

 LOCAL LEICESTERSHIRE  
MEDICAL LEICESTER  
COMMITTEE RUTLAND

# ANNUAL REPORT

2025 / 2026

*Dedicated to Supporting & Representing GPs*

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DR ADAM CROWTHER  
CHAIRMAN LLR LMC

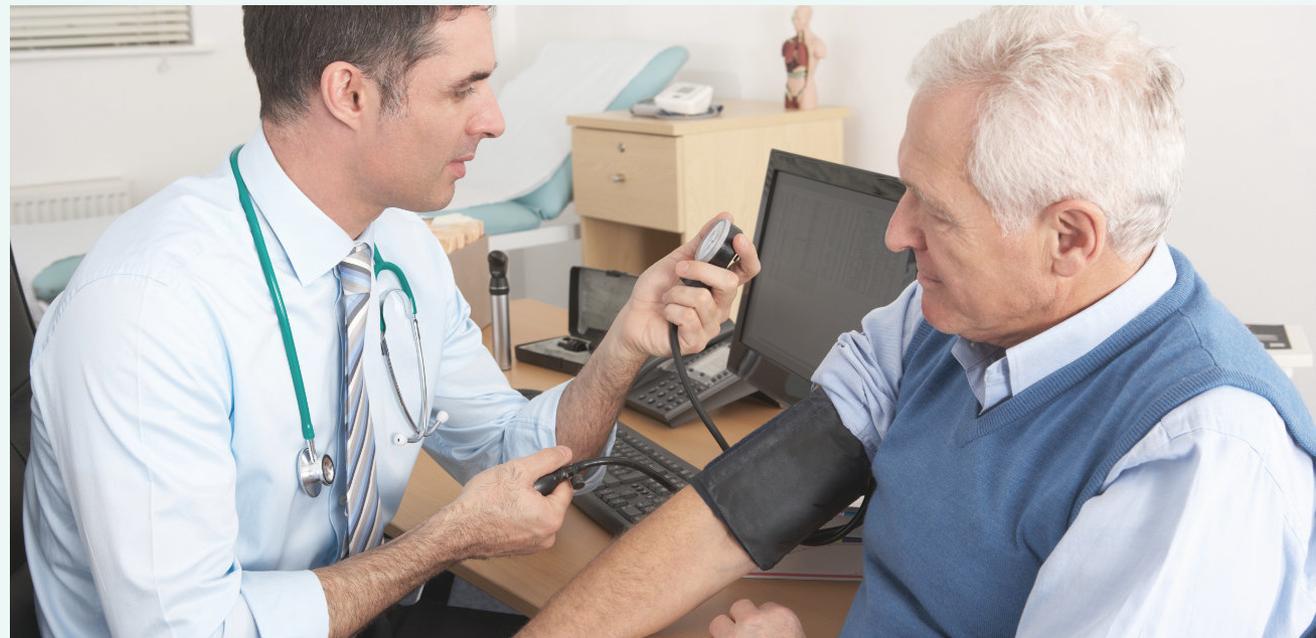
Welcome to the 2026 LMC annual report. On behalf of the board I hope that you find the report both informative and helpful.

General Practice over the last 12 months has remained a very challenging environment. Practices have had to endure the significant increases to the liability associated with being an employer and the seeming disconnect between the resources provided to do this along with the very real workload pressures from the contract changes that the department of health and NHS Englands drive for access at all costs has created.

This year the LMC locally has progressed its offer to practices and continues to fight the corner of general practice both locally and nationally. The board is constantly working and striving behind the scenes to ask questions of the system to improve the outlook for general practice and our patients.

I must give thanks to the Chief Executive and Deputy Chief Executive along with the office team Charlotte and Meera for their tireless work on behalf of us all.

Next year brings a potential new contract to general practice which we await more news on at the time of writing, but also a change for the LMC as it continues to grow its service to our community and moves to a new home.





DR GRANT INGRAMS

CEO LLR LMC

There is an ancient Chinese curse 'may you live in interesting times,' and this year has had that in abundance.

As I look back over my second year as Chief Executive of your LMC, it has been another very busy year. I would like to give thanks to my deputy, Fahreen Dhanji for her support and endless energy and enthusiasm, to Meera Tailor for working so hard in the background running the admin of the LMC, and to Charlotte Woods who is the glue holding the LMC together.

I would also like to thank our Chair Adam Crowther for providing the needed governance of the LMC, Amit Rastogi for keeping our finances in order, and Shiraz Makda for overseeing our crucial pastoral support for individual GPs and practices. We have an excellent Board, with every member proactively working on their chosen workstreams.

Finally, I would like to thank the ICB. Although we (frequently) may not agree, this year we have had many respectful and collaborative interactions to the benefit of general practice and the wider system which I hope will continue.

The work of the LMC often depends upon vigilant GPs and Practice Managers spotting problems, issues or where improvements can be made. Some very crucial problems affecting practices across the country were first spotted by an LLR practice. If you find something odd, annoying, or just plainly wrong, do not put up with it, but let the LMC know.

We have continued our journey to make the LMC more inclusive, accessible, and proactive. I have provided a podcast to support the monthly newsletters for more than a year, including a special Christmas edition ghost story and a joint one with Charlotte Woods. We have also started to record webinars, making them accessible to everyone (a list is included towards the end of every newsletter).

