



**Royal
Pharmaceutical
Society**
of Great Britain

National Pharmacy Boards Governance Handbook

2008/2009

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1. Introduction

1.1 Background to the creation of the Boards

Since the introduction of political devolution in 1999 in the UK, the RPSGB has sought to shape and influence policy relating to pharmacy in three administrations, the UK Parliament, the Scottish Parliament and the Welsh Assembly. Powers that have been transferred away from Westminster have varied, leading to a set of unique relationships between each of the devolved administrations and Westminster. Policy divergence is occurring now, and is expected to increase; particularly if or when different political parties control the various administrations. There are three Departments of Health for England, Wales and Scotland and each has its own strategy for pharmacy.

Following a review which considered ways in which the Society's functions, structures and ways of working should evolve to reflect devolution in Scotland and Wales, the Council decided in August 2005 to replace the Scottish and Welsh Executives with national Pharmacy Boards, and to establish an English Pharmacy Board.

The Boards have been established by Regulations made under the Society's Charter and these Regulations can be found at Appendix A. Details of the composition of each Board can be found at Appendix B.

1.2 Governance in the Society

1.2.1 Governing documents

The Society derives its functions from its Royal Charter and from legislation, including the Pharmacists & Pharmacy Technicians Order 2007, the Poisons Act 1972 and the Medicines Act 1968. Article 2 of the Charter states:

"The objects of the Society shall be, within the context of the public benefit:

- (1) to advance knowledge of, and education in, pharmacy and its application, thereby fostering good science and practice;
- (2) to safeguard, maintain the honour, and promote the interests of pharmacists in their exercise of the profession of pharmacy;
- (3) to promote and protect the health and well-being of the public through the regulation and professional leadership and development of the pharmacy profession and the regulation of other persons engaged in related activities; and
- (4) to maintain and develop the science and practice of pharmacy in its contribution to the health and well-being of the public."

The Charter and the legislation together form the Society's governance framework and set out its roles and responsibilities. The Charter provides the Society with a legal identity and certain powers, independent of its statutory functions set out in the legislation.

The Society performs functions of a public nature and is therefore accountable to the public at large and to its members and registrants. The Society is accountable to the Westminster Parliament for the exercise of its regulatory functions.

The Society has recognised the need to monitor developments in corporate governance and standards in public life to ensure the organisation keeps abreast of current good practice and can revise its procedures to take account of developments. Appendix C sets out the seven principles encapsulating standards in public life, known as the Nolan Principles.

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Good governance is fundamental to the effective operation of the Society. Governance must evolve continually in response to the environments within which the Society works.

The Governance Committee has the overview of the framework for corporate governance for the Society and helps to ensure that the Society operates within a framework which is transparent and which fulfils the requirements for legal, commercial, financial and professional probity and accountability.

Anyone wishing to raise a governance issue should, in the first instance, contact the Secretary to the Governance Committee or the Chairman. This should be done in writing – either letter or email. The Chairman and Secretary would then decide together if the issue fell within the Governance Committee's remit, respond accordingly to the individual who had raised the issue and take action if appropriate.

1.2.2 The meaning of good governance

Good governance means:

- focusing on the organisation's purpose and on outcomes for the public and the professions
- performing effectively in clearly defined functions and roles
- promoting values for the whole organisation and demonstrating the values of good governance through behaviour
- taking informed, transparent decisions and managing risk
- developing the capacity and capability of the governing body to be effective
- engaging stakeholders and making accountability real
- upholding the Nolan principles of public life.

The Boards Governance Handbook is a reference source for members of the national Pharmacy Boards that describes and explains the governance framework of the Society and sets out the processes and procedures derived from best practice in governance which underpin how the Boards operate. It is adopted by the Boards annually. Additions/amendments may be adopted by the Boards and, provided these do not require referral to the Governance Committee and/or Council, will take effect once all three Boards have confirmed their acceptance of the change. Should the Boards not adopt the Handbook in any year, then the most recent previously agreed version remains applicable.

2. Roles and accountabilities

2.1 The role of the Boards

2.1.1 Boards' functions

The Boards' functions as agreed by the RPSGB Council are to:

1. Provide strategic leadership and support for pharmacy practice development in [country].
2. Assist development of Council policy and its implementation in [country], and develop and implement policy specific to [country].
3. Promote the science and practice of pharmacy and its contribution to health.
4. Provide professional advice to government and its agencies, NHS bodies, and other health and social care organisations in [country].
5. Support the Society's Branches in [country].
6. Support pharmacists in their professional roles in [country].

Each Board will evaluate its activity against an agreed business plan at regular intervals.

2.1.2 Boards' responsibilities

The Boards' remit is drawn from the Society's Charter objects, all of which are within the context of the public benefit. The Boards must therefore always act within that context. In addition, the Society has public responsibilities and is accountable to Parliament for the discharge of these. The Society's main objective in exercising any function that affects the public's health and safety is to protect, promote and maintain the health and safety of members of the public. This primary objective should be reflected in the Boards' decisions and actions. Further responsibilities stemming from the Pharmacists and Pharmacy Technicians Order 2007 are set out below.

In exercising their functions, the Boards must have proper regard to the interests of members of the public using or needing pharmacy services. The Boards must also have proper regard to the interests of pharmacists and pharmacy technicians, people seeking to join those professions, and to any differing interests of pharmacists and pharmacy technicians or groups within those professions.

The Boards should co-operate, in so far as is appropriate within their remit and reasonably practicable, with public authorities or others concerned with:

- the employment (whether or not under a contract of service) of pharmacists and pharmacy technicians;
- the education or training of pharmacists and pharmacy technicians, people seeking to join those professions or other health professionals;
- the regulation of, or the co-ordination of the regulation of, other health or social care professions; and
- the regulation of, or carrying out activities in connection with the regulation of, health services.

In carrying out this duty to co-operate, the Boards should have regard to any differing considerations which relate to practising as a pharmacist in England, Scotland or Wales; or which relate to practising as a pharmacy technician in England or Wales. Pharmacy technicians within Scotland are not yet covered by the Pharmacists and Pharmacy Technicians Order but the Scottish Pharmacy Board may nevertheless have regard to differing considerations relating to practising as a pharmacy technician in Scotland.

Board members should take care to avoid seeming to favour any section or interest within pharmacy above others but should reflect the interests of the public and the profession as a whole.

2.1.3 Relationships with Council and other Boards

The Council is the governing body of the RPSGB. It is the major policy-making body of the Society and is accountable for the discharge of all the Society's functions. The Boards are therefore accountable to the Council and should act within Council policy, subject to the exceptions set out in the Devolution Protocol at Appendix D.

Nevertheless, while the Council retains the over-arching authority, it should not interfere with the working of the Boards unless it has good reason to do so; for example, if something is proposed that does not accord with good governance; that could damage the Society's reputation; or its ability to achieve its strategic aims.

The Devolution Protocol sets out a framework for co-operation between the Council, the Boards and their respective secretariats.

2.1.4 Liaison Group

A Liaison Group, comprised of the Society's Officers (i.e. the President, Vice-President, Treasurer and Immediate Past President as defined in the byelaws), the Chairs and Vice-Chairs of the Boards (and, until the end of the 2006-07 Council year, the Practice Committee Chairman), supported by the Secretary & Registrar and the National Directors, will be responsible for facilitating ways of working under the Devolution Protocol. It will agree the methodology for dealing with and signing off work on issues that are within existing policy but affect more than one GB country.

Council has agreed that the Liaison Group should sit parallel to, not above, the Boards, and should not form another layer between the Boards and the Council.

The Liaison Group will oversee a formal review of the working of the Boards near the end of their first term of office. This review will be presented to the Council for consideration.

2.2 The role of Board members

2.2.1 Collective responsibility

Members of the Boards have personal responsibilities as individual Board members, but each Board has a collective responsibility for its operation. Accordingly, each Board is accountable to the Council for the discharge of its functions.

All Board members share collective responsibility for discharging the functions of the Board (see 2.1.1). A Board member shares collectively responsibility for a decision even if s/he has voted against it; abstained from voting or was absent. All Board members are bound by a decision of the Board made in good faith (whether a unanimous or majority decision) and may not obstruct the execution of that decision.

Regulations require that Board members comply with the Council Code of Conduct (see section 10 below). Provision 11 of the Council Code of Conduct states that *"Members of Council should support in public the policies of Council. Where a member of Council feels compelled publicly to oppose a Council policy, the Council should be informed in advance. The member of Council may then express his or her personal views on the matter but, in so doing, must first explain the Council policy and the reasons for the Council's decision. Members must in any case avoid any action that would undermine confidence in the competence of the Council and its members or in the Council's decision-making process."*

Board members will therefore have the same collective responsibility for Board policy decisions as do Council members in respect of Council policy decisions.

2.2.2 Communications *(also see Section 13)*

The Boards will in general be expected to act within Council policy, with exceptions as set out in the Devolution Protocol at Appendix D. The Boards are accountable to the Council, and Board members should not speak against Council policy in public. Board members may receive correspondence from individual pharmacists, pharmacy technicians, members of the public or members of the press. In responding, care should be taken to reflect the Society's policies accurately. Board members are advised to contact the Board Secretary prior to dealing with such correspondence, so that a reply can be drafted or advice given on a response, since there may have been earlier correspondence and it is important to ensure that conflicts do not arise in information given.

Board members, both collectively and individually, should take care to ensure that, when speaking, writing or commenting in any format, they explain the Board's decisions and avoid any action or statement that would undermine confidence in the Society. This includes actions or statements when on Society business, or at a public event, or addressing a Society branch or other body. If a Board member who belongs to more than one body is speaking at a meeting s/he should clearly specify which body s/he is speaking for.

Board members may be asked to participate in working groups or ad hoc meetings, either within the Society or externally. They may also attend functions and meetings as part of their role as a Board member. Payment of expenses for such attendance is subject to the relevant guidance on expenses claimable.

External organisations may ask the Society to appoint, or nominate for appointment, individuals to contribute to working groups, committees and other bodies. The external organisation's rules apply to these appointments.

2.3 The role of working groups

Each Board may establish ad hoc, time-limited working groups to deal with specific issues within the Board's remit and report back. There is a standard for the remit, resourcing and procedures of such groups which must be agreed by the Board when a working group is established (Appendix E).

Any working group should act in an advisory capacity to the Board: a Board may not delegate any of its functions to a working group. Any proposal for a working group to undertake work outwith the Society's current strategic objectives would require prior approval by the Council (see para 9.4, Standing Orders Appendix F).

Working groups may be established jointly by two or three Boards, for example when an issue affects more than one GB country. In such cases, the standard for the remit, resourcing and procedures should be applied, with adjustments as appropriate e.g. remit and timescale would be agreed by the relevant Boards or by the Liaison Group.

2.4 Election of Chairman & Vice-Chairman

Under the regulations governing the Boards, only Board members who are pharmacists can stand for election as Chairman or Vice-Chairman.

The procedure for nomination and election of the Chairman and Vice-Chairman is found at Appendix G.

2.5 Role Profiles

A generic role profile for Board members is at Appendix H, together with role profiles for the Chairman and Vice-Chairman.

2.6 Effective lay and pharmacy technician involvement in the work of the Boards

The Council approved three statements in June 2006 as a means of ensuring effective lay and pharmacy technician involvement in the work of each Board. These statements can be found at Appendix I.

3. Induction and development

An induction programme for new Board members is organised each year between the publication of the Boards election results and the following Boards meetings. The programme gives members the chance to find out more about the organisation and their role within it and to meet the directors and other key members of staff. This is an invaluable introduction to the work of the Society, the Boards and the Council. It is expected that all newly elected Board members will attend induction and that all Board members will take part in ongoing training where provided for Board members.

It is not incumbent upon Board members to have a detailed knowledge of all aspects of the Society's affairs. However, they should have, or build up, a thorough understanding of pharmacy policy and the wider health environment within the relevant country, and they should also have, or build up, detailed knowledge of the topics within the remit of any working groups on which they serve, and on other subjects in which they take a special interest. The sources of that information will mainly be Council and Boards documentation and library reference sources. These should be supplemented, where necessary, by discussions with the chairmen and secretaries of the relevant working groups.

4. Policy and Practice

4.1 Policy

4.1.1 Strategic planning

The Boards have been established to reflect devolved responsibilities for health policy and related matters. They provide a national perspective on pharmacy practice.

A clear distinction has been drawn between the roles of the Council and its supporting structures within the Society's ways of working. The Council focuses on strategic development and overarching policy issues (i.e. decisions on major new action to achieve strategic objectives and set out a direction of travel such as the need for standards, or the adoption of a new/revised position or view on an important topic), while the Boards, committees and other supporting structures concentrate on:

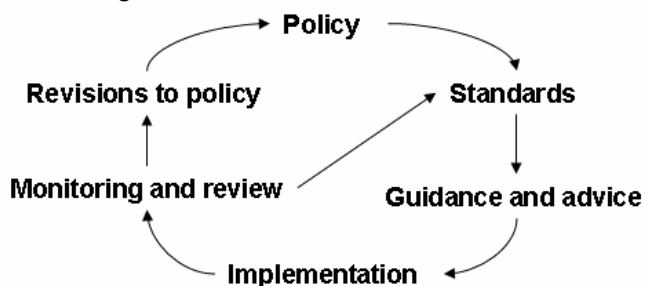
- implementing policy within the framework decided by the Council;
- identifying areas or topics requiring policy development and developing policy proposals on emerging issues for the Council to consider and decide upon;
- exercising delegated authority for some specified functions.

The Boards represent a significant and important development in the Society's structures and ways of working to reflect devolution. As part of this, the Boards have been given the capacity to determine country-specific policy for the Society in circumstances as set out in the Devolution Protocol (Appendix D).

