

# Cold Weather Plan for Solihull 2020/2021

Protecting health and reducing harm from  
severe cold in Solihull

See **Quick navigation section on Page 4** for  
**location of checklists and action cards**



## COLD WEATHER PLAN FOR SOLIHULL

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The CSW Resilience Team is responsible for the drafting, issuing, continuous review, maintenance and updating of this document.

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## COLD WEATHER PLAN FOR SOLIHULL

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## COLD WEATHER PLAN FOR SOLIHULL

### Quick navigation section

#### Checklist for frontline staff / care providers (See Appendix A):

Page 19: [Cold Weather checklist for frontline staff / care providers](#)

#### Action cards for Service Managers (See Appendix B)

Ref.	Service (Link enabled)	Page number
1	<a href="#">CSW Resilience Team</a>	22
2	<a href="#">Public Health</a>	24
3	<a href="#">Adult and Children's Social Care and Support</a>	26
4	<a href="#">Learning and Skills</a>	30
5	<a href="#">Economy and Infrastructure</a>	31
6	<a href="#">Communication Team</a>	34
7	<a href="#">Excess Death Steering Group</a>	35

# COLD WEATHER PLAN FOR SOLIHULL

## Contents

<b>1. Introduction</b>	<b>5</b>
<b>2. Aim and objectives</b>	<b>6</b>
2.1 Aim	6
2.2 Objectives	6
<b>3. At-risk groups</b>	<b>7</b>
<b>4. Triggers – Met Office cold weather alerts</b>	<b>8</b>
4.1 Introduction	8
4.2 Definitions of alert levels	9
<b>5. Notification process</b>	<b>11</b>
5.1 Plan activation	11
5.2 Who issues cold weather alerts?	11
5.3 How can I receive cold weather alerts?	11
5.4 If you receive an alert	11
<b>6. Local considerations and information</b>	<b>13</b>
6.1 Seasonal Excess Deaths Steering Group	13
6.2 Winter Warmth Helpline	13
6.3 Homelessness assistance	13
6.4 Emergency transport	14
6.5 SMBC Major Emergency Plan	14
<b>7. Impacts of cold weather on other sectors</b>	<b>15</b>
7.1 Transport infrastructure	15
7.2 Power supplies	15
7.3 Environment and agriculture	15
7.4 Water shortages	16
7.5 Culture and sports	16
<b>8. National services and initiatives</b>	<b>17</b>
<b>9. Associated plans and documents</b>	<b>18</b>
<b>10. Acronyms</b>	<b>18</b>
<b>Appendix A: Checklists for social care frontline staff</b>	<b>19</b>
<b>Appendix B: Action cards for service management</b>	<b>21</b>
<b>Appendix C: Winter warmth temperature card</b>	<b>37</b>
<b>Appendix D: National Cold Weather Alert Cascade</b>	<b>39</b>
<b>Appendix E: Plan Distribution List</b>	<b>40</b>

# COLD WEATHER PLAN FOR SOLIHULL

## 1. Introduction

Recent winters have delivered significant periods of severe and sustained cold weather, highlighting the need for effective plans to mitigate the effects of cold weather on health.

An estimated 50,100 Excess Winter Deaths (EWD) occurred in England and Wales in the 2017/18 winter period; the highest number since 1975/76. Compared with recent winters, the EWD observed in 2017 to 2018 were 45.1% higher than the 2016 to 2017 winter and more than doubled since the 2015 to 2016 winter. The most recent peak in EWD was observed in 2014 to 2015. EWD in 2017/18 exceeded this by approximately 6,000 deaths.

The majority of deaths occurred among people aged 75 and over; there were an estimated 40,200 excess winter deaths in this age group in 2017/18, compared with 9,900 in people aged under 75.

Cold weather can exacerbate pre-existing health conditions including, heart attacks, strokes, and respiratory diseases and can increase the risk of influenza and hypothermia. Cold weather can also negatively affect mental health conditions such as depression.

For young people, living in cold homes can have many negative impacts on their health and development. In the report 'The Health Impacts of Cold Homes and Fuel Poverty' (The Marmot Review Team, 2011) it is noted that "More than 1 in 4 adolescents living in cold housing are at risk of multiple mental health problems compared to 1 in 20 who have always lived in warm housing." Infant weight gain, hospital admission rates, development status and educational attainment are also negatively affected by living in cold homes.

Research suggests that that the majority of the burden of cold-related ill-health occurs at moderate outdoor winter temperatures (from 4-8<sup>0</sup>C depending on region). These findings require an increased emphasis on year-round (level 0) and winter preparedness and actions (level 1) to be taken by the NHS, social care and other agencies throughout the year.

Whilst the Cold Weather Plan for England (CWPfE) focuses on the effects of cold weather on health, severe cold weather is often accompanied by ice and snow which can cause severe disruption to services and access to services for patients, staff and the wider public. For this reason, the Cold Weather Plan for Solihull will reflect all partnership arrangements and local initiatives across the Borough. It should also be emphasised that this plan details those actions to be taken at times of heightened alert, not business as usual during winter periods.

The Cold Weather Plan for England and accompanying guidance is available [here](#).

# COLD WEATHER PLAN FOR SOLIHULL

## 2. Aim and objectives

### 2.1 Aim

To outline the processes and arrangements in place and actions to be taken in Solihull to prepare for, alert people to and ultimately prevent the major avoidable effects of winter on the health of the population.

### 2.2 Objectives

- To describe the functions in place in Solihull to deliver long term, co-ordinated, interagency cold weather planning
- To outline the Met Office Cold Weather Health Watch alert system and how it will be delivered in Solihull
- To describe the actions taken across the Authority and interactions with partner organisations in response to prolonged periods of cold weather
- To illustrate the local distribution of Cold Weather Health Watch Alerts and outline the roles, responsibilities and expectations of those in receipt of them
- To adapt recommendations made in the CWPfE to locally relevant procedures

This will ensure that:

- Advanced warning and advice is available to staff and partner agencies leading up to and during periods of cold weather
- Carers, the voluntary sector, and appropriate partner agencies are aware of the actions necessary to support vulnerable people, and mobilised in a timely manner to support vulnerable people
- All service providers consider the impacts of cold weather and have appropriate business continuity plans in place to ensure minimal disruption
- The public are aware of the risks and actions they can take to protect themselves, and support those most vulnerable to cold weather conditions

It should be noted that this plan does not describe those actions that should be considered business as usual during the winter period. All partners and services are responsible for considering weather conditions against their service delivery at this time of year. This plan will, however, provide an overview of resources and working arrangements across Solihull, supporting the local population along with roles, responsibilities and actions to prevent excess deaths prior to and during prolonged severe winter weather.

## COLD WEATHER PLAN FOR SOLIHULL

### 3. At-risk groups

The following are examples of sub-categories, as well as living and health conditions, which may place people at risk:

<b>Age</b>	<ul style="list-style-type: none"> <li>• Over 75 years old</li> <li>• Otherwise 'frail' older people*</li> <li>• Children under the age of 5</li> </ul>
<b>Living conditions</b>	<ul style="list-style-type: none"> <li>• Housebound or otherwise low mobility</li> <li>• Living in deprived circumstances</li> <li>• Living in houses with mould</li> <li>• Fuel-poor (where the household has fuel costs that are above average (the national median level) and if they were to spend that amount, they would be left with a residual income below the official poverty line)</li> <li>• Older people who live alone and do not have additional social services support</li> <li>• Homeless people or people sleeping rough</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>• Pre-existing chronic medical conditions such as heart disease, stroke or transient ischaemic attack (TIA), asthma, chronic obstructive pulmonary disease (COPD) or diabetes</li> <li>• Mental ill-health that reduces individual's ability to self-care</li> <li>• Dementia</li> <li>• Learning / physical disabilities</li> <li>• Assessed as being at risk of, or has had, recurrent falls</li> <li>• Pregnant women (in view of potential impact of cold on foetus)</li> </ul>

\* People, usually older, who have impairment of their activities of daily living.

