

General Pharmaceutical Council

Appointment of Chair

Appointment Brief

July 2021

Reference: AAEEG

Introduction

Dear candidate,

I am delighted that you are attracted to the role of Chair of the General Pharmaceutical Council. Thank you for your interest.

We are looking for an inspirational leader with the qualities needed to take the GPhC through the next phase of its development and help us achieve our Vision 2030. Our vision of 'safe and effective pharmacy care at the heart of healthier communities' applies across the full diversity of both the public we serve and the professions we regulate, wherever they work- for example community pharmacies, hospitals, large multiples and online service providers. We need someone with the right skills and experience to take on this important role, whatever your background. The appointment will take effect in March 2022.

Pharmacy has been at the forefront of the response to the pandemic, continuing to provide care in extremely difficult circumstances and playing a significant role in the delivery of the vaccine programme. We are rightly proud of all the members of pharmacy teams who have shown, and continue to show, such commitment to patients and the public.

The pandemic has also affected the staff, the Council and the way we work. Almost all of us have worked remotely since March 2020; our inspectors switched from routine inspections to supporting registered pharmacies through the challenges they faced and carrying out intelligence-led inspections; and we had to move to remote Fitness to Practise hearings. Our Vision and supporting strategy helped us to meet the challenges, guided our response and will continue to direct our work in the future. We are currently looking at how we build on the changes brought about by the pandemic and what our future operating model should be.

The experiences of the last year have highlighted something of which the Council was already aware – that pharmacy is a rapidly changing and developing profession with increasing clinical responsibilities and opportunities. The Council needs to be alive to the changes and anticipating how they will impact on patients, the professions and how they are regulated. At the same time, regulation is changing. The results of Government's recent consultation on regulatory reform are not yet known but could well lead to change, for example moving from the current structure of a 14-member non-executive Council to a smaller Unitary Board.

The new Chair will have the opportunity to help shape the future of pharmacy and of health professional regulation as we plan for change.

You will be joining a motivated group of people, including our Council members, staff, and associated workforce, with a shared commitment to do our best for the patients and public we serve and the professions that we regulate. You can read more about the GPhC, the role of Council Chair and application process in this pack, including information on the selection panel who will be making candidate recommendations.

If you are interested in being part of this rapidly developing landscape and have the qualities and commitment that we need, we would like to hear from you.

Nigel Clarke
Chair, General Pharmaceutical Council

About the General Pharmaceutical Council (GPhC)

We are the regulator for pharmacists, pharmacy technicians and registered pharmacies in Great Britain.

We work to assure and improve standards of care for people using pharmacy services.

We are a statutory public body, independent from government and accountable to Parliament through the Privy Council. The Professional Standards Authority (PSA) oversees our work and reviews our performance.

What we do

Our role is to protect the public and give them assurance that they will receive safe and effective care when using pharmacy services.

We set standards for pharmacy professionals and pharmacies to enter and remain on our register.

We seek assurance that pharmacy professionals and pharmacies continue to meet our standards, including by inspecting pharmacies.

We act to protect the public and to uphold public confidence in pharmacy services if there are concerns about a pharmacy professional or pharmacy on our register.

Through our work we help to promote professionalism, support continuous improvement and assure the quality and safety of pharmacy.

You can find more information about us on our website www.pharmacyregulation.org

Our vision

Our Vision 2030 sets out our vision for safe and effective pharmacy care at the heart of healthier communities. It will help us to anticipate and respond to the significant changes taking place in pharmacy. You can read the Vision [here](#). It was produced before the current pandemic and has played an important role in guiding our response as well as guiding how we might work differently in the future. It is supported by our Strategic Plan 2020-25 – our action plan for delivering the Vision. You can read the strategic plan [here](#).

Our governing council

The Council is the governing body of the GPhC and has 14 members, including the chair. The Council has equal numbers of lay members and registrant members. Having an equal number of lay members helps to raise public confidence in both the regulator and the pharmacy profession, and also brings fresh perspectives to the organisation. All members are appointed by the Privy Council, not elected.

