



First Practice Management

working together with



Largs Medical Group

North Ayrshire, KA30 8LH

<https://www.largsmedicalgroup.com>

Contents

Overview2

Interview Details and Selection Process3

An Outline Profile of the Practice.....4

An Outline Profile of the Post 12

Person Specification 17

The Principal Contract Terms..... 18

Overview

This post provides an opportunity for a suitably qualified practice manager with the relevant skills to undertake a central role in this long established and respected medical practice.

If after reading this you have any questions that may influence your decision to apply, then do please contact First Practice Management.

Please complete the application form electronically and email it to mail@firstpracticemanagement.co.uk

Please note CVs can be included too, but a completed application form **must** be included.

It is important that you provide a covering letter supporting your application and email this, together with the application form. This letter should be a Word document of ideally no more than two pages of A4.

To be shortlisted, you must provide details of your experience, knowledge, and skills in the following areas:

- Finance management including planning and budgets
- Change Management and Quality Improvement
- Leadership, HR, training and wellbeing
- Application of IT systems and governance
- Patient/customer service and compliance
- Health & Safety and risk assessments
- Any other experience relevant to this post

**Your application for this post must arrive by
Midnight on Saturday 17th January 2026**

Interview Details and Selection Process

First interviews are on the 30th January 2026 and held remotely via Zoom.

You will be informed by email whether you have been short-listed to attend for interview.

If selected, second interviews will be at the practice premises.

First Practice Management is assisting with the recruitment process and is not involved in the final decision-making process in terms of interview selection or appointment; this is the responsibility of the recruiting practice.

Unfortunately, we are not able to provide feedback for applicants who have not been short-listed for interview.

An Outline Profile of the Practice

Location

Largs Medical Group is an established and respected GP practice located within the Brooksby Medical and Resource Centre at 31 Brisbane Road, Largs, North Ayrshire, KA30 8LH. The building is a large, purpose built premises which opened in 2009 and accommodates Police Scotland, Largs Registry Office, Local Council Services, District Nursing and Community Health Services.

Largs is a beautiful and charming coastal town located on the West Coast of Scotland on the Firth of Clyde and has a wealth of heritage, local cultural history with many landmarks and monuments, including Scotland's famous Nardini's ice cream parlour. The practice premises are ideally located within a short walk from the Largs Bay Beach. There is a local marina with an active sailing and water sports community. There are several islands locally including Cumbrae, Arran and Bute which make for excellent day trips by ferry.



The stunning Clyde Muirshiel Regional Park with its picturesque woodlands and heather moorland hills forms the backdrop inland from Largs, making this an enviable and desirable place to work.



© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

The practice offers patient services to those living within the post coded areas of KA29 and KA30 and has a list size of c.13500, growing as the local population expands due to housing developments with further building planned. The patient list has a predominance of elderly individuals with many choosing to retire to this idyllic location.

Largs is very well located for access to the main road network of the A78, A760 and A737, leading to the M8 which all give easy access to Glasgow, Greenock, Irvine and Kilmaronock.

The town has good access to public transport and Glasgow Airport is within a 40-minute drive from the practice premises.

There is an excellent range of housing, schools/education, shops, sporting facilities and other public amenities nearby.

Largs Medical Group – philosophy

This 11 partner Scottish GMS (General Medical Services) practice is a respected teaching and training practice to all FY and ST trainee doctors as well as medical students from The University of Glasgow, Scotland Medical Training and West of Scotland Training Programmes. They also have two salaried GPs and an Advanced Nurse Practitioner working within the team.

Working in collaboration, the practice is one of four practices which forms the North Coast GP Cluster. GP clusters have direct involvement and influence in improving the quality of all health and social care services provided to patients within their locality and are expected to develop and gain further influence over time.

Largs Medical Group worked with local stakeholders to develop the Largs Wellness Model which aims to improve the mental health of the younger population. Through this work the practice has developed excellent links and relationships with the local community and is a Teenage Friendly practice.

The practice is proactive and innovative with patient care and has a history of development and piloting schemes to deliver enhanced patient services which have included a Health Board employed Occupational Health Therapist, Advanced Practice Physiotherapist, Advanced Practice Pharmacist, Mental Health Practitioner, GP Pharmacist and Community Link Worker who provide services to support Primary Care.