It is recognised that the impetus for policy development may come from a variety of sources, both internal and external. A considerable degree of divergence in health policy between England, Scotland and Wales has emerged since political devolution in 1999. In England, health policy from around 2000 has increasingly been dominated by attempts to 'marketise' the NHS by introducing patient choice, competition and alternative service providers. In Scotland, health professionals and their leaders have been trusted to lead change. Wales has adopted a policy of localism and a focus on the wider determinants of health¹. The divergence in specific policies and organisational structures has led to different pharmacy strategies for each country.

4.1.2 Policy, standards and guidance

The figure below illustrates the link between policy, standards and guidance and the role of monitoring and feedback:



High level policy decisions by the Council determine the need for the preparation of practice standards and guidance. It is through the local implementation in the three countries, taking into account different health agendas, and review that policy development may be informed.

¹ Greer SL. *The politics of health-policy divergence*. Pp 98-120 in Adams J and Schmueker K (2005). *Devolution in practice 2006: public policy difference within the UK*. IPPR.

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The local delivery and implementation of policy may identify developments with a wider application and may impact on policy elsewhere in the organisation or have longer term considerations in the other countries. The Devolution Protocol (Appendix D) provides that a Board may make new policy in defined circumstances and that the policy as agreed by the Board and notified to the Council will be adopted as the interim policy of the RPSGB until such time as the Council is able to review it.

4.1.3 Preparation of papers to support policy creation and development

The Boards have a role to play in submitting evidence and views to support policy creation and development where there are diverging national implications. They also have a role to play in informing policy on non-divergent issues.

The Policy Development Division within the Society's Corporate and Strategic Development directorate acts as a focal point within the organisation for policy development. It also supports the development of policy elsewhere across the organisation. The development of policy papers is not the exclusive preserve of the Policy Development Division. Specific policy papers may be developed within the relevant divisions and be brought to Council for decisions with the Policy Development Division providing advice and support.

The Policy Development Division therefore:

- acts as a 'radar' and focal point to identify current and forthcoming policy issues;
- advises staff and Council on policy matters including the Society's responses to major external consultation exercises;
- develops, manages, supports and commissions policy work within or outside the organisation, as appropriate.

The national policy context will be provided via the policy posts in the Scottish and Welsh offices and for England by the Practice and Quality Improvement Directorate and Policy Development Division, working to common standards and processes.

4.1.4 Implementing Council policy

The Boards implement Council policy and monitor the implementation of established policies within the individual countries.

4.1.5 Organisational objectives and processes

In conducting their business, the Boards should recognise the Society's broad organisational objectives and processes, which are detailed in the Council Governance Handbook and summarised below:

Within the context of the public benefit, to foster and promote the practice of pharmacy and to that end, to lead, regulate and develop the pharmacy profession by:

- defining, developing and ensuring high professional standards;
- defining, developing and promoting professional best practice;
- assuring the quality of, and developing and promoting, pharmacy education and training;
- ensuring the application of advances in pharmaceutical science knowledge to professional standards, professional best practice, and pharmacy education and training;
- supporting members in their day to day professional practice;
- involving members in the development of their profession;
- instilling public confidence in the profession of pharmacy and its future among members, registrants, opinion formers in society and the public;
- providing benevolence and support to pharmacy students, members and their dependants;

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- providing high quality scientific and professional publications;
- generating and managing resources.

In any planning period, the Council will develop its own strategic priorities and key objectives, which may place a particular prioritisation on some of these broad objectives.

Examples of areas reserved to Council are given below.

Matters reserved to the Council

This list is not intended to be exhaustive but indicative. The Council may choose to seek views from boards or committees on any of these matters but the decisions would be reserved to Council.

- *Approval of GB-wide policy and strategy*
e.g. GB/UK-wide initiatives, workforce planning for the profession, patient and public involvement in the Society's work, policy relating to the British Pharmaceutical Conference, policy relating to RPSGB charities and trusts, responses to GB/UK-wide consultations which raise new policy issues.
- *Pharmacy practice not subject to different requirements under devolution such as industrial pharmacy and aspects of veterinary pharmacy*
- *Governance policy and governance of the organisation*
e.g. number, composition and remit of committees, boards and other structures supporting the Council
- *Matters requiring special resolution under the Charter*
e.g. membership categories, the Society's name.
- *Regulatory matters*
e.g. conditions for entry to the register and education policy, fitness to practise policy and exit from the register, standards of conduct, practice and performance, CPD requirements, fees, matters relating to CHRE.
- *Policy on matters relating to GB/UK/EU-wide legislation*
e.g. legal classification of medicines, supplementary and independent prescribing rights for pharmacists, Medicines Act 1968, Poisons Act 1972, Health Act 2006, Pharmacists and Pharmacy Technicians Order and subsequent Section 60 Orders, relevant EC Directives. (Some GB/UK-wide legislation may have country-specific instruments made under it.)
- *Byelaws and Rules made under statutory powers*
- *Regulations under the Charter*
- *Policy relating to statutory enforcement powers and duties*
- *Legal challenge to the Society*
- *Budgetary and financial policy*
- *Awards of the Society*

A Board or a Board member may identify an issue which they believe the Council should consider and put this forward for inclusion on a Council agenda. Such items should be forwarded to the Council secretariat.

There are some matters that are not in the remit of the Society e.g. matters related to NHS contracts, terms and conditions. The staff in the Society's Corporate and Strategic Development Directorate are able to advise on these issues.

4.2 Dealing with practice issues

4.2.1 Routing principles

The national Pharmacy Boards will provide the main mechanism whereby the development of pharmacy practice and support for implementation is taken forward in the Society.

Those issues that require an output for one country alone will be dealt with by the relevant Board. Practice issues affecting more than one GB country will be dealt with by a methodology to be agreed by the Liaison Group (on a case by case basis or, more generally, by agreeing the methodology to be used for certain categories of issues). These latter will fall into two categories:

- (a) Those that may be relevant to more than one GB country, but that would require a degree of different implementation in each country.
- (b) Those few GB-wide issues requiring common implementation across Great Britain. This would not include issues concerning professional regulation but it would of course be open to the Council to seek views and input from the Boards on matters to do with regulation or other reserved matters, for example, the development of standards. However, professional regulatory matters *per se* are outside the remit of the Boards and the Boards would not advise government or other bodies on regulatory matters.

A process map has been drawn up that sets out how it is envisaged that work could be routed through the Boards (Appendix J). This will be passed to the Liaison Group, on its establishment, for approval.

The arrangements described above cover work on issues that are within Council policy but affect more than one country. The approval of policies which are GB-wide or affect more than one country is the responsibility of the Council (see Section 4.1 above). Such policy proposals may be developed in a number of ways e.g. through working groups.

4.2.2 Access to specialist expertise and links with membership groups

The English Pharmacy Board includes reserved places for pharmacists in community, hospital, industrial and academic practice, plus a reserved place for the combined sectors of primary care and public health. The members filling these places are elected by pharmacists registered in England. The membership groups will not therefore have the same formal link with the English Pharmacy Board as they have had with the Practice Committee (the Chairman of each Group sits on the Practice Committee). However, it is clear that each of the three Boards will need access to specialist expertise as required and will need to be aware of circumstances and concerns within sectors of pharmacy practice in that country.

Each of the membership groups will be, or has already been, asked to think about how the Boards might obtain the specialist expertise and input they will require to fulfil their remit. As a general rule, it is envisaged that any issues requiring a country-specific outcome that arise within a membership group committee could be referred to the relevant Board. Issues relevant to more than one GB country but that would require a degree of different implementation in each country should be forwarded to the three relevant directors, who would ensure they were taken forward within the approaches agreed by the Liaison Group.

5. Conduct of Board meetings

5.1 Programme

The national Pharmacy Boards meet four times a year in formal session. Other meetings may be arranged, for example strategic thinking and review meetings, to fit around the formal sessions or on other days.

The Secretaries to the Boards draw up the schedule to fit into the Council and committee schedule for the year which is approved at the June or August meeting of the Council. This facilitates efficient handling of business between the Boards and the Council as required.

The meetings of the Boards are governed by the Standing Orders for National Pharmacy Boards (Appendix F). These are agreed by the Council and adopted by the Boards at the first meeting of the year following the election of new members (June).

5.2 Arrangements for agendas, papers & minutes

The agendas and minutes of Board meetings will be sent to Board members about two weeks before meetings to allow their proper consideration. Papers are printed centrally by the relevant Board secretariat and posted to Board members.

Papers are not circulated electronically. Consideration is being given to electronic circulation as well as postal circulation, but it will be necessary to ensure that a secure electronic environment is available before that could happen.

To support the principle of transparency and openness, agendas, papers and approved minutes for the public business part of Board meetings are available on the Society's website to view or download.

The paper copy of the Board agenda, papers and minutes, despatched by the Board's secretariat, is the official version of those documents.

Where a Board has set up a working group, the minutes of such groups are not presented at Board meetings. Matters arising from working groups and requiring a decision will be reported to the Board as set out in the group's establishment criteria.

Material for information only will be circulated to Board members regularly but not included on agendas, except when there is requirement that a piece of information be formally noted by the Board.

5.3 Preparation for Board meetings

The work associated with collating items that might be included on agendas and preparing background documentation is the responsibility of the Board secretary. However, the Chairman should be consulted in relation to general forward planning of agenda items over the cycle of meetings and the secretary and the Chairman should communicate as appropriate in finalising the agendas for the Board meetings.

5.4 Designation of items as confidential

The Board Secretary, in consultation with the Board Chairman, where indicated within the terms of the Freedom of Information Act 2000, may determine that an item(s) for discussion is confidential. Such items will appear on a separate, confidential agenda, which will normally be taken at the end of the public business. Guests, observers and staff not involved in the confidential matter under discussion will be required to leave the meeting.

Items can be taken as confidential when

- i) they are "position papers" to be used in negotiations or in making submissions to outside bodies;
- ii) they are part of a continuing discussion and the outcome could be jeopardised by disclosure;
- iii) they are reports of Society activities upon which decisions will be made and all or part of the report content will not be released or published;
- iv) they contain information that has been sent to the Society in confidence;
- v) they refer to individuals or organisations who could be prejudiced by disclosure;
- vi) their disclosure could be prejudicial to the commercial activities of the Society, or another organisation or an individual;
- vii) the fact that a specific topic is under consideration is, of itself, confidential;
- viii) the matter is confidential for some other identifiable reason.

Confidential agendas, minutes and papers for the Boards will be clearly marked as "Confidential" and should be treated as such and should not be discussed with anyone other than Board members and relevant members of the Society's staff. Inclusion on a confidential agenda does not necessarily mean that the paper or minute is protected from disclosure under the Freedom of Information Act 2000 or within due legal process.

Board members should bear in mind that discretion is also often appropriate for items not on the confidential agenda of meetings.

5.5 "Restricted" items

Some papers containing information which is highly sensitive, either commercially or for some other reason, will be marked "Restricted" and will normally be circulated only to Board Members, Directors and other individual members of staff directly involved. Obviously such papers must be treated as confidential to the recipient. In exceptional cases a requirement may be made to return "Restricted" papers after the relevant decisions have been taken. On occasion, when dealing with particularly sensitive issues, Board members may be required to sign an undertaking of confidentiality.

5.6 Discussions at meetings

Discussion of confidential business of Boards may not be reported unless a decision to that effect is specifically taken by the Board.

As set out previously and in the Code of Conduct, Board members are jointly responsible for decisions of the Board even if they have voted against a decision, abstained from voting, or were absent.

5.7 Declaration of interests at meetings

The aim of declaring interests is to support transparency and probity. The guiding principle when declaring interests is that matters should be declared which in the perception of others might be seen to give material or other advantage to the individual concerned or her/his close family members, either directly or indirectly (for example to a business or another organisation).

The standing orders of the Boards provide that members should declare an interest in a particular agenda item at the beginning of the discussion. It then is at the discretion of the Chairman whether the individual member declaring an interest may take part in the

discussion, remain for the discussion, but not take part or vote, or should leave the meeting for the duration of the item. Declarations of interest and the decision of the Chairman on how the declarer will take part in the meeting will be noted in the minutes.

The agendas for the Boards will include an item at the beginning under which the Chairman will remind members of the requirement to make declarations of interest as appropriate.

If appropriate, declarations of interest should also be sought at working group meetings.

5.8 Conduct of the meeting

The conduct of the meeting is the sole responsibility of the Chairman within the standing orders. It is recognised that many Chairmen will have had previous experience of Chairmanship and that techniques might vary depending upon the personality of a particular Chairman. As an aide-memoire, guidelines for Chairmen are set out at Appendix H.

5.9 Attendance at Board and Council meetings

The public session of the Board is open to attendance by members of the public, the Society and the press. A rolling programme of guests from the branches and regions is organised by the relevant office.

The Chairmen of the English, Scottish and Welsh Pharmacy Boards attend the public and confidential business of the Council but have no voting rights.

5.10 Press coverage of Board proceedings

In keeping with current best practice, the principle of openness in regard to access to agenda, papers, and minutes for public business has been adopted by the Council. Accordingly, there is no restriction on reporting from the public business of the Board meetings.

Thus, any member of the Board who contributes to a debate in any part of the meeting under the present arrangements should assume that s/he may be reported unless that member indicates that his or her remarks, either in total or in part, are not for reporting. It should, however, be noted that such indication does not prevent disclosure of statements under the Freedom of Information Act or within due legal process.

There are good reasons for not reporting a debate or even a Board decision on some occasions and discretion should be exercised.

In general, however, the approach adopted is that members and the public should be well-informed about debates at Board meetings to facilitate transparency. This policy is recognised by the Council as being in the best interests of the Society but must be balanced against possible risk of legal challenge.

