

REPORT TITLE: Quarterly Performance Report October to December 2025

To:

Cabinet

24 March 2026

Report by:

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Wards affected:

All

Director Approval: Robert Pollock, CEO, confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Committee.

1. Recommendations

1.1 It is recommended that the Cabinet

1. Note the contents of the attached Quarterly Performance Report for the period 1 October to 31 December 2025.

2. Purpose and reason for the report

2.1 This report is to provide Cabinet with an overview of the Council's performance over the period 1 October to 31 December 2025 (Q3).

3. **Alternative options considered:** As this item is to note, no alternative options were considered.

4. Background and key issues

4.1 Background

This report is one element in delivering on the Council's Performance Management Framework Principles and Approach agreed March 2025. The primary objective of the Framework is to enable the Council to be an effective, efficient and high-performing organisation, successfully meeting its agreed objectives at every level, and enabling effective scrutiny, both internally and publicly, of our performance against those objectives.

Purpose

The primary purpose of the report is to provide effective strategic oversight, enabling considered decision-making, effective scrutiny, and public visibility.

It achieves this through a consistent, quarterly, high-level factual snapshot of the overall health of the Council, presented in clear, lay terms. It will complement the more reflective and in-depth Annual Report.

It brings together performance measures, finance, and risk information into one place. These three sources of information taken together provide a rounded picture of the health of the Council.

Format

The report focuses at the whole Council level, split into two parts:

- The Council's general activities and responsibilities
- The Council as a residential Social Landlord

This separation reflects the financial separation between our General Fund, through which all income and expenditure relating the Council's general activities and responsibilities, and the Housing Revenue Account which is ring-fenced for all income and expenditure relating to the Council as a residential social landlord.

For each part, there is a high-level narrative overview, making the link between performance, finance and risk, and an appendix with supporting detail. This incorporates

information previously supplied separately in reports covering finance, our social landlord function and the quarterly update on the Housing Development Agency. Their integration into the single quarterly report ensures that it provides an effective overview of the Council as a whole.

Style

The intention is for the report to be straightforward and easy to understand using minimal jargon or specialist language, and where specialist terms are unavoidable, they are explained.

Schedule

The annual pattern of reporting for the quarterly report is Q1: September Cabinet, Q2: December Cabinet, Q3: March Cabinet, Q4: June Cabinet.

Review

There will be a review of this report format in Summer 2026, so that any revisions can be incorporated from Q1 of the 26/27 reporting cycle. This timescale reflects that this is a new approach as well as a new report for the Council, with early review and revision a key part of the process to ensure that it does deliver on its purpose.

The Performance Management Framework as a whole will be subject to periodic review by Internal Audit as part of the risk-based audit plan, with outcomes reported to the Civic Affairs and Audit Committee, providing additional assurance on its effectiveness and alignment with the Council's governance arrangements.

Link to Local Code of Corporate Governance

The Quarterly Performance Report to Cabinet is one of the routes by which the Council adheres to the [Local Code of Corporate Governance](#). Most notably it practically demonstrates the management of risk and performance through robust internal control and strong public financial management, and contributes to good practices in transparency, reporting and audit, to deliver effective accountability.

5. Corporate plan

5.1 Explain how the decision links to the Councils Corporate Plan

[Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#)

The primary link is to objective 4, Modernising the Council to lead a greener city that is fair for all.

6. Consultation, engagement and communication

6.1 Consultation on the design of the report was undertaken with Members and Officers prior to the first release.

7. Anticipated outcomes, benefits or impact

7.1 As set out above, the report will provide a quarterly snapshot of the health of the Council, to support effective decision making and scrutiny.

8. Implications

8.1 Relevant risks

This report is to note, there are no associated risks with doing so.

Financial Implications

8.2 This report is to note, there are no associated financial implications

Legal Implications

8.3 This report is to note, there are no associated legal implications

Equalities and socio-economic Implications

8.4 There are no equalities or socio-economic implications in noting this report.

Net Zero Carbon, Climate Change and Environmental implications

8.5 There are no net zero carbon, climate change or environmental implications in noting this report.

Procurement Implications

8.6 There are no procurement implications in noting this report.

Community Safety Implications

8.7 There are no community safety implications in noting this report.

9. Background documents

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 *n/a*

10. Appendices

10.1 Appendix One: Cambridge City Council Quarterly Performance Report September to December 2025

To inspect the background papers or if you have a query on the report please contact Jane Wilson, Chief Operating Officer tel: 01223 458760 email: jane.wilson@cambridge.gov.uk