and the accompanying Implementation Guidance. APTUK also contributed to discussions on embedding research expectations into workforce planning, job descriptors and the refreshed GPhC IET Standards for pharmacy technicians.

APTUK provided input into ensuring case studies and Implementation Guidance reflect diverse starting points, including the needs of pharmacy technicians and those new to research, and advocated for removal of structural barriers to early research engagement. APTUK also participated in discussions around the NIHR Strategic Call and opportunities to build regional research capacity.

This representation ensures the pharmacy technician voice is embedded in national research policy, strategic planning and workforce development.

NIHR Pharmacy Incubator

APTUK is represented within the NIHR Pharmacy Incubator, a national initiative led by NIHR to increase research capacity, capability and leadership across the pharmacy professions. The Incubator supports the delivery of the UK Pharmacy Research Strategy, working closely with PRAG, the NIHR Research Delivery Network and professional bodies across the UK.

In 2024/25, APTUK contributed to the joint PRAG/Incubator event "Pharmacy Research Futures: Creating Capacity for Change", attended by 40 delegates, and supported the co design of interventions to strengthen research engagement across the profession. This included developing a national research network, creating practical guidance for pharmacy professionals, increasing support from senior pharmacy leaders and building environments that enable research in all sectors, including community pharmacy.

APTUK also supported the development of the next work package to create a practical resource helping pharmacy professionals progress from audit and quality improvement activity into research and contributed to discussions on the future Community Pharmacy Incubator, which aims to establish community pharmacies as active research sites.

Through regular engagement with the Incubator’s working groups, APTUK ensures the needs, opportunities and perspectives of pharmacy technicians are incorporated within national research capacity building initiatives, and that future NIHR resources and pathways support the whole pharmacy workforce

2.4. Encouraging professional growth by providing opportunities for members to lead and represent the profession in areas of subject matter expertise

The Education Director, Education Advisor and at least one panel member reviewed any applications for the current frameworks available, accuracy checking and primary care. The accuracy checking framework has undergone a refresh and review in 2026 and is now available on the website.

3. Enable access to education

3.1. Developing clear post-registration career pathways

Following the publication of [Development of a UK-Recognised Career Pathway for Post-Registration Pharmacy Technician Practice \(Phase 1\)](#) in July 2025, APTUK has begun progressing the recommendations set out in the report. Work is now underway to create a high-level description of the proposed post-registration career pathway and to refresh existing post-registration frameworks within the wider multiprofessional landscape.

Using the Skills for Health Career Framework levels, APTUK will lead the development of a clear career pathway from foundation to enhanced level for pharmacy technicians across all sectors and all UK nations. This work will be structured around the four pillars of practice: clinical practice, education and training, leadership and management, and research.

Development of advanced and consultant-level pathways will form part of future phases, ensuring a coherent, progressive structure that supports visibility of personal development opportunities throughout the profession.

3.2. Promoting the use of robust education frameworks

APTUK continue to promote education frameworks for all pharmacy technicians as there is increasing recognition of the need for structured pathways for pharmacy technician.

The educational team is still proactively working on frameworks tailored to specific areas of practice outlining the key competencies required, suggested training and qualifications, career progression routes and role expectations and scope of practice.

The educational team at APTUK are currently collaborating with the necessary stakeholders in order to develop frameworks in:

- Critical Care
- Cancer Services

Already work is well under way for the Cancer Services framework collaborating with BOPA and complementing the work already achieved by the education team as they collaborate with other BOPA projects such as the Delphi study for the ‘Development of a National Competency Framework for Pharmacy Technician SACT Verification’.

3.3. Supporting the profession with recognised education provision including robust quality assurance via APTUK accreditation processes

APTUK have two active national frameworks available for accreditation, for Accuracy Checking Pharmacy Technician (ACPT) and Primary care Pharmacy Technicians. We are proud to announce that training providers have taken the opportunity to obtain the APTUK national approval for mapping against the framework on their ACPT programmes and also their primary care provisions. This process for training providers allows and recognises assurance that the programme submitted for panel review is of the appropriate national standard for pharmacy technicians to obtain a transferable certificate of completion. These frameworks and the career pathway as highlighted previously, are being developed to ensure pharmacy technicians have a robust and quality career pathway and appropriate education.

APTUK work with training providers on an ongoing basis across the UK, to promote awareness of the organisation and how we support pharmacy technicians as the professional leadership body. Over the last year we have seen an increase in membership from multiple areas of practice, and APTUK in response to this continues to promote webinars relevant to multiple areas of practice and monthly education on the website, available to all members.

Expressions of interest went out for the APTUK annual conference of which there was 63 responses, this demonstrated an amazing depth of skills, knowledge and experience across the profession and APTUK has been contacting these ones in order to use them as webinars to benefit members as well.

By undertaking the work for career pathways and development of frameworks, APTUK will strive to collaborate further with organisations to improve the post registration opportunities for members.

Please refer to section 4.4 for further information on events held supporting continued professional development of members.

3.4. Supporting the profession with recognised education provision including robust quality assurance via APTUK accreditation processes

APTUK currently have two frameworks available for accreditation. We are proud to announce that training providers have taken the opportunity to obtain the APTUK accreditation on their Accuracy checking programmes and also their primary care provisions. This process for training providers allows and recognises assurance that the programme submitted for panel review is of the appropriate national standard for pharmacy technicians to obtain a transferable certificate of completion. These frameworks and the career pathway as highlighted previously, is being developed to ensure pharmacy technicians have a robust and quality career pathway and appropriate education.

3.5. Offering professional development packages to pharmacy support staff including assistants, dispensers, and medicines counter assistants

APTUK will continue to expand the offering of professional development for pharmacy support staff and the wider Pharmacy Team.