The newsletter continues to be well received as a record of local advice, guidance, tips, and problems to look out for. We welcome feedback and comments about articles. We undertake checks to ensure accuracy at the time of publication but apologise for the odd one that slips through.

The changes to the Board membership to improve representation and functioning is working well. The Board has resolved that the current arrangement of minimum of 2 sessional GPs, 1 GP within 5 years of qualification, 2 practice managers and 1 resident doctor should be set out in the constitution. Much of the work of the LMC revolves around interpretation of the national GP contracts or local contracts, and so to ensure that we have sufficient GPs with up to date experience of the business side of

general practice the Board has agreed a further requirement that of the 11 elected GPs, 6 must be a contractor (partner).

Implementation of the 10 Year Plan will continue to be high risk for partner-led general practices, and your LMC will continue to liaise with local health and authority partners to minimise damage, and ensure benefits are made available to all practices and their patients.

The proposed reorganisation of the NHS has been described as potentially worse than the Lansley reforms, as there is less structure and vision for the journey and what the end point will be, and they have decimated the organisations (ICBs and NHS England) that could have supported the transformation.

The work of general practitioners and their teams continues to be unrecognised. For the past three years UHL have kindly included an award for a general practitioner. Last year saw the first award ceremony hosted by the LMC. This year we are doing the same with the awards being presented at our AGM by the renowned Dr Phil Hammond.

The LMC continues to advocate for general practice, highlighting the significant evidence that we provide the best, safest, and most cost-effective healthcare. However, this can only continue if investment is increased, and the ongoing belief that general practice can continue to deliver additional services for nothing or less than the actual cost is quashed.



## WE UNDERSTAND

We are dedicated to advising, supporting and representing the diverse needs of our members throughout their professional journey, on matters that have an impact on General Practitioners and their teams. We understand the complexities and challenges faced in the ever-evolving pressures and landscape of General Practice, which is why we offer tailored assistance across various domains.

Our goal is to empower our members with the tools and resources they need to thrive in General Practice and their roles. By fostering strong relationships with key organisations and providing expert guidance, we are committed to ensuring that every member feels supported and well-equipped to meet the demands of their profession.



## WE ADVISE

We offer valuable, expert advice to GPs and practice managers on a range of essential issues, from partnership concerns to business planning. Our support also covers critical areas like premises management and contractual matters, ensuring practices have access to up-to-date guidance tailored to their needs.

In addition to our in-house expertise, members can benefit from our strong partnerships with key bodies such as the British Medical Association (BMA), the General Practitioners' Committee (GPC), the Care Quality Commission (CQC), and other partnership organisations that can have an impact on General Practice. Whilst the LMC does not directly offer legal and HR advice to our members, we can signpost members if they need direct support in these areas.



## WE SUPPORT

We are here to provide support for members whether that is for contractual matters, health and welfare or require pastoral support – all members are treated in confidence and with respect. We rely on our members as much as you can rely on us, to share the continued pressures of General Practice, from the asks which equates to increased demand to heavy workloads, we offer confidential, experienced help whenever it's needed.

Our support covers a variety of different areas that supports General Practitioners and their team, for example but not limited to facilitating discussion for partnership issues – when things might appear to be steering off track, when General Practitioners find them faced with performers issues, providing pastoral support, even stepping in where medical defence organisations can't assist.

We also help doctors returning to work, undergoing remediation, or facing enquiries by the GMC or NHS England. In all these cases, we provide guidance to protect both the professional standing and well-being of our members.



## WE REPRESENT

We ensure that the voice of General Practice is heard, and appropriately represented and considered in all areas that effect General Practices. We have worked hard and continue in developing and maintaining relationships with key partnerships across the system such as University Hospitals of Leicester (UHL), Leicester Partnership Trust (LPT), NHS England's regional teams, Integrated Care Boards (ICBs), East Midlands Ambulance Service (EMAS), Derbyshire Health United (DHU), Public Health, Local Authorities, Healthwatch, and the Care Quality Commission (CQC).

We also manage media relations for practices, offering guidance on responding to press enquiries and helping them handle public statements to ensure accurate representation.

In times of difficulty, such as when doctors are under investigation or facing contractual risks, we provide critical support. We act as a hand to hold and provide pastoral and practical assistance, aimed at safeguarding the careers and reputations of medical professionals during these challenges.





# HOW WE ARE FUNDED

## THE STATUTORY LEVY

All LMCS are funded by a statutory levy. This amount is collected from practices and is based on an amount per patient. This is reviewed yearly and set by the LLR LMC. It is currently set at 42p.

This money funds the office and LMC board members. It also funds board members representing general practice with the ICB, Local Authorities, NHS England and other bodies from time to time.

In addition to the statutory levy, the LMC also collects a national levy. This is a separate levy which is collected to fund the National Negotiating Committee (GPC) and the GP Defence Fund (GPDF) and supports national negotiations regarding General Practice. It also supports LMCs by funding the LMC network and other supportive functions including individual grants to LMCs.

This rate is set by the GPDF and is also based on an amount per patient. It is currently set at 3p.

