

COUNCIL

Thursday 29 November 2018

CABINET MEMBERS' REPORT AND OUTSIDE BODIES REPRESENTATIVES' REPORT TO COUNCIL (CL 31/18)

Cabinet Members' Report to Council

Cabinet Member:	Councillor Geoff Holdcroft, Cabinet Member with responsibility for Economic Development
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East Suffolk Business Festival

Our Economic Growth Plan (2018-2023) sets out the framework to achieve growth and we are proud to work to a vision that “businesses across East Suffolk will have the confidence to invest and grow, creating opportunities for people of all ages and improving further the quality of life in an outstanding environment”.

Reflecting a commitment to the delivery of this vision, we were proud and excited to hold our first ever East Suffolk Business Festival. The Festival was launched on 29th October and was a dedicated 10 day events programme packed full of training, networking and support events.

The Festival has really raised the profile of the East Suffolk business community with news coverage on Look East not once but twice (post budget analysis & Wayne Hemmingsway), press coverage in local papers and a hive of activity all over social media. The festival has connected many of the business support and training agents together through 32 events supported by dozens of partners such as Norfolk and Waveney Enterprise Services (NWES), New Anglia Growth Hub, Menta, Suffolk Coast Destination Management Organisation (DMO), East of England Energy Group (EEEGR), BEE Anglia, Suffolk Chamber, The East Suffolk Partnership (ESP) and East Coast College among many others.

Early indications are that over 1000 business delegates attended events that were part of the business festival programme. Of this 170 delegates were upskilled through training courses which included topics such as GDPR, Digital Marketing and business start up.

The Festival has been a great demonstration of our commitment to supporting local economic growth and was coordinated and managed by the Council's Economic Development team. The team work with a range of local, regional and national partners to support businesses and facilitate key investment opportunities with skill sets in skills and training advice, project development and delivery, marketing and promotions, commercial property intelligence, grant funding and general business support.

The Economic Development team will be reviewing the festival piece by piece analysing the return on investment to look at how they take it forward next year.

Ely Area Improvements

The Task Force meets on a monthly basis alternating between tele conferences and meetings in Ely. The Ely area is a significant railway interchange on the Anglia Network. It links the West Anglia Main Line from London to Kings Lynn with the cross-country route from Felixstowe to Peterborough. No fewer than five railway lines converge in the Ely area (the lines from Peterborough, Kings Lynn, Norwich, Ipswich (and beyond this, Felixstowe and Lowestoft) and the line from Cambridge).

Extensive analysis within Network Rail has indicated that the Ely area is currently unable to accommodate any increase in the current level of service, due to a combination of complex infrastructure constraints and train service patterns that affect the achievable timetable. Trains are required to traverse single lead junctions, complicated crossing layouts, level crossings and load restricting bridges, all of which restrict the number of trains and speed at which they can travel, and therefore the general capacity in this area.

Governance for Railway Investment Projects (GRIP) describes how Network Rail manages and controls projects that enhance or renew the national rail network. GRIP divides a project into eight distinct stages. For this project GRIP 2 (feasibility) is scheduled to complete May 2019 and is funded. GRIP 3 (option selection) is scheduled to complete April 2020 and is funded. GRIP 4 and beyond are currently unfunded.

East-West Rail

The East West Rail Consortium – a group of local authorities and businesses – was formed in 1995 with an interest in improving access to and from East Anglia.

In July 2018 Network Rail applied to the Secretary of State for Transport for a Transport and Works Act Order (TWAO) which would enable it to complete East West Rail's Western Section between Oxford and Bedford, and Aylesbury and Milton Keynes.

In parallel with the more advanced progress on the Western Section, work is continuing on the Central Section to connect Bedford with Cambridge. This would enable train services to operate between Oxford and Cambridge and onto Norfolk and Suffolk. The former railway between Bedford, Sandy and Cambridge was closed in the 1960s and some of the land has been sold and developed for other uses. Within the overall East West Rail project this is therefore the most difficult and costly part of the route to reinstate.

The railway east of Cambridge is extensively used by freight as well as passenger services. In December 2004 an hourly service from Ipswich to Cambridge was introduced, reflecting the increasing strategic importance of this important rail corridor. While the railway infrastructure from Ipswich and Norwich to Cambridge is already in place, the routes are potentially underused. Sections of single track restrict performance and capacity. The Eastern Section is an integral part of the overall strategic East West Rail (EWR) project and presents an opportunity to unlock major benefits for the entire EWR network and beyond. The Eastern Section Rail prospectus is currently being finalised and sets out the rail enhancement vision for passenger and freight services in the Eastern Section and summarises the case that supports it.

