



**Cheshire  
Constabulary**



**Dan Price**  
Cheshire  
Police & Crime  
Commissioner

## **JOINT MANAGEMENT BOARD**

Notes of the Joint Management Board held on Wednesday 5<sup>th</sup> November 2025 which was held at Constabulary Headquarters, Winsford.

**PRESENT:** Dan Price, Police and Crime Commissioner (PCC)  
Mark Roberts, Chief Constable (CC)

Cheshire Police and Crime Commissioner

G Southern, Deputy Police and Crime Commissioner

D Taylor, Chief Executive

J Whalen, Assistant Police and Crime Commissioner

C Hodgson, Chief Finance Officer

A Murphy, Governance Officer

Cheshire Constabulary

M Evans, Deputy Chief Constable

D Bryan, Chief Legal Officer

B Malloy, Chief Finance Officer

N Bailey, Chief People Officer

P Woods, Head of Planning and Performance

No members of the public observed Part 1 of the meeting.

### ***Part 1 - Public items***

#### **1. Minutes of meeting held on Wednesday 1 October 2025**

The minutes of the meeting held on Wednesday 1 October 2025 were approved.

#### **2. Management Decisions**

The Police and Crime Commissioner and the Chief Constable noted that following the Joint Management Board, two Management Decisions had been approved by the Police and Crime Commissioner outside of the formal Joint Management Board.

*Decision Number 2025/07: Crewe Police Station Construction*

*Decision Number 2025/08: Aftercare Contract for Victims of Rape and Sexual Abuse*

### **3. Financial Position Report 2025/26: Mid-year Review**

The report provided the Commissioner with the provide the Commissioner with the forecast financial outturn for 2025/26 as at the end of September 2025. On 29 January 2025, the Commissioner approved a gross revenue budget of £305.3m (net £262.5m) together with a capital programme of £13.4m. At the Joint Management Board meeting on 2 July 2025, the Commissioner approved carry forward requests of £1.1m and capital slippage of £3.6m of which £1.8m was confirmed after the original programme was set.

At the end of September 2025, there is a forecast revenue overspend of £2.2m (0.85%), together with a forecast capital underspend of £0.2m (1.5%).

The Police and Crime Commissioner noted the overspend in overtime and the Chief Constable advised that an uplift in the overtime budget would be needed going forward. It was advised that the driver reoffending income will be affected in the future with the cessation of the Road Safety Partnership, and a working group should be convened to consider the impact. The Police and Crime Commissioner noted the increase in PSD/Legal Services costs, which the Deputy Chief Constable explained was in response to staffing increases associated with increased vetting procedures.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

(1) the forecast revenue and capital outturn positions be noted.

The rationale was that the mid-year review provides a forecast financial position and details of forecast performance against agreed financial health targets. It reflects cost pressures known at the time of writing and shows a reduction in the forecast overspend position of £0.5m. The position will be monitored regularly with mitigating actions being taken as necessary.

### **4. Treasury Management 2025/26: Mid-year Review**

The report presented the Treasury Management mid-year review 2025/26 for noting. CIPFA's (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that those charged with governance be updated on treasury management activities regularly, by way of a strategy at the start of the year followed by quarterly reviews and an outturn report.

This review sets out the mid-year position on all treasury management activities together with a review of the current economic environment and interest rate forecasts.

The Police & Crime Commissioner approved the following recommendations:

- (1) the report be noted; and
- (2) the future requirement for borrowing to support the ongoing capital programme is noted

The rationale was that the review sets out the mid-year position on all Treasury Management activities, as required by CIPFA's (Chartered Institute of Public Finance and Accountancy) Code, including a review of the current economic environment and interest rate forecasts. During the financial year to date, treasury management activities have operated within the approved indicators and limits and in compliance with the Treasury Management Practices.

#### **5. Medium-Term Financial Strategy 2025-2030: Mid-year Review**

The report provided the Commissioner with a mid-year review of the Medium-Term Financial Strategy 2025-30, reflecting on updated assumptions and current delivery.

The profile change and increase in the savings required over the year were noted. The Police and Crime Commissioner said that it could be seen where the operational policing pressures were impacting on the medium-term strategy. He also recognised the reserve position.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

(1) the review of the Medium-Term Financial Strategy 2025-30 be noted.