5.11 Implementing decisions and monitoring

The Chairman has the responsibility to monitor the implementation of decisions. This cannot be achieved solely at the time of meetings, and the Chairman and Secretary will maintain effective communication throughout the cycle of meetings. In this way the Chairman will be able to review the implementation of recent policy decisions; be briefed on other aspects of the work; plan agendas and discuss any major topics or difficulties that have arisen within the normal routine activities and need the Chairman's attention. The Director concerned will decide which staff should participate in these meetings, or in parts of a particular meeting.

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The Secretary is responsible for ensuring that matters requiring Council discussion or approval are forwarded directly to the corporate secretariat, in a timely way in order to achieve effective management of the business of the Society.

The implementation of Board decisions is the responsibility of the Board Secretary and the relevant members of the Society's staff who have the necessary expertise.

5.12 Quora for the Boards

The quora are as set out below. Composition of the Boards is set out at Appendix B.

English Pharmacy Board	7 (excluding ex officio attendees)
Scottish Pharmacy Board	6 (excluding ex officio attendees)
Welsh Pharmacy Board	6 (excluding ex officio attendees)

5.13 Working groups

The Boards may establish ad hoc, time limited working groups to deal with specific issues and report back. – see section 2.3 and Appendix E for more information.

5.14 “Real” v. “virtual”

It is expected that the Boards and associated working/liaison groups should aim for effective, modern ways of working, to maximise the possibility of access to busy people in different parts of the country and minimise cost. As part of this, the planning process should take account of the degree to which a conclusion will require interactive discussion, and the work should be scheduled accordingly. For example, electronic chatrooms could be set up for each Board, and/or one for the Boards as a whole, as forums for exchanging views on particular pieces of work.

6. Relationships with Branches and Regions

This section explains the Society's current Branch and Regional network. It will be for the Boards themselves, once operational, to determine how they will work with the Branches (and, for the English Pharmacy Board, with the Regions). The Council has agreed that Branches will be invited to send observers to Board meetings. Branch finances will continue to be centrally administered.

6.1 The Society's Branch network

The Branch network gives all members an opportunity to take part in the Society's affairs. Every member of the Society is a member of a Branch and has the right to participate in Branch activities and to stand for office in the Branch. There are 124 Branches in total with 99 in England, 12 in Scotland, 10 in Wales and one in each of the Isle of Man, Guernsey and Jersey.

The meeting of Branch representatives in May each year allows for the views of the Branches to be made known and for the representatives to express their opinions. An annual Branch and Regional Secretaries' meeting in October gives Secretaries the opportunity to hear about recent developments of the Society and Council and to share best practice.

The Branches offer students a valuable opportunity to familiarise themselves with pharmaceutical affairs and to get to know local pharmacists. Attendance at Branch meetings is also recommended as part of the preregistration experience.

6.1.1 Board members speaking at Branches

Board members may be asked to speak at Branch meetings; usually to speak about current affairs or other specialist topics. Administration for this function is carried out by the relevant office. The Society will pay the travel and accommodation expenses for up to two speakers per Branch to attend meetings of that Branch held during the calendar year.

6.2 The Society's Regions in England

There are 11 Regions in England; each administered by a Regional committee. Representatives from each of the Branches within a particular Region attend meetings of the committee. Designated members of the Council, representatives from the BPSA, PSNC and NPA in many cases also attend Regional committee meetings. Whenever possible, the heads of any Schools of Pharmacy within the Region also attend. An important role of Regional committees is to act as a communications channel for the Council.

The role of the Society's Regions includes:

- the organisation of lectures and conferences on a scale beyond that feasible for individual Branches
- contributing actively to the revival of inactive Branches
- forging links with the student sector of the profession
- facilitating and co-ordinating Branch Public Relations activity
- to co-ordinate, in liaison with the Branches, careers conventions.

Regional committees are not expected to duplicate or take over Branch activities and Regional Secretaries, together with Branch representatives on Regional committees, are encouraged to do all they can to assist in the co-ordination of activities best undertaken at Regional level. They provide a good forum for communication between local Branches.

7 Monitoring

7.1 Monitoring of agreed actions

The Council in accepting ultimate responsibility for overseeing the Society requires a structure for the systematic monitoring of the organisation to ensure its policy directions are being met. Council and its committees approve programmes of action, prioritise, set deadlines, review priorities in the light of further demands and are informed regularly of progress. It is expected that the Boards will adopt a similar monitoring procedure to that of the Council for the activities within their remit, and will receive regular update sheets on action taken following Boards' decisions.

The Vice-President has the role of monitoring the activities of the Boards and main committees and the overall effectiveness of the organisation. A corporate secretariat function is being developed and will develop a process for the Vice-President's monitoring function.

7.2 Agendas, papers and minutes

The format of agendas, papers and in particular the minutes, play an important role in facilitating the monitoring process. Agenda items are generally kept as brief as possible with the detail in the paper for discussion. The decision taken is reflected in the minute in terms of the decision sought on the paper. The minute should be brief, but with sufficient detail to give a flavour of the discussion. In general individual contributions are not attributed. Where action is agreed each minute should conclude with a bold note of the action.

7.3 Finance

The financial structure of the Society is not devolved. The Boards operate within budgets that are considered and agreed by the Council before the start of the budget year. These budgets are administered by the relevant national Director.

Monies may not be spent without benefit of budget; any non-budgeted expenditure would need to be submitted to the Council for prior approval.

Central Finance and other resources staff will deal with the management of finances, reporting of budgets and payment of invoices and expenses etc.

The Devolution Protocol (see Appendix D) requires that the Boards will, at the earliest opportunity, inform and consult the Resource Management Committee of the Council through its secretary about proposals for new policy initiatives or changes to existing policy that may directly or indirectly have an impact on the finances of the RPSGB.

Any additional costs affecting the national Pharmacy Boards arising directly from policy changes to be considered by the Council should be identified and views sought from the relevant national Pharmacy Board/s before the final decision is taken by the RPSGB Council.

8. Relationships with staff

Good relationships between members of the Boards and the staff are essential and should be fostered.

Para 2 of the RPSGB Employee Code of Conduct states that “Employees will give honest and impartial advice to the Council as a body, or to a Council committee as a body, as the case may be, without fear or favour”.

In the course of their working relationships with members of staff, Board members may encounter issues that fall outside their responsibilities as a Board member. In these cases, Board members are advised to listen to what staff have to say and to encourage them to raise the matters with their respective managers in the usual way. If, exceptionally, this does not appear to be appropriate, the Board member may wish to discuss the matter with the relevant Director or with the Secretary & Registrar. Board members are strongly advised **not** to take initiatives that are likely to encourage staff to raise matters with them that should normally be dealt with through the management channels including, where necessary, the grievance procedure.

8.1 Access to information by Board members

The Boards require relevant information to assist them in the performance of their agreed functions. However, Board members should only have information that they require to undertake their duties as a Board member. It is for management to implement policy, under the guidance of the relevant Board or standing Council committee, and to oversee individual staff performance. In order to carry out their functions some Council committees may need access to information on individual staff; but Board members acting on their own should not have access to such information. Where Board members require additional information, requests should be routed through the relevant Board secretary or director.

The Governance Committee has considered access by Council members to correspondence that supported and informed the work of the staff in implementing the policies of the Council.

The Committee’s view, which would also apply to the Boards and their members, was that such access to correspondence was not good governance. Board members have collective responsibility. Should a Board decide that particular correspondence was necessary to inform a decision, and then the Board could request it and all members of the Board would receive it. A Board member wishing to see correspondence would need to persuade the Board that the correspondence was necessary to its deliberations in order for it to be circulated.

9. Concerns about probity

Council has agreed that the Audit Committee is responsible for dealing with probity issues in the Society. The following principles/ procedures have been adopted:

- i. Board members who have concerns about probity should provide a note of these concerns, with their evidence, to the chairman of the Audit Committee on a confidential basis. The chairman will then seek the Audit Committee's agreement to the action to be taken. In certain circumstances this discussion could be limited to the actual members of the Audit Committee excluding non-members who normally attend.
- ii. Staff who have concerns about probity should provide a note of these concerns, with their evidence, to their line manager or, if the circumstances require, someone more senior, as appropriate; for example, the Secretary & Registrar or the President, on a confidential basis. The manager should then decide whether to refer the matter to the chairman of the Audit Committee for action as at (i) above. If this procedure has been followed without meeting the staff member's concerns, the staff member may approach the chairman of the Audit Committee direct. Staff should not approach Board or Council members on issues of probity. If they do so the Board or Council member should tell them to activate the proper procedure.
- iii. The Board or staff member bringing the concerns and all those involved in subsequent action e.g. senior managers, the Audit Committee and the internal auditors should observe confidentiality until the investigation is complete. This ensures that the individual raising their concern will not risk being sued for defamation should the concerns prove unfounded.
- iv. If the concern is proved unfounded, no allegation should be made publicly on this matter, either specifically or in general terms. If the concern is proved true remedial action will be taken and both the concerns and the action reported to Council. In this way the Society's reputation will be safeguarded because allegations of the lack of probity will only become public if true, in which case remedial action will be in hand.

Board members are not charged with undertaking investigations in respect of probity issues and should follow the procedures set out above.

10. Conduct of Board members

Board members, like Council members, are required to comply with the Council Code of Conduct². The Code is set out below.

10.1 Preface

The powers of the Council are set out in the Charter and legislation governing the Society. In particular, Article 9 of the Charter provides that:

“the Council shall exercise all the powers and functions of the Society except where, by virtue of this Our Supplemental Charter, such exercise requires approval by Special Resolution”

In the exercise of these powers, in discussions at meetings of the Council and its committees, in decision-making and in communications, Council members are expected to observe the highest standards of impartiality, integrity and objectivity. Council members should faithfully report Council policy.

The Council operates within the context of the seven Nolan principles of public life. Each Council member is required to subscribe to these. The Code of Conduct sets out in general terms the duties of each member of the Council, but the Council expects its members to adopt high standards of conduct in all aspects of their activities as members of the Council. So long as they continue to serve on the Council, members of Council cannot, by their actions or behaviour, divest themselves of their role in such capacity in matters concerning the profession. If a Council member becomes aware of matters regarding another Council member that might be of concern or might affect their ability to perform their duties as a Council member they should seek the advice of the Secretary & Registrar.

Every member of the Council is bound by the Code of Conduct from the date they are elected under Section VII of the Byelaws. Council members will be asked each year to sign a statement that they have received and read the Code of Conduct.

10.2 Code of Conduct

1. Members of Council must at all times while acting in that capacity ensure that their activities are directed toward the fulfilment of the Society's Objects specified in the Charter, the Society's responsibilities specified in legislation, and the interests of the public.
2. Members of Council must ensure that the funds of the Society are properly applied to the furtherance of the Objects of the Society.
3. Any member of Council, who wishes to engage in litigation against the Society, the Council or any member thereof, or any officer or employee of the Society in their capacity as such, must resign from the Council before taking such action.
4. Members of Council must not make use of information acquired solely by virtue of their position as such for personal gain, whether financial or non-financial.

² The Regulations governing the national Pharmacy Boards state at paragraph 8(1) that “Members of the Boards shall comply with the Code of Conduct applicable to members of the Council and shall be treated, subject to any necessary modifications, as members of the Council for the purposes of liability to sanctions under the Code.”

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5. Members of Council must not use their position as such to promote their personal, professional or business interests.
6. Members of Council must respect the confidentiality of information identified as confidential, acquired by them solely by virtue of their position as such.
7. Members of Council must not use their position as such to seek to influence the conduct of any aspect of the Council's business for the benefit of any individual, body corporate or other association rather than for the benefit of the profession as a whole.
8. Members of Council must ensure, when speaking in their capacity as such at any meetings of the Council, its committees or outside, that they declare any personal or business interests relevant to the matter in hand.
9. Members of Council must avoid any conduct that impairs the ability of the Council to perform its functions or to enjoy the confidence of the public, the profession or government.
10. Members of Council must ensure that prompt and effective action is taken through appropriate channels to investigate any allegation of maladministration within the Society reported to them.
11. Members of Council should support in public the policies of Council. Where a member of Council feels compelled publicly to oppose a Council policy, the Council should be informed in advance. The member of Council may then express his or her personal views on the matter but, in so doing, must first explain the Council policy and the reasons for the Council's decision. Members must in any case avoid any action that would undermine confidence in the competence of the Council and its members or in the Council's decision-making process.*
12. Members of Council must ensure that entries relating to them in the Registers of Interests and of Gifts and Hospitality are accurate, complete and up-to-date.
13. Members of Council must comply with the Society's Equal Opportunities Policy and Statement on Harassment and Bullying. [Attached at Appendices K and L respectively.]

** Any Council Member wishing publicly to oppose a Council policy should state their dissent and their intention to oppose the particular policy immediately the Council decision is made. However, if on reflection during the course of the same Council meeting, a Council member decides that s/he wishes to record her/his dissent, it should be put to the Council and the Council should decide if it is prepared to waive the general rule stated above and allow the dissent to be registered. The statement of dissent shall be minuted.*

In the event that a Council member is not present at a Council meeting when a policy issue is being debated and s/he wishes to register their dissent to the decision of the Council, s/he should write to the President as soon as possible following the meeting to register their dissent. This will then be notified to all Council members and formally recorded in the minutes of the next meeting of the Council. The capacity of a Council member to speak against a Council decision under Article 11 of the Code of Conduct shall not apply until notification of the dissent being registered with the President has been sent to all Council members.

10.3 Procedure and sanctions

If a complaint is made that a member of Council or, by extension, a Board member, has breached the Code of Conduct, the matter shall be referred to the Conduct Panel, who, if they conclude that the Code has been breached, may recommend to the Council any of the following sanctions: censure, up to six months' suspension from office, removal from office or a complaint to an FTP committee, the police or other authority. The Council may then resolve to impose the recommended sanction(s) or one or more of the other available sanctions. More details of the procedure can be found in Section 10 of the Council

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Governance Handbook, *Conduct of Council Members*.

