# JOINT MANAGEMENT BOARD

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

**DATE:** **Wednesday 5 November 2025**

**TIME:** **10.00am**

**VENUE:** **Conf Room 9, Cheshire Constabulary HQ, Clemonds Hey, Oakmere Road, Winsford CW7 2UA**

Any member of the public who wishes to observe this meeting is asked to register their interest no later than midday on Tuesday 4 November 2025 via email pcc@cheshire-pcc.gov.uk

***AGENDA***



***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** | |
|---|---|---|
| *Strategic Risk Register* | *(31)* | *Law Enforcement* |
| | *(43)* | *Commercial Interests* |
| *Estates Strategy Update* | *(22)* | *Information intended for future publication* |
| | *(43)* | *Commercial Interests* |
| *Environmental Strategy Update* | *(22)* | *Information intended for future publication* |
| *IT & Digital Strategy Update* | *(22)* | *Information intended for future publication* |
| | *(43)* | *Commercial Interests* |
| *People Strategy Update* | *(22)* | *Information intended for future publication* |
| *Procurement Strategy Update* | *(22)* | *Information intended for future publication* |
| | *(43)* | *Commercial Interests* |
| *Joint Management Board Action Log* | *(31)* | *Law Enforcement* |
| | *(43)* | *Commercial Interests* |

| | | |
|---|---|---|
| **8** | **Strategic Risk Register (Part 2)** | **-** |
| **9** | **Estates Strategy Update** | **-** |
| **10** | **Environmental Strategy Update** | **-** |
| **11** | **IT & Digital Strategy Update** | **-** |
| **12** | **People Strategy Update** | **-** |
| **13** | **Procurement Strategy Update** | **-** |
| **14** | **Joint Management Board Action Log** | **-** |

**For further information about this agenda, please contact:**
**The Office of the Police & Crime Commissioner on 01606 364000**

# JOINT MANAGEMENT BOARD

Notes of the Joint Management Board held on Wednesday 1 October 2025 which was held online.

| | |
|---|---|
| **PRESENT:** | Dan Price, Police and Crime Commissioner (PCC)<br>Mark Roberts, Chief Constable (CC) |
| | <u>Cheshire Police and Crime Commissioner</u><br>D Taylor, Chief Executive<br>C Hodgson, Chief Finance Officer<br>A Murphy, Governance Officer |
| | <u>Cheshire Constabulary</u><br>D Bryan, Chief Legal Officer<br>B Malloy, Chief Finance Officer |

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

***Part 1 - Public items***

**1. Minutes of meeting held on Wednesday 10 September 2025**

The minutes of the meeting held on Wednesday 10 September 2025 were approved.

**2. Modern Slavery Transparency Statement – 2025 Update**

The Modern Slavery Transparency statement was presented for consideration and approval. The Chief Legal Officer explained that the statement sets out the steps the Constabulary has taken to prevent modern slavery in their business and supply chains pursuant to the Modern Slavery Act 2015.

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

(i) That the Modern Slavery Transparency Statement 2025 be approved and published on the Constabulary and Commissioner's websites.

The rationale of this decision is to meet statutory requirements on all businesses and organisations, and the statement's alignment to the Police and Crime Plan.

## 3. Joint Management Board Forward Plan

The Joint Management Board Forward Plan was noted with a suggestion that strategies be moved to before Christmas. It was also agreed that the review of the strategy documents is not a one-time opportunity and that they can be visited at any time in the year for updates and key achievements.

### *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** | |
|---|---|---|
| *Joint Management Board Action Log* | *(31)* | *Law Enforcement* |

## 4. Joint Management Board Action Log

The Joint Management Board Action Log was noted.

*The meeting commenced at 10.00am and concluded at 10.10am.*

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| | |
|---|---|
| **JOINT MANAGEMENT BOARD** | |
| **DECISION NOs. 2025/07 and 2025/08** | **DATE: Wednesday 5 November 2025** |

**MANAGEMENT DECISIONS**

**Executive Summary:**
Outside of recent Joint Management Board meetings, two Management Decisions have been approved by the Police & Crime Commissioner (in advance of the Joint Management Board scheduled for Wednesday 5th November 2025).

Management Decision
*2025-07 Crewe Police Station Construction*

A paper was presented to the Commissioner and subsequently approved on 14 October 2025, outside of the formal Joint Management Board. The Commissioner was advised that the approval of a new budget and signing of the contract would enable the commencement of work on the modern, fit-for-purpose deployment base at Crewe following the granting of planning permission.

Management Decision
*2025-08 Aftercare Contract for Victims of Rape and Sexual Abuse*

A commissioning briefing document recommending the underwriting of this service for one year was presented to the Commissioner and subsequently approved on 8 September 2025. The Commissioner was advised that the existing contract is due to expire on 31/03/2026, currently with multi-agency funding, and necessary forward funding would be pursued.

**Recommendation:**

That the Police & Crime Commissioner and the Chief Constable note the Management Decisions (*Crewe Police Station Construction and Aftercare Contract*) previously approved outside of the formal Joint Management Board.

**Our rationale for this decision is:**

The noting of previous Management Decisions at Joint Management Board supports our commitment to openness and transparency of decisions that are of significant public interest regarding policing, crime and community safety in Cheshire.

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

| JOINT MANAGEMENT BOARD / MANAGEMENT DECISON | |
|---|---|
| **DECISION NO. 2025/07** | **DATE: 14/10/2025** |

**CREWE POLICE STATION CONSTRUCTION**

**Executive Summary:**

Costs for the build of a new Police Station in Crewe were approved at a total of £14.23m based on initial estimates in 2022.

With significant inflationary rises since 2022 and fully detailed plans now drawn up with planning permission granted, the estimated budget required is £16.5m

This paper seeks approval to increase the budget to £16.5m and sign the contract to build the new Crewe Police station.

**Recommendation:**

1) That a new budget of £16.5m is set for the build of the new Police Station at Crewe.
2) Approval for the construction contract of up to £14.5m.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

The approval of a new budget and signing of the construction contract will enable the commencement of work on the modern, fot-for-purpose deployment base at Crewe following the granting of planning permission. This is in line with the modernisation pillar of my Police and Crime Plan 2024-2028.

**Signature** **Date 14/10/2025**

**Police & Crime Commissioner**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The budget for the build of a new police station at Crewe was initially estimated at £8.5m in 2022. It was subsequently agreed in 2023 that the budget needed to be increased by £5.7m to £14.23m given the requirement to purchase land and significant inflationary pressures on building materials.

2. The land for the new police station has now been purchased at a cost of £1.6m

3. Planning permission for the new station was granted on 23 July 2025 with the Decision Notice issued on 22 September 2025 containing a number of "pre-commencement" terms. A copy of the Decision Notice is annexed to this paper.

4. Design work to meet the pre-commencement terms is now complete and the contract to build to the final design has been drafted.

**Issues for consideration**

5. The increase in costs of the project since its inception are due to a number of key factors:

    a. The initial budget of £14.23m was based on an outline design, not a detailed design.

    b. The detailed design includes specific measures that will reduce the environmental impact and will make the building more cost-effective to maintain

    c. A number of changes had to be incorporated into the detail design to meet the pre-commencement conditions including the requirement for a pumping station to manage water run-off.

    d. With costs increasing due to design requirements and inflation impacting cost of materials, we carried out a value engineering review and tweaked the design to reduce some costs. This included simplifying the vehicle entrance and exit routes and the car-park layout.

**Financial Comments**

6. With the new detailed design in place which has been value engineered, the budget figures are as follows:

    **a.** Land cost: £1.6m
    **b.** Build cost: £14.5m
    **c.** Fit-out: £0.4m
    **d.** Total budget: £16.5m

7. The build of the new Police Station at Crewe is in line with the Capital Strategy 2025-2030. Funding for the additional budget has been assessed against our treasury management plans and is within the parameters of our prudential indicators. An updated Medium Term Financial Strategy will be presented to the Joint Management Board following the Priority Based Budgeting exercise on 26 January 2026 and will include an updated Capital Programme.

8. The budget will be managed within the Estates team and will be monitored on a monthly basis.

**Legal Comments**

9. Legal & Commercial are sighted on the contract and aware of contractual requirements.

**HR Comments**

10. There are no People comments associated with this report.

**Equality Comments**

11. There are no specific equality implications to this report.

| |
|---|
| **Public access to information**<br><br>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<br><br>Tel. No.: 07879470810 Email: William.malloy@cheshire.police.uk |

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|---|
| **CHIEF EXECUTIVE DECLARATION (Damon Taylor):**<br><br>*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.*<br><br>**Signature** R.D. Taylor **Date: 14/10/2025** |

For approval.

Saved in

**Dan Price**
**Cheshire Police & Crime Commissioner**

**Commissioning Briefing Document**

| | |
|---|---|
| **Date** | 2nd September 2025 |
| **Classification** | Aftercare Contract (CPA/SPU/1315) for Victims of Rape and Sexual Abuse |
| **Purpose** | To brief PCC around contract position for decision on how to proceed. |
| **Author** | Head of Commissioning and Partnerships |

**Subject Matter**

The existing Aftercare Contract for victims of rape and sexual abuse (CPA/SPU/1315) is due to expire on 31st March 2026 and a decision is required on the route to procure a new contracted service.

**Briefing**

For many years Cheshire has an Aftercare Contract in place to service the needs of Rape and Sexual Abuse; this contract has been available pan Cheshire. Over the years the means by which this contract has been funded has changed but consistently has been supported through funding from the NHS, the 4 Local authority areas and the PCC.

The current contract is funded as follows:

NHS England £200,000
PCC £115,000
Cheshire East £71,000
Cheshire West £68,000
Warrington £41,000
Halton £30,000

This contract expires on the 31st March 2026 and is due to be recommissioned. That tender process usually takes around 12 months for a contract of this size. Ahead of this process a needs assessment for the future service has been undertaken. Unfortunately, the process has been delayed due to funding issues.

To date the PCC and the 4 Local Authorities have agreed funding contributions for 26/27 in line with existing contributions (above). However, at this time there is no commitment by NHS England; the reasons for which have become apparent as a consequence of the recent announcement that the organisation will shortly cease to exist; this urgent issue has been escalated regionally and nationally but has resulted in no commitment. Accordingly, as things stand, we have a funding gap of £200k for this service for 26/27 and future years which means we cannot recommission this service without an adequate budget.

As things stand, we are not in a position to retender the service, but we are able to take advantage of emergency procedures under procurement rules that are designed to cater for situations like this to procure a service out of contract for a 12-month period. (For simplicity purposes I will avoid the detail around how this can be achieved within this report but suffice to say it can be done and indeed has been utilised in the past). However, to proceed we would effectively need to underwrite the £200k gap for 26/27.

For clarity NHS England have not refused to fund the £200k for 26/27; more that they are unable to commit any budgets due to their imminent demise and the subsequent lack of clarity around where such budgets will move to. It is likely we could anticipate a future (different) area of the NHS to hold this budget and be able to fund our service. It would be surprising if under existing national VAWG commitments these funds were not honoured; but now, we simply do not have that clarity. So, in short, we need a commitment to cover a potential £200k funding gap. This in turn will provide is with 12 months certainty of service and provide time to undertake a fuller procurement exercise for a future service from a more informed position.

The risk of course here is if the £200k commitment does not manifest in a continuance of funding from health long term, that would necessitate a service redesign. In the short term if we are forced to cover this commitment, I hope to be able to do so using existing funding streams and reducing/streamlining other services (detail available if required).

**Recommendations**

PCC to approve the underwriting of £200k commitment to this service for one year.

**Next Steps**

- Continue to pursue Health colleagues and Ministry of Justice to identify necessary forward funding.
- If agreed agree one year contract through identified process.

Date 08 SEPT 2025

Signed

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| **DECISION NO. 2025/24** | **DATE: 5 November 2025** |

**FINANCIAL POSITION REPORT 2025/26: MID YEAR REVIEW**

**Executive Summary:**
The purpose of this report is to 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%).

**Recommendations:**

1. the forecast revenue and capital outturn positions be noted

We have reached the following decision:

To note the current financial position at mid year.

Our rationale for this decision is:

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.

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**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 forecast financial position for 2025/26 as at the end of September 2025. In addition, the report will provide details of performance against the agreed financial health targets.

