# YOR LOCAL MEDICAL COMMITTEE LIMITED (YORLMC)

# Roles & Responsibilities – LMC Members

YOR Local Medical Committee Limited (YORLMC Ltd)

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## LMC MEMBER HANDBOOK ISSUES AND UPDATES

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**BEING AN LMC MEMBER**

**LMC Members are elected to actively participate in YORLMC's work supporting and representing General Practice. Members are expected to attend and contribute to locality meetings, represent and speak up on behalf of constituents and to make decisions on behalf of local General Practice. It is an opportunity to be part of a forward-thinking organisation, working to support 1,500 local GPs across 160 practices.**

YOR Local Medical Committee Limited (YORLMC Ltd) is the brand name for Bradford & Airedale and North Yorkshire LMCs, also referred to as Branches of YORLMC. It is the professional voice for all NHS GPs and practice teams across the areas of North Yorkshire & York and Bradford, Airedale, Wharfedale & Craven. YORLMC Ltd 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.

This handbook sets out the roles and responsibilities of YORLMC members and defines the standards expected of them.

The handbook will be reviewed regularly, and any amendments made as necessary. It is important to remember that it is a record of YORLMC's working practices and should accurately cover how it operates in each area of work. Any amendments to this handbook or its appendices will be notified to Members.

## Introduction

In the face of unprecedented pressures, the landscape of the NHS is changing rapidly, and the centre of gravity is moving rapidly towards primary care. As a result of the 2019 GP contract changes, including primary care networks and the NHS Long Term plan there is a move to address the challenges that GPs and practices are currently facing in terms of workload and workforce.

The LMC's sole purpose is to support and advise individual GPs and practices on all matters that affect them. The range of support offered by YORLMC covers a vast range of varied topics including:

- individual pastoral queries
- patient related queries
- practice level queries
- regional level queries

YORLMC Ltd currently supports approximately 1500 GPs, and 160 practices across Bradford, Airedale Wharfedale & Craven and North Yorkshire and the City of York.

**YORLMC is:**

- The voice of general practice locally. Its elected Members work for and support individual GPs, their practice teams and also the wider professional voice of general practice.
- An Independent Body, representing the interests of General Practice, acting as its advocate. It remains independent from political constraints and the need to satisfy other interests. It is this unique status as independent representative bodies recognised by statute that allows LMCs to be so effective in standing up for and supporting their GPs. They are accountable to the GPs they represent, unlike CCGs who are answerable to their NHS England and the

Department of Health leaving LMCs free to speak up on behalf of GPs, practices and their patients when others cannot.
- A Professional Body that promotes quality and maintains standards of professional practice through support and educational activity in collaboration with other professional and educational bodies.
- A Representative Body that listens, debates and responds to feedback. YORLMC represents the views of its GPs, practice managers and the wider practice team to NHS England, CCGs and other national and local organisations.

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 current patch includes 7 hospital Trusts and 30 Primary Care Networks. External stakeholders include CQC, LPCs, AHSN, Public Health England and many others. We aim to have a positive, collaborative style of working to produce the best outcomes for our constituents.

YORLMC is highly respected at both a local and national level. It is supported by a Corporate Affairs Team, (CAT) which is responsible for the administration of all aspects of YORLMC's work. The CAT is also responsible for keeping GPs and practice teams informed of current issues relating to primary care and beyond. It leads on communicating important messages, producing regular guidance and a monthly newsletter for each LMC area. It issues press releases where appropriate and also maintains the YORLMC website - www.yorlmcltd.co.uk. The CAT is also responsible for corporate administration, membership, electoral services and finance.

The CAT is a small, highly focused and cross-supporting unit where individuals are expected to work autonomously and support colleagues as much as possible. The CAT handles and has access to personal and sensitive information so all members of the team are required to maintain confidentiality at all times.

The Corporate Affairs Team provides dedicated support to all LMC Officers and Members. For clarity access to YORLMC systems and databases is restricted to staff employed within the Corporate Affairs Team.

**Main Purpose of an LMC Member's role:**

An LMC Member's role is a wide ranging.

LMC Members are elected by constituents, generally for a term of 4 years and are expected to make themselves available to them, to listen to their views and to ensure that those views are fairly represented. Members must be aware that they have a mandate to make decisions on behalf of their constituents. Members are expected to debate issues and vote where appropriate in their capacity as an LMC Member representing constituent GPs and not as Member of a CCG or individual GP practice.

