

Appendix B – Summary of Alternative Options Considered

Other options considered

In developing the proposals in this paper, several alternative options were considered:

1. Retain the current arrangements (use of advisors) – It is widely understood from the partnerships work that MCA requires more capacity and capability. It is also understood that there is not the capacity in West Yorkshire local authorities to provide the necessary support. Indeed many of the authorities need to build their own capacity in order to develop pipeline projects (and funding has been provided to support this).
2. If the current senior capacity and structures were to be retained then the key mechanism to address the gaps would be to buy-in the capacity from the private sector. This would incur substantial additional costs, and therefore this option was rejected. The real benefit of the private sector is in providing specialist expertise that does not warrant substantive recruitment into the private sector, and for short term capacity gaps.
3. Stop doing other things (prioritisation) - This option has been extensively considered within the 2022/23 business planning for the MCA. The business plans already focus on key priorities and do not include capacity for activities outside of those captured in the plans. Also opportunities that may arise to secure small packets of funding will be assessed before resource is deployed to ensure value for money. However, these issues do not free sufficient resources for the status quo in policy and development to be sufficient.
4. Recruit extra Heads of Service instead Directors (seniority) – a potentially cheaper option of recruiting more junior posts was also considered. However, several factors mean this is not cost effective. The first is that the need is in Director level staff capable of influencing the Government, shaping and leading work, and working at a senior level with MCA members and Local Authority leadership teams. The second is that additional reports into current Directors serves to amplify current bottlenecks and increase the management burden, whereas it is envisaged that these new Directorates will be leaner and more focused on policy development.