

Active Norfolk's Diversity & Inclusion Action Plan 2026-2029

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About our Diversity & Inclusion Action Plan

Equality, Equity, Diversity and Inclusion (EDI) is at our core. Tackling inequalities is at the heart of our mission to so it has to be authentic and embedded in everything we do. From the values we hold, the behaviours we demonstrate, the work we enable, the partners we work with, to the policies and processes we put in place. It's our why, what and our how.

Physical activity levels are rising (Sport England ALS 24-25), but inequalities persist and some groups are far less likely to be active than others. For example, only 49% of people with disabilities or long-term conditions are classed as active, compared to the national average of 64.6%. Other disadvantaged groups show similar differences. Our commitment to EDI is therefore fundamental to the success of our mission as we seek to increase physical activity rates in these groups.

Introduction

Overview of Active Norfolk

Active Norfolk plays a leading role in increasing physical activity and improving health and wellbeing across the county. As an Active Partnership part funded by Sport England, we are on a mission to ensure that everyone has the opportunity to be active, grounded in our belief that movement improves lives. We focus our mission on those that suffer from inequalities as they can benefit most from being more active.

We operate within a complex system where unequal access to opportunities, spaces and infrastructure for physical activity contributes to health inequalities across our communities. In response, we take a collaborative, partnership-led approach, working with organisations and people across health, education, local government and the community sector to address these challenges.

Our role is to connect, influence and support partners to create practical, targeted solutions that reach those who need it most. This includes a strong focus on reducing health inequalities through sustained, long-term investment and action, ensuring that resources are directed where they can have the greatest impact.

We recognise that enabling people to be active requires change across systems, places and communities. By working collectively and embedding inclusively planned and delivered physical activity into everyday life, we aim to create the conditions that make it possible for everyone to be active in ways that work for them, supporting healthier, more resilient communities across Norfolk.



Our role is to provide a strategic and enabling approach to the development of sport and physical activity in Norfolk.

We are a small organisation with 26 employees.

We focus our work on inequalities

Norfolk has some unique inequalities: *

- North Norfolk has the highest prevalence of over 65's in the country (32%)
- 20% of the Norfolk population is classified as living with disability
- Over 30,000 children & young people are identified with SEND (up 60% since 2016)
- More than 140,000 people in Norfolk live in areas classified as the most deprived 20% in England

* From 2021 Census and Norfolk SEND survey 2025

Introduction

Why, how & what on our EDI journey

Active Norfolk's Diversity and Inclusion Action Plan (DIAP) places us firmly as leaders for inclusive practices that also target specific groups and help us address inequalities. We also know that we have a responsibility to truly listen to and understand the people we are trying to reach to ensure that we are enabling the best possible support to these groups to be more active. To do this we must lead by example and be as robust internally as we would expect our partners and communities to be.

Having a positive impact on inclusion is fundamental to our role as an Active Partnership. As an organisation, we work to increase physical activity levels and improve the health and wellbeing of Norfolk's communities and residents. We believe that physical activity is beneficial to everyone, that movement improves lives, and that everyone should have an equal chance to enjoy the benefits of an active life.

Active Norfolk occupies a unique role within the county as a strategic connector and enabler across the physical activity, sport and leisure system. This places us in a strong position to influence, support and convene partners, from local authorities and leisure operators to charities, community groups and schools. We know that as a trusted partner to these parts of the system we have a responsibility to champion inclusive practices.

Through this DIAP, we are taking a more intentional and strategic approach to EDI, recognising that it must be interwoven into everything that we do and our role as advocates across the county. We also recognise that the current climate is uncertain with challenge to the EDI agenda through politics or economics. However Active Norfolk will remain committed to advocating for EDI given that it is central to our mission.

How we developed this Plan.

