

ANNUAL REPORT

2024/25

KENT
Local Medical
Committee
Supporting GPs since 1912



8 Roebuck Business Park
Ashford Road
Harrietsham
Kent
ME17 1AB

Tel: 01622 851197 | Email: info@kentlmc.org | www.kentlmc.org



WELCOME TO OUR ANNUAL REPORT

Liz Mears, Director of Operations

This is an opportunity for us to demonstrate the work we have undertaken on your behalf as your statutory representative body for general practice across Kent and Medway. This report highlights the work we have undertaken to support you and outlines what resources are available to you.

We are committed to advocating for GPs, ensuring your voices are heard, your concerns are addressed and your vital role is recognised in the integrated care system. We are proud of what we have achieved together, always working to support you in the best way possible.

We look forward to continuing to represent you in the ever changing NHS landscape.

Thank you for everything you do to care for your patients with the services and resources available.

MEET THE TEAM

Kent Local Medical Committee (Kent LMC) acts as the official democratic representative voice of Kent and Medway General Practitioners. Kent LMC office comprises a Director of Operations, three Medical Directors, two Practice Management Executives and four Administrators.



Mrs Liz Mears
Director of Operations



Dr Caroline Rickard
Medical Director



Dr Andy Parkin
Medical Director



Dr Jack Jacobs
Medical Director



Mrs Kay Acott
Practice Management
Executive



Ms Michelle Baker
Practice Management
Executive



Mrs Kelly Brown
Senior Administrative
Officer



Mrs Sophie Webb
Executive Administrator



Ms Lynda Roberts
Executive Administrator



Mr Glen Rogers
Finance Administrator



A MESSAGE FROM OUR CHAIR

Dr Gaurav Gupta

2024/25 marked a significant year for General Practice as the profession undertook Collective Action to safeguard our profession by working Safe, Smart and Sustainable.

In Kent, the collective action resulted in many of you reviewing your work and handing in notices on under-resourced and unfunded work. This enabled the LMC to work with the ICB and agree a payment per patient in recognition of the continued provision of these services while long term contracts are negotiated for these services. The LMC is currently in the final stages of negotiations with the ICB on the service specifications and tariffs for DOACs, Shared Care Prescribing as well as other services.

These discussions mark a significant step forward in addressing the longstanding issues of underfunded and unfunded work undertaken by GP practices. Kent LMC has already successfully re-negotiated the Primary Care Quality Scheme (PCQS) to expand the coverage and increase the tariffs to make these sustainable now and in the future.

A significant part of the Collective Action has been to remind practices that we should manage GP workload for patient and staff safety. The NHS cannot continue to rely on our goodwill to keep absorbing unlimited work. General Practice is changing and we are seeing more and more complex patients who often need more time with their GP.

The BMA have updated the safe working guidance and we have seen many practices across Kent and Medway implement this. Early reports indicate this is helping improve staff morale and patient experience.

The NHS is about to enter another period of significant change with the dissolution of NHSE and the restructuring of ICBs with a refocussing of their responsibilities. This will bring uncertainty and risks but will also present opportunities for shaping the future of NHS.

During these uncertain times, Kent LMC will continue to work closely with the NHS system to represent our members' views and advocate for the recognition and support for the critical services you deliver to your patients in Kent and Medway.



**Kent & Medway
General Practice
Appointments**
(April 24/March 25)

11,121,259

10,606,022
(April 22/March 23)

10,866,654
(April 23/March 24)

OUR COMMITTEE

LMC Committee Members are elected to represent the views of their fellow GPs. Joining the Committee is an opportunity to be part of an active GP community, with potential to pursue areas of special interest and to influence the local primary care agenda.

Members are elected for a three-year term from April 2023-March 2026. Our Full Committee meetings are held five times a year in January, April, June, September and November.

