

# Local Account

Highlighting the achievements, improvements and challenges of adult social care in Walsall



April 2021 to March 2022



**Walsall Council**

**PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE**



# Contents

<b>Introduction</b>	3
<b>Adult Social care's response during the year</b>	4
<b>What does Adult Social Care Do</b>	5
<b>How we do it</b>	6
<b>How have the Teams done – Stories of difference</b>	7
<b>Principal Social Worker Annual Report 2021-2022</b>	10
<b>Who Receives Support</b>	12
<b>Who we protected</b>	14
<b>How we spend the money</b>	16
<b>Service Transformation Plan</b>	18
<b>Priorities going forward</b>	19
<b>Your View's Matters</b>	20
<b>Adult Social Care Reforms</b>	24-26
<b>Closing Statement</b>	27
<b>References</b>	27



# Introduction

Our local account or annual report is a summary of achievements, challenges and plans. It describes what Adult Social Care is doing to help improve the lives of people and how well as a service it is performing along with areas where we are seeking to make further improvements.

As we moved into 2021/22 we started to see demand for Adult Social Care increase as people coming to us had greater needs. Alongside the requests for support with activities of daily living that make up most of our referrals, more people are presenting with a combination of issues associated with the detrimental impact of social isolation on mental health, wellbeing and social skills. People are also now approaching social care at a later stage in their care journey than would normally have been the case, with higher levels of need. Unpaid carers have also seen their caring roles intensify and have been placed under increased pressures during the pandemic months.

Going forward, we aim to deliver against our plans to promote health, wellbeing and independence and if people need additional support we work with partners to ensure that they can access high quality services which maximise independence and safety, and that respect the autonomy, dignity and diversity of citizens.

So we are embedding a person-centred approach for Adult Social Care. We want to shape our strategy to make sure people are at the heart of everything we do, and to shape the best advice, guidance and support that enables people to stay as independent as possible. We want to focus on what people can do, rather than what they can't do.

We need to build upon the extraordinary innovation, learning and partnerships that were strengthened during the pandemic to ensure that we spend the public money efficiently, deliver better outcomes and learn from the best on how to use technology to support people.



# Adult Social Care's response during the year

The scale and severity of the coronavirus pandemic has challenged every aspect of peoples' lives, exacerbated existing inequalities and created unprecedented and new demands on Adult Social Care and other services within Walsall.

Whilst for much of the year the language has been about 'reset', Adult Social Care has continued to meet the challenges faced from a fragile health and care system.

Core business priorities have continued to be reshaped and refocussed, but throughout this time, there has remained a strong emphasis on the resident and establishing ways in which we all remain safe whilst continuing to deliver our statutory duties.

This year has seen:

- **Frontline staff return to physical visits and assessments**
- **A strong emphasis on robust risk assessments**
- **An increase in Safeguarding referrals**
- **No provider failures in the Domiciliary Care sector; with increased capacity via varying and flexible contracts**
- **Per week an additional 700 hours of reablement to avoid inappropriate delays in hospital discharges**





# What does Adult Social Care do

Walsall Council has a responsibility to support people with specific needs to live independent and fulfilled lives safely in their local community. We do this by providing information, advice and guidance as well as support and services.

We offer support to the following groups of people who are over 18:

- People with mental health needs
- People with physical needs
- People with sensory impairments
- People with a learning disability
- Older Adults
- Young people with physical disability, sensory impairment, learning disability or autism who are in transition to adult social care
- People who provide unpaid support to family and friends

You might want to talk to adult social care for the following reasons:

- You are finding everyday activities difficult to manage due to age, disability or ill health
- You are in hospital and have been assessed as needing adult social care to support your recovery at home
- You are moving on from children's social care and your care manager is arranging your support
- Your doctor has referred you

## Contact us

If you are concerned for yourself or someone you know, contact us on **0300 555 2922**.

We will deal with your concerns sensitively and confidentially wherever possible.

Our Walsall Safeguarding Adults Board has much more information on how we are working to keep adults safe in Walsall.

Please use the following details for all social care queries:

Telephone: 0300 555 2922

Fax: 01543 372947

Textphone: 07919 014 925



# How we do it

“Putting independence, choice and control with people at the heart of everything we do”

We provide advice and support in the first instance so that you or your carers can find the information you need to manage independently in the community, such as how to find equipment to help in day to day tasks or social activities near you. If you need more support once you have been referred or contacted us yourself, and you agree, we can undertake a needs assessment. Once the assessment is completed we will work out if you are eligible for support from us. We do this by using guidelines and rules set by the government in the Care Act 2014, Walsall's approach is “what is strong, rather than what is wrong”, and promoting individual wellbeing.



