

Annual Report

on the activities

of YOR Local Medical

Committee Limited

(YORLMC)

April 2020 – March 2021

YORLMC
— LIMITED —
Established 2007

www.yorlmc.co.uk





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PART 1 Highlights of the year



Representation

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

It is the professional voice for all NHS GPs and practice teams across North Yorkshire, the City of York, Bradford, Airedale, Wharfedale & Craven.

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 has been able to deliver specific projects that have benefited the wider practice team thanks to grants from NHSE/I & CCGs.

Bradford & Airedale and North Yorkshire Branches

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



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 GPs are represented. There are seats on each Branch of YORLMC to which salaried and locum GPs can be elected.

YORLMC sessional representatives also provide YORLMC's sessional GP voice as members of the Yorkshire and Humber Sessional LMC Group.

YORLMC's communications are targeted to ensure relevance both in terms of an individual GP's role and the locality within which they work. Any 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 that we can keep you updated.

GP trainees

YORLMC provides representation for all doctors on a GP training programme. A project commenced during the year that has focussed on increasing engagement with GP trainees. This has included recruiting to vacant GP trainee LMC seats and providing peer support for elected GP trainee members. YORLMC has developed a framework designed to support GP trainee Members to help them communicate with their trainee colleagues, canvass opinion and take their views to inform future agenda items and debate at YORLMC meetings.

Practice Managers are vital to the success of General Practice.

Although YORLMC does not represent Practice Managers and there is no local professional body for practice managers, YORLMC recognises how important it is to make sure Practice Managers are able to access the support they need. Throughout the year YORLMC has worked hard to help ensure they receive the support they need to continue to deliver high quality practice management whilst at the same time preserving their own personal wellbeing.

This support has included the development of the YORLMC guide to the 'Time for Us' health and wellbeing review process. This guide has been developed for GP partners as a way to review the health and wellbeing of their Practice Manager or Managing Partner. In addition, YORLMC's wellbeing resources are also available to practice managers. A feature of the wellbeing programme is access to the free GPMplus mentoring service which has been designed to benefit GPs, PMs, Nurses, and other senior practice staff with leadership or decision making responsibilities.

COVID-19

The COVID-19 emergency is an ongoing challenge for our entire healthcare system and the whole country and has dominated the year. YORLMC responded quickly by putting measures in place to support General Practice, you as an individual, and the wider healthcare system. The information practices shared with YORLMC through its daily Primary Care pressures report was invaluable in assessing the overall resilience of General Practice, staffing levels and PPE issues. YORLMC was aware this was another task for practices to complete each morning, but the information shared ensured support was provided where it was needed most – thank you.

Next Steps for Integrated Care Systems

The COVID pandemic is a once-in-a-lifetime occurrence. However, a second once-in-a-lifetime occurrence is taking place whilst practices are desperately trying to cope with introducing the country's biggest ever vaccination programme. A paper titled "Next Steps of Integrated Care Systems" was published in late 2020 and further documents have followed setting out the Government's aspirations for change. YORLMC has taken and will continue to take every opportunity to remind emerging partners in Integrated Care Systems (ICSs) that LMCs are the only bodies that have a statutory duty to represent GPs at a local level and are trusted to do so.

YORLMC has hosted a series of roadshows to help inform GPs and practice teams of what is being proposed nationally and YORLMC will continue to keep GPs and practice teams informed throughout 2021/22. It is important that all GPs understand what is on the horizon and how they will respond to this new world as these proposals will significantly change the healthcare landscape and significantly alter the role of CCGs.

Primary Care Networks (PCNs)

In Bradford, Airedale, Wharfedale & Craven, YORLMC / Clinical Director (CD) meetings have taken place regularly. Similar meetings started to take place in North Yorkshire & York towards the end of 2020. 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.

Pastoral Support

This is a significant area of work undertaken by YORLMC. YORLMC Officers provide personal and confidential support for individual GPs in difficulty or experiencing major change.