In line with the strategy, APTUK support the educational offering available to Pharmacy support staff. APTUK are continuing to work with Science Manufacturing Technicians whilst they are in training to allow for access to the Technical Services branch meetings and webinars to support with their training and continued professional development. April 2024 saw the launch of Science Manufacturing Process Operative programme which has an embedded qualification to support with service needs, which is a new apprenticeship for Pharmacy support staff working in Technical Services.

Prior to APTUK publishing any development packages, we are currently pending the review of the GPhC initial education and training reforms. This is expected to be out for public consultation from the GPhC in Summer 2026.

4. Provide value to our members

4.1. Creating an aspirational membership with a sense of belonging and pride in the professional leadership body

APTUK as an organisation have not increased membership fees in over five years, aiming to keep membership affordable, especially during challenging cost-of-living periods whilst continuing to grow our community across existing and newly registered pharmacy technicians.

We have provided position statements and responses to the General Pharmaceutical Council's fee increases for the profession.

4.2. Providing easy access to local branches and networks

We continue with APTUK visibility on Bluesky, Facebook, Instagram, LinkedIn to showcase events and organisational activity. The Executive Committee took the decision in May 2025, to close the APTUK X account

and remove our presence from the site.

The branches are a key area for the organisation, where we are able to foster both professional growth and networking opportunities for members to lead, represent and develop their profession in areas of subject matter expertise. See section 4.4 for further details.

With the launch of our new website, the APTUK Branches [webpage](#) has been fully updated to ensure accessibility to scheduled events and contact details to join Branches. There is also now a calendar of events for full oversight of internal and external run APTUK events.

4.3. Regular and effective two-way communications with our membership

Effective communication with members remains a core priority for APTUK, supporting both engagement and the ongoing development of a responsive, member-led organisation. During 2025/26, a more structured and strategic approach to communication has been introduced, ensuring that messaging is timely, accessible, and aligned to the evolving needs of the pharmacy technician workforce. This has included strengthening the consistency of communications across multiple channels, improving visibility of APTUK's activity and impact, and creating clearer opportunities for members to both access information and contribute feedback. In addition to digital communications, APTUK has actively supported external engagement opportunities, including the joint roadshow with Buttercups and CPPE, as well as the CPPE Patient Group Direction (PGD) workshops. These face-to-face interactions have been invaluable in enabling direct conversations with pharmacy technicians, strengthening relationships, and increasing awareness of APTUK's role and offer across the profession.

A key development this year has been a renewed focus on two-way engagement, ensuring that member insight directly informs organisational decision-making. Alongside existing communication channels and in-person engagement activity, a national membership survey was undertaken to better understand member experience, expectations and priorities. Early findings highlight the importance of clear communication, accessible professional development opportunities, and a strong sense of professional identity and representation through APTUK. These insights are already shaping communication approaches and service development, with a full analysis of survey findings to be published in Summer 2026. This combined approach—digital, in-person, and insight-driven—represents an important step in strengthening APTUK's ability to listen, respond and evolve in partnership with its membership.

Pharmacy Technician Journal (PTJ)

Over the last twelve months, APTUK has published four editions of the PTJ in both digital and printed formats.

Digital editions are distributed to all members via a secure, password-protected link, ensuring wide and timely access. Printed copies are produced on request only, with between 150 and 200 copies distributed for each edition, supporting sustainability while still meeting member preferences.

The PTJ editorial team currently comprises the Editor and an expanded group of five (5) Editorial Assistants. The Editorial team increase capacity and will enable an increase in the number of editions published in future years and support more timely and diverse content.

In response to member feedback, APTUK will be reviewing the digital platform used for the journal to improve accessibility and ease of viewing on smaller screens, including mobile phones and tablet devices. APTUK are also currently reviewing how we can make the PTJ more interactive and support further content opportunities.

APTUK would like to thank all contributors who have shared their knowledge, experiences, and achievements through the PTJ. Members are warmly encouraged to get in touch if they would like to contribute future articles, reflections, or stories, helping to ensure the journal continues to reflect the breadth, professionalism, and impact of pharmacy technicians across all sectors.

4.4. Delivering relevant, interesting events, seen as highlights and essential to attend

In support of APTUK's strategic priorities to strengthen member engagement, professional development and the visibility of the pharmacy technician profession, APTUK branches delivered a highly successful programme of

events between July 2025 and April 2026. During this period, 34 branch meetings and webinars were organised across the UK, providing accessible, high-quality learning and networking opportunities aligned to evolving practice, workforce transformation and patient safety priorities.

Branch-led events addressed a broad and contemporary range of topics that reflect APTUK's commitment to education, inclusive practice and safe, effective patient care. These included specialist and emerging areas of practice such as the role of the Specialist Cancer Services SACT Verifier Pharmacy Technician, medicines used in Gender Affirming Care, learning from patient safety incidents, neurodiversity and lived experience, and medicines administration roles for pharmacy technicians. Together, these sessions supported continuing professional development, promoted reflective practice, and reinforced the vital contribution of pharmacy technicians across all sectors.

The branch programme also directly supported APTUK's strategic aim to foster inclusive engagement and shared professional learning. Webinars enabled members to explore lived experience, equality and diversity themes, and patient-centred approaches, while strengthening local and national professional networks and encouraging active member participation in the organisation.

APTUK continued to ensure visibility and accessibility through attendance at conferences including the Pharmacy Show, Clinical Pharmacy Congress North and British Oncology Pharmacy Association to name a few.

APTUK also hosted the APTUK annual conference and exhibition, this time in Newcastle. The event was well attended and had a full programme of delivery of which this was purposefully designed to ensure the multiprofessional four (4) pillars of practice were covered.