All teams work to safeguard adults from risk of harm and ensure they are free from the threat of discrimination, hate crime and abuse. Helping people to live their chosen life and their views are listened to.

Meet the Teams:

**Locality Teams** – North, South, East and West who work alongside health partners to improve how community health and care is provided for all adults

**Specialist Teams** – Mental Health incorporating Approved Mental Health professionals (AMHP).

Learning Disabilities Team who support and value adults and young people transitioning into adulthood with a learning disability along with their families and carers to live safe well and fulfilled lives.

**In house provider Resource** – who support people from the age of 14 with a range of disabilities, mental ill health, and Autistic Spectrum Disorder, along with their families to access a variety of pro-active enablement functions to help maximise skills, independence and their wellbeing.

# How have the Teams done?

## – Here are a few peoples' stories to make it real



**Referred to the Out-Reach service was a young person with Autism and a learning disability who also suffered epileptic seizures they required support to access their local community safely and independently.**

An assessment revealed the main problem was confidence and isolation primarily due to epilepsy seizures, these were sudden and disorientating resulting in the person becoming lost whilst out in the community, consequentially they had not left their home for 2 years during the pandemic. The service began with community visits to build confidence, then introduced the whole family to assisted technology, specifically an APP called Family Locator. Installed on a personal mobile, the person was taught how to use this, by pressing a button to alert a family member to their location through a GPS tracker built into the application, if they were about to have a seizure, or were lost in the community.

Introduction to an Employment Officer supported access to a Creative Art Community Hub, where progression has been made to do a traineeship in Creative Arts.

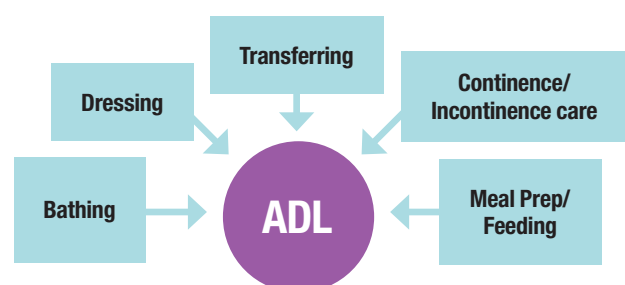
Assistive technology has enabled independent access to their local community, development of sustainable links and ability to lead a fulfilled life based on their own needs, and aspirations.



**A homeless man, self-neglecting and with thoughts to harm himself came to the attention of Adult Social Care.**

A connection assessment was conducted, resulting in a housing association being contacted to chase up about accommodation and he was offered a property. A new GP assisted in the delivery of his medication weekly and he was helped to sort out his benefits applying for Universal Credit and also Severe Disability Premium which allowed him to remain on Employment and Support Allowance (ESA). Initially he found budgeting difficult to assist Social Care arranged for food parcels to be collected or delivered whilst supporting him to build the necessary skills. living independently was challenging with the worker concerned about his Mental Health and use of drugs, he was put in contact with a drug service who provided him with support. He is in the process of moving to a supported placement, arranging to collect keys himself and co-ordinate the move, he continues to engage with The Beacon and is taking his medication as prescribed, all this has positively impacted on his health and well-being, and enabled him to improve his independent living skills.

### Activities of daily living: (ADL)







A proud middle aged woman with a mild learning disability lived in a property previously shared with her parents she came to the attention of the police, ambulance and fire brigade as all services were concerned about her home management, lack of food and deteriorating personal care and notified social care.

Numerous workers had been unsuccessful in engaging until one worker tried a different approach, slowly starting to build a relationship and trust, understanding what she wanted combined with what she needed. The property was inhabitable required a full de-clutter but she did not want to move or have anyone in. After explaining things in more detail she agreed to look at smaller properties and ones with a warden and communal room.

Finances and budgeting was difficult so a discussion about an appointeeship was held, this option meant all her bills would be paid and she would get a weekly amount to spend on food, other items and presents. A couple of weeks after moving she had made lots of friends and was too busy to meet with the worker, she had joined various groups and was helping out with the morning tea distribution. A small package of care supported her to maintain the property and continue to make friends. It took 18 months to achieve goals, build trust and a relationship but has resulted in this woman making a fresh start, having safe friends and a fulfilling happy life.



An independent 85 year old woman who lived with her parents all her life and now lives alone in her home, experiences days when she is confused and needs support from her neighbour as her memory loss impacts on her daily living skills.

