

Service Lead – Primary Care Mental Health



Applicant Information Pack

Ref: SLMH0925

October 2025

Southern GP Federation
Support Unit

Contents

Introduction	3
Job Description.....	5
Personal Specification	13
Recruitment Process	15
Pre-Employment Checks	16
Tips for Completing / Submitting your Application Form	17
GP Federation Terms & Conditions	18
APPENDIX A.....	21



Clear communication



Accountability



Openness & Transparency



Leadership



Innovation & Creativity



Respect

Introduction

To provide the best possible healthcare for the people we serve, it is essential that GP Federations attract and retain staff who are appropriately qualified, professional in the service they deliver, happy and productive in their work and committed to lifelong learning and developing in their role.

This information pack is designed to provide you with a brief overview of the role of GP Federations, the terms and conditions of employment within GP Federations and information which should assist you in the completion of your application form.

Thank you for your interest in applying for a position within Southern GP Federation Support Unit and we look forward to receiving your application.

Northern Ireland GP Federations

GP Federations were established in Northern Ireland with two main aims:

- To support and protect GP Practices.
- To help deliver the transformation agenda in Health and Social Care.

GP Federations aim to provide better care, delivered in a more responsive way and closer to home, for patients registered on the lists of practices within the Federation. The focus is on working across the local health and social care community, in collaboration with a wide number of agencies, to design and implement innovative healthcare strategies and ways of delivering high quality care.

Across Northern Ireland, there are 17 GP Federations which have been established by GPs to support General Practice and facilitate the transformation of health and social care in a Primary Care setting. Each Federation has been established as a Not-For-Profit Community Interest Company and any financial surplus generated through efficiency is re-invested in front-line services.

Each Federation covers a patient population of approximately 100,000 patients and, because of scale, provides services which would not otherwise be delivered at individual Practice level.

The Federations

The Federations are established in the following locations:



The Federation Support Unit (FSU)

Each area has established and incorporated an FSU. All 17 Federations are supported by 1 of 4 FSUs. Each FSU has been designed to provide Federation members with support, advice and expertise in the design and delivery of service provision. FSU functions include central management expertise, planning, accounting, communication, corporate governance and human resources. In some instances, these services will be outsourced.

The core purpose of the FSU is to ensure that clinicians are free to focus on ensuring they provide the best clinical outcomes for their patients while improving the quality-of-care patients receive.

Direct Service Provision

As Federations grow, develop and mature, they are increasingly recognised as an efficient and effective model for staff employment and service provision as part of the transformation of services in primary care and the community. A range of exciting services have already been introduced for example, General Practice Pharmacy, Advanced Nurse Practitioners, GP locum pool, Social Prescribing, Practice Based Learning (PBL) events and the shared management of a new and enhanced multi-disciplinary team (MDT) in Primary Care MDTs includes practice-based staff, district nurses, health visitors', social workers, physiotherapists and senior mental health practitioner.

Job Description

<i>Job Title:</i>	Service Lead – Primary Care Mental Health
<i>Location:</i>	Southern Federation Support Unit Chairs
<i>Accountable To:</i>	Southern Federation Support Unit Chairs
<i>Location:</i>	Southern FSU Offices, Unit 1 Carnbane, Newry
<i>Contract:</i>	Permanent, Part-time: 2 days per week

Multidisciplinary Team (MDT)

In October 2016, “Health and Wellbeing 2026: Delivering Together” a 10-year plan for transforming health and social care in Northern Ireland was launched by the Department of Health (DOH). This plan was the response to a report produced by an Expert Panel led by Professor Bengoa tasked with considering the best configuration of Health and Social Care Services in Northern Ireland. A key element of this plan is the development of multidisciplinary teams (MDTs) of professionals working alongside GPs as first responders in general practice. Following a period of engagement with the Health and Social Care (HSC) system and service users the Department of Health (DOH) proposed that the HSCB commission multidisciplinary teams (MDTs) in General Practice in 2018/19.

These MDTs are intended to deliver the vision set out in “Delivering Together” with an increased emphasis on a holistic model of health and wellbeing which includes physical, mental and social wellbeing with a greater focus on prevention and early intervention. The teams will be community facing and will use community development approaches.

The main role and function of multidisciplinary teams (MDTs) is to provide a first contact and brief intervention service to patients presenting in General Practice. Each multidisciplinary team will be made up of GPs, nursing staff, practice based social workers, senior mental health practitioners, pharmacists and physiotherapists.

