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Deputy Leader**

**Cabinet Portfolio Holder Priorities 2025/2026
OSMC – 21 November 2025**

Priorities for 2025/26

- Finance and Best Value
- Corporate Property
- Community Plan and Corporate Peer Challenge

Finance and Best Value

Finance and Best Value – Priorities 2025/26

- a. Formulate a sound financial plan for 25/26 and deliver a balanced budget.
- b. Continue to lobby Govt. to provide additional funding and press for action on promises to address the funding imbalance arising from the City's high levels of deprivation.
- c. Build upon the work undertaken to date to develop the Best Value Framework mechanism to support the decision-making process in relation to the 26/27 budget and beyond.
- d. Complete the production of a model for a Council specific framework for Best Value. Use the model to identify options for efficiency and transformation initiatives in the short, medium and longer term to align with the Community and Council Plan ambitions.

a. Formulate a sound financial plan for 2025/26 and deliver a balanced budget.

b. Continue to lobby Government to provide additional funding and press for action on promises to address the funding imbalance arising from the City's high levels of deprivation.

July 25	2025/26 £M	2026/27 £M	2027/28 £M	2028/29 £M
February 25 Budget	-	7.7	13.7	21.6
24/25 Outturn impact	-	2.8	3.6	12.3
Pressures identified July 25	36.1	3.5		
Contingencies offsetting	(33.3)	-		
Spring Spending Review	-	(10.5)	(5)	(6.5)
MTFP	2.8	3.5	12.3	27.4

Key Assumptions

- National Government Funding increases c6.8% in 25/26 as per Final Settlement, +1.5% in 2026/27 and +1% beyond.
- Additional ASC funding sufficient to meet costs
- Pay award contingency assuming 3% 25/26 and 2% 26/27 and 27/28 and 1% thereafter
- Council Tax rising with Referendum Limits (4.99% pa)
- NNDR growth aligned to inflation 25/26 and 2% thereafter
- Continued delivery of efficiencies £28.5M delivered over 4 years (£5.6M 25/26)

Key Risks

- Demand Pressures – ASC High Cost placements, CYP Social Care demand, SEND demand and Home to School Transport and Homelessness
- Contract inflation
- Borrowing Costs
- Pay inflation
- Delivery of planned efficiencies

- c. Build upon the work undertaken to date to develop the Best Value Framework mechanism to support the decision-making process in relation to the 2026/27 budget and beyond.**
- d. Complete the production of a model for a Council specific framework for Best Value. Use the model to identify options for efficiency initiatives in the short, medium and longer term to align with the Community and Council Plan priorities.**

Overview

- Finalisation of the £28.5M 4-year efficiencies programme - £7.6M 25/26 and 26/27
- Progressing twin track approach for strategic and tactical efficiencies through best value:
 - Best Value Framework
 - ✓ Focus on understanding Best Value/Value for Money external metrics and alignment for performance/quality and finance to enable informed decision making on cost reductions
 - ✓ Reporting on benchmarking for comparators going forward
 - ✓ Embed into Business and Financial Planning Cycles
 - ✓ Deeper dive strategic themes – these should be where we can have the biggest impact and make the greatest efficiency improvements, currently, the key areas are under consideration

Corporate Property

Corporate Property – Priorities 2025/26

- a. Accelerate the process to “know our estate” to inform effective strategic planning to enable the immediate and longer term needs of the Council and the community to be met.
- b. Explore all avenues for maximising sources of external funding to address the ongoing need for maintenance and improvement of our corporate properties.
- c. Drive forward effective strategic planning for shaping the corporate estate. Explore the possibility for future acquisitions and regeneration opportunities.

Context – Portfolio Overview

The Council hold a substantial Property & Assets Portfolio with circa. 1,850 assets with a value of £750m that in part generates revenue income of circa. £6.70m - Corporate Land & Property Strategy 2024

In broad terms the portfolio can be broken down into the following categories:

- Corporate Operational Buildings – used for the delivery of Council services
- Hull Culture & Leisure Buildings including museums, theatres & halls
- Tenanted Investment Assets – occupied by third parties on commercial leases
- Parks, Playing Fields and Open Spaces
- Voluntary & Community Assets including community centres
- Development & Regeneration Assets – principally land held or acquired for re-development

Nb: the above excludes HRA assets which are managed by the Housing and Neighbourhoods Team

Priority 1 – Knowledge

Improving the knowledge base and management systems for land and property data is crucial to both operational and strategic planning as it directly impacts decision making, efficiency, compliance & long-term value.

- Statutory Compliance – health and safety, lease terms, environmental regulations/energy performance
- Property Condition – condition surveys, usage, occupancy & suitability
- Asset Lifecycle Management – facilitate planned maintenance & capital investment planning
- Integration & Collaboration – integration with MRI property management Evolution platform with dashboards & future AI opportunities.

Priority 2 – Optimise Opportunities for External Investment and Funding

Financial constraints means Local Authorities must maximise the opportunities to secure external funding to improve & modernise building assets.

- Success securing SALIX, Heritage Lottery and Sport England funding in recent years
- Alignment to a broader strategy to invest in cultural & leisure assets and community centres make them more energy efficient/carbon neutral
- Working in collaboration with internal and external partners to support place making in the city centre and local centres
- Need to be ready for future programmes with investment ready programmes & projects

Priority 3 - Effective strategic planning of the corporate and commercial portfolio

- Corporate Property Strategy and Corporate Property Board
- Supporting current & future service delivery through the effective/efficient use of Corporate Buildings
- Maximising value & income generation from the Commercial Portfolio
- Supporting Housing and neighbourhoods to realign Voluntary & Community assets & promote community asset transfers
- Continuing the interventionist policy of planned and opportunistic land & property acquisitions to support broader housing, regeneration & culture where funding allows
- Recycling of older commercial stock including ageing factory units and creation of new product and partnerships with the private sector particularly focused on business start-up & SME growth

Community Plan, Council Plan and Corporate Peer Challenge

Community Plan, Council Plan and Corporate Peer Challenge – Priorities 2025/26

- a. Drive forward delivery of the ambitions of the Community Plan and the Council Plan.
- b. Continue to implement the delivery and evaluation of the plans and actions set out by the Council in its Corporate Peer Challenge Action Plan.

Delivery of Community and Council Plan Ambitions

- Measuring and Managing Progress - Development of the Objectives and Key Results
 - Quarterly Performance Reporting
 - Annual Overall Report
 - Service Business Planning
- Community and Stakeholder Engagement
 - Citywide Engagement - The Gathering
 - Key Partners / Anchor Institutions

Corporate Peer Challenge

- Strategic and Partnership Delivery
 - Community and Council Plan
 - Financial Planning
 - MTFP / Capital Strategy
 - Best Value
 - Organisational Leadership and Delivery
 - Senior Management / Corporate Engine
 - Values and Behaviours
 - Next Steps
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