The Council sets the GPhC's strategic direction as a regulator, making sure that it is able to fulfil its statutory duties in an efficient and cost-effective way. The Council hold the Executive to account and is responsible for making sure that systems are in place to allow effective monitoring of the GPhC's performance. You can find

information about our current Council members [here](#).

The Chair and the Council members are expected to uphold the *Values, conduct and behaviours for Council members, associates and partners* to ensure that we carry out our functions in an open, honest and ethical way. You can find this document at **Appendix 1**. The Council has adopted the seven principles of public life (also known as the Nolan principles), which are included in the document.

As part of our commitment to transparency, the Council holds its meetings in public, including when meetings are held remotely.

Our Executive team is made up of the Chief Executive and Registrar – Duncan Rudkin – supported by four directors and two associate directors. The Executive team is responsible for the day to day running of the organisation.

Equality and diversity

As an organisation, we are committed to delivering equality, improving diversity and fostering inclusion in all our work as a regulator and an employer.

We value diversity and want to promote it on our Council. It is vital that our Council members are drawn from the widest possible talent pools, bringing with them different life experiences, ideas and perspectives, to inform our discussions and decisions. This applies equally to the Chair.

We welcome and encourage applications from a diverse range of applicants, from all sections of the community.

You can learn more about our approach to equality diversity and inclusion, including our new strategy, [here](#).



The role of Chair

The Chair of the Council is responsible for leading the Council and ensuring good governance. The Chair plays a key role in stakeholder engagement and needs to establish and maintain close working relationships with the Chief Executive, the leadership team and other staff.

We want our Council to reflect the diversity of the communities we serve and the

professions we regulate. We know that drawing on a broad range of experience and insight will help us to make better decisions. We are keen to hear from people with the right skills and expertise, whatever your background. If you need any adjustments to carry out the role, please tell us so we can help you with this.

The Chair is responsible for:

Leading Council

- Providing strong non-executive leadership to develop a focused Council who work collectively and ensuring that each Council Member puts the interests of the GPhC above their own, upholding the public interest at all times.
- Promoting the public interest and fostering an environment of openness, transparency, and accountability in the activities of the Council and of the GPhC more broadly.
- Leading Council in overseeing and scrutinising the development and delivery of realistic business plans and budgets, monitoring performance and examining proposals for change to arrive at proportionate and targeted decisions in line with corporate objectives, with the ability to withstand public scrutiny.
- Leading Council in holding the Executive to account for performance, delivery of the business plan, governance, risk and financial management.
- Chairing Council meetings effectively, to facilitate wide debate, listen to discussion carefully, summarise areas of consensus prior to decision making and articulate clear actions (this includes working with the Executive to ensure an effective and efficient annual programme of Council meetings with appropriate agendas).
- Communicating effectively with Council Members between meetings to ensure that business is taken forward, and effective contributions are made by utilising the appropriate skills of Council members.
- Providing leadership to develop a positive culture at the GPhC and within the Council, promoting equality, diversity and inclusion throughout all of our work

Governance

- Maintaining appropriate governance and ensuring that the GPhC's code of conduct and other relevant policies and procedures are adhered to by all Council Members.
- Handling any complaints or concerns about Council Members in line with agreed procedures.
- Lead the appointments process for Council Members in line with the relevant legal and governance frameworks, agreed procedures and good practice guidance.

Stakeholder engagement

- Playing a key role in representing the GPhC, developing and managing positive, productive, collaborative and influential relationships at all levels, including relationships with key senior stakeholders within and outside of the professions and accounting for GPhC performance to key senior stakeholders and its oversight body.

Working with the CEO and Senior Leadership Group

- Establishing and maintaining a close working relationship with the Chief Executive & Registrar, Senior Leadership Group and other staff, as appropriate; and providing a sounding board for discussion of emerging issues for the Executive.
- Developing the critical friend relationship with the Chief Executive & Registrar and holding them to account for the performance of the organisation.

You can find more detail about the role and the competencies that we will use to assess candidates below.

Eligibility for the role

The role is open to lay and registrant candidates.

