



First Practice Management

working together with



Bracknell, Berkshire, RG12 1YQ

www.maidenheadpcn.nhs.uk/

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Overview

This post provides an opportunity for a suitably qualified senior manager with the relevant skills to undertake this central role within this progressive Primary Care Network (PCN).

Please note that previous management experience in Primary Care or General Practice is an essential requirement for this post.

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 CVs can also be included to support the completed application.

It is important that you provide a covering letter supporting your application and email this, together with the application form. The 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:

- Primary Care Management
- Governance and Regulatory Compliance
- Assurance and Risk Management
- Executive Support
- Contractual Management
- Estates and Facilities Management
- Financial and Resource Management
- Corporate Law

**Your application for this post must arrive by
9am Friday 19th June 2026**

Interview Details and Selection Process

First interviews will take place over Zoom.

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 PCN.

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

If successful, 2nd interviews will be in person in Maidenhead. Venue to be confirmed.

An Outline Profile of the PCN

Location

Falling within the boundary of the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB), Maidenhead Primary Care Network (PCN) is located at Easthampstead Road, Bracknell, Berkshire, RG12 1YG and St Marks Hospital, 112 St. Marks Road, Maidenhead, England, SL6 6DU.

Formed by the 9 GP practices in 2019, Maidenhead PCN became a registered Limited Company in February 2023, with 1 GP from each of the 9 practices being a Board Member/Director, offering extended patient services to the combined list of 76,000 registered patients within the boundary of Maidenhead, shown below.



Claremont & Holyport Surgery
19200 registered patients



Cookham Medical Centre
8030 registered patients



Cordwallis Road Surgery
3350 registered patients

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Linden Medical Centre
10350 registered patients



Redwood House Surgery
5900 registered patients



Rosemead Surgery
7630 registered patients



Ross Road Medical Centre
5690 registered patients



The Cedars Surgery
12170 registered patients



Woodlands Park Surgery
3580 registered patients

The population demographics and age profile of the c.76,000 registered patients is population across all age groups, with many being full families registered within this patient centric PCN.

Although located just a short distance from the M4 motorway, Maidenhead remains an attractive market town in the Royal Borough of Windsor and Maidenhead, in the county of Berkshire.

Maidenhead has excellent public transport links and the PCN and practices premises are easily accessible to the road network of the A4, A404, A308 and A404 (M), which feed to the M4 motorway and there are rail lines to major cities.

The road and rail network makes Slough, Reading, High Wycombe and London within easy access and Maidenhead is within an hour's drive of Heathrow Airport.

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

Maidenhead PCN – Philosophy

Each highly respected; the 9 GP practices work cohesively to offer extended patient services to the combined list of c.76,000 patients which forms the Maidenhead Primary Care Network (PCN).

All practices are registered with the Care Quality Commission (CQC) and received a rating of GOOD across all Key Lines of Enquiry (KLOEs) at their most recent inspections. Maidenhead PCN Ltd is also now registered in its own entity with the CQC (since July 2025) and has yet to be inspected.

With shared aspiration and a clear vision to deliver high quality care, this patient centric PCN has core values which were developed by all of the health care providers working as a team. There is an enviably strong team ethos and staff retention, which is described as caring, approachable, hardworking, supportive, functional and highly motivated.

Integrity, shared values and honesty is encouraged, and effort and high standards are recognised.

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

The PCN is an equal opportunities employer.

The described intrinsic qualities stretch throughout the PCN and Neighbourhood Team members, helping to support and embed a continuous positive culture as the PCN and its team develops.

The PCN Operations Director will help develop, innovate and lead the PCN as a developing business going forward, building on the relationships that already exist between doctors, clinical staff, admin staff and patients.

