

Deputy Chief Executive and Director of Operations

Candidate Information Pack

2016/2017



## Contents

Message from the Chief Executive & Registrar .....	3
Advertisement.....	5
About us .....	6
Directorate structure.....	8
Further information.....	9
Role description.....	10
Person specification .....	11
Process, timetable & how to apply .....	12

## Message from the Chief Executive & Registrar

Dear Candidate

Putting together and developing the top team is one of my most important jobs as chief executive. Since we set up the GPhC in 2010 the top team has successfully lead the GPhC's establishment and development. As part of our evolution we are now working to transform all aspects of our operating model and how we deliver services. So I need to reshape our top team in order to drive and enable that change.

In April 2016 we started that process of change and appointed an interim Service Transformation Director to help develop proposals for a new end-to-end operating model for the organisation. A model that will include service and digital transformation focusing on customer service and the online experience for our registrants, applicants, those raising concerns and other GPhC stakeholders.

It is now clear that to achieve this will require a major undertaking by the organisation, meaning significant investment and substantial change for all involved. It will be a piece of work which will be carried out over a number of years and in a number of different phases, with the organisation learning through its experience of transformation, delivering outcomes and realising benefits as the work moves forward. With the initial planning work completed, we are now aiming for our interim Director to hand over the baton, as *senior responsible owner* for this transformation programme, to the newly-created post of Deputy Chief Executive and Director of Operations. So we are looking for someone with the credibility and authority, as well as the skills, to drive and ensure deliver of this change; you will lead work across management lines to achieve this, as well as taking executive director-level accountability for the functions within the Operations Directorate.

Our governing council has a clear strategic vision in which pharmacy regulation plays a key role in improving pharmacy practice and, ultimately, the health and wellbeing of people in England, Scotland and Wales. All grounded in the public assurance which good quality regulation provides. With our set-up stage behind us and many reasons to be optimistic, not least in terms of our relationships internally and externally. Now is a great time for you to be thinking of joining us for this next phase of our development.

Like all groups, our top team benefits from diverse styles and personalities. Whether you are the life and soul of the party or the quiet thoughtful type, if you're going to succeed as a director here you will be someone who:

- is highly motivated around doing the right thing, well;
- embraces their responsibility as a role model of professionalism;
- offers and welcomes leadership, challenge, coaching and care to and from all those around you;
- takes a strategic approach to relationships as well as to resources and operations.

If you fit the bill, and you think we might be right for you, please read on.

A handwritten signature in black ink, reading "Duncan Rudkin". The signature is written in a cursive style and is contained within a thin black rectangular border.

**Duncan Rudkin**  
**Chief Executive**



## Advertisement

### Deputy Chief Executive & Director of Operations, General Pharmaceutical Council

#### Canary Wharf, London Competitive salary and benefits package

The General Pharmaceutical Council (GPhC) is the independent regulator for pharmacists, pharmacy technicians and pharmacy premises in Great Britain. It is our job to protect, promote and maintain the health, safety and wellbeing of members of the public by upholding standards and public trust in pharmacy.

We do this by setting and upholding standards of education and practice in the profession and by regulating retail pharmacies.

To ensure that we are able to fulfil our duties, it is imperative that we continually evolve as an organisation, working efficiently to provide effective regulation and a good service to all our customers. Consequently, we are initiating an ambitious programme of service transformation, with a new end to end operating model, resulting in exciting, yet substantial change across the whole organisation. This new and broad post has been created to specifically lead this work as the Senior Responsible Officer for the programme as well oversee an extremely diverse directorate team comprising finance and procurement, IT, facilities, customer services, corporate business development and external communications.

We are seeking an experienced executive director, with a track record of delivering large scale change and transformation and the authority to lead, inspire and develop highly skilled teams. You will work closely with Duncan Rudkin, our Chief Executive and our Council to provide strategic and operational direction, whilst ensuring the programme is effective in realising its outcomes and benefits. You will have an appreciation of the issues in regulatory environments; a keen interest in the work of the GPhC; and a commitment to ensuring the safety, health and wellbeing of patients and the public by improving quality in pharmacy practice, which is at the core of all we do.