2. Full details are included in the attached report.

Financial Position
Report 2025-26 Mid

**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**<br>*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)<br><br>Tel. No.: 07879 470810 Email: william.malloy@cheshire.police.uk |

| **CHIEF OFFICER DECLARATION (Chief Finance Officer – Bill Malloy):**<br><br>*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.*<br><br>**Signature** **Date 5 November 2025** |
| --- |

**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** C Hodgson **Date 5 November 2025**

Joint Management Board

# Financial Position Report Mid-Year Review 2025-26

Finance

23 October 2025

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

At the end of September 2025, there is a forecast revenue overspend of £2.2m (0.85%).

Capital expenditure is forecast at £11.4m against an approved budget of £15.4m. This includes a forecast underspend of £0.2m. There is forecast slippage of £3.8m which mainly relates to reprofiling the timing of anticipated expenditure in respect of the Estates Strategy for Crewe Police Station and the Northern Stations. The capital expenditure financial health target is that outturn should not vary from the Capital Programme by more than 20%. The current forecast is above this at 26% however if the Estates Strategy schemes were discounted, the general capital programme would show a variance to budget of 4% which is well within the financial health target.

# REVENUE

The forecast outturn at the end of September 2025 is an overspend of £2.2m, which is 0.85% of the net budget. These calculations include the impact of the confirmed pay award from 1st September 2025 of 4.2% for officers, with the same uplift assumed for staff. Although additional funding is expected from the Home Office, the exact amount is not yet known. However, estimates suggest that there should be sufficient to cover the increased cost of the pay award from the initial 2.8% budgeted for both officers and staff this year. A summary of the current budget, funding and forecast outturn is shown in Table 1.

**Table 1: Summary Provisional Revenue Outturn 2025/26**

| | Revised Budget | Forecast Outturn | Variance (under)/over | |
|---|---|---|---|---|
| | £'000 | £'000 | £'000 | % |
| Constabulary | 264,699 | 267,202 | 2,503 | 0.95% |
| Corporate Costs | (4,744) | (5,017) | (273) | 5.76% |
| OPCC | 1,324 | 1,324 | (0) | 0.00% |
| Commissioning | 1,247 | 1,247 | 0 | 0.00% |
| **Net Budget** | 262,526 | 264,757 | 2,231 | 0.85% |
| | | | | |
| Funding: | | | | |
| Government grant | (150,680) | (150,680) | 0 | |
| Council tax (precept) | (111,846) | (111,846) | 0 | |
| **Funding** | (262,526) | (262,526) | 0 | |
| **Total net (under)/overspend** | | | 2,231 | |

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 also provided at Appendix 2.

## Forecast Analysis

The following charts analyse the forecast position by Directorate (Chart 1) and by key departmental variances (Chart 2).

**Chart 1: Key Variances by Directorate**

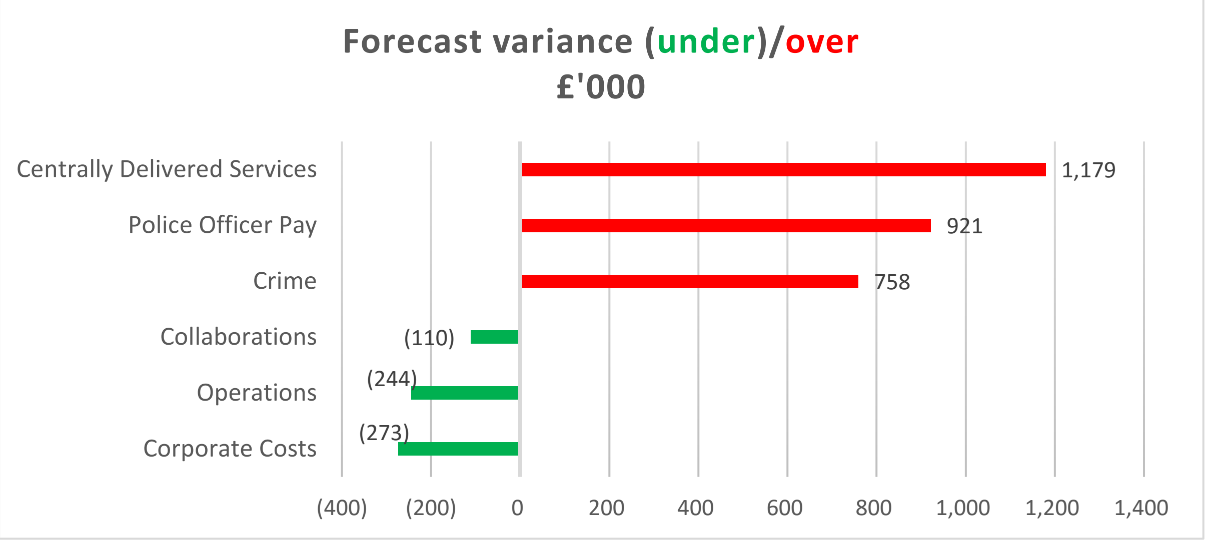
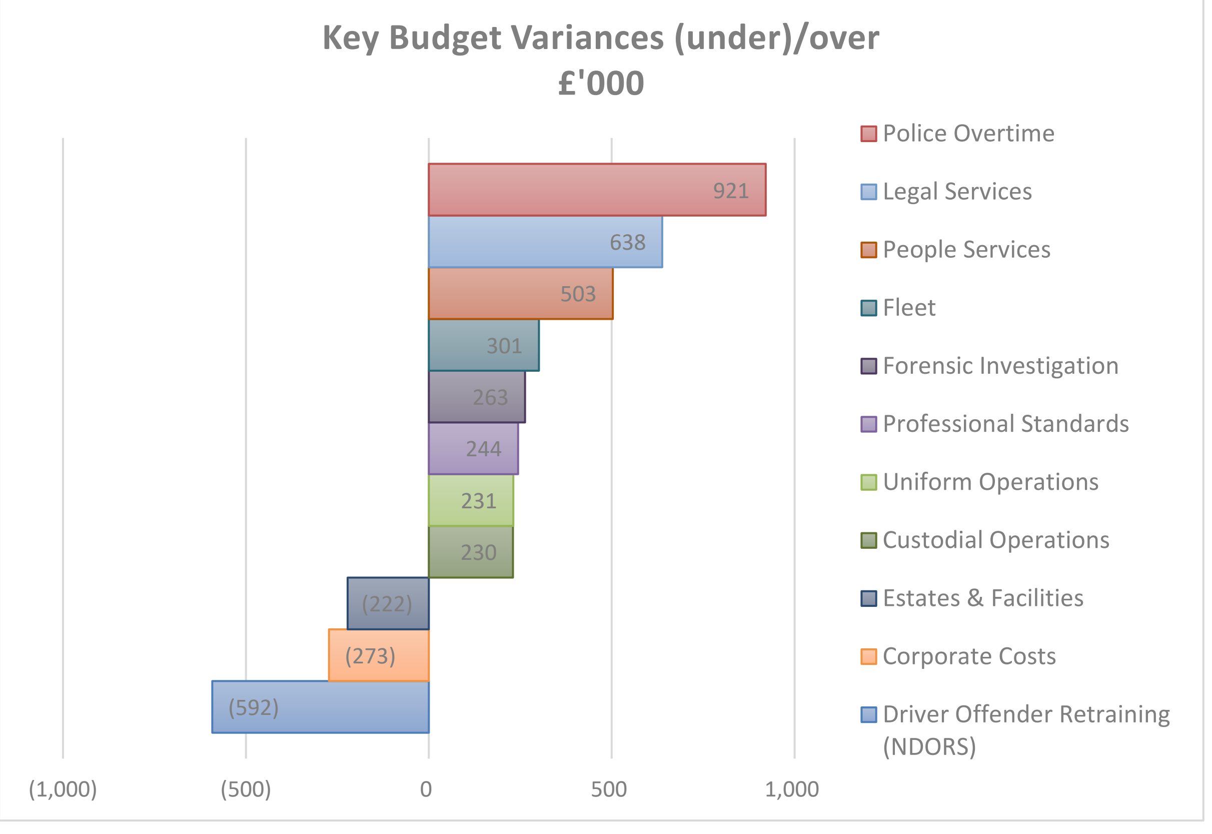



**Chart 2: Key Variances by Department**



The main reasons for budget variances in Chart 2 are outlined in Table 2.

**Table 2: Key Budget Variance Explanations**

| Department | Variance (under)/over £'000 | Explanation |
|---|---|---|
| Police Overtime | 921 | Average monthly overspend is running at around £80k per month. |
| Legal Services | 638 | Court fees and legal costs associated with defending litigation. |
| People Services | 503 | Ill health Lump Sums and Injury on Duty budgets not in line with the current approved spending plans |
| Fleet | 301 | Insurance claims against the Constabulary and increased cost/demand for spare parts. |
| Forensics | 263 | Delay in the Regional Toxicology Facility going live. |
| Professional Standards | 244 | Temporary posts required to meet the continued high demand on the department. |
| Uniform Operations | 231 | Unbudgeted equipment costs for the T10 taser project and staff pay vacancy factor not anticipated to be achieved. |
| Custodial Operations | 230 | Unachieved staff pay vacancy factor due to maintaining establishment of Detention Officers to maximise Neighbourhood Policing Grant funding. |
| Estates & Facilities | (222) | Lower utility costs and underspend on PFI business rates. |
| Corporate Costs | (273) | Interest earned on investments |
| NDORS | (592) | Level of additional income anticipated based on current enforcement levels. |
| Total | 2,244 | |

# Movement since Quarter 1

Overall, there is a reduction in the overspend of £0.5m since the first quarter review. The more significant movements are explained in the following areas:

## Police Officer Pay

There is a reduction of £300k in the underspend reported at first quarter with a balanced budget now forecast. This is due to fewer leavers than previously anticipated and changes to the rank profile. The profile of starters and leavers is closely monitored to ensure that the establishment meets the required targets to maximise funding from both the National Uplift Programme and Neighbourhood Policing grant.

## Local Policing

The latest forecast is an overspend of £67k which is a movement of £107k from the £40k underspend reported at first quarter. This is mainly due to lower PCSO leavers than previously forecast together with rising kennel costs (forecast £400k), although grant funding has been received from DEFRA relating to last financial year. Further funding is not anticipated.

## Public Contact

The underspend reported at first quarter has increased by £91k to a revised £114k. This is due to staff turnover and reduced overtime working as a result of demand profiling which has proven key to managing overtime requirements and subsequently reducing expenditure.

## Information & Technology

There is a favourable movement in the £69k overspend reported at first quarter, which is now a forecast underspend of £167k. This is due to lower contract prices compared to earlier estimates together with grant funding allocated to some of the staffing costs.

## Fleet

The overspend reported at first quarter has reduced by £262k to a revised £301k. This is partly due to reduced collisions and associated repair costs, together with a large insurance income settlement and lower staff costs due to vacancies.

## People Services

There is a reduction of £114k in the overspend reported at first quarter to a revised £503k. This is predominantly due to a revised forecast for ill health retirement costs, offset by the purchase of tasers which has been necessary due to Home Office delays in approving the new T10 devices.

## Corporate Costs

Additional investment interest earned in the last quarter has increased the forecast underspend from £116k to a revised £273k.

## Contingency

The two elements of the Contingency budget, central and operational, total £563k. Only 19% of this has been committed to date. It is currently assumed that both contingencies will be utilised in full, thereby allowing for unforeseen circumstances that may arise during the latter half of the year.

# CAPITAL

## Capital Programme

The capital programme is outlined in Table 3.

**Table 3: Capital Programme 2025/26**

| | £000 | |
|---|---|---|
| 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 – year to date total | 292 | (ii) |
| **Revised Capital Budget 2025/26** | **15,421** | |
| Forecast Slippage | (3,838) | (iii) |
| Forecast over/(underspend) | (232) | (iv) |
| **Capital Programme to be funded 2025/26** | **11,351** | (i) |

(i) The forecast capital programme to be funded for 2025/26 is £11.4m. Total slippage brought forward from 2025/26 of £3.6m was 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 has increased by £0.05m since the first quarter from £0.242m to £0.292m which relates to:

a. A contribution from the Estates revenue budget towards the cost of replacing the roof at Northwich Police Station which is part of the Estates Essential Maintenance scheme.

(iii) Slippage has increased since the first quarter by £0.438m, from £3.4m to £3.8m. There is a further £0.3m on the works on the Northern Stations plus £0.138m across several smaller schemes.

(iv) At Mid-year there is a forecast underspend of £0.232m. The net underspend of £0.319m since first quarter relates mainly to the IT Scheme Force Control Centre (FCC) Hardware with an underspend of £0.412m (see detail below). There is an overspend on the Underwater Search Unit (UWSU) of £0.061m. This is largely due to bringing forward the purchase of a vehicle from 2026/27 and is funded from the UWSU reserve. The remaining balance of £.032m relates to small changes on other schemes.