The Service Lead will be an integral part of the MDT working alongside other professionals in a seamless and coordinated way.

Job Summary

The fundamental role for mental health care within a GP Practice is to ensure that individual needs are met in a timely, appropriate and accessible manner. GPs estimate that mental ill-health accounts for a significant percentage of their daily workload in general practice, either as the sole presentation or a major part of the presenting issue. GPs also indicate that patients who present with mental health problems tend to consult more frequently and have longer

consultations than those without mental illness and therefore place a high workload demand on general practice.

The post holder will be responsible for leading, managing, clinically overseeing, and co-ordinating the GP Practice Mental Health Service within the Southern GP Federation area. They will have overall responsibility for the effective delivery and development of the service, responsible for a large team of Senior Mental Health Practitioners based in general practice. In addition, the post holder will manage and provide mentoring support to two Trainee Mental Health Leads.

Senior Mental Health Practitioners are an evolving role, drawn from a range of professional backgrounds including nursing, social work, psychology, and occupational therapy. The practice-based mental health teams aim to strengthen general practice provision and enhance mental health promotion and prevention of ill health. These teams deliver a holistic model of care addressing physical, mental, and social wellbeing, with a strong emphasis on prevention and early intervention.

As the most senior mental health professional within the Federation, the post holder will be directly accountable to the Southern GP Federation Board.

Purpose of the Role

- Provide strategic leadership, operational management and clinical oversight of the primary care mental health service(s) within the Southern GP Federations.
- Ensure that high-quality, accessible, equitable mental health, wellbeing and early-intervention services are delivered in federations in line with national and local priorities.
- Lead service development, transformation and integration with upstream (secondary care mental health) and downstream (community, voluntary, social care) services.
- Ensure robust governance, risk management, quality and performance monitoring.

MAIN RESPONSIBILITIES

Service Delivery

- To be the most senior decision maker in the Federation area relating to mental health issues holding a high degree of authority to make clinical decisions and interpret organisational policies and protocols. They will be responsible and accountable for the provision of high-quality GP-based mental health services, fulfilling an operational and clinical lead role.
- To be managerially accountable and clinically responsible for the primary care mental health service.
- To ensure that appropriate systems, policies, procedures, governance and management arrangements are in place in the GP based mental health service.
- To work with the department of health and other GP federations to contribute to the

development of regional mental health policies and procedures in primary care within the context of the transformational agenda.

- To work within Health Board and Primary care clinical protocols, procedures, guidelines and professional standards and monitor the quality of practice within the GP based mental health service.
- To provide highly complex analysis and judgements in service delivery to high-risk patients presenting at GP practices.
- To provide advisory, education and consultative service to members of the primary care team including GPs, primary care nursing, social work, physiotherapy staff and other health care staff and patients.

Setting Direction

- To strategically review and develop the GP based mental health service within the Federation, ensuring implementation of relevant regional policies and will advise at regional level on the future strategic planning and development of GP based mental health services in the wider context of service redesign across the health economy.
- To promote and develop the role of primary mental health in community development.
- To promote and develop the concept of primary care multidisciplinary teams.
- To collaborate with GP Mental health service managers across the region and other key stakeholders to develop long term plans and strategies for GP mental health services.
- To participate in regional primary mental health care networks.
- To provide written complex reports to the GP Federation and the Department of Health on progress against strategic targets relating to the development of the MDTs in primary care.
- Produce evaluation reports to the GP Federation relating to mental health in primary care on a regular basis and contribute to the overall evaluation of the service across the region.
- To lead the development of the GP based mental health team within the Federation.
- To lead multidisciplinary/multiagency practice development and service improvement projects.
- To maintain communication systems with a wide range of service users, staff and providers within both the statutory services (HSC Trusts) and the community and voluntary sector.
- To review the service on an ongoing basis and proactively lead and manage change within the team.
- To lead on the development of a culture that improves quality and drives improvements within the GP based mental health service.

Leadership & People Management

- To provide visible, inclusive leadership to multi-disciplinary teams, supporting a culture of excellence, learning and innovation.
- To be clinically accountable for the safe delivery of the mental health service within the GP practice.
- To provide specialist knowledge and expertise in field of mental health to both team members and the wider multidisciplinary team including GPs
- To provide regular supervision and support to other staff.
- To oversee the recruitment and selection of staff within the mental health team.
- To plan and deliver training to up-skill current practice staff and the new multi-disciplinary team staff members.
- To initiate and develop staff induction and training as required.
- To identify and manage clinical risk within the workload of the Senior Mental Health Practitioners.
- Responsible for line-management of supervisors and teams; ensure performance appraisal, supervision, staff development, recruitment/retention, absence and sickness management, vacancy control.
- Foster collaborative working across organisational boundaries (primary care, secondary care, voluntary sector, social care, public health).

