

Overarching goals and action plan

Objective	Planned Activities	Timescale	Responsibility/Action Owner	Specific impact/success measure	Outcome
1. Ongoing development and implementation of strategy. NIHR BRC Oxford EDI Core Objectives: Communication Engagement Technology Transformation Financial	1 Contact BRC themes to understand current activities in the EDI space e.g. research and training needs.	Short-term (1-2 years) 2023-24	BRC Deputy Head of Operations (HoO) and BRC Admin manager	By end of 2023 we have clear understanding of BRC research themes activities and completed gap analysis	EDI embedded in all BRC activities BRC EDI initiatives are clearly aligned with our partner organisations (OUH and UOXF) BRC affiliates have improved understanding of EDI
	2 Review theme responses and work with them to understand areas of strengths and weaknesses; ensure that we are supporting underrepresented groups.		BRC Deputy HoO	By end of 2023 we have clear understanding of BRC research themes activities and to have identified gaps and training needs	
	3 Ask each BRC theme to nominate an EDI lead who will support activities, disseminate knowledge and to share best practice		BRC Deputy HoO and BRC Admin manager	By end of 2023 all BRC research themes will have a named EDI co-ordinator	
	4 Allocate specific funding to support EDI activities across themes e.g. training and dissemination		BRC Director, BRC HoO, BRC Deputy HoO and BRC Finance manager	By end of 2023 BRC themes will have the opportunity to apply for specific funding to drive EDI improvements at BRC theme level in line with NIHR objectives	
	5 Capture improvements annually via ISO 9001 audit process		Deputy HoO and BRC Admin manager	By end of March 2024 external Audit ISO 9001 improvement log used to track EDI improvements annually	
	6 BRC Steering Committee review progress on an annual basis.		BRC Steering Committee	By end of March 2024 BRC Steering Committee will have reviewed progress, then every year thereafter	
	1 Use the results from the theme EDI needs analysis to further develop EDI training plan for BRC theme leaders and researchers	Medium-term (2-3 years) 2024-25	Deputy HoO and BRC Training team	By end of 2025 bespoke training on EDI will be in place for BRC research themes	
	1 Evaluate impact of EDI activities to understand areas of strengths and weaknesses, and where further support is required	Long-term (3-4 years) 2025-26	BRC Director, BRC HoO, Deputy HoO and BRC EDI Co-ordinators	By end of 2026 we will survey themes on EDI activities and compare with responses from proforma sent to BRC research themes in August 2023 in order to understand integration of EDI into each BRC research theme	
2. Become a more inclusive funder of research. NIHR BRC Oxford EDI Core objectives: Communication Engagement Technology Transformation	1 Investigate quantity and breadth of data currently collected when allocating funding. Where possible, analyse data to identify areas of underrepresentation.	Short-term (1-2 years) 2023-24	BRC HoO, BRC Deputy HoO, BRC EDI Co-ordinators, BRC Academic Career Development (ACD) team, BRC Finance Leads, MSD EDI Leads, OUH EDI Leads	By end of 2024 data analysis to be complete with understanding of areas for improvement	We are more aware of disparities in applications from certain groups We understand any barriers that researchers have when they apply for funding to the BRC We see an increase in applications from underrepresented groups Data routinely collected and analysed annually EDI is considered when allocating funding and leadership positions Data shows an increase in applications for funding from underrepresented groups
	2 Implement relevant recommendations from OU 'Equity and inclusivity in research funding' report		BRC Deputy HoO, BRC EDI Co-ordinators and BRC ACD team	By end of 2024 each BRC research theme will have been informed of relevant actions	
	1 Establish process for collecting data on the 9 protected characteristics as defined in the Equality Act 2010	Medium-term (2-3 years) 2024-25	Deputy HoO, BRC EDI Co-ordinators, BRC ACD team, Medical Science Division EDI leads, OUH EDI leads	By end of 2024 we will have identified ways of capturing this data and analysed trends and gaps in accordance with GDPR regulations	
	2 Pilot approaches for addressing disparities in applications from certain groups		Deputy HoO and BRC EDI Co-ordinators	By end of 2024 we will have identified ways of capturing this data and analysed trends and gaps	
	1 Review pilot activities for impact, embed where successful and take further action if required	Long-term (3-4 years) 2025-26	BRC Director, BRC HoO, BRC Deputy HoO, BRC EDI Co-ordinators, MSD EDI leads, OUH EDI leads	By end of 2025 we will have funded new EDI activities and these will have been evaluated for impact.	