APTUK have worked collaboratively with several stakeholders and organisations including *Pharmacy Technicians of Colour (PTOC)*, *RPS*, *British Islamic Medical Association (BIMA)*, *UK Black Pharmacist Association*, *Guild of Healthcare Pharmacists (GHP)*, *College of Mental Health Pharmacy (CMHP)* and many more, to deliver a variety of Equality, Diversity and Inclusion (EDI) events over the course of the past year.

4.5. Creating an easy-to-use website with interesting up-to-date content providing key reference points

Following feedback gathered through a member questionnaire designed to assess user satisfaction and ease of navigation of the existing website, the Board of Directors agreed that a new website was required. Member feedback highlighted the need for improved accessibility, clearer navigation, and a more modern digital experience. As a result, a multi-year workstream was commissioned, spanning 2024/25 to 2025/26, to deliver a new, fit-for-purpose website aligned to member needs and organisational priorities.

The procurement process for this project was extensive and carefully managed. It was essential to identify an established supplier with proven experience of working with membership-based organisations. The selected solution needed to be cost-effective while delivering an informative, intuitive, and accessible website, alongside an integrated customer relationship management (CRM) system to support effective membership management, subscriptions, and payments.

Based on these requirements, the Board concluded that a redesigned website, rather than a standalone app, best met APTUK's current needs. The platform has been developed with future scalability in mind, including the potential to introduce an app if this becomes a member requirement in the future.

The new APTUK website has now been launched and is available at: [The Association of Pharmacy Technicians UK](https://www.aptuk.org)

Key features of the website include:

- A modern, user-friendly design with significantly improved navigation
- Full responsiveness across desktop, tablet, and mobile devices
- A secure members' area supported by an integrated CRM system
- Online membership joining, renewal, and payment functionality

- Improved access to news, events, webinars, and professional updates
- Clearer visibility of APTUK's governance, strategy, and professional leadership activity
- Enhanced accessibility and usability in line with inclusive digital design principles

The launch of the website marks a significant milestone in APTUK's digital transformation. However, this represents Phase 1 of a wider programme of development. Phase 2, to be delivered throughout 2026, will focus on expanding functionality and member value through the introduction of further digital services and engagement opportunities.

Planned Phase 2 developments include:

- The introduction of a CPD and learning platform to support ongoing professional development
- Expansion of webinars and digital engagement activities for members
- Continued growth and visibility of APTUK's work in equality, diversity and inclusion (EDI), including a focus on neurodiversity and wellbeing
- The development of coaching and mentoring opportunities to support leadership, career progression, and professional confidence
- An APTUK-hosted educational library, providing a centralised resource where training providers and accredited courses can be easily sourced, accessed, and signposted

These enhancements will further strengthen APTUK's role as a professional leadership body, ensuring members are supported not only through representation and advocacy, but also through accessible learning, wellbeing support, and career development opportunities. Phase 2 will be informed by ongoing member feedback to ensure the website continues to evolve in line with the needs of pharmacy technicians across all sectors.

5. Run an efficient and sustainable organisation

5.1. Developing a membership growth strategy including pre-registration trainee pharmacy technician conversion to full membership, enabling reinvestment in member benefits and association sustainability

Membership Strategy and Leadership

During 2025/26, APTUK's membership function has undergone a significant shift from a predominantly transactional operation to a strategic, insight-led and value-driven model, aligning closely with the evolving needs of the pharmacy technician workforce and APTUK's wider organisational priorities.

Membership Growth, Stability and Insight

APTUK membership has demonstrated strong long-term resilience, with overall numbers remaining higher than previous years despite a modest year-on-year reduction driven primarily by fluctuations in pre-registration trainee pharmacy technician (PTPT) membership. Importantly, registered pharmacy technician membership has continued its steady growth, reflecting ongoing confidence in APTUK as the professional leadership body. Member feedback has highlighted that financial pressures remain a key factor influencing retention. In response, APTUK has maintained its commitment to keeping membership fees stable while enhancing the overall offer, ensuring continued accessibility alongside increasing value.

A core focus during the year has been to enhance and clearly articulate the value of APTUK membership in a challenging financial climate.

Key developments include:

- The introduction of a strengthened early career membership offer (including a two-year incentive for newly registered professionals)
- Expanded access to CPD, webinars and branch-led learning opportunities
- Improved communication of professional advocacy, representation and influence

- Continued commitment to affordable membership, with fees remaining unchanged for over five years

Strategic Contribution and Organisational Impact

Under the leadership of the Membership Director, membership activity has been closely aligned with APTUK's broader strategic priorities of:

- Professional development e.g. chairing panel discussions showcasing pharmacy technicians utilising patient group directions at national conferences
- Recognition of the pharmacy technician role e.g. judging pharmacy award nominations which showcase the impact of pharmacy technician roles
- Advocacy and influence at system level e.g. a panel member discussion the impact pharmacy technicians can and will have in community pharmacies, as part of the 10 Year Health Plan and Integrated Neighbourhoods

Membership insight and data are increasingly informing organisational decision-making, supporting more effective targeting of resources, improved member engagement strategies, and enhanced sustainability.

Membership Insight and Engagement

During 2025/26, APTUK undertook a national membership survey to better understand the needs, experiences and expectations of its members.

Initial findings indicate:

- Strong value placed on **access** to professional development and CPD opportunities
- Continued importance of professional recognition and identity through APTUK membership
- Increasing expectations for clear communication, accessible digital resources and flexible engagement opportunities
- Ongoing sensitivity to cost and affordability, particularly among early-career members

These insights are already informing service development, communication approaches, and future membership strategy. A full analysis of the survey results will be published in Summer 2026, providing a more detailed evidence base to support ongoing organisational development and member-focused improvements.