## COLD WEATHER PLAN FOR SOLIHULL

### 4. Triggers – Met Office cold weather alerts

#### 4.1 Introduction

A core element of the CWPfE is the Met Office Cold Weather Health Watch alert service, designed to provide planning advice and early warning of cold weather annually from 1<sup>st</sup> November to 31<sup>st</sup> March. The service aims to help ensure healthcare and social care staff and resources are fully prepared for cold weather periods that might impact on health and to raise awareness for those individuals who are more vulnerable to cold weather conditions. The system includes four levels of alert to be issued on the basis of two independent thresholds.

- Mean temperatures below 2°C for 48 hours or longer
- Heavy snow and/or widespread ice

A Level 1 alert is issued on 1<sup>st</sup> of November and remains the minimum state of preparedness throughout the winter period. Subsequent escalation alerts are issued when the likelihood of the described thresholds being met reaches a predefined confidence percentage; this assessment is made by the Met Office. An overview of alert levels and triggers is as follows:

Cold Weather Health Watch	Level 0	Level 1	Level 2	Level 3	Level 4
<b>Description</b>	Long Term Planning	Winter Action Programme	Severe winter weather is forecast	Severe winter weather is occurring	Major incident – emergency response
<b>Trigger</b>	All Year	Minimum stage of vigilance from 1 <sup>st</sup> Nov. – 31 <sup>st</sup> Mar.	Risk is 60% or above for either threshold to be breached	Cold weather is currently breaching either threshold	Cold weather is so severe / prolonged that effects extend outside the health and social care system

## 4.2 Definitions of alert levels

### Level 0: Long term planning

This emphasises that to build resilience for the coming winter requires long lead-in planning times.

This level of alert is aiming to emphasise the need to prepare for, adapt to and mitigate climate change and develop long-term sustainable approaches which seek to ensure behaviour change across the general population, community and health care professionals. Level 0 denotes that these are actions that should be taken throughout the year, and certainly before Level 1 starts for winter preparedness at the start of winter.

### Level 1: Winter action programme

This is in force throughout the winter from 1<sup>st</sup> November to 31<sup>st</sup> March and indicates that preparations should be in place to protect health and ensure service continuity in the event of severe cold and winter weather.

### Level 2: Severe winter weather is forecast

This is declared when the Met Office forecasts a 60% risk of severe winter weather in one or more defined geographical areas in the days that follow.

This usually occurs two to three days ahead of the event. A Level 2 alert would be issued when a mean temperature of 2°C is predicted for at least 48 hours, with 60% confidence, and/or widespread ice and heavy snow are forecast, with the same confidence.

### Level 3: Severe winter weather is occurring

This is issued when the weather described in Level 2 is being experienced. It indicates that severe winter weather is now occurring and is expected to impact on people's health and on health services.

### Level 4: Major incident – emergency response

This is reached when a period of cold weather is so severe and/or prolonged that its effects extend outside health and social care, and may include, for example, transport or power or water shortages; and/or where the integrity of health and social care systems is threatened.

At this level, illness and death may occur among the fit and healthy, not just in high-risk groups, and will require a multi-sector response at national and regional levels. The decision to go to a Level 4 is made at national level and will be taken in light of a

## COLD WEATHER PLAN FOR SOLIHULL

cross-Government assessment of the weather conditions, coordinated by the Civil Contingencies Secretariat (Cabinet Office). A Level 4 alert is a judgement made in light of this cross-Government assessment and, depending on the severity of the conditions and impact, could be declared over any time period.

## COLD WEATHER PLAN FOR SOLIHULL

### 5. Notification process

#### 5.1 Plan activation

This plan will be activated annually in line with the Met Office Cold Weather Health Watch Service on the 1<sup>st</sup> of November until the 31<sup>st</sup> of March. After this time the risk of severe cold weather is negligible.

The current Cold Weather Alert level and relevant information can be found [here](#).

The plan will be circulated by the CSW Resilience Team and is also available on the CSW Intranet pages.

#### 5.2 Who issues cold weather alerts?

The Met Office is responsible for issuing Cold Weather Alerts. The alert system was changed in 2020 which now allows all email suffixes to be able to sign up. Anyone who was previously registered for alerts will have to sign up to the new system to continue to receive alerts for Winter 2020/21. Within SMBC the CSW Resilience Team cascade the alerts to nominated managers and individuals from several community and voluntary sector organisations.

The further distribution of alerts to staff and commissioned services with allocation of specific actions is the responsibility of the recipient.

For the national cascade structure for alerts please see [Appendix D](#).

#### 5.3 How can I receive cold weather alerts?

If you would like to receive Cold Weather Alerts please contact CSW Resilience at [cswrt@warwickshire.gov.uk](mailto:cswrt@warwickshire.gov.uk) who will make arrangements for you to receive them.

CSW Resilience works with senior managers to identify appropriate persons within their directorates / services who should receive initial Cold Weather Alerts.

The distribution list is updated each year. If you are a manager with responsibilities during cold weather and are unsure if you should receive cold weather alerts speak to your line manager or contact CSW at [cswrt@warwickshire.gov.uk](mailto:cswrt@warwickshire.gov.uk).

If you require notification: out of hours, at weekends, or promptly upon issue, it is recommended that you sign-up directly with the Met Office. Contact the CSW Resilience Team at [cswrt@warwickshire.gov.uk](mailto:cswrt@warwickshire.gov.uk) for details of how to do this.

#### 5.4 If you receive an alert

**If you are a manager:**

- Follow the actions identified in the appropriate action card(s)

## COLD WEATHER PLAN FOR SOLIHULL

- Cascade the alerts to frontline staff and commissioned services along with any specific actions required within each service. Checklists have been developed to provide to frontline care providers / social care staff, and can be found at Appendix A.

### **If you are a frontline member of staff**

Follow the instructions of your manager and any checklists provided.

If the alert level is frequently moving between Levels 2 and 3 it may be more effective to maintain a state of Level 3 responsibilities and actions for staff/volunteers until the Alert Level has returned to Level 1. This should enable a simpler and clearer approach to the situation.

## 6. Local considerations and information

### 6.1 Seasonal Excess Deaths Steering Group

The Seasonal Excess Death's group comprises of relevant professionals from the Health and Well Being Board, Voluntary Sector, Health Sector and Local Authority including Public Health, Social Care, Housing and Resilience.

Its purpose is to ensure that current risk identification and stratification systems are used to identify people most at risk of seasonal excess deaths and susceptible to fuel poverty, and to proactively and systematically offer interventions.

The multi-agency coordination provided by this group is integral to reducing excess deaths in Solihull and supporting the necessary working arrangements described within this plan at times of alert.

The responsibilities of the Seasonal Excess Deaths Steering Group are detailed in Appendix B.

### 6.2 Winter Warmth Helpline

Solihull MBC and Age UK Solihull, together with a range of statutory and voluntary organisations across the borough deliver an annual Winter Warmth Campaign that is designed to enable residents to remain warm and well in their own homes during the winter months. The Winter Warmth Helpline is available to both individuals and professionals and can offer information, resources and support including:

- Information, advice, guidance and useful tips
- Temperature/Information cards
- Support with claiming benefits and grants including the Warm Home Discount
- Organisation of gas and electricity engineers and plumbers
- Access to schemes for boiler replacement and insulation
- Emergency heaters (including out of hours delivery)

The helpline number is **0121 704 8080**. Lines are open from 9:00am - 5:00pm, Monday to Friday from 1<sup>st</sup> November until the 31<sup>st</sup> March. Opening times may vary during the rest of the year. During severe weather, out of hours calls by vulnerable households are directed to the social care Emergency Duty Team. Information is also available online [here](#).

