



First Practice Management

working together with

UNIVERSITY HEALTH SERVICE
EDINBURGH EH8 9AL

[University Health Service - Richard Verney Health Centre, Edinburgh, EH8 9AL](#)

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Overview

This post provides an opportunity for a suitably experienced senior manager with the relevant skills to undertake a central role in this very well-established 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:

- Business finances including budgets, contract management and financial planning
- Strategic Management and Business Planning
- Change Management and Quality Improvement
- Knowledge of IT systems and GDPR governance
- Health and Safety and Risk Management
- NHS experience (if applicable)
- HR and employment law
- Leadership and Employee wellbeing
- Any other experience relevant to this post

**Your application for this post must arrive by
Midnight – 22nd July 2025**

Interview Details and Selection Process

First interviews will take place remotely via the Zoom platform on Wednesday 6th August 2025.

Those selected for a second interview will be invited for a face-to-face meeting at the practice on Monday the 18th August 2025.

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.

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

With c 24,400 registered patients, the University Health Service is the largest GP practice in Edinburgh and one of the largest in Scotland. This long-established practice, which evolved from The Department of Physical Education, has offered patient services since the 1930s and from its current premises since 1970. The premises occupy the top three floors of the Health and Wellbeing Centre for the University of Edinburgh.



There is an excellent public transport network and Waverley Railway Station is within walking distance from the practice premises.

The practice location is enviable in this vibrant and historic city which is the home of culture, festivity and celebration. There are many cultural centres and institutions. The city is also known for the Edinburgh International Festival and the Fringe, which is the largest annual international arts festival in the world.

The historic sights and heritage of Arthur's Seat, Holyrood Park and Edinburgh Castle can all be viewed from the practice premises.

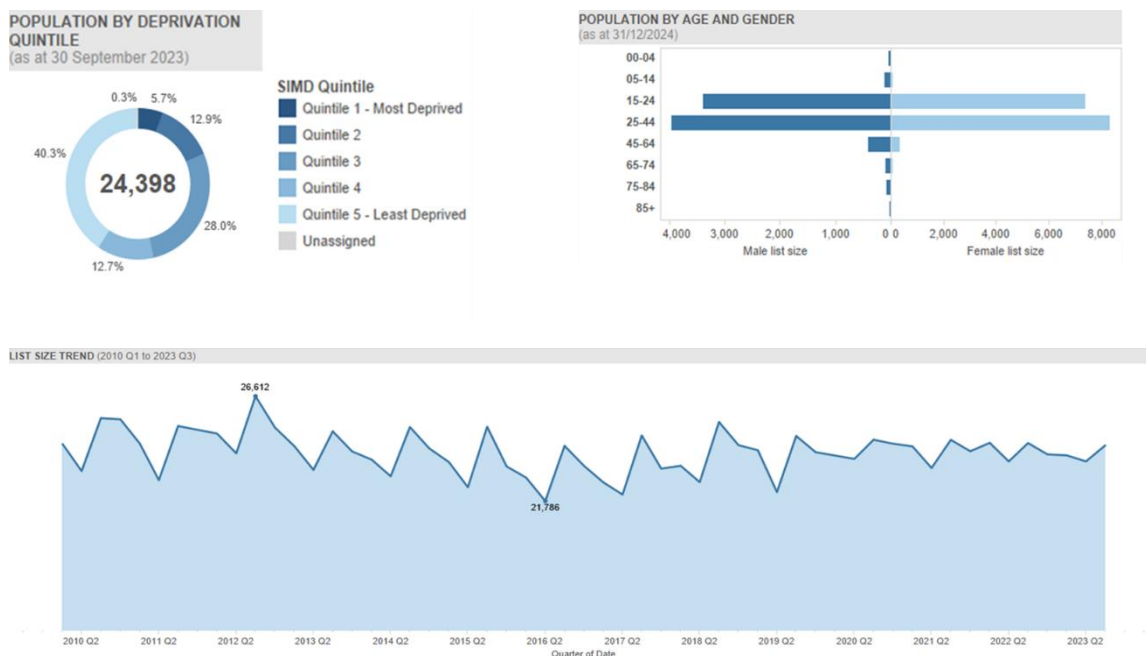
There is an excellent range of housing, schools, shops, sport and leisure facilities as well as many other public amenities in the local area.