There was no gas connected at the house due to a leak and the house was cold, mice had taken residence. The front access step was really high which was preventing her using that route. She could not prepare a hot meal and was tending to eat snacks, mountains of paperwork and unopened post meant appointments were being missed and policies renewed at high premiums.

An action plan was put in place: Housing Standards were contacted to sort out the heating and the mice, followed by a bathroom refit to accommodate a shower over the bath. A referral to an Occupational Therapy Assistant initiated a visit followed by the installation of grab rails by the front access and a second stair rail.

Hot food is now delivered by a Meals on Wheels Company on Monday, Wednesday and Fridays which are positively welcomed. An application has been made for a free TV license and a Mental Capacity assessment has been completed followed up by an application for an Appointeeship to assist with managing all things financial.

It has taken time to persuade her to admit that she needs support with her appearance and hygiene, with a small package now consisting of one call a day her appearance has started to improve.

Throughout this case the social worker has respected the woman's wish to lead a simple life and by building trust and a rapport they established the need to improve her quality of life, to enable her to remain independent safely in her own home.





# Principal Social Worker Annual Report 2021-2022

Walsall's Principal Social Worker Seanna Lassetter provides professional leadership and representation of evidence-based social work practice across diverse practice areas and influences the organisation at a senior level; ensuring senior managers are aware of the experiences of front-line social work within adult services.

She is central to the design and delivery of services, influencing both strategic and operational developments and ensuring that the highest standard of social work practice is imbedded across the organisation, in accordance with the Council's values. Here is her annual report.



## What is a Principal Social Worker?



Care Act 2014 **Care Act Statutory Guidance** 1.27 states a PSW priorities include;

- lead and oversee excellent social work practice
- support effective social work supervision & decision making

Seanna Lassetter is the Walsall Adults PSW and in 2021 she completed the national (ADASS) SpringBoard Leadership Programme. This provides PSWs support to develop skills that increase their impact and influence as social care leaders. This included a 360° feedback exercise, provided in partnership with BASW and the Excellence in Social Work Leadership team.

## Social Work Education



- 7 SW degree apprentices in Adult Social Care and 4<sup>th</sup> cohort being recruited.
- Contributed to **West Midlands Social Work Teaching Partnership** programme board and executive board.
- Supported 6 placements for student social workers final year placement.
- Developed Practice Educator Strategy - 20 active Practice Educators, 16 PEPs Stage 2, and 4 PEPs Stage 1
- Developed Shadowing Guidance

## Practice Quality



- Large scale annual case audit in June 2021 followed by ongoing quarterly audits
- Quarterly multi-agency safeguarding audits
- Bi-monthly safeguarding audits
- Introduced Mental Capacity Act assessment and Approved Mental Health Professionals report audits.
- All audits continue to inform practice development opportunities, staff briefings and provide quality assurance. A general trend of practice improvement can be evidenced.

## Safeguarding Adults



- Continuing to support the work of the Walsall Safeguarding Partnership
- Contributed to commissioning of internal training including a new course on the impact of alcohol and substance misuse and our statutory duties which responds to local learning needs.

## Priorities for 2022/23



- Developing Coproduction - Listen to understand and value people who use services and carers experience as equal partners influencing decisions and in the driving seat of care and support
- Prepare for CQC Assurance Framework and implementation of **People at the Heart of Care – Adult Social Care Reform White Paper**
- Support and develop a workforce with increased inclusive leadership

## Workforce Development



- **Social Work England** update re: professional standards and CPD requirements
- Motivational interviewing training to support further embedding of strengths based practice
- Moral injury webinar to reflect on impact of pandemic followed up by face to face workshops celebrating world social work week

## Practice Development



- **ASWE** programme ongoing with a programme of virtual workshops delivered to 10 NQSWs.
- Introduced supervision experience monitoring through 2 surveys and annual return to embed new procedures.
- Introduced professional development forum for advanced practitioners and the practice leaders forum for team managers and practice leads.
- Relunched and chair multi-agency Liberty Protection Safeguards implementation group

## Links with Children's Services



- Regular meetings with Children's PSW to discuss shared priorities
- Contributed to best practice toolkit that adheres to principles that support joint working in preparation for adulthood

## Strength Based Practice (SBP)



- Regional PSW practice review in May 2021 evidenced strong PSW practice leadership in implementing SBP. In Sept 2021 a further internal review evidenced positive impact on outcomes for people, "you can talk about what really matters".
- Roll out of SBP assessment and reviews tools across all the teams completed in Oct 2021
- Update of SBP practitioner handbook in March 2022 to support consistency of approach
- Development of new strengths based care and support plan
- Access to SBP leadership training course for team managers
- Further engagement with key partners to support wider system approach to SBP underpinning transformation in Adult Social Care