Operational & Performance Management

- Oversee operational delivery of the primary care mental health service portfolio.
- Monitor, evaluate and report on key performance indicators (access, waiting times, outcomes, equity, quality).
- Ensure services meet regulatory, safeguarding, quality assurance, patient safety, and data governance standards.

Information Management

- To use all the information available to plan and organise the effective use of resources both financial and workforce both operationally and strategically.
- To plan and oversee the implementation of critical information, governance, induction and evaluation.
- To analyse and take action on the mental health information and statistics gathered across all the GP practices within the Federation.
- To support the Project Support Assistant to establish accurate clinical coding for common mental health conditions.

- To undertake a review of consultation rates to identify stratified patients most at risk
- To work collaboratively to establish a searchable directory or servicing to include self-management and well-being services, prevention services as well as community and voluntary sector services.
- To undertake regular audits and evaluations are undertaken to determine compliance with practice standards.
- To participate in research including the evaluation of services and undertaking projects when required.

Financial and Resource Management

- To procure services on behalf of the GP Federation for mental health services.
- To identify and inform the management team of unmet need and gaps in services.

Strategic and Resource Development

- To plan for population mental health wellbeing using a mental health stratification patient population approach contributing to the strategic direction of the Multidisciplinary Teams (MDTs).
- To develop feasible and sustainable innovative plans to recruit the future workforce.
- To scope the potential economies of scale and required professional mix to deliver services at Federation level.

Collaborative Working

- To coordinate communications relating to the mental health service in primary care, working in a highly sensitive environment and communicating complex messages both internally and externally.
- To be pivotal in the development of good working relationships within the GP practice and with external stakeholders including HSC Trust management, psychiatrists, mental nurses/social workers, community and voluntary sector.
- To work in partnership with GP Federation based social work, nurse and physiotherapy managers to identify and address the physical and social determinants of mental health.
- To work in co-production with service users, carers and local communities and involve them in the planning and delivery of services.
- To develop partnerships and effective working relationships, with key strategic partners in the statutory sector and in community-based services.
- To develop partnerships and effective working relationships between GP mental health teams and local Trust mental health services

- To develop partnerships and effective working relationships with other professional leaders and managers working in primary care.

Quality, Research & Improvement

- Promote the use of audit, service evaluation, research evidence, and quality improvement methodology.
- Ensure voice of service users and carers is central – capture feedback, drive service redesign.
- Lead risk management, incident/complaint review and lessons learned across the service.

Professional Responsibilities (Nursing)

- To be professionally and legally responsible and accountable for all aspects of professional practice.
- To maintain professional registration.
- To ensure personal accountability in accordance with their own professional Code of Practice.
- To attend the relevant professional forums as part of Continuous Professional Development.
- To support and supervise students on placement if appropriate.
- To participate in identifying and addressing own development needs through the Supervision Process.
- To work within SPPG clinical protocols, procedures and guidelines and Professional Standards set by the HCPC and RCOT / NMC / NISSC other professional bodies.
- To have an excellent working knowledge of national and local standards and monitor own and others quality of practice as appropriate.
- Provide a high standard of care using safe effective, evidence-based interventions in accordance with current research and professional standards.

General Responsibilities

Employees of the GP Federations and FSU will be required to promote and support the mission and vision of the service for which they are responsible and:

- At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- Demonstrate their commitment by the efficient completion of all tasks allocated to them.

- Comply with the No Smoking Policy.
- Carry out their duties and responsibilities in compliance with health and safety policy and statutory regulations.
- Adhere to equal opportunities policy throughout the course of their employment, as in Section 75 of the Northern Ireland Act 1998.
- Ensure the on-going confidence of the public in service provision.
- Support the GP Federations and FSU in complying with its obligations under Human Rights legislation.
- Comply with the GP Federation and FSU and relevant professional codes of conduct.