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Patient services are offered to those living within the catchment area, which can be found on the practice website using the following link and also seen on the map above.

www.health-service.ed.ac.uk (the practice is aware there are technical issues accessing their web page at the time of advert publication)

The population demographics and age profile are predominantly young adults, with some families and professionals who reside in the practice area.
The demographic dashboard can be seen below.



University Health Service philosophy

Centred in the heart of the campus of the University of Edinburgh, this 7 Partner practice is a teaching and training practice and has an enviable reputation for holistic patient care. The practice is proud of its position as top in Edinburgh for patient satisfaction and hosted the Student Health Association conference for the UK in 2022.

This patient-centric practice works through partnership and collaboration with like-minded practices to provide patients with joined-up solutions which meet the needs of their diverse demographics. It is one of ten member practices which forms the Edinburgh South-East South GP Cluster.

The practice is actively involved with the education bodies of NHS Education for Scotland and the University of Edinburgh to provide training to post-graduate GP Specialty Trainees and teaching to medical students.

The Partners strongly believe in investing in development and training. They have recently supported their Practice Nurse to complete training to become an independent prescriber and have also facilitated signposting training for the reception team.

Located within the boundary of the NHS Lothian Health Board, the practice continues to aspire to meet the challenges and targets of the NHS National Services Scotland and National Standards requirements and has a clear vision to deliver high quality care, with shared core values which were developed by the whole health care team.

There is a strong team ethos within the practice, which is described as supportive, approachable, friendly, caring and highly motivated. The Partners have an open-door policy and wellbeing and mental health support are very important for their team members. Social activity is encouraged and the team takes full advantage of the many cultural and entertainment opportunities that surround the practice. It is very important to the Partners that this ethos is maintained and developed.

Whilst being clinically driven, the practice also performs well financially and presents as a happy and balanced team with good communication between the Partners and clinical and administration teams. All members of staff are encouraged to make suggestions for improvements within the practice. There is a relaxed atmosphere at the surgery and the environment is very pleasant to work in. The practice is an equal opportunities employer.

Due to retirement, the practice is now looking for a new Practice Business 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 agencies.

The successful candidate will take up post on a date to be agreed.

The Team

There are 7 Partners all of whom have an interest in all aspects of General Practice and 8 Salaried GPs.

Partners

Dr Judith Richardson: MBChB (Edinburgh 1990) DRCOG DCH DFRSH FRCGP M Med Ed

Dr Richardson joined the practice initially as a trainee in 1993, before becoming a Partner in 1996. She is the senior Partner and works closely with the Practice Business Manager, particularly in relation to practice finances, health and safety and GDPR. She is the practice lead for IMT and works closely with the IT Manager. She has a particular interest in medical education and is one of the Educational Supervisors for our GPSTs. She is the Practice Cluster Lead.

Dr Susan Arnold: MBChB (Aberdeen 2004) DRCOG DFRSH MRCGP

Dr Arnold joined the practice as a Salaried GP in 2008 and became a Partner in 2012. She has an interest in medical education and is one of the Educational Supervisors in the practice. She works closely with the Practice Business Manager in relation to HR and staffing matters and is the line manager for the Practice Business Manager.

Dr Ewan Clark: MBChB (Dundee 2004) BMSc DRCOG DCH DFRSH DipTravMed MFTM RCPS(Glasg) MRCSEd FRCGP

Dr Clark joined the practice as a Partner in 2013. He is the Partner with responsibility for liaison with the University and management of the nursing team.