Currently, in the event of an established breach of the Code, the Council could impose any of the sanctions listed above except removal or suspension from membership of the Council, for which powers have not yet been taken. However, the Council has decided that, in future, the Council should be able to remove or suspend a member of Council for such reasons and according to such procedure as shall be specified in regulations.

11. The Society's relationship with commercial organisations

Board members may have contact with representatives of commercial organisations in the course of their duties. This can give rise to misunderstandings and misrepresentations of the relationship between the Society and the organisation. This note aims to set a general framework for these contacts.

11.1 Contacts with commercial organisations relating to professional matters

Care must be taken to ensure that attendance at meetings, correspondence or informal discussions cannot be represented as involvement in or endorsement by the Society of any of the commercial activities, products or services of an organisation. Only with the approval of the Council would it be appropriate for the Society to have any partnership with a commercial organisation, as distinct from co-operation with professional, educational or public bodies. Advice should always be sought from the Director of Finance & Resources before any discussions are progressed unless it is certain that an organisation is within these categories.

Representatives of the Society who are to have contact with a commercial organisation are advised to adopt the following sentence in initial communications with the organisation to ensure that there is no doubt about the nature of the relationship.

"The Society's policy is that the contribution to the work of any [group/ project/ research] by a representative of the Society may not, without the express consent of the Society, be represented as constituting participation in or endorsement by the Society of the work."

11.2 Sponsorship of meetings, publications or prizes

The Society is evolving a managed approach to sponsorship and fundraising to ensure that the increasing trend for sponsoring is pursued as part of a coherent programme.

All sponsorship should adhere to the following principles:

- a) the sponsoring body does not have control of the content of the event;
- b) there is no product endorsement requirement as part of the sponsorship arrangements;
- c) the sponsoring body is not engaged in activity which is disapproved of by the Society - e.g. a cigarette manufacturer.

Appropriate acknowledgement of the sponsorship should be given on promotional and other material.

Any sponsorship arrangements must ensure that complete editorial freedom for Society publications is retained.

11.3 Gifts and hospitality

Hospitality provided by a commercial organisation may be, or may be construed as, an attempt by the organisation to gain influence or favours, and all Board members should avoid any conduct which could give rise to suspicions of this kind. Board members are advised to seek guidance on offers of hospitality other than a normal business lunch or evening reception to which representatives of bodies similar to or linked with the Society's activities are invited.

11.4 Register of interests, gifts and hospitality

A copy of the form all Board members are required to complete is circulated as Appendix M.

(A register of Council members' interests, gifts and hospitality is maintained separately and Council members who are members of a Board or who attend Board meetings will not be asked to supply a duplicate register entry.)

The form is circulated to Board members periodically and the onus is on each individual Board member to ensure that their entries are updated.

The Register will be published on the Society's website.

12. Board member expenses

12.1 Board and working group meetings

Members of the Boards are entitled to reimbursement for expenditure on travel and expenses incurred on Society business and for costs of accommodation and subsistence. In addition, Board Members are entitled to an attendance fee for the attendance at all Board or working group activities. At the Board Member's discretion the attendance fee claimed can be reduced accordingly to a half or quarter day rate.

On all other occasions, Board Members will only be entitled to reimbursement of expenses and/or payment of an attendance fee where the Board member is a nominee of the Society or attendance at/participation in an event has been agreed by the office.

Where a member of a Board has a statutory duty to employ the services of a locum to enable them to attend to Board business, actual expenditure personally incurred will be reimbursed within accepted limits. Reimbursement to a corporate body is not permitted.

The level of expenses and fees for the ensuing year will normally be considered annually at the June meeting of Council.

12.2 Meetings outside the UK

The criteria and general principles for visits outside the UK are set out at Appendix N.

13. Communications from the Boards

13.1 Communications principles

The establishment of national Pharmacy Boards for England, Scotland and Wales represent an important change in how the Society is structured. If the Society is to maximise the opportunities that devolution offers then it must be able to communicate effectively with key audiences, including its members and the general public, about the work of the organisation and the developing role of the pharmacy profession. This can only be successfully achieved through a programme of planned and sustained communications targeting various channels including print, broadcast and new media.

It is recognised that there must be a planned, co-ordinated and consistent approach to all communications activities to support the work of the Boards within and between each country. While each of the Boards will have its own communication objectives to support its work, it is important that there is a consistent approach to how these communications objectives are achieved and that these objectives are aligned with the overarching communications objectives of the Society.

The corporate communications strategy for the Society is developed and reviewed annually and supports the delivery of the objectives in the business plan. Each Board will develop its own communications strategy with its own communications objectives and activities in line with that of that for the Society. The Directors will ensure co-ordination between each strategy and resultant action plan. Staff are responsible for the delivery of the communications strategy once agreed, with Board members supporting activities where appropriate

An operational framework has been developed to support and guide communications activity undertaken by and on behalf of the Boards. The framework will help to ensure that communications activity is conducted in partnership between the three national offices and the Public Affairs and Communications Directorate. The framework comprises a set of principles and guidelines to clarify expectations, along with identified processes for key activities. The framework is designed to be supportive and flexible rather than prescriptive. The guiding principles contained within the framework are:

- The Boards will communicate within their remit
- Each Board will have a communications strategy which will be aligned with the overall corporate communications strategy for the Society
- Board communications will make effective use of the range of communication mechanisms available to target their audiences
- Board communications will reflect the strategic objectives of the Society as contained within the business plan
- When a Board undertakes communications relating to existing policies of the Society, those communications should reflect those policies
- Approval mechanisms will be at an appropriate level for the communication message and audience targeted
- Communications activities will be resourced both locally and centrally

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- While specialist communications expertise is available, it is recognised that all Society staff, Board Members and those nominated on their behalf have a responsibility to ensure effective and appropriate corporate communications
- Regular meetings will take place between the Board Directors and staff from the Public Affairs and Communications Directorate to agree and co-ordinate communication plans and to address any concerns
- Where work is being undertaken that could be applicable across GB, the delivery of communications activities should be simultaneous across GB
- Where communication activities are directed at Welsh and Scottish audiences these should be undertaken and managed by the respective country offices where possible.

13.2 Consultation documents

There is a centralised system for handling external consultation documents received at the London office, managed by Policy Development. Where a response is deemed necessary, a lead member of staff and possibly other contributors will be identified to prepare a response.

Draft responses should be approved prior to submission, as follows:

- Where new policy or a substantial change to an existing policy is involved, the response should be approved by the Council, except within the circumstances set out in para 6 of the Devolution Protocol (Appendix D);
- Where a response is within existing policy and has been discussed by one or more Boards/Committees, it should be signed off by the relevant Board(s)/Committee(s) or their chair(s);
- A response made within existing policy which has not been discussed by a Board/Committee should be signed off by the Officers, the Secretary & Registrar or Deputy Secretary & Registrar.

Completed responses are posted on a searchable database on the Society's website (on rare occasions they will not appear on the website because the organisation initiating the consultation has asked for the consultation document and the Society's response to be kept confidential).

The system for handling external consultation documents is undergoing development. The feasibility of a single GB-wide handling system is being considered.

The Society has a template for responding to consultations that uses standard text to describe the Society in the introduction of responses. Where an issue is GB-wide, the Society will submit a single response with input from across the three countries (the response may be copied to administrations in the three countries). If a consultation is specific to a single country and can be drawn up within existing policy, the response should be prepared by staff in the appropriate office and, where possible, considered by the Board. Where there are implications for existing policy or new policy to be developed, the Board will draw up its response, and policy staff in one or more of the countries will in addition undertake any scoping work required prior to referring the policy issue to Council (unless the matter falls within the circumstances set out in para 6 of the Devolution Protocol – see appendix D).

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If a Board member has a particular interest in a consultation document s/he should contact their national office or email consultations@rpsgb.org who will refer them to the lead staff member.

Once an organisation has considered the responses to its consultation, it may give feedback to the Society and it may indicate whether the Society's response has been influential. Any such feedback received will be passed on to colleagues in Policy and Communications.

13.3 Roles and responsibilities

To support the effective operation of the Communications Framework it is important to recognise the roles and responsibilities of key stakeholders:

Board members:

- Contribute to the development of the relevant Board communications strategy
- Stakeholder identification and analysis
- Input into communications planning such as identification of key messages
- Where appropriate act as spokespersons for the relevant Board

RPSGB relevant Directorate staff:

- Develop and implement a communications strategy for each Board
- Ensure strategy for proactive communication is within the remit of the relevant Board and the RPSGB Business Plan
- Produce communications outputs e.g. news releases, newsletters
- Where appropriate act as spokespersons for the relevant Board

Public Affairs and Communications team:

- Provide advice, expertise and support to the three offices
- Identify opportunities to maximise communications activity, reduce duplication of effort and to co-ordinate communications activities across the three countries.

RPSGB REGULATIONS SECTION 3

1. National Pharmacy Boards

- (1) There shall be three national pharmacy boards whose full names shall be the English Pharmacy Board of the Royal Pharmaceutical Society of Great Britain, the Scottish Pharmacy Board of the Royal Pharmaceutical Society of Great Britain, and the Welsh Pharmacy Board of the Royal Pharmaceutical Society of Great Britain, in these Regulations referred to respectively as "the English Pharmacy Board", "the Scottish Pharmacy Board" and the "Welsh Pharmacy Board", and referred to collectively as "the Boards".
- (2) The Welsh Pharmacy Board shall also be known as Bwrdd Fferylliaeth Gymreig Cymdeithas Fferyllol Frenhinol Prydain Fawr, which name shall be interchangeable with the English name of the Board and equally valid in all respects.
- (3) The Boards shall be regarded as committees of the Council for the purposes of the Charter.

2. Composition of the Boards

- (1) The English Pharmacy Board shall consist of—
 - (a) 11 pharmacists registered in Part 1 of the Society's Register of Pharmacists ("practising registered pharmacists") and one pharmacy technician registered in Part 1 of the Society's Register of Pharmacy Technicians (a "practising registered pharmacy technician") eligible for election and elected in accordance with a scheme made by the Council ("elected members"),
 - (b) one pharmacist member of the Council and one lay member of the Council appointed by the Council, and
 - (c) the member of the Council for the time being elected to the Council in the constituency of England, Isle of Man and Channel Islands.
- (2) The Scottish Pharmacy Board shall consist of—
 - (a) 12 practising registered pharmacists eligible for election and elected in accordance with a scheme made by the Council ("elected members"), and
 - (b) up to three persons co-opted by the Scottish Pharmacy Board.
- (3) The Welsh Pharmacy Board shall consist of—
 - (a) 11 practising registered pharmacists and one practising registered pharmacy technician eligible for election and elected in accordance with a scheme made by the Council ("elected members"), and
 - (b) up to three persons co-opted by the Welsh Pharmacy Board.

- (4) An elected member shall automatically cease to be such on ceasing to be a practising registered pharmacist or, as the case may be, a practising registered pharmacy technician.
- (5) Election schemes made by the Council under these Regulations shall provide—
 - (a) that a pharmacist shall not be eligible to vote unless his address entered in the Society's Register of Pharmacists is in the country in respect of which his vote is to be cast,
 - (b) that the election shall be conducted on a simple majority system.
- (6) In the election of pharmacy technicians to the English Pharmacy Board and the Welsh Pharmacy Board, a pharmacy technician shall not be eligible to vote unless his address entered in the Society's Register of Pharmacy Technicians is in the country in respect of whose board his vote is to be cast.

3. Casual Vacancies

- (1) A casual vacancy amongst the elected members may be filled by the relevant Board.
- (2) A person filling a casual vacancy shall serve for the remaining term of office of the person whose departure gave rise to the vacancy. A person filling a vacancy on the Welsh Pharmacy Board shall serve only until places are next filled on that Board by means of an election.
- (3) Where the term to be served under paragraph (2) is less than a year the vacancy need not be filled.

4. Chairmen and Vice-Chairmen of Boards

- (1) Each Board shall elect from amongst its elected members who are practising registered pharmacists a Chairman and a Vice-Chairman, who shall each serve for one year and shall be eligible for re-election.

5. Length of service

- (1) An elected member of a Board shall serve for a term of three years. A person may be co-opted under regulation 2(2)(b) or 2(3)(b) for a term of up to three years. A member may resign at any time by writing to the secretary to the Board in question.
- (2) In the case of the English Pharmacy Board a member may serve a maximum of four consecutive terms, following which he may not serve again until three years have elapsed. In the cases of the Scottish Pharmacy Board and the Welsh Pharmacy Board, a member may serve a maximum of three consecutive terms, following which he may not serve again until three years have elapsed.
- (3) Time served in filling a casual vacancy shall constitute a term for the purpose of calculating the number of consecutive terms of service under this regulation.

6. Powers and functions of the Boards

- (1) Subject—
 - (a) to the Charter of the Society,
 - (b) to any directions of the Council,
 - (c) to the provisions of any enactment, and
 - (d) in the case of the Scottish Pharmacy Board and the Welsh Pharmacy Board, to the constraints of the scope from time to time of devolved responsibilities for health and related matters of legislatures in the countries concerned,

the Boards shall have the functions of advising, on behalf of the Society, government and its agencies, health service bodies and other organisations in the country concerned in respect of professional matters, to promote the science and practice of pharmacy and its contribution to health, and to support pharmacists in their professional roles.

- (2) The Boards shall have such incidental functions, arising out of or relating to their functions under paragraph (1), as may be specified by the Council. The Boards shall be accountable in accordance with such protocols or other forms of instruction as may be issued by the Council.
- (3) The Council shall not delegate any statutory function to a Board, and may revoke all or any incidental functions conferred on a Board by specification under paragraph (2).
- (4) The Boards shall be serviced by the Society and shall have no power to incur expenditure, employ staff or enter into contracts.

