

BRIGHTON & HOVE CITY COUNCIL

OVERVIEW AND SCRUTINY COMMISSION AD- HOC PANEL ON CLIMATE CHANGE

2.30pm 26 FEBRUARY 2010

COMMITTEE ROOM 3, HOVE TOWN HALL

MINUTES

Present: Professor MacKerron (Chair)

Also in attendance: Councillors Janio, Mitchell and Wakefield-Jarrett

Others present: Thurstan Crockett, Head of Sustainability and Environmental Policy, Karen Amsden, Overview & Scrutiny Officer.

PART ONE

22. PROCEDURAL BUSINESS

Declarations: No declarations of interest.
No party whip.

23. CHAIRMAN'S COMMUNICATIONS

24. MINUTES OF THE LAST MEETING

The chair asked for 2 minor amendments to be made to the minutes of the meeting on 01.02.10. The minutes were then approved by the Panel and the changes have been made to the minutes prior to publishing them.

25. FUTURE MEETINGS

The Chair reminded the Panel of the private meeting which will be held on 9th March in Room 126, Kings House at 2pm.

26. WITNESSES

[Robin Humphries, Civil Contingencies Manager, Brighton and Hove City Council](#) told the Panel his post had been created from the amalgamation of two roles, Emergency Planning and Business Continuity, which followed the Civil Contingencies Act of 2004. To explain both these roles he used the example of a train crash. Emergency Planning would look at what would

actually happen in response to the crash and Business Continuity would look at how to keep running train services after the crash.

The Sussex Resilience Forum was established under the Act. One of its aims is to ensure that all the plans of key organisations in the locality are joined up. It brings together all Category 1 and 2 responders in East and West Sussex and Brighton & Hove (B&H). Examples of Category 1 responders include the Fire Authority, local authorities and PCTs. Category 2 responders include utilities, airports and ferries.

This Forum has been in operation since 2004 and consists of 39 organisations. It is chaired by the Police and meets 4 times p.a. at Chief Executive level. The Forum takes the national register and then looks at the risks for the South East of England.

Flooding is seen as the significant risk for Sussex. There is a flooding resilience group, however there are very different flooding problems across Sussex. In B&H the major difficulty is ground water flooding, compared to flooding from rivers in East and West Sussex. He tended to get involved in severe weather events, rather than looking at climate change. For example the weekend of 27th February 2010 there were due to be the highest spring tides until 2011. Therefore they were examining issues such as evacuating from Shoreham.

Questions to Robin Humphries

Gordon MacKerron (GMK): What do you see as the relationship between severe weather and climate change?

RH: I see it as a longer term issue, including hotter summers and heavier rain. However, our focus is on short term weather

Gill Mitchell (GM): I am interested in the Emergency Response Team and your work with other sectors. I hope there is good co-operation both within the Council and with its partners. Will it be possible to put together a policy which can embed adaptation and mitigation into emergency measures?

RH: The co-operation is excellent. However budgets and priorities are set and so it will not always be possible to get things. However when events such as floodings happen or are threatened, then it becomes easier to get resources. Even in times of financial constraint one should not cut corners. The importance of future planning can be shown for example when deciding whether a fleet of gritters was needed. Three years ago they were not thought to be needed as it was felt that B&H was not prone to snow.

Tony Janio (TJ): I have currently been reading a paper on how to sell Climate Change in America. This is being done by linking the things that might happen tomorrow, with what has happened today. Therefore one should not be separating severe weather and climate change. This could be a recommendation of the Panel. On a scale of 1 to 10, how much emphasis is placed on climate change in the Resilience Forum?

RH: It is on the risk register as a very high risk. There are 2 sub-groups of the Forum that are relevant:

- *Severe weather group*
- *Flood risk group*

It is high on the agenda but primarily in the response side. However I am aware that it has prompted the Fire Service to buy high volume pumps.

TJ: The Forum seems to be responding, rather than planning to adapt.

RH: It is looking ahead, but in a response capacity. Otherwise it turns into an issue for Planning.

Vicky Wakefield-Jarrett (VWJ): The Panel has already looked at the Urban Heat Island Effect. In relation to schools and Adult Social Care, have there been any practice exercises? For example, Oxford found that if schools shut due to weather then social workers were not available.

RH: We have looked at school closures in relation to swine flu and snow. However when we did a quick analysis we found that it was not a key factor. The majority of parents were still able to work in hospitals, however this may not hold for ordinary businesses.