Dr Nina Talbot: MBChB (Edinburgh 2006) DRCOG DFRSH DCH MRCGP

Dr Talbot joined the practice initially as a trainee in 2009, before becoming a Salaried GP in 2012. She became a Partner in 2018. She works closely with the Practice Business Manager in handling complaints and is the practice lead for Drugs and alcohol, Contraception, Child protection and Carers. Dr Talbot is soon to become a GP Educational Supervisor.

Dr Michael Diamond: MBChB (Aberdeen 2010) MRCGP DRCOG

Dr Diamond joined the practice as a Partner in 2019. He is the practice lead for diabetes and has interests in preventative cardiovascular medicine and mental health. Dr Diamond is also the teaching lead for medical students.

Dr Sally McNeill: MBChB (Edinburgh 2001) DRCOG MRCGP (2006)

Dr McNeill joined the practice as a Locum in 2016 before becoming a Salaried GP and then Partner in 2023. She is the practice lead for Long Term Health Conditions and Prescribing.

Dr Yilang Li: BMedSci MBChB (Edinburgh 2011) MRCGP DPD

Dr Li joined the practice as a Partner in 2023. He is the practice lead for ADHD and DMARD monitoring and has a special interest in Dermatology. He is part of the QI team and is leading the project for 2024-25.

Salaried GPs

Dr Carolyn Elliott
Dr Louise Duthie
Dr Diane McCutcheon
Dr Isabelle Crawford
Dr Kathryn Marshall
Dr Samuel Walker
Dr Deborah Bassett
Dr Iona Dias

Clinical staff

Practice Nurse
HCA (Healthcare Assistant)

Allied Healthcare Staff

Advanced Physiotherapy Practitioners (2)
Integrated Primary Care Pharmacist

Administration Team

Practice Business & development Manager (Vacancy)
IT Manager
Practice Administrator
Reception Manager
Records/System Administrator
Receptionists (6)

Premises

The Richard Verney Health Centre occupies the upper three floors of University Health and Wellbeing Centre, which are accessed by stairs and lift.

Floor 3 – Patient waiting room and reception area, 9 consulting rooms and the HCA room.

Floor 4 – Patient waiting room, the Allied Healthcare Team, nurse consulting rooms, admin office, including separate office for Practice Business Manager, meeting room and staff facilities including a shower room.

Floor 5 – Additional waiting room, 7 consulting rooms and storage facilities.

Computing and Information Technology

The practice has embraced Digital Transformation and has implemented all local initiatives.

The practice uses the Vision and Docman clinical systems. XERO software is utilised for accountancy and payroll is currently prepared at the practice and then outsourced for processing to the accountants.

The practice 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, exploring challenges of digital consultation and expanding the interactive use of the practice website.

Services provided

The practice offers essential services as per the GMS contract and also provides enhanced services as per local contracts.

An Outline Profile of the Post

The successful candidate will need to demonstrate robust leadership and communication skills, be well organised, highly motivated and financially astute. There is a requirement to manage and take responsibility for all business aspects of the practice. In addition, the candidate must have the ability to provide strategic guidance and planning to the Partners.

The new Practice Business Manager will be a key member of the team and will be expected to demonstrate leadership qualities, achieving goals and targets using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The Business Manager will be 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 and other legislation, is as important as ensuring the continuing provision of good patient care.

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 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 must be able to help initiate, develop and articulate the visions of the Partners and then ensure that they are brought to fruition. Strong negotiating skills and flexibility to meet emerging needs will be paramount.

It is expected that the successful candidate will be very comfortable thinking strategically, exploring new ways of working, suggesting options for change and working with the Partners to implement these and manage them accordingly.

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

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.

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 Disclosure check.

The successful candidate will take up post on a date to be agreed.

Key Requirements

You will provide clear and positive leadership and vision to the strategic management of the practice and will be expected to constantly review and recommend strategies for its development and effectiveness. On an operational level you will be responsible for the overall business efficiency of the practice, the maintenance of the existing team spirit, and the provision of a communication link to third parties. This includes representation of the practice as required.