## National & Regional Role in Practice Leadership

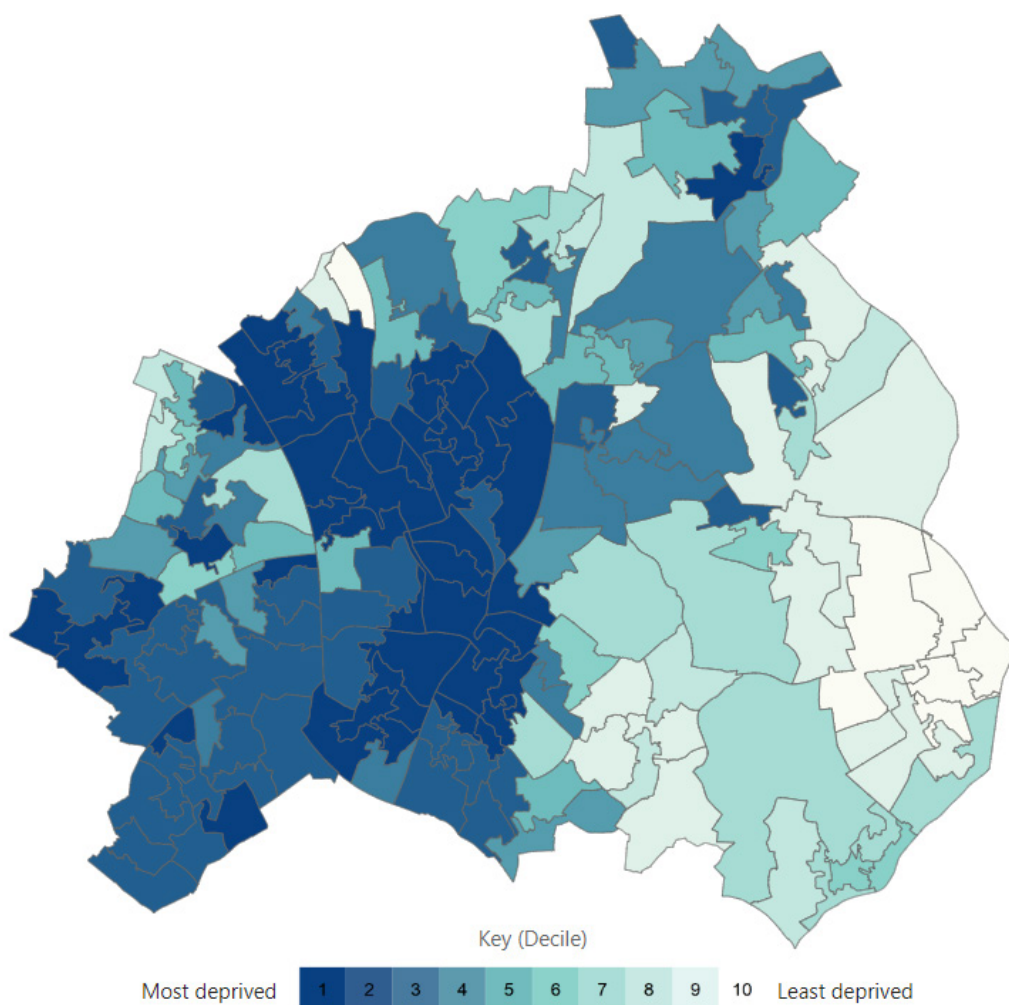


- Co-Chair West Midlands Adults PSW Network and attend national chairs network and national meetings
- Undertaken 2 regional practice reviews at other local authorities
- Steering group for University of Birmingham 3 year research project looking at implementation of SBP which included a survey of practitioners and providers in 2021.
- Hosted and contributed to 2 regional conferences
- Contributed to mental health key drivers paper and review of regional social work arrangements resulting in setting up of regional ADASS mental health network in January 2022
- Developed a regional social work practice review tool to support CQC assurance readiness
- Presented workshop at ADASS national conference about the role of the PSW in the social care reform agenda

# Who Receives Support

In Walsall we value and celebrate diversity and believe it is essential to provide services which work to maximise peoples' independence and support in the least intrusive way.