Wellbeing Support

YORLMC is committed to providing its constituents with a variety of services to give General Practice the support it needs. YORLMC's Wellbeing programme is bringing together a range of services, schemes and events that will support wellbeing and enable individuals to look after their own health and know when to seek help before difficulties arise. This programme is available to all GPs and practice managers as well as the wider practice team. This workstream is distinctly separate from the confidential support provided by YORLMC's pastoral care team.



LMC Services Yorkshire CIC

Whilst all LMCs must retain their core purpose, they must also diversify if they are to meet the evolving needs of General Practice in an ever changing NHS landscape. YORLMC has worked hard to secure funding from other sources to supplement the levy and in recent years has secured significant funds, predominantly by bidding for grant funding from NHSE/I.

To enable the delivery of initiatives outside conventional LMC activity and to safeguard YORLMC, its legal advisers recommended the formation of a Community Interest Company (CIC). As a result, a special purpose vehicle, LMC Services Yorkshire CIC was established during 2020 and is supporting the development and delivery of new services to constituent GPs and members of the wider practice team.

- **General Practice Mentoring Plus (GPMplus)**

GPMplus is the trading name of the CIC. GPMplus is a free mentoring service for GPs, PMs, Nurses, and other senior practice staff with leadership or decision making responsibilities. This area of work is directly supported by local commissioners through NHSE/I grant funding

- **Wellbeing**

YORLMC has continued to develop services and make resources available to support wellbeing and enable individuals to either look after their own health or know when and where to seek help before difficulties arise. The majority of these services will in future be delivered through LMC Services Yorkshire CIC.

YORLMC will continue to work with partners in care to secure ongoing funding so that mentoring and other wellbeing services can be accessed by YORLMC constituents for free or for a charitable donation.

National influence

YORLMC continues to contribute to and influence work at a national level.

Dr Dougy Moederle-Lumb, YORLMC Board, Chair is also Chair of the GPDF. This is a key national body which exists to ensure national representation, influence and support for LMCs, GPs and General Practice

Dr Brian McGregor, YORLMC Medical Secretary & COVID-19 Lead, is the elected General Practitioners Committee (GPC) member for North Yorkshire and Bradford, ensuring close liaison between local and national representation for General Practice. The GPC is part of the BMA and is the voice of General Practice nationally, representing all NHS GPs (including those who are not members of the BMA).

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.



As this is the last survey, on behalf of all the team, we would like to thank the LMC for supporting General Practice throughout the pandemic. ”

Changes at YORLMC

The summer of 2020 saw Dougy Moederle-Lumb step down as Chief Executive. He had for some time, together with YORLMC Board colleagues, been planning for succession and as a result of burgeoning workload and complexity of delivery, the decision was taken to separate the administrative and clinical functions of his role. Dougy continues to work with the Board of YORLMC as its Board Chair to ensure the continuation and expansion of first-rate services and representation for General Practice.



I just wanted to write a message to thank you for all the work you're doing on behalf of all of General Practice during this Crisis. The LMC updates continue to be the most useful, concise and a real source of reassurance; knowing that you and all at the LMC "have our backs" and are working so hard to help us navigate this absolutely mad time is so, so helpful. Thank you so much. ”



PART 2

How YORLMC has been funded during 2020-21

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.

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

Over the last few years the LMC has also negotiated additional funding for extended programmes from NHSE/I and CCGs from which constituent GPs and practices are already benefiting; examples include mentoring & wellbeing including Practice Manager wellbeing support

Nationally there are in the region of 120 LMCs. They are autonomous organisations, so their structures, their patient population and the services they provide to their constituent GPs and practice teams vary significantly across the country.

In addition to collecting a statutory levy, LMCs collect an additional levy which in the main funds national representation through the GPDF, supporting national negotiations regarding General Practice. It also enables a contribution to be made to the Cameron Fund, a charity that supports GPs and their families in times of poverty, hardship and distress by providing grants and short-term interest free loans.

Decisions about both levies are made by the Board of YORLMC. During 2020/21 there have been 8 Directors and 6 are GPs who pay or have paid this levy. 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 is 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.

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 2021/2022 the Board of YORLMC has taken the decision to keep the statutory and additional levies the same as the previous year.