Energy

Sizewell C

Preparations continue on a number of fronts ahead of Stage 3 Consultation in the New Year. Members of JLAG, the Joint Local Authority Group established with SCC, continue to receive regular updates including plans for engagement with Town & Parishes.

Sizewell C Economic Impact Assessment

SCDC & SCC commissioned an economic impact assessment of the proposed SZC development this summer. The report examines and assesses the potential economic benefits and adverse economic impacts of the development. Its purpose is to develop an independent evidence base and the mitigations required to maximise the economic benefits and minimise any negative impacts.

The assessment recommends mitigation interventions in the following areas:

- Employment and skills
- Accommodation
- Innovation and collaboration
- Supply chain
- Inward investment
- Tourism

This work will inform the Councils socio-economic response to EDF's Stage 3 public consultation in early 2019, influence the suite of economic strategy documents which will form part of EDF's DCO application and ultimately support negotiations with EDF on economic related section 106 negotiations.

Other Energy Projects

Suffolk Coastal and Waveney District Council, and Suffolk County Council, have now submitted their joint response to the Stage 3.5 consultation held by Scottish Power Renewables. Our position is that neither site suggested by the power company is perfect, so we are in the position of choosing the lesser of two evils. However, we are repeating our call for the power companies to minimise the adverse impact on our unique local environment. Throughout this process, we have been very transparent in representing our communities on this issue, and the response is published in full on our websites. We look forward to seeing the response to this consultation from Scottish Power Renewables and sincerely hope the company will develop its proposals to safeguard our environment.

All the details of the proposals (including our letters and previous responses) are on the website: <https://www.eastsuffolk.gov.uk/planning/offshore-windfarms/>

And finally...

At the last Full Council I wore an apron in celebration of The Thoughtfare in Woodbridge being shortlisted as The Great British High Street. Well we didn't win but we did come second in England to Altrincham in Cheshire. The overall winner was the High Street in Crickhowell which nestles in the foothills of the Brecon Beacons.

Cabinet Member:	Councillor Tony Fryatt, Cabinet Member with responsibility for Planning
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Enforcement

We do suffer regular criticism about the time taken to settle enforcement cases. It generally originates from people who have little appreciation of the complex and protracted legal processes involved. Two such cases came to a conclusion recently. SCDC has had some high profile

enforcement cases at Pine Lodge and High Grove, Great Glemham. Both these cases involved caravans on sites in the countryside being occupied in absence of planning permission. In the case of Pine Lodge the site is also located within the Area of Outstanding Natural Beauty. Enforcement Notices were served, with little or no effect, so the Council sought injunctions at the High Court due to the non-compliance.

In both cases, the Judge granted the injunctions and awarded costs in favour of the local authority totalling £6750 combined. In both instances, the transgressors were required to cease the unauthorised use and remove the buildings from the site within specified timescale. The Council will undertake site visits at the end of this compliance period and ensure that the wishes of the High Court have been carried out. The Enforcement Team need a pat on the back for their persistence in pursuing these cases and the excellent result achieved.

Local Plan

Following the consultation on the First Draft Local Plan, the Planning Policy Team have been processing and analysing the representations. We received over 3,300 comments from over 1,300 people/organisations. All of the comments received (excluding those received after the deadline) are available on the Council's website. These comments along with the input from Local Plan Working Group and emerging evidence base documents are informing the Final Draft Plan.

On Tuesday 27 November, the Scrutiny Committee will have considered a working draft of the Final Draft Plan as required by the Council's constitution. Scrutiny provides the opportunity to consider that due process has been observed and to ensure that a Local Plan which is appropriate, relevant, based on evidence and consultation responses is being prepared. Following Scrutiny Committee the Planning Policy Team will be further evolving the documentation ahead of consideration by Cabinet (2nd January 2019) and Full Council (3rd January 2019) meetings.

Subject to approval by Full Council, the Final Draft Plan will be published for representations relating to soundness for a minimum of six weeks. Following the close of the consultation period, the main issues will be identified and relevant documentation submitted to the Planning Inspectorate for Examination. Public consultation and engagement has been a key factor in the preparation of the Local Plan and Councillors are encouraged to ensure that this continues throughout as we publish the Final Draft Plan for representations relating to soundness.