**Walsall is home to 269,323 people.  
The borough ranks 25th (out of 317)  
most deprived Local Authorities and  
ranks in the worst 17% for health.**





## Key Facts and Figures for people receiving support

# 11,771



New Requests for support  
(an increase on last year's figures  
of **10,795**)

# 507



Carers have been assessed/  
supported during the year

# 3,983



People supported with long term  
care people during the year.(a  
decrease on last year's figures of  
**4200**)

# 85%



Of people aged 18-64 with a  
learning disability have been living  
on their own or with family

# 11,771



New people assisted to regain  
their independence(a decrease  
on last year's figures of **11674**)

# 407



Adult Social Care staff organise  
and provide support, who are  
**78.9%** Female and **21.1%** Male.



# Who we protected

Protecting adults to live in safety, free from abuse and neglect is a core duty of Adult Social Care. The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. The aim is to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom.

## Key Facts and Figures for Safeguarding

# 3,525



Safeguarding concerns raised  
(an increase of 37.53% on last  
year's figures of **2563**)

# Neglect Psychological abuse Physical abuse

Are the top **3** types of risk.

# 88.8%



Percentage of people who were asked about their desired  
outcome (an increase last year's figures of **86.4%**)

# 59.5%

Of peoples  
outcomes were  
fully achieved (an  
improvement on  
last year's figure of  
**57.4%**)

# 35.8%

Of peoples  
outcomes were  
partially achieved  
(an improvement on  
last year's figure of  
**34.6%**)

# 4.7%

Of peoples  
outcomes were  
not achieved (an  
improvement on  
last year's figure of  
**8.0%**)



