



## FIRST PRACTICE MANAGEMENT

Working together with

BRINSLEY AVENUE SURGERY  
11 BRINSLEY AVENUE, TRENTHAM, ST4 8LT

BARLASTON SURGERY  
OLD ROAD, BARLASTON, ST12 9EP

<https://www.brinsleyavenuepractice.co.uk/>

FOR YOUR FUTURE IN PRIMARY CARE

## **INDEX**

Thank you for your interest in this vacancy. The information given on the following pages outlines details of the post and the interview process along with a detailed profile of the practice.

Page 3	Overview
Page 4	Interview details and selection process
Pages 5-8	Outline profile of the Practice
Pages 9-12	Outline profile of the post
Page 13	Person specification
Page 14	Principal contract terms

## OVERVIEW

This post provides an opportunity for a suitably experienced Manager with the relevant skills to undertake this Practice Manager role in Stoke on Trent.

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 on the First Practice Management website and attach your CV and cover letter. For any queries, please contact [mail@firstpracticemanagement.co.uk](mailto:mail@firstpracticemanagement.co.uk) or [Tracy Green](#) at [consult@tracygreen.co.uk](mailto:consult@tracygreen.co.uk).

**It is important that you provide a covering letter supporting your application demonstrating your experience and skills in the areas listed below. 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:**

- Managing operations
- Management of premises, health and safety and human resources
- Contract management
- Delivery and improvement of patient services
- Team management and leadership
- Effective communication

**Your application for this post must arrive by**

**Midnight Monday 26<sup>th</sup> May 2025**

We aim to contact shortlisted candidates by Monday 3<sup>rd</sup> June 2025

## INTERVIEW DETAILS AND SELECTION PROCESS

PLEASE NOTE:

- **First interviews will take place remotely on Wednesday 11<sup>th</sup> June 2025**
- **In person interviews for selected candidates will be held on Thursday 12<sup>th</sup> June 2025**

***Please advise in your application if you are unable to make either of these days as these have been planned in for the GPs.***

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

We regret we do not provide feedback for applicants who have not been short-listed.

## An Outline Profile of the Practice

Brinsley Avenue Practice is part of Staffordshire and Stoke on Trent Integrated Health Board operating from 2 sites within 1 mile of each other.

The practice holds a GMS contract delivering services to circa 6,000 patients and public health data in 2022 detailed this area as the third least deprived based on the deprivation score (IMD).

The last CQC visit was in 2016 where the practice was rated outstanding evidencing they are a high achieving and patient focussed practice which is also evident in the higher-than-average patient survey results.

Registered Persons	
Brinsley Avenue Practice	5,979
South Stoke West PCN	5,683 (average)
ENGLAND	10,107 (average)

M83601 - Brinsley Avenue Practice	
<b>QOF achievement</b>	631 (out of 635)
<b>Life expectancy (Male)</b>	78.4 years
<b>Life expectancy (Female)</b>	82.2 years
<b>% having a positive experience of their practice</b>	81.7%

Deprivation	
Third less deprived decile	
<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> More deprived Less deprived	

