JOINT MANAGEMENT BOARD

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

DATE: Wednesday 3rd June 2026

TIME: 10.00am

Online via Teams

Any member of the public who wishes to observe this meeting is asked to register their interest no later than midday on Tuesday 2 June 2026 via email pcc@cheshire-pcc.gov.uk

AGENDA

Part 1 - Public Items

Part 2 - Private Items

The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:

Item	**Section**
Force Management Statement	(31) Law Enforcement
AI Enablement Programme	(31) Law Enforcement (43) Commercial Interest
Strategic Policing Requirement	(31) Law Enforcement (43) Commercial Interest
Estates Strategy – Update	(43) Commercial Interest
Environmental Strategy – Update	(43) Commercial Interest

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

JOINT MANAGEMENT BOARD

Notes of the Joint Management Board held on Wednesday 1 April 2026 which was held online via Teams.

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 C Hodgson, Chief Finance Officer A Murphy, Governance Officer
	Cheshire Constabulary 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 4 March 2026

The minutes of the meeting held on Wednesday 4 March 2026 were approved.

2. Management Decision

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

Decision Number 2026/01: Tracker (UK) Limited

The approval of this donation agreement from Tracker (UK) Ltd allows for enhanced support to the police force in the identification, tracking and recovery of stolen vehicles within the county, thereby improving the prevention and detection of crime.

3. Joint Management Board Forward Plan

The Joint Management Board Forward Plan for 2026/27 was updated for 2026/27 and approved.

Part 2 – Private items

5. Northern Stations Capital – Charles Stewart House

The Chief Finance Officer (Constabulary) presented a report seeking approval for a capital budget for the replacement of Charles Stewart House's roof as part of the Northern Stations capital projects. The Commissioner was advised that once a preferred option was identified within budget, the proposals would be brought back to him for approval.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation (subject to procurement):

(1) That a capital budget, as detailed in Part 2, is approved for work to commence to replace the roof of Charles Stewart House in Warrington

The rationale was that a survey had recommended replacement over repair; the building is strategically important; several health and safety issues relate directly to failures in the roofing system with areas of the building now unusable; and the fact that there will be no impact on business continuity as work will progress without the need to vacate the premises.

6. Estates Strategy – Middlewich Police Station

The Chief Finance Officer (Constabulary) presented a report seeking approval to bring Middlewich Police Station back into operational use.

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

(1) That the decision taken on 4th December 2024 to declare Middlewich Police Station building as surplus to operational requirements be reversed; and
(2) The use of capital as detailed in Part 2 be approved.

The rationale was that there had been very little interest in the market for the acquisition of the Middlewich Police Station and any current sale was unlikely to achieve the value of building. In addition, the Constabulary had identified a suitable use for the building, which made the most of its location and situation, as detailed in Part 2.

7. Estates Strategy – Lease Extension

The Chief Finance Officer (Constabulary) presented a report seeking approval for a lease extension for Operation Hummingbird as detailed in Part 2.

The Police and Crime Commissioner and the Chief Constable approved the following recommendation subject to further information being presented to the Commissioner:

(1) That the lease extension detailed in Part 2 of the paper be approved.

The Chief Finance Officer (Constabulary) was asked for more detail in his report around the rationale for the lease extension to include operational and cost-efficiency considerations.

8. Joint Management Board Action Log

The Joint Management Board Action Log was noted.

The meeting concluded at 10.30am.

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

JOINT MANAGEMENT BOARD	
DECISION NO. 2025/16	**DATE: 3rd JUNE 2026**

PROVISIONAL REVENUE AND CAPITAL OUTTURN 2025/26

Executive Summary:
The purpose of this report is to provide the Commissioner with the provisional outturn financial position for 2025/26, pending External Audit review.

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.

The provisional revenue outturn for 2025/26 is a balanced position. This has been achieved through a combination of corporate cost savings, higher investment income, and lower than anticipated expenditure in several support functions. Approval is sought for £0.47m of proposed carry forwards to support delivery of committed activity in 2026/27.

The capital programme has delivered £11.1m of investment against a revised budget of £15.4m (72%). This reflects £3.8m of slippage, primarily relating to Estates Strategy schemes, which will be delivered in 2026/27. While this exceeds the financial health variance target, it is consistent with the phasing of major capital projects.

Recommendations:

1. the provisional revenue outturn, set out in Appendix 1 of the attached report be noted;
2. carry forwards totalling £0.47m, be approved; and
3. the provisional capital outturn be noted and slippage outlined in Table 3 of the report, totalling £3.84m, be approved.

We have reached the following decision:

To approve recommendations 1-3 above.

Our rationale for this decision is:

The decision will ensure a balanced outturn position for 2025/26 and enable revenue carry forwards and the financing of the 2025/26 capital programme to be finalised.

Signature **Date 03.06.2026**

Dan Price

Police & Crime Commissioner

Signature **Date 03.06.2026**

Chief Constable

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

1. The purpose of this report is to provide the Commissioner with the provisional outturn financial position for 2025/26 revenue and capital budgets. In addition, the report will provide details of performance against the agreed financial health targets.

2. Full details are included in the attached report.

Provisional Revenue & Capital C

FINANCIAL COMMENTS

3. The financial comments are included in the report.

LEGAL COMMENTS

4. There are no specific legal comments associated with the report.

EQUALITY COMMENTS

5. There are no specific equality comments associated with the report.

BACKGROUND DOCUMENTS

Document Titles
None

Public access to information *Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.*
Is there a Part 2 form - No
Contact Officer: Bill Malloy, Chief Finance Officer (Constabulary) Tel. No.: 07879 470810 Email: william.malloy@cheshire.police.uk

CHIEF OFFICER DECLARATION (Chief Finance Officer – Bill Malloy): *I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.* **Signature** Bill Malloy **Date** 27.05.2026

CHIEF FINANCE OFFICER DECLARATION (Clare Hodgson):

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature		**Date**	27.05.2026

Joint Management Board

Provisional Revenue & Capital Outturn 2025/26

Finance

3 June 2026

Cheshire Constabulary

INTRODUCTION AND BACKGROUND

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.

EXECUTIVE SUMMARY

The provisional revenue outturn for 2025/26 is a balanced position, representing a £1.4m favourable movement from the third quarter forecast. This has been achieved through a combination of corporate cost savings, higher investment income, and lower than anticipated expenditure in several support functions, offsetting operational pressures including police pay and local policing. Approval is sought for £0.47m of proposed carry forwards to support delivery of committed activity in 2026/27.

The capital programme has delivered £11.1m of investment against a revised budget of £15.4m (72%). This reflects £3.8m of slippage, primarily relating to Estates Strategy schemes, which will be delivered in 2026/27. While this exceeds the financial health variance target, it is consistent with the phasing of major capital projects.

General reserves remain above the minimum financial health target at 3.6% of net revenue expenditure, providing resilience against future financial risks.

There is currently forecast slippage of £3.8m, of this, £2.9m relates to reprofiling the timing of anticipated expenditure in respect of the Estates Strategy for Crewe Police Station and for the Northern Stations.

REVENUE

The balanced outturn position reflects significant operational cost pressures, particularly in pay and demand-led services, which have been offset by favourable corporate financing, grant income and underspends in support services.

At the 31 March 2026, the provisional outturn is a balanced budget subject to audit, which is a favourable movement of £1.4m on the overspend reported at the third quarter. The Constabulary has continued to deliver operational performance improvements during 2025/26 to deliver significant performance outcome improvements and maintaining Cheshire's targets under the national uplift programme. Carry forwards are requested to support specific commitments not fully concluded by year end and requiring funding to be carried forward to allow for completion in 2026/27.

Table 1 below shows the summary provisional revenue outturn position, including carry forward commitment proposals. A full breakdown of the budget and forecast outturn by department is shown at Appendix 1. In addition, a breakdown of the budget and forecast outturn by expenditure type (subjective analysis) is provided at Appendix 2.

