

JOINT MANAGEMENT BOARD



Cheshire
Constabulary



Dan Price
Cheshire
Police & Crime
Commissioner

DATE: Wednesday 5 August 2026

TIME: 10.00am

VENUE: Command Team Meeting Room, 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 August 2026 via email pcc@cheshire-pcc.gov.uk

AGENDA

Part 1 - Public Items

1. Minutes of Meeting Held on 30 June 2026
2. Financial Position 2026/27: First Quarter Review
3. Management Decision – N8 Collaboration
4. Joint Management Board Forward Plan

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:

<i>Item</i>	<i>Section</i>
Northern Stations Capital	(31) Law Enforcement
	(43) Commercial Interest

5. Northern Stations Capital – Arpley Street
6. Joint Management Board Action Log

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



**Cheshire
Constabulary**



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JOINT MANAGEMENT BOARD

Notes of the Joint Management Board held on Tuesday 30 June 2026 which took place online via Teams.

PRESENT: Gemma Southern, Deputy Police and Crime Commissioner (DPCC)
Mark Roberts, Chief Constable (CC)

Cheshire Police and Crime Commissioner

C Hodgson, Chief Finance Officer
J Whalen, Assistant Police and Crime Commissioner
K Kardas, Research & Volunteer Support Officer

Cheshire Constabulary

D Bryan, Chief Legal Officer
B Jones, Chief Accountant

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

Part 1 - Public items

1. Minutes of meeting held on Wednesday 3 June 2026

The minutes of the meeting held on Wednesday 3 June 2026 were received and approved with a following minor amendment in relation to item 2 Provisional Financial Position Outturn:

"Members should note a £344k amendment to the 2025/26 outturn following a review of the Allard provision. The original provision was £394k for potential legal claims; following updated advice, £50k has been retained and the remainder released. This has been reflected through contingency and corporate costs, so there is no overall impact on the outturn. It is a one-off adjustment and does not affect the underlying financial position. This is shown in Note 27 of the Group Accounts."

2. Treasury Management Outturn 2025/26

The Chief Accountant presented the report which sets out the outturn position on all treasury management activities together with a review of the current economic environment and interest rate forecasts.

The review mentions that the Bank Rate during the last few years has enabled the Commissioner to secure good short to medium term rates of return in 2025/26.

The Police and Crime Commissioner approved the following recommendations:

- (1) the report be noted; and
- (2) the prudential and treasury management outturn indicators as detailed in the report be noted.

The rationale was that the report sets out the outturn 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, treasury management activities have operated within the approved indicators and limits and in compliance with the Treasury Management Practices.

3. IT & Digital Strategy Progress Update

The IT and Digital Strategy 2025–2029, approved in 2025, sets out the key outcomes across three programme boards that report to the Digital Delivery Board, chaired by the Deputy Chief Constable. This update summarises progress against the strategy, which was developed in consultation with the Office of the Police and Crime Commissioner (OPCC) and aligns with the Police and Crime Plan, particularly Pillar 2: Modernise – Technology and Innovation.

The strategy also reflects relevant national strategies, including those supporting police reform.

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

- (1) that the Board note the contents of the update paper.

The rationale was that review of the IT and Digital Strategy forms part of the scrutiny function and enables Commissioner to check on progress against set objectives.

4. Utilisation of POCA Funding in 2025/26

The Proceeds of Crime Act (POCA) fund is used to help reduce crime and ensure that money recovered from criminal activity is reinvested for the benefit of communities, rather than benefitting offenders.

This report outlines the projects funded through the POCA fund during 2025/26 financial year showing how funding was allocated between the Constabulary and the Police and Crime Commissioner.

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

- (1) that the report be noted.

The rationale was that the POCA funding allocated during 2025/26 has been categorised in line with ARIS requirements and will form part of the annual ARIS return to the Home Office.

It was noted that the Chief Constable felt the table did not accurately reflect the distribution of the fund as it suggested the Constabulary benefitted more than the OPCC which, he believed, was inaccurate as he felt the vast majority of spend was OPCC - the issue in question being that he believed the spend on Financial Investigators and Legal were in effect a shared 'fixed cost' to actually deliver the POCA returns and as such need separately and jointly reflecting. As the report was for information only, the table was noted as presented (subject to these comments) and further discussions would be undertaken outside of the meeting to come to an agreed position on the splits.

5. Joint Management Board Forward Plan

An updated version of the Joint Management Board Forward Plan for 2026/27 was noted.

Part 2 – Private items

6. Strategic Risk Register

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.

The Strategic Risk Register containing the risk analysis has been presented. The report includes an explanation with regards to new joint risk and also new risk for Constabulary.

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

- (1) A new joint risk around police reform is added in part 1 combining previous joint risks relating to the review of the police funding formula and local authority devolution along with the OPCC risk relating to the removal of PCCs.
- (2) A new constabulary risk is added in part 2 relating to capacity to deal with the management of offenders as a result of the sentencing review.
- (3) The overall score for SR-Joint-26/27-1.3 (Medium Term Financial Scenario) is increased from 16 to 20.
- (4) The overall score for SR-Joint-26/27-1.4 (Council Budget Deficits) is increased from 12 to 16.