Ethnicity Estimate	
1.3% mixed, 3.6% asian, 1.3% other non-white ethnic groups	

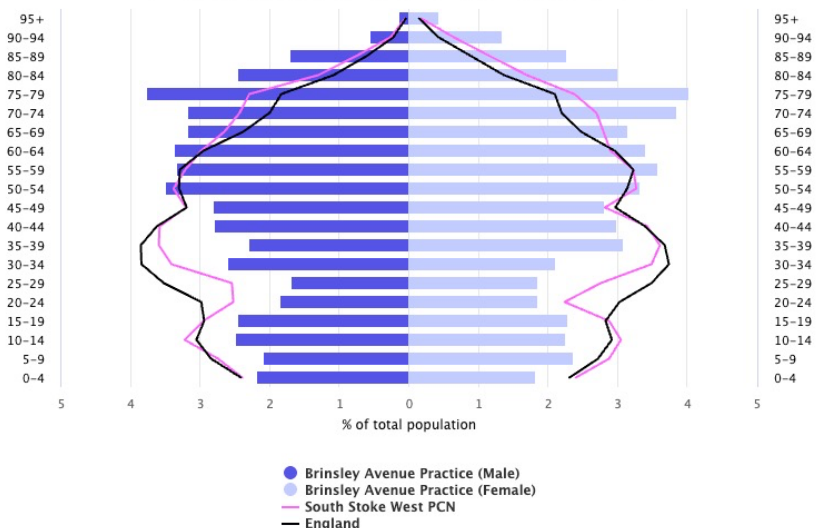
  

CQC Rating	
Overall: Outstanding	
<div> <div></div> <div></div> <div></div> <div></div> </div> Inadequate Outstanding	

Source: <https://www.cqc.org.uk/location/1-583495396>  
Report published: 21 November 2016



Population age profile  
GP registered population by sex and quinary age band 2024



## **Brinsley Avenue Surgery**

This is a long-standing practice that was formed more than 50 years ago.

Brinsley Avenue Surgery is a 3 GP partner practice delivering services under a GMS contract across 2 sites.

The partners recognise the importance of having an excellent team to deliver patient care and they have up to 10% of patients residing in nursing homes who they look after. This is a close team who take part in park run, social events and internal meetings as part of their usual culture. They are a veteran accredited practice and have some long-standing members of the team who are due to celebrate their 25- and 30-years' service at the practice. The latest partner was previously a locum and the new incoming salaried GP has been a registrar at the practice.

They are a strong training practice as they keenly work with Keele University to support and develop medical students, registrar doctors, paramedic and nurses. They partners describe themselves as traditional whist being innovative, forward thinking and embracing change.

The practice is part of South Stoke West Primary Care Network (PCN) along with 5 other practices.

## **The Doctors**

### **3 Partners**

Dr V Hendley  
Dr D Bridgwood  
Dr C Asagwara

### **2 Salaried GPs**

Dr B Dhas  
Dr C Garside  
Dr J Chambers joins in August 2025

### **Rest of team**

There are a range of clinical and non-clinical roles at the practice including:

- 1 Lead Nurse who is a prescriber and in training to be an advanced nurse practitioner
- 1 practice nurse
- 3 lead administrators taking lead roles for administration, recalls and reception
- A team of administrators and receptionists

Additional roles working in the PCN roles:

- Mental Health nurse specialist
- Paramedic
- Physio
- GP
- Link workers

### **Services Provided**

The Practice offers all core contract services and has an agreed service for local nursing homes.

## **Premises**

There are 2 premises locations:

### **Brinsley Avenue**

This is a converted house with 4 consulting rooms.  
Staff parking is available and on street short term parking for patients.

### **Barlaston Surgery**

This is a larger premises just 1 mile away with 5 consulting rooms and 3 smaller rooms available for use.

There are more rooms available for staff to use at this site and the meeting room is utilised by the community each Friday morning which is organised by the PPG.

There is a management office available at both sites and the Practice Manager will be expected to spend time at each site to meet business needs.

Barlaston Surgery has ample onsite parking for both staff and patients.

## **Computing and Information Technology**

The practice uses the EMIS clinical system, Xero is the financial computer package and payroll is outsourced. There is bookkeeping support from one of the team members.



## **An Outline Profile of the Post**

This is an excellent opportunity for an experienced Manager to join this thriving practice utilising finance, contract, HR, and team management skills in a varied role.

The successful candidate will have a can-do attitude with passion, vision and drive demonstrating robust management, leadership, IT and communication skills. You will manage and take responsibility for all operational business and work closely with the partners and an excellent existing team.

You will be an experienced leader, with good communication, and able to multitask, ensuring excellent patient care is delivered through your team. This is a key role within the practice, and it is essential that you demonstrate good leadership qualities, with the ability to achieve goals and targets using a combination of personal involvement, motivation of other staff and delegation when appropriate.

An understanding of current NHS initiatives will be helpful; however, primary care is changing substantially so the ability to keep up to date with changes is important. In addition to adapting the practice to meet the demands of providing high quality patient care, the Practice manager will need to ensure that the practice is financially efficient and compliant with all aspects of health and safety, employment legislation and Care Quality Commission (CQC) compliance. Whilst HR is part of this role, the practice has external HR support available, and payroll is outsourced.