Key Facts and Figures for DoLS

1316

Referral and renewal requests  
received during the year



322

From Hospitals



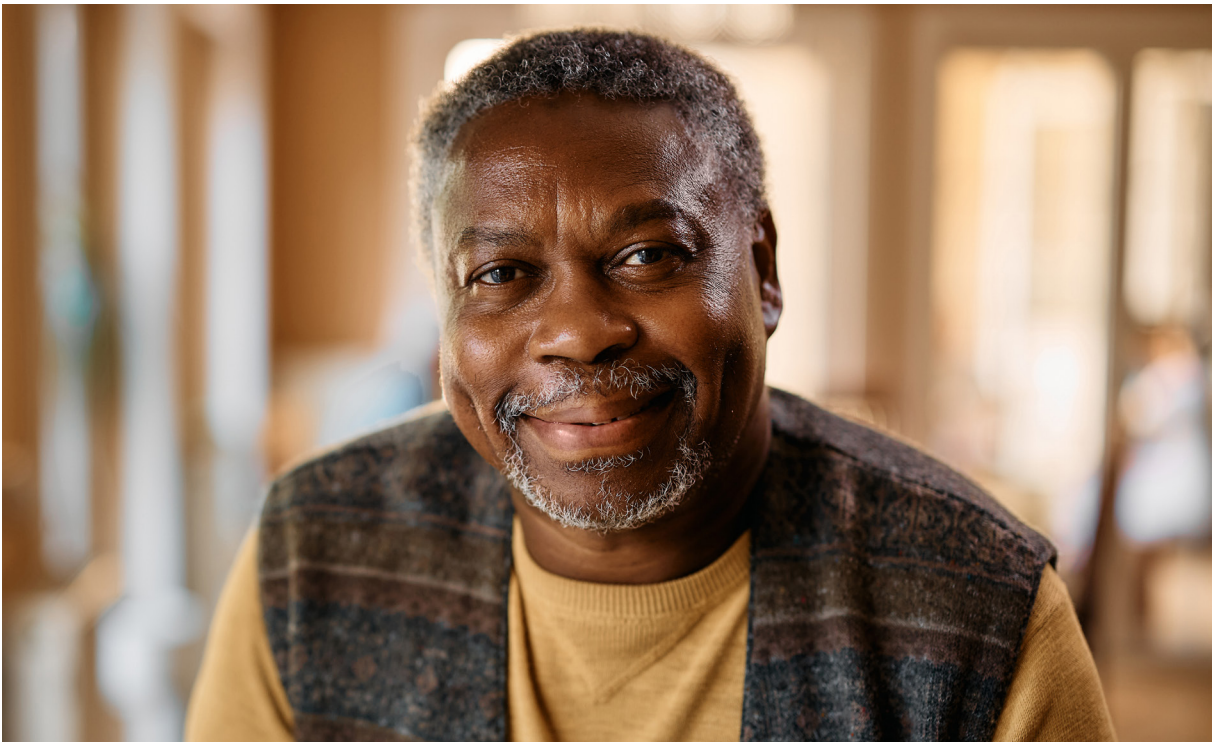
994

From Care Homes



499

People have a DoLS in place at  
the end of the financial year

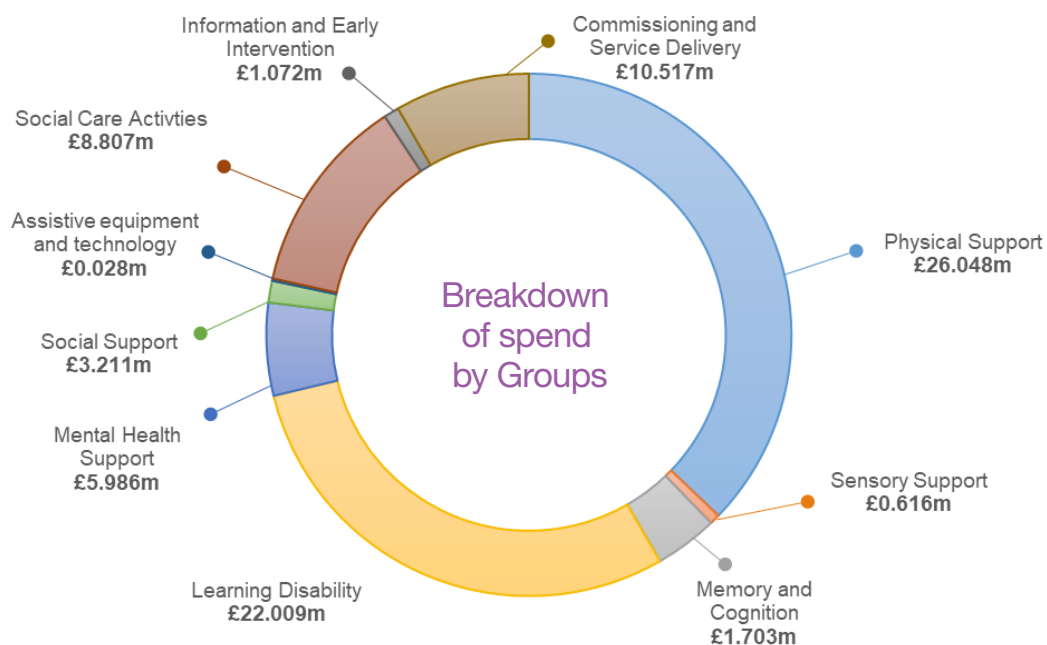


# How do we spend the money

In the context of reduced budgets and limited resources, the demand for Adult Social Care rises as people live longer and more people are able to live longer with more complex needs.

## 2021/22 Adult Social Care Net

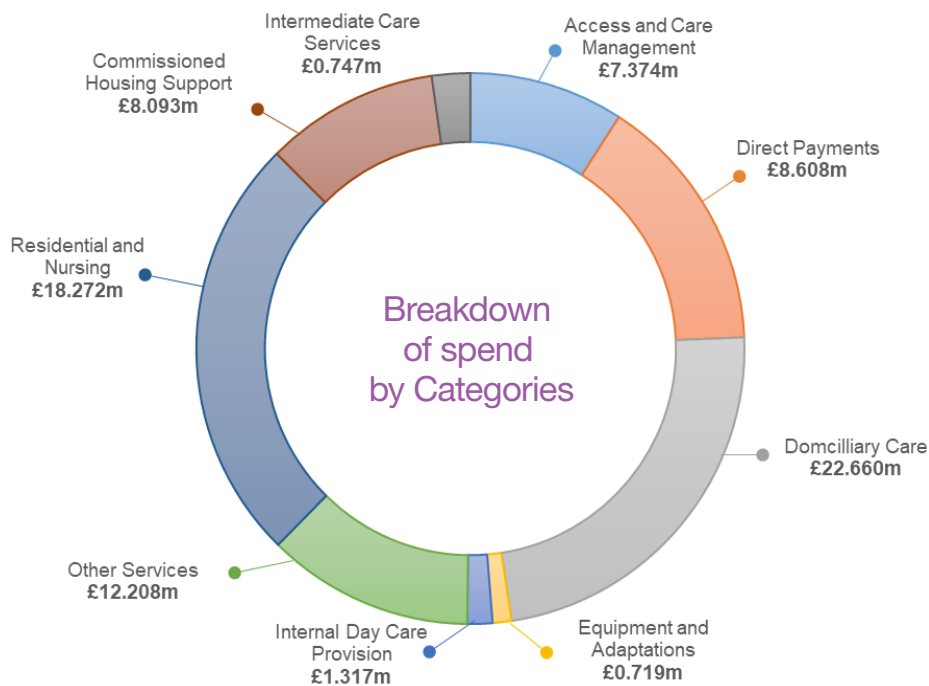
This compares to a spend of just over  
**£76 million in 2019/20**





## Spend (just under £80 million)

A reduction in spend on Residential/ Nursing Care and an increase in spend on Domiciliary Care



# Service Transformation Plan

## Our Ambition is

- To improve the health and wellbeing of residents in Walsall, supporting them to maximise their independence, and building on their strengths and those of the community they live in.
- To work in partnership including Walsall Together, the community and voluntary sector and statutory partners.
- Ensuring that the council meets its statutory duties as outlined in the Care Act 2014 and related legislation and guidance services as effectively and efficiently as possible.