Kent Local Medical Committee Representatives 2023/2026*:



Dartford, Gravesham & Swanley Heath and Care Partnership



Dr Ian Jones
LMC Executive Member
The Cedars Surgery, Swanley



Dr Siva Nathan
Redwood Practice,
Dartford



Dr Saijit Shetty
Braeside Surgery,
Farningham



Dr Ann Yearwood
Springhead Health,
Gravesend



Dr Sujan Manikkaranam
Horsman's Place Surgery,
Dartford



Dr Luma Saad
Sessional GP

East Kent Heath and Care Partnership



Dr Senthil Balasubramaniam
Northgate Medical Practice,
Canterbury



Dr Theo Benett
Whitstable
Medical Practice



Dr Dharson Dharmasena
Northdown Surgery,
Margate



Dr Gaurav Gupta
LMC Chair
Faversham Health Centre



Dr Manoj Jha
Bethesda Medical
Centre, Margate



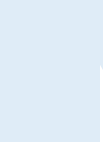
Dr Sadia Rashid
New Hayesbank Surgery,
Ashford



Dr Thilla Rajasekar
Kingsnorth Medical
Practice, Ashford



Dr Ganapathi Subbiah
LMC Executive Member
The Limes Medical
Centre, Margate



Dr Jonathan Bryant
New Lyngme Surgery,
Folkestone



Dr Aleks Fox
Ash Surgery,
Canterbury



Dr John Neden
Sessional GP,
Ramsgate



Dr Mark Speller
Sessional GP,
Ramsgate



Dr Alicia Watts
Sessional GP,
Canterbury



Dr Julian Mead
Sessional GP,
Dover

Medway & Swale Heath and Care Partnership



Dr Dan Kerley
Thorncliffe Partnership,
Rochester



Dr Naveen Rishi
Gillingham Medical
Centre



Dr Julian Spinks
Maidstone Road
Surgery, Chatham



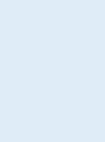
Dr Liz Denham
Woodlands Family
Practice, Gillingham



Dr Mirran Carpenter
Reach Healthcare



Dr Reza Mehr-Ghorani
Sessional GP
Rochester



Dr Lola Savage
Sessional GP
Rochester

West Kent Heath and Care Partnership



Dr Richard Claxton
Warders Medical Centre,
Tonbridge



Dr Jed Herman
Weald View Medical
Practice, Cranbrook



Dr Kaushal Kansagra
Amherst Medical Practice,
Sevenoaks



Dr Vijay Koshal
Clanricarde Medical
Centre, Tunbridge Wells



Dr Alexandra Scott
Yalding Surgery,
Maidstone



Dr Caroline Sweeney
Grosvenor & St James'
Medical Practice
Tunbridge Wells



Dr Aniket Nadgir
Old School Surgery,
Cranbrook



Dr Andrew Swindlehurst
West Malling Group
Practice



Dr Sarah Westerbeek
Sessional GP Chair



Dr Connor Gorrard-Smith
Sessional GP



Dr Suzannah Jones
Sessional GP

* Information correct on 1st April 2025

A YEAR AT A GLANCE...



*excludes general enquiries and internal LMC meetings

In addition, the Kent LMC team responds to in excess of 100 contacts on average each week from practices asking for support and guidance on topics including practice mergers, CQC inspections, HR issues, premises, practice finances, IT, contracting support, partnership issues and disputes.

SUPPORTING DIGITAL INNOVATION & RELIABILITY IN GENERAL PRACTICE

General Practice continues to lead the way in adopting and shaping the use of emerging technologies, including artificial intelligence. We are committed to supporting practices as they explore and embed these tools into their daily work, enabling them to innovate and create efficiencies in how care is delivered. As an LMC, we have been working to ensure timely and appropriate governance mechanisms are in place so that practices can embrace these developments with confidence and safety.

Alongside innovation, we also recognise the importance of ensuring that core digital services run efficiently, reliably, and smoothly. We know this has not always been the case over the past year. We have worked hard to advocate on behalf of practices when systems have failed or underperformed, pushing for the rapid resolution of issues and improved accountability. We will continue to maintain this focus.

