RPS Governance Handbook
2017 - 2018
HOW THE RPS IS GOVERNED

The Royal Pharmaceutical Society is incorporated by Royal Charter.

As the primary governing document, the Charter sets out in broad terms the Society’s purpose, its membership and how it is to be governed by its members.

The objects of the Society, as set out by Article 2 of the Charter, are:

(1) to safeguard, maintain the honour, and promote the interests of pharmacists in their exercise of the profession of pharmacy

(2) to advance knowledge of, and education in, pharmacy and its application, thereby fostering good science and practice

(3) to promote and protect the health and well-being of the public through the professional leadership and development of the pharmacy profession

(4) to maintain and develop the science and practice of pharmacy in its contribution to the health and well-being of the public.
GOVERNING DOCUMENTS

i) Royal Charter

The Charter was first granted in 1843. The current Supplemental Charter was granted to the Society in 2004 and subsequently amended in September 2010. It provides the Society with a legal identity and certain powers and together with the Regulations and Governance Handbook forms the Society’s governance framework, setting out its roles and responsibilities.

The Charter defines eligibility for membership of the Society and sets out that control of the Society’s affairs shall be vested in its Members and Fellows. It requires that more detailed provisions with respect to governance and membership be set out in a subordinate document, the Regulations, and that members should be able to make representations on the contents.

Any changes to the composition of the governing body of the Society (ie the Assembly), or the creation of any additional categories of membership of the Society, along with any major changes to the Society or any other changes to the overall content of Charter require a Special Resolution to be passed. This requires the support of at least 2/3 of the Members and Fellows and will then lead to a formal petition to the Privy Council for permission to amend the Charter.

ii) Regulations

The Charter sets out that the Assembly shall have power to make, amend, add to or revoke regulations for any purpose relating to the governance, management or functions of the Assembly or the Society.

Any changes to the content of the regulations must be ‘gazetted’ in draft for sixty days prior to adoption in order for representations from the Membership to be solicited.

iii) Schedule to the Regulations

The various schedules to the Regulations are not themselves Regulations and may therefore be amended form time to time by or on behalf of the Assembly.

iv) Governance Handbook

The Governance Handbook describes and explains the governance framework of the Society and sets out the policies and procedures which underpin how the Society operates and which are to be adhered to by members.

It is formally adopted by the Assembly annually, and additions/amendments may be adopted and take effect immediately they are minuted. Should the Assembly not adopt the Handbook in any year, the version agreed most recently remains applicable.

v) Strategy

The RPS strategy 2016-2021 sets out the Society’s six strategic goals for the next five years. It has been developed and agreed by members of the Assembly in collaboration with the three National Pharmacy Boards pharmacy boards.
GOVERNING BODIES

The Charter sets out that the overall strategic direction and organisational governance and direction of the Society will be provided by the Assembly. The Charter also provides for the maintenance of three National Pharmacy Boards which will provide advocacy, support and strategic leadership for pharmacy practice and developments with England, Scotland and Wales.

The three National Pharmacy Boards set the agenda at a national level, focussing on issues that matter to the Society’s members. The Boards have the responsibility for interpreting and developing policy nationally, as well as overseeing the delivery of member services locally.

Within the Society there is a clear separation between the role of governance bodies and that of the management and staff. Governance bodies are responsible for setting strategy and broad objectives and do not therefore become involved in operational matters.

The Chief Executive, Directors and staff are not members of governance bodies. Other members of the Executive, the Chief Executive and other staff as appropriate attend meetings of the Assembly and have the right to speak but under the constraint of the Chair. Their participation in strategic planning meetings is particularly important.

Governance Structure

i) Assembly

The Assembly is the governing body of the RPS. It’s overarching purpose is to ensure that the Society is led and governed effectively in pursuit of its Charter objectives and provide full fiduciary oversight. It maintains the overall strategic direction on all GB-wide issues and is responsible for the sound financial management of the Society. Full fiduciary and budgetary control sits with the Assembly.

Its main tasks are therefore to:

- agree the values, tone and ethos of the Society
- enhance and protect the reputation of the Society and the profession
• agree the overall strategic direction and top level objectives of the Society, including European and other international dimensions
• allocate resources
• delegate authority to other governance bodies
• monitor performance and ensure conformance
• account to the membership
• oversee membership critical issues
• appoint and direct a Chief Executive
• set broad objectives for the Chief Executive (who in turn delegates authority to the appropriate Director for implementing)

In order for the Assembly to discharge its fiduciary responsibilities, there are some aspects of internal control that the Assembly reserves to itself:

• employment of the staff
• ensuring internal finance and other processes are appropriate and being followed in practice
• making appointments to governance bodies where these are not filled by election.

The Assembly also acts as Trustee to certain charitable funds.

The Assembly has the authority to establish or dissolve boards, committees and other standing or ad hoc bodies including bodies to advance professional leadership and bodies to provide appropriate expert advice to the Assembly or to support the development of the profession, and to delegate powers and functions to them, or to officers, individual or groups of individuals.

The meetings of all committees of the Assembly shall be regulated in accordance with the individual committee terms of reference which the Assembly shall agree. Amendments to the terms of reference shall only be made by the Assembly.

Composition

The Assembly is led by the President and the Charter makes provision for the composition of the Assembly as follow:

• 11 elected members appointed from the Boards:
  • EPB Chair and Vice Chair
  • 5 elected members of the EPB
  • SPB Chair
  • 1 elected member of the SPB
  • WPB Chair
  • 1 elected member of the WPB
  • 1 Pharmaceutical Scientist
  • 1 Academic
  • 1 Lay
  • Chair of Audit & Risk Committee (observer)

Meetings are held three times a year, normally in March, July and November. Standing orders covering the conduct of Assembly meetings can be found at Appendix K.
ii) National Pharmacy Boards

The Charter dictates that the Assembly shall maintain an English, Scottish and Welsh Pharmacy Board to reflect devolved powers and responsibilities for health and other relevant matters.

The Boards lead the agenda for the profession at a national level and are able to focus on the issues that matter to members in each of the countries. The Boards have responsibility for interpreting and developing policy and for overseeing the delivery of members services locally.

The Boards therefore undertake to:

- inform the Assembly in developing the Society’s strategy by advising on likely developments affecting pharmacy in the individual countries or on a GB basis
- provide strategic leadership, advocacy and support for pharmacy practice development in the individual countries or on a GB basis
- lead the implementation of the Society’s strategy by developing and implementing associated policies in the individual countries on behalf of the Society as a whole
- promote the science and practice of pharmacy and its contribution to health
- provide professional advice to government and its agencies, NHS bodies, and other health and social care organisations in the individual countries or on a GB basis
- guide and support the Society’s Local Practice Forums (LPFs) in the individual countries and informs LPFs strategic developments across GB
- support pharmacists in their professional roles in the individual countries
- maintain an overview of current and possible future developments impacting upon the science and practice of pharmacy in the individual countries
- set policy and objectives for the individual countries within the overall strategy and ask the National Director to implement them.

Role of the Boards in Policy

- The Board agrees policy positions, commissioning work as appropriate
- Staff draft submissions to external bodies based upon agreed policies, consulting with the Board and other stakeholders as appropriate
- External submissions are approved by the Chair of the Board or designated alternative and circulated to the Board for information and dissemination as agreed
- Staff agree joint policy positions and statements with other bodies, consistent with the Board’s policy
- Staff promote and communicate policy as appropriate in support of the Board’s and Society’s communication plan, keeping the Board informed as appropriate
- The Board reviews formulation and pursuit of policy for effectiveness

Role of the Boards in Professional Support

- The Board agrees objectives for programmes of professional support of pharmacy to be delivered at a national level and at GB level on behalf of other National Boards
- Staff devise and implement programmes of professional services, commissioning external agencies as appropriate
- The Board reviews programmes for effectiveness

Board Responsibility for other bodies

- The Board oversees the local engagement mechanisms within the relevant country
- The Board provides guidance to reporting bodies and any other governance bodies allocated to it under delegated authority from the Assembly, annually reviews such bodies for effectiveness, approves their business plans and allocates funds as appropriate.
The Board may also itself establish limited lifetime working groups within existing budgets as required to deal with specific issues.

**Accountability**
National Board Chairs (or other National Board Assembly member) account to the Assembly by provision of a brief summary report (and such other reports as the Board deems appropriate or may be required) at each Assembly meeting on the directive and decision of their Boards.

Policy making at the national level is the responsibility of the individual National Pharmacy Boards who shall be accountable to the Assembly in accordance with such protocols as may be issued by the Assembly. No Board policy should be contrary to any overarching, GB-wide, policy.

**Composition**

**a) English Pharmacy Board**
- 14 elected members from any sector of employment
- one person may also be co-opted by the EPB for a period not exceeding three years as may be determined by the Board.
- ex-officio – President

Government Chief Pharmaceutical Officer may be invited to specific meetings. LPFs to be invited to send observers to meetings.

**b) Scottish Pharmacy Board**
- 11 elected members from any sector of employment
- up to two people may also be co-opted by the SPB for a period not exceeding three years as may be determined by the Board.
- ex-officio – President

Government Chief Pharmaceutical Officer may be invited to specific meetings. LPFs to be invited to send observers to meetings.

**c) Welsh Pharmacy Board**
- 11 elected members:
  - 5 Community to include a locum and an employee
  - 2 Hospital
  - 1 primary care/public health
  - 3 elected unreserved members
- up to two people may also be co-opted by the WPB for a period not exceeding three years as may be determined by the Board
- ex-officio – President

Government Chief Pharmaceutical Officer may be invited to specific meetings. LPFs to be invited to send observers to meetings.
GOVERNING ROLES

The Officers of the Society are the President and the Treasurer.

i) President

Role

The President provides leadership of the Assembly and promotes the Society’s agreed strategy and policies for the professional leadership of pharmacy in the public arena. The President will ensure that the Assembly collectively considers policy and strategy in accordance with the Society’s Charter objectives.

The President has the authority to:

- deal with issues arising which require an urgent response which it is not possible for the Chairs’ and Officers’ Group to deal with. Where this concerns new policy, actions would be subsequently ratified by the Assembly as appropriate
- deal with matters delegated by the Assembly

The President will adhere to the Code of Conduct for Members of Governance Bodies and is held to account by Assembly members via the process outlined in Appendix O.

Duties and Functions

- To chair all meetings of the Assembly
- To provide a report on Presidential activity at each Assembly meeting
- To encourage open, informed and respectful debate amongst Assembly members
- To ensure that the Assembly is open and transparent in its dealings and is collectively accountable for its decisions
- To lead the communication of the Assembly’s strategy to the membership
- To be responsible for the good governance of the Assembly
- To chair all meetings of the Chairs’ and Officers’ Group
- To preside at all General Meetings of the Society
- To act as an ambassador in representing and furthering the Assembly’s interests in the public arena
- To represent and further the views of the Society at meetings with Ministers, leaders of other professions, and other pharmacy bodies on Great Britain, United Kingdom and European matters
- To represent the Society at appropriate meetings, including overseas
- To ensure that the Assembly demonstrates an awareness and commitment to equality and diversity in its actions
- With Assembly agreement to appoint and, if necessary, to terminate the appointment of the Chief Executive Officer
- To preside over Conduct Scheme hearings

Eligibility for Office

The President will be a member of the Assembly and a pharmacist.
Skills set for role of President

In order to conduct this role, the President should have a thorough understanding of the Society’s activities and of the political and business environment in which it operates, have good interpersonal skills that allow for a productive and effective non-executive working relationship with the Chief Executive, National Board Chairs and members of Assembly, and be able to make strategic level contributions to Assembly discussions on all issues.

A nationally respected leader of, and ambassador for the profession, it is desirable that the President has had successful experience of effectively leading and inspiring teams, influencing decision makers at the highest level and chairing meetings at least at Committee/Board level.