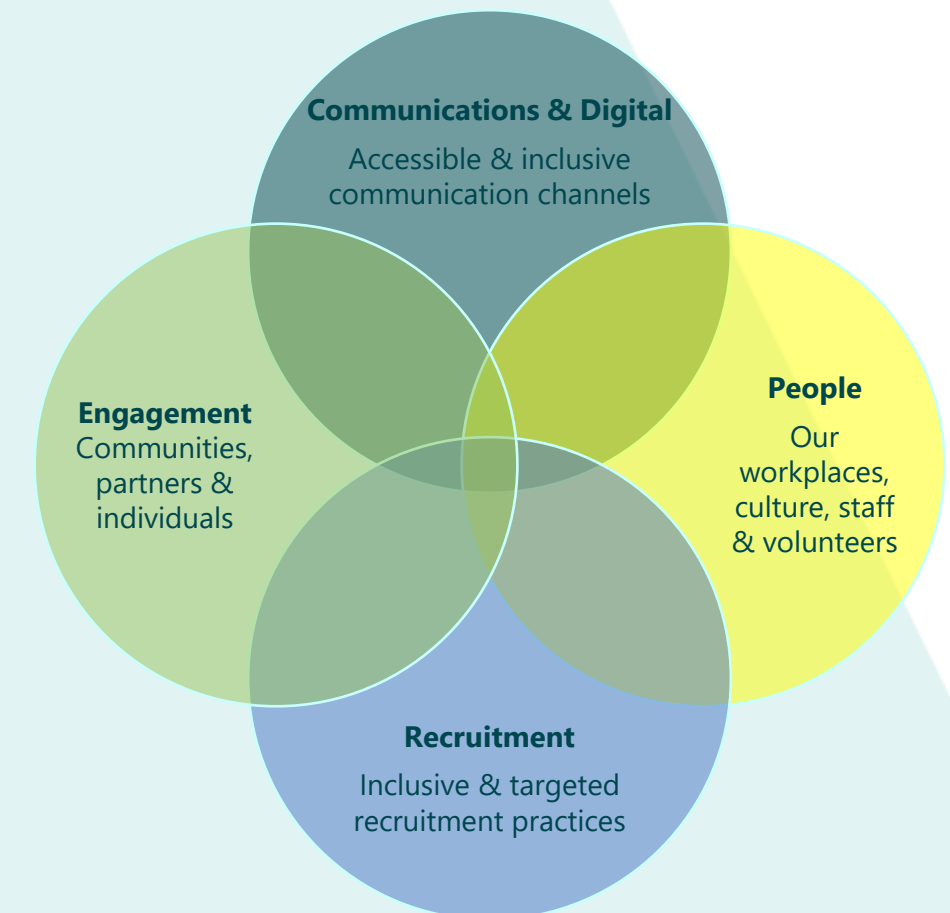
The Diversity & Inclusion Action Plan (DIAP) was first developed in 2022 as the successor to the previous Equality Plan. The initial driver was the requirement to have a DIAP by Sport England and also the DCMS Tier 3 Code for Sports Governance.

The plan was initially developed collaboratively by the (at the time) new internal working group specifically focused on this area. Feedback on the draft was sought from a select groups of key stakeholders. Over time Active Norfolk also accessed external consultancy support that had been recommended by Sport England to critically evaluate the plan. The final DIAP was approved by the Board and signed off with Sport England as a 'Good Plan' in 2023.

The plan is a live document within Active Norfolk and is regularly reviewed by the EDI working group (every quarter) as well as individual reviews by lead officers, particularly the Head of Operations and Senior Partnerships Officer leading on Inclusion. The full plan is presented to the Senior Management Team and Board at least annually but often more frequently. EDI is an agenda item at all Board meetings. EDI and the plan actions are a focus for a minimum of two staff meetings per year. All actions are directly linked to staff across the organisation, not just the EDI group.

In this way Active Norfolk seeks to embed the core principles and actions of the DIAP into the fabric of our everyday work.

Our four key focus areas



Why Equality, Diversity & Inclusion matters

Understanding the value and challenges of our EDI approach

Inequalities in physical activity remain a persistent challenge across Norfolk. While participation is improving overall, significant gaps remain between groups. Activity levels are lower among those facing socio-economic disadvantage, disabled people, older adults, some ethnically diverse communities, and women.