We have also collaborated closely with the ICB to ensure the Kent and Medway Care Record is fit for purpose, supports clinical workflows, and delivers real benefits for patient care. We continue to advocate for robust, reliable, and interoperable digital systems that integrate effectively with existing GP IT infrastructure.

Finally, while firmly recognising the importance of the GP-held clinical record and the role of GPs as data controllers, we also see the value in using this resource to support ethically sound research. We are working with the ICB to explore how this can be achieved with the appropriate safeguards in place, ensuring the integrity and trust patients place in their records is upheld.



EDUCATION & DEVELOPMENT



Kent LMC commissions Invicta Health Learning to provide education services for administration and non-medical clinical general practice staff in Kent and Medway, including PCN and ARRS staff.

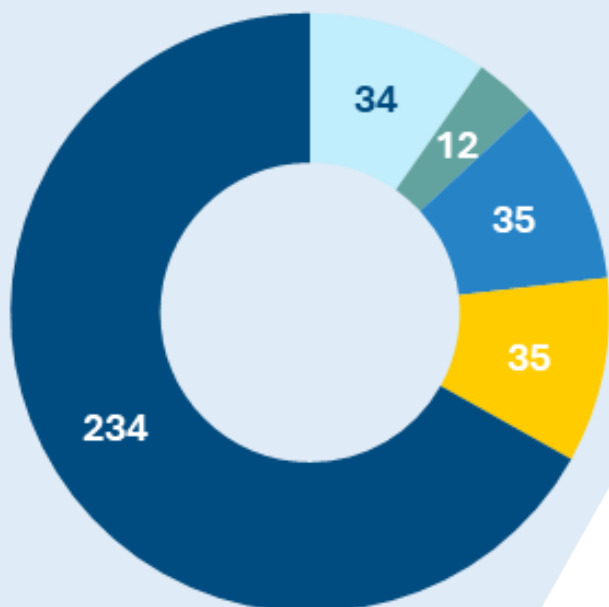
The service is funded by the LMC Voluntary Levy and provides training intended to equip staff to deliver core General Medical Services (GMS/APMS). The service is monitored by an Oversight Board, chaired by the LMC, which works with Invicta Health Learning to ensure delivery is within budget and to advise on course content.

Staff and their managers have access to training records via the [Learning Pool website](#) which enables them to obtain certificates and track completed courses.

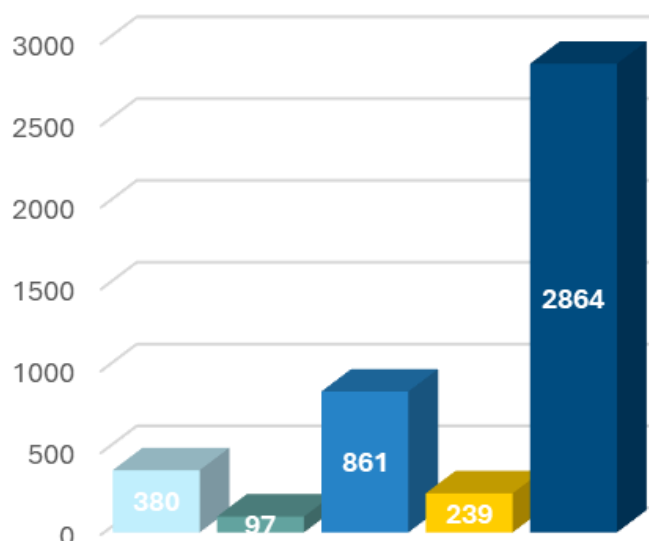
The training is delivered with a mix of face to face and virtual courses. In 2024/2025 Invicta Health Learning delivered around 209 face to face and 141 virtual courses.