Members are appointed to YORLMC following an election process to the respective LMC. Some members will be appointed by co-option because of their special experience or expertise.

The work of YORLMC is constantly evolving and will offer individuals the following opportunities to:

- Use and develop their experience to be a positive, passionate voice and face for General Practice, representing their colleagues and making a difference at local, regional and national levels.
- Demonstrate clinical leadership advising across a range of areas including commissioning, workforce planning and developments, Primary/Secondary care interface, STPs, primary care

management, system change, resilience of general practice and the primary care networks to name but a few.
- Develop their network of contacts across the local landscape.
- Develop an ability to influence the direction of General Practice to ensure a continued high quality and sustainable service for both the workforce and the patients

**LMC Member's Role Responsibilities:**

Representation is a significant area of work undertaken by YORLMC and LMC Members specifically will be required to:

- maintain a thorough knowledge of or demonstrate a willingness to learn about NHSE finance and contractual mechanisms
- maintain a thorough knowledge of or demonstrate a willingness to learn about NHSE performance procedures
- be available to meet with any GP or practice manager needing help, and where appropriate, others concerned about their welfare
- Regularly attend LMC locality and committee meetings and be comfortable with speaking in such forums and able to ensure good working relationships with key individuals are developed and maintained
- Work with CDs to support the development of PCNs
- Communicate with LMC Officers & Members via YORLMC hosted list servers between meetings
- Bring an autonomous, confident, positive and proactive approach to problem solving in a collaborative style
- Demonstrate a flexible approach to work
- Demonstrate leadership and the ability to encourage and manage debate
- Act as link between GP constituents and practices and YORLMC
- Demonstrate medico-political awareness
- Manage potential conflicts of interest
- Participate in an annual peer appraisal process
- Demonstrate equity, fairness and representativeness in undertaking all duties

Members are reminded that the GMC & BMA have both produced guidance for doctors that describe the benefits and risks to consider when using social media platforms such as Twitter, WhatsApp, Facebook and YouTube. Guidance is available here

Where possible LMC Members are asked to give reasonable notice to the Corporate Affairs Team if it is their intention to stand down.

**LMC Meetings**

Attendance
All members are expected to regularly attend for the full duration of their LMC Locality meetings. In accordance with the Constitution, repeated non-attendance without good reason may result in the member being asked to stand down.
Apologies
Members are expected to give their apologies to the Corporate Affairs Team before a meeting if unable to attend. Should a member need to leave a meeting early the Chair should be advised of this before the start of the meeting – this should not be a frequent occurrence.
Preparedness
Members are expected to have read all relevant papers prior to a meeting. The Corporate Affairs Team will ensure wherever possible that papers are sent out five days before a meeting (in electronic format).

Members are expected to keep themselves up to date with issues affecting their constituents, their constituencies and to be aware of national issues affecting the profession.

Personal and Practice Issues

Members are not expected to raise issues relating to them personally, or to their practices, unless using the issue to introduce or illustrate a point.

Conduct at Meetings

Members are expected to request to speak at meetings through the Chair

Members are expected to show courtesy to fellow Members and members of other organisations in attendance at meetings.

Members are expected to seek approval of the Chair, prior to the start of the meeting, to raise any item of business which is not covered by the agenda

Representation of Constituents

Members are elected by constituents and are expected to make themselves available to them, to listen to their views and to ensure that those views are fairly represented.

Members must be aware that they have a mandate to make decisions on behalf of their constituents.

Members are expected to debate issues and vote where appropriate in their capacity as a LMC Member representing constituent GPs and not as Member of a CCG

**Payment of Levies**

It would be expected that members' practices would be regular payers of the additional levy. Members would be expected to encourage other practices to do the same.

**Representation of YORLMC**

Members of YORLMC are expected to follow established policy and interpretation of relevant documents and to fairly represent YORLMC's views to outside organisations. If members express a personal view, rather than YORLMC policy, this should be made clear in any discussion or written material. Members should be aware that in stating in such discussions or written material that they are a member of an LMC, it may be assumed that the views expressed are those of that LMC and therefore it must be made clear that this is not necessarily the case.

**Communications**

The Corporate Affairs Team will routinely communicate by email only.

Members are expected to respond promptly to all communications, whether from the Corporate Affairs Team, constituents or other organisations. Communication should be in the electronic format wherever possible with the disclaimer clearly displayed and copies sent to the Corporate Affairs Team.