The rationale for this decision is to ensure strategic risks are effectively managed to support the delivery of high-quality policing services.

7. Annual Risk Management Report

The Annual Risk Management Report was presented for the purposes of consideration by the board and approval.

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

- 1) that the Annual Risk Management Report be noted.

The rationale was that such decision would support the delivery of high-quality policing services through effective strategic risk management.

8. Memorandum of Understanding – Diesel Tank

Cheshire Constabulary operates a diesel fuel tank at Winsford to support its vehicle fleet. This provides a more cost-effective fuel supply than alternative purchasing arrangements, delivering operational and financial benefits.

A Memorandum of Understanding (MoU) has been developed to enable Cheshire Fire and Rescue Service to access the fuel facility on a cost-recovery basis. A small additional charge per litre will be applied to cover the Constabulary's administration and management costs.

The Police and Crime Commissioner approved the following recommendation:

- 1) That the Memorandum of Understanding with Cheshire Fire and Rescue Service for the supply of diesel fuel be approved.

The rationale was that such arrangement will support closer partnership working and improve operational resilience across agencies, while ensuring value for money in the delivery of public services for Cheshire taxpayers.

9. Joint Management Board Action Log

The Joint Management Board Action Log was noted.

The meeting concluded at 12.00pm.

JOINT MANAGEMENT BOARD**DECISION NO. 2026/28****DATE: 5 AUGUST 2026****FINANCIAL POSITION REPORT 2026/27: FIRST QUARTER REVIEW****Executive Summary:**

The purpose of this report is to provide the Commissioner with the forecast financial outturn for 2026/27 as at the end of June 2026.

On 28 January 2026, the Commissioner approved a gross revenue budget of £323.3m (net £292.9m) together with a capital programme of £20.5m. At the Joint Management Board meeting on 3 June 2026, the Commissioner approved carry forward requests of £0.5m and capital slippage of £3.8m of which £0.6m was confirmed after the original programme was set.

At the end of June 2026, there is a forecast revenue overspend of £0.03m (0.01%), together with a forecast capital underspend of £0.2m (0.01%). These are provisional figures at this stage of the financial year.

Recommendations:

1. the forecast revenue and capital outturn positions be noted

We have reached the following decision:

Approval of the recommendation.

Our rationale for this decision is:

The first quarter 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. The position will be monitored regularly with mitigating actions being taken as necessary.

Signature**Date: 5th August 2026****Police & Crime Commissioner****Signature****Date: 5th August 2026****Chief Constable**

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

1. The purpose of this report is to provide the Commissioner with the forecast financial position for 2026/27 as at the end of June 2026. 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 COMMENTS

3. The financial comments are included in the report.

LEGAL COMMENTS

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

EQUALITY COMMENTS

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

BACKGROUND DOCUMENTS

Document Titles
None

Public access to information

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

Is there a Part 2 form - No

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

Tel. No.: 07879 470810 Email: william.malloy@cheshire.police.uk

CHIEF OFFICER DECLARATION (Chief Finance Officer – Bill Malloy):

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

Signature *Bill Malloy*

Date: 30.07.2026

CHIEF FINANCE OFFICER DECLARATION (Clare Hodgson):

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

Signature



Date: 30.07.2026

Joint Management Board

Financial Position Report

First Quarter Review

2026-27

Finance

5th August 2026



Cheshire
Constabulary

INTRODUCTION AND BACKGROUND

On 28 January 2026, the Commissioner approved a gross revenue budget of £323.3m (net £292.9m), together with a capital programme of £20.5m. At the Joint Management Board meeting on 03 June 2026, the Commissioner approved carry forward requests of £0.5m and capital slippage of £3.8m of which £0.6m was confirmed after the original programme was set.

EXECUTIVE SUMMARY

At the end of June 2026, there is a forecast revenue overspend of £0.03m (0.01%). This is within the target figure of 5% or under.

Capital expenditure is forecast at £20.0m against an approved budget of £21.2m. There is forecast slippage of £1.1m all of which relates to reprofiling the timing of anticipated expenditure in respect of the ESN Project. The capital expenditure financial health target is that outturn should not vary from the Capital Programme by more than 20%, the current forecast is well below that at 6%.

REVENUE

The forecast outturn at the end of June 2026 is an overspend of £0.03m, which is 0.01% of the net budget. This is a provisional figure at this stage of the year. A summary of the current budget, funding and forecast outturn is shown in Table 1.