## THE NATIONAL LEVY

## A BRIEF GUIDE TO THE GENERAL PRACTITIONERS DEFENCE FUND LEVY

The General Practitioners Defence Fund continues the work of the fund established in 1911 to support General Practitioners' negotiations with the Government. The Fund is presently established as a company limited by guarantee, the members being the voting members of the GPC.

The main expenditure of the fund is supporting the GPs, who work for the GPC, and its national subcommittees in Wales and Scotland and who need to take time out of their medical practice, and the Annual Conference of LMCs. The Annual Conference provides the principal channel of accountability between the GPDF/GPC and LMCs.

The fund also supports legal, accounting and other professional advice and, where required, contributes to the cost of legal challenges which are deemed of national importance. The GPDF works closely with the BMA, but it is not, unlike the BMA, registered as a Trade Union.



DR FAHREEN DHANJI  
DEPUTY CEO LLR LMC

Another year has flown by since our last Annual General Meeting, and it remains a privilege to continue supporting practices across LLR in my role as Deputy CEO of the LMC.

Following the restructuring of the Board, I continue to work closely with our CEO, Grant, and our Operations Manager, Charlotte, as part of the executive team responsible for the day-to-day running of the LMC. Together, we have focused on ensuring that the organisation remains responsive, well-governed, and firmly rooted in the needs of general practice.

Over the past year, I have continued in my role as TCS Lead and involved in interface issues, working proactively to address the growing pressures and inefficiencies at the primary–secondary care boundary. Through regular engagement with the ICB, ICS, and our acute partners, including UHL, we have strengthened relationships and worked collaboratively to resolve issues affecting patient pathways, workload transfer, and safety. While not every challenge can be resolved immediately, our persistent and constructive approach ensures that the voice of general practice is consistently heard and represented at system level.

Relationship-building has been a key focus for me this year. By working closely with senior stakeholders across the system, we have been able to raise concerns early, influence decision-making, and resolve problems as they arise, always with the aim of securing fair treatment, appropriate resourcing, and sustainable working conditions for practices.

I have also continued to facilitate and strengthen the relationship between the CDS and the LMC, chairing our joint meetings and ensuring constructive dialogue, mutual understanding, and effective collaboration in addressing shared challenges and priorities.

In addition, I have undertaken formal training as a mediator and now offer mediation support where needed, recognising the increasing complexity of disputes and pressures within the system. I also serve as one of the Freedom to Speak Up Guardians, providing a safe and confidential route for colleagues to raise concerns, and helping to foster a culture of openness, psychological safety, and learning.

Throughout all of this, my central commitment has remained unchanged: to advocate for general practice, to ensure its voice is heard at every level of the system, and to work for fair and equitable treatment of all practices across LLR. For those who know me, you will know that I am always accessible, and that you can contact me at any time. I will always do my utmost to support you and to help resolve issues to the best of my ability.

The LMC is only as strong as the practices it represents, and our collective strength lies in unity, professionalism, and a shared determination to deliver the best possible care for our communities despite unprecedented pressures. It is a privilege to serve in this role, and I am grateful for the continued trust and support of our members. I remain committed to working tirelessly on your behalf in the year ahead.

Looking ahead, we all know that the next year will be challenging. There remains uncertainty about the future contract, and part of my role will be to help navigate this evolving landscape, alongside the brave new initiatives that Wes and the team aim to bring to general practice. My focus will remain on ensuring safe and sustainable working conditions for our teams and patients, while advocating for practices to remain resilient, supported, and empowered in the face of these changes.





# MEET THE LLR LMC TEAM

## County Representatives



Dr Fahreen Dhanji  
Deputy CEO

Elected Board Member

Dr Fahreen Dhanji was formerly a GP Partner at a large County practice in Leicestershire, which she had worked there since 2009 after completing her VTS training. Dr Dhanji joined the LLR LMC Board after she was co-opted onto the board at the August 2016 board meeting and then was elected for the new electoral term, 2022 - 2026, and has recently been appointed as Deputy CEO of the LMC. She is a GP trainer and has a specialist interest in ENT and minor surgery.



Dr Rakesh Desor

Elected Board Member

Dr Rakesh Desor joined the LMC board in September 2022 as County representative. Dr Desor has been a GP Partner for 31 years which has seen many changes to General Practice during this time, which prompted him to stand within the LMC board to encourage positive change for local practices.



Dr Shiraz Makda

Elected Board Member

Dr Shiraz Makda is a GP partner in Oadby and the current Chair of the local RCGP faculty. He has been an LMC board member for several years, and after completing the case investigator training is now the cases lead. He also has educational roles at Leicester and London medical schools.



Dr Tushar Shamji

Elected Board Member

Dr Tushar Shamji is a newly elected County Board Member representative, November 2024 - 2028. Dr Shamji is a GP Partner at Market Harborough and Bosworth Partnership. He is the practice research lead and GP trainer. He has a background in audiology (trained at UCL, ear institute), he is able to communicate in British Sign Language (BSL, Level 2) and has an interest in lifestyle medicine.



Dr Reema Parwaiz

Elected Board Member

Dr Reema Parwaiz is a newly elected County Board Member representative, November 2024 - 2028. Dr Parwaiz is a GP Partner at Ratby Medical Centre and a board director for communications and engagement with the Hinckley and Bosworth Medical Alliance. Additionally, she holds the position of a Clinical Director for Hinckley and Bosworth practices.