Maidenhead PCN Management Team Committee

Dr Amandeep Dosanjh	Clinical Director and also GP Partner at The Cedars Surgery
Katie Cinque	Team Manager PAC (Patient Aligned Care) Team
Michelle Oosthuizen	HR and Payroll
Diane Parrott	PCN Practice Manager Project Lead and also Practice Manager at Woodlands Park and Cordwallis Road Surgeries. Diane is also the EB PM Representative at Berkshire LMC
Alan Mackay	Services Director and also Practice Manager at The Cedars Surgery
Ryan Antunes	Business and Project Manager and also Practice Manager at Linden Medical Centre
Vacancy	Operations Director

PCN Clinics and Services

In addition to the provision of providing medical consultations, the individual GP practice can offer clinics and services to patients which includes the following;

PCN clinics	Home visits Respiratory Dermatology First contact Physiotherapy Advanced Nurse Practitioner GP Appointments
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COVID Vaccination Clinics

Same Day Services Provided by East Berkshire Out of Hours Primary Care

Cancer Care	Cervical Screening Bowel Screening
Health & Wellbeing	Health & Wellbeing Coaches
Social Prescribing	Holistic and person centred care
Medicines	
Enhanced Access	Out of hours GP Phlebotomy Nursing appointments

Current Additional Reimbursement Roles

Clinical Pharmacists
 Physician Associates
 Paramedics
 Nurse Practitioner
 Nurse Associate
 First Contact Physiotherapists
 Social Prescribers
 Health and Wellbeing Coaches
 Care Coordinators
 Phlebotomists

Computing and Information Technology

The PCN considers itself advanced and pro-active in relation to IT. Recent NHS initiatives in relation to IT has driven the PCN and GP practices to explore and engage further with different methods, utilising technology more effectively to deliver its patient services and engage in different ways with its team.

EMIS, E-Consult, Babble Voice, Docman, AccuRx are the clinical computer systems which also include the use of developed AI tools within the software. Payroll insourced and the accountancy software is QuickBooks.

Outline profile of the post

The PCN Operations Director 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 PCN 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, governance and compliance requirements are met.

PCN management has grown in importance and complexity over the last few years. The need to ensure that the PCN is financially efficient, has well-trained, well-motivated staff, and complies with an increasing range of health and safety, employment law, CQC 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 Management Team Committee require the successful candidate to be proactive and plan for the future, maximising the PCN'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 PCN is kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable informed decisions to be made. 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 PCN.

The ability to help initiate, develop and articulate the visions of wider PCN team; then ensure that they are brought to fruition is a key element of this post. Strong negotiating skills and flexibility to meet emerging needs and changes within Primary Care will be paramount.

The successful candidate should be able to identify with the values and philosophy of the PCN, 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 PCN needs.

References will be requested along with an enhanced DBS check.

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

Key Requirements

The PCN Operations Director is a senior operational leadership role responsible for the hands-on day-to-day management, governance, and assurance of the Primary Care Network, reporting to the Board and commissioners and stakeholders. The post holder will ensure that the PCN operates safely, compliantly, and efficiently, meeting all contractual, regulatory, and statutory obligations. Working closely with the Clinical Director and PCN Board, the PCN Operations Director will provide operational oversight, lead on corporate and clinical governance, ensure CQC readiness, manage DES and NHS contractual requirements, and oversee estates and facilities management across the network. The role requires a highly organised, proactive leader with strong operational credibility, capable of translating strategy into delivery, maintaining effective controls, and supporting practices to work collaboratively at scale.

Key qualities

- Strong leadership skills with experience in managing high performing teams of experts in complex environments
- 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 teams 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
- 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 Board, the management team and the GPs with sensitivity and respect
- Ability to work positively as a member and leader of busy teams and to develop positive cultures
- 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 and quality
- Implementation and co-ordination of processes to ensure that the PCN's objectives are met
- Ability to identify threats and opportunities and to manage change
- Lead and chair meetings associated with the post
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the PCN
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience

- Ensure practice policy and standards compliance
- The ability to enjoy diversity and sometimes, the unexpected