Full breakdown is included at Appendix 3.

# Capital Expenditure

At the end of September, £5.0m has been spent. The main areas of spend are £2.3m relating to annual Fleet Vehicle replacement, £1.4m Estates Schemes and £1.3m for IT schemes. Progress on the key/larger schemes is explained below.

## Estates Strategy – Wilmslow Police Station

The new station is now complete and occupied. There is an estimated spend of £0.725m for 2025/26 and slippage of £0.034m into 2026/27 for final retentions giving a small additional overspend of £0.046m.

## Estates Strategy – Crewe Police Station

There is a budget of £4.9m in 2025/26. The planning application has been approved and it is hoped to commence work in November 2025, although it is expected that £2.9m will slip into 2026/27 with the majority of the build costs being 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 first tranche of work will be at Arpley Street. There will be estimated slippage of £0.8m into 2026/27, with all the works being completed by the end of 2026/27.

## Custody Works

There is a budget of £0.508m in 2025/26 to complete the upgrade of the Custody Desks. Work was completed at the final Suite – Runcorn - in April 2025. There is an estimated final spend in 2025/26 of £0.570m, an overspend of £0.07m. There is £0.01m slippage into 2026/27 for final retentions.

## Fleet Vehicle Replacement Programme

Slippage of £0.1m from 2024/25 had been spent at first quarter.  There is a 2025/26 budget of £2.664m (including £0.1m for dog vans) of which £1.732m has been spent at mid-year. The balance of the budget is expected to be spent before 31 March 2026.

## Technology Refresh

There is budget of £1.1m to cover 3-year replacement of devices. The bulk of the equipment has been delivered with a spend of £0.885m to date.

## Replacement of Body Worn Video

There is a budget of £0.85m to replace the current fleet of body-worn video (BWV) cameras which have now passed their 6-year lifespan. The new cameras have been delivered and will be rolled out shortly.

## Force Communication Centre (FCC) Virtual Infrastructure Hardware

The FCC Virtual Infrastructure hardware, which is essential for running all the FCC servers at both HQ and Warrington has reached the end of its supportable life. There is a budget of £0.8m for replacement which is now largely complete. There is an underspend of £0.412m against budget for the element which relates to ongoing support costs which are already funded within revenue.

# Capital Financing

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

**Table 4: Capital Financing**

| | **£000** | |
|---|---:|---|
| Capital Receipts | 1,509 | |
| General Grant | 0 | |
| Specific Grant | 12 | |
| Revenue Contributions | 3,748 | |
| HQ IT Reserve | 294 | |
| Additional contributions (Internal & External) | 2,155 | |
| UWSU Reserve | 193 | |
| Borrowing | 3,440 | (i) |
| **Total** | **11,351** | |

(i) Although £3.4m 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 mid-year Treasury update is covered by a separate paper on the Management Board Agenda.

# RESERVES

The Reserves Strategy 2025/26 was approved as part of the Medium-Term Finance Strategy on 29 January 2025. Table 5 below shows the forecast year-end balances based on the impact of the capital financing proposals in Table 4.

**Table 5: Revenue and Capital Reserves**

| | 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 | (86) | 2,995 |
| **Earmarked Revenue Reserves** | | | |
| Carry Forward Reserve | 2,071 | (2,071) | 0 |
| Redundancy Reserve | 0 | 0 | 0 |
| POCA Reserve | 703 | (367) | 336 |
| Hardship Loan Reserve | 50 | (25) | 25 |
| Major Investigations Reserve | 1,181 | 300 | 1,481 |
| Estates Strategy Reserve | 500 | 0 | 500 |
| Road Safety Initiatives Reserve | 348 | (100) | 248 |
| Council Tax Deficit Reserve | 769 | (73) | 696 |
| Pay and Pension Reserve | 301 | (101) | 200 |
| Commissioning Reserve | 527 | (250) | 277 |
| IT Reserve | 291 | (291) | 0 |
| **Earmarked Capital Reserves** | | | |
| Revenue Reserve for Capital Expenditure | 1,578 | (1,578) | 0 |
| ESN Reserve | 226 | 0 | 226 |
| Capital Receipts | 112 | (112) | 0 |
| **Total Cheshire Reserves** | **17,511** | **(4,754)** | **12,757** |

One of the financial health targets requires the level of general reserves, after allowing for potential financial risks, to be maintained at no lower than 3% of the net budget. The current net budget is £262.5m and general reserves are forecast to be at £8.8m by the year end equating to 3.3%.

As lead force, Cheshire holds several Collaboration Reserves on behalf of partner forces for which Cheshire has a share in line with the relevant collaboration agreements. The Collaboration Reserves held by Cheshire equate to approximately 10% 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) | 931 |
| Armed Police Alliance | 355 |
| North-West Armed Police | 30 |
| Cheshire Resilience Forum | 36 |
| **Total** | 1,352 |

# 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 on 30 September 2025 is shown in Table 7.

**Table 7: Outstanding Invoiced Debt**

| | **£000** |
|---|---:|
| Within 1 Month | 62 |
| Within 1 to 2 Months | 17 |
| 2 Months or more | 226 |
| Other Public Sector | 278 |
| Collaborations | 0 |
| **Total Invoiced Debt** | **583** |

The Constabulary collected 85% of debt within one month during the second quarter. Debt is regularly monitored, with any outstanding debt pursued. Where appropriate, payment plans are put in place to ensure debts are recovered. Debt will only be written off when all avenues have been exhausted, or it is no longer economically viable to pursue.

# APPENDIX 1 – Departmental Forecasts

| | Full Year Budget | Forecast Outturn | Forecast Variance (under)/over | |
|---|---|---|---|---|
| Police Officer Pay | £000 | £000 | £000 | % |
| Police Pay | 145,263 | 145,263 | 0 | 0% |
| Police Overtime | 3,166 | 4,087 | 921 | 29% |
| Total Police Officer Pay | 148,429 | 149,350 | 921 | |
| Crime | | | | |
| Forensic Investigation | 5,385 | 5,648 | 263 | 5% |
| Force Intelligence | 2,915 | 2,794 | (121) | (4%) |
| Serious Organised Crime | 3,482 | 3,595 | 113 | 3% |
| Major Investigations | 1,184 | 1,200 | 16 | 1% |
| Custodial Operations | 1,822 | 2,052 | 230 | 13% |
| Protecting Vulnerable Persons | 2,456 | 2,527 | 71 | 3% |
| Criminal Justice | 3,327 | 3,514 | 187 | 6% |
| Total Crime | 20,571 | 21,329 | 758 | |
| Operations | | | | |
| Local Policing | 6,342 | 6,409 | 67 | 1% |
| Public Contact | 17,748 | 17,634 | (114) | (1%) |
| Uniform Operations | 1,319 | 1,550 | 231 | 18% |
| Roads and Crime | 804 | 844 | 40 | 5% |
| Driver Offender Retraining (NDORS) | (1,904) | (2,496) | (592) | 31% |
| Information & Technology | 17,073 | 16,906 | (167) | (1%) |
| Fleet | 3,862 | 4,163 | 301 | 8% |
| Information Management | 1,120 | 1,110 | (10) | (1%) |
| Total Operations | 46,364 | 46,120 | (244) | |
| Centrally Delivered Services | | | | |
| Planning & Performance | 3,295 | 3,260 | (35) | (1%) |
| Legal Services | 2,462 | 3,100 | 638 | 26% |
| Corporate Communications | 1,370 | 1,473 | 103 | 8% |
| Command | 485 | 491 | 6 | 1% |
| Finance | 1,451 | 1,393 | (58) | (4%) |
| Estates & Facilities | 14,002 | 13,780 | (222) | (2%) |
| People Services | 12,754 | 13,257 | 503 | 4% |
| Professional Standards | 803 | 1,047 | 244 | 30% |
| Total Centrally Delivered Services | 36,622 | 37,801 | 1,179 | |
| Collaborations | | | | |
| Collaborations - Force Operations | 12,150 | 12,040 | (110) | (1%) |
| Total Collaborations | 12,150 | 12,040 | (110) | |
| Contingency | 563 | 563 | 0 | 0% |
| Corporate Costs | (4,744) | (5,017) | (273) | 6% |
| **TOTAL CONSTABULARY COSTS** | **259,955** | **262,186** | **2,231** | |
| Office of the Police & Crime Commissioner | | | | |
| OPCC | 1,324 | 1,324 | 0 | 0% |
| OPCC Commissioning | 1,247 | 1,247 | 0 | 0% |
| Total Office of the Police & Crime Commissione | 2,571 | 2,571 | 0 | |
| **TOTAL SERVICE COSTS** | **262,526** | **264,757** | **2,231** | |

# APPENDIX 2 –Subjective Analysis

| | Full Year Budget £'000 | Forecast Outturn £'000 | Forecast Variance (under)/over £'000 | % |
|---|---|---|---|---|
| Pay & Employment Costs | | | | |
| Police Officer Pay | 158,610 | 161,881 | 3,271 | 2% |
| Staff Pay | 72,761 | 72,979 | 218 | 0% |
| PCSO Pay | 4,217 | 4,169 | (48) | (1%) |
| Police Officer Pensions | 4,287 | 4,727 | 440 | 10% |
| Other Employee Costs | 2,415 | 2,543 | 128 | 5% |
| Total Pay & Employment Costs | 242,290 | 246,299 | 4,009 | 2% |
| Property Related Costs | | | | |
| PFI Payments | 8,458 | 8,458 | 0 | 0% |
| Utilities | 2,080 | 1,900 | (180) | (9%) |
| Rent & Rates | 2,430 | 2,577 | 147 | 6% |
| Building Maintenance | 1,284 | 1,321 | 37 | 3% |
| Other Premises Costs | 283 | 302 | 19 | 7% |
| Total Property Related Costs | 14,535 | 14,558 | 23 | 0% |
| Transport Related Costs | | | | |
| Vehicle Related | 3,821 | 4,218 | 397 | 10% |
| Car Allowances & Travel Exps | 749 | 924 | 175 | 23% |
| Total Transport Related Costs | 4,570 | 5,142 | 572 | 13% |
| Supplies & Services | | | | |
| Communications & Computing | 9,926 | 10,287 | 361 | 4% |
| Specific Grants Awarded | 3,550 | 4,658 | 1,108 | 31% |
| Other Supplies & Services | 2,713 | 3,640 | 927 | 34% |
| Custody Costs | 1,787 | 1,731 | (56) | (3%) |
| Forensic Costs | 1,474 | 1,784 | 310 | 21% |
| NDORS Fees | 1,312 | 1,671 | 359 | 27% |
| Professional Fees | 1,242 | 1,173 | (69) | (6%) |
| Equipment Purchases/Maintenance | 1,115 | 1,196 | 81 | 7% |
| Insurance | 903 | 1,133 | 230 | 25% |
| Clothing & Uniforms | 578 | 581 | 3 | 1% |
| Legal Costs | 404 | 772 | 368 | 91% |
| Total Supplies & Services | 25,004 | 28,626 | 3,622 | 14% |
| Third Party Payments | | | | |
| Outsourced Services | 12,423 | 12,335 | (88) | (1%) |
| Other Third Party Payments | 2,901 | 2,897 | (4) | (0%) |
| Partnership Payments | 631 | 631 | 0 | 0% |
| Total Third Party Payments | 15,955 | 15,863 | (92) | (1%) |
| Capital Financing Costs | | | | |
| Revenue Contribution to Capital | 3,748 | 3,748 | 0 | 0% |
| Minimum Revenue Provision | 2,079 | 2,047 | (32) | (2%) |
| Debt Charges | 1,190 | 995 | (195) | (16%) |
| Total Capital Financing Costs | 7,017 | 6,790 | (227) | (3%) |
| Transfers to/from Reserves | (1,320) | (1,320) | 0 | 0% |
| **TOTAL EXPENDITURE** | **308,051** | **315,958** | **7,907** | **3%** |
| **INCOME** | | | | |
| Other Home Office Grants | (20,536) | (23,372) | (2,836) | 14% |
| Sales, Fees & Charges | (8,439) | (10,492) | (2,053) | 24% |
| PFI Grant | (7,230) | (7,230) | 0 | 0% |
| Home Office Pension Fund Grant | (6,565) | (6,526) | 39 | (1%) |
| NDORS Income | (1,211) | (1,560) | (349) | 29% |
| Local Partnership Funding | (1,144) | (1,472) | (328) | 29% |
| Investment Interest | (400) | (549) | (149) | 37% |
| **TOTAL INCOME** | **(45,525)** | **(51,201)** | **(5,676)** | **12%** |
| **NET SERVICE COSTS** | **262,526** | **264,757** | **2,231** | **1%** |