The President should be able to commit the time required to fulfil the role.

The procedure for nomination and election of the President is found at Appendix D.

Term of Office
The President is elected biennially, with the term of office running for two years from the first Assembly meeting held after the Annual General Meeting in the requisite election year.

The second year of office shall be served by ‘confirmation’ of the Assembly members at the July Assembly meeting in the year after election [see Appendix E].

The President shall hold office so long as s/he is a member of Assembly, elected to/confirmed in the position. If s/he is not re-elected to their respective National Board, there will be a short period when the Society will have no President. If such a situation should occur the Assembly has agreed that the situation would be managed.

It would normally be expected that the President would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before standing for the same post again.

ii) Treasurer

Role
The Treasurer monitors the implementation of the Society’s financial resource strategy and accounts to the membership for that, including:

- allocation of resources against strategic priorities
- financial performance against budget
- asset strategy
- reserves and investment policies

The Treasurer will adhere to the Code of Conduct for Members of Governance Bodies and is held to account by Assembly members via the process outlined in Appendix O.

Duties & Functions

- attend and provide a report on activity at each Assembly meeting
- attend and report to the Audit and Risk Committee
Eligibility for Office

The Treasurer will be a member of Assembly and a pharmacist.

Skills set for role of Treasurer

In order to conduct this role, the Treasurer should have a thorough understanding of the Society’s activities and of the business environment in which it operates, have good interpersonal skills that allow for a productive non-executive working relationship with the Chief Executive and the Finance Director; and be able to make strategic level financial contributions to Assembly discussions on financial and economic issues; this would include bringing an external business perspective. It is desirable that the Treasurer has had successful experience directing an organisation/business and has an understanding of common financial reports.

The Treasurer should be able to commit the time required to fulfil the role.

The procedure for the nomination and election of the Treasurer is found at Appendix D.

Term of Office

The Treasurer is elected biennially, with the term of office running for two years from the first Assembly meeting held after the Annual General Meeting in the requisite election year.

The second year of office shall be served by ‘confirmation’ of the Assembly members at the July Assembly meeting in the year after election [see Appendix E].

The Treasurer shall hold office so long as s/he is a member of Assembly and elected to/confirmed in the position.

If s/he is not reappointed to the Assembly or not re-elected to the Board, there will be a short period when the Society will have no Treasurer. If such a situation should occur the Assembly has agreed that the situation would be managed.

It would normally be expected that the Treasurer would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before standing for the same post again.

iii) National Pharmacy Board Chairs

Role

The National Board Chairs provide leadership for the profession in their respective country.

Duties & Functions

- To chair all National Board meetings for the relevant Country
- To attend all Assembly meetings
- To attend all Chairs’ and Officers’ Group meetings
- To attend all Remuneration Committee meetings
• Ensure that, in reaching decisions, the National Board takes proper account of the Society’s strategy, opinions of members, guidance from other bodies in governance and staff, and any implications of decisions for the two other National Boards
• Take responsibility for the good governance of the National Board
• Promote effective working relationships between the National Board and President, staff, other National Board Chairs and Assembly members;
• To represent and further the views of the Society at meetings with Ministers, leaders of other professions, and other pharmaceutical bodies on the relevant Country matters

The Board Chairs will adhere to the Code of Conduct for Members of Governance Bodies and are held to account by Assembly members via the process outlined in Appendix P.

Eligibility for Office

The National Pharmacy Board Chair will be an elected member of the relevant National Pharmacy Board.

Skills set for role of National Board Chair

In order to conduct this role, the Board Chair should have a thorough understanding of the Society’s activities and of the political and business environment in which it operates, have good interpersonal skills that allow for a productive and effective non-executive working relationship with the Chief Executive, President, other National Board Chairs and members of Assembly, and be able to make strategic level contributions to Assembly discussions on all issues.

A nationally respected leader of, and ambassador for the profession in the relevant country, it is desirable that the Chair has had successful experience of effectively leading and inspiring teams, influencing decision makers at the highest level and chairing meetings at least at Committee/Board level.

The Chair should be able to commit the time required to fulfil the role.

Term of Office

The National Board Chair is elected biennially, with the term of office running for two years from the first formal Board meeting following the annual election of members to fill vacant places.

The second year of office shall be served by ‘confirmation’ of the Board members first formal Board meeting following the annual election of members to fill vacant places in the year after election [see Appendix H].

The Chair shall hold office so long as s/he is a member of the relevant National Board, and elected to/confirmed in the position.

The procedure for nomination and election of the National Board Chairs is found at Appendix G.

It would normally be expected that the Chair would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before standing for the same post again.
iv) Assembly Members

a) Appointed Assembly Members

The Charter establishes that there shall be three appointed Assembly Members (Pharmaceutical Scientist, Academic and Lay member) who will contribute to discussions from their own experience and understanding of the Society’s and the Assembly’s functions.

The Appointed Assembly Members will adhere to the Code of Conduct for Members of Governance Bodies and are held to account by Assembly members via the process outlined in Appendix O.

Lay Member

Role

The Lay member of the Assembly should be committed to the role of Pharmacists and Pharmacy in improving the health of the nation. They should view issues brought to the Assembly from a patient’s and member of the public’s perspective and should hold members of the Assembly to account for their decisions/actions from this perspective.

Duties & Functions

- To attend all meetings of Assembly
- To attend all meetings of Audit & Risk Committee
- To attend all meetings of Remuneration Committee

Eligibility for Office

The Lay member must be a person who is not a Pharmacist or a member of the Society.

Skills set for Lay member

- aware of the profession’s views
- able to think and plan ahead, and to understand and contribute to the needs of the organisation
- experienced in health, consumer or related issues
- credible with the public and profession
- a good communicator – able to put views across clearly, persuasively and sensitively
- effective in holding to account – tough enough to hold others to account for their performance but realistic enough to accept being held to account for their own
- a sharp and clear thinker who can assimilate information quickly and flexibly
- able to demonstrate sound judgement – able to weigh up evidence and analyse ideas before reaching an independent and objective conclusion
- committed to upholding the Nolan principles of public life

Term of Office

The procedure for nomination and appointment of the Lay member is provided at Appendix F.

The Lay member shall be appointed for a period of two years, with the second year to be served by ‘confirmation’ of the Assembly members at the July Assembly meeting in the year after appointment and will follow the process set out for the confirmation of the second year of term of office for Officers [see Appendix E].
It would normally be expected that the Lay member would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before applying for the same post again.

**Pharmaceutical Science Member**

**Role**

The Pharmaceutical Scientist representative has particular responsibility to keep the Assembly informed of pharmaceutical science and research matters of importance to the Royal Pharmaceutical Society and its membership.

**Duties & Functions**

- attend all meetings of Assembly
- ex-officio membership of the Pharmaceutical Scientist Expert Advisory Panel (PS EAP)
- liaison with pharmaceutical scientist groups external and internal to the Royal Pharmaceutical Society around matters to do with pharmaceutical science and research
- liaison with the internal Royal Pharmaceutical Society Science and Research Team around matters to do with pharmaceutical science and research
- involvement in all aspects of communications work around pharmaceutical science and research, with a particular emphasis on communication to the membership and the wider public
- raising media and public awareness of the contribution that the pharmacy science and research makes to healthcare and to help raise the profile of the role of the Royal Pharmaceutical Society

**Eligibility for office**

The Pharmaceutical Scientist should be a member of the Society.

**Term of Office**

The procedure for nomination and appointment of the Pharmaceutical Scientist member is provided at Appendix F.

The Pharmaceutical Scientist member shall be appointed for a period of two years.

The Pharmaceutical Scientist member shall be appointed for a period of two years, with the second year to be served by ‘confirmation’ of the Assembly members at the July Assembly meeting in the year after appointment and will follow the process set out for the confirmation of the second year of term of office for Officers [see Appendix E].

It would normally be expected that the Pharmaceutical Scientist member would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before applying for the same post again.

**Academic (Pharmacy School Council) member**

**Eligibility for Office**

The Charter provides that the Academic Assembly member must be ‘a member of the Society, in such class or category of membership as may be determined by the Assembly, appointed by the
universities in Great Britain awarding degrees accredited by the General Pharmaceutical Council for the purposes of registration as a pharmacist’.

**Role**

The Academic Pharmacy School Council member on the Assembly has the particular responsibility to keep the Assembly informed of educational matters relating to pharmacy and also (albeit to a lesser extent) pharmaceutical science and research matters of importance to the Society and its membership. They should be a pharmacist and either a current or ex-head of a Pharmacy Department.

**Duties & functions**

- To attend all meetings of Assembly
- ex-officio membership of the Pharmaceutical Scientist Expert Advisory Panel (PS EAP) and the Education Expert Advisory Panel
- liaison with the Pharmacy School Council and other pharmacy education providers around matters to do with pharmacy education
- liaison with the internal Royal Pharmaceutical Society science and research team around matters to do with pharmaceutical science and research particularly (but not exclusively) those relating to pharmaceutical education
- involvement in all aspects of communications work around pharmacy education, with a particular emphasis on communication to the membership and the wider public
- raising media and public awareness of the contribution that the pharmacy education makes to healthcare and to help raise the profile of the role of the Royal Pharmaceutical Society

**Term of Office**

The procedure for nomination and appointment of the Academic member is provided at Appendix F.

The Academic member shall be appointed for a period of two years.

The Academic member shall be appointed for a period of two years, with the second year to be served by ‘confirmation’ of the Assembly members at the July Assembly meeting in the year after appointment and will follow the process set out for the confirmation of the second year of term of office for Officers [see Appendix E].

It would normally be expected that the Academic member would only serve a maximum of two consecutive terms of office (of two years each) and that where an individual has served two continuous terms a gap of at least one term of office should be left before applying for the same post again.

**v) Elected Assembly Members**

**Role**

Members are elected to the Assembly by their National Board in order to:

- Ensure the Society upholds and pursues the Objects as set out in the Charter
- Develop strategy in the interests of pharmacists and the pharmacy profession, putting forward ideas and constructively building on those of others
- Take decisions about the prioritising of strategy according to the importance of the issue to the Society and profession and the availability of resources
- Monitor development and implementation of policies and activities of other bodies in governance at a high level and assesses the effectiveness of the agreed strategy
- Represent the Assembly in a positive way to external audiences
• Set the framework for resource strategy

The elected Assembly members will adhere to the Code of Conduct for Members of Governance Bodies and are held to account by Assembly members via the process outlined in Appendix O.

**Eligibility for office**

Only those Members of the Society who have been elected to their respective National Board may go on to be elected to the Assembly.

**Skills set for elected Assembly members:**

- Knowledge and understanding of the objectives and range of activities of the Society, the role of the Assembly and the key internal and external 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

**Term of Office**

The term of office for serving on the Assembly shall be two years provided the member remains elected to their relevant National Board.

The procedure for electing members to the Assembly is set out in Appendix I.

**vi) Conduct of Assembly Members**

All members of the Assembly shall comply with the Code of Conduct for Members of Governing Bodies (set out at Appendix B) and the policies and procedures set out in this Handbook. A member of the Assembly who does not comply with the Code of Conduct and the policies and procedures in the Governance Handbook may be removed from the Assembly in accordance with the conduct procedure applicable to members of governance bodies detailed in the Regulations.

**vii) Elected Board Members**

**Role**

Members elected to the National Pharmacy Boards are expected to provide advocacy, support and strategic leadership for pharmacy practice development, to promote the science and practice of pharmacy and its contribution to health and support pharmacists in their professional roles.

**Eligibility for Office**

Eligibility for election to the three Boards is provided in detail in the Election Scheme agreed each year by Assembly.

