

A vibrant outdoor festival scene. In the foreground, two performers are seen from behind, facing each other. The performer on the left is wearing a grey blazer and dark trousers, holding a large, dark, circular object (possibly a drum or a prop) high in the air. The performer on the right is wearing a black top and a skirt with green and yellow horizontal stripes. They are on a paved area. In the background, a large, diverse crowd of people is gathered, some sitting on a low wall, others standing. A statue of a seated figure is visible on a pedestal in the background. The scene is set in an urban environment with buildings and trees. The text "NORFOLK NORWICH FESTIVAL" is overlaid in the center.

NORFOLK
NORWICH
FESTIVAL

2025-2026
Equality, Diversity & Inclusion Plan

Investment Principles



Monitoring the data

We will better understand what the data tells us to inform our decisions



Audiences and experience

We will listen and improve our practices to build better experiences for our audiences



Artists and presentation

We will spotlight and collaborate with diverse artists or communities



Skills and knowledge

We will keep ourselves updated and learn from others who have good practice

Equality, Diversity & Inclusion Plan

What (NNF wants to do)	How	Why	Measure	Timescale	Responsibility
Skills & Knowledge					
Ensure that we have buy-in across the organisation and everyone understands the importance of EDI/our aims	Meet with the EDI lead Trustee twice a year ■	To maintain Board understanding and to utilise the knowledge and skills of the Trustees	Bi-annual meetings	March & September	EXEC
	Lead twice-yearly EDI focuses at the All staff team meeting ■	To ensure staff understand the EDI aims and priorities of NNF	Two meetings delivered each year	April & September	EXEC
	Develop and refine an EDI element of the induction process for new starters ■		EDI induction with each new staff member within a month of starting	December 2025	EXEC
Communicate our achievements and future actions to audiences and stakeholders	Annually update our EDI webpage with our baseline actions, achievement and future actions ■	To provide audiences with up-to-date information of our achievements and planned action. A useful resource for staff to use when advocating for NNF with stakeholders & funders.	Progress reviewed and updated online annually	September	COMMS
Build our networks and partnerships to share best practice and strengthen our commitment...(1/2)	Partner with the Unlimited Network for 3 years (2024 – 26) to develop our understanding of best practice and build our networks ■	Support the development of disabled artists and to build our practice and networks	1 commission and regular meetings attendance	Ongoing	FCC
	Work with Insitu and Colchester Arts Centre to develop the access offer for the Insitu programme	To facilitate peer support and sharing of good practice		Ongoing	EXEC

Equality, Diversity & Inclusion Plan

What (NNF wants to do)	How	Why	Measure	Timescale	Responsibility
Skills & Knowledge (Cont)					
Build our networks and partnerships to share best practice and strengthen our commitment...(2/2)	Build local networks with focus on knowledge on diverse communities: ■ • Work with WOW to better understand access in their commissioning process and how to build provision in early • Talk with Norwich Pride to be included in their events for 2026. • Consult with a disability group on what we could be doing better.	To help us in our decision making, EDI development and outreach to audiences	An improved network of people to advise us and collaborate with	June 2026	ALL DEPTS
People & Engagement					
Consider, each year, how we develop our events to be more accessible to a variety of audiences (1/2)	Understand audience experiences and adopt good practice where possible to improve overall experience and make events accessible: ■ • Build on the Welcome Weekend provision to include seating at all events and accessible viewing area when applicable • Ensure all films/videos are captions if artistically appropriate Develop a set of questions for artists, to be asked during negotiation, to ensure accessibility is being considered and catered for ■ Allocate funds to specifically focus on EDI ■	To consider and address the needs of our target audiences To consider and address the needs of our target audiences Ensure sufficient resources to implement actions around access	A more diverse audience attendance More robust access provision included in the brochure and communications Ringfenced funding available to develop provision	December 2025 December 2025 January 2026	COMMS

