

Reserves Strategy 2025-26



Cheshire
Police & Crime
Commissioner



Cheshire
Constabulary

Introduction

Welcome to the 2025/26 Reserve Strategy.

Reserves are essentially savings accounts – they help manage financial risk and fund major future costs. As set out in the Strategy, we hold reserves for three main purposes:

- To cover unforeseen risks and expenditure that may be incurred outside of planned budgets – known as a general reserve
- To set-aside funds for specific purposes, known or predicted pressures or future liabilities – known as earmarked reserves
- To hold capital receipts from sale of assets. The use of which is restricted under legislation to the purchase of new assets or the repayment of debt.

The Strategy needs to balance the necessity for reserves against the cost to council taxpayers and arrive at a level that is both prudent and adequate for the current climate but not excessive.

Details of each reserve and how it will be used is explained in the Strategy together with a list of the reserves and the amount held in each.



**Chief Constable
Mark Roberts QPM**



**Police and Crime Commissioner
Dan Price**

RESERVE STRATEGY 2025/26

1. In addition to the requirements covering the robustness of estimates, Section 25 of the Local Government Act 2003 also requires the Chief Finance Officer, OPCC to present a report assessing the adequacy of the unallocated reserves in the context of policing threats and demands together with corporate and financial risks facing the organisation. The Commissioner needs to balance the necessity for reserves against the cost to council taxpayers and arrive at a level that is both prudent and adequate for the current climate but not excessive.
2. The Reserves Strategy sets out the reserves held, their intended usage and the strategy for ensuring the funds are maintained at an appropriate level. Reserves are held for three main purposes:
 - a. To cover unforeseen risks and expenditure that may be incurred outside of planned budgets – known as a general reserve
 - b. To set-aside funds for specific purposes, known or predicted pressures or future liabilities – known as earmarked reserves
 - c. To hold capital receipts from sale of assets. The use of which is restricted under legalisation to the purchase of new assets or the repayment of debt.
3. In addition to the above reserves, Cheshire Constabulary act as lead force for a number of regional collaborations for which it holds reserves. These reserves are owned by all regional partners on an agreed share basis in line with each collaboration agreement.
4. Over the past few years, the level of reserves held by all forces have been under scrutiny by the Home Office and it is now considered best practice to produce a reserve strategy covering the medium-term financial strategy (MTFS) period. The status of each reserve will be reported to Joint Management Board as part of the quarterly financial reports.
5. Based on the audited 2023/24 Statement of Accounts, £23.3m was held in reserves of which £1.9m belongs to the regional collaborations (of which Cheshire Constabulary is a partner and therefore part owner) and £2.7m was temporary funding carried forward. Annex 1 sets out the proposed usage of the reserves over the next four years in line with MTFS plans together with other known commitments and liabilities. Reserves are forecast to decrease to £15.1m by the end of March 2025 and then fall to £12.1m by March 2030 (including collaborations reserves of £1.8m and £1.3m respectively).

6. As part of the Home Office scrutiny process; it classifies reserves in three main categories:
 - a. Funding for planned expenditure on MTFS projects and programmes
 - b. Funding for specific projects and programmes beyond the current MTFS timeline
 - c. Those held as a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management.

Annex 2 provides analysis of the reserves in line with the above.

7. The purpose of each reserve is set out below:

General Reserves

The purpose of general reserves is to provide funding to cover specific and general risks identified in setting the budget but also in recognition of unforeseen risks and expenditure that may arise in year. Given the current levels of threats and demands facing policing the amount held in this reserve is deemed both prudent and adequate.

Basis of Transactions:

Best practice states that the prudent level for this reserve is 3% of the net revenue budget. Should the reserve fall below this level any underspends in the current financial year will be transferred up to the amount required to maintain the 3%. If such underspends are insufficient or not available, then a provision will be made in the next budget to cover any shortfall.

Use of this reserve is subject to approval by the Commissioner and is generally limited to funding unrecoverable overspends if they are not containable within existing funding and contingencies or other earmarked reserves.

Medium Term Financial Strategy (MTFS) Reserve

The origins of this reserve dates back to the start of the austerity programme and has been successfully used to support transition, implementation costs of transformational changes together with 'invest to save' projects. With increasing demands, the implementation of Digital Policing and the level of uncertainty over future funding, this reserve will provide some mitigation to these risks and challenges. This reserve also forms part of the 3% calculation as stated in the General Reserves above.