Key Responsibilities

Governance and Assurance

- Lead and maintain the PCN's governance framework, ensuring compliance with NHS England, ICB, and company requirements
- Act as lead manager for corporate governance, including policies, procedures, risk registers, and assurance reporting
- Oversee, maintain, and proactively review the PCN's complaints and incidents inbox, ensuring timely investigation, coordination of responses, identification of themes or risks, and escalation of significant issues to the Clinical Director and PCN Board
- Ensure appropriate information governance, GDPR compliance, and data protection arrangements are in place
- Coordinate annual reviews of PCN policies, SOPs, and governance documentation
- Support internal and external audits and ensure actions are tracked and delivered

Risk Management

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

- Monitoring relevant legal, statutory, and contractual requirements and their implications for the PCN 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 PCN'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 PCN complies fully with all GDPR regulations

Board and Executive Support

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- Act as board coordinator to the PCN Board, planning agendas, and recording accurate minutes
- Ensure timely reporting to the Board on performance, risks, finance, workforce, and contractual compliance
- Support the Clinical Director with governance advice and operational briefings
- Ensure Board decisions are implemented, tracked, and reviewed
- Manage relationships with external advisors where required (e.g. accountants, HR, legal)

CQC and Regulatory Compliance

- Act as PCN lead for CQC readiness, supporting member practices with system-wide assurance
- Coordinate PCN-level responses to CQC inspections, actions, and improvement plans
- Support practices to align governance arrangements and evidence consistent standards across the network

DES Contracts and Contractual Management

- Lead on the review, implementation, and ongoing management of the PCN DES Contract
- Ensure all DES requirements, service specifications, and reporting deadlines are met
- Oversee enhanced services, including claims validation, performance monitoring, and assurance
- Maintain accurate records of contractual obligations and ensure compliance across all member practices
- Act as the main point of contact for the ICB regarding PCN contractual matters

Operational Management and Service Delivery

- Provide operational oversight of PCN-funded services and programmes
- Ensure effective planning, coordination, and delivery of PCN initiatives
- Monitor performance against key operational and contractual KPIs
- Resolve operational issues proactively and escalate where appropriate

Estates and Facilities Management

- Lead on PCN estates oversight, working with practices to ensure premises are safe, compliant, and fit for purpose
- Coordinate estates-related risks, health & safety compliance, and statutory requirements
- Support planning for estates development, utilisation, and improvement projects
- Act as liaison with landlords, estates teams, and external providers where required
- Ensure estates considerations are reflected in service planning and workforce deployment

Financial and Resource Management

- Work closely with finance support to oversee PCN budgets, including ARRS and DES funding
- Ensure accurate financial reporting, claims, submissions, and audit trails
- Monitor expenditure against budget and identify financial risks or opportunities
- Support the development of business cases and funding bids
- Ensure value for money and appropriate use of public funds
- Have an understanding of accounting software (e.g. QuickBooks)
- Oversee necessary invoicing for any services or projects delivered

Person Specification – PCN Operations Director

	Essential	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"> Senior operational management in Primary Care or GP Practice Strong experience of governance and regulatory compliance Financial management experience Risk assessment and risk management experience Experience of managing NHS contracts Experience of healthcare estates and facilities management 	<ul style="list-style-type: none"> Experience of strategic business planning Working knowledge of the CQC framework Experience of managing NHS contracts Experience of working in a corporate business and or corporate law Project or programme management experience
Key competencies	<ul style="list-style-type: none"> Highly organised with strong attention to detail Confident working at Board and/or executive level Strong understanding of NHS governance and accountability Ability to balance operational delivery with assurance and compliance 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 Appropriate IT skills and computer literacy Negotiating and managing conflict Credible, calm and professional under pressure Networking and facilitation Motivational with a growth mindset Treat all staff with fairness, dignity and respect, regardless of their role or background 	
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 Diplomatic 	<ul style="list-style-type: none"> Personable
Other	The ability & willingness to travel between premises using own vehicle	

The Principal Contract Terms

- An annual salary of £65,000- £75,000 depending upon experience.
- Working hours 37.5hrs per week. **Work pattern – Monday to Friday essential.** Hybrid with 3 days in office on site, as a minimum requirement.
- Annual Leave entitlement will be 25 days per annum, plus, statutory bank holidays
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months. During this probationary period notice will be two weeks.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.