



ADULT SOCIAL CARE

Citizen Facing Equity,
Diversity, and Inclusion
Strategy 2025+

BIRMINGHAM CITY COUNCIL, ADULT SOCIAL CARE

Citizen Facing Equity, Diversity, and Inclusion Strategy 2025+

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INTRODUCTION

Birmingham City Council's Adult Social Care Directorate is committed to fostering a culture of **equity, diversity, and inclusion (EDI)** that meaningfully reflects and responds to the people we serve. As the largest local authority in Europe and the UK's first 'super-diverse' city — where no single ethnic group holds a majority — Birmingham is home to a rich mix of cultures, languages, and lived experiences. This diversity is one of our city's greatest strengths, and it brings with it the responsibility to ensure our services are inclusive, compassionate, and tailored to the varied and intersecting identities of our citizens.

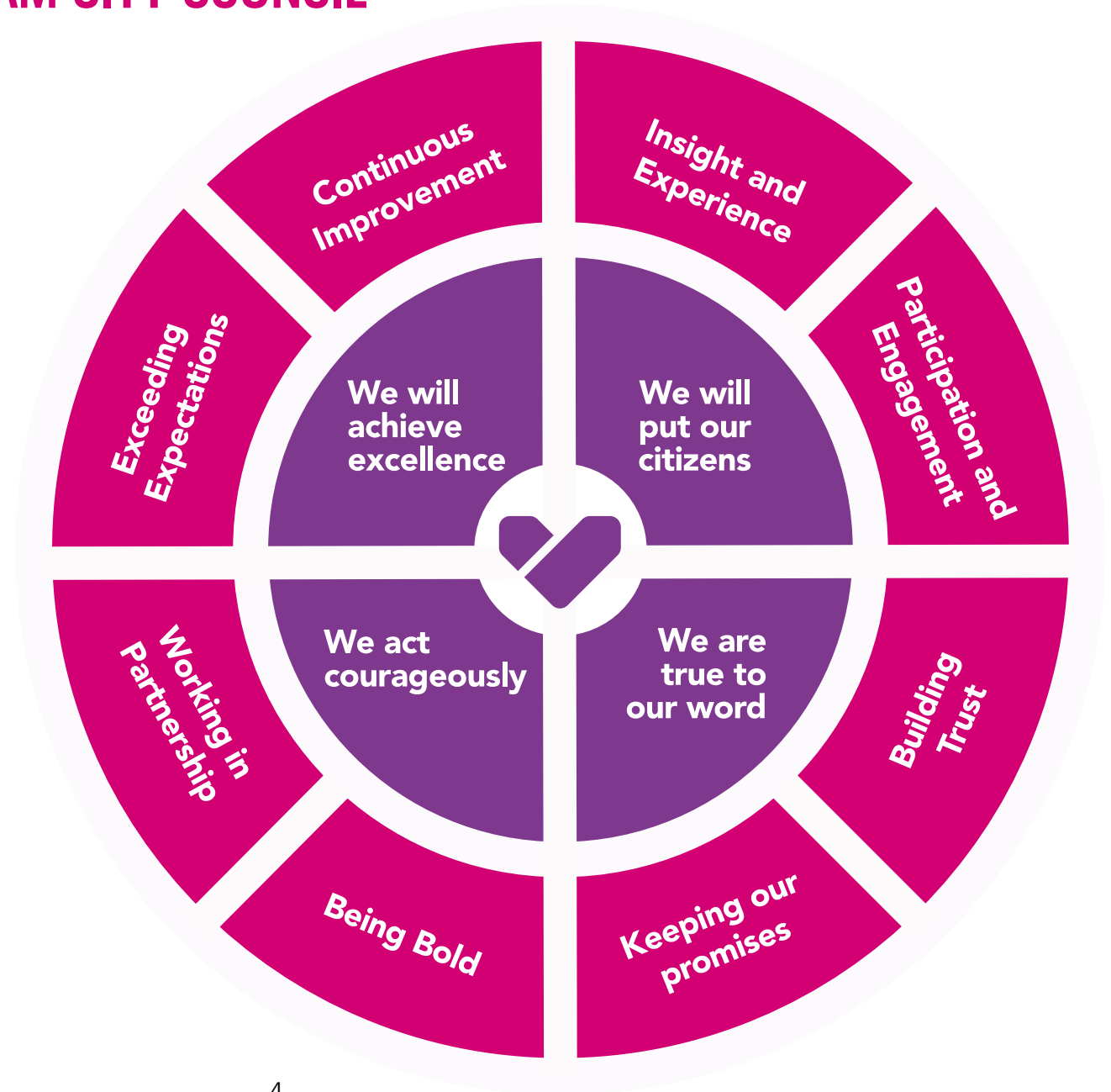
We recognise that people's experiences of health, care, and wellbeing are shaped not just by one aspect of who they are, but by the **intersection of multiple factors**, such as race, gender, disability, sexual orientation, social class, or age. Addressing inequality therefore requires us to consider how these factors combine and influence people's lives. Understanding and embedding intersectionality into our work is essential to ensuring fair, person-centred care that meets the needs of all our communities.