Membership Data Report 2025–2026

Across 2018–2026, APTUK membership has shown strong long-term resilience. While 2025–26 brought the first year-on-year dip since robust KPI tracking began, the overall picture remains one of stability, targeted growth in key categories, and improved data quality that positions us well for the year ahead.

Overall Membership Trends

Total membership decreased by **7.03%**, driven almost entirely by a reduction in PTPT members. Importantly:

- **PT membership grew by almost 1%**, continuing its steady upward trajectory.
- **EC membership remained stable**, ending the year at 133 (vs 134 last year).
- **Fellow and Honorary categories** continued their usual gradual growth.
- Total membership remains **higher than in 2024-2025**, confirming that 2025-2026 was an exceptional peak year rather than a downward trend.

Month-by-month data shows a more dynamic year than usual, with PTPT numbers fluctuating significantly. PTPT membership peaked in November before normalising in subsequent months. Member feedback indicates that **financial pressures** remain the most common reason for cancellation, followed by retirement.

Conversion Performance

Conversion rates were a clear highlight of the year:

- **PTPT → EC conversion increased to 5.45%** (up from 4.11%). This shows that when PTPTs remain engaged, they are increasingly choosing to progress.
- **EC → PT conversion rose sharply to 36.8%**, a substantial improvement on last year's 22.1%.

Engagement with PTPTs has remained a strategic priority, with targeted outreach at:

- Induction events
- National trainee engagement sessions
- Early-career development opportunities

This work supports the development of professional identity early in careers and strengthens the future membership pipeline.

Although EC numbers ended the year broadly unchanged, the improved conversion rate demonstrates that our support for members at transition points is working. Retention at EC stage remains a key opportunity for growth.

These improvements in conversion rates reflect a more structured and proactive approach to member engagement at key transition points. Improved communication around career progression, clearer articulation of membership benefits, and targeted follow-up using enhanced CRM data have all contributed to supporting members to remain within APTUK as they progress professionally.

Work Sector Data Improvements

The launch of the new website in March 2026 has significantly improved the accuracy and scope of sector data:

- ‘Other/Unknown’ responses reduced from 672 to **610**, giving us clearer insight into member roles.
- **Community Pharmacy grew by 45%**, and **Education/Training by 52%**, reflecting strong engagement in these areas.

Growth in community pharmacy and primary care continues to reflect the expanding scope of practice for pharmacy technicians in these sectors, alongside increasing demand for professional leadership, education and representation.

Engagement with pre-registration trainee pharmacy technicians (PTPTs) has also remained a key priority, with targeted activity including attendance at induction events and early-career engagement designed to build professional identity and awareness of APTUK.

Membership by Home Country

Growth was strongest in:

- **Wales: +20.62%**
- **Northern Ireland: +14.29%**

England and Scotland saw small single-digit decreases, but overall, UK-wide representation remains strong.

Payment Methods

The shift toward modernised payment methods continues:

- **62% of members now pay via Stripe**, reflecting the success of the website’s integrated payment system. Among Stripe users, there is a slight preference for monthly payments over annual (54% vs 46%).
- **Direct Debit usage fell by 62 members**, aligning with our strategic aim to reduce reliance on this method.
- Standing Orders remain stable.

Impact of the New Website

The launch of the new APTUK website in March 2026 represents a major step forward in member experience and operational efficiency. Early benefits include:

- **Clearer, more timely communications** about payment cycles and upcoming trade-up points (PTPT→EC and EC→PT).
- **More detailed membership data**, enabling proactive and targeted follow-up by the Membership Coordinator.
- **Self-service access to receipts and invoices**, improving transparency and reducing administrative queries.

- The introduction of an **enhanced EC offer (2 years for the price of 1)** for newly registered GPhC technicians, strengthening our value proposition at a key career milestone.

The introduction of the new website and CRM system has enabled a shift toward a more data-driven membership model. For the first time, APTUK is able to track member journeys, identify drop-off points, and tailor communications accordingly.

This represents a significant step forward in the organisation's ability to deliver a personalised and responsive membership experience and provides a strong foundation for future growth and retention strategies.

Looking Ahead to 2026/27, the priorities are listed in section 7 Future plans.

5.2. Increased funding through sponsorship for events and activities

APTUK introduced a paid Business and Communications role in July 2025. Since then, a key area of focus has been developing communications and business opportunities that directly support increased sponsorship income for APTUK events and activities. This has included strengthening the organisation's external profile, improving the quality and consistency of communications, and developing professional relationships with current and prospective sponsors aligned to APTUK's strategic objectives.

A structured approach to communications has supported work, with the development of branded templates and promotional materials that clearly articulate the value of APTUK events to potential sponsors. Webinars and branch events, delivered both independently and in collaboration with partner organisations, have been promoted in a consistent and engaging way, showcasing learning objectives, speaker profiles and professional relevance. This improved visibility has strengthened APTUK's offer to sponsors by demonstrating reach, engagement and impact across the pharmacy technician workforce.

The APTUK Annual Professional Conference and Exhibition has been a particular focus for sponsorship growth. Following early involvement in promoting the 2025 conference, work has progressed to lead communications and sponsorship activity for the 2026 event. This has included proactive engagement with new and existing sponsors, developing relationships with organisations aligned to pharmacy technician development and workforce priorities, and presenting clear sponsorship opportunities that reflect APTUK's values and strategic direction. Initial engagement with sponsors has been highly positive, with strong interest in supporting the 2026 conference and contributing to professional development across the sector.

Increased and more consistent use of digital communication channels has further supported sponsor visibility and value. Growth in APTUK's social media presence, with significantly increased engagement and the addition of over 1,100 new followers since July 2025, has enhanced APTUK's ability to offer meaningful promotion and recognition to sponsors. Targeted member communications, including regular emails and a monthly newsletter, have also supported sponsor reach by ensuring events and activities are promoted to an engaged and informed audience.