PART 3

YORLMC: an overview



Why YORLMC exists

YOR Local Medical Committee Ltd (YORLMC) is the brand name for the organisation which, through its North Yorkshire and Bradford & Airedale branches 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 circa 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 hospital Trusts and 30 Primary Care Networks. External stakeholders include CQC, other Local Representative Committees, Public Health England and many others. YORLMC demonstrates a positive, collaborative style of working to produce the best outcomes for its constituent GPs and their practice teams.

YORLMC:

- supports and advises individual constituent GPs and practice teams on all matters that affect them in their professional lives
- provides individual constituent GPs and practice teams with a variety of services to give modern General Practice the support needed
- promotes the development of General Practice to ensure the delivery of high quality services to patients within the resources available
- encourages equality, diversity and inclusion in all its activities
- strives to be truly representative of all sections of General Practice, and for everyone to feel respected and able to give their best

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.

Pastoral support

Pastoral work is increasing. Because this area of work is carried out confidentially GPs/practices will be unaware of the significant amount of support being given to individuals behind the scenes and the work involved.

PCNs

YORLMC remains committed to PCNs and system integration as the only sustainable route for maintaining the resilience of General Practice going forward. YORLMC remains convinced that the only way to attract sustainable funding and resource into primary care is via the changes agreed during the February 2019 contract negotiations and by supporting the system to ensure that the investment promised is fully realised within our communities.

Only through PCN Clinical Director and YORLMC close partnership working can we ensure that there is a unified voice for primary care; this requires clear lines of communication and understanding. The Chairs of YORLMC's North Yorkshire and Bradford & Airedale Branches, Drs Sally Tyrer & Steve Patterson respectively are also CDs. Consequently, they each have a clear understanding of the day-to-day issues and challenges involved in being a CD and are the first YORLMC points of contact for PCN CDs. Both have liaised closely throughout the year with YORLMC Medical Secretary, Dr Brian McGregor whom, given his national connections, has been able to integrate local information with contractual and national guidance from GPC and the BMA to ensure a solid link in communication from locality to ICS levels.



A thank you to Brian and your team for the updates you've provided in this last year – always hugely useful



Legal

The services of LMC Law which includes a range of legal services relevant to practices have been funded through the levy in the form of a retainer. HR and employment support are also offered at preferential rates. This provides all practices with effectively unlimited 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 agreement drafting and amendments to existing partnership 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.



Don't want to bung up your inbox at this time but just want to say thanks for the LMC summaries- as a locum I don't get local info from anywhere else and it's well appreciated.





Buying Group

YORLMC's Buying Group provides discounted rates to practices and GP federations for a wide range of goods and services that they buy regularly. These are provided by LMC Buying Group approved suppliers whose discounts have been verified as being likely to yield significant savings compared with others in the market; and who have satisfied the Buying Group's due diligence checks and customer satisfaction requirements which are reviewed regularly.

LMC Law & the Buying Group offer significant individual savings opportunities for Bradford, Airedale, Wharfedale & Craven and North Yorkshire practices

How YORLMC is managed

YORLMC is a company limited by guarantee. It is governed by a Board of Directors, the majority of whom are GPs or have been GPs. Day to day management is provided by a Management Team comprising the Chief Executive, Board Chair, Medical Secretary, Director of Finance and Director of Liaison. As a non-Board Member, the Director of Liaison acts as the link between the Board and the Corporate Affairs Team (CAT).

YORLMC Ltd is one of the larger LMC companies and is highly respected at both local, regional and national levels.

There is further information about membership of the YORLMC Board [here](#)

Corporate Affairs Team

The Corporate Affairs Team, (CAT) is responsible for the administration of all aspects of YORLMC's work. 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, producing regular guidance, newsletters and bulletins. It issues press releases where appropriate and also maintains the YORLMC website - www.yorlmcld.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](#)

Reflections on the year, Mrs Angela Foulston, Chief Executive

As mentioned already in this update, the COVID pandemic is a once-in-a-lifetime occurrence and the pressures experienced in General Practice have been unprecedented.