This strategy sets out our **clear commitments and actions** for embedding equity, diversity, inclusion, and intersectional practice into every part of Adult Social Care — from service design and delivery to decision-making, workforce development, and leadership. By doing so, we aim to create a more **inclusive, equitable, and responsive** Adult Social Care service, where every citizen feels valued, supported, and able to thrive.



OUR VALUES AT BIRMINGHAM CITY COUNCIL

- **We put citizens first:** We are empathetic and respectful in everything we do
- **We are true to our word:** When we make promises, we keep them
- **We act courageously:** We lead, we manage, and we tackle the difficult issues: every day, every one of us
- **We achieve excellence:** We get things right. First time every time





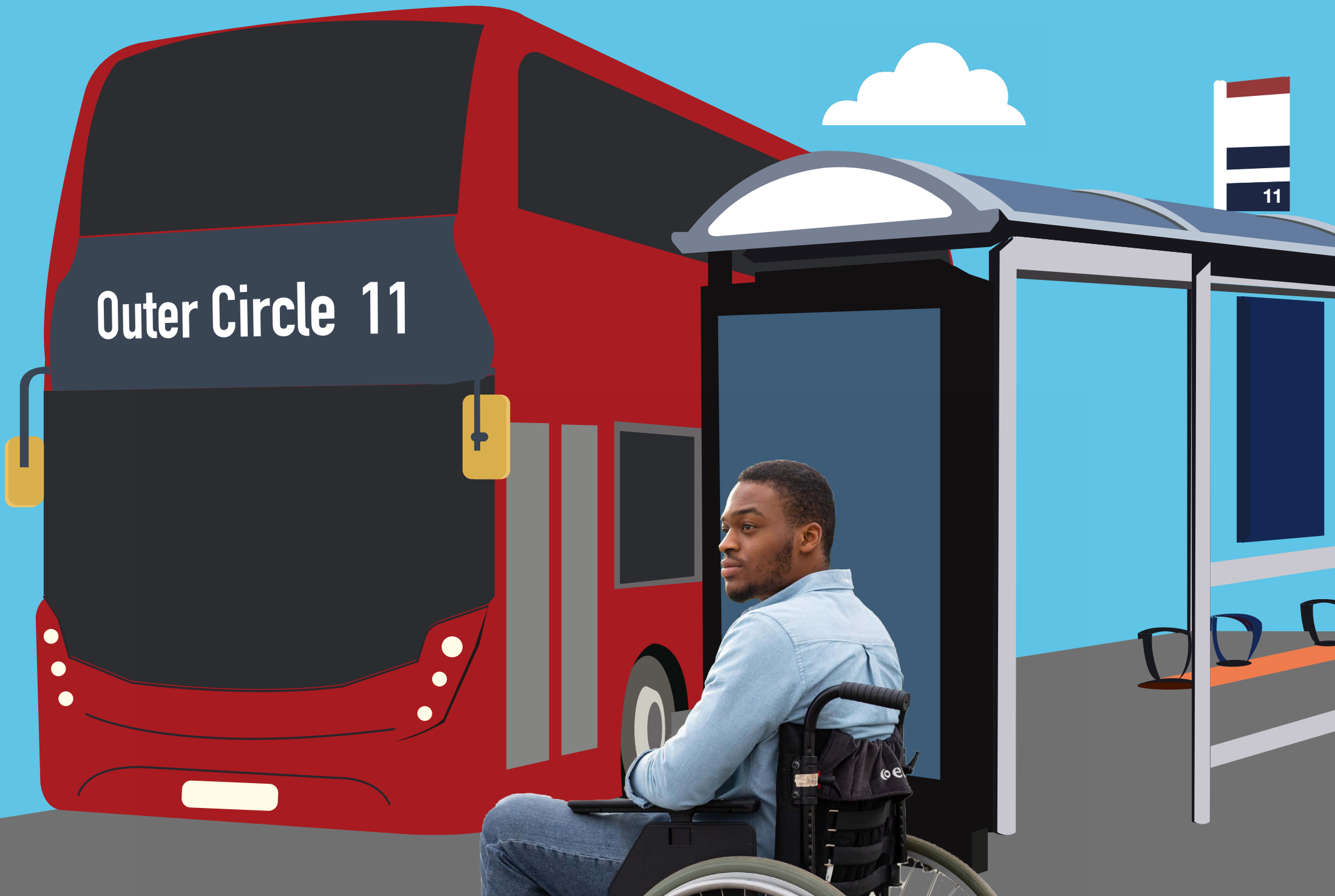


Our Vision

“To build and grow an inclusive Adult Social Care service where every citizen feels valued, respected, and supported. We want to create a culture of continuous learning and improvement, where diversity is not only celebrated but harnessed to drive better outcomes for all.”

Outer Circle 11

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OUR JOURNEY SO FAR

Social justice is fundamental to the work of our directorate, and our diverse workforce and communities remains a key strength. The varied perspectives, experiences, and cultures of our teams enable us to deliver compassionate, empowering services to our citizens. Many of our frontline staff hold lived experiences of intersectionality, reinforcing our collective commitment to reducing inequalities. We continuously strive to understand and address the barriers faced by the communities we serve, particularly recognising the continuing disproportionate impact of the Covid-19 pandemic on specific communities in Birmingham. Birmingham's status as a super-diverse city has shaped our Adult Social Care EDI strategy, which emphasises collective action between our workforce and the communities we serve.