# APPENDIX 3 – Capital Scheme Forecasts

| DETAILS OF CAPITAL SCHEMES<br><br>Capital Scheme | Financial Year | Revised Budget<br><br>£000 | Spend @ September 25<br>£000 | 2025/26 Out-turn<br><br>£000 | Total Slippage<br><br>£000 | Over/ -Under<br><br>£000 |
|---|---|---|---|---|---|---|
| ***Estates*** | | | | | | |
| Estates Strategy - Crewe * | 2025/26 | 4,903 | 129 | 2,003 | 2,900 | 0 |
| Estates Essential Maintenance and Improvement Schemes | 2025/26 | 100 | 0 | 100 | 0 | 0 |
| Forensics Access restrictions | 2025/26 | 30 | 0 | 30 | 0 | 0 |
| Decarbonisation Measures * | 2025/26 | 75 | 0 | 0 | 0 | (75) |
| Refurbishment of HQ ground floor meeting spaces | 2025/26 | 50 | 0 | 50 | 0 | 0 |
| Estates Strategy - Northern Stations | 2025/26 | 1,000 | 0 | 200 | 800 | 0 |
| New Taser Range TTC | 2025/26 | 150 | 47 | 150 | 0 | 0 |
| ***IT*** | | | | | | |
| Technology Refresh – Network, Servers, Laptop, Desktop | 2025/26 | 1,080 | 885 | 1,080 | 0 | 0 |
| Technology Refresh - Infrastructure (Servers/Network) | 2025/26 | 225 | 11 | 225 | 0 | 0 |
| Mitel Handset Replacement - Teams | 2025/26 | 50 | 0 | 50 | 0 | 0 |
| FCC Virtual Infrastructure Hardware | 2025/26 | 800 | 364 | 388 | 0 | (412) |
| Body Worn Video Isilon Expansion (Storage) | 2025/26 | 300 | 0 | 300 | 0 | 0 |
| Replacement of Body Worn Video (phased replacement) | 2025/26 | 850 | 0 | 850 | 0 | 0 |
| Technology Refresh – E-Forensics | 2025/26 | 40 | 3 | 40 | 0 | 0 |
| ***Fleet & Collaborations Vehicles*** | | | | | | |
| Armed Alliance Vehicle Replacements | 2025/26 | 600 | 424 | 600 | 0 | 0 |
| Under Water Search Unit equipment | 2025/26 | 52 | 0 | 104 | 0 | 52 |
| Annual Vehicle Replacement Programme | 2025/26 | 2,664 | 1,732 | 2,664 | 0 | 0 |
| Workshop capital equipment | 2025/26 | 119 | 1 | 85 | 0 | (34) |
| Dogs Vehicle Replacements | 2025/26 | 0 | 0 | 0 | 34 | 34 |
| Total 2025/26 approvals | | 13,088 | 3,595 | 8,919 | 3,734 | (435) |
| Multiple Year Schemes | | | | | | |
| ***Estates*** | | | | | | |
| Replacement Chiller Units - Blacon PS | 2022/23 | 86 | 2 | 86 | 0 | 0 |
| Blacon DHQ roof remedials | 2024/25 | 50 | 0 | 125 | 0 | 75 |
| Estates Strategy - Wilmslow | 2023/24 | 713 | 585 | 725 | 34 | 46 |
| Custody Suites Refurbishment project and AFI's | 2024/25 | 508 | 544 | 570 | 10 | 72 |
| Ref areas, welfare rooms – CSH, Arpley St, Runcorn (Phase 1) | 2024/25 | 132 | 15 | 92 | 40 | 0 |
| ABE suite at CSH | 2024/25 | 30 | 0 | 10 | 20 | 0 |
| ***IT*** | | | | | | |
| Corporate Wifi Upgrade | 2024/25 | 7 | 0 | 7 | 0 | 0 |
| Digital Interview Recorders - replacement | 2024/25 | 200 | 1 | 200 | 0 | 0 |
| Technology Refresh – E-Forensics | 2023/24 | 11 | 11 | 11 | 0 | 0 |
| ***ANPR*** | | | | | | |
| ANPR Cameras Motorways | 2021/22 | 12 | 0 | 12 | 0 | 0 |
| Cheshire EVOX ANPR Camera Refresh | 2022/23 | 9 | 0 | 9 | 0 | 0 |
| ANPR expanded capability match funding | 2022/23 | 15 | 2 | 15 | 0 | 0 |
| In-Car ANPR/Video Refresh - Cheshire Vehicles | 2023/24 | 49 | 5 | 49 | 0 | 0 |
| In-Car ANPR/Video Refresh - Alliance Vehicles | 2023/24 | 61 | 0 | 61 | 0 | 0 |
| ANPR Infrastructure - Home Office Funded | 2023/24 | 94 | 73 | 94 | 0 | 0 |
| ***Fleet & Collaborations Vehicles*** | | | | | | |
| Under Water Search Unit equipment | Various | 192 | 36 | 201 | 0 | 9 |
| Annual Vehicle Replacement Programme | 2023/24 | 95 | 95 | 95 | 0 | 0 |
| Workshop capital equipment | 2023/24 | 7 | 7 | 7 | 0 | 0 |
| Vehicle key and building security | 2024/25 | 63 | 4 | 63 | 0 | 0 |
| Total Prior Year Approvals | | 2,333 | 1,380 | 2,432 | 104 | 203 |
| **Total Capital Programme 2025/26** | | **15,421** | **4,975** | **11,351** | **3,838** | **(232)** |

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| MANAGEMENT BOARD | |
|---|---|
| **DECISION NO. 2025/25** | **DATE: 5 NOVEMBER 2025** |

**TREASURY MANAGEMENT: 2025/26 MID YEAR REVIEW**

**Executive Summary:**
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.

**Recommendations:**

(1) the report be noted; and

(2) the future requirement for borrowing to support the ongoing capital programme is noted

We have reached the following decision:

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.

Our rationale for this decision is:

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.

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

APPENDIX 1

**TREASURY MANAGEMENT 2025/26: MID-YEAR REVIEW**

PURPOSE OF THE REPORT

1. To update on performance against the Commissioner's Treasury Management Strategy (TMS).

BACKGROUND

2. The first requirement for treasury management is to ensure that the organisational cash flow is adequately planned with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the low risk appetite, providing adequate liquidity initially before considering investment return. This means the order of priority for all investment decisions is Security, Liquidity (access to cash) and then Yield (interest earned).

3. The second main function of treasury management is the funding of capital plans. These capital plans provide a guide to the borrowing need, which is essentially the longer-term cash flow planning to ensure that capital spending obligations can be met. The management of longer-term cash may involve arranging long or short-term loans, or by using longer term cash flow surpluses. On occasion, any debt currently held may be re-structured in line with risk or cost objectives.

4. Accordingly, treasury management is defined as:

   "The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

5. This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2021) which recommends that those charged with governance are 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.

6. CIPFA published revised Prudential and Treasury Management Codes on 20 December 2021 with formal adoption required from the 2023/24 financial year.

7. The Commissioner had regard to these changes when approving an annual Treasury Management Strategy and an associated Capital Strategy for 2025/26 on 29 January 2025.

8. This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
   - An economic update for the first part of the 2025/26 financial year;
   - A review of the Treasury Management Strategy Statement (including the Annual Investment Strategy);

- The capital expenditure and borrowing position;
- A review of the investment portfolio for 2025/26;
- A review of compliance with Treasury and Prudential Limits for 2025/26.

ECONOMIC BACKGROUND

9. The first half of 2025/26 (April to September) saw:
   - A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth.
   - CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.6%.
   - The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August.
   - The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70%.

10. CPI inflation fell slightly from 3.5% in April to 3.4% in May, and services inflation dropped from 5.4% to 4.7%, whilst core inflation also softened from 3.8% to 3.5%. More recently, though, inflation pressures have resurfaced, although the recent upward march in CPI inflation did pause for breath in August, with CPI inflation staying at 3.8%. Core inflation eased once more too, from 3.8% to 3.6%, and services inflation dipped from 5.0% to 4.7%. So, we finish the half year in a similar position to where we started, although with food inflation rising to an 18-month high of 5.1% and households' expectations for inflation standing at a six year high, a further loosening in the labour market and weaker wage growth may be a requisite to UK inflation coming in below 2.0% by 2027.

11. With the November Budget edging nearer, the public finances position looks weak. Public net sector borrowing of £18.0bn in August means that after five months of the financial year, borrowing is already £11.4bn higher than the OBR forecast at the Spring Statement in March. The overshoot in the Chancellor's chosen fiscal mandate of the current budget is even greater with a cumulative deficit of £15.3bn. All this was due to both current receipts in August being lower than the OBR forecast (by £1.8bn) and current expenditure being higher (by £1.0bn). Over the first five months of the financial year, current receipts have fallen short by a total of £6.1bn (partly due to lower-than-expected self-assessment income tax) and current expenditure has overshot by a total of £3.7bn (partly due to social benefits and departmental spending).

12. The Commissioner has appointed MUFG Group as his treasury advisors and part of their service is to assist with formulating a view on interest rates. The latest forecast on 11 August sets out a view that short, medium and long-dated interest rates will fall back over the next year or two, although there are upside risks in respect of the stickiness of inflation and a continuing tight labour market, as well as the size of gilt issuance.

| MUFG Corporate Markets Interest Rate View 11.08.25 | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sep-25 | Dec-25 | Mar-26 | Jun-26 | Sep-26 | Dec-26 | Mar-27 | Jun-27 | Sep-27 | Dec-27 | Mar-28 | Jun-28 | Sep-28 |
| BANK RATE | 4.00 | 4.00 | 3.75 | 3.75 | 3.50 | 3.50 | 3.50 | 3.50 | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 |
| 3 month ave earnings | 4.00 | 4.00 | 3.80 | 3.80 | 3.50 | 3.50 | 3.50 | 3.50 | 3.30 | 3.30 | 3.30 | 3.30 | 3.30 |
| 6 month ave earnings | 4.00 | 3.90 | 3.70 | 3.70 | 3.50 | 3.50 | 3.50 | 3.50 | 3.30 | 3.30 | 3.40 | 3.40 | 3.40 |
| 12 month ave earnings | 4.00 | 3.90 | 3.70 | 3.70 | 3.50 | 3.50 | 3.50 | 3.50 | 3.30 | 3.40 | 3.50 | 3.60 | 3.60 |
| 5 yr PWLB | 4.80 | 4.70 | 4.50 | 4.40 | 4.30 | 4.30 | 4.30 | 4.20 | 4.20 | 4.20 | 4.20 | 4.10 | 4.10 |
| 10 yr PWLB | 5.30 | 5.20 | 5.00 | 4.90 | 4.80 | 4.80 | 4.80 | 4.70 | 4.70 | 4.70 | 4.70 | 4.60 | 4.60 |
| 25 yr PWLB | 6.10 | 5.90 | 5.70 | 5.70 | 5.50 | 5.50 | 5.50 | 5.40 | 5.40 | 5.30 | 5.30 | 5.30 | 5.20 |
| 50 yr PWLB | 5.80 | 5.60 | 5.40 | 5.40 | 5.30 | 5.30 | 5.30 | 5.20 | 5.20 | 5.10 | 5.10 | 5.00 | 5.00 |

TREASURY MANAGEMENT STRATEGY STATEMENT UPDATE

13. The Treasury Management Strategy Statement (TMSS) was approved by the Commissioner on 29 January 2025. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

CAPITAL PROGRAMME & BORROWING

14. In preparing the capital programme, attention is given to understanding the potential liabilities and risks associated with the expenditure and funding of the annual capital programme. In particular, the combined impact on the overall financial position of the Commissioner in terms of revenue and capital budgets, to ensure that such activity remains proportionate. There is a relationship in anticipating that borrowing will be required to fund the capital programme and the associated Minimum Revenue Provision and Interest Payable revenue costs.