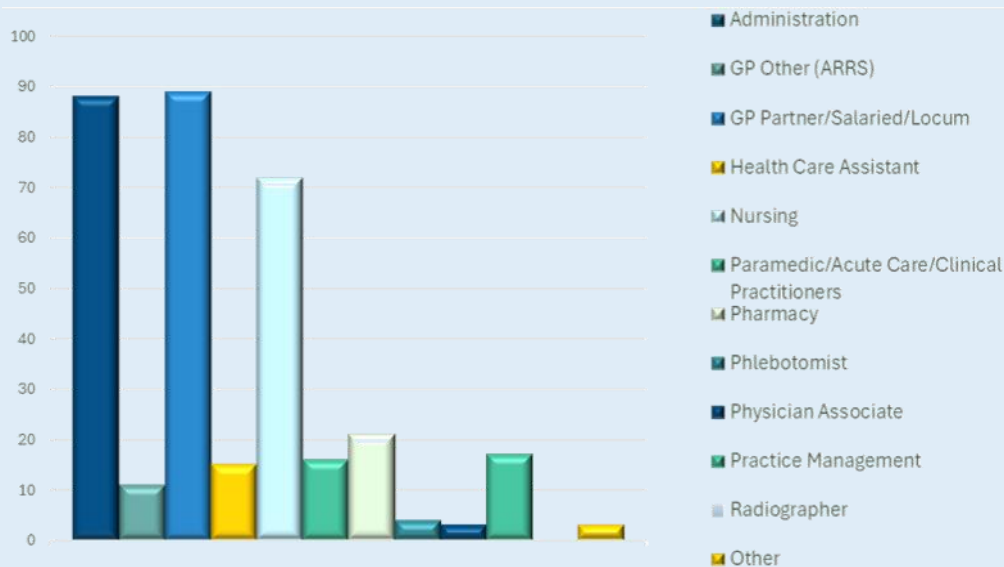
COURSES BY STAFF GROUP

- Admin and non-clinical staff
- Practice Management Staff
- Practice Nurses and AHP's
- Healthcare Support Workers (HCAs and APs)
- All Surgery Staff



ATTENDEES BY STAFF GROUP





*All vacancies are subject to approval by the Kent LMC and will usually appear on the website within one working day.

PRACTICE STAFF VACANCIES

Over the past 12 months the Kent Local Medical Committee have advertised more than 339 vacancies via our website.

This service is provided FREE of charge. Practices will need to log in to our website to submit a vacancy.



TEMPLATE CONTRACTS AND POLICIES

Kent LMC commission Clarkson, Wright & Jakes Solicitors to provide template contracts and policies for use by GP practices. The contracts and policies are reviewed on an annual basis to ensure they comply fully with current employment law and practice and CQC requirements. It is our view that these documents represent a high-quality set of employment policies and procedures and would recommend that you give due consideration to their use within your practice. The following contracts and policies are available on the Invicta Health learningpool website:

Template Policies

- Social Media Policy
- Retirement Policy (No Fixed Retirement Age)
- Retirement Policy (Fixed Retirement Age)
- Diversity, Equity and Inclusion Policy
- Anti Harassment and Bullying Policy
- Flexible Working Policy
- Capability Procedure
- IT and Communication System Policy
- Data Protection Policy (GDPR PRIVACY STANDARD)
- UK GDPR Privacy Notice Employees, Workers and Contractors
- UK GDPR Candidate Privacy Notice
- Time off for Public Duties Policy
- Compassionate Leave Policy
- Time off for Dependents Policy
- Parental Leave Policy
- Time off to attend antenatal appointments policy

- Time off to attend adoption appointments policy
- Grievance Procedures
- Disciplinary Rules
- Disciplinary Procedure
- Maternity Policy
- Paternity Policy
- Shared Parental Leave (Birth) Policy
- Shared Parental Leave (Adoption and Surrogacy) Policy
- Adoption Policy
- Whistleblowing Policy
- Sickness Absence Policy
- Health and Safety Policy
- CCTV Policy
- Substance misuse Policy
- No Smoking Policy
- Stress and mental wellbeing at work policy
- Holidays policy (for holiday years commencing on or after 1 April 2024)
- Time off for training policy (only applies to practices with 250 or more employees)

- Relationships at work policy
- Parental bereavement leave policy
- Homeworking policy
- Lone working policy
- Menopause policy
- Carers Leave Policy
- Sexual Harassment Policy
- Neonatal Care Leave Policy
- Stillbirth and neonatal loss policy

