



First Practice Management

working together with



Bicester, Oxfordshire

www.alchestermedicalgroup.co.uk

[Minerva Clinical Services](#)

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Overview

This post provides an opportunity for a suitably qualified practice business 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
- Business planning and strategy
- 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 8th July 2025**

Interview Details and Selection Process

First interviews will take place over Zoom on the 24th July 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.

If successful, 2nd interviews will be at the practice on 30th July 2025.

An Outline Profile of the Practice

Location

This highly respected GP teaching, training, dispensing and research medical practice was formed in 2016 when 2 long established GP practices, Victoria House Surgery and Langford Medical Practice merged to form Alchester Medical Group. This now also incorporates Minerva Clinical Services which is an independent community Pharmacy.

Both of the practice premises are purpose-built, thoughtfully designed, bright and airy facilities. Victoria House Surgery accommodates an in-house dispensary. The bright and modern Minerva Clinical Services building also accommodates a partner owned Pharmacy which opened in 2023. There is a desire to renovate both Victoria House Surgery and Langford Medical Practice premises which will give a modern feel to the patient consultation facilities.



Victoria House Surgery
119 Buckingham Road
Bicester
Oxfordshire
OX26 3EU

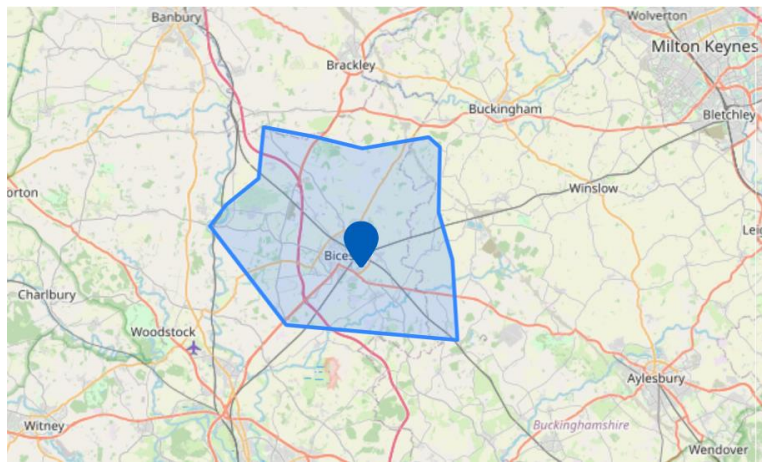


Langford Medical Practice
9 Nightingale Place
Bicester
Oxfordshire
OX26 6XX

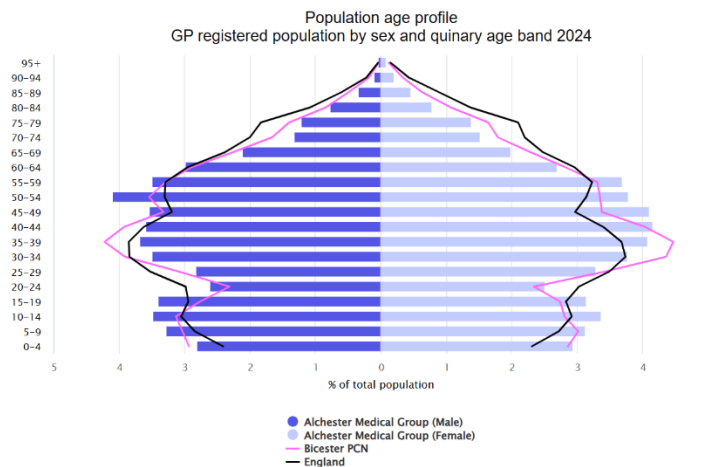


Minerva Clinical Services
Unit 3 Station House
Heyford Park
Oxfordshire
OX25 5BZ

The practice patient boundary can be seen on the map below and also by clicking on the link to [Join The Practice](#) on the website .



The population demographics and age profile of the c.22,000 registered patients are detailed on the dashboard information below which shows a population across all age groups, with many being full families registered at this patient centric practice.