**Duties & function**

- represent the views of the National Board to other bodies within the Society and in external forums
• attend regional meetings as and when required and be active in Local Practice Forums and other professional networks
• commit to 6 meetings per year to National Board and associated meetings and additionally time to prepare for meetings and participate in discussion forums established by the Board
• provide advice and support to the Society’s staff
• market the Society to members and to potential new members
• participate in virtual communications which includes undertaking pre-reading and engagement with consultation and key discussions. It is proposed that this activity is measured
• provide professional advice to government and its agencies, NHS bodies and other health and social care organisations
• provide regular reports on meetings attended on behalf of the Board (using set preform for feedback);
• monitor delivery of strategy;
• be ambassadors and representatives of the profession
• provide a loud, motivating direction for the profession
• be cognisant of the financial aspects of the Board

Term of office
Members are elected to the National Boards for a period of three years in accordance with the detailed election scheme agreed each year by Assembly

Skills Set
• have a good knowledge of the health care system in the relevant country and an understanding of the role of pharmacy therein
• have a working knowledge of the Society’s Charter Objects, strategy, activities, governance and management of the Society
• show leadership across the profession

viii) Conduct of Board Members

All members of the National Board shall comply with the Code of Conduct for Members of Governing Bodies (set out at Appendix B) and the policies and procedures set out in this Handbook. A member of the Boards who does not comply with the Code of Conduct and the policies and procedures in the Governance Handbook may be removed from the Board in accordance with the conduct procedure applicable to members of governance bodies detailed in the Regulations.
OTHER ROLES

i) Chief Executive

The Chief Executive is appointed by and accountable to the Assembly as a whole on terms agreed by the Assembly. In partnership with the Assembly and the National boards, they are responsible for the success of the RPS to accomplish this by:

- Working with the President and Assembly, and leading the Executive team, to form and deliver impactful strategy and objectives for the organisation as a whole, with particular focus on meeting the needs of members, shaping the wider profession of pharmacy and ensuring the long term viability of the business.

- Directing the organisation to ensure the efficient and cost-effective management of resources and the provision of quality services and products.

- Actively promoting the RPS and create opportunity through the active creation and management of a wide range of stakeholder relationships.

ii) Executive Team

The Executive Team is led by the Chief Executive and oversees the operational management of the organisation, in particular:

- business management
- finance and resourcing (including affordability and efficiency)
- overarching operational performance and operational policy
- the interface between Pharmaceutical Press and the Professional Body
- drive cross-organisational change

The Executive Team are responsible for providing a bridge between the governance of the Assembly, the leadership of the Boards, and the management of the Society and for ensuring collective and coherent leadership and operational management across all of the Society’s business. Through its actions it embodies and demonstrates the values of the Society.

Composition

Chief Executive (Chair)
Director for England
Director for Scotland
Director for Wales
Director of Professional Development
Director of Business Development
Director of Finance
Managing Director – Pharmaceutical Press

iii) National Directors

The three National Directors (for England, Scotland and Wales) are responsible for implementing national level policy and objectives that are derived from them.
OTHER GOVERNANCE BODIES

i) Chairs’ and Officers’ Group

The Chairs’ and Officers’ Group exists to provide a mechanism for making decisions on major issues on behalf of the Assembly that require urgent action and that do not fall within the delegated authorities of other governance bodies with appropriate meeting dates and cannot wait for a decision at the next Assembly meeting.

Composition
President
Treasurer
Chair, English Pharmacy Board
Chair, Scottish Pharmacy Board
Chair, Welsh Pharmacy Board

In attendance:
Chief Executive
Director of Finance & Resources
Business & Governance Manager

Quorum for the group will be 4 members.

Powers

In order to retain the necessary flexibility to act, the standing orders for Assembly Committees do not apply to the Chairs and Officers Group. The Assembly has authorised COG:

• to appoint the Chair and members of the Audit and Risk Committee

• to deal with issues arising which require an urgent response that do not fall within the delegated authorities of other governance bodies. Where this concerns new policy, actions would be subsequently ratified by the Assembly as appropriate;

• to deal with any specific matters delegated by the Assembly;

Any actions/decisions agreed by COG should be communicated immediately to the members of the Assembly, unless precluded from doing so by confidentiality. Minutes of meetings will be included in the confidential business of the next Assembly meeting and any decisions that need to be ratified by Assembly members will be done so at that time.

Meetings

Meetings are held on an ad-hoc basis when needed. As the standing orders for Assembly Committees do not apply to COG, business (including decision making) may, if necessary, be conducted via remote means provided a) all members agree they are happy to conduct the item of business in question via this means, b) any decision on an item of business conducted entirely via remote means must be unanimous, c) members have been provided with full details and supporting paperwork for the item in question and d) a formal audit trail is kept.

Decisions at all face to face meetings should be by unanimous agreement where ever possible. Where this is not possible, a majority decision will be accepted.
NB - Where the President deems the decision required to be of such great magnitude the President may choose to invoke the emergency Assembly meeting power rather than take the decision to COG.

ii) Audit & Risk Committee
The Society appoints external financial auditors and maintains a register listing the major risks to the organisation together with brief statements of mitigation and management strategies. The Audit & Risk Committee is established by the Assembly to:

Audit
- advise on the appointment of external financial auditors
- set the remit for the audit
- review, with the auditors, the outcome of the audit and satisfy itself that the management response to any issues raised is appropriate
- institute internal audits of any processes it deems appropriate and satisfy itself that the management response to any issues raised is appropriate
- monitor the integrity of internal controls, including review of internal audit and other management reports on the effectiveness of the systems of internal control

Risk
- keep under review the Risk Register and advise the Assembly accordingly
- ensure the Society’s procedures for ensuring legal compliance in all areas are implemented
- ensure appropriate arrangements for staff to raise concerns about possible improprieties
- review anti-fraud and whistleblowing policies
- assess the scope and effectiveness of the systems designed to identify, assess, manage and monitor significant risks

The committee normally meets three times a year and reports to the Assembly via presentation of the minutes of each meeting at the next Assembly meeting. The Chair of the Audit & Risk Committee also has observer status at the Working Day meetings of Assembly.

Composition
- external, appropriately skilled, lay Chair
- Treasurer
- Lay member of Assembly
- two appropriately skilled members of Assembly
- one additional external member who has finance and audit expertise

Chief Executive, Finance Director and the Society’s external auditors attend as observers.

Quorum for the meeting will be three members.

Meetings
The committee normally meets three times a year and reports directly to the Assembly via presentation of the minutes of each meeting at the next Assembly meeting. The Chair of the Audit & Risk Committee also has observer status at the Working Day meetings of Assembly.

Appointment of Members
a) Assembly Members
These appointments are made annually by the Chairs and Officers Group.
At or before the first meeting of the Assembly following elections (normally in July), eligible Assembly members wishing to be considered for appointment provide the Chief Executive with a note expressing interest, together with a brief CV that includes a statement of relevant expertise.

As soon as practicable following the meeting of the Assembly, the Chairs and Officers Group, makes the appointments. Members take office immediately so in practice the Audit and Risk Committee is fully constituted by early August.

b) Chair and external member
These appointments are made by the Chairs and Officers Group when a vacancy arises.

Nominations are sought from members of the Assembly and the Boards and from other relevant networks e.g. Society’s auditors. Nominations are then reviewed and shortlisted by COG and nominees interviewed by President, Treasurer and Chief Executive. If only one suitably experienced and qualified nominee is shortlisted, the Chairs’ and Officers’ Group will be asked to ratify the decision and will then inform Assembly of the decision.

iii) Remuneration Committee
The Remuneration Committee is established by the Assembly to:

- conduct the performance management of the Chief Executive and make any appropriate adjustments to remuneration
- ensure, through the Chief Executive, that appropriate performance management procedures have been followed for other members of the Executive and their staff
- ensure that the Society has appropriate conditions of service and remuneration policies for its staff and that the management style of the organisation reflects the values, tone and ethos of the Society

Composition
The committee comprises of the Officers, the Chairs of the three National Boards and the Lay Member of the Assembly. The Chief Executive, Director of Finance and Resources and Head of HR attend as observers.

The Committee normally meets twice a year and reports to the Assembly via presentation of the minutes of each meeting at the next Assembly meeting.

iv) Investment Committee
The Investment Committee is established by the Assembly to act on its behalf on Investment matters (excluding the assessment of commercial investment opportunities in membership or Pharmaceutical Press activities which remains with the Assembly).

The Committee will also offer a written report annually to the Audit and Risk Committee.

The Investment Committee can delegate authority to the Director of Finance and Resources to act on their behalf.

Purpose
- review and update the Investment strategy
• review the Statement of Investment principles reported to the Assembly and agreed by the Assembly
• rebalance (if required) the policy between asset classes and asset managers
• appoint (and when necessary dismiss) the investment managers and investment consultants
• monitor the exercise of the investment powers that have been delegated to the fund managers
• ensure that the investment of Society funds is conducted in accordance with the plan
• determine the appropriate amount of funds to deposit with the Fund Manager periodically balanced against the competing needs for investment in the Society and cash flow forecasts
• review the investment in property assets and the balance between this and other investment options.

Composition
The Committee will consist of 4 members who can be drawn from the Assembly or National Boards. The Committee requires three members to be present to be quorate.

The Finance Director and CEO will be attendees of the Committee in a staff capacity and the President will be an observer. The Treasurer will automatically be a member and would normally be chair. The Chair of the Committee will chair each meeting and in the event of the Chair’s absence the Committee will elect one of their number to chair the meeting.

Members of the Investment Committee shall not comprise any member who is a voting member of the Audit and Risk Committee.

Membership of the Investment Committee will be for three years to allow continuity, or until their term of office ends.

The Committee shall meet twice per annum but receive quarterly reports from the fund manager and is able to call a special meeting if they judge the need arises.

Appointment to the Committee
The Chairs’ and Officers’ Group will review the applications for membership of the Committee and appoint on suitability for the role. Members of the committee should demonstrate an understanding of investment types, be financially numerate and have an interest in the subject matter.

v) Appointments Committee

Although the Society populates the three National Boards through elections and the Boards then nominate most of the members of the Assembly, there are a number of appointments made to membership on other internal governance bodies (e.g., Membership Committee) and to external bodies. Most of these may appropriately be made by the relevant National Board, but some may fall outside their remit, namely those that are for Great Britain or International.

The Appointments Committee meet to ensure appropriate representation is present on these bodies and groups. Appointments made to England only groups, Wales only groups and Scotland only groups are made by the respective directorates/National Boards.

Purpose
The committee is established by the Assembly to:
• establish procedures whereby staff, the membership and, in particular, the Chairs of LPFs and Interest Groups, can identify suitable persons for appointment
• make appointments to other governance bodies in consultation with the Chair of that body
• make appointments to external bodies as required
• make appointments to international organisations. Procedure for nomination to international organisations is found in Standard Operating Procedure 2
• review the appointment of any governance member referred to it for reason of failure to attend meetings

Composition
The Committee normally comprises the Officers, the Board Chairs and Lay member of the Assembly who are not themselves members of, or candidates for election/appointment, to the bodies in question. If necessary, the Assembly may have to appoint other person(s) to avoid conflicts of interest.
OTHER BODIES

i) Faculty Board

The role of the Faculty Board is to provide leadership in the oversight and development of the RPS Faculty across Great Britain. Its primary duties are strategic direction setting and oversight. The Faculty Board will not have a role in determining RPS Policy, which remains the remit of the Assembly and National Boards.

The Chair of the Faculty Board is required to update the Assembly at each of its meetings by report and in person once a year. One Assembly member stands as an Ex-Officio Faculty Board Member and supports the Chair of the Faculty Board with the report. The Faculty Board will also engage regularly with the National Boards.

Accountability
Routine summary reports on the Board’s activities and such other reports as the Board deems appropriate or may be required are provided for each meeting of the Assembly. Additionally the Board accounts to the Assembly annually on Faculty performance, resource management and advice on fee structure and Faculty development. It accounts to the Assembly on matters of material risk as and when they arise.