Basis of Transactions:

Any request for funding from this reserve will be subject to a business case setting out the proposal and the deliverable benefits, including wherever possible cashable savings. Such business cases will be presented to SCT Business Meeting for initial endorsement and then through Joint Management Board for approval from the Commissioner.

Earmarked Reserves:**Carry Forwards Reserve**

This is a temporary reserve for any underspend from the previous financial year that has been approved to be spent in the following financial year. For example, if a project is delayed funding can be carried forward into the following year to meet delayed spend.

Basis of Transactions:

As all carry forward items are approved through the quarterly budget reports submitted to Joint Management Board via SCT Business Meeting, the funding is automatically returned to the relevant department as the start of the following financial year.

Proceeds of Crime Community Fund Reserve

Money seized under the Proceeds of Crime Act (POCA) 2002 are managed through a process called ARIS – Asset Recovery Incentivisation Scheme. As part of this scheme, all agencies involved with the seizures receive a share of the funds. These are held in this reserve.

Basis of Transactions:

The first call on monies seized under the Proceeds of Crime Act (POCA) will be the funding of Economic Crime Unit (ECU) financial investigators and Legal Services costs of managing subsequent court proceedings to recover POCA. The contribution towards ECU was originally agreed as part of the 2022/23 budget to meet the cost of up to four investigators and the associated legal costs. This will increase annually at the same level as the police staff pay award. This reflects the intention and commitment to further drive-up performance on asset recovery.

The second call will remain as the Commissioner's Community Fund (SWAP Fund). A contribution of £200,000 was agreed for 2024/25 and this level is carried forward to future years. This reflects the commitment to community projects.

Existing funding commitments will be maintained in line with the previously agreed business case. Any additional funding will be placed in the POCA reserve. It will primarily be used to fund projects and activity to the benefit of communities affected by crime in line with the Commissioner's Police and Crime Plan. Agreement on its usage will be through a management decision made by the Commissioner. Any bids to utilise POCA funding will require a business case to be submitted to the Commissioner which clearly shows how the proposal will benefit those communities affected by crime. Usage of the totality of the POCA monies remain at the discretion of the Commissioner as the recipient of funding.

Hardship Loan Reserve

It is acknowledged that individuals may find themselves needing assistance in achieving a greater sense of wellbeing; it is known that wellbeing comprises elements of physical, emotional, social and financial health. As such, a scheme was created to address any short-term financial issues personnel (Officers and Staff) may experience. The intent being to prevent/break the cycle of financial difficulty without the exposure to high interest loan schemes (pay day loans). This small reserve covers the loans until repaid.

Basis of Transactions:

Should a default arise on the repayment of any Hardship Loan, a report will be submitted to Deputy Chief Constable. If they approve the debt can be written off, the funding will be applied and reported to the Commissioner in the next quarterly financial report.

Pay and Pensions Reserve

There are currently several issues in relation to pay and pensions that could impact on the revenue funding, the main being the outcome of the McCloud ruling (see financial risks below). The level of administration to service these is considerable and the uncertainty of how these will be funded has resulted in this reserve being created to cover any initial costs. It is anticipated that this will be utilised once the funding position is clarified and to support the preparatory work. Initial costs are now known which will significantly reduce the reserve. Further costs are still expected, and funding will need to be set aside for this purpose.

Basis of Transactions:

Utilisation of this funding is linked to the costs and support required in both HR and Finance in resolving the McCloud issues. Approval is granted each year as part of the budget setting process. Additional use in year will be reported in the quarterly financial reports to Joint Management Board.

Redundancy Reserve

It is recognised that the cost of reforms, efficiencies and restructuring can require changes to staffing levels. This reserve is held to meet any associated costs should the need arise.

Basis of Transactions:

Redundancies are managed through the relevant HR processes and approval routes. Only approved redundancies will be funded via this reserve and will be reported in the quarterly financial reports to Joint Management Board.

Major Investigations Reserve

This reserve holds funds to contribute towards the costs of ongoing Major Investigations in accordance with the terms and conditions of any grants.

Basis of Transactions:

This is restricted under the grant agreement to fund the specified operation and is reported accordingly.