The rationale was that the Medium-Term Financial Strategy is fundamental in promoting good financial planning, the delivery of value for money, ensuring operational threats and risks are addressed and managed in line with operational demand and agreed priorities.

#### **6. Joint Management Board Forward Plan**

The Joint Management Board Forward Plan was noted with the Fleet Strategy moved forward to next meeting.

## **Part 2 – Private items**

### **7. Strategic Risk Register (Part 2)**

The Strategic Risk Register was presented for consideration and approval.

The Head of Planning and Performance advised that the Constabulary is looking at national policing arrangements and insurance to mitigate the impact of the change to the cyber threat level.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

- (1) An increase in the total risk score for the risk relating to cyber-attacks. It is proposed to increase the probability score for this risk from 2 to 3 and the total risk score from 10 to 15.

The rationale was that the effective management of strategic risk supports the delivery of high-quality policing services.

### **8. Estates Strategy Update**

The Estates Strategy presented to the Commissioner provides the solid foundation essential to the provision of safe, secure, and high-quality policing across Cheshire. The strategy has been updated to reflect the comments from the Chief Executive of the Office of the Police and Crime Commissioner for Cheshire.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

- (1) that the Estates Strategy update is approved

The rationale was that the implementation of the Estates Strategy will develop an estate that is truly fit for the future and can respond to the changing demands of modern policing.

### **9. Environmental Strategy Update**

The Environmental Strategy presented to the Commissioner provides support to the Police & Crime Commissioner's Police and Crime Plan and was updated to reflect the comments from the Chief Executive of the Office of the Police and Crime Commissioner for Cheshire.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

- (1) that the updated Environmental Strategy is approved

The rationale was that by adopting best practice the implementation of the Environmental Strategy will minimise the impact on the environment whilst supporting operational activity.

## **10. IT & Digital Strategy Update**

The IT and Digital Strategy presented to the Commissioner outlined the key outcomes from across the three product boards, chaired by the respective Assistant Chief Constables - these being: Neighbourhood Policing; Connected Constabulary & Innovation; and Crime. The document also outlined how the underlying IT infrastructure would meet these objectives and how the IT department would service the needs of the organisation.

The strategy was prepared in consultation with the OPCC and aligns with the latest Police and Crime Plan, in particular, pillar 2 – Modernise – Technology and Innovation. It also took note of several national strategies, particularly those linked to the police reform programme.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

(1) that the updated IT & Digital Strategy is approved

The rationale was that the implementation of the IT and Digital Strategy will drive efficiencies, ensure the service is well-equipped, and embrace innovative ways of working to continuously improve outcomes.

## **11. People Strategy Update**

The People Strategy 2025-2028 presented to the Commissioner aims to position the Constabulary as an employer of choice by focusing on building high-performing teams that take pride in their roles. The strategy emphasises the significance of people in achieving safer communities and aligns with the Force Strategic Aims, the Police and Crime Plan, and HMICFRS expectations.

The Police and Crime Commissioner welcomed the collaborative work that had been done between the OPCC and the Constabulary on the development and update of this strategy.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

(1) that the updated People Strategy is approved

The rationale was that the implementation of the People Strategy 2025-2028 will adapt to changing demands of policing, develop talent and high-performing teams, drive performance, and deliver for the public.

## **12. Procurement Strategy Update**

The joint Procurement Strategy 2025-2028 presented, outlined how the Commissioner and Chief Constable will ensure that value for money is provided in the procurement of goods, services and works. The Strategy was designed to ensure compliance with legislation, public procurement strategy and guidance as well as ensuring compliance with the financial regulations and contract standing orders of the Commissioner.

The Strategy also outlined how procurement activity will be achieved in a way that maximises opportunities for efficiency and collaboration, supports SMEs and the voluntary sector, supports delivery of the Police and Crime Plan, drives innovation and ensures that social value is a priority.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation:

(1) that the updated Procurement Strategy 2025-2028 is approved

The rationale was that the implementation of the Procurement Strategy will enable the Police & Crime Commissioner and Cheshire Constabulary to deliver both value for money for the residents of Cheshire and the objectives within the Police and Crime Plan/ the Constabulary's strategic plan. It will maximise the use of available resources and ensure compliance with legislation as well as internal financial regulations.

## **13. Joint Management Board Action Log**

The Joint Management Board Action Log was noted.

*The meeting commenced at 10.00am and concluded at 10.45am.*