15. The table below provides an indication of the capital programme, the resulting amount of the annual borrowing requirement and the associated revenue financing costs over the next 3 years.

| **Table 1: Capital Expenditure Forecasts** | **2025/26 £000** | **2026/27 £000** | **2027/28 £000** |
|---|---|---|---|
| 1a. Forecast Capital Programme<br>*(n.b. 2025/26 figure is per table 2 in the Mid-Year Review report 2025/26)* | 11,351 | 21,886 | 10,981 |
| 1b. To be funded by borrowing (estimate)<br>*(n.b. 2025/26 figure is per table 3 in the Mid-Year Review report 2024/56)* | 3,440 | 11,600 | 3,435 |
| Estimated associated revenue cost of existing plus new borrowing (MRP & Interest Payable) | 2,938 | 3,615 | 3,733 |

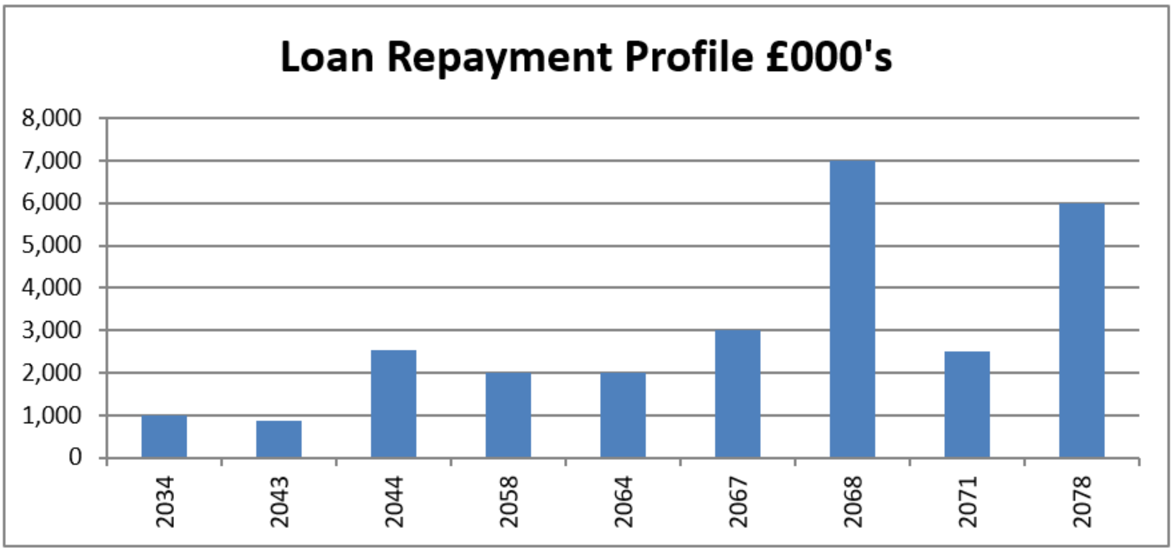
16. The above table shows the amount of planned capital expenditure to be financed by an additional borrowing requirement (around £18m), predominately linked to changes to the estate as agreed within the Estates Strategy. Additional borrowing will therefore be required over the period, however, through pro-active management of the cashflow position it is anticipated that the actual new external borrowing required over the period is £15m.

17. Historically, the Commissioner has financed the majority of their capital programme from reserves and capital grants. Looking ahead, it is almost certain that there will be very little, if any future capital grant funding and capital reserves are all committed to the existing programme. As a result, the ongoing requirement to fund an annual capital programme for essential vehicle, equipment and technology replacements along with future strategic building projects now requires the Commissioner to allocate significant levels of revenue funding to the programme and/or to enter into new external borrowing.

18. The Commissioner currently remains in an under borrowed position, which means that historically decisions have been made to finance expenditure internally as opposed to entering into new external borrowing. The position at 31 March 2026 is forecast to be around £3m internally borrowed which is as planned. The cash position will continue to be monitored closely throughout the remainder of 2025/26 and reviewed again as part of the 2026/27 Treasury Management Strategy.

19. The Commissioner had a loan portfolio of £26.89m at 30 September 2025. The approved Treasury Management Strategy includes provision for new external borrowing of £3m during 2025/26 plus £2m approved for 2024/25 which was not taken. This will be kept under close review and balanced carefully against the actual timing of expenditure and prevailing and forecast market rates in order to secure the borrowing at the optimum point.

20. The following tables show the actual debt maturity profile of current borrowing as at 30 September 2025.



| Table 2 Maturity Structure of Borrowing | | | | |
|---|---|---|---|---|
| | **Lower Limit %** | **Upper Limit %** | **Actual 30/9/25 %** | **Amount £000** |
| Under 12 months | 0 | 15 | 0 | 0 |
| 12 months and within 24 months | 0 | 15 | 0 | 0 |
| 24 months and within 5 years | 0 | 25 | 0 | 0 |
| 5 years and 10 years | 0 | 25 | 3.7 | 1,000 |
| 10 years and above | 50 | 100 | 96.3 | 25,889 |
| Total | | | 100 | 26,889 |

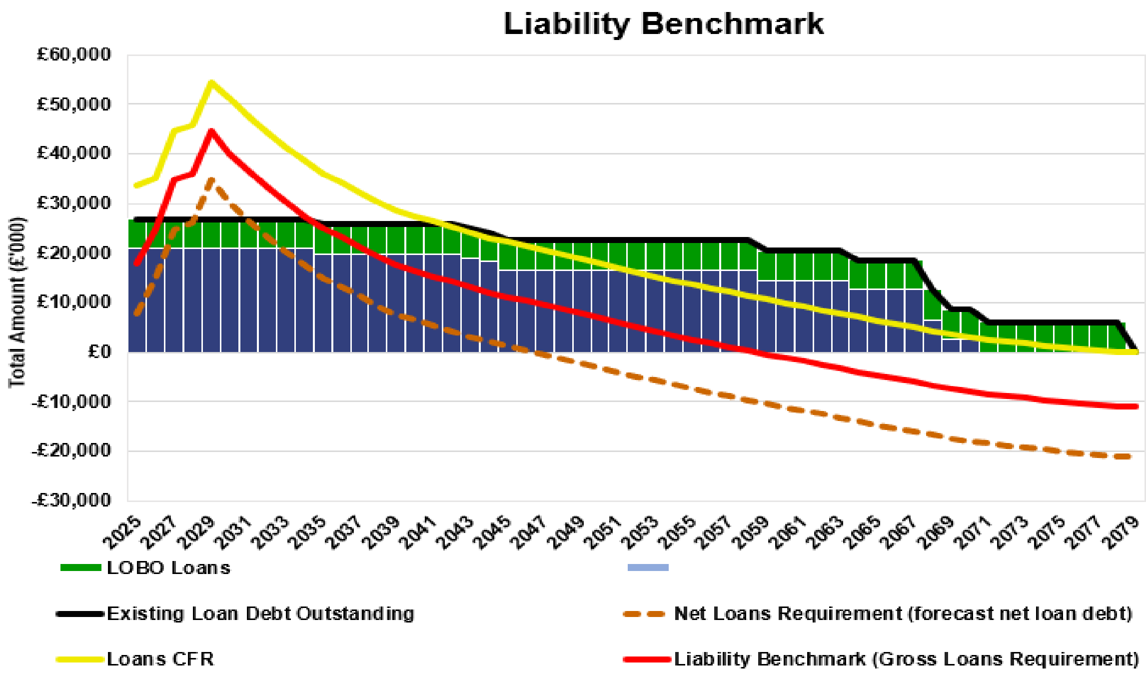
21. Advice has again been sought from the Commissioner's Treasury Management advisors who suggest that opportunities have been very limited in the current economic climate given the consequent structure of interest rates and associated early loan repayment penalties. No debt rescheduling has therefore been undertaken or is anticipated in the current financial year.

LIABILITY BENCHMARK

22. A new prudential indicator from 2023/24 onwards is the Liability Benchmark (LB). The Commissioner is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. However, CIPFA strongly recommends that the liability benchmark is produced for at least ten years and should ideally cover the full debt maturity profile of a public body. The chart below covers the Commissioners full debt maturity profile as recommended.

23. There are four components to the Liability Benchmark:

    1. **Existing loan debt outstanding**: the Commissioner's existing loans that are still outstanding in future years.
    2. **Loans Capital Financing Requirement (CFR)**: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
    3. **Net loans requirement**: this shows the Commissioner's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on approved prudential borrowing, planned MRP and any other major cash flows forecast.
    4. **Liability benchmark (or gross loans requirement)**: this equals net loans requirement plus short-term liquidity allowance.




24. The aim of the Liability Benchmark is to minimise/reduce refinancing, interest rate and credit risks by informing the timing and duration of new external borrowing.

25. The position is largely unchanged from that reported in the Treasury Management Strategy and shows that the Commissioner's LB is currently rising sharply to a peak in around 2029 indicating the additional borrowing requirement associated with delivery of the Estates Strategy and the ESN Project. This requirement then reduces as provision is made to repay outstanding borrowing via the annual MRP charge whilst no further Capital Expenditure financed by borrowing is currently planned beyond 2030.

26. In view of this, by around 2033 the LB will have reduced back down to the level of the existing loan portfolio, indicating that although there is a significant short to medium term requirement for new borrowing, this borrowing would ideally only cover a 5-6 year period, i.e. filling the white triangular period in the chart between 2025 and 2032 where the LB (red line) exceeds the current loan portfolio (black line/bar chart).

27. The chart continues to show that that the existing loan debt portfolio will be fully repaid by 2078 and that the requirement to borrow (CFR) will also be reduced to nil by 2078, indicating that the Commissioner's current MRP policy remains prudent and appropriate.

28. The chart then indicates that without any further new approved borrowing beyond the period of the current Capital Strategy, the existing borrowing portfolio exceeds the LB around 2033. If this remains the case, then it indicates either excess cash requiring investment or an opportunity to repay/restructure debt over this future period.

## INVESTMENT PORTFOLIO 2025/26

29. The Annual Investment Strategy has the priorities of security, liquidity and yield. The aim to achieve the optimum yield within the approved investment counterparties, which are scrutinised regularly for creditworthiness within the security principle. Liquidity is achieved within the forecast spending profile and cashflows.

30. High interest rates and proactive cashflow management have enabled the Commissioner to secure significantly increased short to medium term rates of return over recent years and will again result in a surplus versus budget in 2025/26. It is however anticipated that the opportunity to generate ongoing investment returns at current levels will reduce towards the end of 2025/26 as interest rates fall and cash balances reduce towards the end of the financial year. Interest on balances earned to 30 September is £549k.

31. The Commissioner has continued with a cautious approach to its choice of counterparties. As at 30 September 2025, the Commissioner's investments were with Federated Hermes Money Market Fund, Aberdeen Liquidity Money Market Fund, BlackRock Money Market Fund, Lloyds Bank of Scotland, Handelsbanken and Barclays (flexible call account), all of which are used regularly to manage day to day cashflows. Other investment counterparties used during the year are the UK Debt Management Office and Santander. The current investment counterparty criteria selection approved in the Treasury Management Strategy is meeting the requirement of the treasury management function.

32. There have been no known instances of non-compliance with approved Annual Investment Strategy limits during the year.

## REVIEW OF COMPLIANCE WITH PRUDENTIAL INDICATORS

33. It is a statutory duty for those charged with governance to determine and keep under review a range of prudential indicators and treasury limits. 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. The following table compares the estimated performance on key prudential indicators in 2025/26 against those approved by the Commissioner in January 2025.

### Table 3: Prudential and Treasury Indicators

| Prudential Indicators | 2025/26 Indicator £000 | 2025/26 Revised Estimate £000 | Comment |
|---|---|---|---|
| Capital expenditure | 13,365 | 11,351 | Slippage in the Capital Programme. |
| Capital financing requirement | | | |
| - Borrowing requirement | 36,856 | 34,996 | |
| - Other long-term liabilities | 12,080 | 12,120 | |
| Total | 48,936 | 47,116 | |
| Annual change in capital financing requirement | 926 | 194 | |
| Gross borrowing requirement: (Under) / Over borrowing | (4,967) | (3,107) | Reduced under borrowing due to slippage on estates schemes. |
| Ratio of financing costs to net revenue stream | 1.19% | 1.12% | Lower Capital Financing costs in 2025/26 as a result of lower capital expenditure in 2024/25. |
| **Treasury Indicators** | **2025/26 Indicator £000** | **2025/26 Revised Estimate £000** | |
| Authorised limit for external debt | 63,158 | 63,158 | Set 29 January 2025 No change during 2025/26 |
| Operational boundary for external debt | 60,158 | 60,158 | |
| Actual external debt | | | Current borrowing £26.889m plus new borrowing in 2025/26 if needed £5m = £31.889m. |
| - Borrowing | 31,889 | 31,889 | |
| - Other long-term liabilities (PFI) | 12,080 | 12,120 | |
| Total | 43,969 | 44,009 | |
| Upper limit of fixed interest rate exposure | 100% | 100% | |
| Upper limit of variable interest rate exposure | 25% | 0% | No variable rate loans held or planned |
| Upper limit for principal sums invested for over 364 days | £nil | £nil | No longer term investments held or planned. |

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| DECISION NO. 2025/26 | DATE: 5 NOVEMBER 2025 |

**Medium Term Financial Strategy 2025/26: Mid-Year Review**

**Executive Summary:**
The purpose of this report is to provide the Commissioner with a mid-year review of the Medium-Term Financial Strategy 2025-30, reflecting on updated assumptions and current delivery.