Council Tax Deficit Reserve

This reserve holds funds received from Government towards irrecoverable Council Tax income losses associated with the coronavirus pandemic. It is held to mitigate against future resulting Council Tax Collection Fund deficits as they are declared by billing authorities.

Basis of Transactions:

This reserve will be applied to council tax collection fund deficits until such times that the deficits have ceased, or the grant is fully utilised. Should the collection funds return to balanced or surplus before the grant is fully utilised, any balance will be transferred to general reserves.

Estates Strategy Reserve

Funding was set aside to support the Estates Strategy including the Headquarters PFI expiry work due to the contract ending in 2033/34.

Basis of Transactions:

Approval for the use of this funding is reserved to the Commissioner and restricted to supporting the delivery of the Estates Strategy. Any call on this reserve is subject to a report to Joint Management Board and Commissioner approval.

Road Safety Initiatives Reserve

This reserve holds funds set aside to enable the commissioning of projects incorporating road safety initiatives including the deployment of average speed cameras and other operational road safety measures.

Basis of Transactions:

Use of this funding is subject to a report to Joint Management Board setting out the proposals and is subject to agreement from the Commissioner and Chief Constable.

Commissioning Reserve

The Commissioner bids for and receives specific grants and funding to support victims and other key priorities such as Violence against Women and Girls. Some of these projects cover more than one financial year and this reserve is used to hold such funding until it is utilised.

Basis of Transactions:

Use of this funding is at the discretion of the Commissioning Officer within the Office of Police and Crime Commissioner in consultation with the Commissioner's Chief Finance Officer.

Capital Receipts

Capital Receipts represents the net proceeds from the sale of assets. Use of this funding is limited by regulation to re-investment in new assets or the repayment of debt.

Basis of Transactions:

The use of this reserve is restricted under legislation and regulations and is applied to the IT refresh programme at part of the year-end process.

Unapplied Capital Grants Reserve

This reserve contains any capital grant received by the Commissioner but not yet used to finance capital investment. Such funding, if any is allocated, is now generally applied in full in the year it is received, with the exception of specific grants that are applied when the associated expenditure is made.

Basis of Transactions:

The use of this reserve is restricted under the grant arrangements and is applied to the capital programme at part of the year-end process.

Emergency Services Network (ESN) Reserve

The Emergency Services Network (ESN) programme will see the current Airwave based communication systems replaced with a new 4G based communication service. This is a national programme that is currently undergoing a new procurement process, which is expected to take some time to complete. Airwave now remains viable to at least 2035 and therefore, this reserve is not expected to be required for the foreseeable future.

Basis of Transactions:

Within the reserve, grant funding is held for use in line with the terms and conditions of the grant. Until such times as a clearer national position is available no further funding will be added to this reserve.

HQ IT Reserve

This reserve was created as part of the private finance initiative (PFI) scheme to support the replacement of computer equipment. It is supplemented each year in line with the scheme's requirement and applied to finance relevant capital expenditure.

Basis of Transactions:

The use of this reserve is restricted under the PFI contract arrangements and is applied to the IT refresh programme at part of the year-end process.

Revenue Reserve for Capital

In recognition of the removal of Government funding for capital investments, the MTFS includes a contribution each year towards the costs of such investment in order to mitigate the level of borrowing required. This contribution will be held in this reserve and applied as capital spend is incurred. This reserve is for the general funding of capital, especially those annual replacement schemes such as Fleet and Digital Technology.

Basis of Transactions:

This reserve supports the funding of the approved capital programme. Its use is initially set out at the start of the financial year through the Investment Strategy and reported on throughout the year as part of the quarterly financial reports. Final actual application of the reserve is undertaken at year-end and reported in the outturn report.

Collaboration Reserves:

Armed Police Alliance

This reserve has arisen from underspends in previous financial years due to high turnover of officers. It is being utilised to support training, ammunition and other expenditure to support the training of new trainees to replace these officers.

Underwater Search Unit

Funding held on behalf of all partners for future demands – e.g., replacement of the boat, vehicles, and equipment as part of an asset replacement strategy.

Local Resilience Forum

Cheshire Resilience Forum partners work together to prepare for emergencies, including Cheshire Constabulary, Cheshire Fire and Rescue Services and local authorities. The reserve is held to support strategic training and as a contingency for unforeseen pressures.