Registered Persons	
Alchester Medical Group	21,815
Bicester PCN	18,909 (average)
ENGLAND	10,107 (average)

K84613 - Alchester Medical Group	
QOF achievement	611.7 (out of 635)
Life expectancy (Male)	81.3 years
Life expectancy (Female)	83.9 years
% having a positive experience of their practice	61.3%

Deprivation	
Second least 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	
3.0% mixed, 5.1% asian, 1.8% black, 1.3% other non-white ethnic groups	

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

Source: <https://www.cqc.org.uk/location/1-543850696>
Report published: 5 March 2018

Although one of the fastest growing towns in Oxfordshire, Bicester remains an attractive Market Town with its picturesque historical town centre and garden town layout and you will see several buildings and cottages with locally sourced thatch for their roofs, making this a very desirable place to live and work.

The town has excellent public transport links and has planned development of an active travel infrastructure within the town for safer walking, and also cycling schemes.

All of the practice premises are easily accessible to the road network of the A41, A421, A4100, A4095 and the A4421 which feed to the M40 motorway and there are rail lines to major cities. The 2 Bicester practice premises are within a couple of miles car journey of each other.

The road and rail network makes Oxford, Banbury, Brackley, Buckingham, Milton Keynes, Northampton, Luton and London all within easy access and the practice premises are within an hour's drive of three major airports.

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

Alchester Medical Group – Philosophy

This is a 6 partner, GMS (General Medical Services) teaching, training, research and dispensing practice with a list size of c. 22,000 patients which is growing by reputation. Owned by the Partners, Minerva Clinical Services is an independent community pharmacy which offers consultancy services,

Highly respected with 5* patient reviews, the practice has a keen interest in education and 2 of the partners are GP trainers, offering training to doctors at F2, ST2 and ST3 levels. They also work closely with the Universities of Oxford and Buckingham Medical Schools to offer primary care teaching and placements for medical students at different stages of their degrees.

Education and personal development is encouraged and celebrated, and before becoming Partners, 2 of the Partners were trainees at the practice, returning as Salaried GPs when qualified.

The practice actively supports research studies and has linked up with the Clinical Practice Research Datalink (CPRD), which is a government organisation that provides anonymised patient data for research to improve patient and public health. Identifiable data flows to NHS Digital but the patient cannot be identified from the information sent to CPRD.

Alchester Medical Group falls within the boundary of the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB) and works collaboratively with Montgomery House Surgery and Bicester Health Centre to form the Bicester Primary Care Network (PCN). The 3 practices worked cohesively in a similar way before the NHS initiative to form PCNs in 2019, offering extended patient services to the combined list of c.60,000 patients.



**Armed Forces veteran
friendly accredited
GP practice**

The practice is registered with the Care Quality Commission (CQC), and was last Inspected in January 2018, the report issued in March 2018 graded the Practice as 'Good' in all areas. The CQC report for the practice can be seen on the following link. [Alchester Medical Group - Care Quality Commission](#)

The practice is committed to high quality care, with consistently high Quality and Outcomes Framework (QOF) achievement. It continues to aspire to meet the challenges and targets of the NHS and National Standards requirements and is committed to improving working lives.

With shared aspiration and a clear vision to deliver high quality care, the practice has 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.

The Partners value the daily coffee break which is a key opportunity to prioritise team working including the discussion of challenging cases and the promotion of team work. Free lunches are provided for lunchtime meetings.

There is an enviably strong team ethos within the practice which is described as non-hierarchical, caring, supportive and highly motivated. The Partners have an open-door policy for their team members which encourages integrity, shared values and honesty. It is very important to the partners that this is maintained and developed.

The partners invest through encouragement and participation in this loyal, kind, warm and friendly team, by providing inclusive support and also recreation outside of working hours. The Partners enjoy hosting Summer BBQs and Christmas Social events which are well attended.

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.

The practice is an equal opportunities employer.

There is now a need for a 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 and patients. There will be a suitable handover period for the successful candidate, who will take up post on a date to be agreed.

The Doctors

There are six partners and seven salaried GPs

Partners

Dr Helena Doucas: MB ChB (Bristol 1999) MD MRCGP DRCOG

Dr Doucas is the Senior Partner and joined the practice as a locum in 2008, becoming a partner in 2013. She is the practice lead for safeguarding.

Dr Esther Hill: MBBS (St George's London 2003) MRCGP DFFP Cert Med

Dr Hill worked in Langford Medical Practice initially and became a partner in Alchester when the practices merged in 2016. She is a GP trainer.

Dr Laura Bate: MB ChB (Birmingham 2009) BSc (Hons) DFTSH MRCGP

Dr Bate joined the practice in 2016. She is the practice lead for QOF, is the CQC Registered Manager and a GP trainer.