These inequalities reflect deeper barriers including income, health, environment, confidence and lived experience. As highlighted in our previous plan, these groups continue to face the greatest challenges, with wider events such as COVID-19 further deepening inequalities.

The value of our approach

Tackling inequalities is central to Active Norfolk's mission. As a strategic leader and connector, we are well placed to influence partners, systems and investment to create more inclusive opportunities for people to be active. Since 2022, we have strengthened our internal practices, improved representation, and embedded more inclusive approaches across recruitment, communications and delivery.

We have also deepened our understanding of communities through engagement and lived experience. This enables us to better target need, design inclusive opportunities, support partners and contribute to wider outcomes such as improved health and stronger communities

Understanding the effect of inequalities in relation to physical activity is vital to our work:

Activity levels remain lower among: *

- people from lower socio-economic backgrounds, with just 53.8% of the least affluent adults active, compared to 73.2% of the most active
- disabled people and those with long-term health conditions (49.1% active)
- older adults, particularly those aged 75+, with just 44.3% of this group active
- certain ethnicities, with Black adults (57.2%) and Asian adults (56.3%) less likely to be active than White adults.
- Women (62.2%) are still less likely to be active than men (67.3%).



The challenges we face

We operate within complex systems where many barriers sit beyond our direct control, including wider social, economic and environmental factors. As a small organisation, our impact relies on influencing and working in partnership.

Challenges remain around reaching under-represented groups, building trust, accessing robust insight, and ensuring our internal practices continue to evolve. The broader national context can also present challenges to advancing the EDI agenda.

Our commitment

Despite these challenges, our commitment to Equality, Diversity & Inclusion remains fundamental. We will continue to embed EDI across all areas of our work, strengthen our understanding of communities, and use our influence to create more equal opportunities for everyone in Norfolk to be active.

