Purpose
To consider the rolling corporate plan April 2012 – March 2015.

Recommendation
The Council is asked to provide feedback on the development of the corporate plan.

1.0 Introduction

1.1 The GPhC Strategic Plan 2012-2015 has been laid before Parliament and the Scottish Parliament, as required by the Pharmacy Order.

1.2 The strategic plan sets out the Council’s key priorities for the next three business years. It refers to a further planning document, to follow, the corporate plan, which is intended to provide more specific information about the activities which the Council requires the organisation to undertake in order to deliver on the higher-level priorities.

1.3 This paper presents the proposed contents of the corporate plan. Subject to Council’s response to this paper, these will then be further refined and incorporated in the final corporate plan document, along with an overview of outline timings and resourcing.

2.0 Key considerations

2.1 Informal discussion to date has generated a list of potential items for inclusion in the draft corporate plan. These have been analysed within the organisation,
alongside the executive’s contribution, and the results distilled into the outline contents listed in the Annex.

2.2 Review of emerging potential items has shown that:
- there is considerable common ground as to the substance of most of the key items, albeit with (not surprisingly) a range of nuances, points of emphasis and drafting styles;
- it is more difficult to agree which items should be de-prioritised or parked, possibly for future action, than it is to identify desirable and useful pieces of work to add to the plan.

2.3 A number of items were provisionally identified as desirable projects or initiatives whereas they turn out, on reflection, to be more about over-arching ways of working and behaving as an organisation, which are useful but cover some of the ground already decided in the Council’s values and principles. A number of these lend themselves to being identified as cross-cutting strands or themes within other projects, rather than being run as stand-alone projects:
- Risk-based regulation
- Devolution
- Equality, diversity and inclusion
- Collaboration with other regulatory bodies.

2.4 The content of the annex, which is built around the five key priorities in the strategic plan, is raw material at this stage rather than a finished plan document. The bold headings are the key priorities in the strategic plan. Under each of these appear the suggested relevant projects and initiatives with a brief commentary in each case for clarification. Final drafting work is to follow, in the light of Council’s response to this paper.

2.5 Informal discussions to date have identified two pieces of work which could appear in the plan, but around which no consensus as to the appropriate treatment has been identified:
- a review of the effectiveness of the Continuing Professional Development framework,
- a review of pre-registration pharmacist training.

2.6 In relation to the first of these, the proposal is to consider CPD as a strand of work within the revalidation project, rather than to pursue it as a separate item.

2.7 In relation to a review of pre-registration pharmacist training, this is not recommended for inclusion within the corporate plan on the grounds that it does not qualify in terms of urgency and risk, when compared to the four items at 1.1-1.4. Council’s view on this is required.
3.0  **Equality and diversity implications**

3.1  As with the key priorities in the strategic plan itself, the suggested projects and initiatives have equality and diversity aspects which will need to be analysed and reflected appropriately. To take just one example, the management information requirements to be taken into account when selecting a new registration and case management system will need to include the ability to capture and analyse EDI data in each area of our work.

3.2  The strategic 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. This understanding and engagement must underpin and inform all our work to fulfil the tasks in the corporate plan. The Council’s devolution commitment is set out in the GPhC Devolution Policy.

4.0  **Risk implications**

4.1  As with the strategic plan, having a corporate plan helps to reduce the likelihood of the GPhC wasting time and resources, provided by registrants, on activities and work which are not strategic priorities.

4.0  **Communications implications**

4.1  The corporate plan will inform day to day operational and corporate communications, as a source of authoritative information about how the organisation intends to fulfil the Council’s aims and priorities.

5.0  **Resource implications**

5.1  In many cases items identified as projects in the Annex have in one form or another been anticipated, to the extent that the resources required may be expected to available within “business as usual”. In a number of other cases, activity can be scaled to suit the resources considered appropriate to allocate to that work, so a policy judgment will be required as to the appropriate, proportionate level of “additional” resource required.

5.2  Subject to Council’s response to this paper, we will continue to assess the resource requirement and incorporate the resultant resource plan and outline timings into the final corporate plan, and into our budgeting work for 2012-13 and beyond.
Recommendation

The Council is asked to provide feedback on the development of the corporate plan.