Composition
The Assembly will oversee the appointment of the Chair periodically in line with the RPS Appointments process. The Chair in turn will oversee the appointment of the Faculty Board Members. The Faculty Board membership should cover the four main branches of pharmacy, Community, Academic, Industry and Hospital. The Assembly Lay member will have responsibility for Public and Patient focus for the Faculty Board.

Full details of the Faculty Boards responsibilities, role of Faculty Board Members and eligibility criteria are provided in the Faculty Governance Handbooks.

ii) Pharmaceutical Press Board

Publishing is a major business activity with significant financial and reputational implications for the Society. Authority is vested in a Board and management with appropriate expertise. Irrespective of whether or not Publishing (or any other business activity) is legally constituted as a wholly owned subsidiary company, the Assembly as the governing body bears responsibility for the activity. The Assembly reassures itself that publishing activity is consistent with the Society’s strategy and being conducted in accordance with the business plan and the Society’s financial requirements.

The Assembly should agree the mission of Pharmaceutical Press.

Accountability
The Assembly will have the responsibility for the approval of the Business Plan/Budget, including the capital investment budget, within the context of the annual Business Plan/Budget approval process each year. In addition, the following decisions will explicitly fall outside the authority of the Board and will be reserved to the Assembly, upon recommendations from the Board:

- Approval of the business plan/budget, including capital investment budget
- Ratification of the appointment of the Chair and all non-executive members of the Publishing Board upon the recommendation of the Publishing Appointments Committee
- Ratification of the appointment of the Publisher of *The Pharmaceutical Journal*, as long as *The Pharmaceutical Journal* remains the official publication of the Society, upon the recommendation of the Publishing Appointments Committee
- Strategic relationship with the General Pharmaceutical Council
- Acquisition or disposal of an asset with a net worth of more than £1 million
- Disposal or closure or any change in the ownership arrangements of *Medicines Complete*, *British National Formulary* and related publications, and of *The Pharmaceutical Journal*
- Joint ventures, equity-stake arrangements or use of the Society’s intellectual property in exchange for equity
- Change of official status of *The Pharmaceutical Journal*, or any change affecting the official status of *The Pharmaceutical Journal*
- Changes to the governance framework of Pharmaceutical Press
- Ratification of the remuneration of the Chair of the Publishing Board and other non-executive Board members on recommendation of the Society’s CEO

Full details of the Pharmaceutical Press Board’s governance and responsibilities are provided in the Pharmaceutical Press Board Terms of Reference.

### Composition
The Publishing Board will comprise three executive and six non-executive members and achieve a balance of skills, experience and continuity across its nine members.

The Chair (a non-executive director) will be nominated by the Publishing Board’s Publishing Appointments Committee and appointed subject to ratification by the Assembly.

In addition to the Chair, there will be five non-executive directors:
- two should be members of the Society and have extensive experience of the commercial aspects of pharmacy or the academic and/or publishing aspects of pharmacy, pharmacology or the pharmaceutical sciences
- three others will have extensive high-level experience gained in publishing or media businesses

The President of the Assembly shall be invited to attend Board meetings as an observer. It should however be noted that the PJ Editor continues to have editorial independence. Senior executives from Pharmaceutical Press will attend Board meetings as required.

The Society’s Chief Executive and Director of Finance will be executive directors of the Board. The Managing Director of Pharmaceutical Press, the third executive director of the Board, will work with the Publishing Board to determine publishing strategy and to implement it effectively.

The MD will report to the Society’s Chief Executive on day-to-day management matters and to the Publishing Board’s Chair on matters of policy and strategic development.

### iii) National Board Chairs’ Forum

#### Purpose
The NBCF (previously the Professional Leadership Bodies Board) coordinates PLB activity and projects that affect more than one national board. It coordinates agreed programmes across Great Britain, oversees professional international activity and accounts to the National Boards for progress towards
corporate objectives. It is supported by the work of the Professional Leadership Project Group (PLG Group) which aligns its work across PLB to the Boards and the NBCF.

The NBCF has no substantive decision making powers at all. Any items coming out of Forum meetings requiring a decision to be taken must be passed through the appropriate Board and/or Assembly channels.

**Composition**

President  
Chairs of National Boards – Chair via rotation  
Country Directors  
Director of Professional Development and Support  
Director of Business Development  
Chief Executive

**Key responsibilities**

- Coordinate activity and drive performance to ensure impact of the professional body
- Agree and direct programmes of work and projects across Great Britain that fit with corporate and international objectives
- Oversee professional international activity, specifically:  
  - the professional contribution to PGEU and its work  
  - strategy for engagement with FIP and contribution to its work  
  - liaison with CPA
- Commissioning work of advisory groups, and consider their advice and reports.
- Account to National Boards for progress towards national objectives.
- Assist PLB business planning activity
- Foster understanding, good relationships and efficient operations across Board Chairs and staff of PLB

**Meetings**

Meetings are held every two months. The forum will operate by consensus, with any resulting action proposals going to the respective Boards for formal decision. As such there is no formal quorum for meetings.

**iv) Membership Committee**

Matters relating to the admission, reclassification, suspension and removal of members are the responsibility of the Membership Committee. The Committee keeps under review and advises the Assembly on the requirements for admission to membership and ensures applications and admissions procedures are in place and adhered to, adjudicates on non-standard applications and other cases where professional judgement is required. It provides staff with support on developing and implementing membership policy for the functions of the Committee and acts as the conduct committee in the event of allegations against members in relation to the Society’s Code of Conduct (Appendix B).

The Membership Committee reports to the Assembly independently through an annual report, usually submitted at the November Assembly meeting.
Composition
The Committee shall consist of a Chair, Vice Chair and eight other members elected by the Assembly of which, one will be a Fellow of the Society and another independent representative from outside the Society with suitable expertise to support the work of the Committee.

The six remaining members will be members of the Society but will not include members of the Assembly or other Boards or Committees of the Society. The Committee should broadly be representative of the profession.

Members can sit on the Committee for up to two terms of three consecutive years. The Committee should engage in a recruitment campaign to replace exiting members.

The Committee will normally not meet in person apart from dealing with matters of a particularly difficult nature but shall at least meet either in person or virtually once per year.

v) Panel of Fellows
The Panel of Fellows, appointed by the Assembly, review all Fellowship nominations and has the authority to admit to Fellowship of the Society, Members of not less than 12 years’ standing who have made an outstanding original contribution to the advancement of pharmaceutical knowledge or have attained distinction in the science, practice, profession or history of pharmacy.

The Panel meet twice a year, normally in May and November, to consider the nominations and make a decision as to who should be awarded a Fellowship of the Society.

The Panel is responsible for organising the annual Fellows dinner in May each year which panel members should ideally attend. Panel members are invited to the Society’s reception for new Fellows which takes place each year at the RPS Annual Conference. Panel Members may be asked to contribute to working with stakeholders and consider how those appointed as Fellows can contribute to the work of the RPS.

Composition
The Panel shall consist of a Chair and a flexible number of Panel members up to a maximum of seven, to represent the breadth of the profession and the three devolved countries. All members of the Panel should be Fellows of the RPS but should not be members of the Assembly or Boards.

One Panel member should be a full member of the Membership Committee who reports back to the Panel of Fellows. The Chair of the Panel of Fellows attends the Membership Committee as an ex officio member once a year to present the annual report of the Panel.

Members can sit on the Panel for up to two terms of three consecutive years, and the Panel should engage in a recruitment campaign to replace existing members.

Accountability
The Panel of Fellows report to the Assembly via an annual report, usually submitted at the November Assembly meeting.
vi) Qualified Person (QP) Eligibility Panel of Assessors

The Medicines and Healthcare products Regulatory Agency (MHRA) of the Department of Health, and the Veterinary Medicines Directive (VMD) of the Department for Environment, Food and Rural Affairs (DEFRA) require the RPS, along with the Royal Society of Biology and the Royal Society of Chemistry to certify the eligibility of their members for nomination as a Qualified Person (QP). Each of the three professional bodies therefore has its own Panel of Assessors, which includes a Chairperson and Vice-Chairperson.

The RPS QP Eligibility Panel therefore:
- undertakes assessment of eligibility for nomination as a QP in pharmaceutical manufacturing;
- provides expert opinion on experience and knowledge requirements for QPs, as defined in a QP study guide;
- provides support for QPs and persons wanting to become QPs;
- influences policy relevant to QPs and the future QP workforce.

The Society’s QP officer, a member of staff, has a role in oversight and mitigation of risk, and a reporting line to the RPS Executive. The Assembly reassures itself that QP activity is consistent with the Society’s operations and being conducted in accordance with the business plan via the NBCF.

Full details of all aspects of the Society’s QP scheme and panel are provided on the RPS website.

vii) Local Practice Forums (LPFs)

LPFs are established in the England, Scotland and Wales to enhance engagement with members at a local level. LPFs are accountable for all fiduciary and governance matters to the Society centrally.

viii) Advisory Groups

The Society has a number of Professional Forums, Advisory Groups and Panels formed when groups of members voluntarily band together around a common interest, or the Society stimulates the establishment of such a group. Those Forums formally recognised by the Assembly (Academic Pharmacy Forum, Hospital Pharmacy Forum, Industrial Pharmacy Forum, Veterinary Pharmacy Forum) have terms of reference and report on activity over the year via the National Board Chairs’ Forum.

Full details of all the Advisory Groups and the Society’s other sector groups are provided online the RPS website.
APPENDIX A - 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]
APPENDIX B - CODE OF CONDUCT FOR MEMBERS OF THE GOVERNANCE BODIES

On admission to, and on renewal of membership, all RPS members agree to adhere to the following Code of Conduct.

Members will:

- exercise their professional skills and judgement to the best of their ability and discharge their professional responsibilities with integrity considering, where appropriate, the public interest, serving as an example to others
- do all in their power to ensure that their professional activities do not put the health and safety of others at risk
- when called upon to give a professional opinion, do so with objectivity and reliability
- never engage in any corrupt or unethical practice
- never engage in any activity that will impair the dignity, reputation and welfare of the Society, fellow members or their profession
- observe the principles of the Statement of Dignity and Respect, set out in Appendix C, when dealing with employees of the Society or their fellow members, members of governing bodies, or members of the public

In addition to observing the Code of Conduct applicable to members of the Society, members elected or appointed to National Pharmacy Boards, the Assembly and other governance bodies reporting to the Assembly shall also:

- adhere to the Seven Principles of Public Life (the ‘Nolan Principles’ – see Appendix A)
- be in good standing professionally, including with the Society and any other professional body or regulator of which they are a member or registrant
- act collectively in discharging the functions of the governance body, abiding by and supporting any decisions made
- support publicly the policies of the Society, and where appropriate, explaining fairly any contrary views considered
- respect the skills, roles and dignity of other members participating in governance and of staff
- treat as confidential information relating to individuals, the commercial interests of the Society and other sensitive matters
- declare any personal or business interests in matters under consideration, leaving the meeting unless requested to stay by the Chair, and not vote on any such matter
- not exploit their position as a member of a governance body for personal or business gain, financial or otherwise
• observe the principles of the Statement of Dignity and Respect, set out in Appendix C, when dealing with members of the public, employees of the Society, members of the Society or their fellow members of governing bodies

• recognise the Society’s policies and procedures in relation to complaints, discipline, grievances, equality, diversity and inclusion, dignity and respect at work and whistle blowing, report any unresolved concerns about the welfare or actions of other members of the governance body or staff to the President or the Chief Executive as appropriate.

Relationships with staff

Every opportunity is taken to facilitate communication between the Assembly/Boards and the staff to engender a common or shared ownership and understanding of the Society’s heritage, strategies, procedures and activities. Good relationships between members of the Assembly/Boards and the staff are essential and should be fostered.

In the course of their working relationships with members of staff, Assembly/Board members may encounter issues that fall outside their responsibilities. In these cases, 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 member may wish to discuss the matter with the relevant Director or with the Chief Executive. 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.