## Rutland Representative



Dr Adam Crowther  
Chair

Elected Board Member

Dr Crowther is a GP Partner at Oakham Medical Practice and Market Overton and Somerby surgeries since 2020. Dr Crowther is a Board member for Rutland PCN He previously worked in Northamptonshire where he was a member of Northamptonshire LMC for a number of years. Adam was elected as Rutland representative, and elected as Chair in 2024.



Dr Rayyan Ahmed

Elected Board Member

Dr Rayyan Ahmed was newly elected as the Resident Doctor to the LMC Board in November 2025. He is based in a city practice, and by joining the Board he hopes to gain greater insight into the wider landscape and leadership side of General Practice.

## Resident Doctor Representative





# MEET THE LLR LMC TEAM

## City Representatives



Dr Grant Ingrams  
CEO

Elected Board Member

Dr Grant Ingrams has been the Managing Partner of a Leicester City practice since 2016. He was member of the BMA's General Practitioners Committee for the majority of years between 1994 and 2019, where he was deputy chair of commissioning, chair of IT Sub-Committee and co-chair of JGPITC. He was secretary of GPC West Midlands for 10 years. He has been a member of various other local, regional and national health related committees and boards. He was appointed the LLR LMC Press Officer in 2020, Executive Chair in September 2022 and Chief Executive Officer in November 2024.



Dr Amit Rastogi  
Treasurer

Elected Board Member

Dr Rastogi was elected to the LLR LMC board in 2019 as a Leicester City representative and re-elected to the board in 2022. He has been a GP in Leicester for 22 years and worked at the Saffron Health GP practice in Leicester for 16 years. He is the Named GP for Safeguarding Children across LLR and represents the Midlands at the National Named GP Network. He is also the Clinical Director for Leicester City South PCN. He has interests including Undergraduate education, reducing health inequalities and population health management. He has recently been elected to the role of treasurer of the LMC. In the last year he has been working for the LMC on the IT steering group and CQC liaison meetings and chaired a number of the recent Practice Managers regarding Safeguarding and CQC.



Dr Rakesh Choudhary

Elected Board Member

Dr Choudhary joined the LMC board in September 2022 as City representative. Dr Choudhary has been a GP since 2006 and has been a GP partner at Spinney Hill Medical Centre since 2013. Dr Choudhary has a special interest in patients and also leads the practice in cardiovascular health, anticoagulation and is heavily involved in teaching and training of GP registrars at his practice and clinical staff at his Belgrave and Spinney Hill PCN.



Dr Nutan Kumari

Elected Board Member

Dr Nutan Kumari is a newly elected City Board Member representative, November 2024 - 2028. Dr Kumari completed her General Practice Training in 2014 in Leicestershire. She currently works as a sessional GP at Spinney Hill Medical Centre.



Dr Ebrahim Mulla

Elected Board Member

Dr Ebrahim Mulla is a newly elected City Board Member representative, November 2024 - 2028. Dr Mulla is a sessional GP in Leicester and has an interest in Urgent Care.



## Practice Manager Representatives



Dinesh Vadgama

Elected Board Member

Dinesh is newly elected in LLR LMC Board Member as Practice Manager City Board Member representative, 2024 - 2026. He is Practice Business Manager for Shefa Medical Practice, Business Finance Manager for Groby Road Medical Centre and PCN Manager for Orion PCN. Dinesh has worked with NHS GP Practices since 2006 in various management positions.



Sarah Gibson

Elected Board Member

Sarah Gibson is the Practice Business Manager at Barwell and Hollycroft Medical Centre, Hinckley and Bosworth. A member of the Institute of General Practice Management who has been in position at her current practice since 2018. Prior to that she worked as an Assistant Practice Manager in Loughborough.





# MEET THE LLR LMC TEAM

## Office Team



Charlotte Woods  
Operations Manager

Charlotte joined the LMC team in 2014 and oversees the day to day running of the LMC office. Duties include representing the LMC at a variety of meetings, including Practice Managers Forums and ICB liaison meetings. Charlotte has a vast amount of knowledge and can support practice managers with queries, as well as managing our case management system.



Meera Tailor  
Administrator

Meera joined the LMC team in June 2019 and is looking forward to a new challenge and working in a new team. Meera previously worked for a Housing Association with over 12 years experience. Meera's main responsibility as administrator is being the first point of contact for our members via telephone and email as well as supporting the daily running of the LMC office.

## OPERATIONS MANAGER

I say this every year, but it feels as though only a short time has passed since our last annual report, yet once again we find ourselves reflecting on a year that has been challenging, busy, and ultimately rewarding. From my perspective, this past year has seen us continue to make steady and meaningful progress in supporting our members across general practice.



CHARLOTTE WOODS  
OPERATIONS MANAGER LLR LMC

As I mentioned at the end of last year's report, my phone is always on and my door is always open. This has very much remained the case and maintaining that level of accessibility has been both important and rewarding. It has been encouraging to see such strong engagement and passion for general practice and accessing LMC advice, support and services.