7. Proceedings of the Boards

- (1) The quorum for meetings of the English Pharmacy Board shall be 7.
- (2) The quorum for meetings of the Scottish Pharmacy Board and the Welsh Pharmacy Board shall be 6.
- (3) The Boards shall each meet at least three times a year, and meetings may be attended by persons other than Board members.
- (4) The Boards shall keep minutes of their proceedings. Subject to the Charter and these Regulations and to any directions given by, or standing orders made, or protocols approved, by the Council, each Board shall determine its own procedure.

8. Conduct and indemnity of members of Boards

- (1) Members of the Boards shall comply with the Code of Conduct applicable to members of the Council and shall be treated, subject to any necessary modifications, as members of the Council for the purposes of liability to sanctions under the Code.

- (2) A member of a Board acting in good faith in the course of his or her duties in respect of the Board shall be indemnified by the Society in the same manner and to the same extent as a member of the Council.

9. Fees and expenses

- (1) Members of the Boards shall be entitled to be reimbursed their reasonable expenditure on travel, accommodation and subsistence incurred in connection with the meetings or business of the Boards and may be paid fees for attending meetings of the Boards (or of groups of members of the Boards) at rates approved by the Council.]

Composition of the RPSGB National Pharmacy Boards for England, Scotland and Wales

	English Pharmacy Board	Scottish Pharmacy Board	Welsh Pharmacy Board
Composition	<ul style="list-style-type: none"> 5 elected sectoral pharmacist places: <ol style="list-style-type: none"> Community Hospital Industrial Academia primary care/public health (<i>combined place</i>) 6 elected unreserved pharmacist members 1 elected pharmacy technician member 1 Council member elected in the English constituency 1 other pharmacist member of Council registered in England 1 lay member of Council resident in England <i>Ex officio attendees</i> – President & Vice-President Government Chief Pharmaceutical Officer may be invited to specific meetings Branches to be invited to send observers to meetings 	<ul style="list-style-type: none"> No places reserved for sectoral representatives. 12 elected pharmacist members <i>Ex officio attendees</i> - President, Vice-President, Council member elected in the Scottish constituency and a Lay Member of Council resident in Scotland. An additional Lay Member may be co-opted as need for specific expertise arises Government Chief Pharmaceutical Officer may be invited to specific meetings Branches to be invited to send observers to meetings 	<ul style="list-style-type: none"> No places reserved for sectoral representatives but option to co-opt if necessary. 11 elected pharmacist members 1 elected pharmacy technician member <i>Ex officio attendees</i> - President or Vice-President, Council Member elected in the Welsh constituency and a Lay Member of Council resident in Wales (or nominee of Council if there is not one in Wales) Government Chief Pharmaceutical Officer may be invited to specific meetings Branches to be invited to send observers to meetings
Electorate	(For the pharmacist places) Pharmacists whose registered address is in England. (For the pharmacy technician place) Pharmacy technicians whose registered address is in England.	Pharmacists whose registered address is in Scotland	(for the pharmacist places) Pharmacists whose registered address is in Wales (For the pharmacy technician place) Pharmacy technicians whose registered address is in Wales

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Eligibility	Elected Board Members to be registered in Great Britain and living or working wholly or mainly in England. Council members will be eligible to stand for the elected places on the Board	Elected Board Members to be registered in Scotland Council members will not be able to stand for the elected places on the Board.	Elected Board Members to be registered in Wales Council members will not be able to stand for the elected places on the Board.
Voting system	<i>First past the post, election with constraints (each pharmacist candidate will be able to specify one sector, with the first past the post for each of the five sectors being elected to the Board. The remaining unreserved six pharmacist places will be filled by those pharmacist candidates remaining with the highest scores, regardless of their chosen sector. The pharmacy technician place will be filled by the pharmacy technician candidate with the highest score).</i>	First past the post	First past the post
Number of Board members	15 Size of Board to be reviewed near end of first term of office	12 Size of Board to be reviewed near end of first term of office	12 Size of Board to be reviewed near end of first term of office.
Co-options	Board would co-opt to fill casual vacancies	The Board would co-opt up to 3 additional members if extra knowledge or experience was required.	The Board would co-opt up to 3 additional members if it were deficient in either sectoral or geographical representation
Appointments	The Council will appoint the Council member elected in the English constituency, 1 other pharmacist	All members will be elected. Only appointments would be co-options as above	All members will be elected. Only appointments would be co-options as above EXCEPT if there were no

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	member of Council and 1 lay member of Council to the Board.		lay member of Council resident in Wales, in which case the Appointments Panel of the Council, together with the chairman of the Welsh Pharmacy Board, would appoint a lay Council member to be an ex officio attendee of the Board.
Application procedure	<ul style="list-style-type: none"> All candidates should be practising pharmacists or pharmacy technicians and provide a brief CV and policy statement. Self-nominate with the support of 10 pharmacists, or 1 pharmacy technician, as appropriate, registered in England 	<ul style="list-style-type: none"> All candidates should be practising pharmacists and provide a brief CV and policy statement. Self-nominate with the support of 5 pharmacists registered in Scotland 	<ul style="list-style-type: none"> All candidates should be practising pharmacists or pharmacy technicians and provide a brief CV and policy statement. Self-nominate with the support of 1 pharmacist or pharmacy technician, as appropriate, registered in Wales
Voting rights	<ul style="list-style-type: none"> Elected - Full voting rights Co-opted – Full voting rights Ex officio - may contribute but have no voting rights 	<ul style="list-style-type: none"> Elected - Full voting rights Co-opted – Full voting rights Ex officio - may contribute but have no voting rights 	<ul style="list-style-type: none"> Elected - Full voting rights Co-opted – Full voting rights Ex officio - may contribute but have no voting rights
Terms of office Board Officers	<ul style="list-style-type: none"> Board -- 3 years, with no limit to the number of consecutive terms. Officers – Annual elections, with the Board having flexibility to determine the number of terms of office 	<ul style="list-style-type: none"> Board - 3 years with a maximum of 3 consecutive terms Officers – Annual elections with the Board having flexibility to determine the number of terms of office 	<ul style="list-style-type: none"> Board - 3 years with a maximum of 3 consecutive terms Officers – Annual elections, with the Board having flexibility to determine the number of terms of office
Communication between the Council and the Pharmacy Boards	Liaison Group – Council Officers, Chair and Vice-Chair of the Boards supported by Secretary and Registrar and Directors	Liaison Group – Council Officers, Chair and Vice-Chair of the Boards supported by Secretary and Registrar and Directors	Liaison Group – Council Officers, Chair and Vice-Chair of the Boards supported by Secretary and Registrar and Directors

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	<i>(NB: liaison group should sit parallel to, not above, the Boards. It should not form another layer between the boards and the Council)</i>	<i>(NB: liaison group should sit parallel to, not above, the Boards. It should not form another layer between the boards and the Council)</i>	<i>(NB: liaison group should sit parallel to, not above, the Boards. It should not form another layer between the boards and the Council)</i>
Communication between the Pharmacy Boards	Managed by the 3 Board Directors, in consultation with the Board Chairmen.	Managed by the 3 Board Directors, in consultation with the Board Chairmen	Managed by the 3 Board Directors, in consultation with the Board Chairmen
Pharmacy Boards in relation to the other Council Committees	<p>Remit and membership of all committees to be reviewed and revised in light of the establishment of the devolved Pharmacy Boards.</p> <p>Remits should be stand-alone, and there should be no overlap</p> <p>Members of each Board should have sight of the other Boards' agendas.</p>	<p>Remit and membership of all committees to be reviewed and revised in light of the establishment of the devolved Pharmacy Boards</p> <p>Remits should be stand-alone, and there should be no overlap</p> <p>Members of each Board should have sight of the other Boards' agendas.</p>	<p>Remit and membership of all committees to be reviewed and revised in light of the establishment of the devolved Pharmacy Boards.</p> <p>Remits should be stand-alone, and there should be no overlap</p> <p>Members of each Board should have sight of the other Boards' agendas.</p>

The Nolan Committee Principles of Public Life

1. Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. Leadership

Holders of public office should promote and support these principles by leadership and example.

These principles apply to all aspects of public life. The Committee has set them out here for the benefit of all who serve the public in any way.

[Excerpt from the Nolan Committee's First Report on Standards in Public Life, 1995]

A Devolution Protocol for the RPSGB

Background

1. Since the introduction of political devolution in 1999 in the UK, the RPSGB has sought to shape and influence policy relating to pharmacy in three administrations, the UK Parliament, the Scottish Parliament and the Welsh Assembly. Powers that have been transferred away from Westminster have varied, leading to a set of unique relationships between each of the devolved administrations and Westminster. Policy divergence is occurring now, and is expected to increase, particularly if or when different political parties control the various administrations. There are three Departments of Health for England, Wales and Scotland and each has its own strategy for pharmacy.
2. This protocol is intended to provide a framework for co-operation between the RPSGB Council and the English, Scottish and Welsh Pharmacy Boards of the RPSGB and their respective secretariats.

Principles

3. The RPSGB Council affirms its support for reflecting devolved government in the Society's structures and ways of working. The Council wishes to co-operate with the national Pharmacy Boards on all matters relating to the Boards' functions as agreed by the RPSGB Council, these being to:
 1. Provide strategic leadership and support for pharmacy practice development in [country].
 2. Assist development of Council policy and its implementation in [country], and develop and implement policy specific to [country].
 3. Promote the science and practice of pharmacy and its contribution to health.
 4. Provide professional advice to government and its agencies, NHS bodies, and other health and social care organisations in [country].
 5. Support the Society's Branches in [country].
 6. Support pharmacists in their professional roles in [country].
4. The RPSGB needs to ensure that it responds effectively to the challenges and opportunities posed by devolution – both in the way that it responds to outside organisations, and in how business is conducted in the Council and its national Pharmacy Boards. In all cases care must be taken to maintain lines of accountability, and recognise the rights and responsibilities that come from devolution. The Council and its national Pharmacy Boards will seek to work in a mutually supportive manner, with good communication and early involvement of all appropriate groups. This will build on existing working relationships that have already been established with the previous bodies of the Scottish and Welsh Executives and the Society's staff in Scotland and Wales. Timely and effective communications between the Council and the national Pharmacy Boards will be needed to ensure the RPSGB as a whole is stronger and not fragmented as a consequence of devolution.
5. The Council remains the governing body of the RPSGB. It is the major policy-making body of the Society and is accountable for the discharge of all the Society's functions. The Boards are therefore accountable to the Council. The Council and the national Pharmacy Boards will inform each other through their respective secretariats at the earliest opportunity of any matter arising which is likely to be of

mutual interest. Some matters relating to the Boards' agreed functions may have a potential resource impact or may constrain policy development elsewhere within the RPSGB. In such cases, the Council will be alerted through its secretariat and views will be sought from those who are potentially affected at the earliest reasonable opportunity. These views will be taken into account in any decisions taken by the relevant Board/s. There will be a responsibility on the Council and the national Pharmacy Boards to respond in a timely and effective manner to any request for views on matters relating to the Boards' agreed functions. If the Council or a national Pharmacy Board is unable to comply with the timeframe for a request for views then this must be notified to the relevant secretariat as soon as possible.

6. A national Pharmacy Board may need to respond to a consultation relating to a matter on which RPSGB policy has not been established. In such a case, if it is impracticable for the Council to determine policy within the required timescale, then the policy as agreed by the Board and notified to the Council will be adopted as the interim policy of the RPSGB until such time as the Council is able to review it. A Board may make new policy as described in response to a consultation when the issues involved affect only that country. The policy developed by the Board will be informed by any other extant Council policy which has a bearing on the issue. The Council reserves the right to amend or revoke the said policy but only after appropriate consultation with the relevant national Pharmacy Board and having fully considered any implications for the Pharmacy Board and the profession in the particular country where the policy was developed.

7. Some of the work that is appropriate for the Boards will have implications for more than one GB country and there may be a need to take account of the relevant countries' policies, legislation and practice in the production of the work. In these cases it will be necessary to agree a process for the identification and handling of such issues. The latter is likely to vary according to the nature of the issue. A Liaison Group will agree the methodology for dealing with and signing off work on issues that are within existing Council policy but affect more than one GB country. This may be on a case by case basis or, more generally, by agreeing the methodology to be used for a certain category of issues.

8. The Council and the national Pharmacy Boards will work closely together to ensure that the pharmacy profession is represented within the context of the public benefit and in an effective and professional manner at all levels of Government.

9. The Council and the national Pharmacy Boards will consult with each other on all issues relating to the Boards' agreed functions that impact on GB-wide interests. When a Board is dealing with an external body, it should be aware of any potential impact on relations between external bodies and other parts of the Society or relations with the Society as an organisation, and should consult as appropriate.

10. The Secretary & Registrar and other Directors of the RPSGB will maintain effective liaison arrangements and consultation procedures with the Directors of the national Pharmacy Boards of the RPSGB. The Directors of the national Pharmacy Boards will provide advice and support to those Boards in discharging their functions. In addition, they will provide advice to the RPSGB Council as appropriate.

Operation

11. This protocol does not create legal obligations or restrictions on any party, though it is the intention that the national Pharmacy Boards of the RPSGB and the

RPSGB Council will manage their business with regard to this protocol wherever possible. It is recognised that there may be circumstances where full adherence is impractical. In these cases the national Pharmacy Boards and the Council will act as closely as possible in line with the spirit of this protocol and will seek to rectify any shortfall at the earliest opportunity. The national Pharmacy Boards and the Council will take steps to ensure these exceptions are kept to a minimum.

12. Each Board Chairman will make an annual report to the Council. Minutes of each Board will be circulated to the Council and to the other Boards.