They are proud of their up to date website and social media presence with a Facebook page which they use to provide information and educational material to the patient population as well as provide updates on any news or changes to local services.

Committed to high quality care, the practice continues to aspire to meet the challenges and targets of the NHS National Services Scotland and National Standards requirements.

The Brooksby Resource Centre attracts a wealth of community services which are accommodated within the premises. There are several spacious seated waiting areas throughout. Independent Podiatry, Occupational Therapy, MSK Physiotherapy, Dietetic services and Community Mental Health Care services located within the Resource Centre.

With a clear vision to deliver high quality care, the practice has shared core values which were developed by the whole health care team and is a respected and long-established practice with an excellent reputation for patient care and accessibility.

There is an enviably stable and strong team ethos within the practice which is described as supportive, sociable, friendly, approachable and caring, with a respectful culture. Social events are encouraged and plentiful including summer and Christmas events. Baking is also actively encouraged!

The partners strongly believe in investing in development and training. Several of the partners undertook their training at this practice and it is very important to the partners that this ethos is maintained and developed. Ongoing professional development and training is a priority for our administrative and clinical team.

Whilst being clinically driven, the practice also performs well financially and presents as a strongly democratic, happy and balanced team with good communication between the clinical team, partners and administration teams.

There is a relaxed atmosphere at the surgery and the environment is very pleasant to work in. Staff turnover is low and the practice is an equal opportunities employer.

There is now a need for a Practice Manager to facilitate the smooth running of this patient centred practice and to help develop, innovate and lead the practice forward, building on the relationships that already exist between doctors, staff, patients and third-party relationships.

The successful candidate will take up post in the first quarter of 2026, with the aim of allowing for a suitable period of handover with the outgoing manager.

The Doctors

There are eleven partners and 2 salaried GPs; and all have an interest in all aspects of general practice.

The Partners

Dr Maureen Greenfield: MBChB (Dundee 1987) DGM MRCGP FRCGP

Dr Greenfield is the longest serving partner in the practice. She has a special interest in diabetes and is the practice joint lead for our diabetic population. She is also a GP trainer and Clinical and Educational Supervisor for FY2 doctors.

Dr Andrew Jones: MBChB (Liverpool 1988) DRCOG

Dr Jones joined the practice in 1993. He has a special interest in musculoskeletal conditions and rheumatology. He is the practice lead for dermatology. He has developed close links with community pharmacy and is the lead in this area.

Dr Stuart Lewis: MBChB (Glasgow 1988) DRCOG MRCGP DFM

Initially a trainee at the practice, Dr Lewis joined as a Partner in 1996, has a special interest in minor surgery and men's health and is one of the practice leads for finance.

Dr Maeve Docherty: MBChB (Glasgow 1988) DRCOG

Dr Docherty joined the practice in 1996, has a special interest in women's health and is keen to find ways to reduce the environmental impact of primary care.

Dr Rachel Fraser: MBChB (Glasgow 1998) MRCGP DRCOG

Initially a trainee at the practice, Dr Fraser joined the practice as a Partner in 2005, has a special interest in women's health and anticoagulation. She is the staff partner lead. She is also the Practice Quality Lead (PQL), chair of the LMC (Local Medical Committee), chair of GP Sub Committee and deputy chair of the Scottish LMC conference.

Dr Colin Jamieson: BSc MBChB (Manchester 1996) DRCOG MRCGP

Initially a trainee at the practice, Dr Jamieson joined as a Partner in 2007, has a special interest in asthma and COPD and is a former appraiser. He is also a GP trainer working within the Glasgow Clyde South GP training programme.

Dr Jennifer Shelley: MBChB (Glasgow 2006) MRCGP DRCOG DCH DFFP

Dr Shelley joined the practice in 2010, has a special interest in women's health, family planning and palliative care. She has been a GP trainer since 2014, with responsibility for clinical and educational supervision of GP specialist trainees.

Dr Lyndsey Russell: MBChB (Glasgow 2006) MRCGP DFFP DPM

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

Dr Russell joined the practice in 2014, has special interests in palliative care, rehabilitation and frailty and is the practice lead for Medical Student teaching and the Health and Therapy Team.