We have continued to deliver timely and relevant events designed to support and benefit general practice. Recent sessions, including those focused on CQC, Medical Examiner, Partnership Agreements, managing practice finances, contract changes and succession planning to name a few.

The new LMC website continues to grow and hold a significant lot of resources which we continue to grow to support practices, and have implemented a variety of different sections and guidance pages.

Building and maintaining strong relationships remains a core priority for me. Alongside our established relationships with GP practices, the ICB, and the UHL executive, I have seen an increase in direct engagement with consultants. This has been particularly valuable in addressing interface issues and improving communication and collaboration across the system.

Looking ahead, I believe the coming year will be the most significant and challenging since I joined the LMC. With major changes anticipated in the GP contract, the development of the neighbourhood model, and the evolving structure and operation of ICBs, we recognise the pressures this will place on general practice. Throughout this period of change, our focus will remain firmly on supporting and advocating for our members, ensuring that general practice has a strong voice and the backing it needs to navigate the year ahead with confidence.





DR SHIRAZ MAKDA

CASE LEAD

As we reflect on the past year, the team has remained busy and productive. A substantial number of cases have passed through our office, and we have continued our core mission—providing reliable advice, support and representation to you, our members.

In a challenging climate, your LMC has been here to listen and respond. The flexibility, resilience and commitment shown across General Practice over the last year is reflected in how we have managed a wide range of matters, from CQC concerns, practitioner performance to non-core services and disputes. Members who have engaged with us will recognise the practical, professional support we aim to deliver.

This year, we have seen my role develop in to a dedicated Pastoral Support Officer. As a board we recognised the importance of offering proactive wellbeing and pastoral assistance alongside casework. In this capacity we work closely with members and with partner organisations—such as the Performers Team—to provide wellbeing check-ins, practical signposting and a compassionate point of contact during difficult incidents or investigations.

My sincere thanks go to our office team for their tireless work and professional approach. We remain committed to being your advocates, standing with you through complex situations, and fostering shared learning across our community.

It is an honour to represent you. Thank you for your continued trust and engagement.

Dr Shiraz Makda LLR LMC

Pastoral Support Officer





# MEETINGS & LMC EVENTS

LLR LMC organised and attended several meetings and events throughout 2025.

## LOCAL MEDICAL COMMITTEES ENGLAND SPECIAL CONFERENCE - LONDON, MARCH 2025



Your LMC represented you at this Special Conference on 19 March



LLR LMC team in their seats ahead of afternoon session



Dr Grant Ingrams CEO LLR LMC on stage

## LOCAL MEDICAL COMMITTEES ENGLAND CONFERENCE - LONDON, NOVEMBER 2025

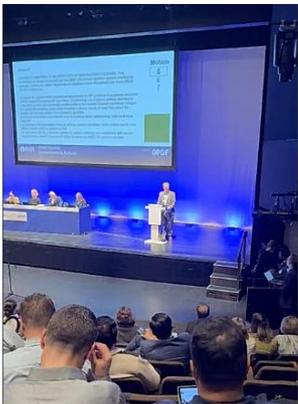
The LMC sent 6 delegates to represent our views at the Conference of LMCs England.

This conference debates motions, and those that are passed become policy to be delivered by GPC England.

*Our Motions added to two 'composite' motions, both of which were passed in all parts*

*We had one lead motion which was proposed by Dr Reema Parwaiz and passed unanimously*

*We had two motions that were accepted to be GPC policy without debate<sup>48</sup> (GP employment), 56 (CSOs/ data safety)*



Dr Grant Ingrams CEO LLR LMC on stage



The Voluntary Levy also funds the LMC national conferences, LMC support network and individual projects proposed by the LMC.





## ELECTED MEMBERS

It has been a genuinely positive and constructive year for us as an LMC, and I am proud of what we have achieved together. We have continued to lead by example, particularly in the collective action work, and we remain hopeful that national developments will help ease the growing workload pressures facing practices across the UK while also improving contracts for GPs and their teams.

My main area of focus this year has been medicines management, including representation at the LLR APC meetings (formerly LMSG). Ebrahim and I have worked closely to ensure that any prescribing responsibilities shifted into primary care are clinically appropriate, properly funded, and do not create additional administrative burdens for practices. This continues to be a critical part of safeguarding workload and ensuring long-term sustainability for general practice.

We also made the decision this year not to support the Medicines Optimisation Framework (MOF). As a committee, we felt that the requirements were disproportionate to the reward, placing a significant administrative load on practices for insufficient reimbursement. Although the MOF team did remove elements of the proposal, we remained unconvinced that it aligned with the realities of day-to-day practice or represented good value for the time and resource required.

A personal highlight for me this year was attending the England LMC Conference in November, where I was selected to speak following the successful passage of my proposal calling for clearer transparency around practice payments. I emphasised the need for detailed itemisation of income streams, modernisation of financial systems, and for GPCE to make financial clarity a national priority, given its importance for business planning, stability and the long-term sustainability of general practice. I am delighted that this proposal was passed with ease, and I look forward to seeing developments that will no doubt meaningfully benefit practices.

Finally, I want to say how much I value the privilege of serving as an LMC representative. Your support and engagement throughout the year have been greatly appreciated. Please do reach out if you have any concerns, challenges, or issues you would like us to address - we are here to support you, advocate for you, and ensure your voice is heard.