Lay candidates must not:

- be registered, or have ever been registered, as a health or social care professional
- hold qualifications which would allow them to apply for registration by the GPhC as a pharmacist or pharmacy technician.

Registrant candidates are pharmacists or pharmacy technicians entered in the Register.

Disqualification criteria

Some people are automatically disqualified from taking up this role. Appendix 2 gives the 'criteria for disqualification', which explain who is not eligible. Please read the appendix carefully and check that you are eligible before going any further. The disqualification criteria are taken from article 5 of the General Pharmaceutical Council (Constitution) Order 2010. Where they refer to 'council member', this includes the Chair.



Essential criteria

The essential criteria that candidates will need to demonstrate are set out below. Please read them carefully to help you to decide whether you might be suitable for the role. We will use these criteria to assess your suitability for the role at every stage of the process. Your examples can come from any aspect of your life and work.

- **E1: Proven ability to chair a complex and high-profile organisation** (or an outstanding leadership record in a substantial, national or high-profile role).
- **E2: Ability to operate strategically**, respond effectively to future challenges in healthcare regulation, be held accountable and hold others to account – contributing positively to the GPhC in a non-executive capacity.
- **E3: High level governance and organisational skills** including strategic planning, financial management, risk management, corporate and senior executive performance management and service delivery in a regulated environment with experience of non-executive work, understanding the boundaries between executive and non-executive responsibilities.
- **E4: Ability to lead and chair the Council in strategic debate and effective decision-making**, interpreting complex information, identifying key issues, handling diverse perspectives and conflicting views, bringing those views together to build consensus where possible and reaching clear decisions to deliver the organisation's objectives.
- **E5: Outstanding interpersonal and stakeholder management skills** with a proven record of building effective and positive strategic relationships, to command credibility, confidence and support of a wide and complex range of interested parties at national level and ability to navigate a complex political environment.
- **E6: Ability to build supportive relationships and work successfully as a team** - welcoming and showing regard to the views and advice of others and supporting collective decision making.
- **E7: Commitment to equality, diversity and inclusion** – dealing with people and issues honestly, fairly and with respect, and promoting equality, valuing diversity and being inclusive.

You will need to be able to demonstrate how you meet these criteria throughout the process, including giving specific and detailed examples which illustrate your personal contribution.

Practical information

Time commitment

The new Chair will take office in March 2022. The time commitment required for the role is three days per week, which will vary per week depending on the business at hand. This includes preparation for and chairing Council meetings, workshops and other events and a wide range of stakeholder activities and meetings.

You will be asked to confirm at interview that you are willing and able to meet this time commitment.

Council meeting dates are fixed months ahead and are usually held on the second Thursday of the month. Meetings usually take up the full day as they include both a workshop for the Council and a public session. There is also preparation time in reading the papers.

The Council dates for 2022 are not finalised yet but are likely to be:

- 10 February
- 10 March
- 14 April
- 12 May
- 9 June
- 14 July
- 8 September
- 13 October
- 10 November
- 8 December

The Council has offices in Canary Wharf. Prior to the pandemic, most major meetings were held on site, where the Chair also has an office. However, we are currently conducting meetings remotely and the majority of staff are working from home for

most of the time. This is expected to continue, although the future operating model is still being worked on and there may well be a mixed model of meetings going forward.

Meetings and events may also be held in Scotland and Wales.

Length of appointment

The initial term of office will be three years.

You may then be eligible for re-appointment for a further term or terms. The maximum that any Council member (including the Chair) can hold office for is eight years (subject to satisfactory performance and a successful reappointment process).

However, it is important to note that the Council's structure may be changed in the future as a result of changes in government policy and this could affect how long you hold office for. You can read more about the government's proposals on their website at: [Regulating healthcare professionals, protecting the public.](#)

Remuneration

The salary for the Chair is £60,000 per annum, subject to applicable deductions for PAYE income tax and National Insurance contributions. The role is not pensionable.