Core Skills

- Ability to think strategically and translate strategy into implementation.
- Excellent organisational skills with the ability to manage time effectively to meet deadlines.
- Ability to manage a team effectively, managing performance issues and delivering required outputs.
- Ability to support and guide the team through decision-making processes.
- An analytical mind and outstanding presentation and problem-solving skills.
- Ability to work independently and use initiative.
- Ability to communicate clearly and effectively (both verbal and written) with a wide range of individuals.
- Ability to manage change through motivation and leadership.
- Robust finance and business skills to maintain and improve the profitability of the business.
- A conscientious approach and commitment to working in an adaptable and flexible manner.
- Ability to work calmly and effectively and deal with multiple demands.
- Ability to maintain strict levels of confidentiality and to treat staff, the management team and the Partners with sensitivity and respect.
- Ability to work positively as a member and leader of a busy management team and to develop a positive and caring culture.
- Ability to influence others positively, negotiate constructively and resolve conflict successfully
- Able to build and sustain networks and partnerships.
- Ability to work on multiple projects at once, maintaining focus, safety and quality improvement.
- Implementation and co-ordination of processes to ensure that the practice's objectives are met.
- Lead and chair meetings associated with the post.
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice.
- Ability to self-motivate, prioritise organise and/or delegate workload.
- Good IT knowledge and experience.
- Ensure practice policy and standards compliance.

Key responsibilities

Finance

Working with the Partners, responsible for the finances of the practice:

- Understand the practice's finances and provide all year-end documentation for the accountants.
- Work with the accountants to present financial plans, deliver projections to the Partners as required.

- Maximise the surgery's income from the GP contract, including enhanced services payments, monitoring performance against planned outcome and taking appropriate action to correct deviations.
- Undertake all bookkeeping for the practice and manage the cash flow so that funds are available when required.
- Prepare the monthly payroll for payroll provider and pay all salaries, locum payments and invoices.
- Pay all Partners' drawings and source specialist advice for Partners' pensions.
- Manage the insurances for indemnity, public liability, etc.
- Do monthly HMRC & SPPA submissions.
- Identify opportunities to increase income.
- Liaise with practitioner services regarding any financial queries, IT queries & record keeping queries.

Strategic Planning

- Keep abreast of current affairs and identify potential opportunities and threats.
- Assess and evaluate accommodation requirements and manage development and expansion opportunities if appropriate.
- Implement and update the Practice Development Plan, overseeing the implementation of the aims and objectives.
- Assist the practice in the wider community and assist with forging links with other local practices, relevant agencies, educational bodies and in particular working collaboratively with the local community and the GP Cluster.
- Formulate objectives and research and develop ideas for future practice development.
- Maintain and deliver the surgery's vision and core values.
- Lead on all planning & practice development.
- Present recommendations for improvements to the partnership.
- To make recommendations to the Partners for practice development with regard to enhancing patient services and potential sources of income.

Human Resources

Overall responsibility for all aspects of HR, including:

- Recruitment and selection of staff, including contracts of employment and job descriptions where appropriate.
- To ensure performance reviews and appraisals for all staff members, and implement a learning and development culture within the practice.
- Ensure Employment Law compliance for the disciplinary and dismissal process and after discussion with the Partners take any legal advice necessary.
- Be aware of current employment legislation.
- To develop and maintain good employee/employer relationships.
- To maintain good communication at all times with the practice team.
- To implement pay rises/scales and increments at the appropriate time as agreed by the Partners.

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- To meet with attached staff as and when necessary and attend regular meetings with Partners.
- Have oversight of the health and safety policy and its implementation.
- Facilitate the development of an effective multi-disciplinary primary health care team.