### 6.3 Homelessness assistance

Anyone sleeping rough in Solihull can access emergency accommodation and support during periods of exceptionally cold weather through the Severe Weather Emergency Protocol (SWEP). SWEP is activated by a weather forecast predicting one night or more with a temperature of zero degrees Celsius or lower or when there are sustained periods of snow, ice or other bad weather conditions which are likely to

## COLD WEATHER PLAN FOR SOLIHULL

put the lives of people sleeping rough on the streets at risk. SWEP is in place to prevent harm and loss of life and to reduce the number of people rough sleeping on the streets.

SMBC Housing and Solihull Community Housing are responsible for independently monitoring weather conditions, activating SWEP and notifying appropriate partners including appropriate colleagues across Council Directorates and West Midlands Police.

Once a decision has been made to activate SWEP anyone sleeping rough on the streets of Solihull will be provided with emergency accommodation. When SWEP is activated the usual criteria for determining homelessness, for example a local connection, does not apply.

### **6.4 Emergency transport**

All critical services should develop resilience to severe weather as part of their service's business continuity planning. For ways to increase your resilience see the [Severe Weather Guide for Managers](#).

In extreme circumstances, where the severity of weather impacts the ability for services to deliver vital/emergency treatment or care, the Coventry, Solihull and Warwickshire Resilience Team (CSWRT) are able to offer limited transport support with transport. It should be noted that this is a limited resource and will be assigned only in extreme circumstances and after all appropriate business continuity measures and different ways of working have been explored.

Requests for support should be made via the Emergency Planning Duty Officer on **02476 832 673**. (number not for public use/display).

If there is a risk to life always dial **999**.

### **6.5 SMBC Major Emergency Plan**

Should alert level 4 be reached, or local conditions during level 3 be deemed to present a significant impact to health / welfare, the SMBC Major Emergency Plan can be activated to enable close coordination between all local authority services. The MEP can be obtained from the CSW Resilience Team if required.

## 7. Impacts of cold weather on other sectors

The risks to other sectors and services from prolonged periods of cold weather can have an equal impact on the health of the population and so are considered equally in the planning stages. These wider risks, which have the potential to generate disruption at a national, regional and local level, include the following:

### 7.1 Transport infrastructure

- Motorways, trunk roads and smaller roads that lead to national or critical infrastructure, including hospitals, will need clearing of ice and/or snow. The majority of this clearing will be by the spreading of salt. Given that the number of suppliers is limited, it is likely that arrangements for 'salting' the roads will be carefully co-ordinated through a national strategic salts plan.
- Highways England will take responsibility for keeping traffic moving on motorways and trunk roads, whereas all other roads will remain the responsibility of the relevant local authorities. Traffic congestion has potentially serious consequences for those stranded in vehicles, particularly vulnerable people such as older people or young children.
- The rail network will be susceptible to ice on the rails and high levels of snow. Public transport networks are particularly at risk, with potential subsequent knock-on effects.
- Airlines require large supplies of de-icer to get planes ready to move. Runways need clearing of snow, but approach roads to all airports need to be clear to allow passengers and staff access to airports.

### 7.2 Power supplies

- In preparation for winter, National Grid carries out a 'what if' scenario-based analysis to determine the likely risks and consequences of infrastructure failure. The most recent exercise shows that unless there is an unlikely combination of unusually high gas demand combined with multiple infrastructure failure, all emergency requirements could be met through fuel switching, for example from gas to coal. Supplier companies are strongly incentivised to supply the fuel that their customers need.

### 7.3 Environment and agriculture

- Falling temperatures might require animals to be temporarily housed at farms, or they may be unable to get to markets and slaughterhouses.
- Milk-collecting tankers might be unable to reach farms.
- Freezing temperatures, snow and ice can disrupt the growth of plants and can delay planting.

### **7.4 Water shortages**

- Individual householders have a responsibility to protect their pipes against freezing and bursting as a result of cold weather. Advice on pipe protection and what to do in the event of bursts is given by most water companies on their websites.
- Water companies have plans in place to deal with failure in the supply of mains water or sewerage services. These plans are regularly reviewed and tested by the water companies and are independently certified every year.
- In the event of a loss of mains supply, water companies will supply water by alternative means such as in static tanks in the street, or bottled water. There is a requirement to provide not less than 10 litres per person per day, with special attention given to the needs of vulnerable people, hospitals and schools. Where an interruption to the piped water supply exceeds five days, the requirement rises to 20 litres per person per day.

### **7.5 Culture and sports**

- Large numbers of outside entertainment events will be cancelled.
- Loss of revenue from sporting fixtures

### 8. National services and initiatives

Further winter information and advice is published by Public Health England, the Met Office and NHS, this can be accessed via the following links;

#### [Cold Weather Plan for England](#)

This link includes the Cold Weather Plan for England and the following supporting resources:

- Action Cards for Cold Weather Alert Service (Templates)
- NICE Guidance:
  - NG6 - Excess winter deaths and illness and the health risks associated with cold homes
  - Quality standard QS 117: Preventing excess winter deaths and illnesses associated with cold homes
- Health risks of cold homes: data sources
- 'Keep Warm Keep Well' Leaflet

#### **PHE / NHS Help Us Help You / Stay Well this Winter campaign:**

- [PHE website – campaign information and resources](#)
- [NHS website – public information](#)
- [Met Office Cold Weather Alert Service](#)
- [Met Office health and wellbeing advice](#)
- [NHS England – Keep warm, keep well information](#)
- [Age UK – Keep well this winter](#)
- [Energy Saving Trust - 7 top tips to help heat your home this winter](#)
- [BBC - 14 low-tech ways to keep your house warm over the winter](#)
- [AA - Protecting your home against freezing condition](#)
- [Solihull MBC - Solihull Gritting and Grit Bins](#)
- [AA – Winter Driving Advice](#)
- [RAC – Winter Driving Advice](#)

## COLD WEATHER PLAN FOR SOLIHULL

### 9. Associated plans and documents

Cold Weather Plan for England
Making the Case: Why long term strategic planning for cold weather is essential to health & well-being
PHE Excess Winter Mortality Report 2013 to 2014
Severe Weather Warning Policy for Coventry, Solihull & Warwickshire
Solihull Severe Weather Emergency Protocol (SWEP)
Solihull Rough Sleeper Protocol
Solihull Vulnerable Persons Emergency Heating Plan

### 10. Acronyms

CCG	Clinical Commissioning Group
CSWRT	Coventry, Solihull & Warwickshire Resilience Team
CWPfE	Cold Weather Plan for England
DHSC	Department of Health and Social Care
EPRR	Emergency Planning, Resilience and Response
HEFT	Heart of England Foundation Trust
HWT	Health & Welfare Team
JSNA	Joint Strategic Needs Assessment
PHE	Public Health England
SCH	Solihull Community Housing
SED	Seasonal Excess Deaths
SMBC	Solihull Metropolitan Borough Council
SWEP	Severe Weather Emergency Protocol
SWWP	Severe Weather Warning Policy

## COLD WEATHER PLAN FOR SOLIHULL

### Appendix A: Checklists for social care frontline staff

#### Level 1 alert checklist

Care / residential / nursing homes / home care providers should:

Task	Complete
1. Identify those at risk on your caseload and make necessary changes to care plans for high-risk groups	
2. Encourage clients to be vaccinated against flu and help them to arrange this if necessary. Ensure you also have your flu jab as a frontline social care worker.	
3. Check client's room temperature if visiting. Ensure that they have at least one room which meets recommended room temperatures. It is recommended that regularly used rooms do not fall below 18°C, that includes the bedroom overnight. The Solihull Winter Warmth Helpline can provide Temperature Cards.	
4. Ask your client when they last had their heating appliances services or checked by a Gas Safe qualified engineer. If longer than 12 months since last check, advise them to book a service. For assistance, refer them to the Solihull Winter Warmth Helpline ( <b>0121 704 8080</b> ).	
5. If a client uses an electric blanket and it is over 3 years old, refer them to the Solihull Winter Warmth Helpline ( <b>0121 704 8080</b> ).	
6. Remind clients of the actions they can take to protect themselves from the effects of severe cold; including keeping windows closed (including overnight in the bedroom), warm clothing, warm food and drinks; keeping active as much as they are able within the context of their care plan.	
7. Ensure smoke alarms have been tested weekly, are working and located on each floor of the residence.	
8. Ensure that discharge planning (if applicable) takes into account the temperature of accommodation and level of daily care during the winter period.	
9. Refer your clients to the Solihull Winter Warmth Helpline ( <b>0121 704 8080</b> ) for help, advice and support for boiler breakdowns, emergency heaters, energy efficiency advice, switching tariffs, income maximisation.	