Table 1: Summary Provisional Revenue Outturn 2026/27

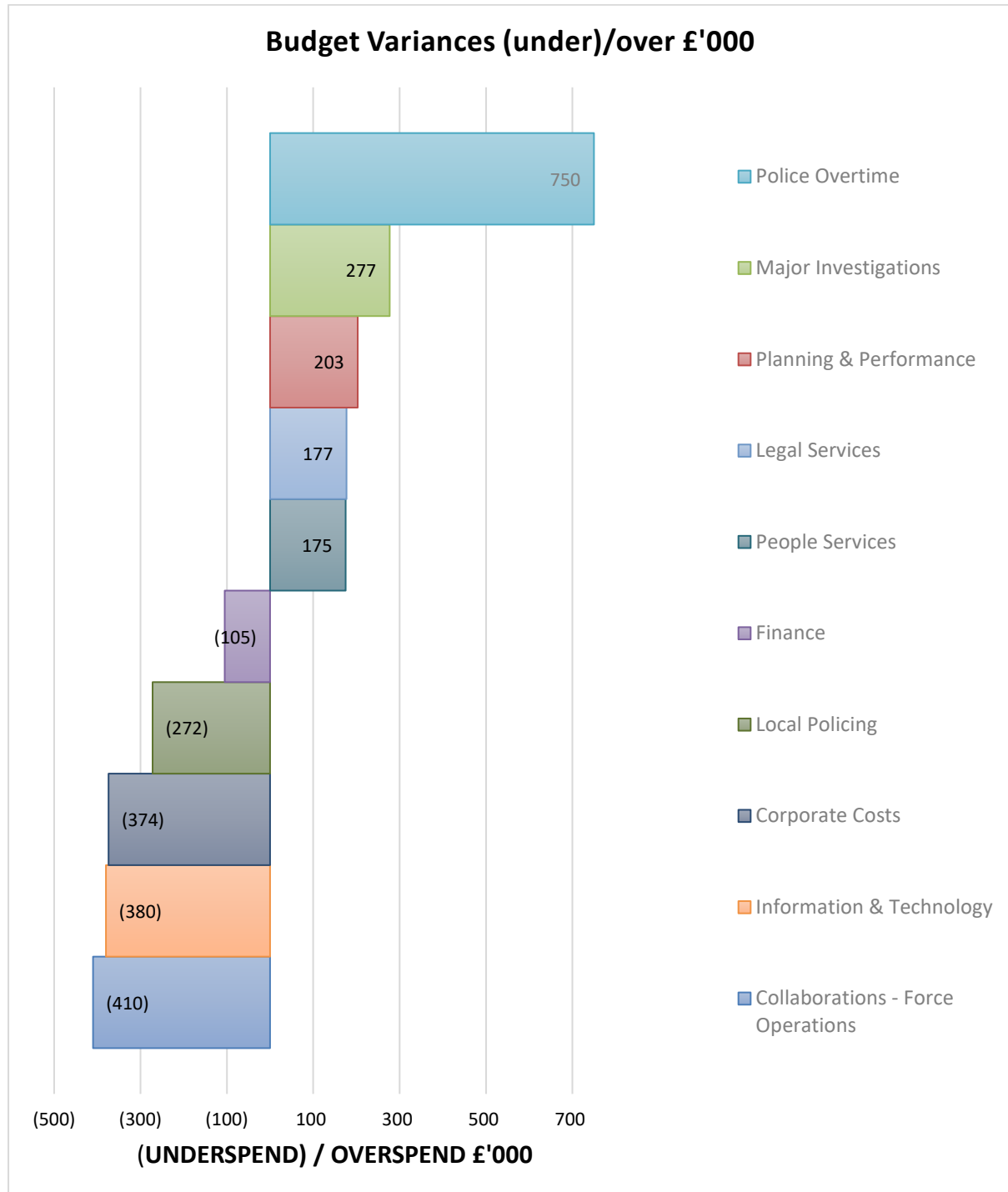
	Revised Budget	Forecast Outturn	Variance (under)/over	
	£'000	£'000	£'000	%
Constabulary	284,339	284,741	402	0.14%
Corporate Costs	5,457	5,083	(374)	(6.86%)
OPCC	1,478	1,478	0	0.00%
Commissioning	1,639	1,639	(0)	0.00%
Net Budget	292,913	292,942	29	0.01%
Funding:				
Government grant	(171,997)	(171,997)	0	
Council tax (precept)	(120,916)	(120,916)	0	
Funding	(292,913)	(292,913)	0	
Total net (under)/overspend			29	

A full breakdown of the budget and forecast outturn by department is shown at Appendix 1. In addition, a breakdown of the budget by expenditure type (subjective analysis) is also provided at Appendix 2.

Forecast Analysis

Chart 1 provides an analysis of the most significant budget variances by Department.

Chart 1: Significant Budget Variances by Department



Forecast Variances

Significant variances to note are explained in the following areas:

Police Overtime

There have been several significant operations so far this year resulting in expenditure of £470k which is predominantly associated with Op Decker. In addition, there is a general overspend to date incurred through managing fluctuating demands and responding to incidents across the force area. If this level of general overtime continues, an overspend of £750k is anticipated at the year-end.