## Our Transformational Objectives are

- Embed a strength based approach in all service areas, including positive risk management
- Development of a new Adult Social Care Commissioning Strategy that focuses on improving joint working, is co-produced with residents, the voluntary and community sector to develop strengths-based outcome focused services and more resilient communities.
- Promote self-assessments to enable residents to make informed choices about their care and support needs at the first point of contact, by ensuring the right information and advice is accessible to all.
- Provision of an assessment to determine an individual's reablement/enablement potential and where appropriate they receive support prior to a long term service
- Develop leadership across the organisation that encourages a positive attitude to risk and empowers the workforce to take control and ownership over the provision of social care, in order to facilitate innovation and creativity
- Increase the use of assistive technology to maximise independence and reduce the need for long term care
- Reduce the number of adults and young people with a learning disability or mental health issues living in long term institutional settings and increase the ability for them to live in their own accommodation or shared accommodation via a tenancy agreement



# Priorities going forward

**Priorities for 2022/2025 – The priorities for the coming years place an emphasis on five key areas:**

- Economic – Enable greater local opportunities for all people, communities and businesses
- People – Encourage our residents to lead active, fulfilling and independent lives to maintain or improve their health and wellbeing
- Internal Focus – Council services are customer focused effective, efficient and equitable
- Children – Have the best possible start and are safe from harm, happy, healthy and learning well
- Communities – Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.

**The Adult Social Care directorate priorities will be:**

- We are reviewing how we are working with you to understand fully what your needs are and how best you can receive support.
- We are making some simple changes by introducing technology that will support you to continue to live a healthy, independent life for as long as possible.
- Some young people need our support as they move into Adulthood, we are improving the way we work with young adults to contribute to living a fulfilling and as independent a life as possible.
- We want to improve your customer experience by providing services that you can access when you want and these are suitable to your needs. When you give feedback we will listen and act upon what you tell us.
- We are improving the way we support you to enable you to make informed choices about care and support you need. This includes making sure you are aware of any costs you may have to pay towards that care and support before you make those decisions.
- We are working with the organisations that provide your care, to give you the best possible service.
- We want to make sure we are supporting those who care for loved ones to continue to care for as long as they are willing and able to do so.

## Challenges

A growing older population

Future funding formulas



Post Covid-19 pandemic

Financial pressures



# Views Matter

## Understanding the views and experiences of adult social care people and their carers in 2021/22

On a yearly basis Adult Social Care undertakes a survey to understand the experience of adults in receipt of support and every other year we undertake a survey of the experience of carers. The information helps us set our future priorities and identify any areas for improvement.

### Survey Results



We surveyed  
**2492** people

**810 (32.50%)** of you responded



**495**



**315**



**685** of you were living at home



**102** of you were in a Residential Home



**23** of you were in a Nursing Home



**66.4%** of you were  
satisfied with your care  
and support



**85.8%** of people using the  
services say these services  
make them feel safe

## Some of your Suggestions

**Fairer System  
of Funding**

**Regular meeting  
with social workers  
before anything  
becomes a problem**

**There is a lack of  
evening transport for  
service users to get to  
and from evening clubs**

**More  
activities/clubs  
for deaf people**

**More choice of  
care agencies.  
Better carer  
training and  
monitoring**

**Make sure people  
are told before  
the social worker  
changes – especially  
people with autism**



## Carers Survey Results



We surveyed  
**479** carers

**199 (41.54%)** of you responded



**126**



**73**



**56.84%** of carers were supported by the provision of Replacement care



**39.47%** of carers received information and advice



**3.69%** of carers received no support beyond a carers assessment



**29.8%** of carers were satisfied with social services



**64.4%** of carers reported they have been included/ consulted in discussions about the person they care for



## Some of your Suggestions

**A leaflet of benefits and contacts which may be helpful as not everyone has the internet**

**Have a proper advice line**

**More On line information**

**A designated social worker to contact instead of a different one each time**

**Possibly work more closely with excellent charitable organisation for the benefit of carers**

**More support needed for young age stroke sufferers, give them a reason to live and not be excluded**

We want you to tell us how things have been so we can learn from your experiences and we want you to help us to shape things going forward. You may have experiences you can share with us because you have used adult social care services, you might be caring for someone who needs some extra support or you might just want to get involved because you have some good ideas on how we can do things differently.