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3 November 2011
GPhC Corporate Plan 2012-2015
Proposed outline contents

1. Deliver our core regulatory services in a way that is fit for current and future purpose

1.1 Review and transform how we deal with fitness to practise issues

The scope and pace of transformation in this area will be constrained by legislation and the scope and pace of legislative change. This project will include (a) identifying and implementing changes which we can make now as a matter of procedure and practice, (b) identifying changes which require amendments to rules, which can then be organised and delivered, and (c) identifying improvements which are contingent upon changes to the Pharmacy Order, for which we will then need to make the case.

1.2 Agree and plan a model for revalidation in pharmacy

This project will cover both pharmacists and pharmacy technicians. This three year phase of “agree and plan” is currently anticipated to include policy development, options appraisal for the revalidation process, piloting and preparation for implementation, with implementation itself to follow in the next three year plan.

1.3 Put in place a new framework for the regulation of retail pharmacy business at registered premises

This project will encompass what has been referred to so far by the shorthand term “premises project” and a new approach to inspection. It will be one of the major vehicles for the development of the GPhC version of “risk-based regulation”. It will also involve coming to terms in full with the GPhC’s dual nature as a professional and systems regulator and explaining the interaction between those two sets of responsibilities.

1.4 Review and update pharmacy technician education and training standards, and our approach to education and training standards for unregistered pharmacy support staff

We are currently commissioning a “stock-take” exercise to scope and triage pharmacy technician and support staff issues following the introduction of compulsory technician registration, and further projects may emerge from that exercise. We already know that we will need to review the pharmacy technician
education and training standards in the period of this plan.

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

2.1 Implement a new registration and case management system

*Criteria for selecting a system include its capacity to meet the needs of GPhC customers, GPhC administrative and customer service staff and GPhC management and Council in terms of management information and performance monitoring.*

2.2 Deliver a project to help us work smarter across all functions

*This cross-cutting project will include making more effective use of available information and communications technology to improve customer service and operational efficiency, and our continuous improvement work across all administration and “back-office” operations.*

2.3 Performance measurement and evaluation project

*This project will deliver a new framework and set of tools for measuring and evaluating the performance of the organisation, including a comprehensive suite of useful performance measures.*

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

3.1 An outreach programme in support of our core regulatory functions and the corporate plan projects

*We will move beyond our communications comfort zone and actively reach out to those whom we need to inform, influence and whose input we need, with a particular emphasis on reaching out to patients, pharmacy service users and GPhC registrants in support of standards, standards development, enabling compliance and raising concerns.*

3.2 Establish an engagement framework for stakeholder input into our policy development and information sharing

*We want to make it as easy as possible for stakeholders to inform and influence our work, and for them to see the impact of their contribution. The framework will include an engagement policy and process, engagement standards to which we will wish to be held accountable, and a reporting mechanism to facilitate this accountability.*
4 Anticipate and respond to developments in pharmacy and healthcare

4.1 Set up our information and research programme

We envisage specifying and where necessary commissioning a range of information and research projects in support of our regulatory functions and corporate plan projects. This will include collation and analysis of existing publicly available information, formal research where required as well as market research activity such as opinion survey work.

4.2 Create and deliver a campaigns programme

A carefully-selected small number of strategically significant issues will be identified in relation to which it is necessary and appropriate (in terms of our role and mandate) for the GPhC to adopt a campaigning approach. Examples could include a campaign in relation to a hot standards topic, or in support of a regulatory message in relation to an emerging pharmacy-related public health topic.

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

5.1 Ensure suitable accommodation is provided for GPhC operations and activities

To include a long-term accommodation strategy as well as short-medium term solutions

5.2 Complete our organisational development programme

Including organisational culture, staff and management training and development, performance management, behavioural framework and reward. Also to include complementary strands in support of the development of the governing Council and of our groups of GPhC associates.

¹ The GPhC’s statutory concern encompasses promoting as well as protecting the health, safety and wellbeing of pharmacy service users and the public generally.