Table 1: Summary Provisional Revenue Outturn 2025/26

	Full Year Budget	Full Year Expenditure	Proposed Carry Fwds	Final Outturn	Final Variance (under)/over	
	£'000	£'000	£'000	£'000	£'000	%
Constabulary	265,850	267,147	107	267,253	1,403	0.53%
Corporate Costs	(6,062)	(7,479)	13	(7,466)	(1,404)	23.16%
OPCC	1,404	1,404	0	1,404	0	0.00%
Commissioning	1,334	981	353	1,334	0	0.00%
Net Budget	262,526	262,053	473	262,526	0	0.00%
Funding:						
Government grant	(150,680)	(150,680)	0	(150,680)	0	
Council tax (precept)	(111,846)	(111,846)	0	(111,846)	0	
Funding	(262,526)	(262,526)	0	(262,526)	0	
Total net (under)/overspend					0	

Outturn Analysis

Chart 1 provides a summary of the most significant budget variances by department, with the main reason for these variances explained in Table 2.

Chart 1: Key Variances by Department

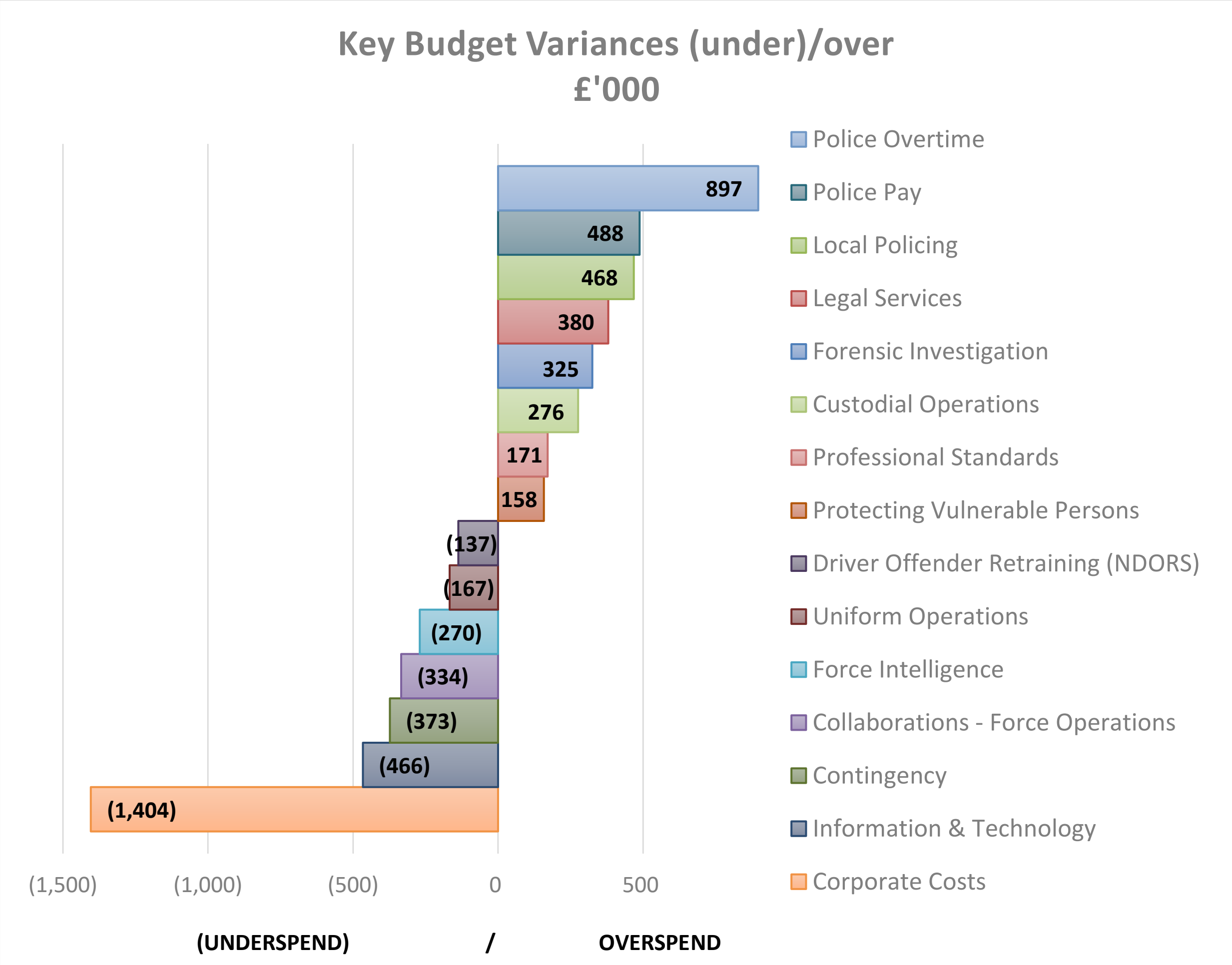

Table 2: Key Budget Variance Explanations

The main drivers of the outturn position are police officer pay pressures, operational demand impacts within local policing, and favourable movements in corporate financing and income.

Department	Movement since Q3 £'000	Revised (under)/over £'000	Main reason for the Total Forecast Variance
Police Overtime	56 ↑	897	Increased operational demand and abstraction requirements leading to higher overtime usage.
Police Pay	188 ↑	488	Increased Sgt, Inspector and C/Inspector posts. Promotions, transferees and handovers creating temporary double-postings & unexpected people-related factors (e.g. sickness, restrictions, maternity, PSD investigations, IHR) driving need for temporary cover.
Local Policing	281 ↑	468	Dangerous dog kennelling costs (£397k), mileage costs (£53k) and overspends on several other non-pay budgets.
Legal Services	80 ↓	380	Court fees and legal costs associated with defending litigation, offset by income from criminal record disclosures.
Forensics	⇆	325	Delay in the Regional Toxicology Facility going live and an increase in forensic analysis due to complex cases.
Custodial Operations	⇆	276	Unachieved staff pay vacancy factor due to maintaining establishment of Detention Officers to maximise Neighbourhood Policing Grant funding plus mileage costs.
Professional Standards	73 ↓	171	Demand pressures: Temporary posts required to manage sustained high caseload.
PVP	35 ↑	158	Increased costs of the SARC (£113k) plus intermediary costs and mileage costs.
Driver Offender Retraining	166 ↑	(137)	Increase in road traffic offences resulting in additional income from driver retraining course fees.
Uniform Operations	132 ↓	(167)	Increased income from mutual assistance (£220k) and firearms certificates (£145k) offset by partially unachieved staff pay vacancy factor (£98k) and taser project costs (£96k).
Force Intelligence	151 ↓	(270)	Grant income received in excess of budget.
Collaborations	98 ↓	(334)	Lower charges for NPAS, West Coast, NWROCU and SPOC Telecomms collaborations.
Contingency	373 ↓	(373)	Unused contingency funds.
IT	227 ↓	(466)	Lower than anticipated contract renewal prices and slippage of planned IT upgrades.
Corporate Costs	560 ↓	(1,404)	Interest earned on investments through active cash management plus reduced borrowing costs.
Total	968 ↓	12	

Movement from Third Quarter

There is a favourable movement in the budget variance overall of £1.4m since the third quarter forecast. The more significant movements are explained below. Appendix 3 tracks the movement in departmental budget variances across the year.

Police Officer Pay

The overspend at outturn of £488k is an increase of £188k since the third quarter largely due to a continued increase in Sergeant, Inspector and Chief Inspector posts. Promotions, transferees and handovers have created temporary double-postings together with unexpected people-related factors (e.g. sickness, restrictions, maternity) which have also driven the need for temporary cover. The Constabulary achieved an actual headcount number of Officers of 2,432 on 31 March 2026 including ensuring maximised funding under the Neighbourhood Policing Grant.

Force Intelligence

There is a favourable movement of £151k since the third quarter resulting in a final outturn position of £270k underspend. This is due to an increase in Counter Terrorism grant income.