Every practice has turned their service delivery upside down and produced completely new pathways of care whilst coping with a developing national crisis that has had significant impact on local services and local practices.

In March 2020 and in response to the challenges faced, YORLMC's established infrastructure responded quickly, providing the leadership and co-ordination needed to bring together a range of support measures. These included:

- Regular liaison with the CCGs, NHSE/I, Local Authority Public Health teams and colleagues working in community pharmacy, dentistry and optometry. This framework facilitated the collaborative approach taken and was instrumental in supporting General Practice and more widely Primary Care at a critical time
- Development of the "YORLMC Chain of Command" which provided an effective way of ensuring individual GP and practice manager COVID queries were responded to without delay
- New services and resources were added to YORLMC's wellbeing programme including the COVID-19 Support Programme which offered 30 minute one-off virtual mentoring support to GPs and other members of the practice team

- Creation of a dedicated **COVID page** on the YORLMC website, bringing the key guidance documents together in one place
- Daily status report, circulated to all practices and designed to feed into discussions with local partners such as CCGs, PCNs, Federations and NHSE/I to help practices obtain the support required. This valuable data was also used to feed into and help strengthen national discussion, for example, NHS staff testing.

It would be remiss of me not to mention the regular **COVID updates** put together by Brian McGregor throughout the past 12 months. These updates have summarised the latest guidance and advice and many of you have taken the time to contact the CAT to say how useful, concise and easy to read Brian's updates have been. Thank you, Brian.

This very positive feedback received from so many of you has been greatly appreciated. It has really sustained the YORLMC Officers and Members as well as staff working within the CAT and I am very grateful that at such a busy and challenging time so many of you have been in touch to say thank you – it means a great deal to all of us.

Separate to the LMC's COVID work a significant amount of development work has taken place throughout the year to ensure YORLMC continues to take a proactive approach to the evolving needs of General Practice. This has included work to further develop YORLMC's Wellbeing programme which brings together a range of support and events to aid wellbeing and enable individuals to look after their own health and know when to seek help before difficulties arise. This programme is available to all GPs and practice managers as well as the wider practice team which thanks to local commissioner support is funded chiefly through GP Forward View grant income. These remain challenging times and it is especially important we each continue to think of our own wellbeing and also the wellbeing of our colleagues.



Without question the last 12 months have been difficult for everyone – stepping up to the role of YORLMC Chief Executive in the midst of a pandemic has been challenging and I am grateful to the Directors and Officers of YORLMC for their support. I am especially grateful to Dougy Moederle-Lumb for his wisdom and counsel and Brian McGregor for his encyclopaedic knowledge of the Regulations and GP contract. There is a saying that if you want something done give it to a busy person or busy people. This saying definitely applies to the Corporate Affairs Team – everyone within the CAT adapted to remote working arrangements and they have been unfazed by everything asked of them, going above and beyond to get the job done – thank you all for your commitment, dedication and camaraderie – here's to the next 12 months.



That was well presented; your honesty, realistic and pragmatic approach was really appreciated given this is changing by the day. Your steer to all about scale and innovative ways of working with others in our system was crucial and I just want to reiterate that if members come to you asking about needing contacts with other partners in the system to arrange sites etc then let me / CCG know as I/we will help these to happen if needed. Will no doubt I will be in more discussions with you but just thought I'd say thanks for that session. ”

Dr Dougy Moederle-Lumb, YORLMC Board Chair's Statement

The time arrived in 2020 for me to step down as Chief Executive of YORLMC Ltd and it felt strange.

I first joined North Yorkshire LMC having been co-opted in 1996. I was then elected in 1998. I was elected Vice Chair of North Yorkshire LMC in 2000. In January 2005 I was appointed Deputy Medical Secretary of Bradford & Airedale and North Yorkshire LMCs. I became Joint Chief Executive of YORLMC Ltd in 2007 and Chief Executive in 2009.

I have worked with many dedicated individuals and good people from a multitude of organisations, locally, regionally and nationally. Thank you to them for their collaboration, positive relationships and goodwill.