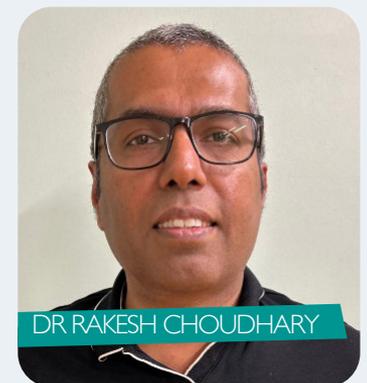


DR REEMA PARVAIZ

Over the past year, I have continued to focus on the issues that matter most to GPs at the frontline. A key highlight for me was completing my Mediator training and gaining Civil Mediation Council accreditation as an External Workplace Mediator, which has already been valuable in supporting constituents. I've also helped streamline clinical pathways—most notably ensuring that patients diagnosed with IBD through the 2-week lower GI route are now directly referred to IBD clinics without the need for an additional GP referral. Work is underway to improve hepatology referrals, and I've supported few practices with their CQC preparation. Our regular "Can we fix it?" agenda item remains something I really value, as it keeps us grounded in practical issues that affect day-to-day general practice.

I have continued to raise concerns about safe transfer of care, an area where it's increasingly clear that current systems are falling short and becoming overly transactional. I'm encouraged by the work the LMC is doing to implement a more effective model, and I remain hopeful we will achieve meaningful improvement. With many new board members joining since late 2024, it has been refreshing to see the passion and fresh perspectives they bring.

As general practice heads into a period of both uncertainty and opportunity—especially with the development of the Neighbourhood Health Service—I believe this is a crucial time for us to stay united, responsive, and focused on representing our constituents effectively.



DR RAKESH CHOUDHARY





# ELECTED MEMBERS

## LLR LMC – Practice Manager Representative Annual Report

This year has been one of steady progress, collaboration, and continued commitment to supporting general practice across Leicester, Leicestershire and Rutland. As the Practice Manager Representative, I have focused on strengthening practical resources for our practices, amplifying the voice of practice managers, and ensuring key issues affecting day-to-day operations are raised and acted upon.

## CQC Toolkit Development

A major area of work this year has been the development of the new LLR LMC CQC Toolkit, designed to support practices in preparing for inspections with greater confidence and clarity. This will be released this year for practices to be able to refer to in order to help them get CQC ready.

## Google Reviews – Campaign to Protect GP Practice Staff

Another area I requested to be added to the “can we fix it” part of the board meeting is the impact of Google Reviews on GP surgeries. With schools now successfully blocking Google Review, we believe general practice should be afforded the same consideration. GP practices face increasing challenges from inappropriate, personal, or unmanageable online feedback, which often bypasses formal complaints processes. This year, I have raised this issue on behalf of practice managers and will continue to push for national changes that protect our workforce and reinforce the appropriate use of established complaints procedures.

## Practice Managers Conference – May 2025

LLR LMC was proud to sponsor the Practice Managers Conference in May, where I had the opportunity to speak about the wide range of support the LMC provides to general practice. This included highlighting our advisory services, HR and employment support, dispute resolution with 4 of the board including myself and Charlotte becoming qualified mediators, and the increasing range of practical tools and training available to managers. The session was well received and reinforced the essential role that LMC support plays in an increasingly complex operational environment.

## Closing Remarks

This has been a year of growing pressures on practices, but also one of progress, innovation, and stronger collaboration. I would like to thank colleagues across LLR for their openness, feedback, and engagement throughout the year. As we move forward, I remain committed to ensuring that the voice of practice management is heard, supported, and actively represented in all areas of LMC work.



SARAH GIBSON

Coming into my fourth year as LMC member and what is amazing is the depth and breadth of issues has increased year on year with a more resilient and positive attitude.

The LMC does much work which most members are not aware of, but they need to continue to make us aware of issues as they arise.



DR RAKESH DESOR





GENERAL PRACTITIONER

Once again in 2025 UHL kindly offered to host an award for general practice at their evening extravaganza award ceremony on the evening of Friday 3rd October at Athena Leicester, Queen St, LE1 1QD.



GPs that were nominated for the Positive Impact award were Leslie Borrill, Abbas Tejani and Hina Trivedi (centre)

Nominations for the award were to recognise the

*“GP who has made the greatest positive impact on General Practice in LLR in the last year.”*

They were based on the following criteria:

- Provided leadership to general practice
- Developed new service(s)
- Supported the development of general practice
- Supported diversity, inclusivity and/or health equality

The 2025 Positive Impact award winner was Dr Hina Tridevi



Group Photo credits: Beth Walsh Photography





## ELECTED MEMBERS

I cannot believe that it has been almost 16 months since I joined the LMC. It feels like time has flown by. There have been so many changes in the fast moving world of General Practice, that it is hard to document it all. For me, the most memorable experience in the last 12 months has been attending the LMC conference. Attending the LMC conference has given me an insight into how most LMCs face similar challenges. The common themes related to the vast underfunding in General Practice, lack of jobs for GP colleagues, increasing work load for GPs, the 10 year plan, contract changes etc.