Local Policing

The overspend reported at third quarter has increased by £281k to a revised £468k overspend at outturn. The increased overspend reflects higher staff salary costs in Q4, driven by overtime, unsocial hours, and operational activity. Transaction data shows a concentration of payroll-related expenditure in Q4, particularly linked to operational demand and staffing cover & continued costs for kennelling of dangerous dogs.

Uniform Operations

The underspend reported at third quarter has increased by £132k to a final £167k at outturn. This is due to additional income received through mutual assistance, firearms certificates and charges for police services.

Driver Offender Retraining

There is a reduction of £166k in the underspend reported at third quarter with a final outturn position of £137k underspend. The reduction in underspend reflects lower than anticipated income in Q4, with transaction data showing fewer course fee receipts compared to earlier periods. This indicates a slowdown in activity or delivery volumes towards year-end.

Information and Technology

There is a favourable movement of £227k in the underspend reported at third quarter with a final outturn underspend of £466k. This is predominantly due to further underspends on several IT contracts and slippage of planned upgrades into 2026/27.

Fleet

There has been a favourable movement of £291k since the third quarter resulting in a small underspend of £37k at outturn. This improved position is the result of proactive cost reduction initiatives particularly in relation to vehicle collisions, insurance claims and spare parts.

Legal Services

The final outturn position of £380k overspend is a reduction of £80k since the third quarter following easing pressure on litigation budgets. Transaction data indicates lower volumes of significant legal payments and settlements compared to prior periods.

Estates & Facilities

There is a reduction of £328k in the underspend reported at third quarter with a final outturn of £18k underspend. Q4 transactions show higher volumes of maintenance, servicing, and facilities spend, consistent with catch-up activity and budget utilisation before year-end.

People Services

A favourable movement of £360k since the third quarter has resulted in a final position at outturn of £16k overspend. The favourable movement reflects lower than expected staffing and programme costs in Q4. Transaction patterns indicate reduced spend on agency staff, training, and people-related initiatives compared to forecast.

Professional Standards

The final outturn of £171k overspend is a favourable movement of £73k since the third quarter due to lower levels of professional fees and operational spend late in the year.

Collaborations

The increased underspend of £98k since the third quarter is due to a reduction in the Constabulary's share of NWROCU costs, resulting in a final outturn of £334k underspend.

Contingency

At the third quarter it was assumed that the full contingency budget would be utilised in the year. However, this has not been the case resulting in an underspend at outturn of £373k.

Corporate Costs

The underspend reported at third quarter has increased by £560k to a final £1.404m at outturn. The significant favourable movement reflects treasury gains, with Q4 transactions showing increased interest income and reduced financing costs driven by active cash management and favourable market conditions.

Carry Forward Proposals

In most years there are projects and plans that are not fully concluded by year end and require funding to be carried forward to allow for completion. The following list summarises the commitments in place requiring carry forward to enable delivery in 2026/27.

IT Equipment (Airwave)
A provisional carry forward of £24k is requested following careful in-year management of a reduced equipment budget. The underspend is required to offset expected disposal costs of legacy handsets falling into 2026/27.

Commissioning
The Commissioner holds several commissioning budgets. At the end of the financial year, £353k will be carried forward to support committed initiatives, including Community Safety Fund (£335k) and Appropriate Adult schemes (£18k).

Local Policing
A carry forward of £83k is requested to support OPCC funding commitments for Independent Domestic Violence Advisor (IDVA) roles in 2026/27.

Corporate Costs
£11k is to be carried forward from underspends on employer pension contributions to support costs associated with the McCloud remedy contingent decisions.

Roads & Crime
£2k is to be carried forward for ANPR to purchase 4x widescreen monitors.

All carry forwards relate to committed expenditure or planned activity that could not be completed within the financial year.

Total carry forward requested: £0.473m, subject to JMB approval.

CAPITAL

Capital Programme

The capital programme is outlined in Table 3.

Table 3: Capital Programme 2025/26

	£000	Note
Schemes commencing in 2025/26	11,509	
Previous years' schemes	1,856	
Capital Budget – approved at budget setting	13,365	
Additional slippage identified at 2024/25 outturn	1,764	
In-year budget movements	288	(ii)
Revised Capital Budget 2025/26	**15,417**	
Slippage – to be carried forward	(3,840)	(iii)
Over/(underspend)	(493)	(iv)
Capital Programme to be funded 2025/26	**11,084**	(i)

(i) The 2025/26 capital programme outturn is £11.1m of the overall approved programme totalling £15.4m, which included total slippage brought forward from 2024/25 of £2.1m, approved via a combination of the 2025/26 Budget report and the 2024/25 Revenue & Capital Outturn report presented to Joint Management Board 2 July 2025.

(ii) The in-year budget movement is a total of £288k, the increase from third quarter of £296k relates to :

a. an increase of £250k for ANPR- this is grant income from the Home Office to fund ANPR Projects
b. a reduction of £20k for E-Forensics items which are deemed to be revenue.
c. an increase of £66k counter terrorism funding for fleet vehicles.

(iii) There is total slippage of £3.8m for 2025/26. £3.0m of this relates to estates schemes, the bulk of which is £2.0m for the new station at Crewe and £0.9m for the Northern Stations refurbishment. There is increased slippage identified during the fourth quarter of £0.6m which relates to :

a. £0.4m for fleet vehicles which relates to changing the specification of new cell vans to progress the forces transition to electrification.

b. £0.2m other smaller schemes

The level of slippage is primarily attributable to the timing of Estates Strategy projects and fleet replacement programmes. These are multi-year schemes and the rephasing of expenditure does not reflect a reduction in scope or delivery risk.

(iv) The reported underspend for 2025/26 is £0.5m this is an increased underspend of £0.2m from that reported at third quarter which is due to small changes on a number of schemes

Full details are included at Appendix 4.

Capital Expenditure

The £11.1m expenditure relates to Fleet Vehicles (£3.5m), IT related investment (£2.5m), Operational Equipment/Infrastructure (£0.3m) and Estates related investment (£4.8m). Progress on the key/larger schemes is explained below.

Estates Strategy – Crewe Police Station

There is a budget of £4.9m in 2025/26. Work commenced in January 2026 and is currently on schedule with estimated completion within 15 to 18 months. There is £2.0m slippage into 2026/27 and it is expected that the bulk of the work will take place in that year.
The PCC has approved an increase to the overall project budget of £2.3m giving a total budget of £16.5m.

Estates Strategy – Northern Stations

There is a budget of £1m in 2025/26 and £1m in 2026/27 to refurbish the Northern Stations (Runcorn, Widnes, Arpley Street and Charles Stewart House). The majority of the works to date have been at Arpley Street with works also carried out at Charles Stewart House and Runcorn. There will be slippage of £0.9m into 2026/27, with the major projects, including a new roof for Charles Stewart House, being completed by the end of 2026/27.

Technology Refresh

There is budget of £1.1m to cover 3-year replacement of devices. The bulk of the equipment was delivered in 2025/26.

Fleet Vehicle Replacement Programme

There is a 2025/26 budget of £2.7m (including £0.1m for dog vans and £0.1m for Counter Terrorism vehicles). There is slippage of £0.4m into 2026/27 which relates to changing the specification of new cell vans to progress the forces transition to electrification.

Capital Financing

The Financing of the 2025/26 Programme is shown in Table 4.

Table 4: Capital Financing

	£000	Note
Capital Receipts	1,614	
General Grant	0	
Specific Grant	0	
Revenue Contributions	4,276	
HQ IT Reserve	301	
Additional contributions (Internal & External)	533	
UWSU Reserve	273	
Borrowing	4,087	(i)
Total	**11,084**	

(i) Although £4.1m of the capital spending in 2025/26 will be financed by borrowing, this relates to how capital financing is accounted for within existing target internal borrowing levels in line with the currently approved Treasury Management Strategy. This will be reviewed during the year with any new borrowing timed to optimise the interest rate payable.

TREASURY MANAGEMENT

The year-end Treasury update is covered by a separate paper on the Management Board Agenda.

