

Annual Report on the Activities of YORLMC

(YOR Local Medical Committee Limited)

April 2022-March 2023

YORLMC
— LIMITED —
Established 2007



www.yorlmc Ltd.co.uk

Contents

REPRESENTATION

Bradford & Airedale and North Yorkshire Branches
YORLMC's Vision

Succession planning
Equality, Diversity & Inclusion

REFLECTIONS ON THE YEAR: CHIEF EXECUTIVE AND MEDICAL SECRETARY

LOOKING TO THE FUTURE

COMMITTEE MEMBERSHIP AS OF MAY 2023

HIGHLIGHTS OF THE YEAR

FINANCIAL REPORT

Sessional, locum and portfolio GPs
LMC Services Yorkshire CIC, trading as GPMplus
GP trainees
Supporting Practice / Business Managers
Integrated Care Systems
COVID-19
Primary Care Networks (PCNs)
Pastoral Support
National influence
System pressures
GPAS
Workforce
Environmental

YORLMC: AN OVERVIEW

Why YORLMC Ltd exists
What YORLMC does
Our Values
Legal
Corporate Affairs Team
Collaborative Working with other LMCs
How YORLMC has been funded during 2022-23
YORLMC Board
Managing Risk
YORLMC Ltd Directors
Democracy



Representation

YOR Local Medical Committee Ltd (YORLMC) is the brand name for the organisation which, through its North Yorkshire and Bradford Branches, carries out the majority of work undertaken by [North Yorkshire](#) and [Bradford & Airedale](#) LMCs.

As well as representing all GPs' interests, irrespective of an individual's contractual status, YORLMC has a responsibility to support the wider practice team. Throughout the last 12 months YORLMC and its provider arm, GPMplus, have been able to deliver specific projects that have benefited the wider practice team thanks to grants from NHSE/I.

Bradford & Airedale and North Yorkshire Branches

The two Branches continue to take a pro-active approach, ensuring they are informed, up to date and in a position to prepare practices for the future. Please remember that all GPs including trainees and also Practice Managers are invited to attend and take part in debate at their regular virtual locality meetings where they will be made very welcome.

YORLMC's Vision

Purpose

To support and advise individual constituent GPs and practices on all matters that affect them in their professional lives.

Vision

To promote equality, diversity and inclusion so that every GP & practice within the local health system is heard, respected and represented.

Mission

To negotiate and work collaboratively with our partners in care to produce the best outcomes for our constituent GPs and practices and the local health economy.

YORLMC will achieve this by;

- Seeking feedback from our GPs and practice teams to inform our values focused development, continually horizon scanning to best represent and support our constituent practices
- Working collaboratively and constructively with senior officers working within NHSE/I, ICSs, ICBs, Local Authorities, other LMCs and other partners in care including Community Trust Teams, Acute Trusts and other primary care providers to ensure our GPs and practice teams are represented and supported
- Promoting YORLMC values locally, regionally and nationally through our extensive network of relationships
- Ensuring equality, diversity and inclusion at all levels of our organisation





Chief Executive's Reflections on the Year

Angela Foulston Chief Executive

This has been another incredibly busy period during which time there has been yet another NHS transformation.

It is not just the NHS landscape that has changed over the last 12 months – there have also been significant changes within YORLMC as the two LMCs strive to become more visible and accountable to you.

The Corporate Affairs Team (CAT) has been restructured enabling it to work in a more agile and creative way. The CAT is incredibly dedicated to supporting General Practice in North Yorkshire and Bradford, and works tirelessly on behalf of practices to ensure the LMC is the first port of call when issues arise. I could not do my job without the CAT.

LMC meetings have been restructured to promote debate that is relevant to the new Place based footprints.

The introduction of Brian McGregor's regular interactive Q&A sessions provides an opportunity for constituent GPs and Practice Managers to meet and discuss issues directly with him.

We have looked critically at how we engage with you and have introduced new ways of sharing information – you may have seen more videos appearing on the YORLMC and GPMplus Twitter accounts promoting an expanded range of services and covering the latest news for GPs and practice teams.

We have also launched a YORLMC Podcast showcasing resources available to the wider GP community which is proving very popular – feedback received and listening figures have been extremely positive.

Newsletter formats have been redesigned and these together with Brian's regular and less formal updates are, I hope, providing you with timely and relevant information that is presented in an easy-to-read format. In addition to supporting the Chairs and Officer Teams of their respective committees, as well as providing bespoke support for practices as first point of contact, the Executive Officers working within the CAT manage a range of projects to support the wider General Practice team.





Chief Executive's Reflections on the Year (Continued)

These include:

- The production of posters and social media graphics for practice use – these are produced regularly by the CAT and circulated, including on our Twitter account. By collating and tracking the numbers of doctors, nurses and non-clinical staff working in General Practice across the NY&Y and BD&C places and when combined with GPAS, the CAT is able to produce data demonstrating the workforce challenges that exist in General Practice. This is directly supporting discussions with commissioners and colleagues working in secondary care.
- The Environmental workstream which has been designed to act as a resource hub for GPs and practices who wish to improve their own environmental sustainability.

Operating as a Community Interest Company and led by Director, Stacey Fielding, GPMplus is delivering positive education and support to GPs and practices across the breadth of the Humber & North Yorkshire and West Yorkshire ICS footprints. Clinical leadership is provided by YORLMC Medical Director and Wellbeing Lead, Dr Danielle Hann, Dr John Bibby, Healthy Practice Lead and Dr Jonathan Dixon, Mentoring Lead.

The services offered are, we believe, unique, in that they are different to most other Primary Care support organisations because the individuals with specific enhanced qualifications delivering support and training are also members of the GP community. Those individuals are therefore able to relate, based on personal experience, to profession specific scenarios consistent with the individuals they are supporting. An added feature of the support offered is the commitment

of GPMplus to reinvest to provide additional support which is also different to the approach of many commercial organisations.

GPMplus, as YORLMC's provider arm, has been designed to support:

- General Practice workforce recruitment & retention
- The health and wellbeing of GPs and all staff working within General Practice

The support being delivered through GPMplus therefore very much complements the work of YORLMC. Thanks to grant funding from NHSE/I, GPMplus is able to offer high quality, fully funded courses and support to GPs and members of the wider practice team. This offer of support extends across the breadth of the West Yorkshire and Humber and North Yorkshire ICS footprints. We have worked hard to secure this funding and remain committed to the development and continued growth of GPMplus.

In December 2022, GPMplus received national recognition as a finalist at the General Practice Awards 2022, being shortlisted in the Healthcare Provider Education Programme – Provider of the Year category. It was the only LMC led initiative to reach the final.

Taking part in the Awards enabled GPMplus to showcase the role and impact of Local Medical Committees and to share details of the suite of mentoring and 'healthy practice' solutions available from GPMplus in response to the unprecedented challenges being faced by colleagues working in General Practice.

There is currently no call on the LMC levy to support the work of GPMplus. I believe this demonstrates YORLMC's

commitment to deliver beyond its core functions and enhancing the LMCs' ability to provide constituent practices with additional support and appropriate and effective representation.