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 members should avoid any conduct which could give rise to suspicions of this kind. 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.

Register of Interests, Gifts and Hospitality

The purpose of this register is to enable members to make a clear declaration of any interests (their own or of close family members), gifts or hospitality that could, or could be thought to, affect their performance of their Assembly/Board duties.

A declaration of an interest does not necessarily prevent a member from speaking on a subject related to that interest, but it helps to avoid any perception that a member may be seeking improperly to influence decisions for personal benefit.

The Register of Interests, including relevant interests of close family members, is available publicly on the Society’s website and in paper copy on request from either the appropriate Country Director, if a National Board member, the Director of Professional Development, if a Faculty Board Member, or else the Chief Executive’s office if regarding an Assembly member. The paper copy of the register is also available for inspection on request.

Each member is responsible for ensuring that any amendment to the register of interests is notified either to the relevant Country Director if a member of a National Board, the Director of Professional Development and Support, if a Faculty Board Member, or to the Chief Executive’s office if a member of the Assembly.
APPENDIX C – STATEMENT OF DIGNITY AND RESPECT

1 Equality, diversity and inclusion

The RPS recognises and values diversity amongst its members of the governing bodies, members and staff and is committed to the principle of equality of opportunity in all its activities and functions.

The Society is determined to ensure that this commitment is reflected in practice through its policies, procedures and day to day work and expects that members and staff, when acting on behalf of the Society, will treat all people equally, with fairness, dignity and respect, whatever their race, disability, gender identity, marriage and civil partnership, age, religion or belief, sex or sexual orientation (“Protected Characteristics”).

The principle of equality of opportunity applies to decisions in all parts of the Society about recruitment, selection, promotion, training and development, pay, employment benefits – discretionary or otherwise – and membership of the Society, its Assembly, Boards, sub committees and panels.

Discrimination, abuse or failure to observe the principles of this statement, or any other Society policy or procedure, may result in disciplinary action being taken including, where appropriate, summary dismissal, removal from office, termination of a contract to provide services or membership of the Society.

2 Bullying or harassment

The Society aims to create an environment which respects the dignity of individuals who are Members, members or employees, those who provide services to the Society or conduct business on behalf of the Society or who come into contact with anyone connected to the Society.

Bullying, harassment, or victimisation of any individual based on any of the protected characteristics will not be tolerated.

Bullying is offensive, intimidating, malicious or insulting behaviour, and/or misuse or an abuse or misuse of power that is meant to undermine, humiliate or injure the person on the receiving end.

Harassment is any unwanted conduct which has the purpose of violating another person’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for another person, or is reasonably considered by that person to have the effect of violating their dignity or creating such an environment, even if this effect was not intended by the person responsible for the conduct. A single incident of this type of behaviour can amount to harassment. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

Any of these behaviours will always be viewed extremely seriously and may result in disciplinary action being taken including, where appropriate, summary dismissal, removal from office, termination of a contract to provide services or membership of the Society.
3 How the principles of the Statement will be achieved

Everyone who works for or is otherwise connected to the Society, must be aware of the implications of equality legislation when carrying out their duties or providing services. Failure to act accordingly may result in disciplinary action being taken including, where appropriate, summary dismissal, removal from office, termination of a contract to provide services or membership of the Society.

Appropriate training will be provided to employees and members of the governing bodies.

Directors, managers and members of governing bodies are accountable for ensuring that the principles of this Statement are met.

Employees are required to comply with the principles of this Statement and with the Society’s Equality, Diversity and Inclusion Policy, and the Society’s Dignity and Respect at Work Policy.

Society members are expected to act in accordance with the principles of this Statement.

Equality monitoring will be undertaken for all Society employees, prospective employees, applications for membership of the Society, its Assembly, boards, sub committees and panels.

Any belief or concern that the principles of this Statement are not being followed should be raised through the appropriate channels, set out in the Society’s policy and procedure documents and the schedules to the Regulations.
APPENDIX D - ELECTION OF OFFICERS

Eligible Assembly members may be candidates for both Offices. The election of the President will take place first. A successful candidate shall cease to be a candidate for the subsequent election of the Treasurer.

Procedure for the election of President

1. The election of the President will be held biennially, entirely in open business, with the voting recorded, at the start of business of the first Assembly meeting following the AGM in the requisite election year.
2. A candidate standing for election shall make a declaration of interests at the time of their nomination.
3. A candidate standing for election must be present at the Assembly meeting (present in the meeting room physically or via Skype/teleconference) during which the election of the President takes place.
4. The nomination and election procedure is set out below.
5. In the event that there is only one candidate nominated, the Assembly will be asked to confirm that the person is duly elected. The confirmation process is outlined in Appendix E.
6. The voting shall be reported to the Assembly and recorded in the minutes.
7. Once the elections have been completed, the name of the candidate and the address submitted by the successful presidential candidate will be published.

Nominations

1. Nominations are by nomination of an Assembly member and must be seconded by another Assembly member. All nominations must be received in writing (letter or email) by the Chief Executive at least 11 calendar days before the Assembly meeting following the AGM, with a Friday 12 noon deadline. The specific closing date for nominations in a given year will be communicated to Assembly members by the Chief Executive after the effective dates.
2. Candidates for the President are required to produce an address of up to 1,000 words to demonstrate how they meet the requirements of the role and to set out their policies. This must be received by the time and date specified as the deadline for nominations.
3. The names of those nominated and the names of the nominators, will be circulated with the text of addresses to reach Assembly members by the following Tuesday, one week before the Assembly meeting.
4. Voting will follow the procedure set out below.

Voting procedure

1. The Assembly considers it an important principle, so far as possible, for all Assembly members to have access to the same information about candidates, which followed from the Nolan principles of standards in public life. It is also important that candidates could contact Assembly members and that all Assembly members had the opportunity to discuss (via telecon/Skype or email) in the weeks running up to the election. To facilitate information exchange and communication between Assembly members prior to the election of the Officers, all Assembly
members should have access to contact details for all the other Assembly members at an early
date after the election of new Assembly members is announced.

2. Nominations will close before the meeting on the date and at the time specified

3. Assembly members who know that they will be absent from that part of the meeting when the
election takes place and who wish to vote should send a written statement to this effect to be
received by the Chief Executive by 12 noon on the day before the date of the election. Assembly
members should list those candidate(s) they wish to vote for in order of preference. An
Assembly member who has voted in this way will not be permitted to join the meeting until
voting has been completed.

4. The Society’s Legal Counsel will be present at the meeting to provide clarity on any part of the
process if necessary.

5. The Chief Executive will read the names of the candidates and each member of the Assembly
will write the name of the candidate for whom s/he wishes to vote on the ballot paper. The
papers will then be collected. The Chief Executive will vote on behalf of any absent Assembly
member(s) casting vote(s) in favour of the highest preference candidate on the absent
member(s) list.

6. If one candidate has received more votes than the total of votes awarded to all other
candidates, that person will be deemed to have been elected to the office concerned.

7. In the event that no candidate receives a majority of all votes cast in the first ballot, the
candidate given the least number of votes in that ballot will be eliminated and the procedure as
set out in 3 and 4 above will be repeated. This procedure will be repeated until one candidate
receives the majority of votes cast.

8. 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 as set out in 2, 3 and 4 above to decide which of
these candidates is to be eliminated from the next ballot.

9. 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, 4 and 5 above. If there is still a tie after this second
ballot, the Assembly meeting will be adjourned for five minutes and on its resumption
nominations for the post concerned will again be called for. Only those members personally
present and eligible to vote in 3, 5 and 6 above shall be eligible for nomination and to vote.

10. The newly elected President may make a short statement following election.

11. The identity of candidates and the content of the presidential addresses will be confidential to
the Assembly until after the election has taken place.

The address of the successful Presidential candidate and the names of all the nominees will be sent
to the editors of pharmacy publications.

If the President ceases to be a member of the Assembly, he shall thereupon cease to be President.
The President may at any time resign his office by giving notice in writing to the Chief Executive.

In the event of any vacancy occurring in the office of President, the Chief Executive shall report this,
and the cause of it, to the next meeting of the Assembly, and shall if time permits include this
information in the notice summoning the meeting, and the Assembly shall at that or the next
subsequent meeting elect one of their number to fill the vacancy. Any person so elected shall hold
office for such period as the person whom he has replaced would have held office.
Procedure for the election of the Treasurer

The Procedure for the election of the President and voting procedure above shall apply to the nomination and election of the Treasurer.
APPENDIX E - CONFIRMATION OF SECOND YEAR OF TERM FOR OFFICERS

Procedure for the confirmation of President

1 Confirmation of the second year of office for a sitting President will be held biennially entirely in open business with the voting numbers recorded at the start of the business of the first Assembly meeting following the AGM in the requisite year.

2 Only those Assembly members present at the meeting (either physically or via remote access) shall be entitled to vote no proxy votes shall be permitted. Members attending remotely must email the Chief Executive on the morning of the meeting to indicate their vote which will then be added to the paper ballots cast.

3 At the meeting, members will be asked via a paper ballot to either confirm or oppose that the current President serve a second year in office. Each member of the Assembly will write ‘confirm’ or ‘oppose’ on the ballot paper. The papers will then be collected.

4 A majority of votes cast will be required to oppose the current President serving a second year in office.

5 Should this be forthcoming the Assembly shall at that or the next subsequent meeting elect one of their number to fill the vacancy. Any person so elected shall hold office for such period as the person whom he has replaced would have held office.

This process shall also apply to the confirmation as duly elected of a single candidate as President in any election year where only one candidate is nominated.

Procedure for confirmation of Treasurer

The procedure for confirmation of the President above shall apply to the confirmation of the Treasurer.
APPENDIX F - APPOINTMENT AND ROLE OF LAY, PHARMACEUTICAL SCIENTIST AND ACADEMIC MEMBERS OF THE ASSEMBLY

1 Appointment of Lay Member
The process for the recruitment of the lay member is a recruitment exercise with open competition.

The names of potential appointees are submitted by national Board members for consideration to the Assembly. It is important that potential appointees have been approached prior to their names being submitted and have confirmed that they would be interested in the lay position on the Assembly. If fewer than three names are received from Board members an advert will be placed with PARN or in an appropriate newspaper to attract more applicants.

The appointment will be for 2 years.

Selection process:

- Governance Manager circulates all application forms and CVs (no longer than 2 pages) received to the Chairs’ and Officers’ Group (COG) along with a short listing form. Members of the COG shortlist their top three candidates by scoring each applicant against the above criteria;
- the applicants who are not shortlisted receive feedback from the President explaining why they have not been shortlisted;
- the shortlisted applicants will be informed and they will be invited to the RPS for an interview with at least two members of the COG and the Chief Executive;
- the COG recommend the most appropriate applicant to the Assembly who need to approve the recommendation by email;
- the successful applicant will be informed of their appointment by the President

2 Appointment of the Pharmaceutical Scientist Member on the Assembly
The use of the term ‘appointed’ covers an election process. However, until such a time that Pharmaceutical Scientist is a designated category of the Society and the Assembly considers there are sufficient members in the category, the Pharmaceutical Scientist member on the Assembly will need to be appointed.

The Secretary to the Assembly contacts the pharmaceutical science groups closely associated with the Society (i.e. the Academic Pharmacy Group, the Industrial Pharmacy Group, the Academy of Pharmaceutical Scientists and the Joint Pharmaceutical Analysis Group) to ask them to submit nominations (a minimum of two) for this position, accompanied by a CV for every candidate (no longer than 2 pages).

The two (or more) nominations will then be passed to the Chairs and Officers Group (COG) for consideration and COG will make a recommendation to the Assembly for approval by email.