RESERVES

The Reserves Strategy for 2025/26 was approved as part of the Medium-Term Financial Strategy on 29 January 2025. Table 6 sets out the forecast year-end reserve balances, reflecting the impact of the capital financing proposals detailed in Table 4.

A key financial health target within the strategy is to maintain general reserves, after allowing for financial risks, at no lower than 3% of the net budget requirement. There is no proposed transfer of revenue surplus to reserves in 2025/26, as £2.496m has been applied as a Revenue Contribution to Capital to support the capital programme.

At 31 March 2026, general reserves are forecast to be £8.75m, equating to 3.6% of the 2025/26 net budget requirement.

Subject to approval of the proposed carry forward commitments and the transfer of any final underspend to reserves, the overall provisional reserves outturn—incorporating the capital financing assumptions set out in Table 4—will be as shown in Table 5.

Looking forward, based on a 2026/27 net budget requirement of £292m, general reserves of £8.75m represent approximately 3.0%, maintaining the reserve balance broadly in line with the minimum financial health target.

Table 5: Revenue and Capital Reserves as at 31 March 2026

	1 April 2025 £000	Movement £000	31 March 2026 £000
General Reserves			
General Fund	5,773	0	5,773
Medium Term Financial Strategy Reserve	3,081	(108)	2,973
Earmarked Revenue Reserves			
Carry Forward Reserve	2,071	(849)	1,222
POCA Reserve	703	(78)	625
Hardship Loan Reserve	50	(50)	0
Major Investigations Reserve	1,181	236	1,417
Estates Strategy Reserve	500	0	500
Road Safety Initiatives Reserve	348	(4)	344
Council Tax Deficit Reserve	769	(73)	696
Pay and Pension Reserve	301	16	317
Commissioning Reserve	527	(70)	457
IT Reserve	291	0	291
Earmarked Capital Reserves			
Revenue Reserve for Capital Expenditure	1,578	(1,528)	50
ESN Reserve	226	0	226
Capital Receipts	112	(112)	0
Total Cheshire Reserves	**17,511**	**(2,620)**	**14,891**

As lead force, Cheshire also holds several Collaboration Reserves on behalf of partner forces for which Cheshire has a share in line with the relevant collaboration agreements. The largest of these is the Underwater Search Unit, which is held for asset replacement subject to all partner forces agreement. The Collaboration Reserves held by Cheshire equate to an additional 8% of the total reserves held. A breakdown of the Collaboration reserves held can be seen in Table 6.

Table 6: Collaboration Reserves

	£000
Underwater Search Unit (UWSU)	928
Armed Police Alliance	351
North West Armed Police	50
Cheshire Resilience Forum	35
Total	1,364

OUTSTANDING DEBT

Monitoring outstanding debt and taking action to ensure efficient and timely recovery is an important function in the governance of the budget. The Constabulary has a financial health target to collect at least 50% of debtor income within one month of it being raised. The position as of 31 March 2026 is shown in Table 7.

Table 7: Outstanding Invoiced Debt

	£000
Within 1 Month	92
Within 1 to 2 Months	16
2 Months or more	179
Other Public Sector	1,169
Collaborations	765
Total Invoiced Debt	**2,221**

The Constabulary is currently collecting 84% of debt within one month, which falls within the financial health target. The larger outstanding amount for 'Other Public Sector' relates to end of year recharges which will be paid early 2026/27. Debt is regularly monitored, and outstanding debt pursued. Where appropriate, payment plans are put in place to ensure payment is made and only when all avenues have been exhausted, or it is no longer economically viable to pursue is a request for the debt to be written off submitted.

CONCLUSION

The 2025/26 outturn demonstrates a balanced financial position despite sustained operational pressures. This has been achieved through strong financial management and favourable corporate financing.

Capital delivery remains dependent on multi-year estates programmes, with slippage reflecting phasing rather than delivery failure.

Reserves remain above the minimum level, although headroom is limited, reinforcing the need for continued financial discipline.

Approval is requested for the proposed carry forwards and capital financing arrangements.

APPENDIX 1 – Provisional Departmental Outturn 2025/26

	Full Year Budget	Full Year Expenditure	Proposed Carry Fwds	Final Outturn	Final Variance (under)/over	
Police Officer Pay	£000	£000	£000	£000	£000	%
Police Pay	146,168	146,656		146,656	488	0%
Police Overtime	3,343	4,240		4,240	897	27%
Total Police Officer Pay	149,511	150,896	0	150,896	1,385	
Crime						
Forensic Investigation	5,421	5,746		5,746	325	6%
Force Intelligence	2,949	2,679		2,679	(270)	(9%)
Serious Organised Crime	3,576	3,604		3,604	28	1%
Major Investigations	1,191	1,282		1,282	91	8%
Hummingbird	(235)	(235)		(235)	0	0%
Custodial Operations	2,020	2,296		2,296	276	14%
Protecting Vulnerable Persons	2,468	2,626		2,626	158	6%
Criminal Justice	3,365	3,506		3,506	141	4%
Total Crime	20,755	21,504	0	21,504	749	
Operations						
Local Policing	6,375	6,760	83	6,843	468	7%
Public Contact	17,879	17,771		17,771	(108)	(1%)
Uniform Operations	1,332	1,165		1,165	(167)	(13%)
Roads and Crime	812	785	2	787	(25)	(3%)
Driver Offender Retraining (NDORS)	(1,904)	(2,041)		(2,041)	(137)	7%
Information & Technology	16,826	16,336	24	16,360	(466)	(3%)
Fleet	3,869	3,832		3,832	(37)	(1%)
Information Management	1,128	1,105		1,105	(23)	(2%)
Total Operations	46,317	45,713	109	45,822	(495)	
Centrally Delivered Services						
Planning & Performance	3,295	3,190		3,190	(105)	(3%)
Legal Services	2,462	2,842		2,842	380	15%
Corporate Communications	1,380	1,476		1,476	96	7%
Command	485	497		497	12	2%
Finance	1,451	1,373		1,373	(78)	(5%)
Estates & Facilities	13,966	13,948		13,948	(18)	(0%)
People Services	12,835	12,851		12,851	16	0%
Professional Standards	809	980		980	171	21%
Total Centrally Delivered Services	36,683	37,157	0	37,157	474	
Collaborations						
Collaborations - Force Operations	12,211	11,877		11,877	(334)	(3%)
Total Collaborations	12,211	11,877	0	11,877	(334)	
Contingency	373	0		0	(373)	(100%)
Corporate Costs	(6,062)	(7,479)	11	(7,468)	(1,406)	23%
TOTAL CONSTABULARY COSTS	**259,788**	**259,668**	**120**	**259,788**	**0**	
Office of the Police & Crime Commissioner						
OPCC	1,404	1,404		1,404	(0)	(0%)
OPCC Commissioning	1,334	981	353	1,334	(0)	(0%)
Total Office of the Police & Crime Commissione	2,738	2,385	353	2,738	(0)	
TOTAL SERVICE COSTS	**262,526**	**262,053**	**473**	**262,526**	**(0)**	