Dr Fiona McCarlie: MBChB (Glasgow 2009) MRCP DF SRH DRCOG

Dr McCarlie joined the practice in 2016, has a special interest in women's health and family planning. She is one of the practice leads for finance and oversees workflow management.

Dr Stephanie Gillespie: MBChB (Glasgow 2010) MRCP

Initially a GP trainee within Ayrshire and Arran, Dr Gillespie joined the practice in 2019, has a special interest in paediatrics and out of hours working. She also shares financial lead responsibilities within the practice.

Dr Andrew Mackay: MBChB (Glasgow 2012) MRCP

Initially a GP trainee within Ayrshire and Arran, Dr Mackay joined the practice in 2019, has a special interest in diabetes and is the practice joint lead for diabetes management. He is also a trainer for FY2 doctors.

Salaried GPs

Dr Gemma Reid: MBChB (Glasgow 2018) MRCP

Dr Fiona Mackenzie: MBChB (Aberdeen 2017) MRCP

Services provided

The practice offers contracted essential services and also provides the following additional services.

- Contraceptive services including coil and implant fitting
- Cryotherapy
- Joint injections
- Cervical Screening
- Chronic disease monitoring and treatment
- Anticoagulation
- Family planning
- Sexual health
- Phlebotomy
- Treatment room services

Staff

The practice has a team of 26 health care professionals and administration support who are all practice employed.

Clinical staff

1 Advanced Nurse Practitioner
3 General Practice Nurses
1 Phlebotomist

Practice staff

1 Practice Manager
1 IT and Admin Manager
22 Reception and Administration team Members
2 Secretarial team members

Attached Staff Multi-Disciplinary Team

Advanced Practice Physiotherapist
Mental Health Practitioner

CTAC Team (Community Treatment and Care Nursing Service)

Advanced Practice Pharmacist

Pharmacists

Pharmacy technicians

Pharmacy Support Worker

Community Link Worker

Occupational Therapist

Smoking Cessation Advisors

Community Midwives

Community Nurses

Health Visitors

Premises

Largs Medical Group occupies GP premises within the Brooksby Medical and Resource Centre which includes 15 clinical rooms, waiting room, reception, open plan administration office, a separate practice manager's office and staff facilities. There is a meeting room with shared access. There is also an on-site staff parking area.

Computing and Information Technology

The practice uses the EMIS and Docman clinical systems. XERO software is utilised for accountancy and payroll is outsourced to the accountants.

The practice considers itself developed and aspires to be forward thinking in IT. The partners continue to look for management input and support to enable the practice to grow and progress further and develop improved systems and processes.

Outline profile of the post

The Practice Manager is a key member of the team and expected to demonstrate senior management and leadership qualities. The successful candidate will also have the ability to identify and implement the practice's objectives using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The post is tasked with assessing organisational performance, developing achievable goals and implementing processes that improve organisational effectiveness and efficiency, ensuring statutory and other legal requirements are met.

Medical practice management has grown in importance and complexity over the last few years. The need to ensure that the practice is financially efficient, has well-trained, well-motivated staff, and complies with an increasing range of health and safety, employment law and other legislation, is as important as ensuring the continuing provision of good patient care.

An understanding of current NHS National Service Scotland initiatives will be helpful; however, the NHS is changing substantially and rapidly and the introduction of new ideas and methods from outside the NHS presents an attractive proposition to the partnership.

Candidates are expected to bring strong interpersonal skills and be experienced and confident in the areas of people management, financial control, strategic management and information technology.

The Partners require the successful candidate to be proactive and plan for the future, maximising the practice's potential in relation to business, finance, premises, HR and collaborative relationships, whilst maintaining patient care and ensuring a high level of operational efficiency.

The successful candidate will need to ensure the Partners are kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable them to make informed decisions.

The strategic part of this role will need to look beyond today's challenges and assimilate the forthcoming changes in the NHS and any possible impact these may have on the practice and its operation.

The successful candidate should be able to identify with the values and philosophy of the practice and the role as outlined in this document

The opportunity for further personal development will be given in order to develop skills in line with practice needs.

References (one of which should be your most recent employer) will be requested along with an enhanced PVG check. The successful candidate will take up post on a date to be agreed.

