Strategic plan 2013-2016

Purpose
To agree the GPhC strategic plan for 2013-2016.

Recommendation
The Council is asked to agree the strategic plan which appears in draft at Appendix 1.

1.0 Introduction

1.1 In 2010 the Council agreed its Vision and Strategy document\(^1\) – the core strategic document which committed the Council to developing a three to five year strategy for the future.

1.2 Council accordingly agreed a strategic plan for the period 2012-2015 in September last year, and this paper suggests how that plan should be updated to cover the period 2013-16.

2.0 Key considerations

2.1 We have to submit the strategic plan to the Privy Council office, for laying before Parliament and the Scottish Parliament by the end of September 2012.

2.2 The nature and purpose of the strategic plan and the key contextual factors are all, as last year, discussed in the draft document itself:

\(^1\) [www.pharmacyregulation.org/aboutus/whoweare/visionandstrategy/index.aspx](http://www.pharmacyregulation.org/aboutus/whoweare/visionandstrategy/index.aspx)
About this strategic plan

This strategic plan summarises what we are aiming to achieve over a three year period, and why. This strategy will be complemented by a three year corporate plan setting out how we are going to achieve these aims and fund the work.

2.3 Appropriately, in a document taking a high level view of the GPhC’s long term priorities, no changes are proposed, after just one year, in relation to the introductory material covering the GPhC’s identity, mission, vision, values and functions.

2.4 Likewise, the five key priorities remain largely as set out in the current 2012-2015 version. A change is proposed to 1c, reflecting the progress made within the past year, in which the Council has made a commitment to revalidation in pharmacy with a clear purpose set out.

2.5 The most significant proposed changes relate to the “context within which we work” section. This has been updated to reflect our understanding of the environment within which we carry out our regulatory work, and the fact that the organisation has moved past its initial establishment phase. This latter point is also reflected in the removal of the reference to the “legacy” from objective 2a.

3.0 Equality, diversity and inclusion implications

3.1 Each of the five key priorities in the draft plan has equality, diversity and inclusion aspects which need to be analysed and reflected appropriately in the corporate and business planning which will flow from the strategic plan.

3.2 The draft plan specifically highlights the diversity in healthcare and pharmacy within and between the home countries of Great Britain and gives priority to our understanding and engaging effectively with different contexts in England, Scotland and Wales. The Council’s devolution commitment is set out in the GPhC Devolution Policy, which complements the draft strategic plan.

4.0 Communications implications

4.1 The strategic plan itself, once laid before Parliament and the Scottish Parliament, serves a formal communication purpose as one of the core documents by reference to which the Council will be held accountable. GPhC annual reports, as well as accounting for progress in terms of the annual plan to which the report relates, should include an interim update on progress within each year towards the achievement of these longer term strategic objectives.
4.2 The strategic plan will also inform day to day operational and corporate communications, as an important source document, to be drawn on for authoritative information about the Council’s aims and priorities.

5.0 Resources implications

5.1 The assessment of the overall resource requirement for 2013-2016, and relative priorities for resource allocation as between different objectives will be important aspects of the corporate and medium term financial planning discussion following on from the strategic plan.

6.0 Risk implications

6.1 The Council’s commitment to proportionate risk-based regulation appears prominently in the draft strategic plan, featuring as one of the main objective areas under the proposed first key priority.

6.2 In terms of risk to the GPhC, having an up to date strategic plan is an essential component of our risk management approach, focusing as it does on the identification and management of risks to the achievement of the organisation's objectives: these derive from the strategic plan. And having a strategic plan in itself helps to reduce the likelihood of the GPhC wasting time and resources, provided by registrants, on activities and work which are not strategic priorities.

Recommendation

The Council is asked to agree the strategic plan which appears in draft at Appendix 1.

Duncan Rudkin, Chief Executive & Registrar
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10 August 2012
Appendix 1

DRAFT

General Pharmaceutical Council

_Upholding standards and public trust in pharmacy_

Strategic plan 2013-2016
Who we are
The General Pharmaceutical Council (GPhC) is the independent statutory organisation accountable for the regulation of pharmacy professionals and registered pharmacy premises in England, Scotland and Wales. The GPhC was set up by the Pharmacy Order 2010.

The GPhC is governed by a council of 14 appointed members. Half are lay people and half are pharmacists or pharmacy technicians.

Our mission
We promote and maintain the safety and health of pharmacy service users.

Our vision
We aim to be trusted by patients and respected by registrants, regulating effectively in a way which delivers value for money.

Our values
In all our work we aim to

- put patients’ safety and health first
- be focused on improvement
- be responsive to change
- develop policies which are inclusive
- be independent and fair
- demonstrate respect for others
- ensure that regulation is proportionate.

Our council has adopted the Nolan principles of public life and has undertaken to apply these principles in exercising its role as our governing body.

Our functions
The principal functions of the GPhC as set out in the Pharmacy Order 2010 are:

- to establish and maintain a register of pharmacists, pharmacy technicians and premises at which a retail pharmacy business is, or is to be, carried on;
- to set and promote standards for the safe and effective practice of pharmacy at registered pharmacies;
- to set requirements by reference to which registrants must demonstrate that their fitness to practise is not impaired;
- to promote the safe and effective practice of pharmacy by registrants (including, for example, by reference to any code of conduct for, and ethics relating to, pharmacy);
- to set standards and requirements in respect of the education, training, acquisition of experience and continuing professional development that it is
necessary for pharmacists and pharmacy technicians to achieve in order to be entered in the Register or to receive an annotation in the Register and to maintain competence; and

- to ensure the continued fitness to practise of registrants.