If a member wishes to send a letter or email to a third party regarding a YORLMC matter, a draft version should be sent to the Corporate Affairs Team, stating the preferred method of delivery (post/ email) and outlining the suggested recipient(s) for the correspondence. The Chief Executive of YORLMC or their nominated deputy reserves the right to amend the wording if they feel the reputation or views of YORLMC could be misinterpreted or if the correspondence could be deemed to be defamatory. Wherever possible, the Chief Executive or their nominated deputy will discuss with the member any suggested amendments prior to distribution, although this will be dependent on the urgency of the correspondence and availability of the member.

The Corporate Affairs Team will ensure that all outgoing correspondence from members is reproduced on company stationery where appropriate, including disclaimers where necessary, and distributed from the CAT office to ensure it receives any responses when they arrive. Members will be notified of responses at the earliest opportunity.

**THIS IS PARTICULARLY IMPORTANT DURING THE COVID19 CRISIS ENSURING YORLMC's CHAIN OF COMMAND REMAINS ROBUST.**

Members are also asked to respect YORLMC's branding and not produce or reproduce documents using their own design

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- Use of Email Footers

All LMC Members & Officers are required to display the following format in their email footer:

> [insert role - i.e. GP Member/Liaison Officer - if LO please include locality/Chair etc]
> [name] Branch
> YOR Local Medical Committee Limited
>
> t: 01423 879922
> m: [to insert]
> f: 01423 870013
>
> Registered office: First Floor, 87-89 Leeds Road, Harrogate, North Yorkshire, HG2 8BE
> Registered as a Company limited by guarantee in England and Wales Registered number 6349731
>
> [insert practice address]
> [insert practice phone]
> [insert practice fax]
> [insert email address]
>
> YORLMC Limited does not provide legal or financial advice and thereby excludes all liability howsoever arising in circumstances where any individual, person or entity has suffered any loss or damage arising from the use of information provided by YORLMC Limited in circumstances where professional legal or financial advice ought reasonably to have been obtained. YORLMC Limited provides representation, guidance and support to GPs and practices in the North Yorkshire and Bradford and Airedale areas. YORLMC Limited strongly advises individuals or practices to obtain independent legal/financial advice.

Using this format should cover all eventualities although there may be instances where the LMC Member/Officer may want to make the point that they are replying as an individual, this should be in exceptional circumstances.

LMC Members are also reminded that this format will need to be reproduced on each device used

**Working with the media**

Historically, in the event an LMC Member was approached by the media for comment the advice was in the first instance seek the advice of a YORLMC Board member.

**FOR THE DURATION OF THE COVID-19 EMERGENCY THE BOARD OF YORLMC WILL BE MAKING NO COMMENTS TO THE PRESS; THE BOARD OF YORLMC STRONGLY ADVISES ALL LMC OFFICERS AND MEMBERS TO ADOPT THE SAME APPROACH**

**Listservers**

To aide and encourage communication between members YORLMC has created a range of listservers for Officer and Member use. Listservers are email groups which allow a specific group of users to receive and reply to the same email communication in real time. The YORLMC listservers are managed centrally by the CAT. CAT members are included within the listserver group

membership and so will receive all listserver messages. YORLMC listservers are for internal use only and members should familiarise themselves with the terms of use as below.

**Listserver Terms of Use**
This section governs the use of the YORLMC Listservers, and applies to all users.

Members of the listserver group agree not to:

(i) make personal attacks on anyone during your use of the Listserver. Do not abuse someone, for example, because of their race, colour, gender, sexual orientation, or religious beliefs

(ii) reignite inflammatory threads by creating new threads after existing threads on the same topic have been closed

(iii) use bad language

(iv) attempt to take threads off-topic or make off-topic posts within threads. Off-topic posts may be removed at the discretion of the moderator team (CAT).

(v) argue a moderator's decision publicly. Any and all complaints directed at a moderating decision should first be addressed to the CAT via private message to info@yorlmcltd.co.uk

(vi) reproduce messages sent via the listserver without permission from the sender and YORLMC Ltd

(vii) send an email to the listserver group and copy in an individual(s) outside the listserver group. If there is an issue that a listserver member wishes to raise by email with someone outside the listserver group, they will need to do so separately. Any exchange with someone outside of the listserver can then be shared with listserver members via the listserver as appropriate.

**Requests for Information**
Requests for information made by the Corporate Affairs Team to members should in normal circumstances be answered within five working days, unless otherwise indicated.