## COLD WEATHER PLAN FOR SOLIHULL

### Appendix A: Checklists for social care frontline staff

#### Level 2 and 3 alert checklist

Care / residential / nursing homes / home care providers should immediately:

Task	Complete
1. Identify those at risk on your caseload, prioritise them appropriately and make necessary changes to care plans for high-risk groups	
2. Monitor and record indoor temperatures regularly, ensuring temperatures in the regularly used rooms do not fall below 18 °C. This includes the bedroom overnight. The Solihull Winter Warmth Helpline can provide Temperature Cards. In the event of heating breakdown, Care Homes must inform Adult Social Care immediately.	
3. Consider how forecast weather conditions may impact on your work – and make appropriate arrangements. Have enough staff working to help keep clients warm and well and check business continuity plans.	
4. Make referrals to the Winter Warmth Helpline ( <b>0121 704 8080</b> ) for information, advice and support. Make an urgent referral if a client does not have adequate heating and is unable to keep themselves warm.	
5. Make sure clients have access to warm drinks and food and have enough stocks of food, medicine and other consumables in case your service is disrupted due to the severe weather.	
6. Continue to remind clients of the actions they can take to protect themselves from the effects of severe cold; including keeping windows closed (including overnight in the bedroom), warm clothing, warm food and drinks; keeping active as much as they are able within the context of their care plan.	
7. Ensure that discharge planning takes into account the temperature of accommodation and level of daily care during the cold weather period.	
8. Keep regular contact with your highest risk clients, particularly those with dementia, those with chronic/severe illness (particularly cardiovascular and respiratory illness), those on multiple medications and those who are bedbound. Those people without family carers should be a priority.	
9. Consider daily visits or phone calls for high-risk individuals living on their own who have no regular contacts.	

## COLD WEATHER PLAN FOR SOLIHULL

### Appendix B: Action cards for service management

Due to the ongoing COVID-19 epidemic within the UK it is advised that you risk assess recommended actions outlined in line with your organisations own policies and procedures, government guidance and local public health advice. Covid specific resources, in relation to the Cold Weather Plan for England, can be found here: <https://www.gov.uk/government/collections/cold-weather-plan-for-england>

Ref.	Service (Link enabled)	Page numbers
1	<a href="#">CSW Resilience Team</a>	22
2	<a href="#">Public Health</a>	24
3	<a href="#">Adult and Children's Social Care and Support</a>	26
4	<a href="#">Learning and Skills</a>	30
5	<a href="#">Economy and Infrastructure</a>	31
6	<a href="#">Communication Team</a>	34
7	<a href="#">Excess Death Steering Group</a>	35

## Appendix B: Action cards for service management

### 1. CSW Resilience Team

<b>Level 0 (Long Term Planning)</b>	
<b>Action</b>	<b>Complete</b>
1. Engage regularly with all relevant service areas and partner organisations to ensure cold weather planning is part of wider resilience planning	
2. Review the Cold Weather Plan against any organisational changes and previous lessons learnt	
3. Review internal CW alert and cascade processes and check contact details are correct	
4. Distribute Cold Weather Plan as appropriate	
5. Support the development of Community Emergency Plans including severe weather planning and helping to identify those most at risk	
6. Work with partner agencies to co-ordinate cold weather planning	
7. Review internal and external message templates	
8. Contribute to the Warm and Well Partnership and Cold Weather Health Communications Group	
<b>Level 1 (Winter Preparedness)</b>	
9. Maintain Level 0 activities	
10. Distribute the revised CWP and ensure that the changes are understood across the system	
11. Ensure key staff are aware of winter plans and arrangements and have access to relevant advice	
12. Ensure emergency contacts are up to date	
13. Ensure organisers of events (particularly outdoors) take into account possible cold weather risks through the Safety Advisory Group	
14. Cascade alert escalations to agreed distribution list.	
<b>Level 2 (Alert and Readiness)</b>	
15. Maintain Level 0 / 1 activities	
16. Support the activation of business continuity arrangements and emergency plans as required;	
17. Monitor local conditions and distribute any relevant information via the Comms Team and distribution list.	

18. Provide guidance to community organisations and support activation of community emergency plans	
<b>Level 3 (Action)</b>	
19. Maintain Level 0 / 1 / 2 activities	
20. Liaise with / activate Health and Welfare Cell as required	
21. Liaise with key partners through the LRF including HEFT and CCG's to co-ordinate responses where appropriate	
22. Review the safety of any planned public events	
<b>Level 4 (Emergency)</b>	
23. Maintain Level 0 / 1 / 2 / 3 activities	
24. Activate and implement procedures described in the Major Emergency Plan	

## Appendix B: Action cards for service management

### 2. Public Health

<b>Level 0 (Long Term Planning)</b>	
<b>Action</b>	<b>Complete</b>
1. Consider how winter plans can help to reduce health inequalities, target high risk groups and address the wider determinants of health	
2. Contribute to Multi-agency Cold Weather Communications Group and SMBC Excess Deaths Group	
3. Review Cold Weather planning arrangements for reducing health inequalities and develop targeted arrangements for marginalised groups	
4. Review the Cold Weather Plan against any changes in national planning, organisational changes and previous lessons learnt	
5. Review internal alert and cascade processes including distribution lists and roles and responsibilities	
6. Review internal and external message templates	
<b>Level 1 (Winter Preparedness)</b>	
7. Maintain Level 0 activities	
8. Make sure staff are aware of winter plans and advice by circulating the Cold Weather Plan	
9. Cascade the Cold Weather Plan and guidance to the external and voluntary sector	
10. Coordinate with the Communications Team to communicate agreed public media messages and guidance	
11. Ensure all emergency contact details are up to date	
12. Work with partners and staff on risk reduction awareness (e.g. flu jabs for frontline staff, take up of NHS health check), information and education	
13. Identify which local health, social care and voluntary sector organisations are themselves most vulnerable to the effects of severe winter weather	
14. Support communities to help those at risk through raising awareness and signposting available support	
15. Agree internal plans for winter surge in demand for services	
<b>Level 2 (Alert &amp; Readiness)</b>	
16. Maintain Level 0 / 1 activities	
17. Communicate public media messages to comms team – especially for	

'hard to reach' vulnerable groups	
18. Communicate alerts to staff via e-mail cascade and ensure that they can take appropriate actions	
19. Engage with HEFT and CCGs to ensure appropriate arrangements/actions have been taken within their Cold Weather plans	
20. Activate business continuity arrangements as required	
<b>Level 3 (Action)</b>	
21. Maintain Level 0 / 1 / 2 activities	
22. Communicate public media messages to Comms team	
23. Communicate alerts to staff via e-mail cascade and ensure that winter plans are in operation	
24. Activate business continuity arrangements as required	
25. Implement plans to deal with surge in demand	
26. Ensure strategic co-ordination of the likely surge in demand for primary and secondary care, and enquiries to social services	
<b>Level 4 (Emergency)</b>	
27. Maintain Level 0 / 1 / 2 / 3 activities	
28. Act on responsibilities as outlined within the Local Authority Major Emergency Plan	