To find out more about this opportunity and how to apply for this role, please visit the Veredus website [www.veredus.co.uk](http://www.veredus.co.uk) using reference 929252. For a confidential discussion, please contact our advising consultants: Michelle Atkinson on 07769 165101 [michelle.atkinson@veredus.co.uk](mailto:michelle.atkinson@veredus.co.uk) or Simon Potts on 07889 736071 [simon.potts@veredus.co.uk](mailto:simon.potts@veredus.co.uk)

The closing date for this position is Friday 20th January 2017

## About us

The General Pharmaceutical Council (GPhC) is the independent regulator of over 70,000 pharmacists, pharmacy technicians and pharmacy premises in Great Britain. The GPhC obtained legal status on 12 March 2010, before taking over the regulatory responsibilities previously held by the Royal Pharmaceutical Society of Great Britain.

It is our job to protect, promote and maintain the health, safety and wellbeing of members of the public by upholding standards and public trust in pharmacy. We protect the public in two main ways; by registering competent professionals to practise pharmacy and by regulating retail pharmacies. Our work touches the lives of pharmacy professionals from the day they start their training to the day they retire and leave our register; and we are funded by fees paid by our registrants and by pharmacy owners.

Our principal functions include:

- approving qualifications for pharmacists and pharmacy technicians and accrediting education and training providers;
- maintaining a register of pharmacists, pharmacy technicians and pharmacy premises;
- setting standards for conduct, ethics, proficiency, education and training, and continuing professional development (CPD);
- establishing and promoting standards for the safe and effective practice of pharmacy at registered pharmacies;
- establishing fitness to practise requirements, monitoring pharmacy professionals' fitness to practise and dealing fairly and proportionately with complaints and concerns.

## Senior leadership group

The senior leadership group has been set up by the chief executive as a way of carrying out a number of key executive governance responsibilities and to lead the daily operational activity of the organisation. The group is made up of the chief executive - Duncan Rudkin, the directors – listed below, the chief of staff and the head of governance.

- **Operations:** This is a recently restructured directorate which covers resource to the organisation and external customer services and communications. The directorate has the following teams within it: customer service - which incorporates the customer contact centre and the registration function; finance and procurement; IT; corporate business support and development; and communications.
- **Inspection and Fitness to Practise:** This directorate is led by Claire Bryce-Smith and deals with inspection of registered pharmacies and concerns about the fitness to practise of pharmacists and pharmacy technicians.
- **Strategy:** This directorate is responsible for our strategy development work, policy, standards, research, education quality assurance and business intelligence. The directorate is led by Hugh Simpson.
- **Organisational development and equality, diversity and inclusion:** This directorate, led by Vivienne Murch, covers people strategy and organisational change for both staff and for our associate and partner groups who support us to fulfil our regulatory functions.

## The Council

Crucial to our governance is our independence from government, the profession and all other interest groups. This independence is vital to sustaining public confidence in regulation in general.