You can make a comment, compliment or complaint in the following ways

- complete our online form which can be found at <https://go.walsall.gov.uk/tellus>
- e-mail [customercareteamsocialcare@walsall.gov.uk](mailto:customercareteamsocialcare@walsall.gov.uk)
- Complete our feedback form and send to Walsall Council, The Assurance Team, 3rd Floor, Civic Centre, Darwall Street, WS1 1TP Telephone 01922 650487 or free phone 0800 0856018

# Adult Social Care Reforms

– A vision for a more sustainable, affordable care system starting 2023

## Three Big Themes

1. Funding Reform

2. Assurance Framework

3. Market

## 1. How financial assessments are changing

£23,250 or over

£100k or over



People will be expected to pay the full cost of their care until they reach the £86k cap

Current Limits

Between £14,500 and £23,250

Future Limits

Between £20k and £100k



The local authority pays for part of the care costs, and assesses what the person can afford to pay from their income and assets

£14,500 or under

£20k or under



The local authority pays for part of the care costs, and the person pay what they can afford but only from their income

## 2. Assurance framework

**Annual self-assessment exercise completed by local authorities**

**Independent  
Assessment of  
local authorities  
by CQC**

**Enhanced sector  
led improvement  
support through  
ADASS**

**A mechanism to  
intervene, as a last  
resort, if a local  
authority is failing**

**Service user and carer feedback**

**Better data including client level data and benchmarking**

## 3. Market sustainability and fair cost of care fund

**2022/23 funding designed to support the preparations for the move towards paying providers a fair cost of care**

### **Activities include:**

- Conducting a fair cost of care exercise to determine the sustainable rates and identify how close they are to it.
- Engaging with local providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the local market.
- Strengthening capacity to plan for, and execute, greater market oversight and improved market management to ensure markets are well positioned to deliver on our reform ambitions.
- Using funding to genuinely increase fee rates, as appropriate to local circumstances.



# Adult Social Care Reforms

## What changes are being made to how people pay for social care?

The Government is changing the way people in England pay for social care.

Most people have to pay for social care. Right now, there is no limit to how much money you might have to pay. One in seven people aged over 65 face care costs of over £100,000.

Changes are being introduced to make the system fairer.

From October 2023:

- **An £86,000 lifetime cap on care costs will be introduced.** No-one starting care from October 2023 will need to pay more than £86,000 towards their lifetime personal care needs. Previously, the amount you could pay was unlimited.
- **Individuals with less than £100,000 in savings and assets are likely to be eligible for help from their local council with their care costs.** Currently only those with less than £23,250 are eligible for state support.
- **More people will be able to ask their local council to arrange their care for them** to give them a choice of better value care. **For more information visit our [paying for your care page](#).**

## When will these changes take place?

These changes will begin in October 2023. Any care costs incurred before this time will not be counted towards the cap.

## Who will benefit from these changes?

These changes will support people of all ages receiving care, regardless of what type of care they receive. Younger adults will benefit from the same cap on care costs and means test as older adults.

## For further information about the Adult Social Reforms

Homepage – Social Care Reform: [Social Care Reform \(dhsc.gov.uk\)](https://www.dhsc.gov.uk)

People at the Heart of Care: [adult social care reform \(easy read\) \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

# Closing statement

The Walsall Proud transformation focuses on changing our ways of thinking, changing our behaviours, and changing how we get things done. It is more important than ever that we review and refresh the way we work and what we deliver. We need to change what we do, and how we do it, in order to achieve our ambitious objectives. This is not just a one-off initiative – it is a new way of thinking and working to make a real difference to local people now and for many years to come.

Adult Social Care will continue during 2022/23 to deliver its vision of creating strong communities, safeguarding the most vulnerable and ensuring people can achieve a good quality of life, working in a way that focuses on strengths and existing abilities to help people remain at home as long as possible along with enabling them to feel part of their community.



## References

- The Care Act 2014
- The White Paper – People at the Heart of Care
- Walsall Community Living Directory is available for everyone who lives and works in Walsall. If you use adult social care, health care or other help and support services, if you fund your own support, or simply wish to find out more about what services and events are provided in your local community, you will be able to find all this information and advice in one place.
- Adult Social Care Directorate Plan
- Walsall Council website
- Walsall Proud Programme
- Adult Social Care – User and Carers Survey