As an LMC board member, I attend UHL Cancer Board meetings and the Cancer Design Group discussions. This area has been interesting part of my journey in the last 12 months, where I have been dealing with various PRISM cancer pathway changes (for example in dermatology, respiratory, urology, gynaecology, Upper GI, Lower GI and FIT testing). I feel that being a GP with significant regular interactions with patients in clinic, I am able to raise concerns about any cancer related pathway changes effectively and work collaboratively with other LMC board members, UHL and ICB colleagues to find a solution. One of the recent changes I have been involved in is having option of an urgent ultrasound scan for patients with a raised CA125 and suspicious ovarian cancer symptoms.

I thoroughly enjoy participating in all the LMC meetings and will continue to represent, support and advise my colleague GPs. We are fortunate to have Charlotte and Meera as colleagues in the Admin team. Both are incredibly approachable and supportive. I appreciate the teamwork ethic and diverse expertise of each of the LMC board members.



DR NUTAN KUMARI

Since joining the LMC as the Practice Manager Board – City Representative in November 2024, my focus has remained firmly on supporting General Practice, its practice managers, and the wider teams who keep primary care functioning. Over the past year, that purpose has only grown stronger as the pressures on our profession continue to intensify.

Practice managers continue to face significant pressures, with many colleagues considering leaving the profession due to stress, burnout, and a lack of recognition. At the same time, GP Practices are managing unprecedented operational and financial challenges, with increasing demands limiting managers' ability to focus on the essential responsibilities that keep practices running safely and effectively

During my time on the board, I have seen the significant impact the LMC makes in representing and supporting practices. Last year, I had the opportunity to attend and represent the LMC at the Practice Manager Conference, where I shared the breadth of work the LMC is undertaking on behalf of practices and highlighted the vital role of practice managers within the system and LMC resources available to the practice managers. The engagement and feedback from colleagues reinforced how important it is that our voice remains strong and visible.

I have also been actively involved in discussions around the provision of the NHS Health Check programme commencing in April 2026. Working closely with the LMC team, I contributed to ensuring that the re-procurement process was not unnecessarily time-consuming or burdensome for practice managers. Protecting colleagues from avoidable administrative pressure remains a priority for me.

Looking ahead, I plan to engage more closely with practice managers across the city, working with them to identify emerging issues and collaborate with the LMC on practical, meaningful solutions. My focus is on making General Practice a more attractive and sustainable place to work, strengthening support for managers, and ensuring their voices genuinely shape the future of primary care. I hope to continue contributing my experience and insight to help colleagues navigate ongoing system pressures. I look forward to working with the LMC team to further raise the visibility and value of the practice management profession, ensuring it receives the recognition and support it urgently needs before we face a critical shortage.



DINESH VADGAMA



## ELECTED MEMBERS

I have been an LMC Board Member for over 12 months and currently work as a GP Partner. I remain acutely aware of the challenges facing general practice, including increasing patient demands amid diminishing resources, limited employment opportunities, and ongoing pressures resulting from inadequate core government funding.

In June 2025, I co-delivered a workshop with Dr Ebrahim Mulla at the Early Career GP Conference. The session focused on supporting newly qualified GPs by offering practical guidance on strengthening job applications and interview performance, helping them secure roles within an increasingly competitive and challenging workforce environment.

I continue to attend the ICB GP IT Steering Group meetings, where my priority is to represent and protect the interests of our constituents. I work to ensure that newly implemented systems genuinely improve the working lives of GPs and to give voice to how existing systems are functioning in practice. Adherence to the contractual changes introduced in October 2025 demonstrated how GP practices can adapt. However, it is important to ensure that the ICB provides support to practices that may struggle to meet these requirements.

I attended my first LMC England Conference in Manchester. This was an eye-opening experience, providing valuable insight into the motion-voting process, the nuanced relationship between the LMC and GPC, and the broader sentiments of LMC members across England.

There is a wealth of experience within the LLR LMC Board, and collectively we are committed to representing your views and advocating on your behalf to the best of our ability.



DR TUSHAR SHAMJI





## FEEDBACK ON YOUR LMC

***"I wanted to take a moment to express my sincere gratitude to the entire LMC team for the support and guidance I received throughout my career, especially during my transition into retirement."***

***Your dedication to advocating for the rights and interests of local doctors has not gone unnoticed. I appreciate the tireless efforts you've made to ensure our voices are heard and our concerns addressed."***

***Thank you again for your unwavering support. I'm grateful to have had the opportunity to work alongside such a committed and compassionate team."***



# TREASURER'S REPORT



DR AMIT RASTOGI  
TREASURER LLR LMC

I am pleased to report that the LMC remains in a strong and stable financial position and continues to be in good standing.

Over the past year, we have maintained prudent financial management, ensuring that income and expenditure have been carefully monitored and aligned with our priorities. This responsible approach has enabled us not only to meet our core operational commitments but also to invest in several key projects designed to directly support our member practices.

Notably, we have allocated funding to the TPP Automate project, which aims to improve workflow efficiency and reduce administrative burden across practices. We have also continued to support the Practice Managers Conference, providing valuable professional development and networking opportunities for those leading operational delivery within practices. In addition, we have secured a Bluestream subscription, giving practices access to high-quality training resources and educational materials following the disinvestment from the ICB.