**Recommendations:**

1. the review of the Medium-Term Financial Strategy 2025-30 is noted.

We have reached the following decision:

to note the MTFS.

Our rationale for this decision is:

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.

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

***PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE***

**INTRODUCTION AND BACKGROUND**

1. The purpose of this paper is to is to provide the Commissioner with a mid-year review of the Medium Term Financial Strategy 2025-30, reflecting on updated assumptions and current delivery.

2. Full details are included in the attached report.

**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**<br>*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)<br><br>Tel. No.: 07879 470810 Email: william.malloy@cheshire.police.uk |

| **CHIEF OFFICER DECLARATION (Chief Finance Officer – Bill Malloy):**<br><br>*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.*<br><br>**Signature** Bill Malloy **Date 29/10/2025** |
|---|

| **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 29/10/2025**

Joint Management Board

# Medium Term Financial Strategy 2025-30

# Mid-Year Review

Finance

24 October 2025

Cheshire Constabulary

# FOREWARD

This Mid-Year Review provides an updated assessment of Cheshire Constabulary's financial position six months into the 2025/26 financial year. It reflects new information emerging since publication of the original MTFS in January 2025, including the outcome of national pay negotiations, updated inflation forecasts, early outturn data, and developments following the 2025 general election and Spending Review Phase 2.

The review reaffirms the Constabulary's commitment to sound financial management and transparency. It highlights both the progress made in delivering efficiencies and the challenges that continue to shape the medium-term outlook, ensuring that strategic and operational decisions remain aligned to the Police and Crime Commissioner's priorities.

# OVERVIEW AND KEY CHANGES SINCE JANUARY 2025

Since publication of the MTFS, several key developments have influenced the Constabulary's financial situation:

**- National Decisions:** Phase 2 of the Government's Spending Review concluded in June 2025, confirming a flat-cash settlement for policing in 2026/27, with limited growth thereafter.

**- Pay and inflation:** The 2025/26 pay award was agreed at 4.2 percent, exceeding the 2.8 percent provision in the MTFS. CPI has moderated but remains above the Bank of England's 2 per cent target. (3.8% September 2025)

**- Demand pressures**: Increased response demand in several LPUs and higher overtime linked to major investigations have placed pressure on pay budgets. Increased court fees and legal costs associated with defending litigation, ill health lump sums and injury on duty costs higher than budgeted and vehicle insurance claims against the Constabulary together with increased costs and demand for spare parts.

**- Capital Programme:** Some slippage has occurred within the Estates Strategy and fleet vehicle replacement programme, deferring expenditure and associated borrowing into 2026/27.

# CURRENT FINANCIAL POSITION 2025/26

At mid-year, the revenue budget totals £262.6 million, consistent with the approved MTFS. Monitoring to September 2025 indicates a forecast variance of £2.2m overspend, primarily driven by pay pressures, utilities inflation and legal, fleet and ill-health costs.

This current forecast overspend is being actively managed through additional investment income, a targeted review of non-essential expenditure and close budget management, with the intention of reducing the forecast position by the year-end.

Capital Programme: Total approved capital programme for 2025/26 is £13.4m, with forecast outturn of £11.3m. Key variances include Crewe Police Station build delays, fleet electrification infrastructure issues, and ICT modernisation ahead of schedule. Consequently, £0.8m of borrowing will slip into 2026/27, reducing our short-term financing costs.

**Table 1: Summary Provisional Revenue Outturn 2025/26**

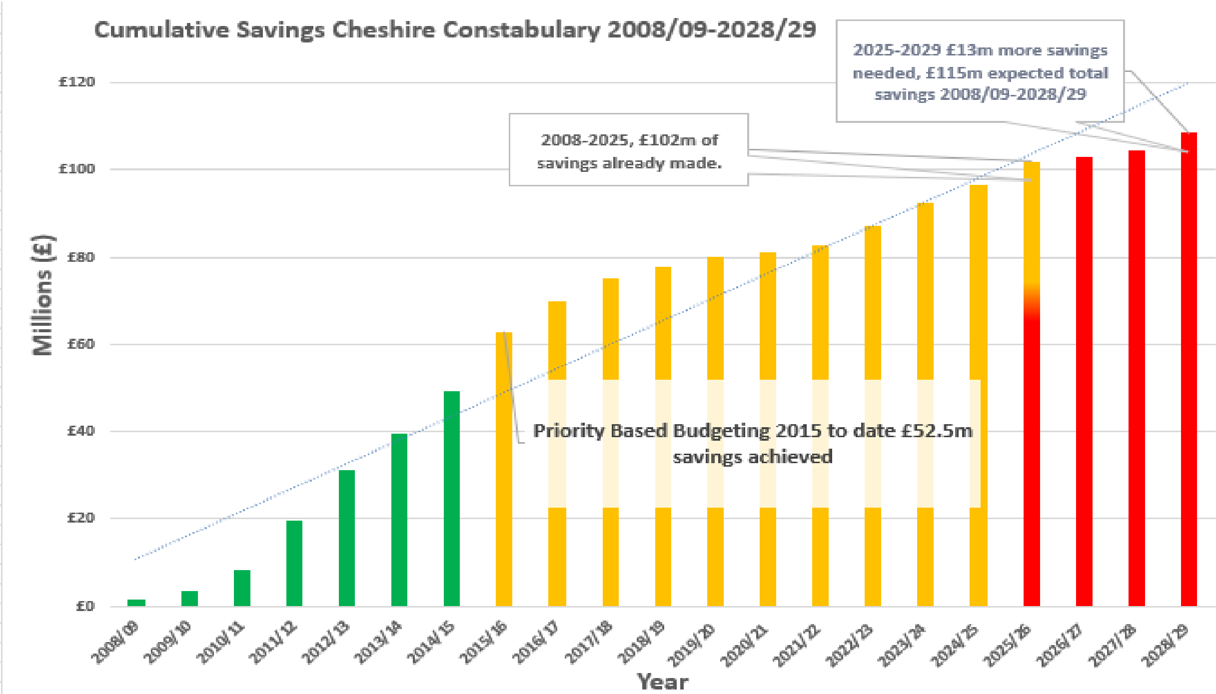
| | Revised Budget | Forecast Outturn | Variance (under)/over | |
|---|---|---|---|---|
| | £'000 | £'000 | £'000 | % |
| Constabulary | 264,699 | 267,202 | 2,503 | 0.95% |
| Corporate Costs | (4,744) | (5,017) | (273) | 5.76% |
| OPCC | 1,324 | 1,324 | (0) | 0.00% |
| Commissioning | 1,247 | 1,247 | 0 | 0.00% |
| **Net Budget** | 262,526 | 264,757 | 2,231 | 0.85% |
| | | | | |
| Funding: | | | | |
| Government grant | (150,680) | (150,680) | 0 | |
| Council tax (precept) | (111,846) | (111,846) | 0 | |
| **Funding** | (262,526) | (262,526) | 0 | |
| **Total net (under)/overspend** | | | 2,231 | |

Since 2010, UK policing has experienced sustained financial limitations, with central government funding reduced by approximately 20% in real terms. Forces have responded by streamlining non-pay budgets, centralising services, and identifying alternative income sources. While recent initiatives—such as the Police Uplift Programme—have provided targeted investment, the enduring impact of austerity continues to influence strategic and operational decision-making.

Inflationary pressures have intensified these challenges. Pay awards, rising costs of goods and services, and increased pension contributions have consistently outpaced budget growth. Forces have typically modelled inflation at 2%, yet actual rates—driven in part by minimum wage increases—have been significantly higher, complicating medium-term financial planning.

The scale of savings already delivered reflects the depth of scrutiny applied. Through the Priority Based Budgeting (PBB) process, the Force has achieved £52.5m in savings, with all non-pay expenditure rigorously reviewed and reduced.

**Table 2: Cheshire Constabulary PBB Savings 2008-2029**




The budget challenges for 2026 onwards continue to increase with an estimated £13m required during the period, resulting in a cumulative reduction in the forces budget of £115m since 2008/09.

# 2026/27 BUDGET

The PBB budget setting process for 26/27 has been running since June 2025 with all budget holders required to provide efficiency proposals of 10% across all functions to address the current funding gap. Additional pressures to address some budgets which have been under resourced and have hence presented overspends for a number of years have been identified which has created a significant budget gap.

The table below highlights that the force has identified £2.4m savings with a further £4.8m available through Service Level proposals.

**Table 3: 2026/27 Budget Savings**

| Item | 2026/27 |
|---|---|
| Budget Gap | 1,285 |
| Fit for Purpose (RAG rated Green) | 2,471 |
| Method Changes (RAG rated Green) | -2,401 |
| **Sub-total** | **1,355** |
| PCC | 513 |
| AI Investment | 1,300 |
| **Total funding gap** | **3,168** |

| Items for review: - | |
|---|---|
| Fit for Purpose (RAG rated Amber) | 480 |
| Method Changes (RAG rated Amber) | 177 |
| Service Level Reductions (includes high risk items) | -4,822 |
| **Total proposals for review** | **-4,165** |

# UPDATED FINANCIAL ASSUMPTIONS 2025-30

Key assumptions have been reviewed and updated as follows:

**- Pay inflation 2025/26: 4.2% (was 2.8%)**
**- Pay inflation 2026/27 onwards: 3% estimated and then 2.5% from 2027/28 (was 2%)**
**- CPI (non-pay inflation): 3.8% (was 2%)**
**- Base interest rate: 4.0% (was 4.25%)**
**- Council Tax precept flexibility: £14 Band D (was £10)**
**- Government Grant uplift: flat cash settlement confirmed**

# UPDATED MEDIUM TERM FINANCIAL FORECAST

The updated MTFS model has been re-run following publication of the Government's *Spending Review (SR) 2025* and subsequent confirmation of Phase 2 departmental allocations. The revisions incorporate new information on funding trajectories, updated cost projections, and refined inflation indices received since June 2025.

As a result of these updated assumptions, the immediate in-year and short-term budget gap has reduced, primarily due to improved clarity over specific grant streams and more favourable short-term pay and price forecasts. However, from 2028/29 onwards the projected gap widens, reflecting the compounding effect of rising pay, pension and demand-driven costs not fully offset by either forecast grant uplifts or the assumed inflationary baseline.

The updated financial model now includes the estimated financial impact of the Gauke Sentencing Review, which introduces additional custody and case management pressures amounting to £1.5 million per annum from 2026/27. The Neighbourhood Policing Guarantee (NPG) commitments have also been costed in full, incorporating both pay and non-pay expenditure elements associated with increased local visibility and community engagement expectations. While the *Spending Review 2025* identified a partial funding envelope for NPG through reallocation of existing baselines, the force's MTFS prudently assumes that a proportion of these costs will need to be met locally.

In alignment with the latest HM Treasury Spending Review baseline tables, the overall spending review cumulative budget gap now stands at £18.4 million, consistent with the range highlighted in other PCC MTFS statements nationally. This headline position shows during the SR Period until 2028/29. The widening of the gap in the later years is attributable to:

- inclusion of NPG full cost estimates that go beyond those recognised in the original MTFS (a number of operational costs are categorised as "unclaimed" and therefore increases our spending pressure);
- incorporation of known local pressures—notably estate lifecycle costs, fleet electrification infrastructure, and post-PFI transition planning—excluded from SR baseline figures; and
- revised pay and pension forecasts reflecting the outcome of national pay settlements and actuarial re-valuations received since June 2025.

For accuracy, several variables have been recalculated within the model, including inflation, and updated assumptions for the Minimum Revenue Provision and borrowing costs based on the latest Treasury Management Strategy. The combined effect of these revisions has moderated the short-term deficit while moving the overspend pressures later in the SR period.

A summary of the *Spending Review 2025 allocations* and the *revised MTFS projections* is provided below for reference.

