Business Plan Progress Report

Purpose
To note progress on the implementation of the 2011/2012 business plan.

Recommendations

The Council is asked to note progress on the business plan.

1.0 Introduction

1.1 The Council approved the business plan for 2011/2012 in February 2011. This paper provides an overview of progress against that business plan including a graphical overview for ease of reference.

1.2 In order to facilitate the implementation of the plan, a Business Planning and Improvement Team has been established to:

- Facilitate and drive forward the GPhC’s business planning and improvement activities;
- Play a key coordinating role in the production of the strategic business planning process;
- Act as a central resource for programme and project management expertise, discipline and co-ordination, ensuring that multidisciplinary projects, as agreed by and under the guidance of the executive, serve collectively agreed priorities.

1.3 The current business plan overview is attached at Appendix 1, with brief highlight reports for each of the areas of activity below.
2.0 **Business Plan Highlights**

2.1 **Fitness to Practise**

2.1.1 - A data model has been developed to provide management information and performance monitoring.
- An initial forecast has been made for the disposal of legacy cases and the resources required to achieve this.
- A finance and resources model has been built to facilitate analysis and scenario planning for throughput of both legacy and GPhC cases.
- A review of all post Investigating Committee cases under the Just Disposal Policy has been conducted. Review of all pre Investigating Committee cases is ongoing.
- Contracts have been awarded to Legal Panel Firms.
- Standard Case Management Directions have been approved.
- A revised Listing Questionnaire has been approved.
- Regular monthly meetings have been scheduled for the Fitness to Practise and Secretariat teams to review case progression.

2.2 **Development of Standards (Premises)**

2.2.1 - Engagement workshops in England, Wales and Scotland have been completed, in addition to a number of one to one meetings with key stakeholders.
- A provisional schedule for patient and public involvement (PPI) and pharmacy employee meetings in England, Wales and Scotland has been agreed.

2.3 **Registration**

2.3.1 - Rolling register modifications to IT systems have been successfully deployed ahead of the deadline of 1 June 2011.
- The ‘as is’ business process flow for the renewal of pharmacists, pharmacy technicians, and premises has been developed and the ‘to be’ procedures identified.
- Standard operating procedures are currently being drafted and will be ready for early June 2011.
- Work on the rolling register reporting tool has been delivered on schedule and the remaining reports are on schedule to be delivered by mid June 2011.
- Renewal notices, covering letter and other communications have been drafted.
Renewal notices will be posted to the first set of rolling renewal registrants in mid-June 2011. A post-implementation review of the 2010-2011 renewals process has been conducted. Lessons learned and improvements identified in processes and communications are to be implemented this year where practicable.

2.4 Office Move

2.4.1 A project plan outlining proposed key milestones and a Project Initiation Document (PID) have been drafted. An accommodation report outlining current space analysis and future requirements is underway. Site visits have been undertaken to the premises of some other regulators as part of a benchmarking exercise.

2.4.2 It should be noted that the current lease for 129 Lambeth Road expires on 26 September 2012.

2.5 Developing our organisation

2.5.1 Organisational Development

A consultation on the proposed new structure has been completed. Following this, feedback and decisions regarding the final structure have been announced to staff. This included an outline timetable for the move to the new structure. A Project Initiation Document (PID) has been drafted to cover future planned organisational development activities.

2.5.2 Pursuing cost efficiency

We have summarised and illustrated ongoing cost efficiency improvement work in the Fees Rules 2011 – 2012 paper (11.06/C/03). Additionally, improving efficiency is a central theme of the improvement projects. We have made some progress on working with other regulators. We have agreed ‘Heads of Understanding’ with the Pharmaceutical Society of Northern Ireland. We have set up a joint exploratory working group with another regulator and are actively pursuing potential joint working opportunities on a number of fronts.
2.5.3 Engagement and Policy Development

- Some preliminary work has been undertaken to scope the research programme, and this work will continue.