STRATEGIC OBJECTIVES

Integration of Diverse by Design Principles

To strengthen our commitment to citizen-focused equity, diversity, and inclusion, we have integrated the 'Diverse by Design' elements into our strategic objectives. These values provide a practical framework for embedding inclusive practices across community engagement and workforce development.

1. Gather Inclusive Community Data **Objective:**

- Strengthen our understanding of community needs by collecting, by collecting, analysing, and using high-quality, disaggregated data to identify and address inequities in service access, experience, and outcomes. Implement regular diversity data drives
- Improve the recording of protected characteristics within systems like Eclipse
- Use Power BI dashboards to visualise demographic and service data

2. Redefine Equality and Fairness Through a Community Lens **Objective:**

- Embed equity in all aspects of policy and service design, recognising intersectionality and community-identified definitions of fairness.
- Prioritise culturally humble practice and strength-based care approaches
- Tailor service design to reflect community expectations and barriers

3. Appoint Community-Facing EDI Champions for each locality **Objective:**

- Empower staff and citizens from diverse backgrounds to take active leadership roles in championing EDI internally and externally.
- Establish EDI champions within community-facing roles
- Support lived experience leaders to co-lead policy and service change

4. Establish Inclusive Community Dialogue on Equality and Diversity **Objective:**

- Create sustained opportunities for communities to shape services and strategy.
- Establish EDI champions within community-facing roles
- Support lived experience leaders to co-lead policy and service change

5. Review Service Access and Engagement Practices **Objective:**

- Re-evaluate how communities interact with services and remove access barriers.
- Deliver culturally responsive and timely support
- Improve accessibility of advice and information