You may also claim for reasonable travel, accommodation and subsistence; and other expenses incurred on GPhC business, including carer's costs, in accordance with the relevant expenses policy. Rates are set centrally, and you will be expected to use the most cost-effective methods of travel taking into account your needs and circumstances. We do not provide a locum

allowance, pay extra for meeting preparation or cover stationery or computer costs as we consider that these are covered in the annual payment. The role of Council member is a statutory office and not employment. It is therefore not covered by employment law.

The impact of appointment on people who are getting benefits. Your appointment may affect your entitlement to benefits. If you are receiving benefits, you should ask the Department for Work and Pensions for advice.

Adjustments

We welcome applications from people who may need adjustments through the process and in order to carry out the role. All applications will be treated equally and fairly.

Please let us know if we can make any adjustments which could help you with any stage of the process by emailing our Senior Governance Manager, Janet Collins, at janet.collins@pharmacyregulation.org.uk

We are committed to making any reasonable adjustments which you might need which would support you to carry out the role, including to travel and accommodation and associated expenses.

Conflict of interests

It is particularly important to declare any conflict of interest that could be seen as relevant to the GPhC. Any actual or perceived conflicts of interest will be fully explored by the selection panel at the preliminary and final interviews. If you are successful in being appointed, you must declare:

- any conflict of interest that arises in the course of GPhC business, and
- any relevant business interests, positions of authority or other connections with organisations relevant to the business of the GPhC.



About the selection panel

The GPhC follows the principles of a good appointments process – accessibility, fairness, transparency, based on merit and free from bias and unlawful discrimination. The process will be evidence-led at every stage. We have appointed a selection panel to conduct the process. The panel makes a recommendation for the appointment to the Privy Council. The selection panel will be made up of:

- Mandisa Greene, who will Chair the panel
- Liz Kay, a pharmacist and GPhC registrant
- Arun Midha, a lay member of Council; and
- Penny Bennett, independent panel member*



Mandisa Greene is the President of the Royal College of Veterinary Surgeons. She is a small animal Vet who currently locums across the West Midlands with a focus on general practice and emergency medicine. She is a guest lecturer at Harper Adams University, where she has previously taught students and qualified veterinary nurses. Mandisa was elected to the Council of the RCVS in 2014 and has served as a member or Chair of several groups including the Practice Standards Committee and the Diversity and Inclusion Group. She is an RCVS accreditation visitor and was elected President in 2020



Professor Liz Kay was the Chief Pharmacist at Leeds Teaching Hospitals for 20 years until March 2020, and then set up the Pharmacy Services for the Nightingale Hospital Yorkshire and the Humber. She was a Registrant Member of the GPhC from 2008 to 2017 and the Chair of the Medicines Optimisation Clinical Reference Group, NHS England until 2018. She now provides consultancy services in pharmacy and continuous improvement skills development.



Dr Arun Midha is a lay member of Council. He has a portfolio of non-executive and lay member roles in the fields of regulation, standards, governance, health and education. He is currently a lay member on the Select Committee on Standards, House of Commons, and Independent Chair of Retrospective continuing health care reviews in Wales and England.



Penny Bennett has extensive experience in public appointments, including having undertaken the role of independent panel member for other healthcare regulators and the Professional Standards Authority. She joined the GPhC member appointments process for the first time in 2019.

**The independent panel member is responsible for providing assurance to the Professional Standards Authority (PSA) that the principles of a good appointments process have been followed, namely merit, fairness, transparency and openness, and inspiring confidence. The PSA scrutinises our appointments process and advises the Privy Council whether it can have confidence in the process.*

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the General Pharmaceutical Council on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code **AAEEG**.

Click on the 'apply' button and follow the instructions to upload a completed application form, a CV of 2-3 pages, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Monday 2 August 2021**.

* The diversity monitoring form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Please note that the information you provide in your application must be accurate and you may be asked to provide additional documentation to demonstrate this. Your application may be subject to a pre-screening review which authenticates your identification, qualifications, career history and other matters related to the role.

Oversight and assurance

The GPhC's Council members including the Chair are appointed by the Privy Council. The Professional Standards Authority (which oversees the work of the GPhC and other UK health professional regulators) scrutinises our appointments process and advises the Privy Council whether it can have confidence in the process. The PSA is not made aware of the identities of the individual candidates.