## Appendix B: Action cards for service management

### 3. Adult and Children's Social care and support

Level 0 (Long term planning)	
Action	Complete
Adult social care specific actions	
1. Identify at risk individuals and develop systems to improve resilience	
2. Work with partner agencies to ensure a strategic approach to the reduction of excess winter deaths and fuel poverty is taken across the local health and social care economy	
3. Ensure organisations and staff are prompted to signpost vulnerable clients onwards (e.g. for energy efficiency measures, benefits or related advice)	
4. Work to ensure that systems are developed to support the identification and sharing of information between agencies of people who may be vulnerable to cold weather	
5. Work to improve the resilience of vulnerable people to severe cold	
6. Work with at-risk individuals, their families and carers to ensure that they are aware of the dangers of cold weather and cold housing and how to access support; ensure that there are clear arrangements for 'signposting' to other services (e.g. home insulation schemes; benefits entitlements) when identified in "clinical" situations	
7. Work with partners to ensure that vulnerable patients/clients have access to fuel supplies. Link to energy supplier priority service registers as required	
Actions for adults and children's social care teams	
8. Review internal alert and cascade processes including distribution lists, roles and responsibilities	
9. Contribute to local multi agency cold weather group	
10. Ensure that clients and colleagues are aware of and take advantage of flu and other vaccination programmes	
11. Review Social Care Winter Capacity Plan arrangements against national guidance, local practice and lessons learnt	
12. Work with staff on risk reduction awareness, information and education. Encourage directly employed staff who provide direct personal care to be vaccinated against flu before winter starts. Assure themselves that social care commissioned services are aware of and act upon their responsibilities for vaccinating their own staff	
13. Ensure that all staff have been made aware of the cold weather plan and the dangers of cold weather to health and know how to spot signs and symptoms	

14. Use clinic attendances and home visits as opportunities to identify vulnerable people and discuss winter preparedness	
<b>Level 1 (Winter preparedness)</b>	
Adult social care specific actions	
15. Ensure key partners, including all managers of care, residential and nursing homes are aware of the alert system and can access advice	
16. Use resources available to you for raising awareness of the health risks associated with winter weather and cold housing	
17. Encourage clients and colleagues to be vaccinated against flu, if not already.	
18. Check client's room temperature if visiting. Ensure that they have at least one room which meets recommended room temperatures	
19. Remind clients of the actions they can take to protect themselves from the effects of severe cold; including warm clothing, warm food and drinks; keeping active as much as they are able within the context of their care plan.	
Actions for adults and children's social care teams	
20. Maintain Level 0 activities	
21. Ensure staff are aware of the business continuity plan for winter and emergency contacts are up to date	
22. Ensure staff have identified all those known to social care that are vulnerable to cold weather and that arrangements are in place to support and protect them appropriately	
23. For those with multiple agency inputs, ensure that the key worker is clearly identified, and care plans consider measures to reduce risk from cold weather	
24. Ensure staff are planning for a winter surge in demand	
25. Ensure that CW alerts are going to the right staff and appropriate actions are agreed and able to be implemented, especially to protect vulnerable clients	
26. Identify which local health, social care and voluntary sector organisations are themselves most vulnerable to the effects of severe winter weather	
27. Ensure data-sharing and referral arrangements are in place	
28. Identify those people most at risk and make necessary changes to care plans for high-risk groups	
<b>Level 2 (Alert and readiness)</b>	
Adult social care specific actions	
29. Communicate Cold Weather Alerts and public health messages to staff,	

clients and care, residential and nursing homes and ensure they can take appropriate actions	
30. Consider how to make best use of available capacity, for example by using community beds for at risk patients who do not need an acute bed and enabling access to step-down care and reablement;	
31. Ensure key partners, including all managers of care, residential and nursing homes are aware of the alerts and can access Department of Health and Social Care and other advice	
32. Ensure that organisations and staff are prompted to signpost vulnerable clients onwards (e.g. for energy efficiency measures, benefits or related advice). Refer to Solihull Winter Warmth Helpline if required ( <b>0121 704 8080</b> )	
33. Ensure staff undertake appropriate home checks when visiting clients, e.g. room temperature; medications and food supplies	
34. Consider carers' needs and the support they can continue to give	
<b>Actions for adults and children's social care teams</b>	
35. Maintain Level 0 / 1 activities	
36. Identify, review and prioritise high-risk people ensuring they have visitor / phone call arrangements in place	
37. Make sure you and your teams are prepared for an influx of weather-related injuries and illnesses.	
38. Activate business continuity arrangements plans to deal with a surge in demand for services	
39. Consider how forecast weather conditions may impact on your work and make appropriate arrangements	
40. As appropriate, contact those most at risk and implement care plans	
41. Ensure continuity arrangements are working with provider organisations and activate plans to deal with a surge in demand for services.	
<b>Level 3 (Action)</b>	
<b>Adult social care specific actions</b>	
42. Ensure strategic co-ordination of the likely surge in demand for and enquiries to social services	
43. Implement local plans for contacting the vulnerable. Consider daily visits/ phone calls for high-risk individuals living on their own who have no regular contacts. Refer to Solihull Winter Warmth Helpline if required ( <b>0121 704 8080</b> )	
<b>Actions for adults and children's social care teams</b>	
44. Maintain Level 0 / 1 / 2 activities	

45. Communicate alerts to staff, ensuring winter plans are in operation and locally agreed actions take place, especially those to protect vulnerable patients and clients	
46. Ensure key partners are undertaking action in response to alerts	
47. Ensure continuity arrangements are working with provider organisations	
48. Ensure continuity arrangements are working with provider organisations	
49. Ensure carers are receiving appropriate advice and support	
50. Ensure staff can help and advise clients	
<b>Level 4 (Emergency)</b>	
51. Maintain Level 0 / 1 / 2 / 3 activities	
52. Act on responsibilities as outlined within the Major Emergency Plan	
53. Implement daily situation reports with all appropriate services to identify shortfalls and business continuity related issues	

## Appendix B: Action cards for service management

### 4. Learning and Skills

<b>Level 0 (Long term planning)</b>	
<b>Action</b>	<b>Complete</b>
1. Ensure School Business Continuity Plans are up to date, including parent / guardian contact details	
2. Review internal alert and cascade processes including distribution lists, roles and responsibilities	
3. Review internal and external message templates	
<b>Level 1 (Winter preparedness)</b>	
4. Maintain Level 0 activities	
5. Alert schools to the beginning of the winter preparedness programme and direct to national and local guidance	
<b>Level 2 (Alert and readiness)</b>	
6. Maintain Level 0 / 1 activities	
7. Communicate Cold Weather Alerts to all schools	
8. Refer to guidance from the CWPfE to ensure appropriate measures are taken to keep children warm whilst at school, cascade relevant information as needed	
<b>Level 3 (Action)</b>	
9. Maintain Level 0 / 1 / 2 activities	
10. Support schools to make local decisions regarding cold weather and closures	
11. Refer to the Cold Weather Plan for England for further advice to schools and cascade relevant information	
<b>Level 4 (Emergency)</b>	
12. Maintain Level 0 / 1 / 2 / 3 activities	
13. Act on responsibilities as outlined within the Major Emergency Plan	
14. Implement daily situation reports with all appropriate services to identify shortfalls and business continuity related issues	