Major Investigations

An overspend of £277k is forecast which relates to mutual aid and non-pay costs associated with Op Decker.

Planning and Performance

The overspend forecast of £203k is predominantly due to higher insurance premiums than budgeted and an expectation that the staff pay vacancy factor is unlikely to be achieved.

Legal Services

An overspend of £177k is forecast which is due to court fees and legal costs associated with defending litigation, partly offset by anticipated over-achievement of income from incident reports.

People Services

The overspend forecast of £175k is predominantly due to higher rank of ill health retirements than budgeted.

Finance

An underspend of £105k is forecast due to temporary staff vacancies.

Local Policing

An underspend of £272k is currently forecast which is predominantly due to staff vacancies, offset by dangerous dog kennelling costs in excess of budget and contract cleaning costs.

Corporate Costs

An underspend of £374k is currently anticipated, predominantly due to a lower minimum revenue provision together with lower borrowing costs than budgeted.

Information & Technology

An underspend of £380k is forecast which is mainly attributable to lower national IT charges.

Collaborations

An underspend of £410k forecast which is predominantly due to reduced charges for NWROCU and NPAS.

Contingency

To date there have been no requests for central contingency funding where the budget held is £318k. Only £29k of the operational contingency budget has so far been released leaving £232k available. The forecast assumes that both contingencies will be utilised in full during the year.

CAPITAL

Capital Programme

The capital programme is outlined in Table 2.

Table 2: Capital Programme 2026/27

	£000	
Schemes commencing in 2026/27	17,286	
Previous years' schemes	3,239	
Capital Budget – approved at budget setting	20,525	
Additional slippage identified at 2025/26 outturn	601	
In-year budget movements – year to date total	101	(ii)
Revised Capital Budget 2026/27	21,227	
Forecast Slippage	(1,100)	(iii)
Forecast over/(underspend)	(169)	(iv)
Capital Programme to be funded 2026/27	19,958	(i)

- (i) The forecast capital programme to be funded for 2026/27 is £20.0m. Total slippage brought forward from 2025/26 of £3.8m was approved via a combination of the 2026/27 Budget report and the 2025/26 Revenue & Capital Outturn report presented to Joint Management Board 3 June 2026.
- (ii) The in-year budget increase in the first quarter of £101k relates to:
 - a. Additional £19k for Tech Refresh from the sale of IT devices .
 - b. Additional funding of £82k from partner forces for the ANPR Motorway Services project.

- (iii) There is currently forecast slippage of £1.1m which relates to the ESN Project. This is now expected to slip into 2027/28 as Home Office plans are still awaited for this project.
- (iv) The overall forecast underspend is £169k which relates to the Underwater Search Unit (UWSU) as vehicle purchases originally planned for 2026/27 were brought forward to 2025/26. UWSU capital is funded by their reserve.

Full breakdown is included at Appendix 3.

Capital Expenditure

At the end of June, £2.8m has been spent. The main areas of spend are £1.8m relating to Estates Schemes, £0.9m for IT schemes and £0.1m for annual Fleet Vehicle replacement. Progress on the key/larger schemes is explained below.

Estates Strategy – Crewe Police Station

There is a budget of £10m in 2026/27 with spend to date of £1.7m. The build started in January 2026 and it is hoped that the building can be handed over by the end of this financial year, with the fitout then being complete by August 2027.

Estates Strategy – Northern Stations

There is a budget of £1.9m in 2026/27, this include slippage of £0.9m from 2025/26 and the transfer of £0.05m to fund the repurposing of Middlewich Police Station. This covers the refurbishment of the Northern Stations (Runcorn, Widnes, Arpley Street and Charles Stewart House). The 2026/27 programme of work is currently under discussion and a bid of £0.56m for remedial works at Arpley Street is included in another paper at the July JMB meeting.

Fleet Vehicle Replacement Programme

Slippage of £0.4m from 2025/26 will be spent by mid-year. There is a 2026/27 budget of £4m of which is currently expected to be spent before 31 March 2027.

Technology Refresh

There is budget of £1.1m to cover 3-year replacement of devices. The bulk of the equipment has been delivered by first quarter with a spend of £0.860m to date.

ESN

There is a budget of £1.2m as part of the project to replace ESN. As the force has not yet received a plan from the Home Office it is expected that £1.1m of the budget will slip into 2027/28.

Capital Financing

The Financing of the 2026/27 Programme is shown in Table 3.

Table 3: Capital Financing

	£000	
Capital Receipts	5,500	
General Grant	0	
Specific Grant	12	
Revenue Contributions	2,002	
HQ IT Reserve	313	
Additional contributions (Internal & External)	331	
UWSU Reserve	48	
Borrowing	11,752	(i)
Total	19,958	

- (i) Although £11.8m of the capital spending in 2026/27 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. The new external borrowing currently planned in 2026/27 is £19m (this includes £5m for borrowing planned but not taken in previous years). This will be reviewed during the year with any new borrowing timed to optimise the interest rate payable.