I have enjoyed sharing healthy camaraderie with LMC officers and elected members, in the best interests of the profession. Thank you to them for their approach to democracy and their dedication and determination to do the best for our colleagues.

It has been an honour and a privilege to have been entrusted with a democratic mandate by my fellow GPs over these many years. I have never underestimated my responsibilities. Thank you to them for enabling my long service.

I have Invested such a great deal in my role on behalf of General Practice. I have always valued the confidence placed in me and hope I have repaid that by representing colleagues effectively and supporting many when at their most vulnerable. Thank you to them for their trust.

Our two LMCs continue to be ably led by respectively, Dr Steve Patterson, Chair of Bradford & Airedale LMC, and Dr Sally Tyrer, Chair of North Yorkshire LMC. Thank you to them for all their hard work on behalf of the committees.

Thank you to Belinda Smith, who for many years was the real boss and who supported me through all the challenges down the years as we transformed YORLMC into an organisation of which we can all be proud.

I had for some time, together with YORLMC Board colleagues, been planning for succession and as a result of burgeoning workload and complexity of delivery, separated the administrative and clinical functions of the role. I am delighted that Angela Foulston was appointed Chief Executive. She has worked for the organisation for 18yrs and supported me most recently in her role of Associate Chief Executive. She has been instrumental to many of our organisation's developments. I am also reassured that Dr Brian McGregor has increased his commitment as Medical Secretary. GPs across our area are in very capable hands.

I have passed on the mantle to these two competent and highly valued colleagues. These past few months they have demonstrated their drive, ability and stewardship. Thank you to them for their diligence and commitment.

I am proud of my record, having transformed YORLMC from simple but effective beginnings, into a complex, modern, forward thinking organisation that stands as one of the foremost in the country, providing a professional service and recognised nationally. I have always taken a pro-active approach and engaged in ongoing horizon scanning to ensure the Committees are informed, up to date and in a position to prepare practices for future changes and as with practices, adequate succession planning was essential for us to ensure ongoing effective representation for our profession.

I was delighted to accept the position of Chair of the Board of YORLMC. Working alongside the CEO, Medical Secretary and Board of Directors, we will ensure the continuation and expansion of first-rate services and representation for General Practice across North Yorkshire, Bradford & Airedale.



Dr Brian McGregor, YORLMC Medical Secretary Statement

No one will reflect on April 2020-April 2021 without some superlative coming to mind. Suffice to say for all of us, for a multitude of reasons, it will be a year like no other.

April 2020 saw a global pandemic spreading rapidly into every aspect of society, and a requirement that we respond in a coherent and effective manner.

This is not the first potential pandemic we have dealt with (Avian Flu was predicted to be a pandemic in 2005) and plans made at that time were modified for current day practice and implemented. This required collaborative working and regular, frequent meetings with partners in care across the Health and Social sector from the outset. Information flowed incessantly, guidance on all aspects of care, the Standard Operating Procedure for Primary care and advice often changed on a regular basis, sometimes on the same day.

The work of ensuring the LMC operational Team could continue to function at pace and with agility fell to the Chief Executive, Angela Foulston, whereas the role of liaising and guiding the profession fell to myself as the Medical Secretary and our two able Chairs Stephen Patterson and Sally Tyrer.

What we saw was leadership that led to a strengthening of relationships, a deepening respect for the LMC and clear demonstration of the efficacy and position of the LMC as the Representative and Leadership voice of General Practice.

The start of the year led to information flows rarely seen before, as an LMC we tried to condense these and provide the essential reading in a collated and summarised form, with regular updates, not something we have done before, but following multiple kind and positive feedback comments, something we plan to continue for the future.

Through this year we have seen, New Models of Care, enhanced use of IT (telephone triage, remote working, video consults, eRD, econsults, remote observation measurements, electronic official forms, emails to patients), increased activity, safe working practices (IPC, hot clinics, staff assessments, covid secure buildings), and repeated strain requiring more intensive wellbeing input from the LMC (pastoral care, healthy practice and practice manager initiatives, mentoring for GP/PM/ Nurses and senior admin staff).

