

# Merran McRae

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Council

*“All the world is queer save thee and me, and  
even thou art a little queer”*

Robert Owen

# The local government mind-set

- Used to broad context of drivers and levers
- Wide stakeholder management
- Balancing neighbourhood, district, regional, national
- Bottom up as well as top down
- Understand communities as dynamic systems
- Leadership draws from broad range of professions/experience
- Demand management and long-term efficiencies

# Local Government and communities

- ‘Consultation’ and ‘engagement’ much more fluid
- Decision makers often also community activists
- Long lead- in and warm- up to decisions
- Range of interests used to spot implications
- Broad range of interventions – no strong emphasis on ‘acute end’

# Local Government

- Constant set of negotiations – so can't be 'directed'
- Instinct to work from ground up
- Big tent
- Legacy

# West Yorkshire and Harrogate STP

- Seven STPs in one – using local language
- Only act at scale when it makes sense
- Recognising different areas have different pre-occupations and tensions
- Clear ownership of Health and Wellbeing Boards
- Allows weaving in of other plans
- Ensures local democratic voice (and GPs!)
- Use existing relationships e.g. CCGs
- Influence and negotiate

# North Yorkshire CC

- Three STPs – Council is having to do read-across
- Giving a voice to districts

# Final points

- Build community benefit into outcomes early on – and ensure performance measures reflect this
- Keep explaining local government
- Look for the opportunities
- Don't let acute end become the focus
- Stand clear of organisational angst – but understand its impact