Key to ensuring a strong, stable and successful future for YORLMC Ltd is enhancing and developing the support and guidance provided to both new and current LMC Members.

The Board of YORLMC, supported by the CAT, is keen to create the right environment to support training and development opportunities for your elected representatives and an LMC Member development programme is currently being piloted ahead of the next round of YORLMC elections due to take place in early 2024. This pilot is designed to highlight the opportunities that exist for LMC members as they support and provide leadership to you, their colleagues. It includes a model of support for LMC induction that hasn't existed before together with a framework to support LMC succession planning & expansion of the LMC Member role. The LMC Member Development programme is timely. The changing NHS landscape means that LMCs must ensure they remain informed, up to date and able to prepare practices for future changes. A priority of the LMC Member Development programme is to improve how we engage with GPs and practices.

We know time is precious and in short supply, so thank you for taking the time to read this annual report and please do get in touch to share any thoughts or feedback. This will help shape the future direction of YORLMC's work and ensure the LMC continues to deliver services and support that are appropriate for your needs.



YORLMC Medical Secretary – Reflections on the Year



Dr Brian McGregor

How do you measure success in an LMC?

As we came around to preparing the annual report, this thought was crossing my mind. We've had a challenging year clinically, the first full year of ICS operation, covering two distinct and differing areas, with varying agendas and interactions, contract impositions, negative media, continued workforce challenges, morale and wellbeing in steady decline, increasing demand and workload, all of which the LMC has been trying to counter and resist.

The conclusion I came to was that a successful LMC is in touch with constituents, communicates well, is transparent and open, recognises and does not shy away from those negative aspects of our situation, and acts as a respected representative of the profession and General Practice with commissioners locally, regionally and nationally.

For us, relationships and communication are the lynchpin of everything we do. YORLMC has settled into a structure where we focus on developing and maintaining robust relationships with our partners in care. The changes highlighted by Angela Foulston in her report within the Corporate Affairs Team reflect that changing landscape, and the adaptations we have made to secure that position.

We are consulted on changes to General Practice, used as a sounding board for GP opinion, plans are adapted following our input, and we enjoy the confidence of those we work with in the ICSs and NHSE. We are linked in with our neighbouring LMCs and often are now acting in a collaborative manner with them in supporting and promoting General Practice, via our close links with Humberside LMCs and the West Yorkshire LMCs Executive which currently I chair. We have also facilitated a preliminary meeting on a Yorkshire wide LMC caucus for the future.



Clinically, Danielle Hann as Medical Director and Bradford & Airedale Deputy Chair has led the workstreams of Wellbeing, GPAS and the secondary/primary interface. Andrew Moriarty is the new North Yorkshire Deputy Chair. Andrew is already locality lead for York. Jane Raja has very recently been appointed as locality Officer for Harrogate. These changes have enabled us to be present in more meetings and ensure the voice of General Practice is heard when decisions are being made. The rest of the current team, Sally Tyrer, Chair in North Yorkshire and Stephen Patterson, Chair of Bradford & Airedale, have been ably supported by locality leads, Duncan Rogers, Cath Chapman, Laura Molyneux, Charles Strachan and engagement leads Jim Woods and Val Wilson. The development of clinical leads has meant that any or all of these officers can attend meetings and speak on behalf of their LMC at Place level, greatly enhancing our ability to be present when required.

Early 2024 sees elections for YORLMC in all constituencies and I would encourage those who want to speak up and speak out on behalf of colleagues to contact the LMC to find out as to what is involved. The next 18 months are likely to be career-defining for our profession and we need the broadest base possible of opinions. Following these elections, we will introduce a new improved induction programme for members and a member development programme for those looking to develop LMC roles as a portfolio career. Both the member induction and member development programmes are designed to support LMC members as they increase their medico-political skills and involvement in LMC work.

I'm both humbled and grateful to be returned to GPC for a further 3 year term as the North Yorkshire and Bradford representative. We will use the next 3 years to consider longer term succession planning and ensure YORLMC has

a robust and skilled structure to continue representation at this level beyond 2026.

We do not stand still, development workstreams continue apace, amidst an ever-increasing workload of contractual support, pastoral care, assisting in estates, capital, IT, employment, complaints, PCN DES queries, service development, commissioner meetings, practice and personal wellbeing and the ever-increasing workload and workforce challenges seen in all our practices.

There has been massive change internally at YORLMC this year, moving from a traditional hierarchical model to a more egalitarian, flatter structure, akin to how many practices are now run. We must however acknowledge

that the foundations for YORLMC were laid and developed over the last 30 years and this foresight and work over decades has left us with a firm footing to face change, adapt and improve.

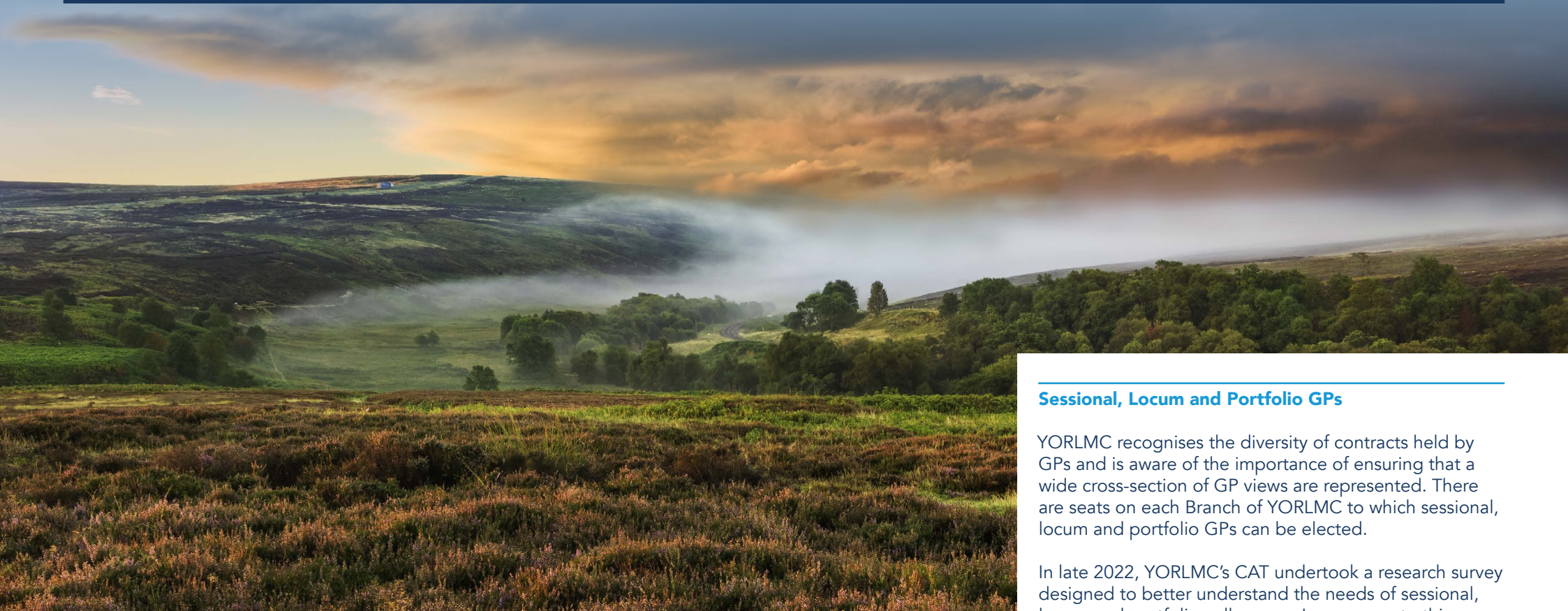
The future of the profession remains in the balance, but whatever challenge materialises, YORLMC is in a good position to support, inform and lead GPs and practice teams into the future.