APPENDIX 2 – Provisional Subjective Outturn 2025/26

	Full Year Budget £'000	Full Year Expenditure £'000	Proposed Carry Fwds	Final Outturn	Final Variance (under)/over £'000	%
Pay & Employment Costs						
Police Officer Pay	159,549	163,901	11	163,912	4,363	3%
Staff Pay	73,362	76,504	83	76,587	3,225	4%
PCSO Pay	4,247	0		0	(4,247)	(100%)
Police Officer Pensions	4,287	4,259		4,259	(28)	(1%)
Other Employee Costs	2,542	4,842		4,842	2,300	90%
Total Pay & Employment Costs	243,987	249,506	94	249,600	5,613	2%
Property Related Costs						
PFI Payments	8,458	8,141		8,141	(317)	(4%)
Utilities	2,080	1,863		1,863	(217)	(10%)
Rent & Rates	2,430	2,322		2,322	(108)	(4%)
Building Maintenance	1,234	1,542		1,542	308	25%
Other Premises Costs	283	563		563	280	99%
Total Property Related Costs	14,485	14,431	0	14,431	(54)	(0%)
Transport Related Costs						
Vehicle Related	3,821	3,915		3,915	94	2%
Car Allowances & Travel Exps	749	968		968	219	29%
Total Transport Related Costs	4,570	4,883	0	4,883	313	7%
Supplies & Services						
Communications & Computing	9,959	10,474	2	10,476	517	5%
Specific Grants Awarded	3,633	5,160	353	5,513	1,880	52%
Other Supplies & Services	2,851	4,190		4,190	1,339	47%
Custody Costs	1,787	1,738		1,738	(49)	(3%)
Forensic Costs	1,474	1,859		1,859	385	26%
NDORS Fees	1,312	1,704		1,704	392	30%
Professional Fees	1,242	1,249		1,249	7	1%
Equipment Purchases/Maintenance	1,140	1,475	24	1,499	359	31%
Insurance	903	1,075		1,075	172	19%
Clothing & Uniforms	578	510		510	(68)	(12%)
Legal Costs	404	709		709	305	75%
Total Supplies & Services	25,283	30,143	379	30,522	5,239	21%
Third Party Payments						
Outsourced Services	12,484	12,238		12,238	(246)	(2%)
Other Third Party Payments	2,901	2,567		2,567	(334)	(12%)
Partnership Payments	632	570		570	(62)	(10%)
Total Third Party Payments	16,017	15,375	0	15,375	(642)	(4%)
Capital Financing Costs						
Revenue Contribution to Capital	3,748	2,496		2,496	(1,252)	(33%)
Minimum Revenue Provision	2,079	2,149		2,149	70	3%
Debt Charges	1,190	884		884	(306)	(26%)
Total Capital Financing Costs	7,017	5,529	0	5,529	(1,488)	(21%)
Transfers to/from Reserves	(967)	(967)		(967)	0	0%
TOTAL EXPENDITURE	**310,392**	**318,900**	**473**	**319,373**	**8,981**	**3%**
INCOME						
Other Home Office Grants	(22,576)	(27,492)		(27,492)	(4,916)	22%
Sales, Fees & Charges	(8,741)	(11,130)		(11,130)	(2,389)	27%
PFI Grant	(7,229)	(7,229)		(7,229)	0	0%
Home Office Pension Fund Grant	(6,565)	(6,645)		(6,645)	(80)	1%
NDORS Income	(1,211)	(1,542)		(1,542)	(331)	27%
Local Partnership Funding	(1,144)	(1,451)		(1,451)	(307)	27%
Investment Interest	(400)	(1,358)		(1,358)	(958)	240%
TOTAL INCOME	**(47,866)**	**(56,847)**	**0**	**(56,847)**	**(8,981)**	**19%**
NET SERVICE COSTS	**262,526**	**262,053**	**473**	**262,526**	**0**	**0%**

Cheshire Constabulary

APPENDIX 3 – Budget Variance Trends

	Forecast Variance													
	May-25	FQR	Jul-25	Aug-25	MYR	Oct-25	Nov-25	TQR	Jan-26	Feb-26	Outturn	Movement From Prev Qtr	Main reasons for movement in the final quarter	Sparkline
Police Officer Pay	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Police Pay	(900)	(300)	(150)	(154)	0	100	250	300	350	350	488	188	Sustained higher-rank staffing and backfill costs, with payroll pressures building steadily to year-end.	
Police Officer Overtime	870	855	855	900	921	866	869	841	791	790	897	56	Slight increase driven by ongoing Q4 operational demand and overtime required to support staffing gaps.	
Total Police Officer Pay	(30)	555	705	746	921	966	1,119	1,141	1,141	1,140	1,385	244		
Crime														
Forensic Investigation	243	243	249	255	263	261	260	326	327	353	325	(1)		
Force Intelligence	(7)	(133)	(129)	(147)	(121)	(112)	(113)	(119)	(208)	(223)	(270)	(151)	Increased Counter Terrorism grant income	
Serious Organised Crime	56	152	159	148	113	115	122	85	88	86	28	(57)	Reduction in staff pay and software license costs in the final quarter.	
Major Investigations	(5)	(40)	5	9	16	22	25	33	36	50	91	58	Q4 increase in expert witness costs.	
Custodial Operations	273	280	235	236	230	230	232	280	281	289	276	(4)		
PVP	74	71	63	72	71	189	122	123	119	133	158	35		
Criminal Justice	195	230	253	243	187	171	143	147	152	155	141	(6)		
Total Crime	828	801	835	816	758	877	791	875	795	843	749	(126)		
Force Operations														
Local Policing	(104)	(40)	156	144	67	195	207	187	245	363	468	281	Sharp Q4 increase due to sustained demand-led kennelling costs accumulating late in the year.	
Public Contact	5	(23)	(14)	(29)	(114)	(53)	(136)	(112)	(112)	(96)	(108)	4		
Uniform Operations	260	268	270	237	231	98	(42)	(35)	(70)	(118)	(167)	(132)	Improved position reflects strong Q4 income from mutual aid and licensing offsetting underlying cost pressures.	
Roads and Crime	41	27	31	42	40	41	48	(22)	(21)	(67)	(25)	(3)		
Driver Offender (NDORS)	(541)	(541)	(541)	(585)	(592)	(592)	(416)	(303)	(21)	(21)	(137)	166	Reduced activity and deliver volumes in the final quarter.	
Information & Technology	115	69	69	0	(167)	(167)	(167)	(239)	(332)	(392)	(466)	(227)	Increased underspend reflects continued slippage of planned spend and lower contract costs into year-end.	
Fleet	626	563	563	341	301	238	235	254	75	47	(37)	(291)	Significant Q4 improvement driven by reduced collision, repair and parts costs alongside cost control measures.	
Information Management	18	3	(6)	(9)	(10)	(8)	(4)	(5)	(18)	(13)	(23)	(18)		
Total Force Operations	422	327	528	142	(244)	(248)	(275)	(275)	(253)	(297)	(496)	(221)		
Centrally Delivered Services														
Planning & Performance	(57)	(54)	(52)	(41)	(35)	(33)	(34)	(37)	(36)	(35)	(105)	(68)	Lower consultancy fees in Q4 than previously anticipated.	
Legal	439	583	583	693	638	639	546	460	403	374	380	(80)	Easing pressure on litigation budgets in the final quarter.	
Communications & Insight	74	78	88	99	103	98	104	97	98	97	96	(1)		
Command	39	8	10	(1)	6	8	17	2	3	1	12	10		
Finance	0	(45)	(44)	(43)	(58)	(92)	(88)	(86)	(85)	(87)	(78)	8		
Facilities	(232)	(232)	(232)	(222)	(222)	(218)	(348)	(346)	(347)	(340)	(18)	328	Q4 increase in spend reflects year-end catch-up on maintenance and delayed expenditure being incurred.	
People	530	617	633	531	503	318	397	376	297	179	16	(360)	Reduction in anticipated ill health retirements and injury on duty pensions/gratuities.	
Professional Standards	207	237	239	246	244	245	243	244	241	245	171	(73)	Reduction in professional fees and operation spend in the final quarter.	
Total Centrally Delivered Services	1,001	1,193	1,226	1,263	1,179	964	835	711	574	434	475	(237)		
Collaborations														
Collaborations	(74)	(74)	(54)	(46)	(110)	(110)	(110)	(236)	(244)	(244)	(334)	(98)	Improved position due to downward revision of partner charges following year-end reconciliations.	
Total Collaborations	(74)	(74)	(54)	(46)	(110)	(110)	(110)	(236)	(244)	(244)	(334)	(98)		
Contingency	0	0	0	0	0	0	0	0	(350)	(364)	(373)	(373)	Movement reflects unused contingency as no significant Q4 pressures materialised.	
Corporate Costs	(111)	(116)	(125)	(126)	(273)	(448)	(668)	(843)	(971)	(1,043)	(1,406)	(562)	Increased underspend driven by higher Q4 interest income and lower borrowing costs from cash management.	
TOTAL CONSTABULARY COSTS	**2,035**	**2,686**	**3,115**	**2,795**	**2,231**	**1,999**	**1,692**	**1,373**	**692**	**469**	**0**	**(1,373)**		
OPCC														
Office of PCC	0	0	0	0	0	0	0	0	0	0	(0)	(0)		
OPCC - Commissioning	0	0	0	0	0	0	0	0	0	0	(0)	(0)		
Total OPCC	0	0	0	0	0	0	0	0	0	0	(0)	(0)		
TOTAL SERVICE COSTS	**2,035**	**2,686**	**3,115**	**2,795**	**2,231**	**1,999**	**1,692**	**1,373**	**692**	**469**	**(0)**	**(1,373)**		