The appointment will be for 2 years.
### 3 Pharmacy School Council on the Assembly

The academic or Pharmacy School Council member on the Assembly is selected by the Pharmacy School Council from amongst their number taking account of the criteria that their representative should be a pharmacist and either a current or ex-head of a Pharmacy School.

The appointment will be for 2 years.
APPENDIX G – PROCEDURE FOR THE ELECTION OF CHAIR AND VICE-CHAIR OF THE BOARDS

- The election of the Chair and Vice-Chair will be held biennially, 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 in the requisite Chair/Vice-Chair election year.
- Each candidate standing for election as Chair or Vice-Chair shall make a declaration of interests at the time of her/his nomination.
- The nomination and election procedures are set out below.
- In the event that there is only one candidate nominated for any post, the Board will be asked to confirm that the person is duly elected.
- The voting shall be reported to the Board and recorded in the minutes.
- Once the elections have been completed, the names of the candidates, the names of the newly-elected Chair and Vice-Chair and the address submitted by the newly-elected Chair will be published.
- The nominees may or may not be personally present at the meeting

1 Chair

1.1 Candidates for the position of Chair 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 calendar 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 Chair are required to produce an address of up to 1,000 words outlining how they meet 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 Chair. Voting will follow the procedure set out below.

1.6 The Society’s Legal Counsel will be present at the meeting to provide clarity on any part of the process if necessary.

1.7 The newly-elected Chair may make a short statement following election.

1.8 The name of the newly-elected Chair, the address submitted and the names of all nominees will be circulated to the pharmacy press.

2 Vice-Chair

2.1 The newly-elected Chair, if present, will take the chair otherwise the Secretary of the Board will take the Chair. At the Chair’s discretion, there may be a break of up to 15 minutes before nominations are invited for the position of Vice-Chair.
2.2 The Society's Legal Counsel will be present at the meeting to provide clarity on any part of the process if necessary.

2.3 Candidates for the position of Vice-Chair may be nominated by themselves or by another Board member and should be seconded by another Board member. Nominations may be made in advance of the meeting or at the meeting. There will be no supporting speeches for this position. (English and Welsh Pharmacy Boards only: The Chair is not allowed to nominate or propose a vice chair).

2.4 Voting will follow the procedure set out below.

2.5 The newly-elected Vice-Chair may make a short statement following election.

2.6 The name of the newly-elected Vice-Chair and the names of all nominees will be circulated to the pharmacy press.

3 Voting procedure

3.1 Nominations for Vice-Chair will close before the first vote is taken.

3.2 A blank ballot paper will be distributed to each Board member present, (English and Welsh Pharmacy Boards only: the Chair will cast an additional 'casting' vote when there are only two candidates remaining which will be used at stage 3.7 below).

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 the Secretary to the Board will know which voting paper has been cast by the Chair as the ‘casting vote’ and will use this at this point. The Chair will then receive the name of the successful candidate only (no details of the number of votes will be given).

3.8 Scottish Board only: 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 3.2 and 3.3 above, as appropriate, will then be followed.
APPENDIX H - CONFIRMATION OF CHAIR/VICE CHAIR

1 Procedure for the confirmation of Chair

The second year of office of Chair will be served by confirmation of the Board members

The process of confirmation shall be as follows:

Confirmation of the second year of office for a sitting Chair will be held biennially entirely in open business with the voting numbers recorded at the start of the business of the first Board meeting following the National Board Elections in the requisite year.

Only those Board members present at the meeting (either physically or via remote access) shall be entitled to vote and no proxy votes shall be permitted. Members attending virtually via remote access must email the National Director on the morning of the meeting to indicate their vote which will then be added to the paper ballots cast.

At the meeting, members will be asked via a ballot to either confirm or oppose that the current Chair serve a second year in office. Each member of the Board will write ‘confirm’ or ‘oppose’ on the ballot paper. The papers will then be collected.

A majority of votes cast will be required to oppose the current Chair serving a second year in office.

Should this be forthcoming the Board shall at that or the next subsequent meeting elect one of their number to fill the vacancy. Any person so elected shall hold office for such period as the person whom he has replaced would have held office.

This process shall also apply to the confirmation as duly elected of a single candidate as Chair in any election year where only one candidate is nominated.

2 Procedure for confirmation of Vice-Chair

The procedure for confirmation of the Chair above shall apply to the confirmation of the Vice Chair.
APPENDIX I - PROCEDURE FOR APPOINTMENT OF BOARD MEMBERS TO THE ASSEMBLY

The Royal Charter states that the Chairs of all the Boards and the Vice Chair of the EPB will be members of the Assembly. The other members of the Assembly from the Boards will be appointed by the Board that they are elected members of. In November 2016 the Assembly agreed that any sitting President would automatically be appointed as a Board Assembly representative for their respective National Board. At the same time Assembly also agreed that National Board members appointed to serve as a Board representative on the Assembly would serve a two year term of office on the Assembly, provided they remain elected to their relevant National Board.

Board members elected to fill casual vacancies will be eligible to be appointed to the Assembly. Co-options to the Boards will not be eligible to be appointed to the Assembly.

1 Voting Procedure

The appointment of Board members to the Assembly will be held entirely in public business, with the voting recorded, at the start of business on the first formal meeting of the newly elected National Pharmacy Board meetings. Nominations can be made at the meeting or in advance. Board members may nominate themselves or others and should be seconded by another Board member. The Director of the Board will read the names of the candidates and each candidate who is present will be invited to make a short supporting speech of no more than two minutes. Nominations will close before the first vote is taken. Nominees may vote for themselves. Voting will be by a secret ballot at the meeting of those members present who are entitled to vote.

The Society’s Legal Counsel or another appropriate member of staff will be present at the meeting to provide clarity on any part of the process if necessary.

Each candidate standing for appointment to the Assembly shall make a declaration of interests at the time of their nomination. The voting shall be reported to the Assembly and recorded in the minutes. Once the elections have been completed, the names of the successful candidates will be published. Successful candidates will be invited to make a short statement following their election.

The election procedures for each Board are set out below.

2 English Pharmacy Board (EPB)

The Royal Charter makes provision for five elected members of the EPB to be appointed to the Assembly in addition to the Chair and Vice Chair of the EPB. In the event that the sitting President is a member of the EPB, only four members will need to be elected.

In the event that there are only as many candidates nominated to the Assembly as there are places to be elected, the EPB will be asked to confirm that those persons are duly appointed. If there are more candidates then a secret ballot will held using One Member One Vote (OMOV). OMOV means each EPB member has up to 5 votes for up to 5 places.

The EPB candidates that receive the highest number of votes by the OMOV system will be elected to the Assembly. If two or more candidates tie with the next highest number of votes, a separate ballot involving only those candidates will be held to decide which of these candidates is to be elected. If there
is still a tie after this second ballot, the meeting will be adjourned for five minutes and on its resumption, the candidates will be asked to make a further speech in support of their nominations for the Assembly position. A further vote will then be taken. If the vote is still tied the Chair will be asked to make the decision on who will sit on the Assembly.

3 **Scottish Pharmacy Board (SPB)**

The Royal Charter makes provision for one elected member of the SPB to be appointed to the Assembly in addition to the Chair of the SPB. In the event that the sitting President is a member of the SPB, there will be no need to appoint an additional member to the Assembly. The Royal Charter does not specify that the second member of the SPB on the Assembly should be the Vice-Chair. In the event that there is only one candidate nominated to the Assembly the SPB will be asked to confirm that person as duly appointed. If there is more than one candidate then a secret ballot will held using a OMOV.

The SPB candidate that receives the highest number of votes in a OMOV will be elected to the Assembly. If two or more candidates tie with the highest number of votes, a separate ballot involving only those candidates will be held to decide which of these candidates is to be elected. If there is still a tie after this second ballot, the SPB meeting will be adjourned for five minutes and on its resumption, the candidates will be asked to make a further supporting speech in support of their nominations for the Assembly position. A further vote will then be taken. If the vote is still tied the Chair will be asked to make the decision on who will sit on the Assembly.

4 **Welsh Pharmacy Board (WPB)**

The Royal Charter makes provision for one elected member of the WPB to be appointed to the Assembly in addition to the Chair of the WPB. In the event that the sitting President is a member of the WPB, there will be no need to appoint an additional member to the Assembly. The Royal Charter does not specify that the second member of the WPB on the Assembly should be the Vice-Chair. In the event that there is only one candidate nominated to the Assembly the WPB will be asked to confirm that person as duly appointed. If there is more than one candidate then a secret ballot will held using a OMOV.

The WPB candidate that receives the highest number of votes in a OMOV will be elected to the Assembly. If two or more candidates tie with the highest number of votes, a separate ballot involving only those candidates will be held to decide which of these candidates is to be elected. If there is still a tie after this second ballot, the WPB meeting will be adjourned for five minutes and on its resumption, the candidates will be asked to make a further supporting speech in support of their nominations for the Assembly position. A further vote will then be taken. If the vote is still tied the Chair will be asked to make the decision on who will sit on the Assembly.
**APPENDIX J - PROCEDURE TO BE FOLLOWED IN THE EVENT OF A CASUAL VACANCY ARISING ON A NATIONAL PHARMACY BOARD**

The procedure to be followed in the event of a casual vacancy arising on a National Pharmacy Board is:

- for a casual vacancy where the remaining term of office is less than one year, the vacancy shall not, usually, be filled. Where there is a need for expertise on a particular subject at a Board meeting, a person with such expertise can be invited ad hoc to that meeting.
- where the remaining term of office is for more than one year the vacancy will be filled at the next election.
- The term of office for this newly elected person will end at the time the original elected person’s term would have ended (i.e. one or two remaining years).
- for an election to a sector where there is more than one elected person, and where there is an additional place to be filled due to a casual vacancy, the substantive places will be filled by those candidates with the most votes and the person with the next highest number of votes will fill the casual vacancy and will be a member of the Board for the remaining term of the original, retiring member. All other newly elected members will serve for a maximum term as defined in the election scheme.
- for casual vacancies in sectors which have only one elected person, the person with the highest number of votes will be elected to fill the vacancy
- in the case of a casual vacancy occurring once the election process has started, in order to avoid a vacancy of more than a year, at the next election the defeated candidate (in the appropriate sector if relevant) with the highest number of votes shall be elected for the remainder of the term of the original Board member.
- in the case of a casual vacancy occurring due to a specific sector place failing to be filled by an election (e.g. two sector places are vacant and only one candidate presents), (country) Board members may appoint a member at their next Board meeting as per the voting procedure below.

If the (country) Board considers it is necessary to fill a casual vacancy, as per the above, Board members will be requested by the Secretary to the Board (Country Directors) to bring their nomination(s), which has/have been agreed with the nominee(s), to the next formal meeting of the (country) Board, the following voting procedure will then take place.

**Voting procedure**

- Nominations for the casual vacancy will close before the first vote is taken.
- A blank ballot paper will be distributed to each Board member present.
- The Board’s Secretary will read the names of the candidates for the casual vacancy 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.
- 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.
- 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 above will be repeated. This procedure will be repeated until one candidate receives the majority of all votes cast.
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 above to decide which of these candidates is to be eliminated.

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 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 above, as appropriate, will then be followed.
APPENDIX K - STANDING ORDERS OF ASSEMBLY

1. The Regulations
1.1 The meetings of the Assembly are regulated in accordance with Section 2 of the Regulations. These Standing Orders are framed under the provision of Section 2.

2. Frequency of Meetings
2.1 The Assembly shall meet three times in each calendar year at a time, date and place as it chooses.

3. Notice of meetings
3.1 The Chief Executive shall notify members of the Assembly in writing of the time, date and place of a meeting of the Assembly at least 7 calendar days in advance of the meeting.

3.2 The Chief Executive shall publish details of the meetings and the agenda of the open 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 Assembly by the Chief Executive upon the direction of the President or upon the direction of 8 members of the Assembly.