**YORLMC IS IN A GOOD POSITION TO
SUPPORT, INFORM AND LEAD GPs AND
PRACTICE TEAMS INTO THE FUTURE.”**



Highlights of the Year



Changes Within YORLMC's Corporate Affairs Team

The period since the previous annual report has seen significant change within YORLMC's CAT.

Antony Radley joined the CAT in March 2022 as Director of Finance. He brings experience of working on third sector projects and more recently as a General Practice Business Manager. Jack Burgess joined the CAT in November

2021, along with Natasha Ori-Orison in June 2022; both have several years of NHS operational experience.

2022 saw the retirement of two longstanding employees, Dr Dougy Moederle-Lumb, YORLMC Board Chair and Mrs Belinda Smith, Director of Finance. They each made a significant contribution to the development of YORLMC.

Sessional, Locum and Portfolio GPs

YORLMC recognises the diversity of contracts held by GPs and is aware of the importance of ensuring that a wide cross-section of GP views are represented. There are seats on each Branch of YORLMC to which sessional, locum and portfolio GPs can be elected.

In late 2022, YORLMC's CAT undertook a research survey designed to better understand the needs of sessional, locum and portfolio colleagues. In response to this, YORLMC's CAT has established a dedicated workstream to ensure that the voices of sessional, locum and portfolio GP colleagues are heard.

YORLMC's communications are targeted to ensure relevance both in terms of an individual GPs role and the locality within which they work. All sessional, locum and portfolio GPs that do not receive our communications directly are encouraged to share their contact details with us via info@yorlmcld.co.uk so you can be kept updated.



In December 2022, GPMplus received national recognition as a finalist at the General Practice Awards 2022. Taking part in the awards ceremony enabled GPMplus to showcase the role and impact of Local Medical Committees.

At the time of the Awards, YORLMC Chief Executive Angela Foulston said:

“Whilst GPMplus is only in its second year, it was fantastic to be networking with other innovators and leaders and a privilege to be a ‘flag bearer’ and champion for LMCs. It was great to see other providers from our localities who are working so hard to make a difference to their patients and their communities.”

“We have learned a lot from our experience as a finalist which we will use to develop our plans for the service. If you haven’t had the opportunity to work with one of our mentors or take part in our ‘healthy practice’ programme to build individual, team and system resilience, we encourage you to look at our website to learn more about what GPMplus can offer you and your teams.”

All GPMplus support services are designed by General Practice, for General Practice. Everything we deliver has been tailored to ensure it works for, and is of benefit to, practice teams. Everyone delivering services has real-life experience of working in General Practice, ensuring real understanding of the unique pressures faced by practices.

YORLMC is continuing to work hard to secure income to resource GPMplus.

There is more information about GPMplus [here](#).

LMC Services Yorkshire CIC, Trading as GPMplus

YORLMC’s proactive approach to supporting its constituents saw the creation of LMC Services Yorkshire CIC in late 2020. As YORLMC’s provider arm, and trading as GPMplus, the CIC is now delivering multiple workstreams benefitting the whole General Practice community.

GPMplus’ innovative range of programmes are designed to support the wellbeing, resilience and development of individuals and teams working within General Practice. The programmes have been designed to tackle the ongoing challenges relating to burnout and workforce retention, to support sustainable, high quality care and better outcomes for patients.

At the core of GPMplus’ activities are:

Wellbeing Education – a suite of accessible courses designed to provide practical tools and skills to improve personal, team and system resilience.



Mentoring support – provides 1:1 support to individuals working in General Practice, allowing them to work through challenges and explore their own development. All GPMplus mentors are trained in mentoring and coaching skills, and also have experience of working in General Practice. A further feature of GPMplus is its mentoring offer for newly qualified GPs & nurses as part of their fellowship programme.



GP trainees

YORLMC provides representation for all doctors on a GP training programme. There are dedicated seats on both LMCs for a GP trainee member for each vocational training scheme (four in NYY, two in BAWC). The GP trainee member role includes communicating with their trainee colleagues, canvassing opinion and taking views to inform future agenda items and debate at YORLMC meetings. YORLMC GP trainee members, supported by officers, also present regularly at half day release sessions keeping GP trainees up-to-date with relevant information and resources and raising awareness of YORLMC. YORLMC's GP trainee members can be found [here](#).

The GP trainee member project, introduced in 2020, has helped enhance the YORLMC GP trainee member role and strengthened links between YORLMC and GP trainees. The project includes quarterly meetings of all GP trainee members across both LMCs, offering a chance for peer support between trainee members, sharing ideas for engagement with trainees and planning attendance at HDR sessions. As part of the project, seminars have been held for all GP trainees across the YORLMC area on the subject of GP leadership, bringing together speakers from YORLMC and beyond. The project has produced some excellent results, evidenced

by high attendance and good feedback from the seminars, a regular programme of HDR slots as well as strong interest in the YORLMC GP trainee member seats when they come up for election.

Supporting Practice / Business Managers

YORLMC recognises the invaluable contribution of Practice / Business Managers in the delivery of high-quality GP services.

Although YORLMC does not represent Practice / Business Managers, it is well aware how important it is to ensure they are able to continue to access the support they need. This support includes access to the GPMplus suite of support which includes a range of courses and programmes designed to support individuals and teams working within General Practice and Primary Care more widely to enhance wellbeing, culture and resilience and to promote and encourage non-clinical leadership in General Practice.

Integrated Care Systems

ICSs (Integrated Care Systems) became statutory in July 2022. This was rightly billed as one of the most radical reorganisations in NHS history.

While the establishment of ICSs represent a significant change to the commissioning landscape, YORLMC has continued to build on the strong and long standing relationships enjoyed with senior officers working in former CCGs, NHSE/I and other partners in care.