2025/26	2,035	2,686	3,115	2,795	2,231	1,999	1,692	1,373	692	469	(0)
2024/25		2,534	2,562	1,868	1,319	1,039	(8)	1	(415)	(598)	(987)
2023/24		746	1,100	1,050	(1,095)	(1,055)	(265)	0	(0)	(0)	0
2022/23		1,701	1,956	944	119	55	1,238	622	573	337	(148)

APPENDIX 4 – Provisional Capital Outturn 2025/26

DETAILS OF CAPITAL SCHEMES Capital Scheme	Financial Year	Revised Budget £000	2025/26 Out-turn £000	Total Slippage £000	Over/ - Under £000
Estates					
Estates Strategy - Crewe *	2025/26	4,903	2,931	1,971	(0)
Estates Essential Maintenance and Improvement Schemes	2025/26	100	101	0	1
Forensics Access restrictions	2025/26	30	8	22	0
Decarbonisation Measures *	2025/26	75	0	0	(75)
Refurbishment of HQ ground floor meeting spaces	2025/26	50	0	38	(12)
Estates Strategy - Northern Stations	2025/26	1,000	38	924	(39)
New Taser Range TTC	2025/26	150	153	0	3
IT					
Technology Refresh – Network, Servers, Laptop, Desktop	2025/26	1,080	1,071	9	(0)
Technology Refresh - Infrastructure (Servers/Network)	2025/26	225	122	103	0
Mitel Handset Replacement - Teams	2025/26	50	0	50	0
FCC Virtual Infrastructure Hardware	2025/26	800	389	0	(411)
Body Worn Video Isilon Expansion (Storage)	2025/26	0	0	0	0
Replacement of Body Worn Video (phased replacement)	2025/26	850	689	0	(161)
Technology Refresh – E-Forensics	2025/26	20	6	13	(0)
Fleet & Collaborations Vehicles					
Armed Alliance Vehicle Replacements	2025/26	600	543	57	0
Under Water Search Unit equipment	2025/26	52	184	47	179
Annual Vehicle Replacement Programme	2025/26	2,730	2,379	0	(352)
Workshop capital equipment	2025/26	119	66	352	299
Dogs Vehicle Replacements	2025/26	0	0	50	50
Total 2025/26 approvals		12,834	8,679	3,636	(518)
Multiple Year Schemes					
Estates					
Replacement Chiller Units - Blacon PS	2022/23	86	70	10	(6)
Blacon DHQ roof remedials	2024/25	50	93	0	43
Estates Strategy - Wilmslow	2023/24	713	740	4	30
Custody Suites Refurbishment project and AFI's	2024/25	508	559	0	51
Ref areas, welfare rooms – CSH, Arpley St, Runcorn (Phase 1)	2024/25	132	74	42	(16)
ABE suite at CSH	2024/25	30	0	30	0
IT					
Corporate Wifi Upgrade	2024/25	7	0	6	0
Digital Interview Recorders - replacement	2024/25	200	194	0	(6)
Technology Refresh – E-Forensics	2023/24	11	11	0	0
ANPR					
ANPR Cameras Motorways	2021/22	12	0	12	0
Cheshire EVOX ANPR Camera Refresh	2022/23	9	0	9	0
ANPR expanded capability match funding	2022/23	15	10	4	(0)
In-Car ANPR/Video Refresh - Cheshire Vehicles	2023/24	49	15	34	0
In-Car ANPR/Video Refresh - Alliance Vehicles	2023/24	61	0	30	(31)
ANPR Infrastructure - Home Office Funded	2023/24	344	322	22	(0)
Fleet & Collaborations Vehicles					
Under Water Search Unit equipment	Various	192	201	0	9
Annual Vehicle Replacement Programme	2023/24	95	95	0	0
Workshop capital equipment	2023/24	7	9	0	2
Vehicle key and building security	2024/25	63	12	0	(51)
Total Prior Year Approvals		2,583	2,405	204	26
Total Capital Programme 2025/26		**15,417**	**11,084**	**3,840**	**(493)**

Joint Management Board
Forward Plan - 2026/27

(updated 28 May 2026)

Date of Meeting	Room	Report Title	Part 2 Report	Cyclical Item	Lead Officer
1 April 2026	Teams	Management Decisions – 2026-01 Estates Strategy - Middlewich Northern Stations Capital – CSH Roof	No Yes Yes	No No No	Chief Executive Chief Executive Chief Executive
6 May 2026	HQ	**Meeting cancelled – 2 items moved to June meeting (see * below)**			
3 June 2026	Teams	Force Management Statement* AI Enablement Programme* Strategic Policing Requirement Provisional Financial Position Outturn 2025/26 Estates Strategy Progress Update Environmental Strategy Progress Update	Yes Yes Yes No Yes Yes	Annual No Annual Annual Biannual Biannual	Deputy Chief Constable ACC Deputy Chief Constable Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con)
1 July 2026	Teams	Treasury Management Outturn 2025/26 Utilisation of POCA Funding in 2025/26 Strategic Risk Register IT & Digital Strategy Progress Update People Strategy Progress Update	No Yes Yes Yes Yes	Annual Annual Yes (with JAAC) Annual Annual	Chief Finance Officer (Con) Chief Finance Officer (OPCC) Chief Legal Officer Chief Finance Officer (Con) Chief People Officer (Con)
5 August 2026	HQ	Financial Position 2026/27: First Quarter Review	No	Quarterly	Chief Finance Officer (Con)
2 September 2026	RTH	Procurement Strategy Progress Update Strategic Risk Register	Yes Yes	Annual Yes (with JAAC)	Chief Finance Officer (Con) Chief Legal Officer
7 October 2026	Teams	Modern Slavery Transparency Statement - 2026 Update Fleet Strategy Progress Update	Yes Yes	Annual Annual	Chief Legal Officer ACC
4 November 2026	HQ	Financial Position Report 2026/27: Mid-Year Review Treasury Management 2026/27: Mid-Year Review Medium-Term Financial Strategy – Mid-Year Review Strategic Risk Register	No No No Yes	Quarterly Quarterly Half-yearly Yes (with JAAC)	Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Legal Officer
2 December 2026	RTH				
13 January 2027	Teams	Review of the Scheme of Corporate Governance	No	Annual	Chief Executive
27 January 2027	HQ	Treasury Management Strategy 2026/27 Medium Term Financial Strategy 2027-2032	No No	Annual Annual	Chief Finance Officer (Con) Chief Finance Officer (Con)

		2027/28 Budget & Council Tax Precept Fees & Charges Handbook 2027 Financial Position 2025/26: Third Quarter Review Strategic Risk Register	No No No Yes	Annual Annual Annual Yes (with JAAC)	Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Legal Officer
3 March 2027	RTH	Financial Position 2026/27: Third Quarter Review Draft Internal Audit Plan for approval Fleet Strategy	No No No	Quarterly Annual No	Chief Finance Officer (Con) Chief Finance Officer (Con) ACC

TO BE CONFIRMED
• Asset Management Strategy

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

JOINT MANAGEMENT BOARD	
DECISION NO. 2026/17	**DATE: 3rd June 2026**

AI Enablement Programme Update

Executive Summary:

This paper provides an overview of the Outline Business Case (OBC) for the AI Enablement Programme which endorses progression to proof of concept, pilot and further development activity.