6. Promote Community Role Models and Experts by Experience Leaders

Objective:

- Centre lived experience in our leadership and storytelling.
- Involve community leaders and those with lived experience (e.g. Roma, Eritrean, Ethiopian, LGBTQ+ citizens) in service governance

7. Embed Equality in Commissioning and Strategic Planning

Objective:

- Ensure procurement and planning processes reflect EDI values and meet the needs of diverse communities.
- Require Equality Impact Assessments (EIAs) and Health Impact Assessments (HIAs)
- Co-design/produce services with marginalised groups

8. Rethink EDI Learning in Relation to Community Impact

Objective:

- Reframe learning and development to embed cultural humility and real-world impact.
- Implement new EDI modules covering Human Rights, intersectionality, and cultural curiosity
- Train all staff and managers to lead inclusive and reflective conversations

9. Support and Engage with Community Networks

Objective:

- Build strong, mutually beneficial partnerships with grassroots organisations and seldom-heard groups.
- Partner with community-specific organisations (e.g. LGBTQ+, refugee groups)
- Provide support and mentoring to community networks

10. Ensure Transparent and Equitable Community Resource Allocation

Objective:

- Allocate services and funding based on need and in ways that reduce structural disadvantage.
- Use predictive analytics to inform decisions.
- Monitor distribution of care resources and outcomes by demographic

11. Foster Inclusive Leadership Across Partnerships

Objective:

- Build leadership that represents and responds to Birmingham's super-diverse communities.
- Develop inclusive leadership training for all levels
- Actively support career progression for underrepresented staff

12. Review Public Communications and Service Policies for Bias

Objective:

- Ensure that all messaging, forms, and materials are culturally competent and accessible.
- Audit and revise communications with equity and clarity in mind
- Engage diverse users in reviewing policies

13. Enable Culturally Responsive and Flexible Support Models

Objective:

- Provide care and services that adapt to the social, cultural, and individual needs of citizens.
- Expand flexible, personalised care planning
- Train staff in responsive, adaptive care practices

14. Build EDI Confidence Among Community-Facing Staff

Objective:

- Equip frontline teams with practical EDI skills that drive meaningful change.
- Launch reflective learning sessions and anti-racism discussions
- Foster environments where teams feel safe to raise EDI concerns





KEY THEMES

Theme 1: Empowering Communities

Our Progress to Date: In response to the pandemic, Occupational Therapy (OT) hubs were established to mitigate health inequalities and social exclusion among minority communities. These hubs worked in partnership with neighbourhood network schemes and community organisations, including charities supporting disabled refugees and schools with predominantly Black and ethnic minority pupils. At a time when healthcare access was limited, these hubs provided essential face-to-face assessments, equipment provision, and mobility guidance. Most importantly, they helped empower citizens to take control of their health and care needs.

We will proactively engage with diverse community groups to ensure their voices are at the heart of our service delivery. This includes:

- Strengthen Community leadership and increase representation of citizens with lived experience, especially from marginalised and seldom-heard groups (within decision-making forums, advisory panels, and working groups at service and strategic levels. Providing opportunities for influencing long-term planning and decision-making across the system
- Improving information and advice, that is accessible, accurate and timely enabling citizens to make informed decisions about their lives
- Identifying and working with networks and expert organisations particularly those who advocate for vulnerable groups or recently established communities

Theme 2: Inclusive Leadership and Workforce Development

Our Progress to Date: Our directorate actively collaborates with regional authorities through the WMADASS EDI network, facilitating shared learning, benchmarking, and workforce equality initiatives. As part of the Integrated Care System EDI leads network, we work together to equip frontline teams with practical EDI skills that drive meaningful change.