3. Widen access and participation for greater diversity and inclusion NIHR BRC Oxford EDI Core objectives: Communication Engagement Partnerships Transformation Technology	1	Provide training packages for researchers on how to reach under-served groups	Short-term (1-2 years) 2023-24	BRC PPIE team	By August 2024 we will have created resources for researchers on reaching 5 underserved communities	We understand current processes and participation in research and have built on current progress to widen access and participation for greater diversity and inclusion. Please refer to our PPIE strategy for more information on this area. Researcher training packs delivered e.g. video resources and training sessions Data routinely collected and analysed annually Data shows an increase in research participants from underrepresented groups
	2	Undertake a literature review on outreach methods in the recruitment of research participants		BRC PPIE team	By December 2023 we will have completed a paper on outreach with underserved communities and developed an accompanying action plan	
	3	Build on existing work such as the Welcome Pack for new PPI contributors to design a suite of training materials for PPI contributors to support involvement.		BRC PPIE team	By August 2024 we will have identified 4 areas of training and delivered relevant training sessions. Feedback from courses will be used to determine their effectiveness.	
	4	Investigate quantity and breadth of data currently collected on research participants. Where possible, analyse data to identify areas of underrepresentation.		BRC PPIE team	By April 2024 we will have collected data from PPIE contributors who are on our mailing list. OxBRC PPIE groups and will also have provided guidance to themes on collecting this data.	
	1	Informed by the findings of the literature review on outreach methods, we will work with researchers and PPI contributors together to reach underserved communities.	Medium-term (2-3 years) 2024-25	BRC PPIE team	By end of 2025 we will have worked with our PPIE contributors to develop an EDI training session for researchers	
	2	Establish process for collecting data on research participants on the 9 protected characteristics as defined in the Equality Act 2010	Medium-term (2-3 years) 2024-25	BRC PPIE team	By April 2024 we will have provided guidance / recommendations to themes on collecting demographic data from research participants	
	1	Analyse data to identify if improvements have been made and take further action if needed	Long-term (3-4 years) 2025-26	BRC Director, BRC HOO, BRC Deputy HOO, BRC PPIE team	By end of 2026 we will have analysed trends and gaps	
4. Improve and invest in the NIHR talent pipeline NIHR BRC Oxford EDI Core objectives: Communication Engagement Technology Partnerships	1	Investigate quantity and breadth of data currently collected when allocating funding. Where possible, analyse data to identify areas of underrepresentation.	Short-term (1-2 years) 2023-24	BRC HoO, BRC Deputy HoO, BRC EDI Co-ordinators, BRC ACD team, BRC Finance Leads, MSD EDI Leads, OUH EDI Leads	By end of 2024 we will have identified ways of capturing this data and analysed trends and gaps	A sustainable clinical academic pathway is available in Oxford for nurses, midwives and allied health professionals (NMAHPs). Please refer to the ACD strategy for more information on this area. We understand any inequalities in applications for certain groups for internal and external funding We catalyse an increase in funding application submissions from underrepresented groups Data routinely collected and analysed annually. Data shows an increase in diversity across the talent pipeline. EDI training and awareness-raising courses delivered for researchers and other stakeholders involved in BRC research
	2	Review training and support currently available and consider additional training to supplement this		BRC Deputy HoO, BRC EDI Co-ordinators, BRC ACD team, MSD EDI leads, OUH EDI leads	By end of 2024 we will have reviewed training and support available and identified additional training opportunities	
	1	Provide career development support for researchers currently underrepresented within the BRC e.g. leadership training	Medium-term (2-3 years) 2024-25	BRC Deputy HOO, BRC EDI Co-ordinators, BRC ACD team, MSD EDI leads, OUH EDI leads	By end of 2024 we will have delivered additional training opportunities. Feedback from courses will be used to determine their effectiveness.	
	2	Ensure our training and development programmes include EDI topics e.g. inclusive leadership		BRC Deputy HoO, BRC EDI Co-ordinators, BRC ACD team, MSD EDI leads, OUH EDI leads	By end of 2024 training and development programmes will include EDI topics	
	3	Establish process for collecting data on research participants on the 9 protected characteristics as defined in the Equality Act 2010		Deputy HoO, BRC EDI Co-ordinators, BRC ACD team, Medical Science Division EDI leads, OUH EDI leads	By end of 2024 we will have developed a diversity data questionnaire in collaboration with the PPI hub	
	1	Continue to provide research internships, preparatory and doctoral fellowships and post-doc bridging awards through to longer-term academic positions	Long-term (3-4 years) 2025-26	BRC ACD team	Each year we will run competitive process to award internships and fellowships that will enable researchers to apply to national funding schemes. Success will be assessed by number of people who successfully transition between career stages.	