Recommendation: That

The Police & Crime Commissioner notes the AI Enablement Programme update.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

To allow progress to be made in the adoption and implementation of the AI programme.

Signature **Date 03.06.2026**

Dan Price

Police & Crime Commissioner

Signature **Date 03.06.2026**

Chief Constable

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The AI Enablement Programme has been established to support the responsible adoption of artificial intelligence and automation across Cheshire Constabulary. It aims to improve efficiency, quality, and service delivery while maintaining strong ethical, legal, and governance standards in an approach externally endorsed by the Home Office.

2. Early discovery activity has identified significant administrative burden, unintegrated systems, and data-heavy workflows across a range of departments, creating both operational risk and opportunity. The business case details a considered, incremental approach, prioritising higher-value, lower-risk opportunities including automated crime recording, transcription, and intelligence products, while continuing to explore enterprise-scale AI and integration platforms that support longer-term transformation.

3. The Outline Business Case (Appendix 1) represents the transition from discovery into product development and early delivery and ensures that the programme is aligned with organisational priorities, represents value for money, and is sufficiently robust to justify the allocated investment of time and resources. The paper provides supporting evidence of costs and benefits, risks and dependencies, and an options appraisal recognising that the purpose of these PoC and pilot developments is to obtain basic workable products from which costs and effectiveness can be established.

4. The Outline Business Case was approved in SCT Business on 27.04.2026 (Appendix 2) and work is commencing. For the avoidance of doubt, the original AI team of 1 x DCI, 2 x PMs, 2x Sgts is in place, and the OBC now requests an additional 2 Sgts or equivalents, and 2 scale 6 project officers to do the wider work.

5. Notably, the OBC represents a product development phase, deliberately chosen to:

    - Avoid early commitment to restrictive or costly supplier contracts
    - Maintain flexibility in a rapidly evolving AI and supplier market
    - Enable evidence-based decision making prior to full-scale investment

6. The key recommended solutions (as set out in Section 8 of the OBC) are positioned at the forefront of the programme and form the basis of the next phase of activity.

Financial Comments

7. Financial details are included within the Outline Business Case

Legal Comments

8. There is legal and commercial input to the AI programme governance. There are no legal comments/implications arising from the Business Case. Future legal risks will continue to be monitored and advice given as appropriate.

Equality Comments

9. Equality legislation must be considered at both the programme level and the individual project level when implementing AI technologies, to ensure the Force meets its legal obligations. At the programme level, equality considerations will be embedded into strategic planning and governance. Before any individual project is commissioned, an Equality Impact Assessment will be completed to assess potential impacts and ensure compliance

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.
Is there a Part 2 form – Yes If yes, for what reason: report contains restricted information relating to Commercial Interests, section 43 of the Freedom of Information Act 2000
Contact Officer: Susan Watkins, Senior Project Manager Email: susan.watkins@cheshire.police.uk

CHIEF OFFICER DECLARATION (Assistant Chief Constable, Bill Dutton):

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature Bill Dutton **Date:** **27.05.2026**

CHIEF EXECUTIVE DECLARATION (Damon Taylor):

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature Damon Taylor **Date:** **27.05.2026**

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

JOINT MANAGEMENT BOARD	
DECISION NO. 2025/19	**DATE: 3rd June 2026**

STRATEGIC POLICING REQUIREMENT

Executive Summary:

The Police & Crime Commissioner and Chief Constable have a duty to pay due regard to the Strategic Policing Requirement when carrying out their functions.

This paper sets out the Chief Constable's confirmation that the Constabulary has the necessary resources to meet its requirements during 2026/27.

Recommendation:

That the Police & Crime Commissioner notes the Constabulary's confirmation that it has the necessary resources to meet the Strategic Policing Requirement in 2026/27.

We have reached the following decision:

To note that the necessary resources are in place to meet the Statutory Policing requirement 2026/27

Our rationale for this decision is:

The report provides assurance in relation to Cheshire Constabulary's ability to meet the Strategic Policing Requirement in 2026/27 and fulfils the Commissioner's duty to pay due regard to the Strategic Policing Requirement.

Signature **Date 03.06.2026**

Police & Crime Commissioner

Signature **Date 03.06.2026**

Chief Constable

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

1. The Police Reform White Paper "*From local to national: a new model for policing*", published on the 26th of January 2026, proposed replacing the Strategic Policing Requirement (SPR) with the National Strategic Policing Priorities (NSPP). Until any such replacement comes into being, the SPR remains a statutory document and this report remains an annual governance requirement.

2. The Home Secretary issued the first Strategic Policing Requirement (SPR) in 2012 to ensure that when threats and harm to public safety assume national dimensions, the police can deliver an appropriately robust, national response.

3. The SPR was refreshed in March 2015 when the relevant threats were defined as Terrorism, Serious and Organised Crime (including cyber-crime), a national cyber security incident, Public Disorder, Civil Emergencies and Child Sexual Abuse.

4. The SPR was again reviewed in April 2023 when Violence Against Women & Girls (VAWG) was acknowledged and added as an additional national threat for the Strategic Policing Requirement 2023, in addition to the above six threats.

5. Whilst many threats can be tackled individually by forces, threats that are viewed as national require resources to be brought together from multiple police force areas in order to be countered efficiently and effectively.

6. This report to the Police and Crime Commissioner (PCC) on the SPR, is an annual report which enables the PCC to hold the Chief Constable to account and through which the PCC can consider his own duty to have regard to the SPR. The purpose of this report is to provide assurance about Cheshire Constabulary's ability to meet the SPR requirements and to identify any risk to maintain our ability to meet the requirements moving forward.

ISSUES FOR CONSIDERATION

7. Each section of the paper contained in part 2 has been completed by the officer currently in charge of that area of business.

FINANCIAL COMMENTS

8. The force capability to meet the Strategic Policing Requirement is already covered within the agreed budget for 2026/27.

LEGAL COMMENTS

9. Any legal implications where known have been detailed. The Home Secretary has a statutory duty to issue the Strategic Policing Requirement and the appropriate national policing capabilities needed to counter the national threats documented therein. Police and Crime Commissioners (PCCs) and Chief Constables are required to consider the SPR when exercising their functions.

EQUALITY COMMENTS

10. Any equality issues will be dealt with as they arise.

BACKGROUND DOCUMENTS

Document Titles
None

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.

Is there a Part 2 form - Yes

The information is confidential and not for publication because it involves the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the Section 31 Law Enforcement & Section 43 Commercial Interest.

Contact Officer: Daniel Gillett (Inspection and Assurance Manager)

Tel. No.: 01606 365924 Email: daniel.gillett@cheshire.police.uk

CHIEF OFFICER DECLARATION (Chief Constable – Mark Roberts):

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature **Date 28th May 2026**

CHIEF EXECUTIVE DECLARATION (Damon Taylor):

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature **Date 28th May 2026**

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

JOINT MANAGEMENT BOARD	
DECISION NO. 2026/20	**DATE: 03.06.2026**

Estates Strategy 2021-31 Update

Executive Summary:

This paper presents an update on the progress of the Estates Strategy 2021-31.

Recommendation:

That the Board note the contents of the update paper.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

Review of the Estates Strategy is part of my scrutiny of the Constabulary and enables me to check on progress against its objectives.

Signature **Date 03.06.2026**

Police & Crime Commissioner

Signature **Date 03.06.2026**

Chief Constable

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The revised Estates Strategy 2021-231 was approved by JMB on 5th November 2025.

2. The Estates Strategy has 4 Core Principles, namely a police estate that is:

   i. fit for the future

   ii. at the heart of and connected with our communities

   iii. promotes effective collaborative working

   iv. is economic, efficient and sustainable

3. These core principles are the heart of our Estates Strategy and our delivery milestones. We continue to deliver our Estates Strategy through a combination of regular maintenance and new projects. This paper provides an update on the progress against that strategy.