Employees of the GP Federations and FSU will be required to uphold and promote our vision of *'Empowering General Practice to Provide Best Primary Care'*. It is also important that you display and promote the values of the Southern FSU:

1. Clear Communication: Promote listening and understanding to influence change
2. Accountability: Take ownership of your role within the Federation and accept responsibility for your actions towards others and those you represent
3. Openness & Transparency: Promote openness and transparency in all your interactions both internal & external
4. Leadership: Encourage a culture of leadership for individual growth and the advancement of primary care
5. Innovation & Creativity: Support and encourage creativity and innovation to shape the future of the organisation
6. Respect: Show respect for each member of our organisation and acknowledge their skills in carrying out their role.

Equality

The GP Federation is an Equal Opportunities employer and welcomes applications from all sectors of the community irrespective of their religious belief, political opinion, race, gender, marital status, dependants, age, sexual orientation or disability.

All staff are required to comply with our Equal Opportunities Policy and each employee must make him/herself aware of their obligations. Managers/Supervisors have a responsibility to ensure compliance with this requirement and promote equality of opportunity.

Records Management

All employees of the GP Federation are legally responsible for all records held, created or used as part of their business within the Federation including patient/client, corporate and administrative records whether paper based or electronic and also including emails. All such records are public records and are accessible to the general public, with limited exceptions,

under the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the Data Protection Act 1998. Employees are required to be conversant with the Federation's policy and procedures on records management and to seek advice if in doubt.

User Involvement

Staff members are expected to involve patients, clients and their families in developing, planning and delivering our services in a meaningful and effective way.

This job description is subject to review in the light of changing circumstances and is not intended to be rigid and inflexible but should be regarded as providing guidelines within which the post holder works. Other duties of a similar nature and appropriate to the grade may be assigned from time to time.

Please note that the GP Federations and FSU operate a "No Smoking" Policy and all employees MUST comply with this.

We are an Equal Opportunities Employer.

Personal Specification

Job Title: Service Lead – Primary Care Mental Health

A shortlist of candidates for interview will be prepared on the basis of the information contained in the application form. It is therefore essential that all applicants demonstrate through their application how and to what extent their experience and qualities are relevant to this post and the extent to which they satisfy each criterion specified.

Criteria		Essential / Desirable	Method of Assessment
Professional Registration & Qualifications	Registered Mental Health Nurse, live on NMC register, or Professional Social Work qualification and registration with the Northern Ireland Social Care Council (NISCC), or Registered Occupational Therapist or a practitioner psychologist registered with the HCPC.	Essential	Application form
Skills, Knowledge & Experience	Have 3 years' experience working in a senior management position <u>(Candidate must have worked at a band 8a equivalent or above).</u>	Essential	Application Form
	Demonstrate relevant knowledge and at least 3 years' experience of working in adult mental health services including knowledge of relevant legislation, policies and procedures as well as an understanding of the role of all statutory agencies, and community services.	Essential	Application Form
	Demonstrate experience of working with a range of diverse stakeholders and possess the management, leadership and associated interpersonal skills required to operate effectively in complex environments.	Essential	Interview
	Demonstrate experience of inspirational leadership skills and experience in delivering a clear sense of purpose and direction.	Essential	Interview

	Demonstrate experience in transforming services, have excellent people management skills and have effective partnership working, integrity and sound ethical judgement.	Essential	Interview
	Experience of working in a primary care/community care setting	Desirable	Application Form
	Experience of community development approaches to addressing the needs of service users with mental health difficulties	Desirable	Application Form
Other	Hold a full current driving licence and/or* have access to a form of transport which will permit the applicant to meet the requirements of the post in full. <i>*This relates to any individual who has declared that they have a disability which debars them from driving.</i>	Essential	Application Form

Whilst elements of the essential criteria of the Personnel Specification will form the basis for shortlisting, these may become more stringent by introduction of desirable criteria (if stated). Candidates who are short-listed for interview will need to demonstrate that they have the required competencies to be effective in this demanding role. The competencies required are detailed in the job description and the Skills, Knowledge and Experience section of this job specification. The appointment is subject to proof of the attainment of any qualifications deemed essential to the post and used as a basis for shortlisting. Failure to provide evidence of the required qualifications prior to taking up the post will result in the offer of employment being withdrawn

Appointments may be subject to assessment by the Occupational Health Service.

We are an Equal Opportunities Employer.

Recruitment Process



Return of application forms

Application forms can be completed and returned via email to hr@southernfsu.co.uk

Application forms must be submitted by the stated closing date and time.