The practice is part of South Stoke West PCN so you will be involved and ensure that any staff working within the practice are made to feel welcome and appropriate claims are made by the practice.

References will be requested in line with the safe recruitment policy along with an enhanced DBS check.

### **Key requirements for the role are:**

- Managing operations
- Management of premises, health and safety and human resources
- Contract management
- Delivery and improvement of patient services
- Team management and leadership
- Effective communication

## **Finance**

Working with the accountant and partners to take strategic responsibility for the finances of the practice which includes:

- Development and control practice budgets, financial systems and costs relating to new developments
- Preparation of financial budgets
- Responsibility for income, expenditure, and cash-flow forecasts
- Ensuring organisational requirements of the Practice contracts are fully met and complied with
- Development and implementation of processes to achieve clinical targets of QOF and enhanced services
- Liaising with the commissioners and payment agencies regarding queries with payments relating to the contract, e.g. Enhanced Services.
- Contributing to profit improvement by exploring areas for increasing income and reducing costs
- Analysing data relating to commissioning as appropriate and contribute to planning and organisation both at practice and place level

## **Strategic Planning**

- Keep abreast of current affairs and identify potential opportunities and threats
- Actively promote and develop areas of the practice premises to create additional income and added patient services
- Implement, maintain, and update a practice development plan, oversee the implementation of the aims and objectives
- Assist the practice in the wider community and assist with forging links with other local practices and relevant agencies and in particular working collaboratively with the PCN (Primary Care Network)
- Represent the practice at ICB/S meetings
- Make recommendations to the partners for practice development with regard to potential sources of income and enhanced patient and community services

## **Human Resources**

- Overall responsibility for recruitment and selection of staff, including contracts of employment and job descriptions
- Utilise support from external agencies to ensure employment law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Knowledge of current employment legislation
- Good employee/employer relationships
- Ensure that members of the existing staff team are aware of any changes that occur in the practice

- Maintain good communication at all times with the practice team
- Oversee rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, etc.
- Implement pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff DBS (Disclosure and Barring Service) checks
- Ensure that suitable facilities are available to enable all staff to work within the Practice
- Responsibility for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team
- Ensure appropriate support for recently appointed staff members
- Encourage personal staff development and motivation

### **Information Technology**

- Ensure the update of appropriate information governance systems
- Work with IT support to ensure all practice IT and telephone systems are functioning effectively
- Explore opportunities to further develop the practice and ensure initiatives already adopted are maintained
- Ensure the DSP toolkit requirements are met

### **Patient Services**

- Ensure that the practice complies with contractual obligations in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation
- Oversee and manage effective appointment systems
- Routinely monitor and assess practice performance against patient access and demand targets
- Oversee the complaints management system
- Manage the significant events system
- Liaise with patient groups and encourage development of the PPG

### **Premises and Equipment**

- Represent the practice to negotiate leasing contracts and their renewals
- Liaise with NHSE&I in rent reviews
- Ensure the premises are safe and compliant with relevant regulations

### **CQC**

- Responsibility for maintenance and compliance with CQC regulations

## **Communication**

- Ensure compliance with the latest NHS recommendations
- Understand and maintain the practice communication systems
- Build/maintain good working relationships with NHSE&I, the ICS, hospitals, community agencies, LMC (Local Medical Committee), other GP practices, pharmacists, community, education bodies, voluntary and private organisations
- Represent the practice at meetings and seminars
- Share skills and expertise with others
- Ensure continuity of practice staff and clinical meetings
- Responsible for the practice response to online feedback such as from NHS Choices and Google reviews
- Coordinate the digital presence and communications via the practice website, social media, and SMS technology

## **Miscellaneous**

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

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

## **The Principal Contract Terms**

- An annual salary of £40,000-£45,000 pro rata depending on experience
- Working 4 or 5 days a week
- Annual Leave entitlement will be 25 days per annum plus all statutory Bank Holidays. Annual leave will increase in line with length of service.
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months with regular reviews. During this period, notice will be one week.
- Period of notice will be six weeks upon successful completion of the assessment period.