Key requirements for the role are:

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

- Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
- Demonstration of excellent organisational and effective communication skills
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- Strategic thinking and planning
- Ability to deliver against key targets
- Knowledge and skills of HR and the ability to act sensitively and effectively
- Leading and chairing practice meetings as appropriate
- Developing and co-ordinating systems to improve the efficiency and effectiveness of the practice
- Capability in handling and de-escalating complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensuring practice policy and standards compliance
- Ability to present the practice to external groups
- Ability to identify, develop and deliver initiatives
- Ability to enjoy diversity and sometimes – the unexpected

Key responsibilities

Finance

- Responsibility, with the finance partners, for the finances of the practice
- Developing and control of practice budgets, financial systems and the costs relating to the new development
- Preparing financial budgets
- Responsibility, with the finance partners, for income, expenditure and cash-flow forecasts
- Ensuring the organisational requirements of the practice contracts are fully met and complied with
- Supporting the partners to develop and implement processes to achieve clinical targets
- Liaising with accountant, bank and business insurance companies as appropriate or as directed by the partners
- Responsibility for the administration of PAYE for practice staff and of the NHS Pension and Stakeholder Pension Schemes, overseeing the processing of staff salaries
- Negotiating with suppliers to obtain favourable terms
- Responsibility, with the finance partner, for liaison with the NHSAAA payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Directly contributing to profit improvement by exploring areas for increasing income and reducing costs
- Analysis of data relating to NHSAAA as appropriate and contribute to planning and organisation at practice.

Strategic Management and Planning

- Keeping abreast of current affairs and identifying potential opportunities and threats
- Implementing, maintaining and updating a Practice Development Plan, overseeing the implementation of the aims and objectives
- Assisting the practice in the wider community and assisting with forging links with other local practices and relevant agencies and in particular working collaboratively with the North Coast Inc. Islands GP Cluster
- Formulating objectives and research and develop ideas for future practice development
- Representing the practice at external/third party meetings
- Making recommendations to the partners for practice development with regard to potential sources of income

Human Resources

- Overall responsibility for recruitment and selection of staff working, including contracts of employment and job descriptions
- Ensuring Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Having awareness of current employment legislation
- Developing and maintaining good employee/employer relationships
- Ensuring that members of the existing staff team are aware of any changes that occur in the practice
- Maintaining good communication at all times with the practice team
- Keeping oversight of rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, etc.
- Implementing pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff PVG (Protecting Vulnerable Groups scheme) checks
- Ensuring appropriate support for recently appointed staff members
- Evaluation of the employee structure for effectiveness and encourage personal staff development and motivation
- To meet with attached staff as and when necessary and arrange/attend regular meetings with partners and attached staff to discuss all issues around patient care
- To ensure that suitable facilities are available to enable all staff to work within the practice
- Be responsible for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team
- Ensure regulated and revalidation compliance for all clinical team members in the practice

Information Technology

- Ensuring the update of appropriate information governance systems
- Working with IT support to ensure all practice IT and telephone systems are functioning effectively
- Exploring opportunities to further develop the practice and its website
- Ensuring the IG and DSP toolkit requirements are met

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

- Ensuring the practice website is maintained and current

Patient Services

- Ensuring that the practice complies with NHS contractual obligations in relation to patient care
- Adopting a strategic approach to the development and management of patient services
- Managing the appointment system for all doctors, including annual leave and time owing
- Responsibility for the computerised rotas for all doctors
- Routinely monitoring and assessing practice performance against patient access and demand in conjunction with the portfolio partner
- Maintaining registration policies and monitor patient turnover and capitation
- Overseeing and managing effective appointment systems
- Routinely monitoring and assessing practice performance against patient access and demand targets
- Managing the complaints management system
- Managing the significant events system
- Liaising with patient groups and acknowledging voluntary contributions from the patients

Premises and Equipment

- Representing the practice to negotiate leasing contracts and their renewals
- Liaising with the NHSAAA regarding health centre charges
- Responsibility for the smooth running of the building
- Responsibility for health & safety issues at the practice, in conjunction with named personnel
- Ensuring that practice premises are properly maintained and cleaned and that adequate fire prevention and security systems are in place
- Overall responsibility for room usage and changes
- Overall responsibility for building repairs, cleaning contract and refurbishments
- Managing the procurement of practice equipment, supplies for building maintenance
- Ensuring that the practice has adequate disaster recovery procedures in place
- Arranging appropriate maintenance for practice equipment