“
**THE PROJECT HAS PRODUCED SOME
EXCELLENT RESULTS, EVIDENCED BY
HIGH ATTENDANCE AND GOOD FEEDBACK.**”



To facilitate effective working within this changed landscape YORLMC established a dedicated workstream to support 'system level working'. This has enabled YORLMC to strengthen relationships across the Humber and North Yorkshire and West Yorkshire ICS footprints. A North Yorkshire Primary Care Collaborative, chaired by Dr Sally Tyrer (North Yorkshire Branch Chair) draws all branches of primary care and senior ICS officers to discuss challenges and find solutions. Similarly, in West Yorkshire, YORLMC is co-ordinating the work of the West Yorkshire LMCs Executive. Chaired by Dr Brian McGregor (YORLMC Medical Secretary), the WY LMCs Executive is supporting a unified LMC voice across the five West Yorkshire Places.

COVID-19

YORLMC continued to build on a strong track record of supporting practices to adjust following the initial challenges of the pandemic. We continue to support practices with regular updates and practical advice, and continue to lobby commissioners for greater support, such as during the Strep A outbreak during late 2022.

Primary Care Networks (PCNs)

In Bradford, Airedale, Wharfedale & Craven, YORLMC / Clinical Director (CD) meetings take place regularly. YORLMC also continues to engage with CDs across North Yorkshire.

CDs are an important, emerging leadership group within General Practice and YORLMC, given its political knowledge and contractual expertise is well placed to provide support and advice to CDs as they reshape care provision.

YORLMC acknowledges the significant directional and structural challenges faced by PCNs as a result of high workload combined with recruitment and retention issues. The ARRS scheme has brought significant additional workforce into Primary Care with the original stated intent of reducing workload for GPs but has led to a concomitant

increase in the demand for training, supervision and mentoring from core GP workforce capacity. Looking forward, there is a need to review integration of the workforce and the impact of imposed changes, these may increase the need for ARRS staff to support other parts of the system, whilst still drawing on that support from General Practice.





IT IS IMPORTANT TO CONTACT YORLMC FOR HELP AS EARLY AS POSSIBLE WHEN DIFFICULTIES ARISE SO THAT AS MUCH SUPPORT AS POSSIBLE CAN BE PROVIDED.”

Pastoral Support

This is a significant area of work undertaken by YORLMC and a number of experienced YORLMC officers are specifically trained to support pastoral work. They have many years' experience of defence bodies, NHSE and GMC procedures and are able to provide personal and confidential support for individual GPs in difficulty or experiencing major change. For example, YORLMC can help an individual GP through difficulties linked to contractual, financial or performance concerns, signposting to other professionals where appropriate. Further support including attendance at performance meetings and/or support getting appropriate medical care when required can also be provided.

We cannot stress enough how important it is for colleagues to contact YORLMC for help as early as possible when difficulties arise, so that as much support as possible can be provided.

However, it is never too late to make contact and confidential pastoral support can be accessed in the first instance through any member of the Corporate Affairs Team.

National Influence

YORLMC contributes to and influences work at a national level.

Dr Brian McGregor, Medical Secretary, YORLMC Ltd is the elected General Practitioners Committee (GPC) member for North Yorkshire and Bradford. This ensures close liaison between local and national representation for General Practice. The GPC is part of the British Medical Association (BMA) and is the voice of General Practice nationally, representing all NHS GPs (including those who are not members of the BMA). Brian was elected speaker of the GPC in 2022, furthering YORLMC's contribution and influence at a national level.

Brian is also Chair of the BMA's Yorkshire Regional Council (YRC). The YRC brings together all BMA members across all branches of medical practice in Yorkshire to have a say on issues that concern them. One of its main priorities is to support members to engage with each other and work together with common purpose.



System Pressures

In response to the unprecedented pressure that General Practice is facing, YORLMC launched two new projects to support Practices.

GPAS

In July 2022 YORLMC launched GPAS (General Practice Alert System). Developed by colleagues at Devon LMC, GPAS collects anonymised data from individual practices. This anonymised data is then combined to indicate to the broader NHS system at an ICB level, the pressure General Practice in Bradford & Airedale and North Yorkshire is under.

GPAS allows the pressures in General Practice to be presented in the clearest possible fashion. Information from GPAS provides tangible evidence of this and is already being used in meetings with commissioners and secondary care. It allows us to present data in a similar format to that from hospitals, helping to demonstrate that pressures in secondary care are more than matched by challenges faced in general practice.

YORLMC publishes weekly sitreps for its constituent areas [here](#).

Workforce

Using data from NHS Digital, YORLMC is collating and tracking the numbers of doctors, nurses and non-clinical staff working in General Practice across the NY&Y and BD&C places.

YORLMC also monitors and compares staff working in secondary care versus general practice to present

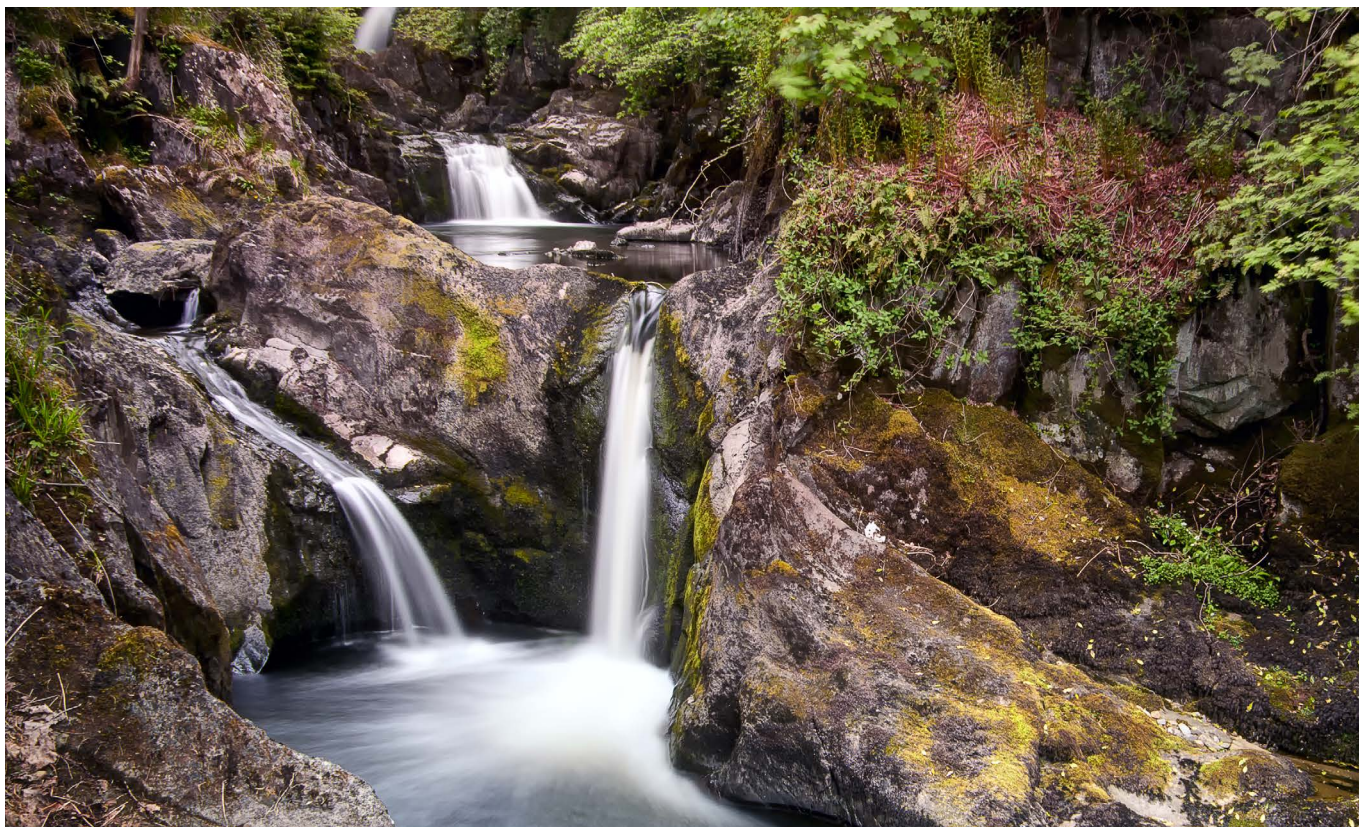
the disparity in staffing between general practice and secondary care.