Everyone will have been impacted by the last year, professionally, personally and through the impact on our teams and our patients. It would be impossible not to have gone through the events we have seen without some compassion for those most adversely affected. We have lost friends, colleagues and patients, and our thoughts go out to all who have been bereaved through these difficult times.

However, we cannot review the year without touching on the last 5 months, where General Practice did what it does best, it innovated, adapted, focused, and delivered. With a world beating vaccination programme, where volunteers, colleagues, GPs and in many places whole communities came together, co-ordinated by GP administrative staff to safely deliver 50 million vaccinations in 5 months, over and above an increasing number of routine appointments. This programme, led by the experts in mass vaccination programmes has allowed the whole country to gradually relax lockdown, and move to a less restrictive social environment, while over the world we see case numbers and deaths rising steadily.

The LMC is proud to Represent General Practice, in Bradford, Airedale, Wharfedale & Craven and North Yorkshire and York, where the quality and commitment remains high and delivers on behalf of our patients day in and day out. We are acutely aware the pressures now are more severe than they have ever been, where want does not match need, where many are jaded, tired, and struggling physically and emotionally to continue to

provide the standard of care they know is the best for their patients. The LMC's robust relationships with commissioners means we know they too are aware of this and they remain committed to supporting General Practice in any way they are able; this has also led to robust discussions with regards to the place of General Practice in the new Integrated Care Systems, to ensure the whole system is aware of the workload pressures and limited capacity of General Practice. In the coming year, this will be our priority.

The LMC functions on the support of the Corporate Affairs Team, the robust senior management team, the Board Chair, Chairs, Deputy Chairs and Locality Officers of our committees and their members. Fundamentally, we exist to support and serve General Practice and you, our constituents - please feel free to feedback any comments with regards to the function of the LMC - we need to know how you, our GP workforce are thinking.



At a time when everyone is short of time, the partners and I wanted to feedback to the LMC how useful we find Brian McGregor's updates. There is so much duplication of information. Sometimes we can receive information 5/6 times e.g. reinstatement of cervical screening services. Sometimes, this becomes unhelpful when trying to manage high volumes of work. Specifically, we found the LMC Advice & Guidance document dated 4 June a really useful summary/ overview of the 'live' issues. It helps us to focus on the key areas and not miss important information. ”



PART 4

Company Information

Principal activities

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

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 therefore responsible for the management of YORLMC Ltd's business; it makes the strategic and operational decisions of YORLMC Ltd and is responsible for ensuring that YORLMC Ltd meets its statutory obligations. Directors have a responsibility to participate in Board meetings to enable the Board to reach these decisions and make sure that YORLMC Ltd's obligations are fulfilled.

The Board provides leadership for YORLMC Ltd, operating collectively and concentrating on advising on strategic and operational issues, scrutinising and challenging policies and procedures. The Board has overall responsibility for the management of the business and affairs of YORLMC Ltd, the establishment of YORLMC Ltd's strategy and use of resources.

The Board monitors and oversees YORLMC Ltd's operations, ensuring competent and prudent management, sound planning, proper procedures, maintenance of adequate accounting and other records and systems of internal control and for compliance with statutory and regulatory obligations.

In summary the Directors' responsibilities cover:

- governance of the organisation
- setting Company objectives, strategy and aims
- ensuring appropriate budgeting to achieve the agreed aims and objectives
- working collaboratively to ensure the achievement of YORLMC Ltd's objectives
- engagement with both LMCs, elected members and constituent GPs to promote the aims and objectives of the organisation

Board members are aware that in performing their duties they are at all times compliant with YORLMC Policies & Documents.