National Blue Light Procurement Reserve

This is a national collaboration, which Cheshire Constabulary leads, with the reserve being held for development of the system in conjunction with the Home Office.

For all Collaboration Reserves – Basis of Transactions:

The use of any of the above reserves are subject to approval by all relevant partners and the agreed governance routes as set out in the S.22 Agreements.

KEY RISKS

8. There are a number of uncertainties and risks over the next few years that hold the potential of significant financial impact including the on-going effect of the coronavirus pandemic. Uncertainty over funding as a result makes planning difficult and reserves are a key tool in providing flexibility to deal with this challenge.
9. The following set out key financial risks that may impact on reserves:
 - a. Government funding is still uncertain in the medium-term although a Spending Review is due in 2025. As a result, the MTFS remains challenging with many uncertainties in an unsettled economic environment. Reserves will be required to support the budget and savings targets.

- b. Claims of unlawful discrimination were made in relation to the changes to the Judiciary and Firefighters Pension regulations and in December 2018 the Court of Appeal (McCloud / Sargeant) ruled that the 'transitional protection' offered to some members as part of the reform to public sector pensions amounts to unlawful discrimination. Significant work is required to facilitate the fallout of this ruling and there is a degree of uncertainty over the costs and funding going forward. Initial costings are now known, and the Pay and Pensions reserve utilised to fund these. However, there are further costs expected including 'compensation'. The value of these and their ultimate funding remains uncertain.

FORWARD STRATEGY

10. The foremost principle of holding reserves remains affordability versus risk. To set aside reserves for all potential risks scenarios that may arise would be prohibitively expensive and result in demands on council taxpayers considerably higher than likely need.
11. As such, the strategy for general reserves is to hold the level of this reserve at around 3% of the net budget requirement. The level should be reviewed annually after the budget for the forthcoming year has been set. Any excess will be released in support of capital funding to limit the need to borrow and the associated impact on revenue budgets. Any shortfall will be recognised as a first call on any in-year underspends or built into the following year's budget proposals.
12. Earmarked reserves are reviewed quarterly and reported to the Commissioner as part of the formal financial reviews. The reviews will take into account the purpose of the reserve, the risks they are designed to mitigate and the current and future demands. Any reserve deemed no longer required will be returned to general reserves.
13. Strategic risks are monitored through SCT Business Meeting, Joint Management Board and Joint Audit Advisory Committee. Any new risk or significant change to existing risks will be monitored with any impact on reserves presented to SCT Business Meeting for recommendation to the Commissioner for the creation or adjustment to Earmarked Reserves.
14. Capital reserves are the primary source of funding for all capital investments and are therefore linked to the approved capital strategy. The use of such reserves is designed to cover short-life assets, limiting the need to borrow over short periods.

15. Capital receipts of more than £10,000 from the sale of assets can only be used to fund future capital investment or the repayment of debt. Receipts of less than £10,000 are returned to revenue budget.
16. General capital grants have not been allocated for a number of years, it is, therefore, appropriate to forward plan on that basis. In order to meet the minimum asset replacement cycles, a revenue contribution is made each year into Revenue Reserve for Capital reserve and used towards financing that year's capital programme.