* Sport England Active Lives Survey 2024-25

Where we are now

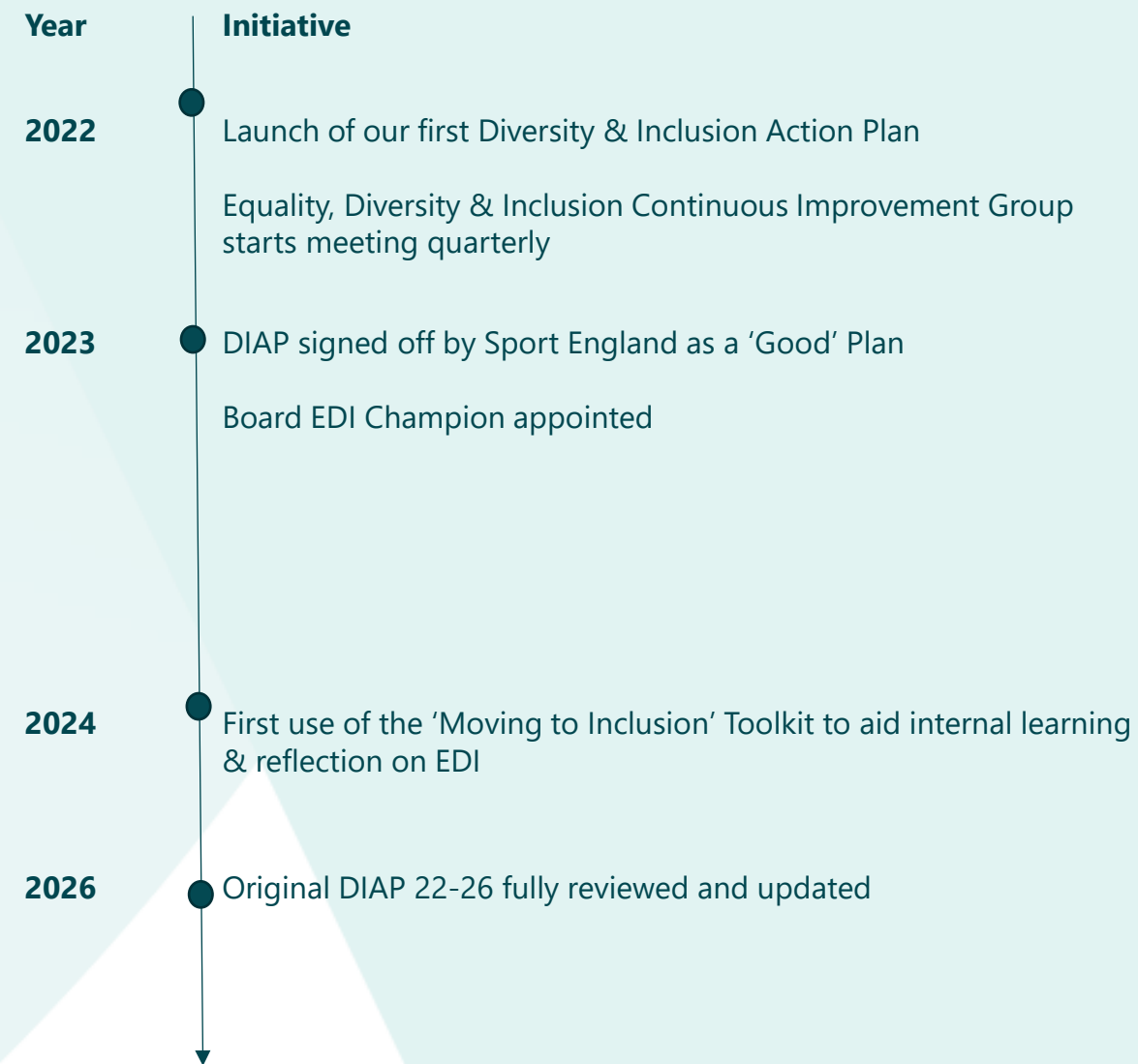
Our diversity & inclusion journey

Our approach to EDI has developed significantly in recent years. The strategic focus on tackling inequalities aligned to Sport England's 'Uniting the Movement' strategy as well as The DCMS Tier 3 Code for Sports Governance has meant that as an organisation we have had to focus and improve our approach to Equality, Diversity & Inclusion and have a Diversity & Inclusion Action Plan. To effectively reach those suffering from inequalities we have as an organisation to be more representative and understanding of these issues as well as effectively engaging and communicating with these communities and individuals.

Our DIAP remains a live document that is regularly reviewed by our internal working groups as well as SMT and the Board. A wide range of staff are directly named as part of the action plan. Some notable successes in the first 4 years of the plan include:

- improved diversity of the Board especially in terms of age and gender,
- the increasing prevalence of focus groups in our work with communities
- Regular EDI training every year for staff and Board
- Requirement for partner organisations (those in receipt of funding) to have robust EDI policies and procedures
- Implementation of Inclusion Passports, Induction packs and Inclusive Recruitment guidance
- Regular diversity monitoring of staff and Board
- Regular diversity & inclusion surveys of staff
- Fully accessible website and communication platforms
- Full use of the 'Moving to Inclusion' self-reflection toolkit

Active Norfolk will continue to review and learn from the DIAP as we seek to continually be a diverse and well-informed organisation, well placed to meet the needs of the communities we are trying to reach



Equality & Diversity policy statement

Active Norfolk 2026-29

Equality & Diversity Policy Statement

Active Norfolk is committed to being an organisation that embraces diversity, equality and inclusion through every aspect of its governance, staffing and distribution of resources. We recognise however that there is still much to do as an organisation to ensure that we are representative in our decision making and understanding the people and communities we seek to impact.

As such it will incumbent on every person within Active Norfolk, from Board level to all staff, to engage with, uphold and proactively promote the activities of the Active Norfolk Diversity & Inclusion Plan, and all relevant policies relating to this area. Without this level of commitment to Diversity and Inclusion across all areas it is unlikely we will achieve the level of impact sought in our current strategy.



Review process & records

How and when do we review our progress?