The redevelopment of the APTUK website has provided an improved platform to support sponsorship activity, offering a more professional and accessible space to showcase events, partners and sponsor engagement. Ongoing review and development of website content continues to strengthen APTUK's digital presence and its attractiveness to external organisations seeking to partner with and invest in the profession.

Collectively, these activities have strengthened APTUK's capacity to attract and retain sponsorship, supporting increased funding for events and professional activities, and ensuring sustainability and growth aligned to APTUK's strategic priorities.

5.3. Reviewing non-member terms for attending branch meetings

During the reporting period, APTUK has undertaken a review of the arrangements for non-member attendance at branch meetings, in line with the organisation's strategic priorities to grow membership, ensure sustainability of branch activities, and deliver value to members. Branch meetings and webinars represent a significant investment of volunteer time, organisational resource and external speaker engagement, and it is essential that

access aligns with APTUK's professional and financial objectives.

The review has focused on balancing inclusivity and professional outreach with the need to recognise and protect the benefits of APTUK membership. Consideration has been given to how non-member attendance can support awareness of the pharmacy technician role and APTUK's work, while also encouraging engagement with membership and ensuring fairness and consistency across branches.

As part of this work, discussions have explored the development of clearer, standardised terms for non-member access to branch events, including options such as limited complimentary attendance, defined non-member fees, and consistent messaging that highlights the additional benefits of APTUK membership. This approach supports branches in delivering events confidently and consistently, while reinforcing the value of belonging to APTUK.

This review has laid the groundwork for a more coordinated national approach to non-member attendance at branch meetings, supporting membership growth, event sustainability and equitable access. Further work will continue in the coming year to finalise and implement revised guidance, ensuring clarity for branches, members and non-members alike.

5.4. Operating systems that really work

As mentioned above, the website has been a significant investment for APTUK this year. As a result of the new CRM system, we are already seeing a reduction in errors associated with duplicate payments, and inaccurate or missing member data. Integrated CRM and email systems have enabled automation of significant parts of the joining and renewal processes, reducing manual intervention and increasing accuracy and efficiency, whilst providing easier access for members to update personal information. Members are now able to see and download invoices /receipts for themselves, reducing the need to request them, improving member experience.

The website also has an admin reporting functionality built into it, meaning that regular reports can now be viewed more easily with the need for manual creation each month, and bespoke reports are easily created, improving accuracy of data and time efficiency.

However, the biggest member benefit of the website is that the search function is working effectively providing members with a resource of useful information that can now be searched and filtered in various ways according to member needs.

Due to remote working, the Executive Committee utilises Microsoft (MS) products for shared documents in SharePoint. To reduce the carbon footprint and maximise efficiency, MS Teams is used for meetings and for the recording of webinars and meetings to support wider accessibility for those who are unable to attend.

5.5. Integration of digital technology wherever appropriate, including virtual working and introduction of a digital app

The APTUK Executive reviewed the opportunity for a digital app in 2023 and concluded that the introduction of a digital app should be placed on hold, pending the development of a new APTUK website with enhanced functionality. Now that the new website is live and fully accessible to members, APTUK is in a position to begin a further review of how digital technology, including virtual working and the potential introduction of a digital app, can best support member engagement, service delivery and organisational efficiency.

5.6. Responsible organisational management promoting sustainability, good practice, equality/diversity/inclusion, wellbeing, environmental sustainability etc.

Environmental sustainability is prevalent in all organisational choices where possible. The APTUK conference team once again used the Pharmacy Declares sustainable conferencing checklist for the 2025 planning to make sustainable choices as an organisation and reduce the carbon footprint wherever possible. The conference gifts for delegates were reusable, with the pens made from recycled aluminium cans and the charging wire gift being made from sustainable resources including a bamboo case.

We have also moved to a sustainable model of publication for the Pharmacy Technician Journal (PTJ), with it being

issued digitally by default, with printed version available when requested.

See 2.3.2 for further information on Equality, Diversity and inclusion.

6. Develop high performing teams

6.1. Providing mentoring and professional development opportunities at every level of the Association whilst facilitating succession planning for executive committee posts

APTUK remains committed to providing structured mentoring and professional development opportunities at every level of the Association, recognising that strong professional leadership is built through investment in people, capability, and future succession. Central to this commitment is the facilitation of clear and supported pathways for members to progress into leadership roles, ensuring continuity, resilience, and diversity of experience within the Executive Committee and governance structures.

Throughout the year, APTUK has continued to utilise and strengthen the Member Observer (MO) role as a key development opportunity. The MO role provides members with valuable exposure to organisational governance, strategic planning, and professional leadership at a UK-wide level, enabling individuals to gain insight into the work of the Executive Committee, while contributing meaningfully to discussions and activity.

A notable example of the success of this approach is the progression of Elspeth Clarke, who was successfully recruited from the MO role into the position of Branch Liaison. During her tenure as a Member Observer, Elspeth gained significant organisational and strategic oversight, developing a strong understanding of APTUK's governance arrangements, strategic priorities, and leadership responsibilities. This experience enabled a smooth and effective transition into an executive role, demonstrating the value of structured development and succession planning in action.

This model supports both individual professional growth and organisational sustainability, ensuring that future leaders are well prepared, informed, and aligned with APTUK's strategic vision. By embedding mentoring, development, and succession planning into our leadership framework, APTUK continues to strengthen its capacity to represent, advocate for, and advance the pharmacy technician profession across the UK. For 2026, we have then introduced five (5) new member observers with the ambition that they are able to gain opportunities within their chosen area of observation, predominately with the Board of Directors.