To foster an inclusive culture, we will:

- Implement learning platforms that foster cultural humility and cultural curiosity
- Develop tools that focus on EDI principles that will equip managers, and team leads with skills to facilitate inclusive discussions
- Monitor and review service delivery practices to ensure they reflect the principles of equity, diversity, social justice, and human rights

Theme 3: Data-Driven Insights for Equitable Services

Our Progress to Date: In response to increased awareness of ethnicity disparities in our data, we have prioritised research and engagement activities to strengthen evidence around equity in access, experience, and outcomes. Partnerships with local voluntary and community groups have been central to this work. We have also collaborated with the University of Birmingham's Department of Social Policy, launching a Research Programme Board with EDI as a focus. Collaborations with the university has led to invaluable research. Our partnership highlighted the barriers faced by the LGBTQI+ community when accessing Adult Social Care services, helping us evaluate and enhance our service provision. By recognising the unique needs of specific communities, such as the Pakistani community, we co-developed community profiles and an interactive dashboard in collaboration with the City Observatory. This has enabled detailed analysis of safeguarding referrals, service provision, and waiting lists by race and ethnicity, identifying service gaps, and informing future planning.

Using data effectively is critical to understanding and addressing inequalities. Our actions will include:

- Improving data collection of protected characteristics, through various initiatives such as regular data drives
- Understanding workforce barriers for collecting specific diversity data.
- Developing Power BI dashboards in partnership with Public Health, to visualise demographic data to improve equity and access for a broad range of services
- Using predictive data analysis to inform future policy decisions based on current trends

Theme 4: Community Engagement and Co-production

Our Progress to Date: We regard our citizens as essential partners in addressing inequalities in care access and experience. Regular citizen panel meetings offer a forum for citizens and managers to discuss service improvements in Adult Social Care. As part of our EDI strategy, these panels will evolve into focus groups representing various intersectional communities, ensuring that underrepresented voices are heard.

Feedback is also sought through citizen surveys and complaints processes, enabling us to identify trends and inform service improvements.

We will prioritise co-production with citizens and community partners to:

Embed co-production as a Core EDI Principle. Make co-production an essential standard in service design, delivery, and evaluation. Ensuring that diverse citizens and carers actively shape the services they use, with particular emphasis on seldom heard and underrepresented communities such as the:

- Gypsy Roma and Traveller Communities
- Deaf community
- LGBTQI+ community
- Monitor and improve service quality for seldom heard and underrepresented communities in partnership with our citizens.
- Use various feedback mechanisms from service users to drive continuous improvement
- Provide community organisations, carers, and citizens with training, mentoring, and resources to confidently engage in co-production processes, influence policy, and hold services accountable

IMPLEMENTATION PLAN

Our EDI strategy will be supported by a comprehensive action plan, informed by the Diverse by Design Adult Social Care self-assessment tool, which benchmarks our workforce diversity and community engagement practices. We will also draw on insights from our staff survey, which explores both workforce experiences and community relationships, to ensure our action plan is evidence-based and responsive to the needs of our staff and the communities we serve.

Phase 1: Build Awareness and Capability

- Relaunch EDI strategy across the directorate
- Deliver Cultural Humility and strength-based practice training to all staff
- Equip managers with skills to lead inclusive, reflective conversations
- Roll out updated EDI training modules including Human Rights and Equality Law

Phase 2: Strengthen Community Engagement

- Develop strong, proactive relationships with voluntary, and community groups
- Establish regular co-production forums and peer-led training initiatives
- Embed community engagement practices in care planning, service reviews, and operational improvements

Phase 3: Data Collection and Insight

- Improve recording of protected characteristic data within Eclipse
- Develop Power BI dashboards to visualise service user demographics and outcomes
- Combine and utilise data sources in partnership with Public Health
- Co-design tools for capturing diversity data sensitively and meaningfully
- Incorporate detailed demographic analysis in Equality Impact Assessments (EIAs) and service planning

Phase 4: Embed Feedback and Learning Culture

- Implement multiple accessible feedback mechanisms (surveys, forums, anonymous reporting)
- Regularly review complaints, compliments, and service feedback, disaggregated by protected characteristic

- Facilitate regular, reflective sessions to review incidents of racism and discrimination in the delivery of community services, focusing on lessons learned and opportunities for growth for frontline staff.
- Monitor and act on trends related to discrimination, cultural misunderstanding, or access barriers

Phase 5: Align Policies, Service Design, and Leadership Practice

- Review and quality assure Equality Impact Assessments (EIAs) and Health Impact Assessments (HIAs)
- Ensure policies and service design processes explicitly prioritise equality, inclusion, and co-production
- Promote and monitor the implementation of the Zero Tolerance Policy for discrimination and racism



Responsibilities and Governance

The successful delivery of this EDI Strategy relies on clear accountability, strong leadership, and collective ownership at every level of Birmingham City Council's Adult Social Care Directorate.