	2	Continue leadership training, in partnership with OUH and Oxford Health BRC		BRC ACD team	By end of 2026 we will have delivered leadership training to at least 10 BRC affiliates	

5. Embed evidence-led diversity and inclusion approaches NIHR BRC Oxford EDI Core objectives: Communication Engagement Partnerships Transformation Technology Transformation	1	Support research projects on EDI to further understand areas for improvement	Short-term (1-2 years) 2023-24	BRC Director, BRC HoO, BRC Deputy HoO and BRC Finance manager	By end of 2024 we will have funded new research projects and captured these on our BRC project database Studyline	As a partnership between OUH and UOXF, we regularly communicate the importance of EDI to all stakeholders and improve our understanding of how to capture evidence. Database created which captures best practice. BRC affiliates experience survey carried out and actions taken in response
	2	Complete an analysis of our BRC publication database to conduct a feasibility study of capturing protected characteristics of BRC supported authors of peer reviewed journals.		BRC Deputy HoO	By end of 2024 we will have completed the pilot and feasibility of capturing this data and identified tools to continue tracking such data in our current BRC funding round	
	3	Review accessibility of BRC website, particularly readability		BRC Communications team	By the end of 2023 we will have reviewed the website and made any necessary improvements	
	1	Based on findings of research projects we will develop and pilot methods for addressing inequalities that have been identified	Medium-term (2-3 years) 2024-25	BRC Director, BRC HoO and BRC Deputy HoO	By end of 2025 we will have piloted activities to address inequalities	
	2	Develop and conduct staff experience survey of BRC affiliates		BRC Deputy HoO and MSD EDI lead	By end of 2025 we will have piloted and disseminated survey to BRC affiliates	
	1	Review results of staff experience survey and other staff surveys within OUH and OXF to identify themes relating to protected characteristics. Work with partners to make improvements.	Long-term (3-4 years) 2025-26	BRC Deputy HoO, MSD EDI leads, OUH EDI leads and EDI co-ordinators	By end of 2026 we will have analysed the survey results and identified areas to improve	
6. Collaborate with partners for impact and sustainability NIHR BRC Oxford EDI Core objectives: Communication Engagement Partnerships Transformation Technology Transformation	1	Identify other key stakeholders working on EDI within OUH and UOXF to identify areas of commonalities and examples of best practice that we can implement (e.g. staff networks)	Short-term (1-2 years) 2023-24	BRC Director, BRC HoO, BRC Deputy HoO, BRC EDI Co-ordinators, Medical Science Division EDI leads, OUH EDI leads	By end of 2023 we will have established an EDI working group with other NIHR infrastructure and identified some joint activities	The Oxford BRC recognised as leader in EDI. We achieve 'championed' level of maturity with some elements of 'innovation'. Working group meets regularly and is able to increase capacity for delivering activities across all partners. EDI leads meet regularly and best practice shared across the BRC. BRC website includes positive stories relating to EDI to showcase our activities and engage others EDI initiatives are delivered in collaboration other NIHR Oxford infrastructure e.g. Oxford Health BRC, CRF
	2	Establish working group with local stakeholders to identify joint solutions, scope areas for collaboration and share best practice		BRC HoO and BRC Deputy HoO		
	3	Develop EDI communication plan in collaboration with BRC themes and key stakeholders.		BRC Deputy HoO, BRC EDI Co-ordinators, MSD EDI leads, OUH EDI leads and BRC communications team	By end of 2024 we will have an active EDI communications plan in place	
	1	Develop a mature community of practice for BRC EDI leads along with relevant colleagues from UOXF and OUH	Medium-term (2-3 years) 2024-25	BRC Deputy HoO, BRC EDI Co-ordinators, MSD EDI leads, OUH EDI leads	By end of 2024 we will have established a terms of reference and supported training and resources at BRC level	
	1	Develop further collaborations with NIHR infrastructure beyond Oxford to share best practice	Long-term (3-4 years) 2025-26	BRC Director, BRC HoO and Deputy HoO	By end of 2026 we will have identified key ways to collaborate with NIHR infrastructure outwith Oxford with examples of best practice to hand.	
	2	Evaluate pilot activities and where successful establish them as ongoing activities		BRC Director, BRC HoO, BRC Deputy HoO, BRC EDI Co-ordinators, MSD EDI leads, OUH EDI leads	By end of 2026 evaluation will be complete and activities embedded in BRC research themes	