Cabinet Member:	Councillor Carol Poulter, Cabinet Member with responsibility for the Green Environment
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Changes to the Animal Welfare Licensing Requirements

In October 2018 tougher animal welfare licensing requirements came into force with the aim of improving welfare standards.

The previous licensing system with five separate regimes has been updated and brought into one scheme under the Animal Welfare (Licensing of Activities Involving Animals)(England) Regulations 2018. The activities covered by the regulations include:

- selling animals as pets;
- providing or arranging for the provision of boarding for cats or dogs;
- hiring out horses;
- breeding dogs and
- keeping or training animals for exhibition.

Under the new regulations the Council has additional powers to suspend and revoke a licence and activities, such as the breeding of dogs, without a licence will carry far harsher penalties. Rather than just a fine, the penalty now includes imprisonment for a period not exceeding 51 weeks and a level 5 fine, which is unlimited, or a combination of both.

Under the new regulations, Environmental Health staff will inspect premises, such as pet shops, and award them star ratings from 1 to 5 before issuing or renewing a licence. The star rating will determine how long the licence can be issued for and the frequency of future inspections.

The regulations are accompanied by a set of national conditions which replace the conditions formerly set by the licensing authority under the old licensing regime. Assessment of compliance and star ratings will be measured against the requirements in the national conditions.

With the exception of riding establishments, premises are required to be inspected once at the time of application and once during the period of the licence. Riding establishments are required to be inspected annually by the Council and a vet. Premises receiving a higher star rating can be issued with a licence for up to three years meaning fewer inspections and reduced licence fees.

It is anticipated that the publication of the star ratings will help business proprietors appreciate the commercial benefits of improving levels of compliance and animal welfare standards.

Across east Suffolk we currently licence:

- 71 animal boarding establishments
- 17 pet shops
- 19 riding establishments
- 6 dog breeders
- 2 zoos
- 2 keepers of dangerous wild animals

Zoos and dangerous wild animals will continue to be licenced under the existing legislation.



Cabinet Member:	Councillor Steve Gallant, Cabinet Member with responsibility for Community Health
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Licensing

The new Licensing team structure is now in place after the retirement of Caroline Evans in October with Chris Bing as Legal and Licensing Services Manager and Teresa Bailey as Senior Licensing Officer.

I am pleased to update Councillors that, from January 2019, all existing, and any prospective, private hire and hackney carriage drivers will be required to undertake training in safeguarding children and vulnerable adults.

Taxi drivers are often the eyes and ears within our community who may spot the signs that a child or vulnerable adult is at risk and they need to understand the importance of reporting, and how to report, any such concerns.

The children's charity Barnardo's has been engaged by the Council to deliver this training by means of a mobile app.

Radiation (Emergency Preparedness and Public Information) Regulations 2019

The Government have recently published draft regulations that are due to come into force in early 2019 aimed at strengthening nuclear emergency preparedness and response arrangements. The regulations implement the Euratom Basic Safety Standards Directive which applies the learning following the Fukushima Daiichi accident. The changes will introduce a consistent approach to emergency planning and response across the civil nuclear, defence nuclear and radiological sectors.

Work will start in early 2019 to review the existing Sizewell Off Site Emergency Plan which itself was significantly upgraded in 2013 ahead of the recent government work. Suffolk has already adopted the required 2 tier approach to emergency planning around Sizewell and while the area for detailed planning is unlikely to change, the area for outline emergency planning will double to 30kms. Stable iodine prophylaxis tablets will continue to be pre-distributed within 1km as a precautionary response measure. The review of nuclear emergency arrangements will be led by Head of Emergency Planning, Suffolk Joint Emergency Planning Unit on behalf of Suffolk County Council which is the duty holder for Sizewell nuclear emergency arrangements. In addition to working with local emergency responders, the review will with engage within County Council officers and locality members, East Suffolk council officers and locality members, local communities through Town and Parish councils and the Sizewell Site Stakeholder Group.

It is currently planned to complete the review of the Nuclear Emergency Response Plan by early 2020 after which a period of training and briefing of key response staff will occur leading to a full test of the revised nuclear emergency arrangements in May 2020.

CCG Transformation Funding Success

Suffolk Coastal District Council worked with Suffolk County Council, Ipswich and East Suffolk CCG and a range of other partners to secure almost £550,000 to implement social prescribing across Suffolk

Coastal, Babergh and Mid Suffolk Districts. The bid will provide up to 2 Community Connector posts for each Integrated Neighbourhood Team (INT) in the CCG area – there are three INTs in Suffolk Coastal, based around Felixstowe, Woodbridge and Leiston/Saxmundham.