Combined with GPAS, this data is used to demonstrate the workforce challenges that exist in General Practice in discussions with commissioners and secondary care.

For the latest data and infographics click [here](#).

Environmental

YORLMCs environmental workstream is helping increase awareness of how practices can reduce their environmental footprint, Led by CAT members Sandra Warriner and Nicola Brownlow, the [environmental page on YORLMCs website](#) is designed to act as a resource hub for practices who wish to improve their own environmental sustainability and impact on planetary health.





YORLMC: An Overview



Why YORLMC Ltd Exists

YOR Local Medical Committee Ltd (YORLMC) is the brand name for the organisation which, through its North Yorkshire and Bradford branches, carries out the majority of work undertaken by North Yorkshire and Bradford & Airedale LMCs.

It is an independent, not for profit organisation. It is the professional voice supporting all NHS GPs, (circa 1600) and 160 practice teams across North Yorkshire, the City of York, Bradford, Airedale, Wharfedale & Craven districts. It is not a trade union.

YORLMC is a gateway to pastoral care and provides personal and totally confidential support for GPs and practices in difficulty or experiencing major change. It also provides personal advice and support for practices on a wide range of issues.

What YORLMC does

YORLMC represents and supports General Practice to all stakeholders who wish to work with or alongside General Practice. This includes a wide range from within the NHS and external stakeholders. Our patch currently includes 7 secondary care Trusts and over 30 Primary Care networks. Our partners in care include NHSE, ICSs, ICBs, Local Authorities, other LMCs, Community Trust Teams, Acute Trusts and other primary care providers. YORLMC demonstrates a positive, collaborative style of working to produce the best outcomes for its constituent members.

YORLMC's role is not just about GMS/PMS services but about the majority of things that GPs and practices do in their normal working day. YORLMC takes a pro-active approach and is continually horizon scanning to ensure it is informed, up to date and able to prepare practices for future changes.



OUR VALUES

SUPPORTIVE

We are **leaders of General Practice** and will be there for all our constituents **when they need us**

TRUSTWORTHY

We will act with **honesty and integrity** in all our dealings with colleagues, constituents, partners and other stakeholders

KNOWLEDGEABLE

We will use our combined **experience and expertise** to **represent and respond** to GPs and their practices effectively – **everybody matters**

LEADING AND INNOVATING

We will be **champions for General Practice**, continually growing and developing in order to provide relevant and valued services

EQUITABLE AND INCLUSIVE

We will conduct our business **fairly, openly and professionally**, ensuring all our constituents are **represented equally**



Our Values

At the heart of everything we do are the values that define YORLMC and its on-going commitment to equality, diversity and equity of opportunity throughout YORLMC Ltd, its LMCs, LMC members and officers, Corporate Affairs Team, GPs and practice teams.

We will achieve these by:

- Seeking feedback from our GPs and practice teams to inform our values focused development, continually horizon scanning to best represent and support our constituent practices
- Working collaboratively and constructively with our partners in care – to ensure our GPs and practice teams are represented and supported
- Promoting YORLMC values locally, regionally and nationally through our extensive network of relationships
- Striving to achieve equality and inclusivity at all levels of our organisation

Legal

YORLMC Ltd cannot provide individual GPs or practices with legal or financial advice. However YORLMC offers all its constituents access to a range of legal services under the banner of YORLMC Law – in conjunction with LMC Law Limited. This includes an HR and Employment Support Package. Services are designed to assist and facilitate legal advice and services to practices, primary care networks and GP federations.

YORLMC is supporting the delivery of these services, with a view to ensuring that practices, primary care networks



and federations receive high quality expert advice from legal professionals with significant NHS experience.

These services are funded through the levy in the form of a retainer. This provides all practices with access to advice and represents a significant practice benefit; a practice may not have needed this service, but they may do so at some point. It is similar to an insurance policy and provides an expert legal opinion without worrying whether it is affordable.

There is also the opportunity to obtain preferential rates on services falling outside of the YORLMC Law service, for example partnership drafting and amendments to existing agreements which will be charged at discounted and competitive rates. YORLMC has a responsibility to review this service to ensure it remains appropriate and value for money. It is therefore subject to periodic review and re-procurement.

“

WORKING COLLABORATIVELY WITH OUR PARTNERS TO ENSURE OUR GPs AND PRACTICE TEAMS ARE REPRESENTED AND SUPPORTED.”

Corporate Affairs Team

The Corporate Affairs Team, (CAT) is responsible for the administration of all aspects of YORLMC's work and the work of its provider arm, GPMplus. It is also responsible for keeping GPs and practice teams informed of current issues relating to General Practice, primary care and beyond. It leads on communicating important messages in an accessible format, producing regular guidance newsletters, bulletins and updates, across a variety of mediums. It also regularly consults

with constituents to ensure it is providing the best possible service. It issues press releases where appropriate and also maintains the YORLMC website - www.yorlmc.co.uk. The CAT is also responsible for corporate administration, membership, electoral services and finance.

Information about the individual roles within the CAT can be found [here](#).

Collaborative Working with other LMCs

As well as working closely with neighbouring LMCs across West Yorkshire and the Humber region, YORLMC takes every opportunity to network and collaborate with LMC colleagues nationally including when attending national LMC conferences.



and their families in times of poverty, hardship and distress by providing short-term interest free loans.

Decisions about both levies are made by the Board of YORLMC. The current board is comprised of 7 Directors, 5 are GPs who pay or have paid these levies. There is a robust governance structure and how both levies are used is carefully considered on an annual basis by the Directors who are cognisant of their Director responsibilities. Work continues to be delivered within a tight financial envelope.

Annual accounts are prepared by our accountants at the end of each financial year (31 March) and are presented at the AGM held during the following November. As a limited company, YORLMC's accounts are submitted to Companies House.

How YORLMC has been funded during 2022-3

All LMCs across England are cited through various and successive Acts of Parliament as the bodies recognised in statute who represent the interests of General Practice.