Recruitment timetable

If you need any adjustment to take part in any stage of this process, please let us know as soon as possible so that we can help you take part fully and fairly.

Search and advertising stage - Applications open	5 July 2021
Applications close	12.00 noon on 2 August 2021
Preliminary sift Saxton Bampfylde will undertake a preliminary assessment of all applications against the criteria	Early August
Longlisting The selection panel will review the preliminary assessment made by the search company against the competences. The panel will decide which applicants will be invited to a preliminary interview with Saxton Bampfylde. We will let you know the outcome of this stage as soon as we can.	Week beginning 9 August 2021
First stage interviews Saxton Bampfylde will conduct first stage interviews. These will last up to an hour and will be carried out virtually. You will need to be able to show how you meet the competencies and give examples.	Mid-August to early September
Shortlisting The selection panel will review the outcomes of the preliminary interviews and decide on a shortlist of candidates who will be invited for final interview.	Week beginning 13 September 2021
Pre-interview checks At this point you will be asked to provide your references so please make sure that your referees are aware of this. You will also be asked to give your consent to 'due diligence' checks being carried out to confirm your identify, education, employment and that you meet the eligibility criteria. This will also include checks on your social media. Further details about the information we need and what we do with it is provided on the consent form.	Before final interview
Meeting with the Chief Executive and Registrar Shortlisted candidates will be invited to meet the Chief Executive and Registrar. This meeting does not form part of the selection process but gives you an opportunity to find out more about us and our work	To be agreed
Final interviews (please note - these are set dates) The selection panel interviews will last approximately 60 minutes and will focus on the competencies required for the role. You will be asked to begin with a short presentation and you will know the topic in advance. The panel will ask questions about your experience and expertise, to find out whether you meet the criteria. You may be asked to give more information about topics covered in your preliminary interview. Please let us know as early as possible if you need any adjustments to this process to help you to take part fully and fairly. Following the interviews, the panel will decide which candidate it will recommend to the Privy Council.	Wednesday 13 - Friday 15 October
Privy Council decision and offer of appointment The Privy Council will write to the successful candidate to formally offer appointment to the role. Saxton Bampfylde will advise unsuccessful candidates as soon as possible and will provide feedback.	Expected November 2021
Induction We are developing a comprehensive induction programme so that the successful candidate can have confidence taking up the role.	On dates to be agreed between 1 December 2021 and 11 March 2022
Term of office begins	13 March 2022

How the GPhC will use your personal information

We will use your personal information in line with the Data Protection Act 2018. You will not receive unsolicited paper or emails as a result of sending us any personal information. We will not pass any personal information on to third parties for commercial purposes. Our privacy policy is available on our website.

Information provided as part of your application will be used to assess your suitability for the role.

We ask for equality and diversity information so that we can monitor the performance of our recruitment process. You do not have to give us this information, but it will help us make sure that we meet our duties under the Equality Act 2010. We will not hold it with the rest of your personal information and it will not be used in the selection process or shared with the selection panel assessing your application.

When we ask you for personal information, we will:

- only ask for what we need
- make sure you know why we need it
- protect it
- make sure you know what choice you have about giving us information
- make sure we don't keep it longer than necessary
- only use your information for the reasons we tell you

We ask that you:

- give us accurate information
- tell us as soon as possible about any changes
- tell us as soon as possible if you notice mistakes in the information we hold about you

If you apply for the role, your application will be made to the recruitment consultancy that is handling the process for us. They will share some of the information you give with the members of the selection panel, so that your application form can be assessed.

Information management

If you are appointed, we will keep your information on file for the duration of your appointment plus six years. If you are not appointed, we will dispose of your information after six months.

If at any time you want your personal information to be removed from GPhC please email the Governance and Assurance Manager at the GPhC at foi@pharmacyregulation.org.

If you have a concern about the process

We are committed to processes and procedures that are fair, transparent and free from discrimination. Complaints about any aspect of the appointment process for the Chair will be monitored, recorded and promptly handled. Complaints should be made within three months of the closing date for applications.