**Table 4: MTFS projections updated 2025-2029 Spending Review Period only**

| Subjective Summary | 2025/26 | 2026/27 | 2027/28 | 2028/29 | |
|---|---|---|---|---|---|
| | £000 | £000 | £000 | £000 | |
| Police Pay | £163,041 | £170,888 | £177,574 | £183,534 | |
| PCSO Pay | £4,292 | £4,447 | £4,570 | £4,709 | |
| Staff Pay | £71,878 | £74,613 | £76,877 | £79,523 | |
| Other Employee Costs | £2,526 | £2,578 | £2,624 | £2,674 | |
| Premises | £14,281 | £14,520 | £14,777 | £15,035 | |
| Transport | £4,285 | £4,349 | £4,425 | £4,498 | |
| Communication & Technology | £9,812 | £10,005 | £10,205 | £10,399 | |
| Supplies & Services | £15,184 | £15,358 | £15,566 | £15,768 | |
| Third Party Payments | £17,572 | £19,653 | £24,483 | £26,758 | Includes SR Pressures |
| Financing Costs | £6,896 | £8,317 | £8,767 | £9,267 | |
| In Year Savings Requirement identified pre Budget/SR | £6,288 | | | | |
| | **£316,054** | **£324,727** | **£339,868** | **£352,164** | |
| Income-Grant | -£45,030 | -£45,025 | -£45,029 | -£45,099 | |
| Funding- Gov.Grant & Precept | -£262,526 | -£278,417 | -£290,622 | -£300,763 | |
| Additional HO Funding | -£1,923 | | | | 1.6% of £120m based on Cheshire PO Headcount |
| Savings Required | **£6,575** | **£1,285** | **£4,217** | **£6,302** | |
| | **£6,575** | | **£11,804** | | |
| **Total Savings Requirement 2025-2029** | | | | **£18,379** | |

This updated scenario provides the new working baseline for the January 2026 MTFS refresh (2026-2031) and will support the forthcoming 2026/27 budget and precept proposal. The position will continue to be refined as further detail emerges on the implementation timetable and distribution methodology for the Neighbourhood Policing Guarantee and the Gauke Review implications.

For comparison see below for the published MTFS table:

**Table 5: MTFS Revenue Budgets published in MTFS January 2025**

| **Table 1 – MTFS Revenue Budgets** | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 | 2029/30 £'000 |
|---|---|---|---|---|---|
| Base budget (Gross) | 290,495 | 305,213 | 310,711 | 316,303 | 322,079 |
| Inflation | 13,655 | 7,013 | 6,076 | 6,198 | 6,354 |
| Commitments & Unavoidable Demand | 7,523 | 3,184 | 2,966 | 1,379 | 500 |
| Savings identified | -6,288 | 0 | 0 | 0 | 0 |
| **Gross Expenditure** | **305,385** | **315,410** | **319,753** | **323,880** | **328,933** |
| Income and specific grants | -42,786 | -42,627 | -42,615 | -42,665 | -42,716 |
| | 262,599 | 272,783 | 277,138 | 281,215 | 286,217 |
| Transfer to/(from) reserves | 0 | 0 | 0 | 0 | 0 |
| **Net Budget to be funded** | **262,599** | **272,783** | **277,138** | **281,215** | **286,217** |
| Government grant | -142,424 | -142,424 | -142,424 | -142,424 | -142,424 |
| Legacy Council Tax Grant | -8,256 | -8,256 | -8,256 | -8,256 | -8,256 |
| Council tax – Precept | -111,919 | -117,404 | -123,008 | -128,734 | -134,583 |
| Council tax – Collection Fund | 0 | 0 | 0 | 0 | 0 |
| **Net Budget Requirement** | **-262,599** | **-268,084** | **-273,688** | **-279,414** | **-285,263** |
| | | | | | |
| **Budget Gap / (Surplus)** | **0** | **4,699** | **3,450** | **1,801** | **954** |



## RESERVES POSITION

Opening reserves at 1 April 2025 totalled £17.5 million, in line with MTFS forecasts. Projected reserves at 31 March 2026 are now £12.7 million, reflecting use of the MTFS Reserve to offset one-off inflationary pressures and the re-profiling of the Estates Strategy Reserve. The General Reserve remains at £8.8 million (≈ 3.3% of net budget), within the range recommended by CIPFA.

**Table 5: Reserves**

| | 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 | (86) | 2,995 |
| | | | |
| **Earmarked Revenue Reserves** | | | |
| Carry Forward Reserve | 2,071 | (2,071) | 0 |
| Redundancy Reserve | 0 | 0 | 0 |
| POCA Reserve | 703 | (367) | 336 |
| Hardship Loan Reserve | 50 | (25) | 25 |
| Major Investigations Reserve | 1,181 | 300 | 1,481 |
| Estates Strategy Reserve | 500 | 0 | 500 |
| Road Safety Initiatives Reserve | 348 | (100) | 248 |
| Council Tax Deficit Reserve | 769 | (73) | 696 |
| Pay and Pension Reserve | 301 | (101) | 200 |
| Commissioning Reserve | 527 | (250) | 277 |
| IT Reserve | 291 | (291) | 0 |
| | | | |
| **Earmarked Capital Reserves** | | | |
| Revenue Reserve for Capital Expenditure | 1,578 | (1,578) | 0 |
| ESN Reserve | 226 | 0 | 226 |
| Capital Receipts | 112 | (112) | 0 |
| | | | |
| **Total Cheshire Reserves** | **17,511** | **(4,754)** | **12,757** |

# EMERGING RISKS AND OPPORTUNITIES

Key emerging risks for Cheshire Constabulary include:

- Formula Funding Review outcomes post-2026
- Emergency Services Network delay to 2031
- Pay and pensions volatility
- Insurance and utility inflation
- Delivery of remaining PBB savings
- Interest rate volatility

Opportunities remain to expand automation and shared-service collaboration to deliver further efficiency savings over the MTFS period.

## FORWARD OUTLOOK AND NEXT STEPS

- 2026/27 Budget Planning: Updated assumptions and mid-year data will feed directly into the budget-setting process for 2026/27.

- Priority-Based Budgeting: Continue to refine service-level analysis, incorporating HMICFRS Value-for-Money benchmarking.

- Reserves Strategy Review: To be updated alongside the budget in January 2026 to ensure adequacy and alignment with future risks.

- Capital Strategy: Revised phasing for Crewe build, Wilmslow sale and ESN investments to be presented for approval.

- Next MTFS Refresh: A full update of the MTFS will be produced in January 2026, incorporating the confirmed outcomes of the Spending Review and any national funding formula changes.

## CONCLUSION

The mid-year reassessment of the Medium-Term Financial Strategy (MTFS) reaffirms the overall financial resilience of the Constabulary while highlighting a number of material developments that will shape the medium-term outlook. The short-term position has improved compared to the forecast published in January 2025, with the immediate budget gap reduced following refined assumptions around grant funding, pay inflation, and investment income. This improvement reflects strengthened in-year financial controls, proactive vacancy and overtime management, and continued delivery of efficiency gains through the Priority-Based Budgeting process.

However, the medium to longer-term horizon remains challenging. From 2028/29 onwards, the updated MTFS projects a widening structural gap, driven by rising pay and pension costs, general inflationary pressures, and operational developments such as the Neighbourhood Policing Guarantee (NPG) and the Gauke Sentencing Review. While the Government's Spending Review 2025 has provided a more stable short-term settlement, the flat-cash trajectory beyond 2026/27 does not fully compensate for these cost drivers, resulting in a cumulative forecast deficit of £18.4 million by 2030/31.

The revised MTFS assumptions incorporates several cost elements not fully recognised within national allocations — including potential unfunded NPG costs, additional estate lifecycle pressures, and the impact of Gauke Sentencing Review. Although this approach widens the longer-term funding gap relative to the published MTFS, it provides a more accurate and transparent assessment of the force's underlying financial position and sustainability.

The Constabulary continues to demonstrate strong budgetary discipline, with a proven track record of delivering balanced outturns through active management and targeted use of reserves. The MTFS Reserve and General Fund remain within CIPFA's recommended range, providing some headroom to address temporary volatility without compromising long-term financial stability. The mid-year update confirms that current reserve levels are sufficient to manage one-off pressures while enabling strategic investment in modernisation and digital capability.

Looking ahead, the focus will now shift towards ensuring structural balance across the outer years of the MTFS. This will involve:

Continued implementation of Priority-Based Budgeting and productivity reviews to identify sustainable efficiency savings;

Ongoing analysis of the funding impact of national initiatives such as NPG, ESN transition, and pension revaluations;

Detailed scenario modelling ahead of the January 2026 MTFS refresh to test affordability across different inflation and funding environments; and

Engagement with regional and national partners to influence the forthcoming Formula Funding Review and advocate for fair resource allocation across Cheshire.

In conclusion, while the updated MTFS presents a tightening fiscal outlook beyond 2028/29, the underlying financial management arrangements, prudent reserves strategy, and our disciplined governance framework provide assurance that the Constabulary remains well-positioned to manage these pressures. The next iteration of the MTFS, to be published alongside the 2026/27 budget, will reflect the latest Government allocations, refined pay and pension data, and confirmed capital programme phasing to ensure continued alignment between strategic priorities and available resources.

Cheshire Constabulary

# Joint Management Board
# Forward Plan - 2025/26

Dan Price
Cheshire Police & Crime Commissioner

| Date of Meeting | Room | Report Title | Part 2 Report | Cyclical Item | Lead Officer |
|---|---|---|---|---|---|
| **02 July 2025** | OPCC Meeting Room | Provisional Financial Position Outturn 2024/25<br>Treasury Management Outturn 2024/25<br>Utilisation of POCA Funding in 2024/25<br>Internal Audit Plan 2025/26<br>Strategic Risk Register<br>MOU NCA Fleet | No<br>No<br>No<br>No<br>No<br>No | Annual<br>Annual<br>Annual<br>Annual<br>Quarterly<br>No | Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Chief Finance Officer (OPCC)<br>Chief Finance Officer (OPCC)<br>Chief Constable<br>Chief Constable |
| **06 August 2025** | OPCC Meeting Room | Financial Position 2025/26: First Quarter Review | No<br>No<br>No<br>No<br>No<br>No<br>No | Quarterly<br>No<br>No<br>No<br>No<br>No<br>No | Chief Finance Officer (Con)<br>Chief People Officer<br>Chief Constable<br>Chief Constable<br>Chief Constable<br>Chief Constable<br>Chief Constable |
| **10 September 2025** | OPCC Meeting Room | Strategic Risk Register | No | Annual | Chief Legal Officer |
| **01 October 2025** | OPCC Meeting Room | Modern Slavery Transparency Statement - 2025 Update | Yes | Quarterly | Deputy Chief Constable |
| **05 November 2025** | Conf Room 9 Constabulary HQ | Financial Position Report 2025/26: Mid Year Review<br>Treasury Management 2025/26: Mid Year Review<br>Medium-Term Financial Strategy - Mid Year Review<br>Strategic Risk Register<br>Estates Strategy | No<br>No<br>No<br>No | Quarterly<br>Quarterly<br>Half-yearly<br>Quarterly | Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Chief Finance Officer (Con) |

| | | | | | |
|---|---|---|---|---|---|
| | | Environmental Strategy<br>IT & Digital Strategy<br>People Strategy<br>Procurement Strategy | | | |
| **03 December 2025** | Committee Room 1, Runcorn Town Hall | Fleet Strategy | | | |
| **14 January 2026** | OPCC Meeting Room | | | | |
| **28 January 2026** | OPCC Meeting Room | Treasury Management Strategy 2025/26<br>Medium Term Financial Strategy 2026-2031<br>2026/27 Budget & Council Tax Precept<br>Fees & Charges Handbook 2026<br>Strategic Risk Register | No<br>No<br>No<br>No<br>Yes | Annual<br>Annual<br>Annual<br>Annual<br>Quarterly | Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Chief Finance Officer (Con)<br>Deputy Chief Constable |
| **04 March 2026** | OPCC Meeting Room | Financial Position 2025/26: Third Quarter Review<br>Review of the Scheme of Corporate Governance | No<br>No | Quarterly<br>Yes | Chief Finance Officer (Con)<br>Chief Executive |
| **April** | | | | | |
| **May** | | | | | |
| **June** | | Strategic Risk Register<br>Strategic Policing Requirement | | | |

| **TO BE CONFIRMED** |
|---|
| • Asset Management Strategy |
| • S22a Collaboration Agreement - MET Assurance & Testing |

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| | |
|---|---|
| **JOINT MANAGEMENT BOARD** | |
| **DECISION NO. 2025/27** | **DATE: 05 NOVEMBER 2025** |

**STRATEGIC RISK REGISTER**

**Executive Summary:**

The Strategic Risk Register is presented for consideration and approval.