TREASURY MANAGEMENT

The updated CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that the Commissioner is updated on treasury management activities at least quarterly. The following Treasury Management update therefore ensures best practice in accordance with the Code.

On 18 June 2026, the Bank of England's Monetary Policy Committee (MPC) voted to hold the Bank Rate at 3.75% meaning the rate has now been unchanged for 6 months. Although rate cuts had been expected, continuing tensions in the Middle East have meant that anticipated cuts have not yet happened.

As at 30 June 2026, the Commissioner's investments are with Federated Hermes Money Market Fund, Aberdeen Liquidity Money Market Fund, Blackrock Liquidity Money Market Fund, Handelsbanken and Barclays (flexible call account), all of which are used regularly to manage day to day cashflows.

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

Prudential and Treasury Indicators

It is a statutory duty for those charged with governance to determine and keep under review a range of prudential indicators and treasury limits. The following table compares the estimated performance on key prudential indicators in 2026/27 against those approved by the Commissioner in January 2026.

Table 4: Prudential and Treasury Indicators

Prudential Indicators	2026/27 Indicator £000	2026/27 Revised Estimate £000	Comment
Capital expenditure	20,525	19,958	
<u>Capital financing requirement</u>			
- Borrowing requirement	47,231	45,284	
- Other long-term liabilities	10,878	11,191	
Total	58,109	56,474	
Annual change in capital financing requirement	8,257	8,385	
Gross borrowing requirement: (Under) / Over borrowing	(1,342)	605	Reduced under borrowing due to slippage on schemes funded by borrowing
Ratio of financing costs to net revenue stream	1.51%	1.17%	Lower Capital Financing costs in 2026/27 as borrowing will be later in the year than planned.
Treasury Indicators	2026/27 Indicator £000	2026/27 Revised Estimate £000	
Authorised limit for external debt	90,421	90,421	Set 28/1/26, No change during 2026/27
Operational boundary for external debt	87,421	87,421	
Actual external debt			Current borrowing £26.889m plus new borrowing in 2026/27 if needed £19m = £45.889m.
- Borrowing	45,889	45,889	
- Other long-term liabilities (PFI & IFRS16 Loans)	10,878	11,191	
Total	56,767	57,080	
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.

RESERVES

The Reserves Strategy 2026/27 was approved as part of the Medium-Term Finance Strategy on 28 January 2026. Table 5 below shows the forecast year-end balances based on the impact of the capital financing proposals in Table 3.

Table 5: Revenue and Capital Reserves

	1 April 2026 £000	Movement £000	31 March 2027 £000
General Reserves			
General Fund	5,773	0	5,773
Medium Term Financial Strategy Reserve	2,973	0	2,973
Earmarked Revenue Reserves			
Carry Forward Reserve	1,227	(475)	752
POCA Reserve	625	0	625
Major Investigations Reserve	1,417	(600)	817
Estates Strategy Reserve	500	0	500
Road Safety Initiatives Reserve	344	(125)	219
Council Tax Deficit Reserve	696	(696)	0
Pay and Pension Reserve	660	(660)	0
Commissioning Reserve	457	(250)	207
IT Reserve	291	0	291
Earmarked Capital Reserves			
Revenue Reserve for Capital Expenditure	50	(50)	0
ESN Reserve	226	0	226
Capital Receipts	0	0	0
Total Cheshire Reserves	15,240	(2,857)	12,383

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 £292.9m and general reserves are forecast to be at £8.7m by the year end equating to 3.0%.

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 9% 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)	934
Armed Police Alliance	178
North West Armed Police	50
Cheshire Resilience Forum	0
Total	1,162

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 June 2026 is shown in Table 7.

Table 7: Outstanding Invoiced Debt

	£000
Within 1 Month	73
Within 1 to 2 Months	99
2 Months or more	176
Other Public Sector	443
Collaborations	0
Total Invoiced Debt	791