6.2. Ensuring functions integrate and we work together well

Monthly Board of Directors meetings and fortnightly Executive Committee meetings continue to be held virtually, supporting organisational sustainability and contributing to a reduced carbon footprint., whilst also offering the opportunity for team efficiency and ensuring inclusion of all from a variety of diverse geographical locations. While the Executive Committee operates primarily through remote working, APTUK recognises the importance of face-to-face engagement in building strong and effective working relationships, as well as providing dedicated time to review and progress key organisational priorities.

To support these priorities, a minimum of two Executive Committee away days are held each year, specifically focused on relationship and team building, strategic reflection, and future planning. These sessions provide valuable opportunities for in-depth discussion and collective decision-making away from day-to-day operational demands

6.3. Increasing the number of paid posts so we are not solely reliant on individuals or goodwill, linked to membership growth strategy

Louise Kasparian joined the team in 2025 as the Business and Communications Lead. This new role was created as a part time role (0.6 WTE), with a focus on strengthening membership communications, improving the consistency and quality of organisational messaging, and enhancing stakeholder engagement.

A key aspect of the role has been to support external engagement activities, particularly in relation to sponsorship

and partnership development for the APTUK Annual Conference and Exhibition. The introduction of this post has enabled prioritisation of member news, improved communication outputs, and increased capacity to support the Association's strategic objectives.

The position was appointed as a one-year fixed-term contract. APTUK is currently undertaking a review of the role's effectiveness, with particular consideration given to its impact on member engagement, organisational capacity, and the delivery of tangible member benefits.

6.4. Strengthening engagement with APTUK branches to provide a sense of ownership and integration with the executive committee whilst enabling creativity from branch members

Ensuring strong integration across APTUK functions remains a key priority in supporting a cohesive, well-informed and high-performing organisation. During 2025/26, this has been achieved through a combination of regular structured meetings, shared digital platforms and clear communication processes that enable collaboration across the Executive Committee, Board of Directors and wider volunteer network. The use of digital tools, including Microsoft Teams and SharePoint, continues to support effective and efficient working across a geographically dispersed team, enabling timely communication, document sharing and collaborative planning.

A significant development this year has been the introduction of a regular monthly newsletter created by Member Observers for APTUK members. This initiative has provided a consistent and accessible mechanism for sharing key organisational updates, highlighting activity across different portfolios, and improving visibility of the work being undertaken across APTUK. As a member-led communication, the newsletter has strengthened the connection between the organisation and its membership, ensuring that updates are relevant, engaging and reflective of member interests.

In addition to enhancing communication with members, the development and delivery of the newsletter have provided valuable opportunities for Member Observers to actively contribute to organisational activity, develop communication and leadership skills, and gain insight into the breadth of APTUK's work. This approach supports both succession planning and organisational integration, strengthening links between emerging leaders and the wider Executive Committee. Collectively, these developments have enhanced APTUK's ability to communicate effectively, work collaboratively, and maintain a unified strategic direction

7. Future plans

- Building on our organisational values and reflecting the trajectory of the pharmacy technician profession, APTUK will be setting professional standards that outline best practice and the high expectations for pharmacy technicians. While the GPhC sets regulatory standards, the professional leadership body defines the best-practice behaviours expected of the profession.
- The APTUK Executive Committee will continue to review the existing 2022-2026 strategy ensuring it is reflective of the aspirational direction pharmacy technicians can expect from their professional leadership body. There will be a consultation on this to gather member views and priorities. The new strategy will then be published in Autumn 2026 for the period of 2026-2031.
- The current arrangement of professional leadership for pharmacy is complex, and APTUK remain engaged in a collaborative, equitable and transparent approach to the future pharmacy landscape. Members will remain informed and engaged at every opportunity by APTUK. Findings from the 2025 membership survey will be implemented during 2026 and include innovative ways including a monthly podcast for communicating with our members.
- APTUK are committed to delivering career pathways for pharmacy technicians, showcasing training opportunities and clear routes for development and specialist roles.
- In 2026/27 APTUK will continue to explore opportunities for coaching, mentoring and working in

collaboration with organisations to ensure learning and sharing experiences can be delivered to members through our branches and national webinars.

- Looking ahead at our membership growth and engagement opportunities, building on progress this year, the focus for 2026/27 will be to:
 - Further improve PTPT-to-member conversion and early career retention
 - Strengthen member segmentation and personalised engagement
 - Enhance visibility and measurable impact of the membership value proposition
 - Utilise CRM data to drive targeted communications and proactive retention strategies
 - Implement learning from the membership survey findings to shape future services and engagement
 - Support continued sector-specific growth and branch development

APTUK will continue to be the voice for pharmacy technicians and APTUK will continue to keep members involved, informed and ready for any consultation on membership and transition into the Royal College of Pharmacy.

8. Finances

The 2024/2025 end of year accounts were submitted to HM Revenue & Customs (HMRC) and Companies House by 30th April 2026 following a standard extension to the usual deadline of January 31st 2025. This was due to new accountants, who conducted a more thorough review of our accounts to confirm all expenses are being allocated to the most appropriate budget centres, and the most appropriate accounting principles for APTUK are being applied. The formal end of year accounts for 2025/26 will be prepared before the end of 2026, in advance of the HMRC submission deadline of 31st January 2027.

A snapshot of the finances at time of publication for 2025/26 are detailed below:

Income from membership this year was static. The dark blue line on the YTD fee income graph below shows that the cumulative membership fee income was similar to last year consistently throughout the year. Whilst paying membership numbers increased slightly across the course of the year, the shift from annual to monthly payments annual payers retired or left were replaced with monthly paying new members, meant income remained static.