VWJ: in relation to heat and vulnerable people. Would you become involved in planning for visiting older people or is this the role just for Adult Social Care?

RH: I am involved in this issue, including the preparation for Heat wave Plans in June. The first PCT meeting to plan this has been held, including Debbie Greenwood. The independent sector is also involved to make sure that all who need to be are aware of the issues.

Visiting may be needed on a daily basis, but there is a problem of those who are not known to social care and the resources not being available to do daily visits. Therefore need to use neighbours and use the Communications Team.

GMK: In relation to gritting, how is the reactive v. pro-active playing out?

RH: Christina Liassides (Head of Network Management) is responsible for gritting. She is looking at numbers and the capabilities of gritting B&H. When the snow begins there is a 4 hour window for carrying out the gritting and one needs to get into those priority areas in that time.

GMK: Is there likely to be an increase in the resources available for this?

RH: Another scrutiny panel is being held on snow in tandem which will be looking out our gritting resources and if there is a need to upgrade our fleet.

TJ: It will be vital for this Panel to link up with the Panel on snow (date of meeting TBC), which I am also sitting on.

RH: Once it becomes a national issue and we needed to replenish our stocks e.g. gritting salt – then B&H were low in the pecking order of priority.

GM: The National Heat wave Plan - are organisations required to publish their preparedness?

RH: The PCT have to publish their plan, and are expected to comply by June.

GM: We have not heard yet from the PCT.

Jackie Algar, Risk & Opportunity Manager for Brighton & Hove City Council told the Panel she believed that Climate Change is a risk for us all. Her role was to detail risk and opportunities strategies, consider what should work in BHCC, get approval and then provide the tools and training for officers to carry out. She did admit that whilst opportunities are considered, the negative aspects of risks and mitigation measures were more usual. Currently climate change is considered to be part of the corporate risk relating to Sustainability.

In her overview role she considers how risks and opportunities could affect the meeting of Council objectives. However she does not get involved in the actual risks. For example, the Sustainability risk and opportunity lies with Thurstan Crockett. Since 2008 Sustainability has been in the corporate risk and opportunity register.

The Audit Committee is cross party and has 10 members who consider whether the risk management and internal control arrangements are effective. The Committee provide their opinion to the Chief Executive and the Leader of the Council to inform the council's Annual Governance Statement.

Therefore I do not get directly involved in risks, but have close links with the responsible officers in BHCC.

When considering if it is OK not to have a separate climate change risk – It is a main strand of the sustainability risk which includes cross party work on issues such as Energy Supply and Fuel Poverty. Each strand of the risk is taken on by Thurstan Crockett and his team. The current controls lie with both the Sustainability Team, who operate at a high strategic level and work as a consultancy for other services, and the City Sustainability Partnership. This Scrutiny Panel is seen as a way of raising the issue of this risk. Behind the scenes officers are looking at future risks.

Questions to Jackie Algar

GMK: A score of 3 out of 4 was received in the Comprehensive Area Assessment (CAA). What is the context for this assessment and how does it compare to other local authorities?

JA: With the CAA, six inspectorates each assess whether the city is working well e.g. the Police, the local authority. There is a Use of Resources Inspection which is carried out annually by the Audit Commission. It looks at issues such as 'appropriate risks' and if 'managing well'. To get to level 4 which is 'excellent' you would have to be leading the country or be displaying significant 'best practice'. At the last committee, the Audit Commission fed back that it was 'difficult' to reach level 4.

CR17 is a new risk and myself and Thurstan Crockett have worked together to get sustainability presented at an appropriate level. This includes presenting it also as an opportunity e.g. public appetite and "buzz" for sustainability on local food supply and growing your own food. This risk was amended on the 6th December 2009.

GM: This work on future solutions. Is it formalised? Who attends?

JA: Future solutions represents the bulk of Thurstan Crockett's work e.g. integrated sustainability through the refresh of the Sustainable Community strategy.

Thurstan Crockett (TC): Regarding the work of this Panel and 'risk', at the moment the work of this Panel is cited as a control .

In terms of working ahead, I have just managed to obtain an intern from University of Sussex to undertake a Local Climate Impacts Profile (LCLIP)
http://www.ukcip.org.uk/index.php?option=com_content&task=view&id=278
for 4-6 weeks to look at the severe weather impacts over the last decade. Our work includes anticipating what will come out of the Panel and planning for this.