## Appendix B: Action cards for service management

### 5. Economy and Infrastructure

Level 0 (Long term planning)	
Action	Complete
1. Contribute to Seasonal Excess Deaths Group	
2. Facilitate training and support to frontline staff to enable 'signposting' to assistance with home insulation, heating and fuel costs	
3. Maintain and update advice on home insulation, heating and fuel costs on SMBC website.	
4. Maximise the number of Solihull homeowners that can benefit from funding schemes for home insulation and heating by raising awareness and signposting information	
5. Provide advice and information to Solihull homeowners and tenants on energy efficiency and assistance available, provide help to find the cheapest domestic gas electricity tariffs to suit people's needs, and help people to understand their domestic energy use and how to control it. Temperature cards & advice are available by calling the Solihull winter warmth helpline 0121 704 8080.	
6. Work with the VCS via the council's infrastructure support contract to ensure messages relating to the winter warmth plan are circulated	
7. Provide training to Neighbourhood Coordinators to allow support and highlight concerns where people impacted by bad weather and signpost to the correct help and support	
8. Neighbourhood and Regulatory Services officers to provide support to deliver heating equipment when required during office hours	
9. Customer Service and Library staff to be aware of issues affecting the vulnerable in poor weather so they can signpost to the correct help and support	
10. Familiarise yourself with internal business continuity plan / arrangements	
11. Review Solihull's rough sleeper protocol and severe weather response.	
12. Identify vulnerable starter tenancies and ensure that tenants are provided with details of additional support (liaise with SCH).	
Level 1 (Winter preparedness)	
13. Maintain Level 0 activities	
14. Make sure emergency contacts are up to date	
15. Ensure the Cold Weather alerts are going to the right staff and appropriate actions are agreed and able to be implemented, especially to protect	

vulnerable clients	
16. Ensure key partners are aware of the alert system and can access advice	
17. Ensure staff are aware of the business continuity plan for winter weather and plan for a winter surge in demand	
18. Provide training and support to frontline health and social care staff to enable 'signposting' to assistance with home insulation, heating and fuel costs	
19. Identify accident hotspots on pavements or roads, advise on gritting priorities to prevent accidents, and ensure access by utilities and other essential services.	
20. Ensure that Cold Weather alerts are going to the right staff within your team and appropriate actions are agreed and able to be implemented, especially to protect vulnerable clients	
21. Make sure emergency contacts are up to date for your team	
22. Continue to "signpost" those at-risk clients/ patients to other services (e.g. home insulation schemes; benefits entitlements, housing support) when identified	
23. Use resources available to you for raising awareness of the health risks associated with winter weather and cold housing (for example, public health work closely with pharmacists who are in regular contact with vulnerable residents)	
24. Identify rough sleepers and at-risk homeless vulnerable households / new tenants	
<b>Level 2 (Alert and readiness)</b>	
25. Maintain Level 0 / 1 activities	
26. Communicate alerts to staff by e-mail cascade and make sure that they can take appropriate actions, e.g. SWEP process	
27. Continue to communicate public health messages through official channels via Communications Team	
28. Consider how forecast weather conditions may impact on your work and make appropriate arrangements	
<b>Level 3 (Action)</b>	
29. Maintain Level 0 / 1 / 2 activities	
30. Communicate alerts to appropriate staff within your directorate and make sure that winter plans are in operation	
31. If required activate business continuity plan and arrangements to deal with a surge in demand for services	
32. Ensure staff have adequate resources and information to help and advise	

clients	
33. Ensure key partners are undertaking action in response to alerts by communicating key updates	
34. Ensure continuity arrangements are working with provider organisations	
<b>Level 4 (Emergency)</b>	
35. Maintain Level 0 / 1 / 2 / 3 activities	
36. Act on responsibilities outlined within Solihull's Major Emergency Plan	

## Appendix B: Action cards for service management

### 6. Communications Team

Level 0 (Long term planning)	
Action	Complete
1. Ensure all emergency contact details are up to date	
2. Issue agreed messages to the public and staff through available channels	
3. Review internal alert and cascade processes including distribution lists, roles and responsibilities	
4. Work with partners on risk reduction awareness (e.g. flu jabs, information and education)	
Level 1 (Winter preparedness)	
5. Maintain Level 0 activities	
6. Work with Public Health at for the duration of the Cold Weather Health Watch period to issue appropriate messages to public and staff through appropriate / available channels	
7. Ensure relevant national campaigns are published on the internet/Intranet	
8. Contribute to Seasonal Excess Deaths Group	
Level 2 (Alert and readiness)	
9. Maintain Level 0 / 1 activities	
10. Ensure Communications Teams for key partners are aware of the messages being issued by the Local Authority	
11. Activate business continuity arrangements as required	
12. Issue agreed messages from all service areas to the public and staff through all available channels as required	
Level 3 (Action)	
13. Maintain Level 0 / 1 / 2 activities	
14. Monitor and manage social media activity	
15. Monitor and manage any press interest	
Level 4 (Emergency)	
16. Maintain Level 0 / 1 / 2 / 3 activities	
17. Act on responsibilities as outlined within the Local Authority Major	

Emergency Plan	
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## Appendix B: Action cards for service management

### 7. Seasonal Excess Death Steering Group

<b>Level 0 (Long term planning)</b>	
<b>Actions</b>	<b>Complete</b>
1. Work with group to develop a shared understanding of excess winter deaths and other impacts of cold weather on health	
2. Work with partners to ensure a strategic approach to the reduction of EWDs and fuel poverty is taken across the local health and social care economy	
3. Work with partner agencies to ensure that cold weather planning features within wider winter resilience planning	
4. Work with partners and staff on risk reduction awareness (e.g. flu jabs for staff in Sept/Oct), information and education	
5. Co-ordinate local cold weather plans where appropriate	
6. Identify those most at risk from seasonal variations and improve winter resilience for these groups	
7. Ensure a local, joined-up programme is in place to support improved housing, heating and insulation, including uptake of energy efficient, low carbon solutions	
8. Ensure that organisations and staff are prompted to signpost vulnerable clients onwards (e.g. for energy efficiency measures, benefits or related advice)	
9. Engage with local CVS organisations for planning and implementation of all stages of the plan.	
<b>Level 1 (Winter preparedness)</b>	
10. Maintain Level 0 activities	
11. Ensure that local organisations and professionals are taking appropriate actions in light of the cold weather alerts in accordance with local and national CWP through the established multi-agency communications group;	
12. Ensure that organisations and staff are prompted to signpost vulnerable clients onwards (e.g. for energy efficiency measures, benefits or related advice)	
13. Support communities to help those at risk.	

14. Ensure staff are aware of winter plans and arrangements including specific actions within this plan and where to find relevant advice	
15. Review the distribution of the CW alerts across the system and ensure staff are aware of winter plans and advice	
16. Review and agree public messages for distribution at each alert level	
17. Communicate public health media messages	
18. Ensure key partners, including all managers of care, residential and nursing homes are aware of the alert system and can access advice	
19. Make sure emergency contacts are up to date.	
20. Identify which local health, social care and voluntary sector organisations are most vulnerable to the effects of winter weather. Agree plans for winter surge in demand for services. Make sure emergency contacts are up to date	
21. Cascade any appropriate briefings, letters and advice sheets to local partners	
22. Work with partners and staff on risk reduction awareness	

Appendix C: Winter warmth temperature card





**For advice and support ring the Solihull Winter Warmth Helpline on:**

0121 704 8080

Mon - Fri October to March  
Between 9am - 5pm  
Opening times may vary across the rest of the year  
Or email: [winterwarmth@ageuksolihull.org.uk](mailto:winterwarmth@ageuksolihull.org.uk)





**WEST MIDLANDS FIRE SERVICE**

This information is also available at [solihull.myfireportal.co.uk/winterwarmth/](mailto:solihull.myfireportal.co.uk/winterwarmth/)  
Other formats are available on request.  
The Winter Warmth Helpline also supports vulnerable residents during heatwave periods

°F	80°	26°
75°	24°	<b>ABOVE IDEAL TEMPERATURE</b> Turn down your heating to save money and energy
70°	22°	<b>IDEAL TEMPERATURE</b> Ideal room temperature.
65°	20°	<b>IDEAL TEMPERATURE</b> Ideal room temperature.
60°	18°	<b>IDEAL TEMPERATURE</b> Ideal room temperature.
55°	16°	<b>TOO COLD</b> This temperature could be a danger to your health.
50°	14°	<b>TOO COLD</b> This temperature could be a danger to your health.

*Do not place near a heat source or in direct sunlight*

For more information contact Solihull Winter Warmth Helpline  
**0121 704 8080**



We are working together to help keep you warm this winter. We can give you advice, tips and practical help on keeping warm and making your home energy efficient.