Late applications will not be accepted.

Please note:

- It is your responsibility to check that your application has been submitted successfully. GP Federations are not responsible for any technical problems you may experience and is not obliged to accept a late application from you in these circumstances.
- Additional information may not be included on your application after the closing date/time.

Waiting List

A 6-month waiting list for this role may be compiled for the Southern Federation Support Unit.

Interview Outcome

Following the interview:

You will be notified that: (1) you have been successful at interview and will be made a job offer OR (2) you have been successful at interview and are on the waiting list pending an offer being made OR (3) you have been unsuccessful at interview.

References

References will be sought for all successful candidates at job offer stage. Referees will be given one week to respond. References not received within this time will delay your final outcome notification being sent.

Pre-Employment Checks

The following pre-employment checks will be carried out prior to appointing someone to a post:

References

All appointments are subject to two satisfactory references being received. Please be specific when providing addresses/contact details for your referees. One of your references should have knowledge of your present work/or most recent employment & be in a supervisory/managerial capacity. Both referees should be from an employment background.

Professional Registration/Qualification Checks/Verification of Identity

The Federation Support Unit will carry out checks to confirm professional registration and any qualifications which are listed as essential in the Personnel Specification. You will also be required to produce original documents to verify your identity, one of which must be photographic identification.

Proof of qualifications and/or professional registration will be required if an offer of employment is made. If successful, appointees will be required to produce documentary evidence that they are legally entitled to live and work in the UK e.g., Passport/travel documents. Failure to do so will result in non-appointment.

Criminal Records Checks

As part of the Recruitment and Selection process it will be necessary to carry out an Enhanced Disclosure Check through Access NI before any appointment to this post can be confirmed.

The above checks must be completed before an appointee commences employment.

A criminal record will not necessarily be a bar to obtaining a position.

The GP Federation Support Unit has a policy on the recruitment of ex-offenders and a policy on the secure handling, use, storage, and retention of disclosure information. Both policies are available to all applicants on request.

Please contact hr@southernfsu.co.uk

The GP Federation Support Unit adheres to the AccessNI Code of Practice, please see <https://www.nidirect.gov.uk/publications/accessnicode-practice>

Tips for Completing / Submitting your Application Form

All sections of the application form must be completed in full. Please note shortlisting will be carried out based on the criteria set out in the Personnel Specification, using solely the information you provide on the application form. Therefore, you must ensure that your application form clearly indicates how you meet the criteria stated in the Personnel Specification, as failure to do so may result in you not being shortlisted.

For example, be specific about dates of employment; qualification subjects and levels (including any sub-parts); and number, expiry date and nature of professional registration (including part/branch of the register as appropriate).

Repeat information (if applicable) across questions – do not presume that if you have mentioned something in one question it crosses across all questions. Each criterion is marked separately.

Please note that essential and where relevant, desirable criteria may be used for shortlisting. Applicants should therefore make it clear on their application form whether they meet the desirable criteria, as per the Personnel Specification. Failure to do so may result in you not being shortlisted.

Candidates with Disability

GP Federations are committed to ensuring that applicants with a disability have equality of opportunity and are considered solely on their merits. Therefore, if you require any assistance/reasonable adjustments during the recruitment process, please give details on your application form in the relevant section. If you would like to speak to someone about reasonable adjustments, please contact hr@southernfsu.co.uk

GP Federation Terms & Conditions

GP Federations offer a competitive remuneration package and terms and conditions of employment. Our employment practices and policies adhere to all relevant employment legislation, and we are committed to promoting diversity and equality of opportunity in employment for our staff. As well as the items listed below, Federations also offer occupational maternity, paternity, and adoption pay, as well as an occupational sick pay scheme as detailed below.

Place of Employment

The place of employment will be the Southern GP Federation Support Unit, Carnbane, Newry.

Working Hours / Pattern

Normal working pattern is within Practice opening hours of Monday to Friday each week. The working pattern (distribution of working hours) will be agreed by the GP Federation and with a requirement to meet the business needs of the GP Federation.

A number of Flexible Working provisions are offered by the Federation, and what provisions are available depends on the role being undertaken. For further detail please contact hr@southernfsu.co.uk

Continuous Service

Previous confirmed employment with another Federation, FSU or Health and Social Care Trust/Organisation, will be counted towards continuous service.