LMCs are autonomous organisations, so their structures, their patient population and the services they provide as LMCs to their constituent GPs and practice teams vary significantly across the country.

LMCs are independent self-financing bodies with statutory functions. They are not trade unions.

LMCs are funded by statutory levies from GPs in a contract with the NHS to provide General or Personal Medical Services.

YORLMC is mainly funded through a statutory levy system paid by practices that appears on practice financial statements received from NHSE/I.

YORLMC also generates income from providing back-office infrastructure support, project co-ordination & expertise to LMC Services Yorkshire CIC, trading as GPMplus.

In addition, YORLMC collects an additional levy which in the main, funds national representation through the GP Defence Fund (GPDF) which exists to ensure representation, influence and support for Local Medical Committees, GPs and general practice. The additional levy also enables a contribution to be made by YORLMC to medical charities including the [Cameron Fund](#), a charity that supports GPs

LMC Members and Officers are paid travel expenses and an honorarium to prepare for and attend meetings. YORLMC's Expenses Policy can be viewed [here](#).

In taking decisions regarding the levies, the Board of YORLMC takes into consideration changes in funding into General Practice, at times drawing on reserves in order to maintain existing services and to develop new ones. For the year 2022/2023 the Board of YORLMC maintained the levy at the same rate as the previous four years, through efficiencies, savings and economies of scale, despite the work delivered by YORLMC on your behalf having increased exponentially during the same period.



YORLMC Board

The Board of Directors (the Board) is the main decision-making body at YORLMC Ltd. The Board acts in accordance with the principles of corporate law and solely in the interests and for the benefit of YORLMC Ltd in accordance with their duties as Directors under the Companies Act 2006 (the Act) and any subsequent legislation, regulation or amendment.

The Board is responsible for the management of YORLMC business; it makes the strategic decisions of YORLMC Ltd and is responsible for ensuring that YORLMC meets its statutory obligations.

It's purpose is to advise on strategic issues, scrutinise and challenge policies and procedures. The Board has overall

responsibility for the management of the business and affairs of YORLMC, the setting and direction of YORLMC's strategy and the use of resources.

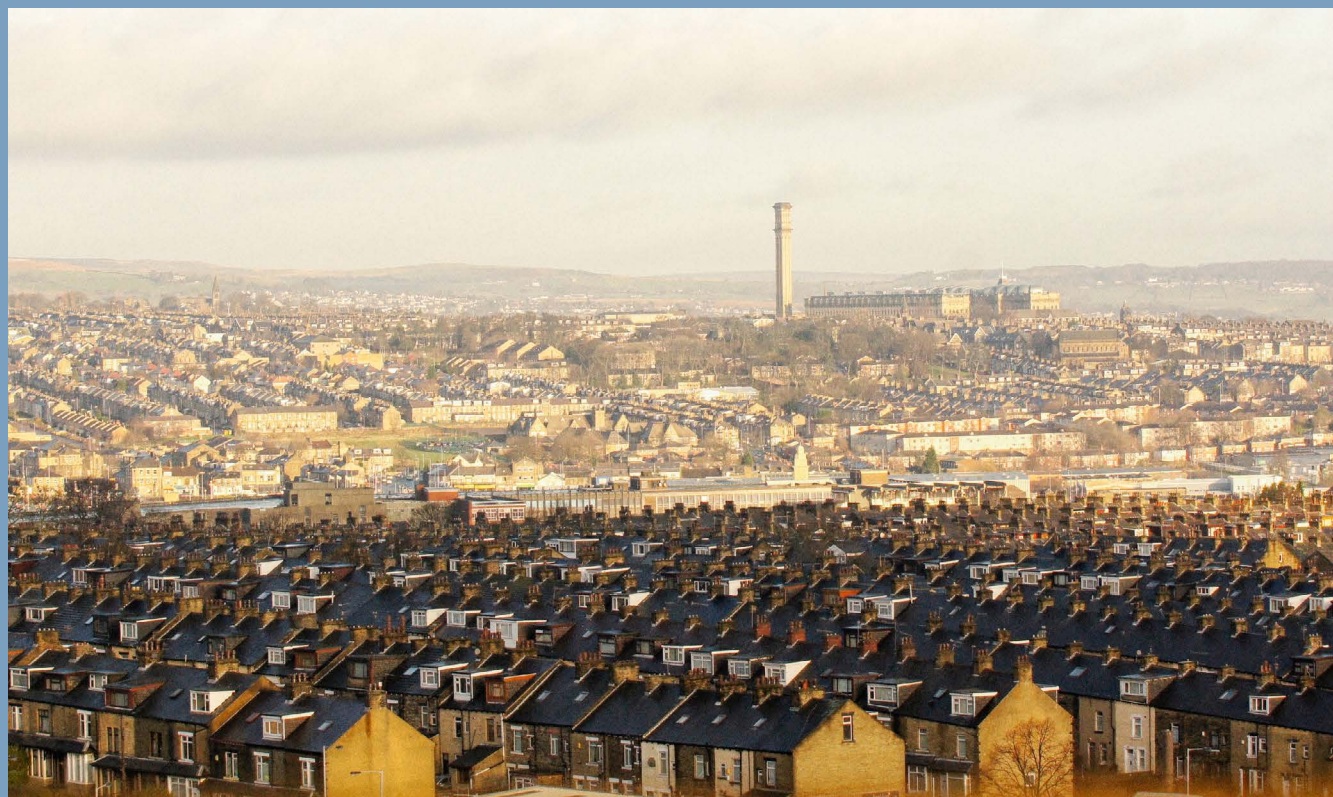
Managing Risk

A risk register that includes contingency policies has been produced. The main risks to the organisation have been identified and actions and processes are in place to mitigate against these risks. It is recognised that this is not a static document. It is reviewed regularly by the Corporate Affairs Team, considered by the Directors at quarterly Board Meetings and updated as necessary.

Risk areas have been divided into four main categories:

- Committee risks and risks to the reputation of YORLMC
- Financial risks
- Personnel risks
- Office

A 'Risk Matrix', applied within the NHS to identify acceptable, moderate and significant risks is used to assess risk levels. The approach of the Board is to address any changes as soon as possible and consider whether anything further needs to be done to mitigate and moderate risks.





YORLMC Ltd Directors: February 2023

Mrs Angela Foulston, Chief Executive

Dr Brian McGregor, Medical Secretary

Dr Steve Patterson, Director / Chair, YORLMC Bradford & Airedale

Dr Danielle Hann, Director / Deputy Chair, YORLMC Bradford & Airedale

Dr Sally Tyrer, Director / Chair YORLMC North Yorkshire

Dr Andrew Moriarty, Director / Deputy Chair YORLMC North Yorkshire (appointed January 2023)

Mr Antony Radley, Director of Finance (appointed November 2022)

Retirements

Dr Douglas Moederle-Lumb – retired as Board Chair, November 2022

Mrs Belinda Smith – retired as Director of Finance and Company Secretary, June 2022

Democracy

YORLMC Bradford & Airedale and YORLMC North Yorkshire are democratic organisations, elected to provide the representative voice of all NHS GPs working across Bradford, Airedale, Wharfedale & Craven and North Yorkshire and the City of York.