4. Business of the Meeting
4.1 The business of the meeting shall be divided into open business, which shall be conducted in open, and confidential or restricted business, which shall be conducted in accordance with this handbook.

4.2 Designation of agenda items
In the interests of openness and transparency every effort should be made to include items in open business wherever possible. However, the Chief Executive/Director, in consultation with the President/Board Chair may determine that an item(s) for discussion is confidential or restricted. Such items will appear on a separate, confidential/restricted agenda. Guests, observers and staff not involved in the confidential/restricted matter under discussion will be required to leave the meeting.

The definitions of the different categories are:

- **Open** - Papers available to any member on request and any member may attend the meeting for consideration of these items.
- **Confidential** - Papers confidential to the Society - to be available to Assembly and National Board members, senior members of staff involved in the matter.
- **Restricted** - Papers only available to the members of the Assembly or National Board considering the matter and senior members of staff involved.

4.3 Confidential
Items may be considered as confidential when:

1. They are “position papers” to be used in negotiations or in making submissions to outside bodies
2. They are part of a continuing discussion and the outcome could be jeopardised by disclosure
3. 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
4. They contain information that has been sent to the Society in confidence
5. The fact that a specific topic under consideration is, in itself, confidential
6. The matter is confidential for some other identifiable reason

4.4 Restricted

Items may be considered as restricted when:

1. They refer to individuals or organisations who could be prejudiced by their disclosure;
2. Their disclosure could be prejudicial to the commercial activities of the Society, or another organisation or an individual.

All agendas, minutes and papers for the Assembly and for the Boards will be clearly marked as to their category and should be treated as such and should not be discussed with anyone other than as set out above. Inclusion on a confidential/restricted agenda does not necessarily mean that the paper or minute is protected from due legal process.

Members of Assembly and Boards should bear in mind that discretion is often also appropriate for items not on the confidential agenda of meetings.

4.5 Dealing with Confidential and Restricted Matters

Confidential and restricted business is conducted in private and in the presence of relevant members of staff and, where appropriate, expert advisers to the Assembly.

The Assembly may, in the course of open business, decide a particular item(s) should not be reported, for example when disclosure of certain information may be prejudicial. In these circumstances the Assembly shall defer discussion of this item to confidential or restricted business, or shall ask those observers present to leave the meeting for the duration of the discussion of the matter.

The Assembly may decide that decisions reached in confidential or restricted business should be put into the public domain. If such a decision is not taken then the discussion and decision(s) remain confidential or restricted.

5. Quorum

5.1 The quorum for the Assembly shall be set out in regulations.

5.2 No business shall be transacted at a meeting of the Assembly unless the requirements for a quorum are met. The quorum can include those joining virtually.

5.3 If a meeting is or becomes inquorate the meeting shall be suspended for up to half an hour pending the re-establishment of a quorum. If this does not occur, the Chair may call an additional meeting by giving at least 7 calendar days’ notice of a meeting in which the requirements for a quorum shall not apply, otherwise the meeting will be adjourned and outstanding business will be conducted at the next meeting.
6. **Declarations of interest**

The aim of declaring interests is not to satisfy curiosity but 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).

6.1 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.

6.2 In the event of a member not appreciating at the beginning of a discussion that an interest exists, the member shall declare such an interest as soon as s/he becomes aware of it.

6.3 In any case of doubt the member should openly declare the possibility of interest.

6.4 The Chair will rule on whether an interest is such as to prevent the member participating in discussion or determination of the matter.

6.5 If a member of Assembly believes that another member present has a direct or indirect interest in an item for discussion and that interest has not been declared, they should inform the Chair. The Chair will establish whether or not there is an interest which should have been declared, and will if necessary make a ruling in accordance with 6.4 above.

7. **Minutes of Assembly meetings**

7.1 The Chief Executive shall be responsible for the production of minutes, which once confirmed, 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 Assembly and the decisions taken.

7.2 The minutes of the previous ordinary meeting shall be circulated to members with the agenda. If there has been an additional meeting(s) between ordinary meetings, the minutes of the additional meeting(s) shall be circulated with the agenda for the next ordinary meeting.

7.3 No discussion shall be allowed on the minutes except in regard to their accuracy.

7.4 Any inaccuracies in the minutes of Assembly being presented for agreement should be drawn to the attention of the Chief Executive in writing before the meeting at which these are to be agreed. If on occasion time does not permit, then the item should be drawn to the attention of the Chief Executive or the Chair verbally before the next meeting.

7.5 The minutes of the open business of the Assembly shall be published on the Society’s website once agreed by the Assembly.

7.6 If there are matters arising from the minutes presented for agreement these should be brought to the attention of the Chief Executive in writing before the next meeting. Exceptionally, where time does not permit, the Chief Executive or the Chair should be informed of the matter(s) to be raised verbally before the meeting.
7.7 Questions relating to matters arising shall be allowed for the purposes of information only, and no debate on the policy outlined in the minutes shall take place.

8. **Conduct of Meetings**

8.1 The President shall preside as the Chair of any meeting of the Assembly.

8.2 If the President is 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.

8.3 The Chair’s ruling on any question of order or conduct raised at a meeting will be final. Rulings by the Chair will be made in accordance with the provision of these standing orders and the Code of Conduct for members in governance.

8.4 In discussion of agenda items the intention is to reach agreement by consensus. The Chair will conduct the meeting in such a way as to ensure that all Assembly 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 Chair 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 Chair may curtail discussion and seek agreement to the proposal. Where a consensus decision is reached the Chair shall ask the Assembly to confirm this verbally.

8.5 At the discretion of the President, meetings of the Assembly may be held in the form of a teleconference or using other remote conference facilities which allow all Assembly members participating to hear and address one another. Such meetings will be deemed to take place at the location of the Chair.

8.6 No decision which has been passed by the Assembly within the preceding four months shall be discussed.

9. **Voting and Recording of Votes**

9.1 Should a consensus not be reached or if in the Chair’s view it is expedient to do so, a vote shall be taken on any proposals before the meeting.

9.2 A vote on any issue before a meeting of the Assembly shall be determined on a show of hands, unless a member of the Assembly demands a ballot, being the collection of written votes at the meeting.

9.3 When a vote is taken it shall be determined by a simple majority of votes cast unless expressly mentioned otherwise in these Standing Orders, the Regulations or the Charter.

9.4 On the motion of a member of the Assembly, duly seconded, names of members of the Assembly voting for and against a recommendation or resolution and those abstaining from voting will be recorded.

9.5 The Chair shall have a substantive vote and a second or casting vote in any case of an equality of votes.
Only those Assembly members present at the meeting (either in the meeting room or via Skye/Teleconference) shall be entitled to vote on a matter considered at the meeting. No votes by proxy will be permitted.

10    Any other business
10.1  The Chief Executive should be informed in writing before the meeting of any matter that is to be raised under Any Other Business. In exceptional circumstances a matter can be raised with the Chair or the Chief Executive verbally before the meeting.

10.2  Matters not raised with the Chief Executive or the Chair prior to the meeting or which could have been raised under a more appropriate mechanism will not be discussed at that meeting and may be ruled out of order by the Chair. Should an item be raised inappropriately, guidance will be given on the appropriate mechanism.

11    Conduct of Assembly members
11.1  The Chair may order an Assembly member to withdraw from a meeting if, in the opinion of the Chair, that member has persistently disregarded the ruling of the Chair or is behaving improperly, offensively or in a manner which is obstructing the business of the meeting. The member may be readmitted having made a suitable apology.

11.2  In the event of a general disturbance which, in the opinion of the Chair, prevents the orderly conduct of business, the Chair may adjourn the meeting for such a period as the s/he considers appropriate.

11.3  All members of the Assembly are subject to the Code of Conduct for Members in Governance (see Appendix B) and shall conduct themselves in accordance with the provisions of the code.

12.    Non-attendance at Assembly meetings
12.1  Where a member has without reasonable cause, failed to attend two consecutive meetings, the Appointments Committee may review their appointment

13.    Suspension of Standing Orders
13.1  Any Standing Order may be suspended in case of urgency by resolution of the Assembly carried by a majority of two-thirds of the members present and voting.

13.2  In proposing the suspension of one or more of the Standing Orders, the member making the proposal must state the number(s) of the Standing Order(s).

13.3  If agreed the suspension shall be for the duration of the item under discussion.

14    Public access to meetings
14.1  Members of the public may attend meetings of the Assembly but may not participate in them. The public may be excluded from part of a meeting during any item of business to be dealt with in confidential proceedings.

14.2  Electronic recording of Assembly meetings without prior permission from the Chair is prohibited.
14.3 The Assembly may resolve that any observer be required to withdraw from a meeting if the person’s conduct is such that it disrupts the Assembly’s consideration of the business of the meeting.

15 Access to Information by Assembly/Board Members
15.1 In overseeing the work of the organisation the Assembly/Boards need relevant information to enact their role. Members will have information that they require to undertake duties as an Assembly/Board member. Members acting on their own should not have access to such information. Where members require additional information, requests should be routed through the relevant Director or Chief Executive.

16 Decision Making and Collective Responsibility
16.1 Members of the Assembly act as a board and their decisions reflect their collective will.

16.2 Any member who dissents, abstains or, if absent, accepts the majority decision and is bound by it.

16.3 A member can require their dissention to be recorded, but this does not absolve them from collective responsibility.

16.4 If, after weighing carefully the potential effects on the Society’s wider objectives and reputation, a member of the Assembly considers that a matter is of such importance that they feel compelled publicly to oppose a decision of the Assembly, the member should if possible inform the Assembly in advance. If this is not possible the Assembly should be informed as soon as possible after. The member of the Assembly may then express their personal views on the matter but, in so doing, must first explain the Assembly’s policy and the reasons for the Assembly’s view.

16.5 It is acceptable for a member to dissent from an Assembly decision from a moral/conscience perspective but they should explain the reasons for doing so to the Assembly.
APPENDIX L - NATIONAL PHARMACY BOARDS STANDING ORDERS

1. Standing Orders and Protocol
1.1 The meetings of the English, Scottish and Welsh Pharmacy Boards of the RPS are regulated in accordance with these Standing Orders which the Assembly shall agree from time to time. Amendments to these Standing Orders will be made by the Assembly following consultation with the National Pharmacy Boards.

2. Frequency of Meetings
2.1 The Boards shall generally meet four times a year, or as appropriate to the workload and budget.

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 calendar days in advance of the meeting.

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

4.2 Designation of agenda items
In the interests of openness and transparency every effort should be made to include items in open business wherever possible. However, the Chief Executive/Director, in consultation with the President/Board Chair may determine that an item(s) for discussion is confidential or restricted. Such items will appear on a separate, confidential/restricted agenda. Guests, observers and staff not involved in the confidential/restricted matter under discussion will be required to leave the meeting.

The definitions of the different categories are:

- **Open**: Papers available to any member on request and any member may attend the meeting for consideration of these items.
- **Confidential**: Papers confidential to the Society - to be available to Assembly and National Board members, senior members of staff involved in the matter.
- **Restricted**: Papers only available to the members of the Assembly or National Board considering the matter and senior members of staff involved.

4.3 Confidential
Items may be considered as confidential when:

- They are “position papers” to be used in negotiations or in making submissions to outside bodies
- They are part of a continuing discussion and the outcome could be jeopardised by disclosure
- 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
- They contain information that has been sent to the Society in confidence
- The fact that a specific topic under consideration is, in itself, confidential
• The matter is confidential for some other identifiable reason

4.4 Restricted

Items may be considered as restricted when:

• They refer to individuals or organisations who could be prejudiced by their disclosure;
• Their disclosure could be prejudicial to the commercial activities of the Society, or another organisation or an individual.

All agendas, minutes and papers for the Assembly and for the Boards will be clearly marked as to their category and should be treated as such and should not be discussed with anyone other than as set out above. Inclusion on a confidential/restricted agenda does not necessarily mean that the paper or minute is protected from due legal process.