Salary

£62,215 - £72,293 per annum, pro rata

Annual Holidays

The holiday year runs from 1 April to 31 March. If you are in the service on 1 April in any year, entitlement to annual leave with pay in that leave year will be 27 days in addition to statutory and bank holidays as specified below (annual leave will be allocated on a pro rata basis for part time staff). Entitlement to annual leave will increase to 29 days per annum pro rata after 5 years' service or for those with recognised 5 years' service and 33 days per annum pro rata after 10 years' service or for those with recognised 10 years' service.

Statutory Holidays

You will receive the following Statutory (Public) Holidays with pay. Part-time staff will receive a pro rata proportion of the bank holiday entitlement regardless of the days on which they are required to work. When the public holiday falls on a Saturday or Sunday, the 'substitute day' is normally the following Monday.

New Year's Day

St Patrick's Day

Easter Monday

Easter Tuesday

1st Monday in May (Early May Bank Holiday)

Last Monday in May (Spring

Bank Holiday)

12th July

Last Monday in August (Summer Bank Holiday)

Christmas Day

Boxing Day

Occupational Sick Pay

Previous confirmed employment with another Federation, FSU or Health and Social Care Trust/Organisation, will be counted towards Occupational Sick Pay, unless there has been a break of 12 months or more.

- During the first year of service this will equate to one months' full pay and two months' half pay.
- During the second year of service this equates to two months' full pay and two months half pay.
- During the third year of service this equates to four months full pay and four months half pay.
- During the fourth and fifth years of service this equates to five months' full pay and five months' half pay.
- After completing five years of service, you will receive six months' full pay and six months' half pay.

Pension

This post will be pensionable from the date of commencement of employment. Southern FSU has access to the HSC Pension Scheme as the company pension scheme. The HSC Pension Scheme is a defined benefit scheme and scheme members receive an excellent package of pension benefits which are index linked and guaranteed by Government.

Employer contribution rate of 23.2%.

Please see <https://hscpensions.hscni.net/contributions/> for further information.

Mileage Claims

Costs associated with necessary business travel will be reimbursed. Members of staff will be reimbursed for miles travelled in the performance of their duties which are in excess of the home to agreed work base return journey.

For further information please visit our website www.southernfsu.co.uk



APPENDIX

Waiting List Principles

All successful candidates will be ranked in order based on their performance at interview. Offers from the waiting list will then be made as and when posts become available in rank order but also taking account of individual location and working hours preferences which must match the vacant post. The following rules will be applied:

- Applicants will **only** be offered posts which match their stated preferences, in the first instance.
- Formal offers of posts within GP Federation areas will be issued by email to the email address given at the point of application. Offer emails will require a response of acceptance or decline within 2 working days of issue. If the applicant does not contact the HR Team within 2 working days of issue, then the HR Team will move to the next person on the waiting list. In such instances the applicant will retain their rank order and will be contacted again when another suitable vacancy arises.
- If an applicant declines or does not respond to an offer which matches their stated preferences on 3 separate occasions, the applicant's name will be removed from the waiting list and they will not be considered any further, unless mitigating circumstances can be demonstrated.
- For **permanent** offers, once an applicant has been offered and accepted a permanent post, they will be removed from the waiting list. If an applicant accepts an offer for a GP Federation Area but subsequently refuses the offer, they will be removed from the waiting list, unless mitigating circumstances can be demonstrated.

If an applicant accepts or refuses a **temporary** offer, they will retain their rank order on the list and will be contacted again when another vacancy arises.

Empowering General Practice to provide best Primary Care



Clear communication

Promoting listening and understanding to influence change



Accountability

We take ownership of our roles within the Southern GP Federation Support Unit and accept responsibility for our actions towards each other and those we represent



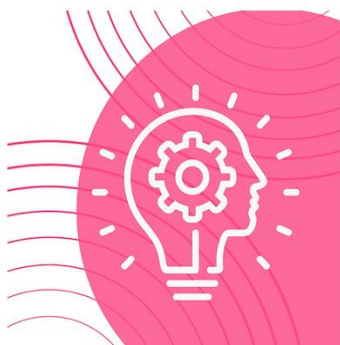
Openness & Transparency

Southern GP Federation Support Unit will promote openness and transparency in all our interactions both internal and external



Leadership

We undertake to encourage a culture of leadership for all: for individual growth and the advancement of primary care



Innovation & Creativity

We support and encourage creativity and innovation to shape the future of the organisation



Respect

We show respect for each member of our organisation and acknowledge their skills in carrying out their role