The Constabulary collected 73% of debt within one month during the first 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 Expenditure	Forecast Variance (under)/over	
Police Officer Pay	£000	£000	£000	%
Police Pay	160,303	160,303	0	0%
Police Overtime	4,113	4,863	750	18%
Total Police Officer Pay	164,416	165,166	750	
Crime				
Forensic Investigation	5,660	5,663	3	0%
Force Intelligence	2,876	2,927	51	2%
Serious Organised Crime	3,689	3,773	84	2%
Major Investigations	1,235	1,512	277	22%
Custodial Operations	2,370	2,397	27	1%
Protecting Vulnerable Persons	2,622	2,555	(67)	(3%)
Criminal Justice	3,501	3,450	(51)	(1%)
Total Crime	21,953	22,277	324	
Operations				
Local Policing	4,914	4,642	(272)	(6%)
Public Contact	18,159	18,092	(67)	(0%)
Uniform Operations	1,382	1,390	8	1%
Roads and Crime	1,101	1,106	5	0%
Driver Offender Retraining (NDORS)	(2,035)	(2,045)	(10)	0%
Information & Technology	17,832	17,452	(380)	(2%)
Fleet	4,228	4,208	(20)	(0%)
Information Management	1,266	1,220	(46)	(4%)
Total Operations	46,847	46,066	(781)	
Centrally Delivered Services				
Planning & Performance	3,238	3,441	203	6%
Legal Services	2,992	3,169	177	6%
Corporate Communications	1,732	1,755	23	1%
Command	594	610	16	3%
Finance	1,415	1,310	(105)	(7%)
Estates & Facilities	13,933	13,996	63	0%
People Services	13,358	13,533	175	1%
Professional Standards	1,034	1,002	(32)	(3%)
Total Centrally Delivered Services	38,296	38,817	521	
Collaborations				
Collaborations - Force Operations	12,252	11,842	(410)	(3%)
Total Collaborations	12,252	11,842	(410)	
Contingency	575	575	0	0%
Corporate Costs	5,457	5,083	(374)	(7%)
TOTAL CONSTABULARY COSTS	289,796	289,825	29	
Office of the Police & Crime Commissioner				
OPCC	1,478	1,478	0	0%
OPCC Commissioning	1,639	1,639	0	0%
Total Office of the Police & Crime Commissioner	3,117	3,117	0	
TOTAL SERVICE COSTS	292,913	292,942	29	

APPENDIX 2 –Subjective Analysis

	Full Year Budget £'000	Forecast Expenditure £'000	Forecast Variance (under)/over £'000 %	
Pay & Employment Costs				
Police Officer Pay	170,197	171,934	1,737	1%
Staff Pay	73,530	73,341	(189)	(0%)
PCSO Pay	2,838	2,374	(464)	(16%)
Police Officer Pensions	5,076	5,242	166	3%
Other Employee Costs	2,490	2,558	68	3%
Total Pay & Employment Costs	254,131	255,449	1,318	1%
Property Related Costs				0%
PFI Payments	8,595	8,732	137	2%
Utilities	2,157	1,885	(272)	(13%)
Rent & Rates	2,471	2,615	144	6%
Building Maintenance	1,078	1,097	19	2%
Other Premises Costs	329	381	52	16%
Total Property Related Costs	14,630	14,710	80	1%
Transport Related Costs				0%
Vehicle Related	4,182	4,266	84	2%
Car Allowances & Travel Exps	812	902	90	11%
Total Transport Related Costs	4,994	5,168	174	3%
Supplies & Services				0%
Communications & Computing	10,395	10,596	201	2%
Specific Grants Awarded	3,883	3,751	(132)	(3%)
Other Supplies & Services	2,922	3,440	518	18%
Custody Costs	1,739	1,747	8	0%
Forensic Costs	1,922	1,867	(55)	(3%)
NDORS Fees	1,365	1,688	323	24%
Professional Fees	1,213	1,167	(46)	(4%)
Equipment Purchases/Maintenance	1,132	1,150	18	2%
Insurance	1,077	1,464	387	36%
Clothing & Uniforms	687	817	130	19%
Legal Costs	678	561	(117)	(17%)
Total Supplies & Services	27,013	28,248	1,235	5%
Third Party Payments				0%
Outsourced Services	12,438	12,017	(421)	(3%)
Other Third Party Payments	4,721	4,341	(380)	(8%)
Partnership Payments	392	640	248	63%
Total Third Party Payments	17,551	16,998	(553)	(3%)
Capital Financing Costs				0%
Revenue Contribution to Capital	2,002	2,002	0	0%
Minimum Revenue Provision	2,479	2,110	(369)	(15%)
Debt Charges	1,190	1,088	(102)	(9%)
Total Capital Financing Costs	5,671	5,200	(471)	(8%)
Transfers to/from Reserves	(659)	(659)	0	0%
TOTAL EXPENDITURE	323,331	325,114	1,783	1%
INCOME				0%
Other Home Office Grants	(12,387)	(12,702)	(315)	3%
Sales, Fees & Charges	(8,380)	(9,960)	(1,580)	19%
PFI Grant	(7,230)	(7,230)	0	0%
NDORS Income	(1,211)	(1,244)	(33)	3%
Local Partnership Funding	(660)	(491)	169	(26%)
Investment Interest	(550)	(545)	5	(1%)
TOTAL INCOME	(30,418)	(32,172)	(1,754)	6%
NET SERVICE COSTS	292,913	292,942	29	0%