Crucial Crew +

Another successful session of Crucial Crew + was delivered at Saxmundham Free School on 11th October 2018. Over 400 year 8-11 students attended the morning programme, which included topics including self harm, cybercrime, sex education, substance misuse, grooming and healthy relationships, consent including rape, the realities of crime, self esteem/ confidence/ anxiety, sexting, road safety and gangs.

Partner agencies once again offered their time/expertise to deliver the sessions and were available over the lunchtime period to answer questions and provide support for those who required it. A concerning number of students found the self harm scenario difficult and either had to leave the session or required pastoral support later that day. Despite this being difficult to witness, it highlighted to the school this is an area that would benefit from some additional resources and support opportunities from a welfare perspective.

Gangs, county lines and peer pressure is high on the agenda and we were fortunate to have the experience of a police officer who works within the gangs unit in Ipswich and who attended the recent murder of a young man from Ipswich. He spoke of the scene he was faced with, the impact this murder had on the community and on the victims family. His message was supported with the use of a couple of short film/ interviews of victims, families and gang members who had managed to get away from gang life, plus some examples of weapons seized by the police from young people within Ipswich schools.

Crucial Crew

850 students from years 6 and 7 from 30 schools in Suffolk Coastal attended Crucial Crew at the Riverside Centre at Stratford St Andrew during the week beginning 29th October. Scenarios include fire safety, social media, ASB, first aid, road safety, healthy eating, substance misuse and peer pressure.

Crucial Crew is delivered in conjunction with Rotary Clubs and Rotary members have visits planned to other schemes to pick up tips for future years and will be part of a county-wide meeting for providers to discuss current issues.

County Lines

‘County Lines’ is the term used to describe the supply of Class A drugs (primarily crack cocaine and heroin) for profit from an urban hub into rural towns or county locations. This is facilitated by a group, who may not necessarily be affiliated as a gang, but who have developed networks across geographical boundaries to access and exploit existing drugs markets in these areas.

We do not have County Lines activity in East Suffolk at present, albeit three cases of cuckooing have occurred in Felixstowe. Cuckooing is where vulnerable individuals are exploited, for example their homes used by County Lines groups for drug dealing. Two of the victims engaged well with

police/support services and devices such as recording doorbells were installed and proved to be very effective in disrupting the behaviour. However the perpetrators are likely to quickly identify alternative locations to run their drug related activities. The 3rd property was being used with the consent of a well known addict/ dealer. Due to their lack of engagement with police and support services their tenancy agreement is to be terminated. Although this will disrupt the behaviour this will result in a vulnerable individual finding themselves homeless.

East Suffolk CSP has developed an Action Plan which focusses on prevention and raising awareness and builds on some of the positive work already undertaken and led by the ESCT e.g. Crucial Crew Plus. A number of workshops and events to raise awareness of the County Lines threat are planned:

- 9 November 2018 – East Suffolk Partnership annual event – practitioner workshop
- Workshop for VCS in the planning stages
- 13 November - presentation scheduled for Housing providers and Landlords

Other actions include incorporating County Lines messages/awareness raising in Induction, Safeguarding and Wrap training workshops. A comprehensive toolkit is available through the Suffolk Safeguarding Children Board, which is also being promoted.

Coastal Action Against Abuse (CAAA)

It is proposed that there will be a CAAA Facebook page, with regular quarterly messaging and an annual campaign which would be ongoing throughout that year. We will shortly be launching our first on line White Ribbon campaign which will be linked to the CAAA's website new Facebook page.

Target Hardening

Through new pooled resources made available across the county, 52 high risk victims have been supported with security measures helping them to stay safe in their own homes. A full report and detailed outcomes will go to the next Suffolk Strong and Safe Communities Group.

Domestic Abuse satellite accommodation and support for victims with complex needs is going well, with all accommodation filled in the East. A further funding bid has been submitted and we are awaiting the outcome.

Outside Bodies Representatives' Report to Council

Suffolk Health and Well-being Board	
Representative:	Councillor Steve Gallant

At its September meeting, the Suffolk HWBB focussed on Housing for the second time this year. Key proposals/points made included work to enable people to be discharged from hospital to warm homes, the challenges reaching people in rural areas and those who do not want to engage with the statutory authorities (and working with the VCS on this), new District and Borough Council corporate parenting responsibilities, work with young people considered "too hard to help and the "Staying Close" pilot around accommodation for care leavers.