Members of Assembly and Boards should bear in mind that discretion is often also appropriate for items not on the confidential agenda of meetings.

4.5 Dealing with Confidential and Restricted Matters

Confidential and restricted business is conducted in private and in the presence of relevant members of staff and, where appropriate, expert advisers to the Board.

The Board may, in the course of open business, decide a particular item(s) should not be reported, for example when disclosure of certain information may be prejudicial. In these circumstances the Board shall defer discussion of this item to confidential or restricted business, or shall ask those observers present to leave the meeting for the duration of the discussion of the matter.

The Board may decide that decisions reached in confidential or restricted business should be put into the public domain. If such a decision is not taken then the discussion and decision(s) remain confidential or restricted.

5. Quorum

5.1 The quorum for each Board is 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. The quorum can include those joining virtually.

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.

If at any time during the meeting a quorum is not present, the meeting shall be suspended for up to half an hour pending the re-establishment of a quorum. If this does not occur, the meeting will be adjourned and outstanding business will be conducted at the next meeting.

6. Declarations of interest

The aim of declaring interests is not to satisfy curiosity but 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).

6.1 All members of the Board shall complete, and keep up to date, a register of interests, gifts and hospitality. (A register of Assembly members’ interests, gifts and hospitality is maintained separately and Assembly 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 Assembly 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 Chair 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, they should inform the Chair. The Chair 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 Chair declares an interest and it is considered by the Board that the Chair should not be in the chair for that item, then the Vice-Chair, or in their 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. Chair and membership

7.1 The Chair, Vice-Chair and members of the Board, and those attending meetings in an ex officio capacity shall be appointed, elected or co-opted as set out in the Society’s 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 Assembly.

9.2 The remits of the Boards are determined by the Assembly.

9.3 When establishing working groups, the Boards should use the standard remit as required for Assembly working groups.

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1 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.
9.4 A Board shall not carry out any activity out with the Society’s current agreed strategic objectives without the prior approval of Assembly.

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 Assembly.

9.6 The agendas and minutes for each Board shall be circulated to all Assembly members following approval by the Chair, for the purposes of monitoring. In 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 Chair 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 Chair of the Board shall preside at any meeting of a Board.

11.2 In the absence of the Chair, the Vice-Chair shall chair the meeting.

11.3 If the Chair and the Vice-Chair 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 Chair’s ruling on any question of order or conduct raised at a meeting will be final. Rulings by the Chair will be made in accordance with the provision of these standing orders and the Code of Conduct for members in governance.

11.5 In discussion of agenda items the intention is to reach agreement by consensus. The Chair 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 Chair 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 Chair may curtail discussion and seek agreement to the proposal. Where a consensus decision is reached the Chair 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 Chair, a meeting of a National Pharmacy Board 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 Chair.

12. Any other business

12.1 The Chair 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 Chair prior to the meeting will not be discussed at that meeting but will be deferred and included in a future agenda.

12.3 The Chair may exercise his/her discretion in allowing matters raised outside standing orders 12.1 or 12.2 above to be considered by the meeting.

13 Non-attendance at National Board meetings

13.1 Where a Board member has without reasonable cause, failed to attend two consecutive meetings, the Appointments Committee may review their appointment.

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.

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 Chair shall have a substantive vote and a second or casting vote in any case of an equality of votes.

15.5 Only those Board members present at the meeting (either in the meeting room or via Skype/Teleconference) shall be entitled to vote on a matter considered at the meeting. No votes by proxy will be permitted.

16 Conduct of Board members

All members of the Boards, are subject to the Code of Conduct for Members in Governance (see Appendix B) and shall conduct themselves in accordance with the provisions of the Code.
17. Access to Information by Assembly/Board members

In overseeing the work of the organisation the Assembly/Boards need relevant information to enact their role. Members will have information that they require to undertake duties as an Assembly/Board member. Members acting on their own should not have access to such information. Where members require additional information, requests should be routed through the relevant Director or Chief Executive.
APPENDIX M - POLICY ON USE OF SOCIETY’S SEAL

1 Legal advice

The Society is deemed to be an Unregistered Company for the purposes of the Unregistered Companies Regulations 2009 and the Companies Act 2006. This legislation governs the way in which the Society can execute legal documents, including simple contracts and deeds.

A simple contract (ie. a contract which is not a deed) can be signed on behalf of the Society by a single signatory provided they have express or implied authority. The Standing Financial Instructions set out who has authority to sign contracts on behalf of the Society. The Standing Financial Instructions give authority to sign contracts to the Chief Executive, Director of Finance and Resources and the Managing Director of Pharmaceutical Press.

A deed is distinct from a simple form of contract as it requires an additional execution formality, for example affixing a seal. The new legislation provides that the Society is no longer legally required to use its seal to execute a deed. Deeds can now be legally executed in the following two ways;

- signed by two authorised signatories or
- signed by one authorised signatory in the presence of a witness who attests the signature (the witness need not be connected with the Society in any way)

2 Policy

The policy for the use of the Society’s seal is as follows:

- The Society’s seal should be affixed to all ceremonial documents including Fellowship Certificates, Honorary Fellowship Certificates and Honorary Membership Certificates;
- The Panel of Fellows have authority to agree that the seal is affixed to Fellows Certificates;
- Deeds should be executed in accordance with the method outlined above in 1(a) or 1(b); and

Where the other contracting party requests that the Society’s seal is used to execute a deed, the seal may be used providing that written permission is obtained from the President or Treasurer and one Director.
APPENDIX N - HONORARY FELLOWSHIP AND HONORARY MEMBERSHIP

At the July 2017 Assembly meeting it was agreed that Honorary Memberships would cease to be awarded by the Society. Instead, amendments were made to the Honorary Fellowship widen the criteria for Honorary Fellowship.

NOMINATIONS & ASSESSMENT PROCEDURE

Honorary Fellowship

- Nominations for an Honorary Fellowship can be made by Members of the Society who sit on the Assembly, Boards, Membership Committee or any of the Society’s governing bodies. Self-nominations are not accepted.
- The request to nominate someone as an Honorary Fellow needs to be made in writing to the President of the Society
- The nomination must be accompanied by a short summary CV/biographical details (maximum 4 pages) and a citation of not more than 500 words on why the person is being proposed for Honorary Fellowship
- The nomination should be supported by two Members of the Society
- The President will seek the views of the Society Chief Executive on the proposed award before circulating the nomination, and the President’s recommendation, to the Assembly
- The Assembly needs to be persuaded that the nominated person has:
  1. attained distinction in a particular aspect or aspects of pharmacy or
  2. have made a special distinguishing and distinctive contribution to pharmacy or the RPS or
  3. have distinguished themselves in any of the branches of knowledge refered to in the objects of the Society or
  4. are eminent in public life
- A decision will be made on the nomination at the first available Assembly meeting
- It is expected that nominees would normally not otherwise be eligible to be members of the Society.

Honorary Membership (awarded up to July 2017)

- Nominations for an Honorary Membership were made by Members of the Society. Self-nominations were not accepted.
- The nomination was accompanied by a CV/biographical details and a citation of not more than 500 words on why the person was being proposed for Honorary Membership
- The nomination needed to be supported by two Members of the Society
- Nominations were circulated to the Membership Committee for consideration and their recommendation passed to the Assembly for a decision
- The Membership Committee and Assembly needed to be persuaded that the nominated person had made a significant contribution to pharmacy through a direct link with RPS activities or projects and that their contribution was distinct from the well-respected work carried out by pharmacists on a day to day basis.
APPENDIX O – RAISING CONCERNS ABOUT AN ASSEMBLY MEMBER

IMPORTANT NOTE:
The stages outlined here should not preclude the attempt at all points in the process to resolve matters informally where possible and appropriate. Complainants are encouraged to attempt informal resolution of concerns wherever possible and should only refer to this formal process as a last resort. The decision of the Assembly in whether to refer to the Conduct Scheme shall be final.
APPENDIX P – RAISING CONCERNS ABOUT A BOARD MEMBER

IMPORTANT NOTE:
The stages outlined here should not preclude the attempt at all points in the process to resolve matters informally where possible and appropriate. Complainants are encouraged to attempt informal resolution of concerns wherever possible and should only refer to this formal process as a last resort. The decision of the Assembly in whether to refer to the Conduct Scheme shall be final.

Member has concern relating to a board member

Complainants encouraged to raise concerns internally

Is complainant happy to raise formally?

YES

END OF PROCESS

COMPLAINANT TO REFER TO ASSEMBLY & CONDUCT SCHEME FOR MEMBERS OF GOVERNANCE BODIES INVOKED

COMPLAINT TO REFER TO ASSEMBLY & CONDUCT SCHEME FOR MEMBERS OF GOVERNANCE BODIES INVOKED

COMPLAINT TO REFER TO ASSEMBLY & CONDUCT SCHEME FOR MEMBERS OF GOVERNANCE BODIES INVOKED

COMPLAINT TO REFER TO ASSEMBLY & CONDUCT SCHEME FOR MEMBERS OF GOVERNANCE BODIES INVOKED

COMPLAINANT TO REFER TO ASSEMBLY & CONDUCT SCHEME FOR MEMBERS OF GOVERNANCE BODIES INVOKED

Is it about the Chair of Board?

YES

Complainant passes written concern to Chair

Complainant passes written concern to President

Does Chair think complaint requires action?

YES

Does President think complaint requires action?

YES

Chair explains reasons to complainant!

President explains reasons to complainant

Chair attempts informal resolution if appropriate, may undertake investigation to ascertain facts of case

President attempts informal resolution if appropriate, may undertake investigation to ascertain facts of case

Is the complainant content?

YES

Resolved to Chair’s complainant’s satisfaction?

YES

FINISH

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FINISH

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STANDARD OPERATING PROCEDURE 1

THE SOCIETY’S RELATIONSHIP WITH COMMERCIAL ORGANISATIONS

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.

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 Assembly would it be appropriate for the Society to have any partnership with a commercial organisation, as distinct from collaboration with professional, educational or public bodies. Advice should always be sought from the Director of Finance and 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.”

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.

All sponsorship complies with the ABPI code of practice.
STANDARD OPERATING PROCEDURE 2

NOMINATION TO INTERNATIONAL ORGANISATIONS

1. The office shall on receipt of a request for a nomination to an international organisation, invite expressions of interest from Assembly members and nominations of other members including non-Assembly members. Non-Assembly members where appropriate, may include staff.

2. An explicit framework for each post, including working relationships (such as with other UK pharmacy bodies) and budgets, to be included in the request for nomination.

3. The Appointments Committee shall consider the nominations in the light of all expressions of interest.

4. The selection process should aim to:
   - achieve the best outcomes for the Society internally and externally;
   - ensure the requisite skills and experience of the Society’s nominee to facilitate the organisation in the discharge of its functions;
   - be objective in assessment of the potential contribution of the nominated individual;
   - be transparent and demonstrate equity and fairness.

5. Where a member of the committee has expressed an interest in being nominated to a particular organisation they shall not be present for the part of the meeting during which the nomination is considered.

6. The term of office for the nominee shall normally be as determined by the organisation to which they are nominated but the Society reserves the right to withdraw or change its nominee. However, in the case of Assembly member nominees, the Assembly may wish to review the position where the nominee ceases to be a member of the Assembly and, in exceptional circumstances, the nomination may be withdrawn.

7. The Assembly will review the budgetary implications for the nomination.

8. Attendance at meetings of the body shall be in accordance with the agreed principles for attendance at overseas meetings.

9. The organisations to which this procedure currently refers are:
   - International Pharmaceutical Federation Congress (FIP)
   - Pharmacy Group of the European Union General Assembly (PGEU)
   - Commonwealth Pharmacists Association (CPA)

10. This will apply to any other international organisation that shall seek nomination from the Society.