JA: I am aware of UKCP09. However I am not sure if there is sufficient knowledge in the organisation of what they could mean for services.

TC: We will not have the detailed analysis until we have done the LCLIP. This will enable us to look at the UKCP09 in terms of the severe weather we are most worried about.

We are keen to build on, and connect up with, the specific skills in relation to UKCP09 developed by East Sussex and the Environment Agency.

TJ: Do you put the issues or risks for B&H into a statistical framework?

JA: We do not carry out a statistical analysis. The risk rating is carried out by the risk owners using the ROM Matrix. I am a qualified risk assessor, but do not carry it out here. My role is to challenge and ensure the prioritisation to meet our objectives.

TC: Jackie Algar helps me do the risk and opportunities analysis for this area.

TJ: We need to develop a range of scenarios of what could happen to the city, which could enable us to assess potential impacts and needs. When can we create a report on this and a set of actions? Who can we go to in the Council? Who can assess what can be done to address this?

JA: While we do not have an in-house expert, we have links to people such as scientists and we have risk managers.

GMK: Do you know how involved in climate change are other risk managers in the locality?

JA: some are more involved in climate change and require returns and expect it to be part of business planning. This is relatively recent and has only happened in the last 2/3 years.

VWJ: Are you aware of any good practice in this area?

JA: There is some best practice, one would need to look at Local Area Agreement (LAA) achievers.

TC: We could invite some further good practice witnesses, if we have any further meetings and persuade people to travel. Kent CC are on this agenda and have good practice to look at.

VWJ: Are there any good practitioners in the city.

JA: *The NHS risk managers. The risk manager for South Downs has been seconded. It is something that we need to improve on and develop in the action plan.*

GMK: We have had difficulty in gaining health information.

JA: *The risk matrix is a shared matrix format, so it is ensured that it is OK for the NHS.*

GMK: Is this relatively standard and a good way of presenting issues?

TC: Because the climate projections give probabilities and an extreme weather map, then it can lead to a risk and opportunity score. While it will not give us solutions, it can provide a clear sense of risk.

GMK: They are not quite conventional probabilities in UKCP09.

Paolo Boldrini, [Climate Connections project](http://www.bpec.org/what-we-do/community/climate-connections) explained that although they were at the beginning of the project <http://www.bpec.org/what-we-do/community/climate-connections> he would be happy to come back and update the Panel on its progress. The steering group included himself, Brighton Peace and Environment Centre (BPEC), Mita Patel from BHCC and Oxfam. It aim is to focus on climate change and its impact on poverty around the world. It contains more work on mitigation, but it could make adaptation links with the Panel. For example, the linking of stories in B&H and Bangladesh. These stories will be used to highlight community champions dealing with issues such as food production and sustainable buildings.

The project aims to promote local businesses and community groups in order to achieve their climate change aims. The exhibition aims to reach out to at least 1,000 people (not just residents of B&H). It will link global and local stories, for example highlighting community allotments and tenants' associations as community champions. The project will be linked to the BHCC and Green Pages websites. Workshops will be run to make climate change;

'an accessible issue for communities'.

There will be an introductory workshop about climate change, which will be followed by one for the community on how to do something about climate change.

He has been working closely with Mita Patel and the rest of the Sustainability Team. He believed that it would be useful if BHCC could provide information on climate change which he could pass on to members of the community. They intend the workshops to be very participative, for example encouraging elderly groups to share their experience with youth groups.

Questions to Paolo Boldrini

GMK: It is interesting that you have received funding from the Department of International Development (DFID) and how will they benefit?

PB: It is because the project will highlight 10 global stories, which have been shortlisted. They will provide a human face of why people need to adapt to climate change. Their stories will raise issues such as poverty and migration. They will highlight global to local issues.

GMK: Although the main focus is on mitigation, I assume that the stories will have an immediate adaptation message.

PB: I feel that a lot of people are sceptical, therefore using examples of people who have had to adapt, can make people realise that they need to embrace this cause.

TJ: This resonates with the work I have ready by Columbia University on the psychology of climate change which shows that if people are too worried or not worried enough about this subject – they will turn off. Therefore I completely agree about the need to get the language right. How could you help us to get community buy in?

PB: We are using positive messages such as;

'It's not too late to do something'

Then using robust monitoring and evaluation, including registering community reactions to the project. This data could be passed onto BHCC, e.g. every 4 months – if it would be useful.

GMK: I appreciate the importance of capacity building and community awareness and feel you have covered these issues.