Management Team

The Board is supported by its Management Team which meets regularly to inform and provide strategic direction to the Board. Specifically, the Management Team:

- handles sensitive and confidential issues
- gathers and evaluates information
- provides organisational support and direction for the Chief Executive and the full Board
- assists the Chief Executive and Board Chair to develop high level strategy for the direction of the Company and to propose options to the full Board
- develops items for Board meeting agendas
- acts on behalf of the full Board in emergency situations
- handles routine matters that would otherwise take up the full Board's limited time

The Management Team is chaired by the Chief Executive and its members comprise executive directors who have greater availability given their employed status. The Management Team comprises:

- Chief Executive
- Board Chair
- Medical Secretary
- Director of Finance
- Director of Liaison – as a non-Director Member this role acts as the link between the Board and the Corporate Affairs Team

Risk and uncertainties

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 Management 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 moderate risks.



Can I take the opportunity to thank you and your team for all the support you have offered. I do review the Covid survey report and I appreciate its time consuming to prepare for us. ”

YORLMC Ltd Directors during 2020-21

Mrs Angela Foulston, Chief Executive

Dr Brian McGregor, Medical Secretary

Dr Douglas (Doug) Moederle-Lumb, Board Chair

Mrs Belinda Smith, Director of Finance

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 Cath Dixon,
Director / Deputy Chair YORLMC North Yorkshire



The team just wanted to say thank you for your summary- this has been the single most comprehensive, helpful practice-focused update we've received throughout COVID!! It's really helped us put a plan together at a PCN/Practice level. ”



PART 5

Democracy

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

YORLMC Bradford & Airedale

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 17 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

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 in year 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.

Inclusion, Equality & Diversity

The aim for YORLMCs is:

- to be truly representative of all sections of General Practice, and for everyone to feel respected and able to give their best
- to be committed to ensuring that all organisations and the individuals working within them are treated equally, regardless of gender, sexuality, race, religion, ethnicity, age or disability
- to promote the importance of representation which reflects the diversity of constituent GPs



PART 6

Looking to the next 12 months

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

Specifically, YORLMC will continue to ensure that it supports constituent GPs and practice teams equally across the following areas:

- GP core contracts and the delivery of primary medical services
- GPs within PCNs
- GPs on Federation Boards or any other governing structure
- GPs as service deliverers engaging in GP Federation work
- GPs as members of Clinical Commissioning Groups
- Salaried GPs, Locums and Portfolio GPs
- GP trainees

ensuring that advice and support is accessible, relevant and beneficial to local needs.

The coming 12 months will be a time for consolidation and work will focus on

Responding to the current pressures

- Delaying non urgent YORLMC workstreams until the pandemic is over
- Reducing requests on practices by delaying activity such as surveys and data requests unless these are designed to inform discussion with partners in care to address practice workload pressures
- Refreshing the way in which YORLMC shares information so that is shared in a timely way and in an easy read format
- Being aware of the emotional impact of the pandemic and the need for continued pastoral and wellbeing support

Understanding and responding to the implications of the changing landscape (ICS structure)

- Ensuring constituents have access to relevant and timely information and know what the changes mean for them
- Agreeing YORLMC's approach to engagement within ICSs

Finance

- Agreeing future budgets
- Considering and identifying new funding streams



PART 7

Committee

Membership:

01.04.2020 –

31.03.2021

Bradford & Airedale LMC

Member	Locality
Dr. Jahangir Akhtar	Bradford
Dr. Nick Clarke	AWC
Dr. Maria Foulds	Bradford
Dr. Simon Gazeley	Bradford
Dr. Danielle Hann	Bradford
Dr. Safina Haque	Bradford
Dr. Kathryn Howe	AWC
Dr. Rohael Iftakhar	Bradford
Dr. Laura Molyneux	AWC
Dr. Stephen Patterson	Bradford
Dr. Pam Rawal	Bradford
Dr. Louise Rushby	GP Trainee Bradford VTS
Dr. Rosie Shaw	GP Trainee Airedale
Dr. Murniah Skinner	AWC
Dr. Andrew Smith	Bradford
Dr. Charles Strachan	Bradford
Dr. Andy Sykes	Bradford
Dr. Himat Thandi	Bradford
Dr. Val Wilson	Bradford
Mr Chris Brennan	Bradford & Airedale – Practice Manager resource