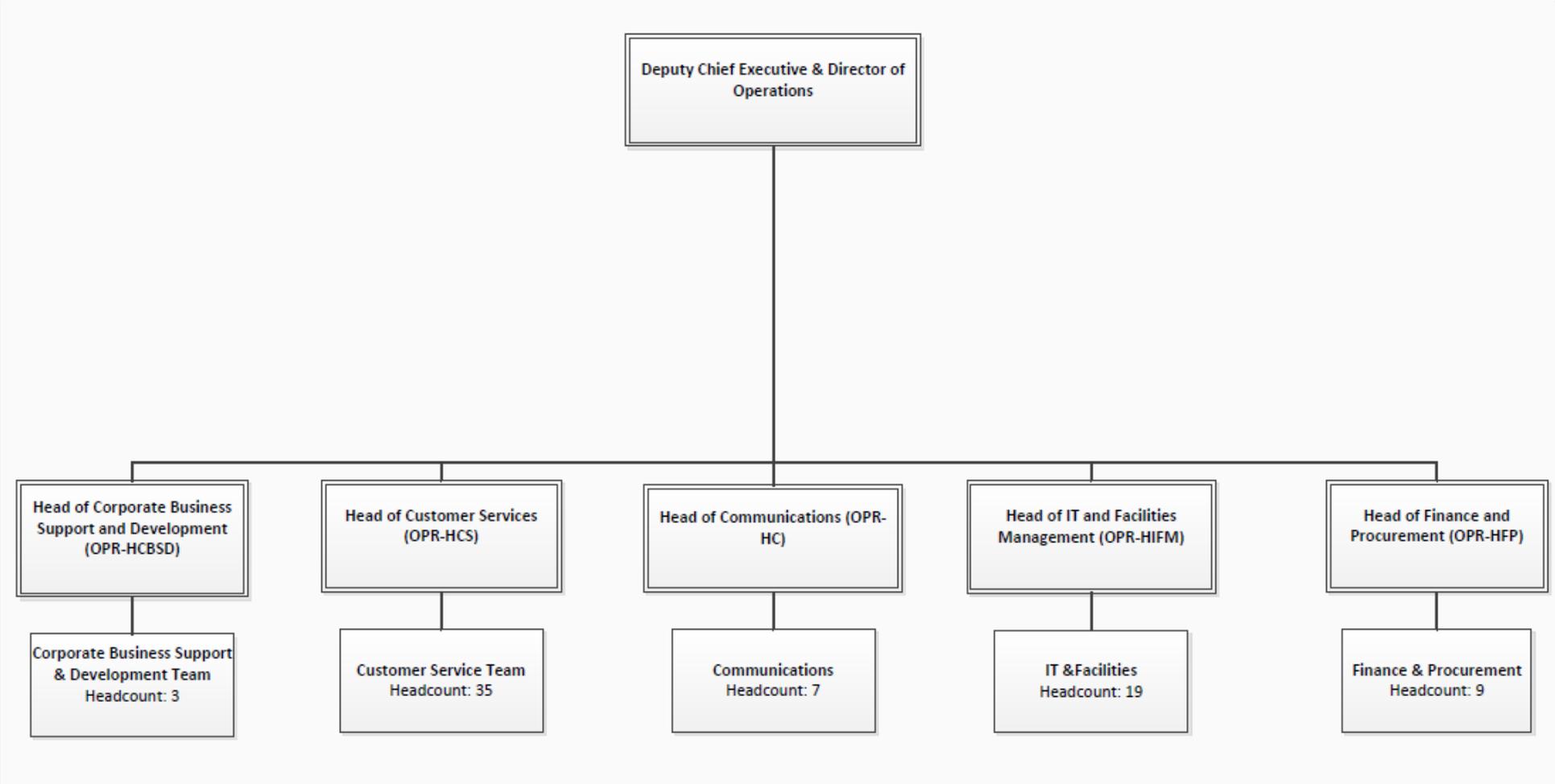
The Council acts as the governing body, with 14 appointed members and a clear separation of functions from the executive. The Council has equal numbers of lay and registrant members to bring in knowledge and experience from outside the profession and help to ensure public focus, openness and transparency.

Members are appointed to ensure a balance of qualities, skills and experience, and to reflect the diversity of the public and of the pharmacy profession. There are no places reserved specifically for each of the professions regulated by us, nor for specific sectors of practice. There must be at least one member who lives or works mainly, or wholly, in each country of Great Britain.

For more information on our Council members please visit the following link:

<http://www.pharmacyregulation.org/about-us/who-we-are/gphc-council/gphc-council-members>

## Directorate structure



## Further information

<http://www.pharmacyregulation.org/>

<https://www.pharmacyregulation.org/annualreport/annual-report>

[https://www.pharmacyregulation.org/sites/default/files/gphc\\_strategic\\_plan\\_2017-20.pdf](https://www.pharmacyregulation.org/sites/default/files/gphc_strategic_plan_2017-20.pdf)

<http://www.professionalstandards.org.uk/docs/default-source/publications/performance-reviews/gphc-annual-review-of-performance-2015-16.pdf?sfvrsn=10>

## Role description

### Summary

- A highly skilled and confident executive able to provide leadership across professional and organisational boundaries.
- An efficient and effective executor.
- A strategic leader who acts at all times as an ambassador for the organisation.

**Reports to:** Chief Executive and Registrar

### Role purpose

- To deputise for the Chief Executive and Registrar as required.
- To provide leadership and drive for the GPhC's service transformation agenda, as the visible owner of the overall organisation-wide business change, accountable for successful delivery and recognised throughout the organisation as the key leadership figure in driving the change forward<sup>1</sup>.
- To lead the Operations Directorate<sup>2</sup> in playing its part to deliver the GPhC's strategic and corporate plans.
- To mentor, support and constructively challenge senior colleagues across all disciplines.