	2024/25			2025/26			2026/27			2027/28			2028/29			2029/30		
	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000		
<u>General Reserves: Revenue</u>																		
Police Fund - General Reserve	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773		
MTFS Reserve	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483		
	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256		
<u>Earmarked Reserves: Revenue</u>																		
Carry Forwards Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
POCA Reserve	£560	-£147	£0	£413	-£18	£0	£395	-£18	£0	£377	£0	£0	£377	£0	£0	£377		
Hardship Loan Reserve	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50		
Pay and Pensions Reserve	£147	-£128	£0	£19	£0	£0	£19	£0	£0	£19	£0	£0	£19	£0	£0	£19		
Redundancy Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Major Investigations Reserve	£1,125	-£562	£0	£562	-£562	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Council Tax Deficit Reserve	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769		
Estates Strategy Reserve	£500	-£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Road Safety Initiatives Reserve	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342		
Commissioning Reserve	£219	-£219	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
IT Reserve	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291		
	£4,003	-£1,556	£0	£2,446	-£580	£0	£1,866	-£18	£0	£1,848	£0	£0	£1,848	£0	£0	£1,848		
<u>Earmarked Reserves: Capital</u>																		
Capital Receipts	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Capital Reserve - Unapplied Grant	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
ESN Reserve	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226		
HQ IT Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Revenue Reserve for Capital	£755	£3,747	-£4,502	£0	£3,551	-£3,551	£0	£3,478	-£3,478	£0	£4,631	-£4,631	£0	£5,020	-£4,546	£474		
	£981	£3,747	-£4,502	£226	£3,551	-£3,551	£226	£3,478	-£3,478	£226	£4,631	-£4,631	£226	£5,020	-£4,546	£700		
<u>Collaboration Reserves:</u>																		
Armed Police Alliance Reserve	£452	-£422	£0	£29	£0	£0	£29	£0	£0	£29	£0	£0	£29	£0	£0	£29		
Dog Alliance Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
Local Resilience Forum Reserve	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353		
MFSS Development Fund	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
National Blue Light Procurement	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
UWSU Reserve	£1,011	£0	-£80	£931	£0	£0	£931	£0	£0	£931	£0	£0	£931	£0	£0	£931		
NWAP Collaboration	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30		
	£1,846	-£422	-£80	£1,343	£0	£0	£1,343	£0	£0	£1,343	£0	£0	£1,343	£0	£0	£1,343		
TOTAL RESERVES	£15,086	£1,769	-£4,582	£12,271	£2,971	-£3,551	£11,691	£3,460	-£3,478	£11,673	£4,631	-£4,631	£11,673	£5,020	-£4,546	£12,147		

RESERVES HELD - Home Office classification

	2024/25			2025/26			2026/27			2027/28			2028/29			2029/30		
	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000	31-Mar £000	Revenue £000	Capital £000
General Reserve / Contingency:																		
Police Fund - General Reserve	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0	£5,773	£0	£0
MTFS Reserve	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0	£2,483	£0	£0
	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0	£8,256	£0	£0
Funding for Projects/Programmes - current MTFS																		
Armed Police Alliance Reserve	£452	-£422	£0	£29	£0	£0	£29	£0	£0	£29	£0	£0	£29	£0	£0	£29	£0	£0
Capital Receipts	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Reserve - Unapplied Grant	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Carry Forwards Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Dog Alliance Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
ESN Reserve	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226	£0	£0	£226	£0	£0
POCA Reserve	£560	-£147	£0	£413	-£18	£0	£395	-£18	£0	£377	£0	£0	£377	£0	£0	£377	£0	£0
Hardship Loan Reserve	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0
Pay and Pensions Reserve	£147	-£128	£0	£19	£0	£0	£19	£0	£0	£19	£0	£0	£19	£0	£0	£19	£0	£0
HQ IT Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
IT Reserve	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291	£0	£0	£291	£0	£0
Local Resilience Forum Reserve	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353	£0	£0	£353	£0	£0
MFSS Development Fund	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
National Blue Light Procurement	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Redundancy Reserve	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Revenue Reserve for Capital	£755	£3,747	-£4,502	£0	£3,551	-£3,551	£0	£3,478	-£3,478	£0	£4,631	-£4,631	£0	£5,020	-£4,546	£474	£0	£0
UWSU Reserve	£1,011	£0	-£80	£931	£0	£0	£931	£0	£0	£931	£0	£0	£931	£0	£0	£931	£0	£0
Major Investigations Reserve	£1,125	-£562	£0	£562	-£562	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NWAP Collaboration	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30	£0	£0	£30	£0	£0
Council Tax Deficit Reserve	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769	£0	£0	£769	£0	£0
Estates Strategy Reserve	£500	-£500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Road Safety Initiatives Reserve	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342	£0	£0	£342	£0	£0
Commissioning Reserve	£219	-£219	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	£6,830	£1,769	-£4,582	£4,015	£2,971	-£3,551	£3,435	£3,460	-£3,478	£3,417	£4,631	-£4,631	£3,417	£5,020	-£4,546	£3,891	£0	£0
TOTAL RESERVES	£15,086	£1,769	-£4,582	£12,271	£2,971	-£3,551	£11,691	£3,460	-£3,478	£11,673	£4,631	-£4,631	£11,673	£5,020	-£4,546	£12,147	£0	£0

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