The main drop in income (an associated expenses) is due to sales and costs attributable to the APTUK conference. This is a reflection of how the finances were managed in 2024/25, rather than lack of income in 2025/6. In 2024 we worked with a conference provider whose preference was for APTUK to invoice sponsors, some ticket sales and pay suppliers directly. In other years, including 2025 we worked with a provider who manages all the finances themselves so the impact on APTUK finances is significantly lower.

Billable expenditure income for 2024/5 was a framework review. There were no framework reviews in 2025/6.

Although we have launched the new website this year, the majority of costs were accrued from previous years, so expenditure has already been recognised for this activity.

The two key areas for cost increases this year have been for professional services and salaries. As explained above, we employed a Business Development and Communications Lead this year, adding a third part-time person to the payroll which has accounted for the majority of this increase.

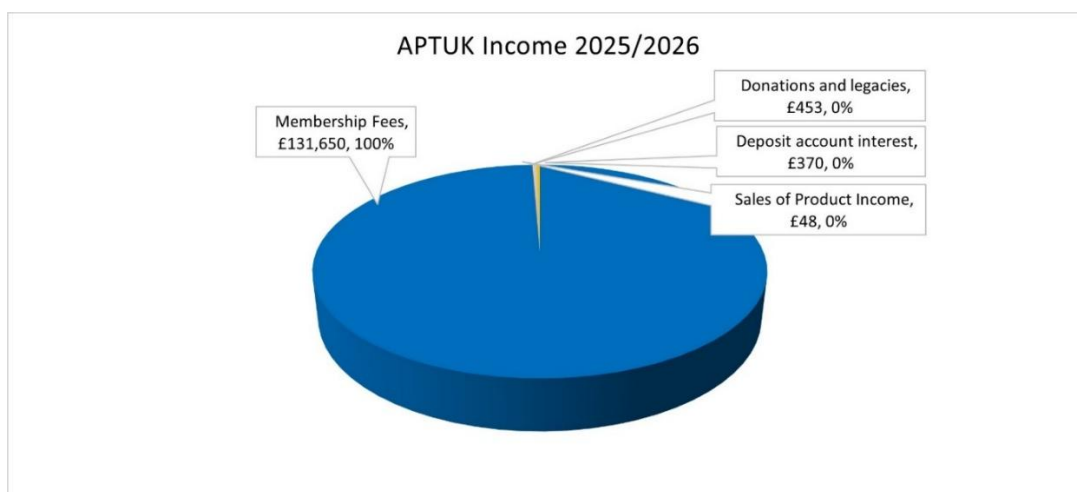
The other major cost we incurred this year was for solicitors to support us in renewing our trademarks. This is required every 10 years, and it was completed in August for 4 items: The company name: The Association of Pharmacy Technicians; the APTUK logo; The title: 'Pharmacy Technician Journal'; and abbreviation 'PTJ'.

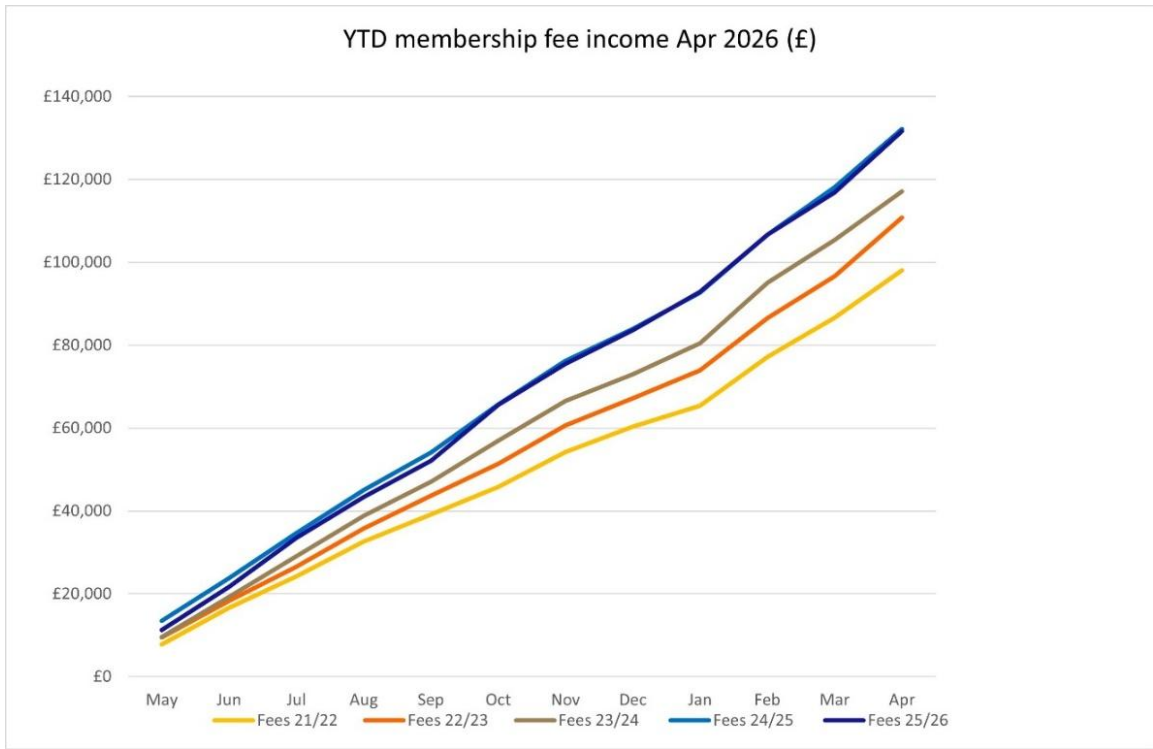
Travel is slightly reduced vs last year as we continue to attend meetings online wherever possible and consciously manage expenses through advance travel and hotel bookings wherever possible.