Building Projects

4. Within the last year we completed the building of a new Police Station at Wilmslow. This Police station is built to Passivehaus standards which assures its efficient energy usage and is the first such Police Station in the UK. The station is at the heart of the local community and was opened by children from St. John's CE Primary School.

5. In January 2026 we commenced the building of a new deployment base in Crewe which is designed to have a net zero carbon footprint. This building is currently forecast to be completed in Spring 2027. It is currently on budget and on target to deliver its designed objectives. It will provide the Constabulary with the ability to rapidly deploy resources across the East of Cheshire and improve our service to the public.

6. In response to the development and issue of a new model of taser, we have built a new taser range within the Tactical Training Centre (TTC) that will enable the Constabulary to be one of the first Forces in the country to fully utilise the new taser.

Collaboration

7. We are continuing to operate the Armed Alliance with North Wales Police from our estate and to utilise the TTC with other law enforcement organisations.

8. We continue to share facilities with partners in the Probation Service and Cheshire Fire and Rescue Services.

Energy Efficiency

9. The Constabulary is locked in to a fixed price energy contract however, we are cognisant of the increases in the cost of energy. We are therefore exploring options for improved use of solar energy across the estate that will reduce our energy costs in the long term. This will include options at HQ with our FM provider BAM to install an array of PV solar panels. We are also exploring options to build a small solar farm at the rear of our TTC. We are also reviewing all other buildings across the estate for their current usage of solar panels and potential future usage of solar panels with battery storage options.

EV Requirements

10. We are reviewing all our buildings across our estate for their suitability to instal EV charging points. This will help us to understand our capacity for charging vehicles and will link to our review of solar panels and our Fleet Strategy.

11. The design of our EV charging capacity at our new deployment base at Crewe will include a combination of rapid chargers and slower time chargers to ensure we maximise the availability of vehicles and use of the charging points. It will give us flexibility across our Crewe based EV fleet whilst reducing the use of fuel.

Maintenance

12. Maintenance and upgrades continue across the estate. Our 9 LPU buildings and our 3 custody suites have all had upgrades to their rest rooms and their wellbeing rooms within the last 12 months. Similar upgrades to our other police stations are planned over the next 12 months.

Financial Comments

13. Work continues in line with budgets agreed for 2026-27 as agreed by the Joint Management Board on 28 January 2026.

Legal Comments & Commercial Comments

14. There are no specific Legal implications associated with this update.

HR Comments

15. There are no specific HR implications associated with this update**.**

Equality Comments

16. There are no specific equality comments associated with this update.

Public access to information Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.
Is there a Part 2 form – No *If yes, for what reason: the report contains restricted information relating to Law Enforcement, section 31 and Commercial Interest, section 43 of the Freedom of Information Act 2000.*
Contact Officer: Bill Malloy – Chief Finance Officer (Constabulary) Email: william.malloy@cheshire.police.uk

CHIEF OFFICER DECLARATION – Chief Finance Officer (Constabulary): *I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.* **Signature** Bill Malloy **Date: 03.06.2026**

CHIEF EXECUTIVE DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Damian Taylor

Signature **Date: 03.06.2026**

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

JOINT MANAGEMENT BOARD	
DECISION NO. 2026/21	**DATE: 03.06.2026**

Environmental Strategy 2021-31 Update

Executive Summary:

This paper presents an update on the progress of the Environmental Strategy 2021-31.

Recommendation:

That the Board note the contents of the paper, providing constructive feedback as to performance and direction.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

Reviewing the strategies on a biannual basis is part of my scrutiny function and ensures tracking of progress on environmental matters

Signature **Date 03.06.2026**

Police & Crime Commissioner

Signature **Date 03.06.2026**

Chief Constable

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The revised Environmental Strategy 2021-2031 was approved by JMB on 5th November 2025.

2. The Environmental Strategy has 5 Key Objectives:

   a) Provide buildings that are energy efficient

   b) Reduce the fuel used by our fleet, cut emissions and costs

   c) Reduce business travel mileage

   d) Reduce Waste and improve recycling rates

   e) Use purchasing power to drive environmental and social benefits

3. These key objectives are being progressed through a combination of specific projects and metrics which are reported on an annual basis. This paper provides an update on the progress against the Estates Strategy

Key Objective 1 - Provide buildings that are energy efficient

4. Within the last year we completed the building of a new Police Station at Wilmslow to Passivhaus standards which assures its efficient energy usage.

5. In January 2026 we commenced the building of a new deployment base in Crewe which is designed to have a net zero carbon footprint. This building is currently forecast to be built on schedule, on budget and on target to deliver its designed objectives.

6. We are currently exploring options at HQ with our FM provider BAM to install an array of PV solar panels.

7. We are also exploring options to build a small solar farm at the rear of our Tactical Training Centre. We will be considering options to utilise battery storage and potentially linking with the BAM array at HQ to reduce running costs in the long term.

8. We are reviewing all our buildings across our estate for their current usage of solar panels and potential future usage of solar panels to consider both feed-in tariffs and battery storage options.

9. Some of our buildings have areas of grass which are maintained by an external contractor. We are currently reviewing these areas across our estate to introduce more wild flowers and grasses.

10. We are continuing to monitor the use of energy and fuel types across the estate, and a statement will be produced to be included in our annual report.

Key Objective 2 - Reduce the fuel used by our fleet, cut emissions and costs

11. We continue to use telematics and monitor the use of fuel across our fleet. An annual statement will be produced to be included in our annual report.

12. We continue to engage with national developments of EV’s in policing and we are increasing the numbers of EV’s being used across our fleet.

13. We are reviewing all our buildings across our estate for their suitability to instal EV charging points. This will help us to understand our capacity for charging vehicles and will link to our review of solar panels.

14. The design of our EV charging capacity at our new deployment base at Crewe has been reviewed and upgraded in light of developing technologies for both charging points and vehicle batteries.

Key Objective 3 - Reduce business travel mileage

15. Business travel mileage is monitored across the Constabulary and will be reported in our annual report.

16. We continue to make use of agile working practices with the majority of staff now being issued with laptops that enable collaborative working and reduce the requirement to travel across the county.

17. With Microsoft Teams fully rolled out, we continue to update the platform and update equipment in meeting rooms across the Constabulary to enable virtual meetings and online briefings.

Key Objective 4 - Reduce waste and improve recycling rates

18. Waste recycling contracts are in place at all of our LPU buildings and we continue to monitor performance of these contracts.

19. Specialist contracts have been agreed for the removal of specific items of waste which are particularly hazardous such as NO_2 and other seized items.

20. Metrics for our recycling will be included in our annual report.

Key Objective 5 - Use purchasing power to drive environmental and social benefits

21. The Constabulary uses environmental, sustainability and social value factors in our procurement decisions.

22. The use of Blue Light contracts and Government frameworks have environmental and social benefits built in to their baseline considerations for all suppliers.

23. As we approach the end of the HQ PFI contract we are preparing a handover plan that includes the environmental and social value factors.

Financial Comments

24. Work continues in line with budgets agreed for 2026-27 as agreed by the Joint Management Board on 28 January 2026.

Legal Comments & Commercial Comments

25. There are no specific Legal implications associated with this update.

HR Comments

26. There are no specific HR implications associated with this update.

Equality Comments

27. There are no specific equality comments associated with this update.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.

Is there a Part 2 form – No

If yes, for what reason: the report contains restricted information relating to Law Enforcement, section 31 and Commercial Interest, section 43 of the Freedom of Information Act 2000.

Contact Officer: Bill Malloy – Chief Finance Officer (Constabulary)

Email: william.malloy@cheshire.police.uk

CHIEF OFFICER DECLARATION – Chief Finance Officer (Constabulary):

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature Bill Malloy **Date: 03.06.2026**

CHIEF EXECUTIVE DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Damian Taylor

Signature **Date: 03.06.2026**