If you have a complaint, please contact feedback@pharmacyregulation.org. If you send in a written complaint, it will be acknowledged within three days and we will say when you can expect a full reply.

The GPhC is responsible for this recruitment, however, the Privy Council is responsible for appointing the Council Chair. Once your complaint has been investigated, if you are not satisfied with the reply, you will be able to raise your concerns with the Privy Council.

Contact details for the Privy Council are:

Ceri King, Head of Secretariat and Senior Clerk

Privy Council Office

2 Carlton Gardens

London

SW1Y 5AA

Phone: 020 7271 3294

Email: ceri.king@pco.gov.uk

Appendix 1: Values, conduct and behaviour for GPhC Council members, associates and partners

1. Introduction

As an independent regulator, it is our role to protect, promote and maintain the health, safety and wellbeing of patients and of those who use or need pharmacy services. We also act to uphold public confidence in pharmacy. To do this, the GPhC needs to carry out its regulatory functions and statutory requirements in an open, honest and ethical way. As such, we have a code of conduct for Council members and others which sets standards of behaviour for them and for others, who carry out work in connection with the GPhC.

The Council has adopted the seven principles of public life (also known as the Nolan principles) as its values for Council members, associates and partners. These are set out in section 3 below. The code of conduct, set out in section 4, provides further detail of the behaviours expected

2. Purpose

This policy sets out clearly the values, conduct and behaviours which Council members, associates and partners are expected to demonstrate.

3. Scope

As well as Council members, there are a number of non-employee groups who help the GPhC to fulfil its regulatory functions. We use the terms 'associate' and 'partner' to describe these groups. Associates and partners fill a variety of roles, providing a wider range of knowledge and skills to support the GPhC's work.

Council members, associates and partners must demonstrate high standards of corporate and personal behaviour and are required to observe the same code of conduct and standards of behaviour, although not all provisions may be equally relevant to all groups. Where appropriate, associates may also need to comply with legislative and other requirements and codes of conduct relevant to their specific functions.

4. Principles of public life

Council members, associates and partners must demonstrate the seven principles of public life, also known as 'The Nolan Principles'. These are:

Selflessness

Holders of public office should act solely in the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty

Holders of public office should be truthful

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

5. Code of conduct

Members, associates and partners must:

- a) be committed to fully upholding the principles of public life and, in addition, they are committed to ethical and lawful conduct;
- b) be professional and demonstrate good behaviours in their roles;
- c) not attempt to exercise individual authority within the organisation, unless expressly authorised by the Council;
- d) co-operate and work collaboratively with colleagues;
- e) use good judgement and communicate professionally in public, or online (please see paragraphs 5.2 to 5.5 below for more guidance on this);
- f) adhere to the principle of collective responsibility in decision making that they are involved in;
- g) maintain confidentiality at all times, working within the GPhC's information governance and security policies and the law;
- h) avoid any behaviour that may impair the ability of the GPhC, the Council or a committee to perform its functions or to enjoy the confidence of stakeholders;
- i) keep in mind the competencies required for their role and seek to demonstrate these throughout their tenure;
- j) be properly prepared for Council or committee deliberations or discussions;
- k) promote equality, diversity and inclusion, and treat others with respect;
- l) observe the all applicable GPhC standards and policies such as conflicts of interests; gifts & hospitality; education & training; attendance at meetings; and performance appraisal policies;
- m) disclose to the relevant person (for example, the Chair of Council, or the Associates and Partners Manager), as soon as a situation arises, any commitment or activity which may be perceived as a potential conflict of interest in respect of the role they undertake with the GPhC and do so in line with the relevant policy;
- n) challenge any action or behaviour by a fellow member or associate or partner which appears not to comply with this code;
- o) inform their Chair or relevant staff lead of any reason why they may be liable to be suspended or removed from the Council or a committee under the provisions of the Pharmacy Order, the GPhC's Constitution Order, the GPhC's Rules and/or Standing Orders. (Please note the Chair of Council must inform the Chief Executive & Registrar of any reason why he or she may be liable to be suspended or removed from the Council under the provisions of the GPhC (Constitution) Order and Standing Orders 3.3).