Dr Raman Nijjar: MBBS (East Anglia 2011) MRCGP DCH

Dr Nijjar joined the practice in 2016 and has special interests in joint injections. He is the practice lead for the dispensary, Minerva Clinical Services and Finances.

Dr Toby Lo: MBBS (Imperial College London 2006) BSc MRCGP

Dr Lo joined the practice in 2017 and has special interests in research and medical education. He is the practice lead for research and audits.

Dr Laura Hadley: MB ChB (Birmingham 2012) MRCGP

Dr Hadley joined the practice in 2017 and has special interests in Minor Surgery and joint injections. She is the practice lead for Information Governance, GDPR, vaccinations and a University of Oxford Medical Student Tutor.

Salaried GPs

Dr Helen Collinson: BM BM Med SC (Southampton 2013) MTCGP DRCOG

Dr Emma Hallam Evans: MB BS (London 2008)

Dr Karla Lam: Medico Cirujano (University Autonoma de Coahuila 2007) MRCGP

Dr Sangeetha Rajan: BMBS (Southampton 2014) BMedSci MRCGP

Dr Gobika Selvadurai: BMBS (Southampton 2014) MRCGP

Dr Emily Tough: BM BCh (Oxford 2019) BA (Hons) MRCGP

Dr Sriharsha Yatham: MBBS (University of Health Sciences – Kakatiya Medical College 2014) MRCGP

Trainee Doctors

Dr Zareen Gul
Dr Hannah Dyson

Clinics and Services provided

In addition to the provision of providing medical consultations, the practice provides clinics and services to patients which includes the following;

- Childhood Immunisations
- Sexual Health
- Family Planning, including contraceptive advice, and insertion of coils and implants
- Asthma
- CHD (coronary heart disease)
- COPD
- Minor surgery
- Diabetes checks
- Hypertension
- Mental Health
- Medication Reviews and Advice
- NHS Health Checks
- Learning Disabilities
- Flu vaccinations
- Travel advice and Vaccinations
- Phlebotomy
- Cervical Screening
- Dispensing Services
- Non-NHS Services
- Musculoskeletal Specialist Physiotherapy

The practice has a team of some 55 health care professionals and administration support who are all practice employed.

The practice team comprises;

Clinical Team

6 GP partners
7 Salaried GPs
2 Nurse Managers
2 Practice Nurses

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2 Healthcare Assistants
1 Assistant Practitioner

Allied Health Professionals

1 Paramedic Specialist Practitioner
2 Clinical Pharmacists
2 Physiotherapist Specialist Practitioners
1 Mental health wellbeing worker
1 Young Persons Mental Health Practitioner

Practice Management Team

1 Practice Business Manager (vacancy)
1 Compliance Manager
1 Operational Support Manager
1 Administration Team Leader
1 Clinical Pharmacist Manager

Patient Administration Team Members

7 Patient Co-Ordinator's
2 Medical Secretaries
5 Administration Team Members

Dispensing Team

2 Dispensary Team Leaders (one based at Alchester, the other at Minerva)
Dispensing Team Members
2 Delivery Drivers

Attached Staff

The Community Team which includes;

Community nurses
Health visitors
Community midwives
Counsellors

Trainers

Alchester Medical Group is a well-established training practice and there are currently 2 trainers and 3 additional tutors:

Dr Esther Hill - Training lead involved in GP VTS, Buckingham Medical School CMB lead and GP Tutor for Lincoln College, Oxford.

Dr Laura Bate - Trainer for GP VTS, GP Tutor for Buckingham Medical School.

Dr Toby Lo - Foundation Programme Lead, GP Tutor for Oxford University Medical School and Buckingham Medical School.

Dr Laura Hadley - GP tutor for Merton College, University of Oxford, and Buckingham Medical School.

Dr Emma Hallam Evans - GP Tutor for Buckingham Medical School.

Premises

Victoria House Surgery is a purpose-built surgery located near to the centre of Bicester town and benefits from onsite parking. The surgery is wheelchair accessible and the parking area and entrance are on level ground. There are 11 consultation rooms, including 3 treatment rooms, reception/waiting room area, a management office, meeting room, administration/reception office, secretarial office and staff facilities.

Langford Medical Practice is a purpose-built surgery located to the south east of Bicester town centre and benefits from on-site parking. The surgery is wheelchair accessible and the parking area and entrance are on level ground. There are 12 consultation rooms, including 2 treatment rooms, reception/waiting room area, a management office, meeting room, administration/reception office, secretarial office and staff facilities.