### Areas of responsibility

The Deputy Chief Executive and Director of Operations

- Provides leadership, support and challenge to directors and heads of function, organisation-wide, on the development of our service transformation agenda and provides top level assurance to the Chief Executive and Council on the implementation of relevant programmes of work.
- Speaks and acts for the organisation publicly as the Deputy Chief Executive.
- Leads the senior managers, other managers and staff within the Operations Directorate, coaching and supporting them to deliver against agreed plans in relation to their functional responsibilities, and holding them accountable for doing so
- Within the Operations Directorate ensures that:
  - the culture and values within the Directorate are aligned with those of the GPhC
  - GPhC resources are deployed efficiently and effectively
  - the needs of external and internal stakeholders and customers are identified and met appropriately
  - performance (including performance of relevant contractors and partners) is measured and managed effectively and continuously improved

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<sup>1</sup> Effectively "Senior Responsible Owner".

<sup>2</sup> Operations Directorate currently comprises: Communications; Finance & Procurement; Information Technology & Facilities; Customer Services (registration); Corporate Business Support & Development.

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- risks and opportunities are identified, assessed and managed actively.
- The Director is also responsible for ensuring that
  - they make a positive and effective contribution to the work of the senior leadership group and the Council, as the governing body of the organisation
  - they act as a positive role model for staff and managers at all levels, in relation to leadership, equality, diversity and inclusion, teamwork and collaboration across management lines.

## Person specification

### Qualifications and Experience

- Significant depth and breadth of relevant experience in an executive role, at board level, in a national organisation or business.
- Experience of the ambassadorial role in public, professional, media and political contexts.

### Knowledge and skills

- A broadly based senior leader with a well-developed personal toolkit of core management skills
- Takes a commercially-aware approach to decisions and resources, coupled with a strongly strategic approach to determining priorities
- Awareness and understanding of the role of health and/or professional regulation.
- Well-developed inter-personal skills, engaging confidently and effectively at the most senior levels, with a wide range of external and internal stakeholders
- Strong verbal and written communication skills, articulating the organisation's strategies clearly and leading colleagues to implement them
- Acts as an ambassador for the overall organisation
- Promotes a positive vision and agenda around equality, diversity and inclusion with skill and confidence

### Terms and conditions

- 30 days holiday
- Pension – Choice of three:
  - NHS Pension
  - Standard Life pension or
  - Basic Auto enrolment scheme
- Season Ticket Loan
- Private medical insurance

## Process, timetable & how to apply

There is a nominal closing date for the role of Director of Operations, but candidates are encouraged to submit their applications as soon as possible, as preliminary interviews will begin as soon as we start to receive expressions of interest.

Element	Date
Closing date for applications	Friday 20 <sup>th</sup> January 2017
Initial interviews with Veredus (London)	Ongoing
Shortlist meeting	w/c 6 <sup>th</sup> February 2017
Opportunity to talk informally with Duncan Rudkin, Chief Executive	TBC
Assessment day	w/c 20 <sup>th</sup> February 2017
Final selection interviews	w/c 20 <sup>th</sup> February 2017

Long listed candidates will be invited to preliminary interview with Veredus at their London office. Please note you will be asked to bring to your preliminary interview evidence of your identity, right to work and original certificates relating to any qualification that you reference in your CV.

Following preliminary interviews, the selection panel will agree a number of applicants to attend an assessment day and then final panel interviews at the General Pharmaceutical Council.

### To apply, please send:

- A full CV (no more than 3 pages) which demonstrates your ability to meet the criteria contained in the person specification and including details of your current remuneration and salary expectations;
- A short (no more than 2 pages) supporting statement highlighting your motivation for the role of Director of Operations and how you meet the requirements of the position;
- Finally, please ensure you include your telephone contact numbers and email address, as well as any dates when you will not be available. Names, positions, organisations and telephone contact numbers and email addresses for at least two business referees. If you do not wish referees to be approached without permission, please indicate this.
- Please also download and complete the accompanying Equalities Monitoring Form. This will help us to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application.

**Applications should be emailed to [veredushealthteam@veredus.co.uk](mailto:veredushealthteam@veredus.co.uk) quoting reference 929252 in the subject line.**

If you have any queries on any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, please contact our advising consultants at Veredus:

Michelle Atkinson on 07769 165101 or email her at [michelle.atkinson@veredus.co.uk](mailto:michelle.atkinson@veredus.co.uk)

Simon Potts on 07889 736071 or email him at [simon.potts@veredus.co.uk](mailto:simon.potts@veredus.co.uk)