PB: Our aim is to create a community spirit and empower people to do more.

GMK: Are you working on this full-time?

PB: I am working on this 4 days per week and drawing on my links with the Sustainability team. Over 2 years the exhibition will be presented 8 times in different venues with the help of BHCC, e.g. during the Brighton Festival and in Hove Town Hall.

GMK: Are you hoping to recruit any volunteers?

PB: We already have 2 volunteers, with 10 people to draw from in BPEC and plan to get 2 volunteers for the website which will be launched in March 2010 (which we plan to update weekly).

GMK: I welcome the notion of the regular reports to the Council.

[Carolyn McKenzie, Head of Sustainability and Climate Change, Kent County Council](#) explained that her role was to improve environmental performance and prepare for climate change. Kent County Council (KCC) was acting both as a business and as a champion in this area and had taken the lead for the Environmental Excellence Indicator.

Firstly, do you know how much severe weather has cost Kent in the last 10 years?

The Panel offered guesses of both £13million and £28 million.

For the whole of Kent £440m and KCC alone £25m. Which is why they take this subject seriously.

There seems to be agreement that the temperature will increase by at least 2°C and it is estimated that in Kent it could increase by 3.5°C.

The key drivers in Kent included:

1. A Select Committee Report on Climate Change in 2006

<https://shareweb.kent.gov.uk/Documents/environment-and-planning/environment-and-climate-change/select-committee-report-on-climate-change-october-2006/climate-change-report.pdf>

2. in 2007 a Select Committee Report was produced on Flood Risk in 2007 which looked at adaptation, resilience and community focus.

Also NI188 has galvanised their work into business processes. The primary tool to embed this work was the LCLIP. This has enabled us to take the UKCP09 projections for the South East and make them meaningful.

When looking at flooding, they extracted Kent based information from an Environment Agency survey. This revealed that 260 members of staff had been used to cope with this problem. There had been a cost of £5.9million directly to businesses and £2million indirect losses, over a 30 day period this had represented a significant effect.

They interview Kent based organisations, including the Housing Department of Medway who told them that the flooding had such a direct impact on their landlord duties and represented such a severe drain on their budget – that they could not meet the rest of their housing targets.

Carolyn agreed to provide extra information to the Panel on the financial effects of severe weather including:

- Damage to housing stock
- Adult social care visits
- Damage to swimming pool & impact on income

This kind of data has been entered into the SWIMS database. All severe weather events are put onto this database from the local authorities and partners. It has been suggested that this information could be presented live and in real time on the web. It enables service providers and planners to see and sift evidence rather than just rely on verbal reports and newspapers to gain information.

She also agreed to provide additional heat wave data. This had caused over 130 deaths in Kent and led to an increased number of burglaries as more people left their windows open.

KentView had also been established where UKCP09 projections were plotted out onto a view of Kent including care homes and main roads. This enables them to test out high, medium and low risk scenarios in a very visual manner.

They also found that when climate change adaptation language was used, this led to confusion and a lack of buy-in. So instead they looked at the impact on services and developed key questions for service heads, businesses and others. For example;

‘Are you currently affected by weather or climate?’

Kent took a risk based approach. (see chart provided by Carolyn in attached presentation). Climate Change Adaptation is logged as both a risk and ‘dealing with business as usual’. Once adaptive actions have been identified, they need to be translated into plans and then down to individual plans.

This kind of work is very resource hungry and has taken a lot of work. As a result KCC has been able to identify its climate change priorities which relate to areas such as:

- Health & Social Care
- Biodiversity
- Highways

These have each been ranked on a 1 – 5 basis. This process has taken a year and now they are going to each of these areas in greater depth. Each service is now developing its own adaptation plan using ISO1401 (this ‘gives the requirements for environmental management systems ...for organizations wishing to operate in an environmentally sustainable manner’).

This work has been done directly with 12 councils and key partners. They have all gone through the same stages and found out the same barriers and discovered that they are all in the same boat. They were able to get the partners to then agree to each give 20-25 days of man power in order to take this project forward. Its success relied on;

- strong leadership
- good feedback
- member engagement

The process was kick started with a Risk Conference to which they invited Chief Executives. Then they took each of the 8 priority areas that had been identified and held Kent-wide workshops on them. For example, the workshop on Adult Social Care enabled them to;

- Identify the needs of the sector
- Set out the roles of each partner
- Rate the importance of each priority

Carolyn then highlighted the need to both build adaptive capacity (BAC) i.e. training and awareness raising and delivering actual adaptation (DAA) i.e. taking action to reduce uncertainty, which involved deciding with partners what we needed to do.