Template Contracts:

- Template Contract for Full Time Employee
- Template Contract for Part Time Employee
- Template Contract for Fixed Term Full Time Employee
- Template Contract for Fixed Term Part Time Employee
- Casual Worker Contract
- Template Contract for Employee Working Annualised Hours (salaried)
- Template Letter Offer of Employment

To access the Template Contracts & Policies

Go to the GP Staff Training website and log in using your usual username and password:

<https://invictahealth.learningpool.com/login/index.php>

Select 'Resources' and 'Practice Manager Resources' and scroll down to Employment Policies & Contracts - you should then be able to access and download the documents.

If you are not currently registered you will need to create a new account. To do this click on 'Create new account' under the Login button and fill in your details. A confirmation email will be sent for you to click and complete the registration process. To access the employment law documents you will then need to obtain authorisation by contacting the LMC office on 01622 851197 or emailing the Staff Training Team

learning@invictahealth.co.uk

PRIMARY/SECONDARY CARE INTERFACE



Over the past year, we have continued to work closely with all acute hospital trusts, Community Trusts, and Mental Health Trusts across Kent and Medway to address longstanding interface challenges. Together, we have co-produced the *Kent and Medway Interface Principles* document, which the above providers are signatories to.

To support better communication and reduce inappropriate workload transfer, we have now established central email contacts for each trust, which are available on our [website](#). Practices can use these to raise interface queries and concerns directly. This is part of our phased approach to improving system accountability. We encourage GPs to actively flag issues via these channels—your feedback is essential in shaping change.

We are also using themes raised through these emails and interface meetings to identify patterns and drive improvement at system level.

We continue to emphasise that the current burden of inappropriate hospital workload falling on General Practice is unsustainable. Addressing this is not only vital for GP wellbeing, but essential for maintaining safe, timely access to care for our patients.

Interface remains a challenging area between Contractual responsibilities in General Practice and those of other providers. These tensions are made more complex by the overarching duty we all share, as healthcare professionals, to deliver safe, effective care in line with GMC guidance.

We will continue to work with GPs and other providers and collaborate with the ICB to address and help identify commissioning gaps.



PROFESSIONAL STANDARDS GROUP SUPPORT

The LMC Medical Directors sit as an observer on the Professional Standards Group (PSG). This NHS England panel look at GPs who have had performance issues raised, either via complaints or adverse events and decide if any training, support or reflections are needed.