YORLMC Bradford & Airedale Branch

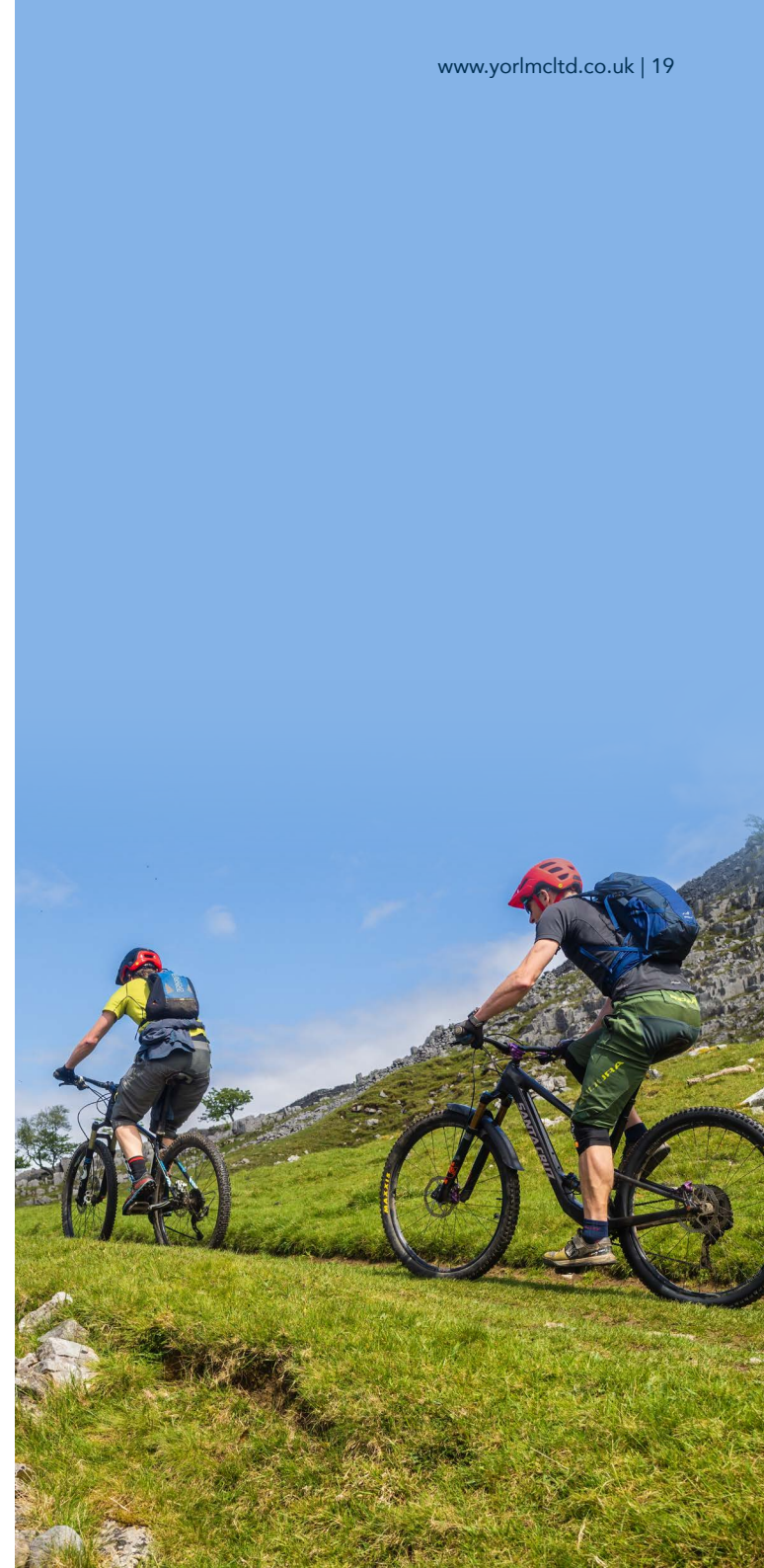
is the representative forum for all GPs in the Bradford, Airedale, Wharfedale & Craven localities (BAWC). It is chaired by Dr Stephen Patterson and has an elected GP membership of 22 drawn from across BAWC.

Constituent GPs and Practice Managers are encouraged to attend their locality LMC meetings and take part in debate with their elected colleagues. Further information is available [here](#).

YORLMC North Yorkshire Branch

is the representative forum for all GPs in the North Yorkshire & York. It is chaired by Dr Sally Tyrer and has an elected GP membership of 23 members drawn from across NYY.

Constituent GPs and Practice Managers are encouraged to attend their locality LMC meetings and take part in debate with their elected colleagues. Further information is available [here](#).





Succession planning

A combination of levy and reserves have been used during this period to facilitate succession planning across YORLMC. As with practices, adequate succession planning is essential for YORLMC to ensure ongoing effective representation of the profession. YORLMC members have access to peer support and are encouraged to take up shadowing opportunities to ensure YORLMC can continue to offer a professional and high quality service.

Equality, Diversity & Inclusion

As a representative organisation, YORLMC seeks to champion diversity, encourage inclusion, and provide opportunity.

YORLMC recognises that its provision of services will be enhanced when its activities reflect the diversity of its constituent GPs and it seeks to provide an environment that;

- Ensures equality, fairness and respect for all constituent GPs, their practice teams, elected LMC members, employees and contractors working with YORLMC Ltd, whether temporarily, part-time or full-time
- Does not discriminate, in accordance with the protected characteristics set out in the Equality Act 2010 including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex and sexual orientation)
- Strives to make communications accessible to neurodiverse people
- Enables YORLMC to be truly representative of all sections of General Practice, and for everyone to feel respected and able to give their best.

“

**YORLMC SEEKS TO CHAMPION
DIVERSITY, ENCOURAGE INCLUSION,
AND PROVIDE OPPORTUNITY.”**



Looking to the future



YORLMC, supported by the Corporate Affairs Team infrastructure will continue to provide advice and guidance. Through a process of regular review, it will deliver services that are focussed on meeting the needs of constituent GPs and practice teams.

In the face of a contract imposition for the second year running, inflation eroding practice budgets and ongoing

economic uncertainty, the foreseeable future will be challenging for General Practice teams.

YORLMC will continue to facilitate and lead discussions locally and at ICS region level, to protect General Practice from the pressure of unfunded transfers of work, drawing on collaborative relationships with local Trusts and commissioners.

YORLMC will continue to lobby to achieve consensus and to make General Practice sustainable for the long term.