To ensure that equity, diversity, inclusion, and intersectionality are embedded into all aspects of our work, we have established a governance framework that defines roles, responsibilities, and oversight arrangements.

Directorate Leadership Team

The Senior Leadership Team holds overall accountability for the implementation and progress of the EDI Strategy.

They will:

- Provide strategic leadership and champion EDI across the Directorate
- Ensure that EDI principles are considered in all policy, planning, and operational decisions
- Monitor progress against strategic objectives and implementation plans
- Receive regular reports on EDI performance, risks, and areas for improvement

Adult Social Care EDI Lead

The EDI lead will manage the coordination, delivery, and continuous improvement of the strategy.

They will:

- Oversee the delivery of actions within the EDI implementation plan
- Provide a forum for discussion, challenge, and support around EDI-related initiatives
- Review EDI data, insights, and community feedback to inform decision-making
- Promote intersectional thinking in identifying and addressing inequalities
- Report to the Senior Leadership Team on progress, risks, and opportunities

Service Managers and Team Leaders

All Service Managers and Team Leaders have a critical role in ensuring that EDI is embedded into day-to-day practice, service delivery, and workforce management

They will:

- Implement local action plans aligned with the strategy's objectives
- Foster inclusive, culturally humble teams where staff feel confident to raise EDI issues
- Ensure that services are delivered in ways that are equitable, person-centred, and culturally sensitive
- Support staff to engage in EDI training and development opportunities

All Staff

EDI is everyone's responsibility.

Staff are expected to:

- Demonstrate inclusive, respectful, and culturally competent behaviours
- Take personal accountability for learning about EDI and applying this knowledge in their work
- Engage in continuous learning, reflection, and feedback to improve their understanding of the diverse communities we serve
- Proactively challenge discrimination, exclusion, and inequity where it arises

Monitoring and Reporting

Progress against this strategy will be regularly monitored through:

- Regular updates and reports to the Senior Leadership Team
- Annual reviews of workforce data, service access, and user feedback, disaggregated by protected and intersecting characteristics
- The use of the Care Quality Commission's equality statements as benchmarks for monitoring equitable care delivery
- Feedback from community engagement activities and citizen input

The EDI Lead will ensure that insights from this monitoring activity are used to continuously refine the strategy, address emerging inequalities, and celebrate areas of good practice.

Evaluation

To ensure the effectiveness of our EDI strategy, we will establish clear metrics and indicators, including:

- Service access and usage data by protected characteristics
- Monitor and review complaints and compliments

- Feedback from service users and community groups.

We will align our monitoring practices with the Care Quality Commission (CQC) statements relating to equality such as:

- Ensuring people have equal access to care, treatment, and support, considering the needs of people with different protected characteristics and making reasonable adjustments
- Designing services to make them accessible and timely for those who might have difficulty accessing care
- Using feedback and other evidence to actively seek to improve access and reduce inequalities
- Proactively addressing discrimination and inequality that could disadvantage service users with protected characteristics
- Allocating resources and opportunities to achieve equity in experiences and outcomes

Regular review cycles will be conducted to assess progress and make necessary adjustments

Final Word

Birmingham City Council's commitment to equity, diversity, and inclusion is at the heart of everything we do. We invite all staff, partners, and citizens to stand with us in shaping an Adult Social Care service that truly reflects and celebrates the rich diversity of our city. By working together, we can build a fair, inclusive, and compassionate environment where every individual feels valued, respected, and supported to thrive. This EDI strategy is a living, evolving commitment and we welcome the voices, experiences, and ideas of our communities and workforce to help us strengthen and refine our approach for the future.