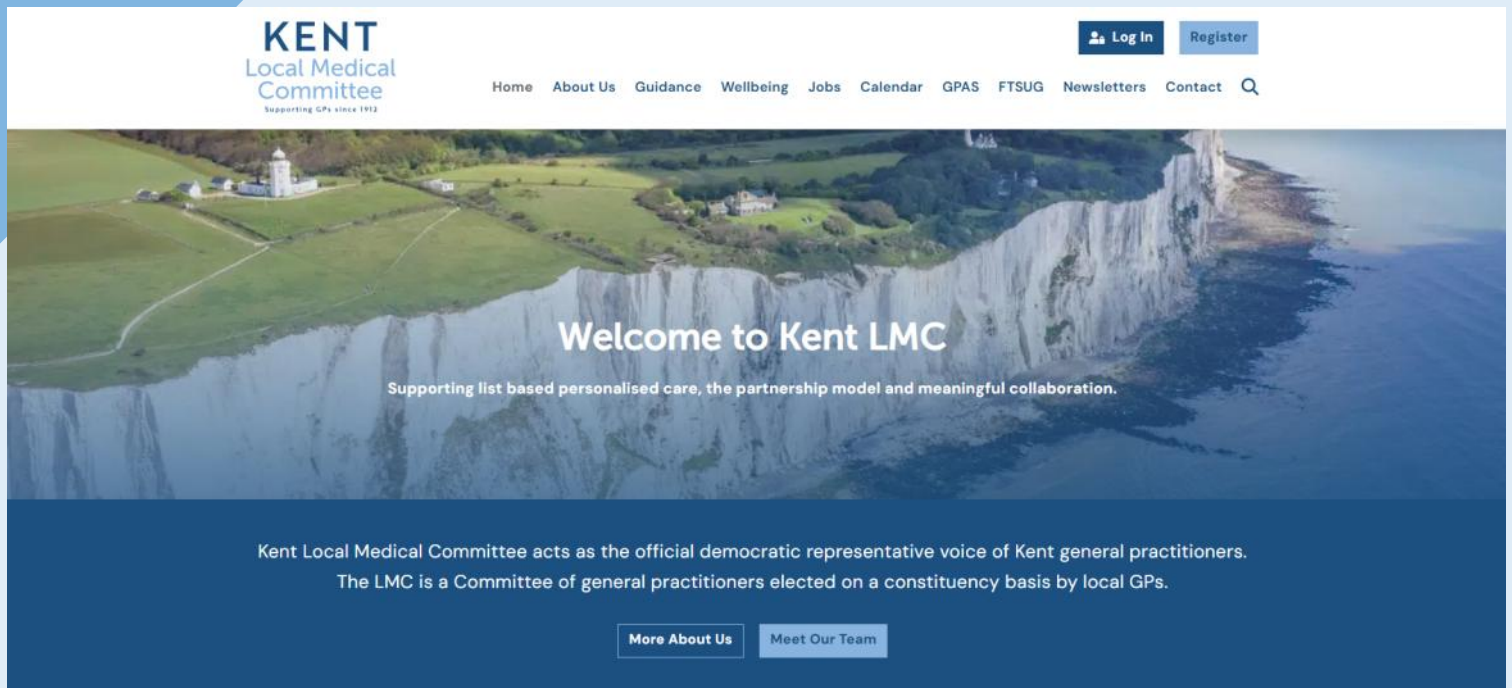
The LMC provide a representative GP view to the group. We hope to prevent unnecessary stress, investigation or pressure on these GPs.

WEBINARS & CONFERENCES

Kent LMC are involved in a large number of Webinars some which we organise and host, such as premises and new to practice. Some we collaborate on, such as the PCQS launch webinars and some we attend to improve office knowledge on evolving issues, such as the NHSE new contract webinars.

Kent LMC host their own conferences for all GPs, a separate one for locum GPs and a Practice Managers conference.

A number of our delegates and office members also attend both the UK and England LMC conferences each year.



Kent LMC has this year refreshed its branding and launched a new website at www.kentlmc.org. The website is intended to enable members to find information and guidance quickly and easily through an enhanced search functionality and clearer presentation of information.

Practice Managers now have a dashboard enabling them to add staff members, easily post and amend job vacancies, and manage event booking for their team. All users can bookmark frequently accessed guidance, reset passwords and view our calendar of events.

GENERAL PRACTICE ALERT STATE

Kent LMC continue to produce weekly General Practice Alert State (GPAS) reports to highlight the state of resilience across Kent & Medway and help system leaders understand the pressures being experienced and compare them to those in the rest of Primary and Secondary Care.

Currently 88% of practices across Kent & Medway have signed up to GPAS. On average over the 12-month period Kent LMC reported Amber 2/Opel 3 status, and a county level summary shows 84% of practices were unable to fully meet patient demand and were working beyond recommended safe working limits and 25% of practices declared they may only be able to maintain safe services for a brief period of time without support and intervention.

By completing a single weekly return practices provide Kent LMC with high quality data to evidence the pressures on general practice.

GPAS gives a real time picture of the pressures faced and has formed the basis of discussions with the ICB and our system colleagues to identify support that can be provided to practices (eg. winter pressures, IT failure, QoF Support). Our reports are shared weekly with practices and stakeholders.