These investments reflect our commitment to delivering tangible value to our members and strengthening General Practice infrastructure locally.

I would like to thank the committee and our administrative team for their continued diligence and support in maintaining robust financial oversight throughout the year. I look forward to continuing this careful stewardship in the year ahead and am open to any questions concerning the LMC finances from members.



# FINANCIAL INFORMATION

*Leicester, Leicestershire and Rutland Medical Committee*

*Trading and Profit and Loss Account for the year ended 31 March 2025*

	2025	2024
	£	£
<b>Levies received - statutory</b>	<b>543,227</b>	<b>521,621</b>
Cost of sales	549,688	525,412
<b>Gross loss</b>	<b>6,461</b>	<b>3,791</b>
Other income (Deposit account interest)	6,461	3,791
<b>Net profit</b>	<b>-</b>	<b>-</b>

The above results were derived from continuing operations.  
The company has no recognised gains or losses for the year other than the results above.

*Leicester, Leicestershire and Rutland Medical Committee Limited*

*Trading and Profit and Loss Account for the year ended 31 March 2025*

	2025	2024
	£	£
<b>Sales</b>	<b>356,558</b>	<b>307,893</b>
<b>Cost of sales</b>		
Project expenditure	-	-
<b>Gross surplus</b>	<b>356,558</b>	<b>307,893</b>
<b>Other income (Sundry receipts)</b>	<b>-</b>	<b>1,009</b>

# FINANCIAL INFORMATION

Expenditure	2025	2024
	£	£
Rent	10,632	11,900
Hire of rooms and refreshments	12,839	6,151
Insurance	3,509	4,130
Directors' salaries	144,373	114,714
Directors' social security	10,587	4,979
Wages	52,383	50,978
Social Security	4,702	2,581
Pensions	4,514	4,357
Telephone & Internet	3,749	2,981
Post and stationery	1,068	860
Computer costs	8,158	5,205
Sundry expenses	1,295	4,871
Accountancy	8,160	8,471
Subscriptions	-	-
Conference and seminar expenses	23,759	9,178
Committee costs	34,493	45,171
Legal Fees	-	-
GP defence fund	31,500	31,500
	<b>355,721</b>	<b>308,027</b>
Finance Costs (Bank Charges) & Depreciation (Computer Equipment)	837	875
Net Surplus	-	-

## Invitation to LLR LMC AGM



### AGM & Awards

Wednesday 4 March 2026

*"I've been waiting for this moment for all my life"*

**All LLR GPs and Practice Managers are cordially invited to our Annual General Meeting on the evening of Wednesday 4th March at Marriott Hotel, Leicester.**

We are pleased to be welcoming Dr Phil Hammond, this year's guest speaker at the LLR LMC AGM.

Dr. Phil Hammond retired from the NHS in 2022 after 35 years, but continues as a journalist, broadcaster, comedian, and campaigner. He was a GP for 20 years, worked in sexual health and chronic fatigue, and lectured at Birmingham and Bristol universities. He presented Trust Me, I'm a Doctor for five BBC2 series and is Private Eye's medical correspondent. His books include Dr Hammond's Covid Casebook, a Sunday Times bestseller. As a comedian, he won awards with Struck Off and Die, and performed multiple solo tours and Radio 4 shows. He's currently investigating the Lucy Letby case and his columns are available at <https://www.private-eye.co.uk/special-reports/lucy-letby>.

#### RESERVE YOUR SPACE:

Anyone working in General Practice is welcome to attend the LLR LMC Annual General Meeting – Confirm your attendance by emailing [enquiries@llrlmc.co.uk](mailto:enquiries@llrlmc.co.uk) in advance.

#### AGENDA:

6.30 - 7.00pm: *Arrival, Dinner & Networking*

7.00 - 7.25pm: *Highlights of the year with presentation of the LLR LMC Annual Report followed by Q&A session.*

7.30 - 8.30pm: *Be inspired by our guest speaker, the renowned Dr Phil Hammond – MD of Private Eye*

8.30 - 9.30pm: *Celebrate General Practice with the LMC awards presentation.*

#### DETAILS:

DATE *Wednesday 4th March 2025*

VENUE: *The Marriott Leicester, Grove Park, Smith Way, Leicester, LE19 1SW*

TIME: *6.30 – 9.30pm*



## LLR AGM & AWARDS 2025

The LMC held its Annual General Meeting and first Awards Ceremony on 11 March 2025. It was well attended and was a great evening.



After a very quick formal AGM as required under the articles of the Limited company Dr Samira Anane (Deputy Chair, GPC E) told us about the contract changes for 2025/26 and the start of the process for a completely new GP contract.



*Dr Samira Anane (Deputy Chair, GPC England) and Dr Adam Crowther (Chair, LLR LMC) at 2025 LLR LMC AGM & Awards*



The highlight of the evening was the award ceremony. Samira read out the citations for all short-listed candidates and then made a presentation to the winners and runners-up. The citations were moving and inspiring and demonstrate the unsung heroes that work across our area in general practice.

LLR LMC presented three awards for the winners of the chosen categories: *Outstanding Contribution to General Practice*, *Greatest Leader* and *Rising Star*

*Dr Samira Anane presenting winner awards at 2025 LLR AGM*

# CONTACT



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