Equality, Diversity & Inclusion Plan

What (NNF wants to do)	How	Why	Measure	Timescale	Responsibility
People & Engagement (cont)					
Consider, each year, how we develop our events to be more accessible to a variety of audiences (2/2)	Ensure all event spaces used across the organisation are physically accessible ■	To consider and address the needs of our target audiences		Ongoing	ALL DEPTS
Consider, each year, how we adapt our communications to be accessible for a variety of audiences	Re-introduce an Access page in brochures we create within the organisation ■ Firm up a baseline guide around accessible communication which is adhered to across the organisation. ■ Provide accessible alternatives for our communications (large print, audio brochure, access pages, foreign language) ■ • Trial large print documents as Word downloads for use with screen readers.	Ensure all event spaces used across the organisation are physically accessible To consider and address the needs of our target audiences To ensure consistency across all departments and staff that enables our communications to be as accessible as possible To ensure consistency across all departments and staff that enables our communications to be as accessible as possible	Base line agreed by December 2024 and shared with all staff Meeting in Nov to discuss planned print and what alternatives would be appropriate for access provision	December 2025 December 2025 February 2026	COMMS COMMS COMMS
Champion diverse artists and diverse stories (1/2)	Ensuring we have work which is accessible to those with a disability. ■ • Push messaging for audiences to get in touch with NNF • Add access question to pre-show email • Add deadlines and questions to artists on the content of their shows.	To consider the most effective and appropriate medium for our audiences each year		January 2026 December 2025 February 2026	COMMS COMMS COMMS

Equality, Diversity & Inclusion Plan

What (NNF wants to do)	How	Why	Measure	Timescale	Responsibility
People & Engagement (cont)					
Champion diverse artists and diverse stories (2/2)	Programme work by diverse artists in our "mainstage" billing spots ■	Profile and showcase artists from diverse backgrounds.		December 2025	PROD
	Broaden understanding of people from diverse backgrounds by including work with lived experience. ■			December 2025	PROD & FCC
	Continue our Artist residency programme by commissioning people from diverse background. ■			December 2025	PROD & FCC
Collaborate with diverse communities to bring opportunities to engage with the arts where they may be lacking	Target areas of deprivation or Levelling Up areas through our FCC work ■	To provide opportunities and experiences to engage with the Festival which may not be possible otherwise	FCC using the Data Pack to help inform activity within target areas. Baseline number of Buddy volunteers which increase each year	Ongoing	FCC
	Build on our accessible volunteer programme for the Festival. See if we can adopt any good practice for our year-round volunteer engagement. ■			February 2026	
Reporting & Monitoring					
Ensure our aims are current and we are constantly progressing	Update and review the action plan annually ■	To ensure our aims are reflective of the upcoming year	Plan is reviewed annually and discussed quarterly with nominated Trustee	August 2025	ALL DEPTS
	Update the Investment Principles tables each quarter which are sent to the board ■	Enables us to evidence progress and share with funders	Tables are updated quarterly and tell the story of our achievements	Quarterly - April, July, October, January	EXEC

Equality, Diversity & Inclusion Plan

What (NNF wants to do)	How	Why	Measure	Timescale	Responsibility
Reporting & Monitoring					
Understand and develop our recruitment practices to make our workplace as diverse as possible	Collate Equal Opportunity Forms across all recruitment. Use this information to diversify recruitment ■	To better understand the demographic applying to roles and target the promotions to broader networks	Baseline set in 2024. Increase in number of diverse people apply each year	Ongoing	ALL DEPTS
	Create a baseline process for our recruitment process which includes considerations around Equal Opportunities ■	To ensure recruitment practices are consistent across the organisation and provide equitable opportunity to all		Reviewed annually - Sept	EXEC
	Keep abreast of best practice around recruitment processes and adopt as applicable ■	To ensure our recruitment practices develop with societal change		Ongoing	EXEC
Use the data we collect to better understand the people we're reaching	Track the diversity of our staff, trustees, volunteers and artists to feed into the annual reporting. ■	Enables us to understand the diversity of our staff and share with funders	Clear record each year of the diversity of our staff.	Annually - June	EXEC
	Track the diversity of our audiences, feeding into the Audience Agency and Illuminate reporting ■	Enables us to understand the diversity of our audiences to build a dialogue which informs future programming and to share with funders	Clear record each year of the diversity of our audiences	Annually - June	COMMS
	Maintain the Data pack along with audience and staff diversity as a resource to understand regional socio-demographics. ■	The data pack will give a better understanding of local communities	Updated Annually	Ongoing	ALL DEPTS

A woman in a patterned top and light-colored pants is balancing on a high wire that extends from a tall, complex bamboo scaffolding structure. She has her arms outstretched for balance. The structure is made of many thin bamboo poles tied together. In the background, a large crowd of people is sitting on the grass, watching the performance. Behind them is a large, two-story stone building with several windows. A large, leafy tree is also visible. The sky is clear and blue.

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