13. Any dispute or problem relating to the Boards which cannot be resolved informally will be brought to the Council for resolution.

Finance

14. The national Pharmacy Boards will, at the earliest opportunity, inform and consult the Resource Management Committee of the Council through its secretary about proposals for new policy initiatives or changes to existing policy that may directly or indirectly have an impact on the finances of the RPSGB.

15. Any additional costs affecting the national Pharmacy Boards arising directly from policy changes to be considered by the Council should be identified and views sought from the relevant national Pharmacy Board/s before the final decision is taken by the RPSGB Council.

Review

16. This protocol will be kept under regular review and will be updated as necessary following joint discussions between the RPSGB Council and the national Pharmacy Boards. There will be a formal review near the end of the first term of office of the Boards, commencing in Autumn 2008. This formal review will be overseen by the Liaison Group and presented to the Council for consideration.

Standard for remit, roles and working procedures for working groups of the Boards

A. Remit

Title

All working groups should have a title, which encapsulates the purpose for which they were established

Remit

All working groups will be given a clear remit and timescale by the Board at the time of their establishment.

In exceptional circumstances, the Liaison Group can take a decision to amend the remit of a working group (always providing this remains within the remit of the Boards as a whole). The decision of the Liaison Group must be reported to the next subsequent meeting of the Board for ratification.

What the group is to do

The results expected from working groups, the timescale in which the results are to be delivered, the method of reporting and to whom, will be set out and agreed by the Board at the time of establishment.

Composition

The chairman shall be a Board member or an appointed outside expert. Working groups will usually be made up of Board members with, where appropriate, external members with expertise in the relevant subject area or discipline.

The composition of the working group will be agreed by the Board as part of the decision to establish the working group. However, the names of the members of a working group may be agreed after the decision to establish a group. The Chairman of any working group should, however, normally be agreed at the time of its establishment.

When appointment of the chairman or the members of a group is being made, declarations of interests should be sought so that the Board can be assured that there are no potential conflicts of interest for the members of a particular working group.

Timescale for the Group

Working groups should be time limited and should have a timescale to which they are working, set out and agreed at the time the Board agrees to their establishment. The Board should receive a report from a time-limited working group by the agreed time when, exceptionally, any need for an extension can be agreed.

Where working groups are, exceptionally, established with no fixed timetable, the agreement to establish the working group should include clear mechanisms for reporting on the work of the group, and the date set for review by the Board of its continuing existence.

Quorum

A quorum for a working group should be agreed by the Board as part of the decision to establish the working group.

Secretary/Lead staff member

Appropriate staff will support all working groups. The lead staff member providing support for the group should, ideally, be identified to the Board at the time of the decision to establish the working group. Where this is not possible, the Director who will be responsible for ensuring the appointment of a lead staff member should be identified at this time.

In attendance

Working groups may require advice and support from a number of staff members over their life. The Chairman and lead staff member will agree this requirement, and ensure its availability for meetings of the group.

Meetings

It may be possible at the time of agreeing the remit of a working group to specify the number of meetings the group will need (an important consideration for budgetary purposes). Most time-limited working groups will, for example, need only one or two meetings.

Where working groups are established for a longer period, the agreement to establish a group should provide some guidance as to the frequency of meetings alongside the schedule for reporting back and review.

Resources

The proposal for the establishment of a working group will include resource implications. A budget will be allocated on establishment. The working group should not exceed its budget without the prior consent of the Council. No expenditure may be made by any member of a working group unless it has been specifically approved, in advance, by the budget holder and the entire group.

Expenses

Expenses will be payable at the levels agreed by the Council and in accordance with the guidelines for reimbursable expenses for Board members applicable at the time of the meeting as detailed on the Board member expense form.

B. Roles and procedures

The cornerstone of these procedures is integrated working between the Chairman, the members of the working group and the staff supporting the work.

The Chairman

- will provide leadership to the working group
- will chair the meetings encouraging full discussion of the issues and ensuring that all members are able to participate, following the principles established and adopted by the Boards in its standing orders
- will work with the Secretary to develop agendas, work programmes and to advise on reports/information/documentation to be brought forward to the working group for consideration, in consultation with the members as appropriate
- will approve the minutes of the working group

- will ensure that the group follows the principles of good governance which are set out in the Boards Governance Handbook

The members

- will support the Chairman in her/his role as leader
- will undertake to follow the principles of good governance set out in the Boards Governance Handbook
- will contribute from their own knowledge and experience to the to discussion and debate at working group meetings
- will respond in a timely manner to requests for comments on draft papers or reports, etc

The Secretary/lead staff member

- will arrange dates for meetings in consultation with the Chairman
 - will be responsible for making arrangements for the meetings (venue, catering, etc) or designated staff
 - will draft agendas for meetings in consultation with and agreement by the Chairman before despatch
 - will write, or make arrangements for, the minutes/action notes of the meetings of the group to be taken, confirm these with the Chairman and circulate to the group members (Board members not on the working group may request a copy of the minutes.)
 - will advise the Chairman on issues arising which impact on the work of the group and work with the Chairman to resolve any problems
 - will progress the work of the group between meetings, undertaking correspondence, information gathering, etc within the agreed work programme
 - will draft papers for presentation to the working group
 - will arrange for any work required of other members of staff or external experts including legal advice which will be arranged through the Society's Director of Fitness to Practise & Legal Affairs or the Society's Legal Adviser
 - will make arrangements for external expertise to be made available to the working group in the appropriate format (paper, report, presentation, etc.)
 - will be the budget holder and will be responsible for all expenditure on the work of the group
 - will ensure that reports are made to the Board at the appropriate time according to the schedule for the work and in the agreed format
- will support the Chairman in presenting the reports to the Board

National Pharmacy Boards Standing Orders

1. Standing Orders and Protocol

- 1.1 The meetings of the English, Scottish and Welsh Pharmacy Boards of the RPSGB are regulated in accordance with these Standing Orders which Council shall agree from time to time. Amendments to these Standing Orders may be made only by the Council.
- 1.2 The National Pharmacy Boards shall operate within the protocol agreed by the Council, as amended from time to time. This protocol is intended to provide a framework for co-operation between the Council and the English, Scottish and Welsh Pharmacy Boards of the RPSGB and their respective secretariats.

2. Frequency of Meetings

- 2.1 The Boards shall generally meet four times a year at a date and place as it chooses, or as appropriate to the workload at a time.

3. Notice of meetings

- 3.1 The Secretary of the Board shall notify members in writing of the time, date and place of a meeting at least 7 days in advance of the meeting.
- 3.2 The Secretary of the Board shall publish details of the meetings and the agenda and the papers of the public business part of the meetings on the Society's website 4 working days in advance of each meeting.
- 3.3 Any further meetings, outside the agreed schedule, shall be notified in writing to the members of the Board by the Secretary of the Board upon the direction of the Chairman.

4. Business of the meeting

- 4.1 The business of the meeting of a Board shall be divided into public business, which shall be conducted in public, and confidential business, which shall be conducted in private.

5. Quorum

- 5.1 The quorum for each Board shall be set out in regulations.
- 5.2 No business shall be transacted at a meeting of a Board unless the specified number of members comprising a quorum are present.
- 5.3 If within half an hour of the time appointed for the meeting to commence, a quorum is not present, the meeting shall be dissolved.

6. Declarations of interest

- 6.1 All members of the Board shall complete, and keep up to date, a register of interests, gifts and hospitality. (A register of Council members' interests, gifts and hospitality is maintained separately and Council members who are members of a Board or who attend Board meetings will not be asked to supply a duplicate register entry.) The Secretary of the Board will keep the register of members'

- interests, which shall be available for Council members and members of the Board to see on request.
- 6.2 Declarations of interest relevant to items on the agenda shall be made at the start of the discussion of the item to which it relates.
- 6.3 In the event of a Board member not appreciating at the beginning of a discussion that an interest exists, the member should declare such an interest as soon as s/he becomes aware of it.
- 6.4 In any case of doubt the member should openly declare the possibility of interest.
- 6.5 The Chairman will rule on whether an interest is such as to prevent the member participating in discussion or determination of the matter.
- 6.6 If a Board member believes that another member present has a direct or indirect interest in an item for discussion and that interest has not been declared, s/he should inform the Chairman. The Chairman will establish whether or not there is an interest that should have been declared, and will if necessary make a ruling in accordance with rule 6.5 above.
- 6.7 If the Chairman declares an interest and it is considered by the Board that the Chairman should not be in the chair for that item, then the Vice-Chairman, or in her/his absence or inability to chair the meeting for that item, another member chosen by the Board, shall take the chair for the duration of the item.

7. Chairman and membership

- 7.1 The Chairman, Vice-Chairman and members of the Board, and those attending meetings in an ex officio capacity³ shall be appointed, elected or co-opted as set out in the Society's byelaws or regulations and supporting procedures or guidance.

8. Secretary

- 8.1 The Secretary to each Board shall be an employee of the Society.

9. Powers and accountability

- 9.1 The Boards are accountable to the Council.
- 9.2 The remits of the Boards are determined by the Council.
- 9.3 When establishing working groups, the Boards should use the standard remit as required for Council working groups.
- 9.4 A Board shall not carry out any activity outwith the Society's current agreed strategic objectives without the prior approval of Council.
- 9.5 A Board shall not carry out any activity requiring expenditure beyond that which has already been approved in the annual budget by the Council without the prior approval of Resource Management Committee and the Council.
- 9.6 The agendas and minutes for each Board shall be circulated to all Council members following approval by the Chairman, for the purposes of monitoring. In

³ Those attending in an ex officio capacity shall be entitled to attend Board meetings and contribute to discussions but shall not be entitled to vote.

addition, the agendas and minutes of each Board shall be circulated to all members of other Boards.

10 Minutes of Board meetings

- 10.1 The Secretary of the Board shall be responsible for the production of minutes which, when read in conjunction with the papers presented to the meeting, shall provide a correct and authoritative record of the meeting and shall be sufficiently detailed to provide an audit trail of issues discussed by the Board and the decisions taken.
- 10.2 The minutes of the previous meeting of a Board shall be agreed at the next following scheduled meeting.
- 10.3 Any inaccuracies in the minutes of the previous meeting should be drawn to the attention of the Secretary before the next meeting.
- 10.4 If there are matters arising from the minutes of the previous meeting these should be brought to the attention of the Secretary at least 48 hours before the next meeting in order that the Chairman can be briefed appropriately.
- 10.5 Questions relating to matters arising shall be allowed for the purposes of information only, and no debate on the decision outlined in the minutes shall take place.

11. Conduct of meetings

- 11.1 The Chairman of the Board shall preside at any meeting of a Board.
- 11.2 In the absence of the Chairman, the Vice-Chairman shall chair the meeting.
- 11.3 If the Chairman and the Vice-Chairman are absent from, or otherwise unable or unwilling to preside at a meeting, the members present shall, as the first business of the meeting, elect one of their number to preside at that meeting.
- 11.4 The Chairman's ruling on any question of order or conduct raised at a meeting will be final. Rulings by the Chairman will be made in accordance with the provision of these standing orders and the Code of Conduct for Council members.
- 11.5 In discussion of agenda items the intention is to reach agreement by consensus. The Chairman will conduct the meeting in such a way as to ensure that all members have the opportunity to contribute and that no member or members dominate the discussion. If there are a number of contributions supporting one viewpoint, the Chairman shall make an opportunity for those of differing views to contribute. There is no automatic right for all members wishing to speak to an item to be heard. If a general consensus emerges, then the Chairman may curtail discussion and seek agreement to the proposal. Where a consensus decision is reached the Chairman shall ask the Board to confirm this verbally.
- 11.6 No proposal to rescind any decision which has been agreed by the Board within the preceding four months shall be in order.
- 11.7 At the discretion of the Chairman, meetings of the Council may be held in the form of a teleconference or using other remote conference facilities which allow all Board members participating to hear and address one another. Such meetings will be deemed to take place at the location of the Chairman.

12. Any other business

- 12.1 The Chairman or Secretary of the Board should be informed in writing at least 48 hours before the meeting of any matter that is to be raised under Any Other Business.
- 12.2 Matters not raised with the Secretary or the Chairman prior to the meeting will not be discussed at that meeting but will be deferred and included in a future agenda.
- 12.3 The Chairman may exercise her/his discretion in allowing matters raised outside standing orders 12.1 or 12.2 above to be considered by the meeting.

13. Dealing with confidential matters

- 13.1 Confidential business is conducted in private and in the presence of relevant members of staff and, exceptionally, expert advisers to the Board.
- 13.2 On occasion, the Chairman may propose that an item under discussion is to be treated in total confidence, in which case members of the Board, those attending in an ex officio capacity and any external adviser present may be asked to sign an undertaking to maintain confidentiality. Staff present are bound to maintain confidentiality by the terms of their contract of employment.
- 13.3 The Board may, in the course of public business, decide that a particular item(s) should not be reported, for example when disclosure of particular information may be prejudicial. In these circumstances, the Board shall defer discussion of this item to confidential business, or shall ask those members of the public or observers present to leave the meeting for the duration of the discussion of the matter.
- 13.4 The Board may decide that decisions reached in confidential business should be put into the public domain. If such a decision is not taken then the discussion and decision(s) remain confidential.

14. Suspension of Standing Orders

- 14.1 Any Standing Order may be suspended in case of urgency by resolution of the Board carried by a majority of two-thirds of the members present and voting. In proposing the suspension of one or more of the Standing Orders, the member making the proposal must state the number of the Standing Order(s) and the length of the proposed suspension, e.g. until the conclusion of the item or 30 minutes.

15. Voting and recording of votes

- 15.1 Whenever possible agreement should be reached by consensus.
- 15.2 If a vote is necessary to resolve a debate it shall be determined by a simple majority of votes cast unless a member of the Board demands a ballot, being the collection of written votes at the meeting.