North Yorkshire LMC

Member	Locality
Dr. Kenneth Atkinson	HRW
Dr. Gregory Black	S&R
Dr. Aaron Brown	VOY (to 15.02.2021)
Dr. Cath Chapman	S&R
Dr. Felicity Day	S&R (from 01.09.2020)
Dr. Catherine Dilley	HaRD
Dr. Catherine Dixon	HaRD
Dr. Robert Fisher	VOY
Dr. Richard Fletcher	HaRD
Dr. Wendy Grenyer	GP Trainee – Harrogate VTS (from 01.10.2020)
Dr. David Hartley	VOY
Dr. Tillmann Jacobi	VOY
Dr. James Laing	VOY
Dr. D. Moerderle-Lumb	S&R (to 31.08.2021)
Dr. Charlotte Macdonald	HaRD
Dr. Brian McGregor	VOY
Dr. Andrew Moriarty	VOY
Dr. James Murray	VOY
Dr. Duncan Rogers	HRW
Dr. Christopher Stanley	VOY (to 14.09.2020)
Dr. Sally Tyrer	HRW
Dr. Helen Ward	VOY
Dr. Dan Wilkins	HRW
Dr. Jim Woods	NY (co-opted)
Mrs Berni Judge	North Yorkshire - Practice Manager Resource



PART 8

Finance Report

1 April 2019

– 31 March 2020

YORLMC Ltd remains an independent, non-profit making organisation.

GPs 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 prior to the formation of YORLMC Ltd.

The latest available finance report covers the period 1st April 2019 to 31st March 2020.

Appendix 1 illustrates how sums granted to YORLMC Ltd by the LMCs have funded the work undertaken by YORLMC Ltd for the financial year 2019/20 – full sets of accounts for 2019/20 for YORLMC Ltd, North Yorkshire LMC and Bradford & Airedale LMC are available on request.

In summary in 2019/20 NYLMC collected £784k Statutory Levy, £47k Additional Levy and Bradford & Airedale LMC collected £630k Statutory Levy and £38k Additional Levy.



YOR Local Medical Committee Limited

Trading and profit and Loss Account for the year ended 31 March 2020

	2020		2019	
	£	£	£	£
LMC Grants Receivable		1,296,141		1,301,748
Branch and Division Expenditure				
Branch and Division Officers Allowances	306,374		290,233	
Branch and Division Members Allowances	80,678		92,638	
Other Meetings Allowances	4,230		5,235	
Members' Employment National Insurance	30,608		31,158	
Branch and Divisions Meeting Expenses	17,582		18,725	
		439,472		437,989
Gross Profit		856,669		863,759
Other income				
Sundry Receipts	6,996		8,230	
Event Income	29,184		16,235	
Grant Income	137,311		-	
Education, Training & Development Income	101,687		122,918	
Deposit Account Interest (Net)	525		413	
		275,703		147,796
		1,132,372		1,011,555
Expenditure				
Rent and Service Charges	19,000		19,345	
Rates	4,583		4,480	
Insurance	11,030		11,779	
Light and Heat	2,393		1,943	
Corporate Affairs Team Salaries & Pensions	591,166		537,800	
Employers National Insurance	62,332		54,446	
Miscellaneous Meetings, Room Hire & Catering	11,336		13,403	
Telephone and Postage	7,252		6,284	
Printing and Stationery	5,794		3,803	
National Seminars and Conferences	8,283		9,320	
Repairs and Maintenance	17,511		16,598	
Education, Training & Development Expenses	122,257		140,800	
Sundry Expenses	1,370		2,429	
Training and Development	1,606		18,435	
Event Expenditure	12,734		19,676	
Lead Costs	118,915		-	
Grant Course Costs	11,864		-	
Defence Fund Quota	51,424		81,726	
Professional Fees	58,352		55,850	
Donations	7,655		6,375	
		1,126,857		1,004,492
		5,515		7,063
Brought Forward		5,095		6,498
Depreciation				
Fixtures and Fittings		4,243		4,131
		852		2,367
Loss on Disposal of Fixed Assets				
Fixtures and Fittings		852		2,367
Net Profit		-		-