Information Technology

- Ensure the update of appropriate information governance systems.
- Ensure all Practice IT and telephone systems are functioning effectively.
- Ensure GDPR regulations are met and liaise with DPO/IC when required.
- Keep abreast of new technology and ensure existing IT is used to its full potential.

Patient Services

- Ensure that the Practice complies with NHS contractual obligations in relation to patient care.
- Maintain registration policies and monitor patient turnover and capitation.
- Oversee effective appointment systems.
- Monitor and assess practice performance against patient access and demand targets.
- Manage the complaints management system.
- Manage the significant events system.
- Engage patient feedback and communication, including practice website and social media.
- Recognise the patient's needs for alternative methods of communication to ensure equality and inclusivity.

Premises and Equipment

- Be responsible for the management and security of the building areas within the practice lease.
- Represent the practice to negotiate contracts and their renewals.
- Liaise with The University of Edinburgh and NHS Lothian in notional rent review.
- Ensure that the facilities used by the Practice are safe, effective and fit for purpose.

Risk Management

- DPO for the practice, manage process around data breaches, reporting to Data Protection Manager for NHS Lothian.
- 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.

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- Ensure the practice complies fully with all GDPR regulations.

Communication

- Ensure compliance with the latest NHS recommendations.
- Understand the practice communication systems.
- Build/maintain good working relationships with the University, hospitals, community agencies, other GP practices, GP Cluster, community pharmacies, voluntary and private organisations.
- Represent the practice at meetings and seminars.
- Assist and support the Partners corporately and at individual level to fulfil the requirements of revalidation.
- Present a professional image and always promote the practice.
- Share skills and expertise with others.

Confidentiality

- In the course of seeking treatment, patients entrust us with, or allow us to gather, sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff will respect their privacy and act appropriately.
- In the performance of the duties outlined in this Job Description, the post holder will have access to confidential information relating to patients and their carers, practice staff and other healthcare workers. They will have access to information relating to the practice as a business organisation. All such information from any source is to be regarded as strictly confidential.
- Information relating to patients, carers, colleagues, other healthcare workers or the business of the practice may only be divulged to authorised persons in accordance with the practice policies and procedures relating to confidentiality and the protection of personal and sensitive data.

Training and Development

The post holder will be expected to engage in appropriate personal development opportunities.

Miscellaneous

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

Practice Business Manager - Person Specification		
	Necessary	Desirable

Academic/Vocational Qualifications	<ul style="list-style-type: none"> • Evidence of a sound education to Higher/A level standard or equivalent • Evidence of a commitment to continuing professional development 	<ul style="list-style-type: none"> • Degree level certification • Relevant management HR or finance qualification
Experience	<ul style="list-style-type: none"> • 5 years' experience and success of communicating with and managing people • Experience of working in teams; able to promote teamwork and employee satisfaction • Working in a computer environment • Financial management experience including understanding of spread sheets • Experience as a business manager, with knowledge of employment law and business accounts • Experience of strategic business planning 	<ul style="list-style-type: none"> • Management experience in the NHS or in practice management • Experience of working with regulatory bodies
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 interpersonal skills • Approachable with the ability to listen and empathise • Delegation and empowerment of staff • Appropriate IT skills • Leadership skills, including excellent people management skills • Good time management • Customer service and complaints resolution • Negotiating and managing conflict • Able to manage change and cope with pressure • Networking and facilitation • Motivational 	<ul style="list-style-type: none"> • Project management • Change 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, 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 	
Other	<ul style="list-style-type: none"> • The ability to travel to meetings and courses • Occasional evenings and weekend meetings 	

The principal contract terms

- An annual salary of £50,000- £65,000 depending upon experience.
- The post is full-time 37.5 hours per week.
- Annual Leave entitlement will be 27 days per annum plus statutory bank holidays. Additional annual leave is accrued depending on years of NHS service. Current NHS entitlement will be honored.
- Access to the NHS Superannuation pension scheme.
- There will be a mutual assessment period of six months. During this probationary period notice will be two weeks by either party.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.