Questions to Carolyn McKenzie

GMK: I found it extremely interesting that the subject was phased in terms of weather and risk;

- Spending to save
- Good and bad news about it being resource hungry

Has the adoption of NI188 in your LAA had a strong effect or was it just part of your increased emphasis on this issue?

CM: It has had quite a strong effect. In the LAA negotiations we put forward a series of indicators, which we obtained a lot of evidence for, and they all got accepted. However we did face a lot of scepticism as NI188 is a process based indicator and seen as a waste of time. However, as soon as the LCLIP was done (the cost information and the risk assessment) this galvanised people into action. . So yes the indicator has been a real kick. The link between the LAA and the CAA has been able to push forward the process.

GM: This is really impressive. I can see that it has been financially resource intensive. Where has your work sat in the council priorities and budget setting process?

CM: There has always been an Environment Unit, but the Select Committee put the issues into the public domain. We had a very articulate environmental strategy manager and a receptive leader. The Select Committee made us take the issue seriously in KCC and we were also able to use our close relationship with DEFRA (both of these could be used to give an internal and external perspective to the Select Committee's recommendations). The Unit used to be in the Corporate Division which helped as we were in the Research, Statistical and Intelligence Unit and were very near politicians. They were in very close contact with the Deputy Leader. Now they are in the delivery phase the Unit is located in the Environment, Highways and Waste Division.

But public awareness, greater political support have led us to emphasis opportunities as well including;

- *Jobs e.g. retrofits – jobs and training*
- *Risks of not adapting to climate change*

They have tended to focus on very visual effects to communicate. For example, showing the impact on your service. As a result this issue has gone from 'low' to 'medium' priority.

TJ: I think it will be difficult to sell the costs to the city. What can you use if you cannot sell this on flooding or uncertainty?

CM: I think you can always sell uncertainty.

TJ: How can we tell people it is a serious issue?

CM: Talk about heat waves and highways. The increased budgets for country parks needed for increased growing seasons. The potential increase in anti-social behaviour.

TJ: How can you shock me?

CM:

- The flooding in Kent
- Excess deaths from increased temperatures
- The impact on care homes
- When old school buildings become hotter, the increased use of air conditioning leading to increased costs
- The opportunities posed by e.g. tourism
- The Climate Change Act requires you to look at your services and how well adapted

- Increased health warnings
- Increased road traffic accidents
- Significant water related issues

Use the process to find out both the negatives and positives.

TC: This is really interesting and can see that it was very resource hungry. While we cannot compare Kent with B&H, one could compare us to Medway. How much resources were allocated by Medway?

CM: Overall the resources used were:

- *3FTES working directly on climate change – providing an external focus*
- *Used graduate placements to carry out the first 2 phases of the LCLIP*
- *got some money from the Environment Agency*
- *managed to get all the districts to give the staff time*
- *were able to use the ISO1401 process to galvanise Directors to give staff time*
- *it was sold as a business issue*
- *Directorates were expected to carry out work and own their own impacts*
- *It was rolled out using workshops*
- *A cross-corporate Environment Board was established*
- *Used their own service management teams (SMTs) to do workshops and then the issues were cascaded down*

VWJ: How has the community engagement aspect worked?

CM: We held a community event re: the LCLIP and the next phase of our work is focussed on community engagement. 'Vision 2150' is a bid for how to communicate the issues effectively without scaring people that this is Armageddon. The focus has been on corporate risk and money spent. Now working with business, including a joint post with the Environment Agency to talk to businesses about issues such as flooding. They aim to make it:

- Real
- Visual
- Graspable

[Dominic Kniveton, Sussex Centre for Migration, Sussex University](#) told the Panel that emotive reporting could centre on the 'future flood of refugees. Figures from groups such as Christian Aid (such as 1 billion) were all 'guesswork' according to the IPCC.

Migration patterns – the slides provided highlight that internal movement as a result of climate change is the most significant, which is also true for the South East of England. In 2003 when looking at the flow of migrants in the South East, there was 220,000 internal inflow and 211,000 outflow – leaving a balance of 9,000.

Why do people migrate? There are push factors e.g. conflict, lack of economic opportunity and employment (the majority of these are economically based). There are also intervening factors such as immigration policies.