## Tips for keeping warm & safe this winter:

### The Solihull Winter Warmth Helpline may be able to help you:

- With an emergency heater if your heating breaks down
- Find a tradesperson for emergency repairs
- Find your cheapest energy supplier and explain your fuel bills
- Receive a 'Safe and Well' visit from West Midlands Fire Service
- Make a 'Warm Home Discount' application and join the 'Priority Services Register'
- With benefits and debt advice
- With general advice and practical help on making your home warmer and more energy efficient this winter and in the future

✓ Keep your main living area at 21°C and other rooms at 18°C

✓ Remember to get your flu jab

✓ Ensure you have a smoke alarm on each floor of your home and test weekly

✓ Ensure your home is well insulated

✓ Have your gas appliances and boiler serviced and set to the correct seasonal temperature

✓ Have at least one hot meal per day and hot drinks throughout the day

✓ Layer up - many layers of clothing are best

✓ Move about as much as possible

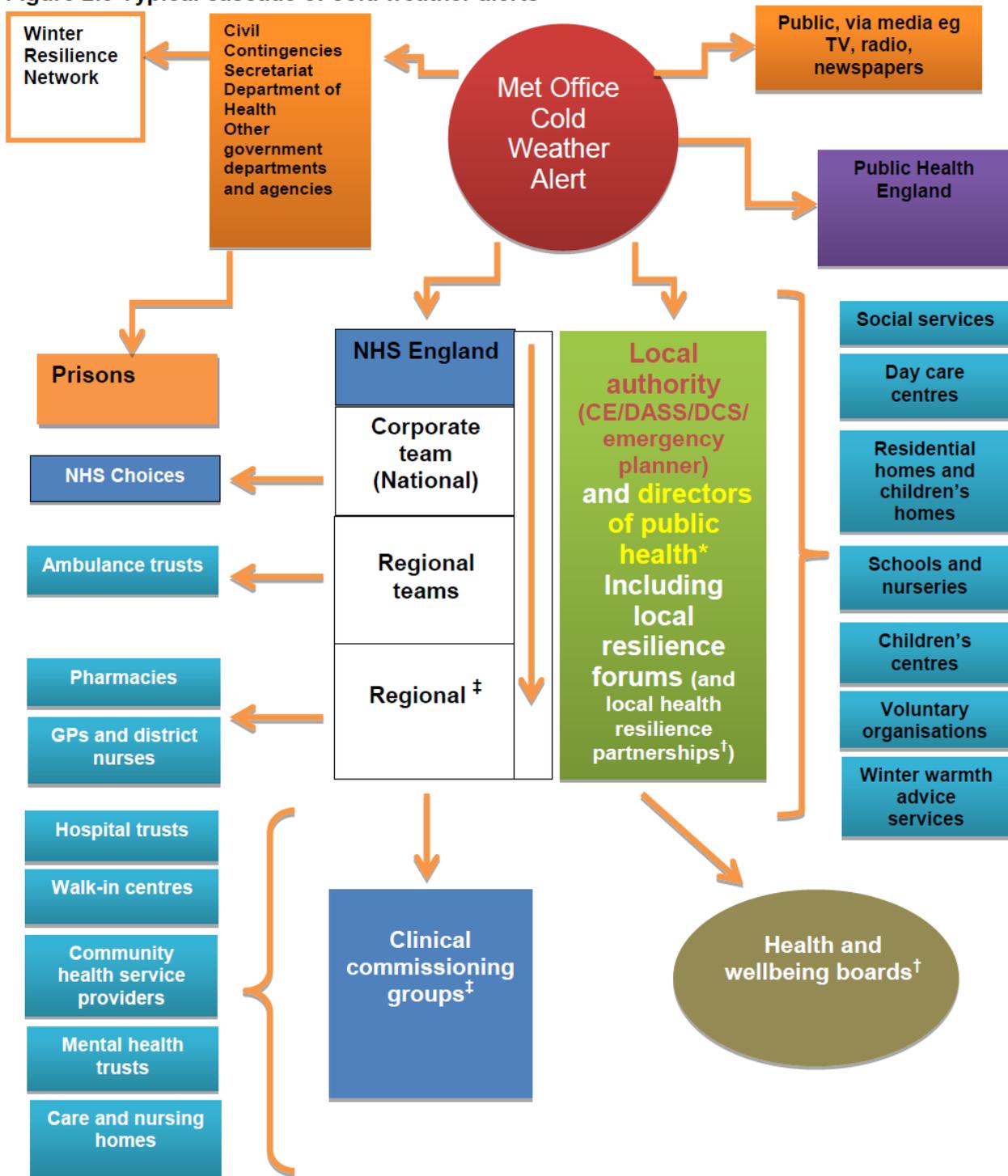
✓ Keep doors and windows closed

Keep warm this winter, call

our helpline on 0121 704 8080

# Appendix D: National Cold Weather Alert Cascade

Figure 2.5 Typical cascade of cold weather alerts



## Appendix E: Plan Distribution List

First Name	Surname	Role	Team	Directorate	Organisation
Adrian	Cattell	Head of Human Resources	HR Management	Resources Directorate	SMBC
Adrian	Matthews	Asset and Contract Manager	Projects Team	Economy and Infrastructure Directorate	SMBC
Aidan	Oakes	Corporate Facilities Manager	FACILITIES & ASSET MGT	Resources Directorate	SMBC
Alan	Brown	Assistant Director - Highways & Environment	Economy and Infrastructure Dir Support CS CAB	Economy and Infrastructure Directorate	SMBC
Alan	Smith	Head of Service	Growth Programmes	Economy and Infrastructure Directorate	SMBC
Alison	Coppock	Team Manager	DOLS	Adult Care and Support	SMBC
Alison	Lee	COV Schools Catering Manager	Catering	Resources Directorate	SMBC
Alison	McGrory	Assistant Director - Stronger Communities	Economy and Infrastructure Dir Support CS CAB	Economy and Infrastructure Directorate	SMBC
Alyson	Glenn	ICT Services Delivery Manager (Service Desk)	ICT Services	Resources Directorate	SMBC
Amanda	George	Head of ICT and Information Governance	ICT Services	Resources Directorate	SMBC
Amanda	Kacoulli	Operations Manager	Catering	Resources Directorate	SMBC
Amie	Westwood				Age UK
Andrew	Kinsey	Legal Services Manager and Solicitor to the Council	Legal Services	Resources Directorate	SMBC
Angie	Pretty	Operations Manager (Contact Centre &	Customer Services	Economy and Infrastructure Directorate	SMBC

		Service Support)			
Ashley	Prior	Head of Service	Highway Services	Economy and Infrastructure Directorate	SMBC
Barbara	Rudston	Assistant Team Manager	Occupational Therapy - Reablement Team	Adult Care and Support	SMBC
Bethany	Hutchinson	Principal Social Worker	ASC ASM Management	Adult Care and Support	SMBC
Brenda	Hancox	Asset Manager	Property Services	Resources Directorate	SMBC
Carole	Fry				Solihull BID (Business Improvement District)
Caroline	Naven	Head of Neighbourhood Services	Neighbourhood Services Management	Economy and Infrastructure Directorate	SMBC
Caroline	Lewis	Finance Manager	Property Services	Resources Directorate	SMBC
Chris	Barr	Head of Service - Public Realm	Parks & Open Spaces	Economy and Infrastructure Directorate	SMBC
Chris	Deery	Head of Housing IT	SCH ICT Team	Resources Directorate	Solihull Community Housing
Claire	Fisher	Commissioning Business Manager	Commissioning	Adult Care and Support	SMBC
Claire	Shannon	Head of Service Care and Support	ASC ASM Management	Adult Care and Support	SMBC
Colin	Langley	Assistant Manager	LD 9 Downing Close	Adult Care and Support	SMBC
Dave	Biss	Sustainability Team Leader	Growth Strategy & Commissioning	Economy and Infrastructure Directorate	SMBC
Dave	Turton	Neighbourhood Manager	Neighbourhood & Regulatory Services	Economy and Infrastructure Directorate	SMBC
David	Mullane	Team Manager	Community South Team	Adult Care and Support	SMBC
Debi	Rowley	Team	Community	Adult Care	SMBC