- 15.3 On the motion of a member of the Board, duly seconded, names of members of the Board voting for and against a recommendation or resolution and those abstaining from voting will be recorded.
- 15.4 The Chairman shall have a substantive vote and a second or casting vote in any case of an equality of votes.

16. Conduct of Board members

- 16.1 All members of the Boards, who are not Council members, shall be made aware of the Code of Conduct for Council members and shall conduct themselves in accordance with the provisions of the Code.

Procedure for the election of Chairman and Vice-Chairman

1. The election of the Chairman and Vice-Chairman will be held entirely in public business, with the voting recorded, at the start of business at the first formal meeting of the Board following the annual election of members to fill vacant places.
2. Each candidate standing for election as Chairman or Vice-Chairman shall make a declaration of interests at the time of her/his nomination.
3. The nomination and election procedures are set out below.
4. In the event that there is only one candidate nominated for any post, the Board will be asked to affirm that the person is duly elected.
5. The voting shall be reported to the Board and recorded in the minutes.
6. Once the elections have been completed, the names of the candidates, the names of the newly-elected Chairman and Vice-Chairman and the address submitted by the newly-elected Chairman will be published.

1. Chairman

- 1.1 Candidates for the position of Chairman should be nominated by a Board member and seconded by another Board member. All nominations must be received in writing by the Board's Secretary at least 11 days before the Board meeting at which the election is to take place, with a 12 noon deadline. The specific deadline for nominations in a given year will be communicated to Board members by the Board's Secretary.
- 1.2 Candidates for the position of Chairman are required to produce an address of up to 1,000 words outlining how they measure up to the job requirements and setting out their vision and objectives. This must be received by the deadline specified for nominations.
- 1.3 The names of those nominated and the names of the nominators will be circulated with the text of addresses to reach Board members by one week before the Board meeting.
- 1.4 The identity of candidates and the content of the addresses will be confidential to the Board until after the election has taken place.
- 1.5 The Board's Secretary will take the chair for the election of the Chairman. Voting will follow the procedure set out below.
- 1.6 The newly-elected Chairman may make a short statement following election.
- 1.7 The name of the newly-elected Chairman, the address s/he submitted and the names of all nominees will be circulated to the pharmacy press.

2. Vice-Chairman

- 2.1 The newly-elected Chairman will take the chair. At the Chairman's discretion, there may be a break of up to 15 minutes before nominations are invited for the position of Vice-Chairman.

- 2.2 Candidates for the position of Vice-Chairman should be nominated by a Board member and seconded by another Board member. There will be no supporting speeches for this position.
- 2.3 Voting will follow the procedure set out below.
- 2.4 The newly-elected Vice-Chairman may make a short statement following election.
- 2.5 The name of the newly-elected Vice-Chairman and the names of all nominees will be circulated to the pharmacy press.

3. Voting procedure

- 3.1 Nominations will close before the first vote is taken.
- 3.2 A blank ballot paper will be distributed to each Board member present.
- 3.3 The Board's Secretary will read the names of the candidates and invite each Board member present to write the name of his/her preferred candidate on the ballot paper. The papers will then be collected.
- 3.4 If one candidate has received the majority of the total votes cast, that person will be deemed to have been elected to the position concerned.
- 3.5 In the event that no candidate receives a majority of all votes cast in the first ballot, the candidate receiving the lowest number of votes in that ballot will be eliminated and the procedure set out in 3.2-3.4 above will be repeated. This procedure will be repeated until one candidate receives the majority of all votes cast.
- 3.6 If, in any ballot in which one candidate does not receive a majority of all votes cast, two or more candidates tie with the lowest number of votes, a separate ballot involving only those candidates will be held under the procedure set out in 3.2-3.4 above to decide which of these candidates is to be eliminated.
- 3.7 If, when there are only two candidates for a post, there is a tie in the ballot, a further ballot will be held under the procedure set out in 3.2-3.4 above. If there is still a tie after this second ballot, the Board meeting will be adjourned for five minutes and, on its resumption, nominations for the post concerned will again be called for. The procedure set out in paragraphs 2.2 and 2.3 above, as appropriate, will then be followed.

Generic role profile for Board members

Responsibilities

- Ensures that the Board fulfils its functions as set out in its remit and within the context of the Charter and legislation governing the Society.
- Contributes to decision-making in the interests of the public and the profession as a whole, putting forward ideas and building constructively on those of others.
- Takes decisions about the prioritising of activities based upon the importance of the issue to the Society and the availability of resources.
- Monitors implementation of decisions at a high level.
- Represents the Society's policies and views in a positive way.
- Communicates with the membership, representing the Society's views and policies through the branch structure and bringing back issues to help inform the Board's thinking.

Skills & knowledge

- Knowledge and understanding of the objectives and range of activities of the Society, the role of the Boards and Council and key stakeholders.
- Ability to think at a strategic level, understanding both the process of development and implementation of policy and the implications of strategic and policy decisions on the Society's resources.
- Analytical understanding and a logical approach to problem solving.
- Ability to see the external environment as others see it.
- Ability to promote the Society internally and externally in a positive and constructive way.
- Leadership ability, influencing others and taking decisions as necessary.
- Understanding of team member role, listens/works constructively with others.
- Specific skills to enhance professionalism including presentation (technical and practical), oral communication, interpersonal skills, summarising.

Personal qualities

- Accepts the need for collective responsibility for decisions taken.
- Works to achieve results and is willing to compromise in the name of progress.
- Respects the expert role of staff and others in advising the Board and consults as appropriate.
- Builds networks and relationships, developing a high level of interactive skills.
- Is open to new ideas, willing to learn and able to admit errors.
- Demonstrates a statesmanlike approach.
- Exercises diplomacy.

The role of the Chairman

The Chairman must be a pharmacist member of the Board. The Chairman is elected annually by the Board and may serve for a maximum of three consecutive years. If the Chairman ceases to be a Board member, s/he also ceases to be Chairman.

Responsibilities

The Chairman:

- i. Provides effective leadership of the Board;
- ii. Promotes the Society's strategy and policies in the public arena;
- iii. Leads the communication of the Board's decisions and activities to the membership;
- iv. Chairs all meetings of the Board;
- v. Ensures that the Board operates according to the agreed procedures;
- vi. Clarifies the objectives of the Board and how they will be achieved;
- vii. Manages time, ensuring adequate, but controlled, consideration of issues without jeopardising the completion of the agenda;
- viii. Ensures that clear and unambiguous decisions are taken by the Board, moving it towards its stated objectives and not towards the personal objectives of individual members;
- ix. Encourages Board members to take collective responsibility for what has been agreed;
- x. Regularly liaises with the Secretary and builds up a good working relationship with appropriate staff;
- xi. Ensures full participation of all Committee members including co-opted members and of the secretariat or staff members
- xii. Oversees the implementation of policy;
- xiii. Develops the Board as an effective team, resolving conflict;
- xiv. Assists the development of new Board members;
- xv. Contributes to general forward planning of agendas;
- xvi. Assists the Board to review and assess its performance;
- xvii. Approves the minutes of Board meetings in a timely manner;
- xviii. Deals with matters delegated by the Board; and
- xix. Deals with issues arising between meetings which require an urgent response. Where these concern new policy or a change to a previous Board decision, the decision and action taken should be subsequently ratified by the Board and, where appropriate, by the Council.

Skills & knowledge

- Good understanding of and interest in the role of the Board and knowledge of its subject area.
- Chairmanship skills including
 - managing the agenda – preparation, control of time, focus on key issues, building consensus, taking decisions, summarising
 - directing impartially to facilitate an outcome
 - appraising progress on implementation of past decisions.
- Understanding the Board as a team, interacting sensitively with and listening to its members, building on individual strengths.
- Influencing as necessary.
- Analytical understanding and a logical approach to problem-solving.

Personal qualities

- Awareness of when issues are inappropriate for Board discussion.
- Confident to ask for support to learn, and come up to speed, on new issues.
- Team-worker, puts team before self.
- Networker, builds relationships and develops high level of interactive skills.
- Demonstrates effective leadership.
- Exercises diplomacy.

The Chairman and Secretary are jointly responsible for preparing for meetings and for monitoring the implementation of decisions. The conduct of the meeting itself is the responsibility of the Chairman, advised where appropriate by the Secretariat. The implementation of Board decisions is the responsibility of the Secretary and other relevant members of staff.

The Chairman and Secretary should maintain effective communication outside Board meetings to ensure appropriate monitoring of implementation of decisions, briefing, forward planning, and discussion of any major topics or difficulties that have arisen and require the Chairman's attention.

The role of the Vice-Chairman

The Vice-Chairman must be a pharmacist member of the Board. The Vice-Chairman is elected annually by the Board and may serve for a maximum of three consecutive years. If the Vice-Chairman ceases to be a Board member, s/he also ceases to be Vice-Chairman.

The role of the Vice-Chairman is to deputise for the Chairman in his absence. Either the Chairman or Vice-Chairman should attend a briefing meeting with the Secretary before a Board meeting, depending on who is chairing that meeting. In addition, the Vice-Chairman should support the Chairman in fulfilling the Chairman's functions.

Effective lay and pharmacy technician involvement in the work of the National Pharmacy Boards

The RPSGB Council approved the following statements at its meeting in June 2006 as ensuring effective lay and pharmacy technician involvement in the work of each Board:

Scottish Pharmacy Board

The Scottish Executive reconfirmed its commitment to involve pharmacy technicians and lay people in the work of the Scottish Pharmacy Board at its meeting on 19 April. The exclusion of pharmacy technicians in Scotland from the draft Pharmacists and Pharmacy Technicians Order had reinforced the need to engage with technician representatives, building on the Chairman's presentation at the Scottish Pharmacy Technicians Conference in December 2005.

On 4 May the Vice-Chairman and Director met representatives of the APTUK and explored its aims and organisation, identifying how it gathered and represented the views of pharmacy technicians in Scotland and ways in which the Scottish Executive/Pharmacy Board could establish and maintain constructive dialogue and joint working. The meeting was mutually beneficial and provided a sound platform for further development.

In relation to involvement of lay people, the Executive noted that the lay member of Council resident in Scotland is an *ex-officio* member of the Scottish Executive and this arrangement would be continued for the Scottish Pharmacy Board. The Scottish Executive already has well-developed links with several patient representative groups in Scotland. The Contact Programme developed as part of its Communications Plan had identified other groups that it would be useful to involve and the Executive's Communications Working Group will develop proposals for establishing and sustaining effective relationships. It is anticipated that the Society's PPI Strategy will assist this work by clearly identifying areas of the Society's activities where public and patient involvement would be most beneficial and mechanisms for achieving effective engagement.

Welsh Pharmacy Board

The Welsh Executive will ensure appropriate involvement in the Welsh Pharmacy Board through a number of means. For pharmacy technicians involvement is through an elected position on the Board. For lay input the Lay Council member from Wales will sit formally in *ex officio* capacity but this input will be supported by other lay involvement through the implementation of the PPI strategy.

English Pharmacy Board

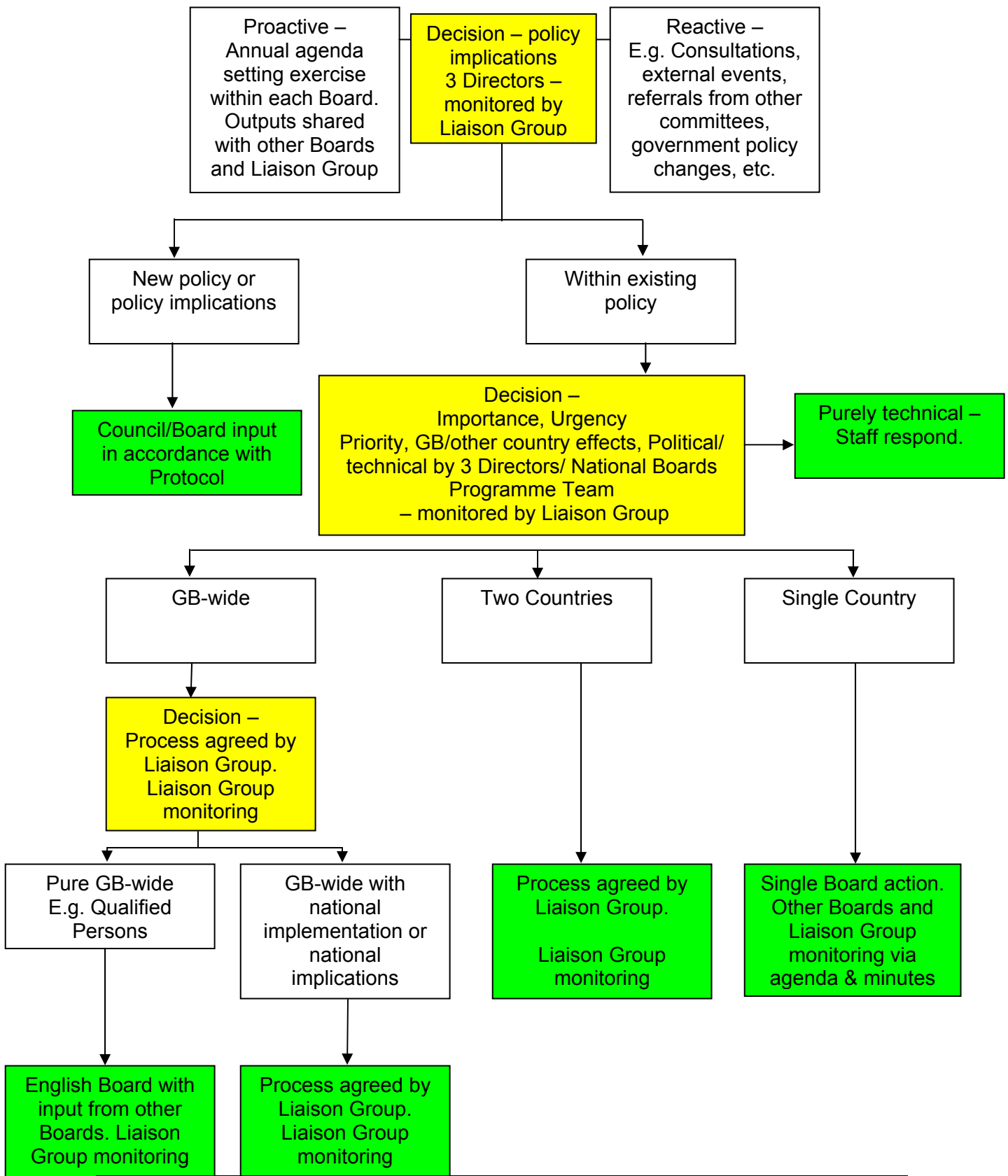
Boards can be kept small but set up forums to consider specific issues.