Minerva Clinical Services and Pharmacy is a modern building located at Upper Heyford. Within the building are 2 GP consulting rooms, staff facilities and the independent pharmacy. There is available parking at street level.

Computing and Information Technology

The Practice considers itself advanced and pro-active. The COVID-19 pandemic has driven the Practice 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.

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EMIS, E-Consult, Surgery Connect, Docman and AccuRx are the clinical computer systems. The accountancy software is Xero (Minerva) and IRIS (Alchester) and the payroll is outsourced to Fairway.

Outline profile of the post

The Practice Business 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, CQC and other legislation, is as important as ensuring the continuing provision of good patient care. (this is a long sentence)

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 ability to help initiate, develop and articulate the visions of the Partners and then ensure that they are brought to fruition is a key element of this post. Strong negotiating skills and flexibility to meet emerging needs will be paramount. One example of this is the potential refurbishment of Langford Medical Practice and Victoria House Surgery.

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 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 practices 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

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 links to third parties. This includes representation of the practice as required.

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 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 team and to develop a positive 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 and quality
- Implementation and co-ordination of processes to ensure that the practice'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 practice
- Ability to self-motivate, prioritise, organise and/or delegate workload

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

Key responsibilities

Finance

Working with the Partners; responsible for the finances of the practice

- Ensuring the organisational requirements of the practice contracts with NHSE are fully met and complied with
- Supporting the partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
- Directly contributing to profit improvement by exploring areas for increasing income and reducing costs
- Analysing data relating to clinical commissioning as appropriate and contributing to planning and organisation, both at the practice and clinical commissioning level
- Development and control practice budgets and financial systems
- Preparation of financial budgets and cash-flow forecasts
- Liaising with accountant, bank and business insurance companies as appropriate or as directed by the partners
- Overseeing the administration of the NHS Pension and Stakeholder Pension Schemes
- Liaising with the ICB and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Managing the partners' drawings in consultation with the accountant

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 and relevant agencies and in particular working collaboratively with the local community, the PCN and education bodies
- Formulate objectives and research and develop ideas for future practice development
- To represent the practice at PCN, locality and ICB meetings
- 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 working, including contracts of employment and job descriptions
- Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Awareness of current employment legislation
- To develop and maintain good employee/employer relationships
- To ensure that members of the existing staff team are aware of any changes that occur in the practice
- To maintain good communication at all times with the practice team
- To 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.
- To implement pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff DBS (Disclosure and Barring Service) checks
- 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
- Responsibility for the health and safety policy and its implementation
- Facilitating the development of a multi-disciplinary effective primary health care team
- Regulated and revalidation compliance for all clinical team members in the practice

Information Technology

Overall responsibility

- Ensure the update and compliance of appropriate information governance systems
- Ensure all Practice IT and telephone systems are functioning effectively
- Ensure the IG and DSP toolkit requirements are met
- Keep abreast of new technology and ensure existing IT is used to its full potential

Patient Services

Overall responsibility

- Ensure that the Practice complies with NHS 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
- Manage the complaints management system

- Manage the significant events system
- Maintain the Patient Participation Group (PPG)

Premises and Equipment

Overall responsibility

- Responsible for the management of the building
- Represent the practice to negotiate contracts and their renewals
- Liaise with NHSE in notional reviews
- Ensure property owned by the partners is safe, effective and fit for purpose
- Responsible for planning and premises expansion projects
- Project management responsibility for premises refurbishment

CQC

Working with the CQC registered manager to

- Oversee and maintain compliance with CQC (Care Quality Commissioner) regulations
- Responsibility for ensuring adequate preparation for CQC inspections and evidence reviews.

Risk Management

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.

Training and Development

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

Communication

- Ensure compliance with the latest NHS recommendations
- Understand the practice communication system
- Build/maintain good working relationships with the NHSE, ICB, hospitals, community agencies, LMC (Local medical Committee) other GP practices, the PCN, pharmacists, education bodies, 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
- 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

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.

Miscellaneous

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

Person Specification – Practice Business 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 business accounting Change management and a driver of change Risk assessment and risk management experience 	<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 Networking and facilitation Motivational with a growth mindset 	<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, 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 £50,000- £65,000 depending upon experience.
- Working hours 37.5hrs per week.
- Annual Leave entitlement will be 25 days per annum plus all 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.