The Head of Communities is now part of the Group revising the Suffolk Health and Wellbeing Strategy.

The November meeting of the Board on 8 November 2018 included the following Agenda items:

- Updates on Sustainability and Transformation Plans
- Ipswich and East Suffolk Alliance: what has changed for the people of Ipswich and East Suffolk
- Working for Wellbeing Action Plan
- Presentation on workforce by Health Education England
- Annual Public Health Report with video from annual conference
- Mental Health Needs Assessment

Greenways Countryside Project Joint Advisory Committee	
Representatives	Councillor Mark Newton and Councillor Nicky Yeo

How the Project funded

The Project is a long-standing partnership between four local authorities and the wider community. The four Councils – Ipswich Borough, Suffolk County, Babergh District and Suffolk Coastal District, between them contributed around £60,000 towards the total cost of £110,000 for the year. The remaining amount is effectively the Project team's income generation target for the year. Achieving this target has become more and more difficult each year, as the contributions have not risen with inflation, whilst its costs have. Also, this was the last year with the participation and contribution of Suffolk County Council, so in 2018-19, the income target will be £15,000 higher still. Contributions from Parish Councils and other local community organisations are critical to the Project's future, as are grants and other sources of income.

The importance of volunteers

People helping the Project to look after reserves are the life-blood of the Project – without whom it would struggle to deliver a fraction of what it is currently able to. Volunteers from every conceivable background help in a huge variety of ways, with everything from practical site management work to preparing and delivering the magazine. During the 12-month period, volunteers have contributed a staggering 1942 days of time – the equivalent to about nine full-time staff or more than £100,000 worth if valued at Lottery grant rates.

Work in Suffolk Coastal

The Project has continued to look after the Sandlings and Mill Stream Local Nature reserves in Rushmere – working closely with Rushmere St Andrew Parish Council. This relationship is extremely important as the Parish is able to access funds for improvement works in the reserves, and Greenways can then deliver the work to help it reach its large income generation target. Routine work has included maintenance of paths, seats, signage and regular litter picking of the Jubilee Walk Route, along with annual meadow management, coppicing of scrub to maintain ideal bird nesting habitat, and scrub removal to keep the meadow and wetland areas open.

The Project has also been carrying out considerable site management work in Martlesham, both on the Common (near Tesco beside the A12) and of the Heath (Western Corridor Site of Special Scientific Interest (SSSI)), on behalf of the Parish Council and Martlesham Heath Householders respectively. These are two vitally important remnants of the once widespread Sandlings Heath that stretched from Ipswich to Kessingland. Heathland needs a substantial amount of routine

maintenance to ensure the habitat remains open and light, favouring the often rare and vulnerable species that have adapted to this habitat over thousands of years.

The Project has also continued to work with Kesgrave Town Council and Grundisburgh Parish Council to manage their wildflower areas with our volunteers and specialist mowing equipment. Purdis Heath SSSI is also a major site for the Project, with additional work being funded by a grant secured by Butterfly Conservation. The site however, has been sold, the Project believes to a local individual, so at present it is not known if the Project will be involved in its management in the future.

Finally, it is worth reporting that since the loss of Suffolk County Council as a funding partner from April this year, the Greenways Project is experiencing even greater financial hardships. Officers from the three remaining funding partners are meeting to discuss options and possible ways forward. Some additional income is likely to be required to allow the Project to maintain the impressive and very good value outputs in the future.

Suffolk Police and Crime Panel	
Representative	Councillor Colin Hedgley

What is the role of the panel?

The Police and Crime Commissioner (PCC) will be challenged and supported by the Police and Crime Panel. The Panel has the role of scrutinising the performance of the PCC, and will challenge and support the PCC's activities over a range of policy areas, including the delivery of the Police and Crime Plan. The Panel will also have a role in the handling of complaints against the PCC and the confirmation of key staff posts within the Office of the PCC. The Panel comprises elected members of local authorities across Suffolk working alongside two people who are independent co-opted members. The idea is that the panel members should reflect the breadth of communities in Suffolk.

The Panel has certain statutory functions:-

- reviewing the PCC's annual report
- carrying out confirmation hearings for certain senior appointments
- carrying out confirmation hearings for the chief constable
- investigating complaints about non-criminal behaviour of the PCC
- support and scrutinise the effective exercise of the functions of the PCC

Meetings

The Panel meet a minimum of four times a year. Meetings are generally open to the public and are usually held in the morning. Meetings take place at different locations including Ipswich, Bury St Edmunds and Lowestoft. Additionally there are four other meetings where panel members discuss, at workshops, the detail of policies and actions.