What do we know now about climate change? Climate scientists tend to focus on water variability. They look at the impact on migrant flows in relation to vulnerable deltas. The only vulnerable delta in Europe is the Rhine which is prone to flooding.

Rainfall trends- There is significant uncertainty in this area. However there is significant agreement on the trends for the Mediterranean and North Africa.

Migration – can be seen as bringing benefits e.g. the money sent back to relatives, providing a labour force. It can be seen as a form of adaptation i.e. spreading the risk. Looking at the example of West Africa (Burkina Faso) which found that when there was a drought people were less likely to move long distances and increasingly likely to move short distances. Migration does increase from drought areas. Climate Change can be seen as an Environmental driver of migration. In looking at migration from Mexico to USA one can see that the driver is to 'seek work' and the majority of them end up in the S.W of America. However this area is projected to desiccate which would lead to the loss of economic opportunity.

Therefore one needs to work out how climate change will affect other drivers of migration.

Re: 'Questions' slides – International migration is a policy issue. Environmental refugees have no status and it does not look likely that this will change. This is partly because climate change/environmental migrants are difficult to define. It may be part of the UK obligation, but it is unlikely to be a key issue. The one exception may be Bangladesh, who will have a population issue if other areas migrate e.g. from Sylhet.

There is a need to look at the role of social networks when considering potential migration to the South East. The Bangladesh community tends to be London based.

When considering the potential migration from Central Europe it has been a struggle to identify the obvious climate push factor. It could be the result of indirect changes e.g. to the economy – such as the increased attractiveness of Soviet states if their agricultural production increases as the weather improves.

The potential migration into the South East is most likely to centre in East Anglia. The South East is the most popular place for relocating, but it is also an area with an ageing population.

Summary –

- The future floods of refugees is misleading
- One can see migration as a positive thing
- Migration can increase and decrease
- Want to avoid migration due to distress
- Need to look at the longer term effects (which is being done at Sussex University)
- Uk programme – FORESIGHT
- When looking at will there be new migration flows, one needs to look at the notion of climate tipping points.

Questions to Dominic Kniveton

GMK: Are both ongoing, and new, sources of migrants due to the increased dryness of the Mediterranean and the relatively free access to the UK and France.

DK: the DESERTEC project <http://www.desertec.org/en/>

- this may lead to movement to Dubai. Or jobs may develop in Spain, for example due to Desertec.

TJ: if the weather warms up, will we see migration from the South East to the North of England?

DK: *This is outside my area of knowledge, but there could be health related opportunities as a result of less cold winters and avoiding heat wave related deaths. One needs to look at the 'balancing effects' such as increasing mosquito bites could lead to the South East becoming an undesirable location. You could end up with Aberdeen becoming the new Canary Islands.*

Round table discussion: We were joined by Gavin Stewart (Brighton & Hove Economic Partnership):

GS: From the Business perspective I was interested to hear Carolyn McKenzie's describing the hard cash effect of climate change on a city. For example in Brighton in December/January the footfall was reduced by 30-40%. Over the period of 13 weeks this meant 1 million less people spending money in the City and the effect that this had on traders. If the average spend was £20 per visit, then the potential loss due to this actual reduction in footfall over those last 2 months could be between £20 and £40 million.

When one is trying to calculate a wider figure for 'potential losses' from weather events such as 'heat waves', one has to take due account of factors such as:

- the loss of business during a heat wave (as per Carolyn McKenzie's experience in Kent)
- while at the same time recognising the revenue impacts such as the increased level of drinking in pubs.
- service issues such as the impact of the weather on care homes

If all such factors are taken into account then one could be looking at this kind of severe weather having a cost of approaching £100 million. This shows that looking at the financial impacts of the recent snow is a complex issue, than just looking at reduced footfall.

TJ: There are risks and opportunities then, both bad and good things. While a reduced footfall could be a catastrophe, it could lead to an increased usage of pubs. Therefore, either there can it be a transfer of revenue rather than realignment. We do not know.

CM: There are 2,500 people applying for citizenship in Kent.

TJ: We need to work out the ratio of good:bad impacts of climate change.

GS: The big strength of the city is its independent retail sector and the evidence suggests that it may be significantly affected.

CM: In Kent this has been an on-going process, which did not stop and where things change rapidly.

27. ANY OTHER BUSINESS

There was no any other business.

The meeting concluded at 5.30pm

Signed

Chair

Dated this

day of