**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.

We have reached the following decision:

Approval of the recommendation.

Our rationale for this decision is:

To ensure that the effective management of strategic risk supports the delivery of high-quality policing services.

**Signature** **Date 05 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 05 November 2025**

**Chief Constable**

***PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE***

INTRODUCTION AND BACKGROUND

1. The Strategic Risk Register documents all risks that the Constabulary and Office of Police & Crime Commissioner have identified as having the potential to prevent either organisation from achieving the strategic objectives.

2. The Strategic Risk Register is attached at Appendix 1 in Part 2 of this report.

ISSUES FOR CONSIDERATION

3. Consultation has been undertaken with risk owners/action owners of existing risks and the Senior Command/Executive Teams.

4. The Strategic Risk Register dated August 2025 was approved at Joint Management Board 10th September 2025.

5. The impact assessments/implications/risks are detailed for each risk on the Strategic Risk Register.

Impact assessments/implications/risks

6. The impact of ineffective management/mitigation of risk is detailed within the risk register.

OPTIONS

7. The mitigating actions for each risk are detailed within the Strategic Risk Register.

FINANCIAL COMMENTS

8. Any financial implications where known have been detailed as part of the risk.

LEGAL COMMENTS

9. Any legal implications where known have been detailed but would be considered at the time if the probability of the risk increased.

EQUALITY COMMENTS

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

BACKGROUND DOCUMENTS

| Document Titles |
|---|
| *None* |

| |
|---|
| **Public access to information**<br><br>*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<br><br>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)<br><br>Tel. No.: 01606 365924 Email: daniel.gillett@cheshire.police.uk |

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|---|
| **CHIEF OFFICER DECLARATION (Chief Constable – Mark Roberts):**<br><br>*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.*<br><br>**Signature** **Date 05 November 2025** |

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|---|
| **CHIEF EXECUTIVE DECLARATION (Damon Taylor):**<br><br>*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.*<br><br>**Signature** **Date 05 November 2025** |

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| **JOINT MANAGEMENT BOARD** | |
|---|---|
| **DECISION NO. 2025/29** | **DATE: 5 November 2025** |

**Estates Strategy 2021-2031**

**Executive Summary:**

The current Estates Strategy 2021-2031 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.

**Recommendation:**

1) That the Estates Strategy 2021-2031 is approved

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

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

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The strategy has been developed to update and refresh the previous document. A review of the activity within this document has taken place to ensure relevance and consistency with updates added accordingly.
2. This strategy sets out areas of policing activity and partnership working to ensure that a rounded approach to tackling this issue is sought and progressed.
3. This is an opportunity to refresh our approach to delivering an outstanding service to the public.
4. Key changes include:
    a. A modern new Police base in Wilmslow.
    b. A new net zero local policing base in Crewe.
    c. Disposal of near end of life buildings to invest in modenising the estate.

**Issues for consideration**

5. All issues have been considered with the OPCC.

**Financial Comments**

6. Finance have consulted with Estates and the OPCC in the production of this strategy.

**Legal & Commercial Comments**

7. Legal & Commercial are sighted on the strategy and aware of upcoming contractual requirements.

**People Services Comments**

8. There are no People comments associated with this report.

**Equality Comments**

9. There are no specific equality implications to this report.

| **Public access to information**<br><br>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<br><br>Tel. No.: 07879470810 Email: William.malloy@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.*<br><br>**Signature** **Date: 5 November 2025** |

**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: 5 November 2025**

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| DECISION NO. 2025/30 | DATE: 5 November 2025 |

**Environmental Strategy 2021-2031**

**Executive Summary:**

The current Environmental Strategy 2021-2031 supports the Police & Crime Commissioner's Police and Crime Plan, and has been updated to reflect the comments from the Chief Executive of the Office of the Police and Crime Commissioner for Cheshire.

**Recommendation:**

1) That the Environmental Strategy 2021-2031 is approved

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

The implementation of the Environmental Strategy 2021 - 2031 by adopting best practice will minimise the impact on the environment whilst supporting operational activity.

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The strategy has been developed to update and refresh the previous document. A review of the activity within this document has taken place to ensure relevance and consistency with updates added accordingly.
2. This strategy sets out areas of policing activity and partnership working to ensure that a rounded approach to tackling this issue is sought and progressed.
3. This is an opportunity to refresh our approach to delivering an outstanding service to the public.
4. Key changes include:
   a. Updated statistics and progress against targets
   b. Continued committal to minimising the impact on the environment.
   c. Adopting best practices whilst supporting operational needs.

**Issues for consideration**

5. All issues have been considered with the OPCC.

**Financial Comments**

6. Finance have consulted with Estates and the OPCC in the production of this strategy.

**Legal & Commercial Comments**

7. Legal & Commercial are sighted on the strategy and aware of upcoming contractual requirements.

**People Services Comments**

8. There are no People comments associated with this report.

**Equality Comments**

9. There are no specific equality implications to this report.

| **Public access to information**<br><br>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<br>Tel. No.: 07879470810 Email: William.malloy@cheshire.police.uk |

| **CHIEF OFFICER DECLARATION (Chief Constable – Mark Roberts):**<br><br>*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.*<br><br>**Signature** **Date: 5 November 2025** |
|---|

**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: 5 November 2025**

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| **DECISION NO. 2025/32** | **DATE: 5th November 2025** |

**IT & Digital Strategy 2025-2029**

**Executive Summary:**
The IT and Digital Strategy 2025-2029 outlines the key outcomes from across the three product boards, chaired by the respective Assistant Chief Constable's. These being Neighbourhood Policing; Connected Constabulary & Innovation; and Crime. The document also outlines how the underlying IT infrastructure will meet these objectives and how the IT department will service the needs of the organisation.

This strategy has been prepared in consultation with the OPCC and aligns with the latest Police and Crime Plan, in particular, pillar 2 – Modernise – Technology and Innovation.

The strategy takes note of a number of national strategies, particularly those that are linked to the police reform programme.

**Recommendation:**

1) That the IT and Digital Strategy is approved

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

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.

**Signature** **Date**

**Police & Crime Commissioner**

**Signature** **Date**

**Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The strategy has been developed to update and refresh the previous document. A review of the activity within this document has taken place to ensure relevance and consistency with updates added accordingly.
2. Previously there were separate IT and Digital strategies. These have now been combined into one document, which also reflects Digital Change coming under the umbrella of the IT department.
3. This strategy sets out areas of policing activity and partnership working to ensure that a rounded approach to tackling this issue is sought and progressed.
4. The document has been produced in consultation with the OPCC and takes account of the Police and Crime Plan.
5. National strategies have been considered and there is alignment to the objectives of those documents.
6. Although this document spans 2025-2030, the national police reform programme, and particular the work to streamline delivery of IT, may mean that this will need to be reviewed sooner.
7. This is an opportunity to refresh our approach to delivering an outstanding service to the public.

**Issues for consideration**

8. There are no specific areas for consideration. The document should be reviewed as a whole to understand the direction of travel and key projects that will be undertaken.

**Financial Comments**

9. There are no areas of note in this area.

**Legal & Commercial Comments**

10. There are no areas of note in this area.

**People Implications**

11. There are no areas of note in this area.

**Equality Comments**

12. There are no specific equality implications to this report.

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| **Public access to information**<br><br>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: Stuart Rogers – Head of IT & Information Security<br><br>Tel. No: 07970 838412 Email: stuart.rogers@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: 5th November 2025**

**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: 5th November 2025**

Cheshire Constabulary

Dan Price
Cheshire
Police & Crime
Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| **DECISION NO. 2025/31** | **DATE: 5 November 2025** |

**People Strategy 2025-2028**

**Executive Summary:**

The People Strategy 2025-2028 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.

**Recommendation:**

1) That the People Strategy is approved

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

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

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The strategy has been developed to update and refresh the previous document. A review of the activity within this document has taken place to ensure relevance and consistency with updates added accordingly.
2. This strategy sets the challenges and aims regarding the people of the Constabulary ensuring a rounded approach focusing on the future development, efficiencies and modernisation.
3. This is an opportunity to refresh our approach to delivering an outstanding service to the public.

Key changes include the introduction of five main themes:

- Attract and retain talented individuals by highlighting career development opportunities and engaging with diverse communities.
- Develop high-performing, exceptional leaders through continuous learning and professional growth.
- Enable great performance and productivity by fostering an innovative culture and optimizing resources.
- Invest in a healthy culture that promotes employee wellbeing and resilience.
- Promote inclusion and wellbeing by respecting individual differences and enhancing diversity within the workforce.

**Issues for consideration**

4. All issues have been considered with the OPCC and encompassed into the People Strategy.

**Financial Comments**

5. There are no Finance comments associated with this paper.

**Legal & Commercial Comments**

6. There are no Legal & Commercial comments associated with this paper.

**People Implications**

7. People Services have consulted with the OPCC in the production of this strategy.

**Equality Comments**

8. There are no specific equality implications to this report.

| |
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| **Public access to information**<br><br>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: Nicola Bailey, Chief People Officer<br><br>Tel. No.: 07515200404 Email: Nicola.Bailey@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: 5 November 2025**

**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: 5 November 2025**

Cheshire Constabulary

Dan Price
Cheshire Police & Crime Commissioner

| JOINT MANAGEMENT BOARD | |
|---|---|
| **DECISION NO. 2025/33** | **DATE: 5 November 2025** |

**Procurement Strategy 2025-2028**

**Executive Summary:**

The joint Procurement Strategy 2025-2028 outlines how the Commissioner and Chief Constable will ensure that value for money is provided in the procurement of goods, services and works. The Strategy will 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 outlines how procurement activity will be achieved in a way that maximises opportunities for efficiency and collaboration, supports SME's and the voluntary sector, supports delivery of the Police and Crime Plan, drives innovation and ensures that social value is a priority.

**Recommendation:**

1) That the joint Procurement Strategy 2025-2028 is approved

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

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.

**Signature** **Date 5 November 2025**

**Police & Crime Commissioner**

**Signature** **Date 5 November 2025**

**Chief Constable**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

**Introduction and background**

1. The Procurement Strategy has been developed to update and refresh the previous Procurement Strategy.Given changes in the legislative landscape, a new Police and Crime Plan and the development of the Commercial Unit, the strategy has been substantially changed from the previous iteration.

2. The new Procurement strategy sets out how the Commissioner and Chief Constable will ensure that value for money is provided in the procurement of goods, services and works whilst ensuring compliance with legislation, public procurement guidance and national procurement strategy. It will ensure that the financial regulations and contract standing orders of the Commissioner are followed.

3. The Strategy also sets out a clear framework by which the Commercial Unit will provide a comprehensive service throughout the procurement lifecycle. This will ensure compliance with the legal and governance framework applicable whilst allowing for shifting demand, changes in technology (including Artificial Intelligence), changing national and local priorities as well as engaging in collaborative opportunities, supporting SME's and the voluntary sector and supporting the delivery of the Police and Crime Plan.

4. Key changes include :-

   4.1 restructuring the Strategy to identify key core principles and how they will be embedding into our practice and procedure to ensure delivery.
   4.2 outlining clearly how the Procurement Strategy (and associated activity) will support the Police and Crime Plan in key areas.
   4.3 aligning the Key Performance Indicators to appropriate and suitable measures as reported to the Legal Management Team and Strategic Procurement Group.

**Financial Comments**

5. There are no financial implications arising from this Procurement Strategy. The Chief Finance Officer from the Office of the Police and Crime Commissioner (as Contracting Authority for procurement matters) has been involved and sighted throughout the development of this Strategy in any event and provided feedback and amendments to the drafting which have been incorporated.

**Legal & Commercial Comments**

6. The Deputy Head of Legal Services (Head of Commercial Unit) has written this strategy in full consultation with OPCC following a workshop style discussion session and feedback on a draft strategy.

**People Implications**

7. There are no HR issues arising from this Procurement Strategy.

**Equality Comments**

8. There are no specific equality implications to this report.

**Public access to information**

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Is there a Part 2 form - No

Contact Officer: Jane Norton, Deputy Head of Legal Services (Head of Commercial Unit)

Tel. No.: 01606366538 Email: jane.norton@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: 5 November 2025**

**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: 5 November 2025**