- YORLMC will continue to build on constructive relationships with commissioners, ensuring that the voice of General Practice is heard at all levels of the ICS/ICB structures, supported by its dedicated 'system level working' workstream.
- The work of the WY LMCs Executive, and the North Yorkshire Primary Care Collaborative will be an important aspect of delivering this.
- YORLMC workstreams, including [GPAS](#) will continue to offer live data to shape the discourse around system pressures and funding for General Practice going forward.

Consolidating and expanding the wellbeing offer of YORLMC's provider arm, GPMplus

Building on the success of its first two years in operation, GPMplus will continue to expand its wellbeing and support services to YORLMC constituents and beyond. This includes plans to continue providing high quality mentoring services, expand the wellbeing education model with new courses and new facilitators, and to roll out the Healthy Practice Programme.



Committee Membership as of May 2023

Bradford and Airedale

Bradford & Airedale Branch Officers

Dr Stephen Patterson Chair / Branch Member - Bradford Locality
 Dr Danielle Hann Deputy Chair / Branch Member - Bradford Locality
 Dr Charles Strachan Locality Officer - Bradford / Branch member - co-opted
 Dr Val Wilson Engagement Officer - Bradford / Branch Member - Bradford Locality
 Dr Laura Molyneux - Locality Officer - Airedale, Wharfedale & Craven / Branch Member - Airedale, Wharfedale & Craven Locality

Bradford & Airedale Branch Members

Dr Nick Clarke Airedale, Wharfedale & Craven Locality
 Dr Kathryn Howe Airedale, Wharfedale & Craven Locality
 Dr Mumiah Skinner Airedale, Wharfedale & Craven Locality
 Dr Jahangir Akhtar Bradford Locality
 Dr Joel Brown Bradford Locality (co-opted)
 Dr Rebecca Cairns Bradford Locality
 Dr Maria Foulds Bradford Locality
 Dr Simon Gazeley Bradford Locality
 Dr Safina Haque Bradford Locality (co-opted)
 Dr Parmjit Rawal Bradford Locality
 Dr Louise Rushby Bradford Locality (co-opted)
 Dr Andrew Smith Bradford Locality
 Dr Andy Sykes Bradford Locality
 Dr Himat Thandi Bradford Locality
 Dr Laura McCarthy Bradford Locality (co-opted)
 Dr Emma Finnerty GP Trainee (Airedale)
 Dr Rameez Rahman GP Trainee (Bradford)
 Mr Chris Brennan Practice Manager Resource

North Yorkshire

North Yorkshire Branch Officers

Dr Sally Tyrer - Chair / Branch Member - Hambleton, Richmondshire & Whitby Locality
 Dr Andrew Moriarty - Director / Deputy Chair / Branch Member / Locality Officer - Vale of York
 Dr Brian McGregor - Director / Medical Secretary
 Dr Jim Woods - Engagement Officer / Branch Member / North Yorkshire (co-opted)
 Dr Duncan Rogers - Locality Officer and Branch Member - Hambleton, Richmondshire & Whitby Locality
 Dr Catherine Chapman - Locality Officer and Branch Member - Scarborough & Ryedale Locality
 Dr Jane Raja - Locality Officer and Branch Member - Harrogate and Rural District

North Yorkshire Branch Members

Dr Kenneth Atkinson - Hambleton, Richmondshire & Whitby Locality
 Dr Daniel Wilkins - Hambleton, Richmondshire & Whitby Locality
 Dr Sebastian Owzcarek - Hambleton, Richmondshire & Whitby GP Trainee Representative
 Dr Catherine Dilley - Harrogate & Rural District Locality
 Dr Richard Fletcher - Harrogate & Rural District Locality
 Dr Yasmin Gant - Harrogate and Rural District Locality
 Dr Gregory Black - Scarborough & Ryedale Locality
 Dr Felicity Day - Scarborough & Ryedale Locality
 Dr Robert Fisher - Vale of York Locality
 Dr Naomi Chinn - Vale of York Locality
 Dr Tillmann Jacobi - Vale of York Locality
 Dr Brian McGregor - YORLMC Medical Secretary / Branch Member - Vale of York Locality
 Dr James Murray - Vale of York Locality
 Dr Dariush Saeedi - Vale of York Locality
 Dr Matt Ansell - Vale of York Locality GP Trainee
 Dr Rachel Doherty - Scarborough and Ryedale Locality GP Trainee
 Dr Tom Winterton - Harrogate & Rural District Locality GP Trainee
 Joanne Rowe - Practice Manager Resource



Financial Report

YORLMC Ltd remains an independent, non-profit making organisation. Practices contribute Statutory and Additional levies to Bradford & Airedale and North Yorkshire LMCs. The two LMCs grant funds to YORLMC Ltd which undertakes the majority of work formerly undertaken by the LMCs.

The below information illustrates how sums granted to YORLMC Ltd by the LMCs have funded the work undertaken by YORLMC Ltd for the financial year

2021/2022 – full sets of accounts for 2021-2 for YORLMC Ltd, North Yorkshire LMC and Bradford & Airedale LMC are available on request. Full accounts for the year 2022/23 will be available following the YORLMC AGM in November 2023.

In summary in 21/22 NYLMC collected £793k Statutory Levy, £36k Additional Levy and BALMC collected £640k Statutory Levy and £29k Additional Levy.

**YOR LOCAL MEDICAL COMMITTEE LIMITED
TRADING AND PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2022**

	2022		2021	
	£	£	£	£
LMC grants receivable		1,396,133		1,408,788
Branch and divisions expenditure				
Branch and division officers allowances	361,963		378,197	
Branch and division members allowances	61,634		45,295	
Other meetings allowances	1,478		3,794	
Members' employers national insurance	38,204		41,777	
Branch and division meeting expenses	232		(67)	
		463,511		468,996
GROSS PROFIT		932,622		939,792
Other income				
Other income	33,678		34,569	
Grant income	61,409		169,653	
Deposit account interest (net)	15		96	
		95,102		204,318
		1,027,724		1,144,110
Expenditure				
Rent and service charges	19,041		19,000	
Rates	4,699		4,657	
Insurance	11,961		11,958	
Light and heat	1,269		1,256	
Corporate affairs team salaries and pensions	723,952		718,448	
Employers national insurance	78,435		78,620	
Miscellaneous meetings, room hire and catering	3,063		839	
Telephone and postage	7,558		6,780	
Printing and stationery	2,805		2,686	
National seminars and conferences	9,335		417	
Repairs and maintenance	31,332		20,104	
Sundry expenses	1,065		69	
Training and development	4,702		4,488	
Event expenditure	1,039		1,000	
Lead costs	12,872		138,292	
Grant course costs	-		24,944	
Defence Fund Quota	41,800		38,300	
Professional fees	60,933		57,990	
Donations	6,155		6,655	
		1,022,016		1,136,503
		5,708		7,607
Finance costs				
Bank charges		144		111
		5,564		7,496
Depreciation				
Fixtures and fittings		5,564		6,062
	2022		2021	
	£	£	£	£
Brought forward		-		1,434
Loss on disposal of fixed assets				
Fixtures and fittings		-		1,434
NET PROFIT		-		-
Carried forward		-		1,434