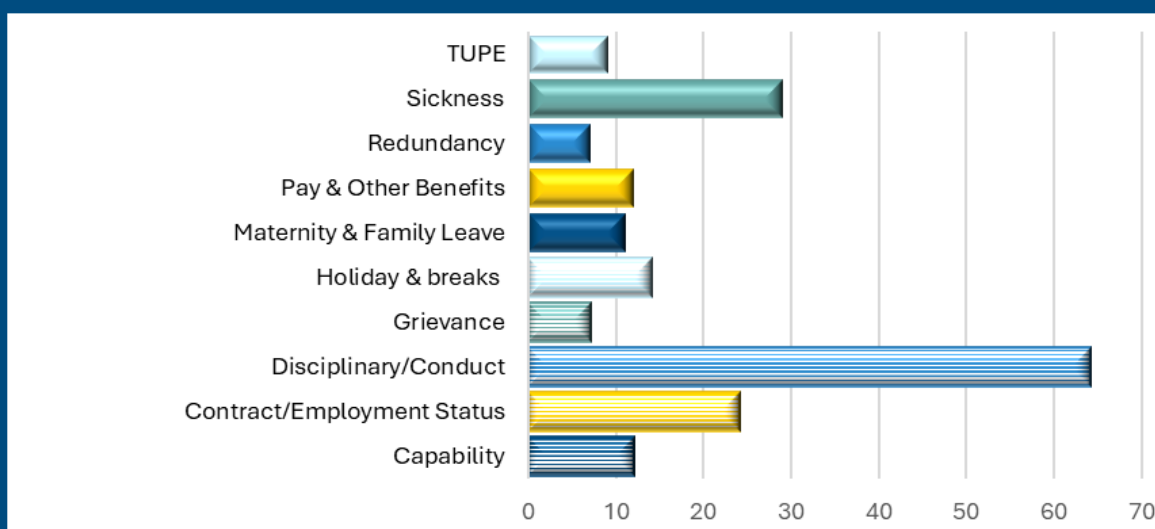


EMPLOYMENT LAW HELPLINE

Kent LMC commission an Employment Law Helpline from Clarkson, Wright & Jakes to assist General Practice in employment law matters. Practices are able to access *FREE* advice from a team of Employment Law specialists on all employment issues.

Advice will be given over the telephone and/or by short email communication and includes; one off advice; step by step guidance on dealing with a specific employment issue; review of short letters; or communications with employees.

From April 2024-March 2025 117 surgeries placed enquiries, totalling 239 enquiries. The types of enquiries are detailed below, showing the top 5 enquiries as pay & other benefits, capability, holiday & breaks, sickness and disciplinary/conduct:



To contact CWJ Employment Law Helpline
telephone 01689 887840 or email cwj@cwj.co.uk

FREEDOM TO SPEAK UP GUARDIAN

Kent LMC successfully developed and launched the Freedom to Speak Up Service for General Practice across Kent and Medway in September 2024, supporting a culture where everyone feels empowered to speak up about anything that might get in the way of delivering safe, high-quality care.

If you are working within General Practice in Kent and Medway and would like to talk to someone from outside the practice for advice, guidance or to share concerns, the Kent Local Medical Committee trained Freedom to Speak Up guardians are available to be contacted confidentially. For more information visit our website: www.kentlmc.org



**IT IS IMPORTANT THAT EVERYONE WORKING IN
GENERAL PRACTICE IS EMPOWERED TO SPEAK UP.**



NEXT GENERATION GP PROGRAMME

The Next Generation GP programme has just run for the fourth time, with a further cohort of 26 newly qualified and GP trainees attending. Next Generation GP brings aspiring leaders together to network and hear from local and national healthcare leaders.

Many of our previous cohorts have gone on to take up leadership roles in our local healthcare system as GP Partners, Clinical Leads, Medical Directors and PCN Clinical Directors. This is a valuable programme, we are pleased to support it.