APPENDIX 3 – Capital Scheme Forecasts

DETAILS OF CAPITAL SCHEMES	Revised Budget	Spend @ FQR	Forecast 2026-27	Total Slippage	Over/ - Under
Capital Scheme	£000	£000	£000	£000	£000
<u>Estates</u>					
Estates Strategy - Crewe	10,037	1,690	10,037	0	0
Estates Essential Maintenance and Improvement Schemes	100	0	100	0	0
Decarbonisation Measures *	250	0	250	0	0
Estates Strategy - Northern Stations	1,874	71	1,874	0	0
Refurbishment of HQ ground floor meeting spaces	138	12	138	0	0
Electric Fleet charging points at LPU's	300	0	300	0	0
TTC Range targets replacements	75	0	75	0	0
Repurpose Middlewich Police Station	50	0	50	0	0
<u>IT</u>					
Technology Refresh – Network, Servers, Laptop, Desktop	1,108	860	1,108	0	0
Technology Refresh - Infrastructure (Servers/Network)	353	37	353	0	0
Technology Refresh – Teams Rooms Devices	100	0	100	0	0
Upgrade/Replace Network Switches	200	13	200	0	0
Collision Investigation	100	0	100	0	0
ESN	1,163	0	63	1,100	0
Technology Refresh – E-Forensics	40	0	40	0	0
<u>ANPR</u>					
MAV Rapier Cameras	101	0	101	0	0
ANPR Motorway Service Areas	92	0	92	0	0
<u>Fleet & Collaborations Vehicles</u>					
Armed Alliance Vehicle Replacements	163	0	163	0	0
Under Water Search Unit equipment	170	0	0	0	(170)
Annual Vehicle Replacement Programme	4,000	0	4,000	0	0
Workshop capital equipment	31	0	31	0	0
Total 2026/27 approvals	20,445	2,682	19,175	1,100	(170)
<u>Multiple Year Schemes</u>					
<u>Estates</u>					
Replacement Chiller Units - Blacon PS	10	0	10	0	0
Estates Strategy - Wilmslow	4	5	4	0	0
Ref areas, welfare rooms – CSH, Arpley St, Runcorn (Phase 1)	42	(1)	42	0	0
ABE suite at CSH	30	0	30	0	0
Forensics Access restrictions	22	0	22	0	0
<u>IT</u>					
Corporate Wifi Upgrade	6	0	6	0	0
Mitel Handset Replacement - Teams	50	0	50	0	0
Technology Refresh – E-Forensics	13	2	13	0	0
<u>ANPR</u>					
ANPR Cameras Motorways	12	0	12	0	0
Cheshire EVOX ANPR Camera Refresh	0	0	0	0	0
ANPR expanded capability match funding	0	0	0	0	0
In-Car ANPR/Video Refresh - Cheshire Vehicles	34	0	34	0	0
In-Car ANPR/Video Refresh - Alliance Vehicles	30	0	30	0	0
ANPR Infrastructure - Home Office Funded	22	0	22	0	0
<u>Fleet & Collaborations Vehicles</u>					
Armed Alliance Vehicle Replacements	57	48	57	0	0
Under Water Search Unit equipment	47	49	48	0	1
Annual Vehicle Replacement Programme	352	0	352	0	0
Workshop capital equipment	50	0	50	0	0
Total Prior Year Approvals	782	104	783	0	1
Total Capital Programme 2026/27	21,227	2,786	19,958	1,100	(169)

MANAGEMENT DECISION**DECISION NO. 2026/02****DATE: 5 AUGUST 2026****N8 Policing Research Partnership Collaboration Agreement****Executive Summary:**

The N8 Policing Research Partnership is a collaboration between 8 research-intensive universities and 11 police forces in the North of England who work together to champion, enable, and support policing research and its impact.

The Constabulary has been a member of the partnership for a number of years along with a number of other Northern Police Forces and recently an updated collaboration agreement has been drafted.

Participation in the N8 collaboration provides a valuable opportunity for the Constabulary to strengthen the use of evidence-based practice by connecting directly with leading academic research across the North of England.

Engagement with the N8 network enables access to research and analytical expertise, and proven methodologies that can be applied to operational challenges supporting continuous improvement and innovation.

Overall, involvement in the N8 collaboration will strengthen our ability to deliver effective, efficient, and evidence-led policing outcomes, while positioning the organisation as an active partner in regional research and innovation.

Given the need for the agreement to be signed in a timely fashion, the Commissioner was asked to sign a management decision in between meetings of this Board to enable the agreement to be finalised. This report is presented to note that decision taken.

Recommendation:

The agreement was signed by the Commissioner on 17th June 2026.