January 2018

In January 2018 the Police and Crime Panel considered a recommendation of the Police and Crime Commissioner for Suffolk regarding the proposed precept level and Council Tax requirement for 2018-19 for policing in Suffolk. This was a very contentious item. The Panel reviewed the PCC's proposed precept report, the PCC's proposal to increase the precept by 6.7684% in 2018-19, and the associated Medium Term Financial Plan (MTFP). The PCC explained to the Panel that just days before Christmas the Home Office had made no change to the funding grant settlement but had announced a relaxation of the rules such that PCCs would be able to raise up to £12 a year more from Band D

properties, equating to a 6.8% increase in Suffolk. The PCC expressed his regret at having to put taxes up, and the burden that this places on people on lower incomes. The PCC, with support also from the Panel, had lobbied the Home Office during the year, without success, to review the policing funding formula, from which Suffolk currently gets one of the worst deals in the country. In addition, rising demand and increasing cost pressures meant that without the proposed increase in the precept he would have been faced with having to cut resources such as dog units and roads policing. The precept increase would raise an additional £2.9m. The PCC would not be specific at that stage about what the money would be spent on, as the operational detail was still being finalised by the Chief Constable. However there would be investment on road safety and Body-Worn-Video technology. There would be improved capability to combat youth gang violence and drug misuse, improved emergency response, more effective safer neighbourhood teams, and prudent management of the financial reserves. In answer to some panel members questions the Chief Constable assured the Panel that the Constabulary is looking to be more engaging and visible with local communities. The Panel urged the PCC to continue the campaign to secure a better funding deal for Suffolk from the government. Panel members questioned the PCC regarding concerns about engagement and visibility of police officers and PCSOs in local communities.

However, after a great deal of discussion, the Decision of the Panel was to 1) unanimously support the Police and Crime Commissioner's proposal to increase the precept by 6.7684% in 2018-19. 2) Recommended to the PCC that he provide the Panel with further detailed information at its next meeting in March, regarding the staffing proposals and specific initiatives on which the additional precept money will be spent. 3) Recommended to the PCC that he ensures that there is robust and timely communication with the public regarding what the additional precept money is being spent on, and the plans for more visibility and engagement with local public.

In June the Panel made a site visit to one of the drugs problem areas in Ipswich and liaised with the police who had set up a mobile police station. We also spoke to members of the public who voiced grave concerns regarding the local drugs problems and policing in general.

In July I attended a seminar for partner agencies which included a film about County Lines followed by a question and answer discussion of the drugs problems in the Ipswich area and the rest of the country in general.

PCC's report to the Panel - October 2018

In October 2018 the Suffolk Police and Crime Panel considered the Annual Report of the Suffolk Police and Crime Commissioner for 2017-18. Twelve of the thirteen members of the Panel were present, including two substitute members. The PCC was accompanied by his Chief Executive Officer (CEO) and Communications Manager.

The PCC introduced his report and explained to the Panel that the report was in a similar format to last year, setting out a review of activities for 2017/18 and also including a section looking forward. The PCC highlighted some of the work he was particularly proud of in 2017/18, including the launch of the £100k Stay Safe On-Line campaign, which had led to funding for a range of projects aimed at keeping children and young people safe from digital threats and initiatives he had commissioned to support victims of domestic abuse and sexual offences across Suffolk. The PCC highlighted extensive collaborative work taking place, which had been recognised nationally, and had resulted in significant financial efficiencies. This included ongoing work with Norfolk Constabulary to share back office functions such as HR, Finance and IT and with the Suffolk Fire and Rescue Service on shared stations.

In respect of work going forward, the Panel noted that next year was likely to be even more challenging than last year, largely because the Constabulary was already at full stretch with the highest caseload per officer in the country, set against one of the lowest Home Office budget allocations in the country.

The Panel concluded that the PCC's Annual Report was well put together and commented that the information was presented in a way which was easy to digest and useful in highlighting the range of work taking place in Suffolk to meet the objectives set out in the PCC's Police and Crime Plan. The Panel noted that, in order to keep costs to a minimum, limited printed copies would be produced, but some printed copies would be made available at the PCC's public engagement events. The main circulation of the report would be done electronically and the report would appear on the PCC's website. The Panel urged the PCC to ensure that the report was also sent electronically to all Clerks of Parish Councils in Suffolk and supported the use of social media to help raise public awareness more widely.