**YORLMC policies**
LMC Members whether elected or co-opted Nominees should familiarise themselves with the responsibilities of Membership as set out in the enclosed documents.

- Company Articles of Association

The Board of YORLMC Ltd has a duty to make decisions in the best interests of the Company, both in the short and longer term. The responsibilities and decision making powers of the Board are outlined in the Company Articles of Association

- LMC Constitution

Members are also required to familiarise themselves with their Committee's Constitution
In line with the LMC Constitution, it shall be the duty of each Member to inform the Committee as soon as reasonably practicable of any change in status that may invalidate his/her position on the Committee and may potentially lead to that individual's disqualification. Section 1.5 and YORLMC's Dispute Resolution policy refer.

- Managing Conflicts of Interest

In accordance with YORLMC's Managing Conflict of Interests Policy:
Members are expected to complete the Members' Register of Interests in line with YORLMC policy.
Members are expected to advise the Corporate Affairs Team of any changes in their interests.
Members are expected to declare any pecuniary or other interest in any matter under discussion.

YORLMC members who also sit on other groups such as Clinical Commissioning Groups should make it clear in which capacity they are acting when involved in discussions or attending meetings. Once stated it is expected that a member will represent the views of that organisation during any meeting or ensuing discussion.

If matters are being discussed in which a member has a direct pecuniary interest, this should be declared and the member should be prepared to withdraw. Issues relating to a Member's own practice should be raised via the Corporate Affairs Team so it can be assessed and if needed presented anonymously at meetings.

Any member who feels unable to avoid a conflict of interest should withdraw from that discussion or meeting.

- GDPR and Data Security

In accordance with the YORLMC Confidentiality and Data Security policy, Members of YORLMC Ltd are reminded that meeting papers issued by the Corporate Affairs Team and information issued by the Corporate Affairs Team solely for the attention of YORLMC Members must not be circulated to or shared with non-Members.

Information whether in hard copy or electronic should be stored in a place not accessible to non-Members. Members are reminded that they must take all papers away with them after meetings and when no longer needed papers should be disposed of securely.

Members are reminded that where discussions at YORLMC meetings and meetings with other organisations such as CCGs are identified as confidential or "not for minuting", details must not be shared outside the membership of the meeting.

YORLMC's suite of GDPR policies are listed below and can be viewed here

- Confidentiality & Data Security Policy for Members
- Data Retention Policy
- Management of Data Breach
- Right of Access to Data Held Policy
- Privacy Policy

**YORLMC Expenses Policy**

Information relating to honoraria rates, travel expenses and payroll arrangements is available here

Please note that:

1. Members are paid a fee for attending LMC meetings and are reimbursed travel expenses
   Members are expected to attend for an entire meeting
   Members are responsible for ensuring that information relating to expenses is accurate and up to date.
   Expenses will be paid by bank transfer into a bank account at the end of each quarter.
2. Other Expenses
   Expenses incurred as a result of attending meetings in a YORLMC capacity at the request of the Committee/Corporate Affairs Team, other than those defined in 1) above, should be notified to the Corporate Affairs Team within three months of the meeting. Although voluntary, it is the expectation that Members will attend GPC Roadshows and YORLMC conferences to aid representation of constituents. Members are expected to pay any fee for attendance at educational events organised by YORLMC, unless assigned a specific role.

As set out in the expenses policy Members will receive Payslips/P60s/P45s which will be sent to their chosen email address. Members are advised to retain copies for their records - an administration charge of £50 may be charged for duplicates.

**Core Values**
YORLMC strives to ensure the development of Primary Care and ensure a high quality service is delivered to patients within the resources available. YORLMC is committed to the values of quality, equity and fairness, openness, equal opportunities and representativeness.

**Anti-Harassment, Bullying & Discrimination Policy**
YORLMC is committed to providing an environment free from harassment, bullying and discrimination and wishes to ensure that all those operating within the organisation are treated, and treat others, with dignity and respect.

It applies equally to:

- YORLMC Ltd Bradford & Airedale
- YORLMC Ltd North Yorkshire
- Employees based within the Corporate Affairs Team, YORLMC Ltd

If you feel you are being harassed, bullied or otherwise discriminated against by someone associated with YORLMC Ltd, or you are aware of others being subjected to such treatment, we strongly encourage you to raise this with us.

A copy of the policy and its Code of Conduct appendix that provides guidance on expected behaviour and sets out standards of conduct that support our values in the work that we do, is available on request from the Corporate Affairs Team. The policy is also available on the YORLMC website.