Security

- Ensuring adequate supplies of panic fobs & door bleeps & any other security equipment as deemed necessary
- Liaising with Alarm Company re CCTV & panic alarms, as appropriate
- Ensuring all staff area aware of security & fire systems
- Ensuring regular fire & panic drills take place

Risk Management

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

As SIRO (Senior Information Risk Officer), overall responsibility for all aspects of Information Risk for the practice

- Monitoring relevant legal, statutory, and contractual requirements and their implications for the practice, including the consequences of non-compliance.
- Monitoring of work areas and practices to ensure they are safe and free from hazard and that they conform to health and safety legislation.
- Ensure that the practice's IT resources are maintained to protect the integrity of patient's records and compliance with the Data Protection Act.
- Ensure that effective safeguards are in place to prevent any type of fraud.
- Compliance with professional and legal requirements and guidelines.
- Delivery of appropriate education and training in health and safety.
- Ensure the practice complies fully with all GDPR regulations.

Communication

- Ensuring compliance with the latest NHSAAA recommendations
- Understanding and maintaining the practice communication systems
- Building/maintaining good working relationships with the NHSAAA, hospitals, community agencies, LMC (Local Medical Committee), other GP practices, pharmacists, community, voluntary and private organisations
- Representing the practice at meetings and seminars
- Assisting and supporting the partners corporately and at individual level to fulfil the requirements of revalidation
- Presenting a professional image and always promoting the practice
- Sharing skills and expertise with others
- Ensuring continuity of practice staff and clinical meetings

Miscellaneous

- Other duties which may be decided upon by the partners from time to time.

Person Specification – Practice Manager

	Necessary	Desirable
Academic/ Vocational Qualifications	<ul style="list-style-type: none"> Evidence of a sound education to degree level or equivalent Evidence of a commitment to continuing professional development 	<ul style="list-style-type: none"> Relevant Business, Finance or Leadership/Management qualification Member of a relevant professional body
Experience	<ul style="list-style-type: none"> 5 years' experience of successfully leading and managing teams HR, Employment Law, and safe recruitment Working in an IT led environment Financial management experience of small company accounts 5 years' experience as a business/senior manager, with knowledge of contract management and small business accounts Change management and a driver of change Risk assessment and risk management experience Management experience in the NHS or in Primary care 	<ul style="list-style-type: none"> Experience of strategic business planning Experience of working with regulatory bodies and preparing for inspections
Skills	<ul style="list-style-type: none"> A "solutions focused" approach to problem solving Intelligent with a fast-learning ability Effective communication (oral and written) and excellent inter-personal skills Approachable with the ability to listen, nurture and empathise Delegation and empowerment of staff Appropriate IT skills and computer literacy Leadership skills, including excellent people management skills Strategic management skills to run a well-organised business Negotiating and managing conflict Able to manage change and cope with pressure Networking and facilitation Motivational with a growth mindset 	<ul style="list-style-type: none"> Project management
Qualities	<ul style="list-style-type: none"> Personable and approachable Self-motivated and confident – able to work with minimal direction Adaptable and innovative Enthusiasm, with energy and drive Gains respect by example, with fairness, integrity & leadership Trustworthy, honest, reliable, caring, and sympathetic Proactive strategic thinking with a clear vision Confidential and conscientious Hard-working, reliable, and resourceful Willing to work flexible hours as necessary Considered, steady approach Diplomacy 	<ul style="list-style-type: none"> Good sense of humour
Other	<ul style="list-style-type: none"> Sufficient English language fluency as required under the Immigration Act 2016 Nonsmoking premises 	<ul style="list-style-type: none"> The ability & willingness to travel to meetings & courses Ability to attend evening/weekend ad-hoc meetings

The Principal Contract Terms

- An annual salary of £45,000 - £55,000 (depending upon experience).
- The post is full-time over 5 working days and the hours required will be commensurate with the salary and as the post requires, but will be based on 37.5 hours per week in principle. The post-holder is required to attend any ad hoc evening/weekend meetings as occasionally required.
- Annual Leave entitlement will be 25 days per annum plus all (10) statutory bank holidays.
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months with bi-monthly reviews. During this probationary period notice will be two weeks.
- Period of notice will be twelve weeks upon successful completion of the assessment period.