Income 2025/2026

Income	2025/6	2024/5
Membership Fees	£131,650	£132,219
Sales of Product Income	£48	£76
Donations and legacies	£453	£520
Deposit account interest	£370	£369
Sales (APTUK conf)	£0	£60,825
Billable Expenditure Income	£0	£1,500
Total Income	£132,521	£195,509

Income category	Description
Membership fees	Direct debit, standing orders, direct payment via Stripe
Billable Expenditure Income	Educational framework advisory panels
Sales of Product Income	APTUK 70 th anniversary badges
Donation	Bursary donation, Bank poor service compensation
Deposit account interest	Interest from the APTUK reserve account
Sponsorship / conference sales	APTUK 2024
Education project	Specific project monies for the HEIW post-registration skills analysis

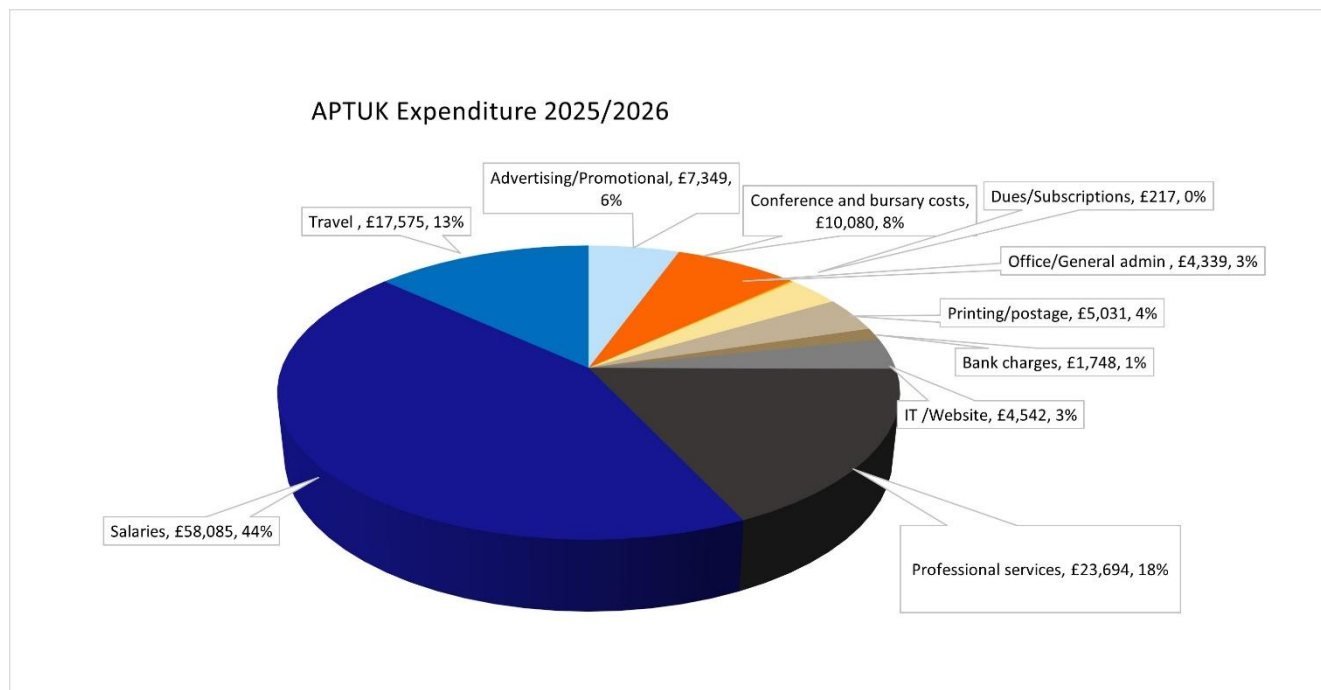




Expenditure 2025/2026

Expenditure	2025/6	2024/5
Advertising/Promotional	£7,349	£5,646
Conference and bursary costs	£10,080	£72,910
Dues/Subscriptions	£217	£235
Office/General admin	£4,339	£4,557
Printing/postage	£5,031	£3,556
Bank charges	£1,748	£1,854
IT /Website	£4,542	£31,140
Professional services	£23,694	£13,013
Salaries	£58,085	£45,047
Travel	£17,575	£20,823
Total expenditure	£132,660	£198,781

Expense category	Description
Advertising/ Promotional	APTUK promotional materials including posters / banners / animation
Conference and bursary costs	Bursaries and conference production fees
Dues / Subscriptions	Companies House, ICO
Office / General administrative costs	Indemnity insurance, general admin, rent, storage
Printing / postage	New member packs, PTJ print and postage
Bank charges	Direct debit fees, Stripe fees, bank charges
IT	Microsoft, equipment, phone, website hosting & maintenance fees
Professional services	Accountant fees, HR support, GDPR compliance, Trademark legal fees
Salaries	Salaries, pension, PAYE
Travel	Travel and accommodation expenses



LIST OF EXECUTIVE COMMITTEE & ROLES

Amy Laflin	President
Gail Hall	Vice President
Philip Jones	Education Director
Rebecca Bastable	Membership Director
Alishah Lakha	Director of Diversity, Inclusion and Belonging
Vicky Hope	Operations Lead
Lynn Ali	Membership Coordinator and Secretariat
Louise Kasaprian	Business and Communications Lead
Warren Francis	Professional Lead Northern Ireland
Kate Gardiner	Professional Lead Wales
Karine Loudon	Professional Lead Scotland
Trudy Krysta	Professional Lead England
Elsbeth Clarke	Branch Liaison Executive
Diane Torry	Editor
Hannah Todd	Member Observer
Chamene Hicks	Member Observer
Lynda Kelley	Member Observer
Andrew Jell	Member Observer
Suzanne Bhagwanji	Member Observer