		Manager	North Team	and Support	
Deborah	Good	Executive Director - Business and Customer Services	SMT	Solihull Community Housing	Solihull Community Housing
Deborah	Martin-Williams	Head of Communications	Communications	Resources Directorate	SMBC
Deborah	Merry	Head of Democratic and Legal Services	Democratic Services	Resources Directorate	SMBC
Donna	Vines	PA to Director of Public Health	Public Health Leadership	Public Health and Commissioning Directorate	SMBC
Ed	Bradford	Principal Engineer OSD & FRM	Projects Team	Economy and Infrastructure Directorate	SMBC
Emma	Smith	Service Manager	PD Day Care Green Acres	Adult Care and Support	SMBC
Faye	Williams	Service Delivery Operations Manager		Solihull Community Housing	Solihull Community Housing
Fhara	Najib				Age UK
Fiona	Hughes	Chief Executive of Solihull Community Housing	SMT	Solihull Community Housing	Solihull Community Housing
Gabrielle	Whitehouse	Group Manager - Development Services	PDES Management	Economy and Infrastructure Directorate	SMBC
Gemma	Thompson	Housing Strategy Officer	Housing Client Function	Economy and Infrastructure Directorate	SMBC
George	Daley	Policy Lead Advisor - Housing	Housing Client Function	Economy and Infrastructure Directorate	SMBC
Helen	Davis	Manager	Mental Health & Autism Team	Adult Care and Support	SMBC
Ian	Burborough	Manager	Senior Management Group	Adult Care and Support	SMBC

Jacquie	Fisher				Solihull - Aquarius
Jane	Corbett	Area Manager	Catering	Resources Directorate	SMBC
Jane	Tattam	Governance and Risk Management Advisor	Solihull Audit Services	Resources Directorate	SMBC
Jenny	Wood	Director for Adult Care & Support	ASC - Management Office	Adult Care and Support	SMBC
Julia	Philips	Head of Strategic Commissioning (Mental Health)			SMBC
Julie	Williams	Operations Manager (Bereavement Services)	Neighbourhood & Regulatory Services	Economy and Infrastructure Directorate	SMBC
Julie	Cooper	Head of Corporate Finance	Accountancy	Resources Directorate	SMBC
Kalen	Wood	Head of Service - Waste & Recycling	Parks & Open Spaces	Economy and Infrastructure Directorate	SMBC
Karen	Grinsell	Councillor	Members Expenses	Councillors/Pensioners/External Organisations	SMBC
Karen	Middlemas				NHS
Karen	Murphy	Assistant Director Commissioning	Commissioning	Adult Care and Support	SMBC
Kate	Woolley				SMBC
Kath	Hemmings	Neighbourhood Manager	Neighbourhood & Regulatory Services	Economy and Infrastructure Directorate	SMBC
Kayleigh	Blyth	Management Assistant	ASC Joint Stores	Adult Care and Support	SMBC
Kerry	Turner				Citizens Advice Solihull Borough
Kim	Allen	Group Manager -	PDES Management	Economy and Infrastructure	SMBC

		Development Management		Directorate	
Kim	Holmes	Homelessness and Housing Options Manager	Head of Housing Options (SCH)	Solihull Community Housing	Solihull Community Housing
Kim	Westman	Administrator	Public Health Leadership	Public Health and Commissioning Directorate	SMBC
Kirsty	Kelly				Solihull BID (Business Improvement District)
Linda	Murphy	Manager	LD Day Centre Bacons End	Adult Care and Support	SMBC
Linda	Wilson	Head of Corporate Property Services	Property Services	Resources Directorate	SMBC
Lizzie	Edwards	Head of Service: Adult Care and Support	ASC ASM Management	Adult Care and Support	SMBC
Louise	Hunt				SMBC
Louise	Rees	Director of Children's Services and Skills	Education and Childrens Services	Childrens Services and Skills Directorate	SMBC
Lucy	Garratt				Age UK
Mark	Pinnell	Executive Director Asset Management & Development	SMT	Solihull Community Housing	Solihull Community Housing
Mark	Swingler	Manager	ASC Joint Stores	Adult Care and Support	SMBC
Michelle	Beddow	Assistant Team Manager	All Age Disability Team	Adult Care and Support	SMBC
Mike	Strauss	Head of Service Care and Support	ASC ASM Management	Adult Care and Support	SMBC
Mike	Brymer	Head of Asset Management		Solihull Community Housing	Solihull Community Housing

Neil	Spencer				West Midlands Fire Service
Nick	Laws				SMBC
Nick	Woodman				Mind - Solihull
Nicola	Meade	Quality Assurance Team Manager	QTM Quality Training & Monitoring	Resources Directorate	SMBC
Paul	Bixby				Age UK
Paul	Johnson	Director of Resources and Deputy Chief Executive	Resources Support Management Team	Resources Directorate	SMBC
Paul	Langham	Assistant Director - Business Systems	ICT Services	Resources Directorate	SMBC
Paula	Kouostas	Team Manager	All Age Disability Team	Adult Care and Support	SMBC
Perry	Wardle	Assistant Director - Growth & Development	Economy and Infrastructure Dir Support CS CAB	Economy and Infrastructure Directorate	SMBC
Pete	Budge	Team Manager	Occupational Therapy Support	Adult Care and Support	SMBC
Phil	Leivers	Assistant Director (Learning & Achievement)	Learning & Skills Management	Childrens Services and Skills Directorate	SMBC
Press	Office				West Midlands Fire Service
Public	Protection				SMBC
Richard	Staveley	Trading Standards & Environment Manager	Neighbourhood & Regulatory Services	Economy and Infrastructure Directorate	SMBC
Richard	Tapson	Assistant to Economy & Infrastructure DLT		Economy and Infrastructure Directorate	SMBC
Robin	Dunlevy	Sustainability Officer	Growth Strategy & Commissioning	Economy and Infrastructure Directorate	SMBC
Samantha	Gilbert	Assistant Director of	Resources Directorate	Resources Directorate	SMBC

		Finance & Property Services			
Sangeeta	Leahy	Assistant Director to Public Health	Public Health Leadership	Public Health and Commissioning Directorate	SMBC
SCH	Managers				Solihull Community Housing
Sharon	Holden	Customer Contact Manager	Call Centre (SCH)	Solihull Community Housing	Solihull Community Housing
SMBC	Housing				Solihull Community Housing
Sophie	Perrett				SMBC
Stephen	Fenton	Head of Access & Development	Planning, Performing and Commissioning	Childrens Services and Skills Directorate	SMBC
Sue	Bates	Executive Secretary	Chief Executive Management	Strategic Services Directorate	SMBC
Sue	Dehneh	Management Support Assistant	"Economy and Infrastructure Dir Support CS CAB	Economy and Infrastructure Directorate	SMBC
Surjit	Balu	Executive Director of Housing & Communities		Solihull Community Housing	Solihull Community Housing
Susan	Walton	SSAB Business Manager	ASC - Management Office	Adult Care and Support	SMBC
Teresa	Baxter		Safeguarding Team		Age UK
Tim	Browne				SMBC
Tina	Keen	Neighbourhood Service Manager		Solihull Community Housing	Solihull Community Housing
Tom	Slater	Principal Communications Officer	Estate Management (SCH)	Resources Directorate	SMBC
Tracey	Denny	ASC Operational	Communications	Adult Care and Support	SMBC

		Business Lead			
Tracey	Moorby	Wellbeing Service Manager	Social Care Information System Project	Solihull Community Housing	Solihull Community Housing
Trina	Price	PA to Assistant Director	Wellbeing Service (SCH)	Economy and Infrastructure Directorate	SMBC
Yesrib	Azam	Commercial Business Manager (Catering)		Resources Directorate	SMBC
Yvonne	Potter	Management Assistant	Catering	Adult Care and Support	SMBC