Communicating in public or online

In line with the above, Council members, associates and partners must use good judgement and communicate professionally when in public, or online. This includes maintaining confidentiality and privacy, when appropriate to do so.

When communicating in a public space such as at an event or on social media, members, associates and partners must understand and take into account that their opinions are likely to be interpreted as being representative of the GPhC, despite any efforts they make to point out that their views are their own. Those listening to you speak or reading your posts may identify you as being associated with the GPhC even if you do not identify yourself as such.

Similarly, members, associates and partners must understand and take into account that their behaviour is likely to be interpreted as being endorsed by the GPhC and reflective of its values.

It is therefore important that members, associates and partners think carefully about these risks before engaging in communications that may be associated with the GPhC or topics that could be related to the work of the GPhC and avoid being drawn into negative, unconstructive discussions or behaviours.

When using social media, remember that anything you say online can be copied or forwarded and taken out of context. Remember also that once something is posted, it can be very difficult to remove it – even if you delete a post, it may already have been copied or shared.

DO:

- Act professionally online as well as in person;
- Think before you post: privacy settings do not mean that a post will remain private;
- Remember that your content is likely to be seen as reflective of or endorsed by the GPhC and statements that your views are your own mean little in practice

DON'T:

- Get drawn into negative discussions;
- Post anything which you would not be prepared to say in public;
- Risk undermining the principle of collective responsibility which applies to Council members;
- Post any content which could bring the GPhC into disrepute.

6. Behavioural standards

Members, associates and partners must be professional and display good standards of behaviour in their roles. The statements below, although not exhaustive, illustrate the types of behaviour the GPhC expects from members, associates and partners (please note not all may be equally relevant to all groups).

The Behavioural Statements

i. Good corporate behaviour

A1 Acting in the public interest

Putting the interests of the public first, never forgetting the duty to use the position for public benefit not personal advantage

A2 Considering the impact of the Council's work

Analysing strategic direction to ensure it supports improvement of public safety and wellbeing and considering the impact on all communities

A3 Challenging the status quo

Constructively challenging the status quo and probing effectively to achieve the best outcomes for the public whom the GPhC exists to serve

A4 Building constructive relationships

Displaying empathy and respect for others and building constructive relationships across boundaries

A5 Holding others to account

Holding others to account for performance of delegated responsibilities, working within the distinction between the non-executive and executive role in line with the GPhC's governance policy

A6 Weighing up risk

Balancing the cost (whether financial or resource) against the benefit and considering the overall impact including the risks and opportunities of different strategic approaches

ii. Good personal behaviour

This is characterised by members, associates and partners demonstrating courtesy, listening and respect in dealings with each other, with the organisation's staff and with stakeholders:

B.1 Modelling behaviours in line with the GPhC's commitment to equality, diversity and inclusion

B.2 Displaying a high level of probity, integrity, objectivity and fairness in working with the GPhC and being accountable and responsible for behaviours and actions

B.3 Supporting and hold themselves to account for a collective decision taken. Accepting personal responsibility for their part in whether the GPhC succeeds or fails

B.4 Accepting challenge on their own perspective

B.5 Embracing change when it is needed, remaining open to adapting their position in light of others' views or new information

B.6 Giving and accepting feedback positively and constructively

B.7 Listening to and actively seeking to understand issues from a range of different perspectives, including individual and minority views

Embracing change when it is needed, remaining open to adapting their position in light of others' views or new information

7. Non-compliance

All Council members, associates and partners must read, understand and comply with this policy.

Any action, conduct or behaviour which may be a breach of this policy will be dealt with in line with the GPhC's governance framework and supporting policies and procedures relating to managing complaints about Council members, associates and partners, including (where appropriate) formal suspension and removal procedures.