PASTORAL SUPPORT

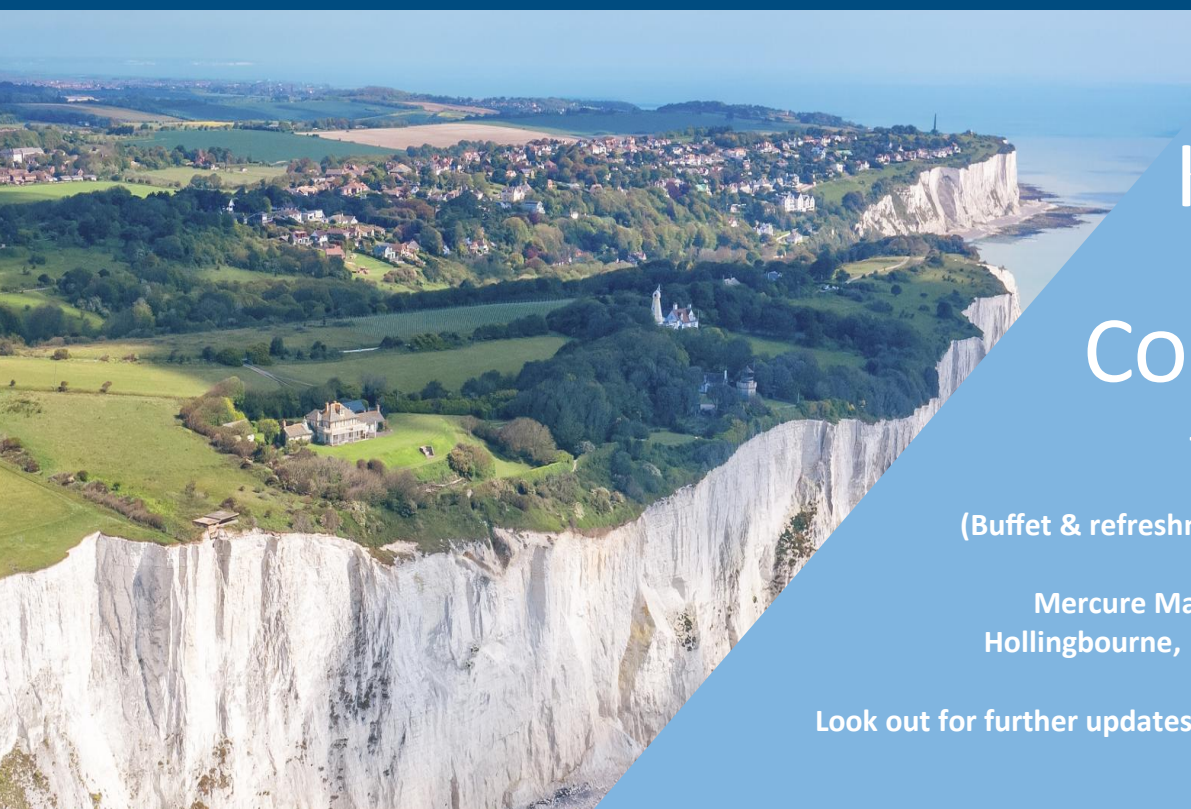
Over the last year the LMC has enhanced our offer of support for individual GPs and Practice Managers. We worked with the Training Hub to develop a package of support for mid career GPs, that is any GP who is beyond 5 years qualification and more than 5 years from retirement.

This has led to the development of the LMC led Peer Network, which meets four times a year in Maidstone, to share good practice and offer a safe space for peer to peer coaching.

We also have a 1:1 Coaching offer delivered by our Medical Director, Caroline Rickard, who has completed a Professional Certificate in Executive Coaching. This provides a confidential safe space to discuss challenges, gain perspective, and build self-awareness.

We know from the feedback that both support offers are valued and are helping individuals to improve their work life balance, better their stress management and improve their leadership skills.

We continue our offer of support to any general practitioner in Kent and Medway, if you need advice please contact us.



KENT LMC ANNUAL CONFERENCE

Thursday 2nd October 2025

1.15pm-5.30pm

(Buffet & refreshments available from 12.30)

Mercure Maidstone Great Danes Hotel,
Hollingbourne, Maidstone, Kent ME17 1RE

Look out for further updates on our [website](#) and via our weekly bulletins!

KENT

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