Boards will not operate in isolation but will work with representative groups from all sectors and they can bring in external expertise and knowledge if they want.

The English Pharmacy Board will aim to involve pharmacy technicians in the work of the board through a range of means, including consulting the APTUK where appropriate, and/or invitations to pharmacy technicians to attend meetings where there are relevant items.

It is expected that the Society's strategy for Patient and Public Involvement (PPI), once developed, will inform the work of the English Pharmacy Board.

National Pharmacy Boards – process map for dealing with practice issues



Notes

This diagram maps the key decision points that will dictate where and how a piece of work will be undertaken.

1. The National Boards Programme Team

It is recognised that the three Directors and the Chairs of the Boards will need to develop close working relationships. The Directors will need to meet (physically, by teleconference or by videoconference) on a regular basis, probably every month to address prioritisation and work planning issues specifically. On a number of issues that affect more than one Board there will be a need for the Directors and Chairs to discuss the process and decision-making arrangements for pieces of work.

It is, therefore, proposed that the Directors and Chairs of the Boards form a group to be called the National Boards Programme Team. This group will also meet (physically, by teleconference or videoconference) on a regular basis, probably at least quarterly initially.

2. Routing of Issues

Issues will be raised either proactively through a business planning process or reactively through events external to the Boards. Reactive issues may occur through in-year horizon scanning or through external events such as consultations, approaches from external organisations or referrals from other Society committees.

Each issue will need to be analysed and key decisions made that will affect how and where it is dealt with. The first decision that needs to be made is whether the issue is within the remit of the Boards and whether it is within existing Council policy. This decision will initially be made by the three Directors and monitored by the Liaison Group.

3. New Policy or policy implications

If the issue either requires the development of new policy or has implications for existing policy (e.g. removal of prescription charges in Wales), the issue will be dealt with as described in the agreed Protocol.

Decisions within policy

If the issue is within policy, further decisions need to be made about the relative importance, urgency, priority, political/technical nature of the issue and the effects on the three countries. The initial decision on these aspects of the issue will be taken by the three Directors at their monthly liaison meeting with more urgent items being dealt with between meetings by e-mail, teleconference or videoconference.

Depending on the urgency and importance of the issue, the Directors may involve the National Boards Programme Team in the decision-making process. This will be for on-going discussion between the Directors and Chairs of the Board over the level of Chairman's input to this stage of the process.

These decisions will be monitored by the Liaison Group.

Equal Opportunities Policy

1. Policy Statement

The Society believes that all decisions about people at work should be based on the individual's abilities, skills, performance and behaviour, and the Society's business requirements. Questions of an individual's race, ethnic origin, colour, gender, marital status, age, religion, membership or non-membership of a trade union or sexual orientation are never relevant to its business. Issues of disability should only be considered against the particular requirements of the job.

The Society's equal opportunities policy applies to decisions about recruitment, selection, promotion, training and development, pay, employment benefits, discretionary or otherwise, conditions of employment and the allocation of work to employees in all parts of the Society and at all levels.

The Society's equal opportunities practices and policies must be strictly adhered to by all employees. Discrimination, abuse, or failure to observe Society policy and practice may result in disciplinary action being taken, including summary dismissal in serious cases.

2. Harassment

The Society wants to provide an environment which respects the dignity of individuals at work. Harassment, victimisation or bullying of individuals based on any of the issues listed in the Equal Opportunities Policy statement above is neither permitted nor condoned by the Society.

Harassment may involve unwanted/unnecessary physical contact, words, writing or pictures; or isolation or non co-operation, coercion or intrusion by pestering or spying. Any of these behaviours will always be viewed extremely seriously, and a single serious incident can result in summary dismissal for gross misconduct.

3. Responsibility for the Equal Opportunities Policy

All employees are expected to act in accordance with this policy. They must be aware of the implications of equal opportunities legislation when carrying out their duties. Employees contravening this policy may face disciplinary action, and may also find themselves required to pay compensation as a result of legal action taken against them by aggrieved individuals.

4. Complaints of discrimination

If employees believe that the Equal Opportunities Policy is not being followed and informal attempts to resolve the issue have failed or are inappropriate in the circumstances, the matter should be raised through the Grievance Procedure (see Section 11, 'Resolving Problems').

Employees may always contact their manager or the Human Resources Division, formally or informally, and in confidence if they wish, to discuss their situation. It is helpful to raise these problems at an early stage.

5. People with Disabilities

The criteria, which the Society applies to prospective employees who are disabled, are that they should be capable of filling the post to a satisfactory standard and without endangering themselves or other people. The Society will

attempt to make reasonable adjustments to promote job opportunities and remove barriers for people with disabilities or for employees who become disabled.

6. Equal opportunities monitoring

In order to measure the success of the policy, equality monitoring is undertaken for all Society employees and prospective employees. The statistics produced are published annually.

7. Equal Opportunities Training

All employees should gain an understanding of the Society's Equal Opportunities Policy and the Society will endeavour to cover this area as part of each new employee's induction programme. Employees should request training on the implications of equal opportunities if they need clarification on any of the points raised in this document.

Harassment and Bullying Statement

1. Introduction

The Society considers that all staff, Council Members, Board and Committee members have the right to be treated with dignity and respect at work and will seek to ensure that the working environment is sympathetic and conducive to effective job performance.

This statement sets out what is defined as being harassment, bullying and victimisation. It also describes the personal conduct expected of all Society Council Members, Board and Committee members, members of the Society engaged on Society business, staff, contractors, and visitors when interacting with others.

The Society is committed to providing a working environment that enables people of all backgrounds and interests to work together and to achieve their potential. To ensure that this can happen the Society does not tolerate any form of harassment, bullying or victimisation. All allegations of such behaviour will be investigated fairly and promptly. All complaints will be handled under the Code of Conduct for Council Members or the Disciplinary procedures for staff members. Everybody needs to be responsible for challenging all forms of harassment and for respecting the dignity of all individuals.

2. The legal position

Employers have a duty of care for all their employees. If the mutual trust and confidence between employer and employee is broken, which can occur when bullying or harassment take place, then the employee can resign and claim 'constructive dismissal' on the grounds of breach of contract. Breach of contract may also arise from a failure to protect an employee's health and safety at work under the Health and Safety at Work Act 1974, and persistent bullying and harassment typically involves the causing of psychological harm, so amounting to a failure of the duty to protect health and safety. Harassment and bullying may also be a breach of discrimination legislation and, in addition, are covered by the Criminal Justice and Public Order Act 1994. Employers and/or the individual harasser or bully may find themselves facing fines, compensation and possibly a jail sentence.

3. What is harassment?

Harassment is unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.

It is not just an individual whose behaviour may be perceived as harassment – groups of people may pick on, harass or bully someone.

4. What is bullying?

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, or an abuse or misuse of power, which undermines, humiliates, denigrates or injures the recipient. It can manifest itself in a variety of ways. A person in authority can bully a subordinate, a colleague can bully a peer or a group can bully an individual. Bullying is insidious and undermines the ability and confidence of the person who is suffering from it.

Bullying is **not** legitimate, constructive, justifiable and fair criticism of an employee's performance or behaviour at work through the appropriate line management channels with appropriate guidance on proper standards and how to achieve them.

In practice it is sometimes difficult to distinguish between bullying and harassment. Both are about the abuse of power – whether by use of physical strength, behaviour and attitude, or position of authority. If issues of gender, race, disability, sexual orientation, religion or belief are involved, then this would be a form of direct discrimination and therefore unlawful.

5. Responsibility

Everyone has the responsibility to respect the dignity of others by ensuring that:

- our own behaviour does not constitute harassment in any of its forms
- we do not condone, either actively or passively, the unacceptable behaviour of others
- when we see unacceptable behaviour taking place we take action to stop it and inform the appropriate authority.

6. Relationships between Council members and staff

Further guidance on the relationship between Board members and staff is provided in Sections 8 and 9 of the Boards Governance Handbook and in the Code of Conduct for employees.

7. Responsibilities of managers

Managers within the Society have a responsibility to ensure bullying and harassment do not occur in areas under their control. If managers believe that this might be the case, they should take immediate action as it is helpful to tackle these issues at an early stage. The Society will provide training to managers on dealing with this sensitive issue.

8. Complaints of bullying or harassment

Any individual's complaint of bullying or harassment will be investigated promptly and objectively and the complaint will be taken seriously. The incident will be handled fairly, confidentially and sensitively. The Society will protect any individual who brings a complaint in good faith from victimisation or retaliation.

9. Procedures

Any complaint against a Board member will be handled under the Code of Conduct for Council Members. The Code can be found at section 10 of this handbook and the procedure is set out in Section 10 of the Council Governance Handbook, Conduct of Council Members.

Complaints against employees will be handled through the Society's grievance procedure as set out in the Employee Handbook, Section 11, Resolving Problems.

Register of Interests, Gifts and Hospitality

The purpose of this register is to enable members of the national Pharmacy Boards to make a clear declaration of any interests, gifts or hospitality that could, or could be thought to, affect their performance of their Council duties. Declaration of an interest does not necessarily prevent a member of a national Pharmacy Board from speaking on a subject related to that interest, but it ensures that there can be no perception that the member may be seeking improperly to influence Board decisions for personal benefit. . Declarations of interest should include interests of close family members where such may be relevant. Each member of a Board is responsible for ensuring that any amendment to the Register is made.

The Register is available for inspection by members of the relevant Board at any time. As required by the Freedom of Information Act 2000, declarations of interest are available to the public. It is intended that the declarations will be available on the Society's website in the near future.

For clarity, if you have nothing to register for any section it is necessary to make a nil declaration by writing "Nothing to declare" or "None" under each relevant heading.

PART A

Register of Interests

Name:

1. **EMPLOYMENT:** Please list full and part time employment, giving details of employer and nature of duties, including
 - Paid directorships of companies (public or private)
 - Full time paid employment, including self-employment
 - Part time paid employment, including self-employment
2. **OFFICES HELD FOR WHICH YOU ARE PAID:** Please list offices held for which you are paid, e.g. Chairman, member, etc.. Where this includes membership of organisations associated with health or healthcare, science or pharmaceutical education, or other public service offices please indicate the nature of such membership and any office held.
3. **OTHER PAID ACTIVITY:** Please include consultancies, self employed work (contract work), and contributions to professional and scientific publications for which you are paid.
4. **SPONSORSHIP:** Please include any awards, sponsorship, bursaries, grants for research, etc.
5. **UNPAID ACTIVITY:** Please include membership of organisations, committees, etc associated with health or healthcare, science or pharmaceutical education, or

other public service offices, which are not listed above and for which you are NOT paid.

6. **FAMILY INTERESTS:** Please list any financial interests of yourself or close family members that might be considered relevant to your position as a member of a national Pharmacy Board.
7. **BENEFICIAL INTERESTS IN SHAREHOLDINGS:** Please list the names of companies or other bodies in which you have, either on your own behalf or on behalf of, or with, a spouse or infant children, a beneficial interest in shareholding of a nominal value greater than one-hundredth of the issued share capital

Signed

Date

Revised on

PART B

Register of Gifts and Hospitality

Members of national Pharmacy Boards should make a Register entry to disclose any substantial gift or hospitality received. It is not necessary to record gifts with a value of less than £50, or hospitality such as a light sandwich lunch, or a simple reception, nor events to which all members of the relevant national Pharmacy Board are invited. A separate Register entry should be made every time the benefit provided is substantial and could therefore be perceived as having an actual or potential influence on the conduct of a member of a Board.

Additional copies of this page are available from the relevant Board Secretary.

Name:

Date of Acceptance:

Received from:

Gift/ Hospitality received:

Date recorded:

Signature:

Travel outside the UK

The following criteria and general principles apply universally to all travel outside the UK.

1. Criteria

Each meeting/visit must

- be in the interests of pharmacy in [relevant country];
- be within budget;
- follow the agreed procedure.

2. Principles

The budget for each Board is held by the relevant national Director. The Resource Management Committee considers requests for Board members to travel outside the UK and, within the agreed guidelines makes a recommendation to the Council for final approval of requests.

- a) All requests for travel by Board members to be funded by the Society should be directed to the Resource Management Committee stating:
 - The title/purpose of the meeting
 - The frequency if on-going
 - The rationale for attendance
 - Estimated cost/budget allocation
 - Arrangements for itinerary
- b) Where official funds are used there must be an official briefing prior to the visit and a report on return.
- c) All arrangements should be made through the office where possible. Exceptionally where the arrangements are not made through the office, these should be confirmed with the relevant national Director prior to departure.
- d) Spouses should not attend at the Society's expense, although there may be certain instances where a special case could be made e.g. due to diplomatic considerations. Spouses may, however, attend at their own expense.