The context in which we work
Pharmacy professionalism is becoming ever more important as pharmacy practice continues to develop and diversify. These changes bring with them the potential for greater benefits for pharmacy service users, through pharmacy's enhanced clinical contribution to health and wellbeing, and to public health. In parallel with these developments in pharmacy, we need to be alert to any new or increased risks which regulation needs to address. Proportionate and effective regulation provides essential underpinning for

- individual registrants’ capacity and confidence positively to embrace and live up to their professional responsibilities and

- pharmacy’s collective commitment to professionalism.

The organisation of health and care services, and of education and training for health professionals, continue to develop in different ways in each of the countries of Great Britain. As the regulator we need to recognise this whilst ensuring consistent standards and outcomes for patients.

Patients and those who speak for them have called for much more efficient and effective integration of the health and care services they receive; in parallel we see a dramatically increased expectation on the part of patients that regulation (including the regulation of individuals and of organisations having a corporate responsibility for providing services) will be visibly better integrated, to minimise regulatory gaps and overlaps, in terms of safety and standards..

Technological advances, resulting in new medicines and systems for their supply and administration, and patients' increasing knowledge and awareness of medicines create opportunities for patients which regulation must not needlessly stifle, but also new risks which pharmacy professionals and service providers must manage effectively.

Our work to develop and update this strategic plan has benefited from the learning we have gained in the two years since we began work, as well as from our understanding of the direction of regulation policy nationally, including Enabling Excellence, and at European and international levels.

We expect that all regulators will rightly continue to be scrutinised and held accountable both for their performance and achievement of their objectives and in relation to their efficiency and cost-effectiveness. No regulatory body in any field can presume that the policy or business case for regulation is self-evident, and we do not take public, professional or political support for pharmacy regulation for granted. We are committed to carrying out the task which the legislation sets for us in a way which adds – rather than subtracts – value to pharmacy and to healthcare more widely.

Above all, our strategic plan reflects the overriding priority we give to the delivery of our ongoing core functions -- effective and efficient delivery of our objectives as set out in legislation -- together with the ongoing development and improvement work required of a modern regulator.

**About this strategic plan**
This strategic plan summarises *what* we are aiming to achieve over a three year period, and *why*. This strategy is complemented by a three year corporate plan setting out *how* we are going to achieve these aims and fund the work.

**Our key priorities**
We have identified five key priorities for action over the next three years, as follows:

1. **Deliver our core regulatory services in a way that is fit for current and future purpose**
   a. Deliver our statutory functions efficiently and effectively
   b. Review and where necessary transform our fitness to practise and enforcement procedures, including the regulation of registered pharmacy premises, developing an increasingly effective, efficient, proportionate regulatory approach
   c. Building on the GPhC’s commitment to revalidation and the principles which we have agreed, develop our plans to provide the public with enhanced positive assurance of the continuing fitness to practise of GPhC registrants

2. **Strengthen our capability to measure and improve the efficiency and effectiveness of our operational performance**

3. **Communicate and engage effectively with key stakeholders**

4. **Anticipate and respond to developments in pharmacy and healthcare**

5. **Make sure that we have the right people in place, with the right culture and organisational policies and procedures**

These five key priorities will drive our corporate and business planning for the next three years. Our main objectives under each strategic priority for the next three years are:

1. **Deliver our core regulatory services in a way that is fit for current and future purpose**
d. Influence the concept and design of an overarching new legislative framework for health professional regulation and be ready to exploit the opportunities which the new framework will offer as and when it emerges

e. Contribute to the development of regulatory policy nationally in ways which promote GPhC regulatory values

2. Strengthen our capability to measure and improve the efficiency and effectiveness of our operational performance

a. Implement necessary new information and administration systems to support our drive for improved efficiency and a better experience for those who use our services

b. Establish new service and efficiency standards – and measurable efficiency improvement objectives - and report regularly against these

c. Maintain and continue to improve our governance and assurance arrangements

3. Communicate and engage effectively with key stakeholders

a. Reach out to patients, carers, families and communities in order
   • to enable them to help us shape the development of standards in pharmacy in ways which reflect their priorities
   • to inform them about the standards they can expect of pharmacy professionals and registered pharmacy premises and
   • to support them to take effective steps when they have concerns about safety

b. Make it easy for pharmacy professionals, pharmacy owners and pharmacy and healthcare organisations
   • to keep themselves up to date with, and to help us shape, standards which promote professionalism and professional responsibility, and
   • to take effective steps when they have concerns about safety

c. Work closely with other regulators, professional bodies and others to simplify and streamline public and patient access to information about regulation, to eliminate gaps in public protection, and to minimise the inefficiencies and confusion caused by regulatory overlaps
d. Ensure that all our work takes full account of the context across Great Britain, including policy, legal and health service differences between the home countries

4. Anticipate and respond to developments in pharmacy and healthcare

a. Actively keep under review the available evidence and information about risk in pharmacy and regulate accordingly

b. Strengthen our horizon-scanning to inform all our policy development work and the development of our regulatory operations

c. Use our resources and networks to influence positively the development of pharmacy and healthcare in line with our regulatory aims and values

5. Make sure that we have the right people in place, with the right culture and organisational policies and procedures

a. Build a GPhC culture which embodies the Council’s values in practical terms, demonstrating in our organisation the professionalism we expect of GPhC registrants

b. Review and where necessary change our management policies and procedures so that they promote this culture

c. Develop the organisation in suitable accommodation that meets the current and anticipated future needs of the organisation