Appendix 2: Disqualification criteria

A person is disqualified for appointment as a member of the Council if that person:

- a) has at any time been convicted of an offence involving dishonesty or deception in the United Kingdom and the conviction is not a spent conviction;
- b) has at any time been convicted of an offence in the United Kingdom, and
 - i. the final outcome of the proceedings was a sentence of imprisonment or detention, and
 - ii. the conviction is not a spent conviction;
- c) has at any time been removed—
 - i. from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners, the Charity Commission, the Charity Commission for Northern Ireland or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity—
 - aa) for which the person was responsible or to which the person was privy, or
 - bb) which the person by their conduct contributed to or facilitated, or
 - ii. under—
 - aa) section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 (powers of the Court of Session to deal with management of charities), or
 - bb) section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (powers of the Court of Session), from being concerned with the management or control of any body.
- d) has at any time been removed from office as the chair, or a member, convenor or director, of any public body on the grounds that it was not in the interests of, or conducive to the good management of, that body that the person should continue to hold that office;
- e) at any time been adjudged bankrupt or sequestration of the person's estate has been awarded, and
 - i. the person has not been discharged, or
 - ii. the person is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order under Schedule 4A to the Insolvency Act 1986 or Schedule 2A of the Insolvency (Northern Ireland) Order 1989 or sections 56A to 56K of the Bankruptcy (Scotland) Act 1985 (which relate to bankruptcy restrictions orders and undertakings);
- f) has at any time made a composition or arrangement with, or granted a trust deed for, the person's creditors and the person has not been discharged in respect of it
- g) is a person to whom a moratorium period under a debt relief order under Part VIIA of the Insolvency Act 1986 (debt relief orders) applies, or is the subject of a debt relief restrictions order or an interim debt relief restrictions order under Schedule 4ZB to that Act (debt relief restrictions order and undertaking);
- h) is subject to—
 - i. a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986,
 - ii. a disqualification order under Part II of the Companies (Northern Ireland) Order 1989 (company directors disqualification),
 - iii. a disqualification order or a disqualification undertaking under the Company Directors Disqualification (Northern Ireland) Order 2002, or
 - iv. an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of a county court administration order);
- i) has been included by—
 - i. the Independent Barring Board in a barred list (within the meaning of the Safeguarding Vulnerable Groups Act 2006 or the Safeguarding Vulnerable Groups (Northern Ireland) Order 2007), or

- ii. the Scottish Ministers in the children's list or the adults' list (within the meaning of the Protection of Vulnerable Groups (Scotland) Act 2007);
- j) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by any licensing body, the final outcome of which was—
 - i. the person's entry in a register held by the licensing body is suspended,
 - ii. the person's entry is removed from a register held by the licensing body or there has been a decision that had the effect of preventing the person from practising the profession licensed or regulated by the licensing body, or
 - iii. a decision allowing the person to practise that profession subject to conditions and those conditions have not been lifted;
- k) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by the Council, in the course of which or where the final outcome was that—
 - i. the person's entry in the Register, or part of the Register, was suspended (including by an interim suspension order) and the order imposing that suspension has not been lifted,
 - ii. the person's entry in the Register, or part of the Register, was removed (for a reason connected with the person's fitness to practise), or
 - iii. the person's entry in the Register, or part of the Register, was made subject to an order imposing conditions with which the person must comply (including by an order for interim conditional entry) and that order has not been lifted;
- l) has at any time been the subject of any investigation or proceedings relating to an allegation that the person's entry in the Register, or part of the Register, was fraudulently procured or incorrectly made, the final outcome of which was the removal of the person's entry from the Register or part of the Register;
- m) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by—
 - i. any licensing body, or
 - ii. the Council, and the Privy Council is satisfied that the person's membership of the Council would be liable to undermine public confidence in the regulation of registered pharmacists or pharmacy technicians; or
- n) has at any time been convicted of an offence elsewhere than in the United Kingdom and the Privy Council is satisfied that the person's membership of the Council would be liable to undermine public confidence in the regulation of registered pharmacists or pharmacy technician.

Saxton Bampfylde

LONDON

9 Savoy Street
London WC2E 7EG
+44 020 7227 0800

EDINBURGH

46 Melville Street
Edinburgh EH3 7HF

saxbam.com

Partners in **Panorama** - Search around the world
www.panorama-leadership.com