**Signature****Date 17th June 2026****Police & Crime Commissioner**

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

Introduction and background

1. The N8 Policing Research Partnership is a collaboration between 8 research-intensive universities and 11 police forces in the North of England who work together to champion, enable, and support policing research and its impact.
2. The Constabulary has been a member of the partnership for a number of years along with a number of other Northern Police Forces and recently an updated collaboration agreement has been drafted.
3. Participation in the N8 collaboration provides a valuable opportunity for the Constabulary to strengthen the use of evidence-based practice by connecting directly with leading academic research across the North of England.
4. Engagement with the N8 network enables access to research and analytical expertise, and proven methodologies that can be applied to operational challenges supporting continuous improvement and innovation.
5. Overall, involvement in the N8 collaboration will strengthen our ability to deliver effective, efficient, and evidence-led policing outcomes, while positioning the organisation as an active partner in regional research and innovation.
6. As well as providing access to a range of information and skills within the universities the Constabulary is also able to jointly bid for external funding for specific research initiatives and projects.
7. This year the force has successfully bid for a £30,000 grant through the N8 working with the University of Liverpool conducting analysis on domestic abuse incidents with a particular focus on outcome 16 to improve risk identification and assessment.
8. We have also been successful in a bid for a £38,000 grant with the University of Manchester who will be exploring engagement and wellbeing resources and interventions to understand issues which may inhibit access.
9. In 2024/25 we were part of a research bid on tackling digitally enabled coercive control with the University of Liverpool. This project has now led on to the creation of the Digitally Enabled Domestic Abuse (DEDA) training package through further funding, which we are a pilot force for and will be formally launched in Cheshire this month.

Financial Comments

10. The Constabulary would make an annual contribution of £4,771.69. This has been budgeted for.

Legal Comments

11. The agreement has been prepared in consultation with Legal Services

Equality Comments

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

Public access to information

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

Is there a Part 2 form - No

Contact Officer: **Paul Woods**

Tel. No.: 07977 249231

Email: **paul.woods@cheshire.police.uk**

CHIEF OFFICER DECLARATION (CC 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:

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: 29th July 2026

Joint Management Board Forward Plan - 2026/27

Date of Meeting	Room	Report Title	Part 2 Report	Cyclical Item	Lead Officer
1 April 2026	Teams	Management Decisions – 2026-01 Estates Strategy - Middlewich Northern Stations Capital – CSH Roof	No Yes Yes	No No No	Chief Executive Chief Executive Chief Executive
~~6 May 2026~~ Meeting cancelled	HQ	~~Force Management Statement~~ ~~AI Enablement Programme~~	Yes Yes	Annual No	Deputy Chief Constable ACC
3 June 2026	RTH Teams	Provisional Financial Position Outturn 2025/26 Force Management Statement AI Enablement Programme Strategic Policing Requirement Estates Strategy Progress Update Environmental Strategy Progress Update	No Yes Yes Yes No No	Annual Annual No Annual Annual Annual	Chief Finance Officer (Con) Deputy Chief Constable ACC Deputy Chief Constable Chief Finance Officer (Con) Chief Finance Officer (Con)
30 June 2026	Teams	Treasury Management Outturn 2025/26 Utilisation of POCA Funding in 2025/26 Strategic Risk Register IT & Digital Strategy Progress Update Annual Risk Management Report Memorandum of Understanding – Diesel Tank	No No Yes Yes Yes Yes	Annual Annual Yes (with JAAC) Annual Annual No	Chief Finance Officer (Con) Chief Finance Officer (OPCC) Chief Legal Officer Chief Finance Officer (Con) Head of Planning & Performance ACC
5 August 2026	HQ	Financial Position 2026/27: First Quarter Review	No	Quarterly	Chief Finance Officer (Con)
2 September 2026	RTH	Procurement Strategy Progress Update People Strategy Progress Update Strategic Risk Register	Yes No Yes	Annual Annual Yes (with JAAC)	Chief Finance Officer (Con) Chief People Officer (Con) Chief Legal Officer
7 October 2026	Teams	Modern Slavery Transparency Statement - 2026 Update Fleet Strategy Progress Update	Yes Yes	Annual Annual	Chief Legal Officer ACC
4 November 2026	HQ	Financial Position Report 2026/27: Mid-Year Review Treasury Management 2026/27: Mid-Year Review Medium-Term Financial Strategy – Mid-Year Review Strategic Risk Register	No No No Yes	Quarterly Quarterly Half-yearly Yes (with JAAC)	Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Legal Officer

2 December 2026	RTH				
13 January 2027	Teams	Review of the Scheme of Corporate Governance	No	Annual	Chief Executive
27 January 2027	HQ	Treasury Management Strategy 2026/27	No	Annual	Chief Finance Officer (Con)
		Medium Term Financial Strategy 2027-2032	No	Annual	Chief Finance Officer (Con)
		2027/28 Budget & Council Tax Precept	No	Annual	Chief Finance Officer (Con)
		Fees & Charges Handbook 2027	No	Annual	Chief Finance Officer (Con)
		Financial Position 2025/26: Third Quarter Review	No	Annual	Chief Finance Officer (Con)
		Strategic Risk Register	Yes	Yes (with JAAC)	Chief Legal Officer
3 March 2027	RTH	Financial Position 2026/27: Third Quarter Review	No	Quarterly	Chief Finance Officer (Con)
		Draft Internal Audit Plan for approval	No	Annual	Chief Finance Officer (Con)
		Fleet Strategy	No	No	ACC

TO BE CONFIRMED
Asset Management Strategy