2.6 Development of Standards (Education and Training)

2.6.1 The Council approved the new standards for Pharmacy Technicians at its meeting on 16 June 2010.
- The Council approved new standards for Pharmacists at its meeting on 14 April 2011.
- The first tranche of universities is scheduled to use the new standards for Pharmacists from September 2011.

2.7 Information and Communications Technology (ICT)

2.7.1 Overview

- Deloitte was engaged to conduct a review of the GPhC’s ICT roadmap to assist the organisation in determining the required future ICT systems, underlying technologies and delivery and support organisation, as well as developing an agreed delivery roadmap.

2.7.2 ICT Infrastructure and Network

- Analysis showed that work needs to begin to provide the GPhC with new ICT infrastructure and network support prior to the move to new offices.

2.7.3 ICT System Applications

Current Systems

- The work undertaken by Deloitte highlighted that the desired timetable for replacing the current registration database by June 2012 was too ambitious given the nature of the challenge and a need to develop an integrated solution rather than a simple like for like replacement of the existing database.
- Initial analysis has been undertaken on the stability of the current registration system and the workarounds introduced to support the rolling register.

Future Systems

- It has been acknowledged that the GPhC needs to develop a plan and timetable for the replacement and/or development of legacy systems
inherited from the Royal Pharmaceutical Society of Great Britain (RPSGB). These plans will include ensuring that governance and management information needs are met through new systems. To this end, a high level timetable and procurement approach has been outlined.

- In order to provide assurance, work has been undertaken and will continue on any risks to the current registration database and measures that can be implemented to mitigate these.

2.8 In addition to the above, a Project Initiation Document (PID) for a website improvement project was agreed by the executive on 28 April 2011. An overview of the timeline for this project is included in the diagram at appendix 1.

2.9 **Review interim policies**

2.9.1 The review of former RPSGB policies adopted by the GPhC, according to the schedule agreed by the Council in December 2010, remains on track to be completed in September 2012.

3.0 **Completed Projects**

3.1 **Contact Centre**

The project aim was to establish a GPhC customer contact centre which would provide an efficient and effective telephone and correspondence driven advisory and counselling service to our external customers, and for the customer contact centre to provide first class support to colleagues within the GPhC in the effective regulation of pharmacists, pharmacy technicians and pharmacy premises.

The Customer Contact Centre, with the new team, office and telephone system, went live on 14 March 2011. A project closure report has been produced which outlines benefits realisation for the organisation and lessons learned through implementation.

4.0 **Issues**

4.1 Following the first round of internal audit reports, there is a fuller understanding of the scale of business planning and process improvement activities required across regulatory operations.

5.0 **Equality and diversity implications**

5.1 The Public and Patient Involvement Manager has been consulted on the incorporation of equality and diversity implications in the delivery of the business plan.
5.2 The approved Business Planning and Improvement Framework which sets out the GPhC’s approach to programme and project management requires management to consider how to ensure and promote equality throughout each project, eliminate possible areas of discrimination and ensure that diversity implications are considered in the design of the project and are carried through in the implementation of the project plan and realisation of benefits.

6.0 Communications implications

6.1 As part of the website improvement project, consideration will be given as to how best to report progress and issues relating to the business plan on the website. This should be in real time as much as possible. Examples of communications material could include the business plan overview attached at appendix 1.

7.0 Resource implications

7.1 It is acknowledged that delivery of the business plan will challenge resources across the GPhC as a whole, particularly as business as usual activity is starting to reach its peak period.

Proposals for the new organisational structure alongside continued workforce planning both across projects and business as usual activity will look to ensure that the appropriate level of resourcing and required skill sets are in place to ensure business plan delivery.

8.0 Risk implications

8.1 All projects maintain a risk register as part of best practice project methodology. In addition a programme risk register has been established to feed into the corporate risk register.

It is acknowledged that an ambitious business plan such as this will carry a level of risk, however, programme and project controls are in place to mitigate these risks as much as possible. These controls alongside careful analysis, planning and ongoing review of business case justification, look to ensure risks are managed and controlled as much as possible.

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Appendix 1

Business Plan Overview

See attached spreadsheet