Our DIAP is reviewed regularly by the Equality, Diversity & Inclusion Continuous Improvement Group (EDI CIG). They report to the Senior Management Team who have oversight of the plan, plus the Board who are responsible for organisational approval of the plan including an annual review.

Additionally, the EDI CIG will use the Sport England 'Moving to Inclusion' self-assessment framework to help identify areas for improvement, and what is working well.

DIAP Review log:

Version	Date of review	By
V1.0	10 th June 2022	K Tuck
V2.0	18 th July 2022	EDI Group
V3.0 (Final Draft)	19 th August 2022	SMT
Final plan (Board sign off)	15 th Sept 2022	AN Board
2023 update	21 st March 2023	K Tuck & E Vanlint
2023 update (2)	April 2023	SMT
2023 update (3)	16 th May 2023	K Tuck & E Vanlint
2023 update (4)	5 th Sept 2023	K Tuck & E Vanlint
2023 sign off (Board)	13 th Dec 2023	AN Board
2023 update (5)	19 th Dec 2023	K Tuck
2024 update (1)	24 th Jan 2024	K Tuck & E Vanlint
2024 update (2)	4 th June 2024	K Tuck & E Vanlint
2025 update	15 th January 2025	K Tuck & E Vanlint
2025 sign off (Board)	4 th March 2025	AN Board
2025 update (2)	28 th November 2025	K Tuck & E Vanlint
2026 update (26-29 plan)	17 th June 2026	K Tuck & E Vanlint

Theme	Moving to Inclusion framework	
	Current state (2025)	Desired state (2026)
Overall Score	76%	80%
Culture	80%	80-85%
Experience	83%	80-85%
Communication	85%	80-85%
Leadership	67%	80%
Relationship	62%	75%

We need to work on our 'Relationship' score in relation to EDI. Better external learning opportunities for partners, as well as policy & procedure as well as further training and comms planning are possible areas of improvement

Culture, Experience and Communication are all rated highly showing the progress that has been made from top to bottom at Active Norfolk

Leadership might be developed further with better availability of EDI related insight & data for decision making, and including specific EDI priorities within the annual business plan.

The DIAP

Active Norfolk 2026-2029

Owners:

Equality, Diversity & Inclusion CIG

SMT

Active Norfolk Board



Equality, Diversity & Inclusion vision for Active Norfolk

Core themes to shape our work

Our Equality, Diversity & Inclusion vision: Active Norfolk commits to championing equality diversity & inclusion across all our work to tackle health inequalities and increase physical activity levels. We will do this by ensuring we are a diverse organisation internally and also working effectively to understand and interact with those suffering from inequalities that we are trying to help, in order to provide inclusive opportunities to be active.

Priority themes and goals

**Marketing,
Communications
& digital**

People

Engagement

Recruitment

We have four priority themes that we will focus our equality, diversity & inclusion action on; they are the specific areas in which we think we can make the most impact over the next three years.

Priority focus areas

Looking internally and externally for impact














We have developed a series of focus areas to shape our action and measure our success over the next three years. They fall under two categories of internal and external action, as summarised in the table below.

Remit	Marketing, Communications & Digital		Engagement		People		Recruitment	
	Largely within our control - we must ensure that all our communications and platforms are clear and accessible to all		Engaging with communities to gain insight on lived experience		Relating to our staff, volunteers, working practices and culture		How we recruit staff and volunteers to the organisation	
Mission	Our communications to colleagues, partners, organisations and funders will always be inclusive and reflect the values of Active Norfolk.		Continually innovate to ensure that we are engaging with the groups we seek to reach to be more active, and truly listening to and understanding their needs to incorporate these in to decision making		We will continually strive to understand where we can improve diversity & inclusion across our staff and volunteers and embed EDI in all aspects of our work and office culture to provide the most inclusive work environment possible, capable of achieving our mission		We will be willing to try and implement new inclusive recruitment practices to increase our chances of finding the best candidates as well as providing fair experiences for all candidates, regardless of their background	
Priorities	1. Ensuring web, social and comms are in line with accessibility guidelines	2. Marketing & comms activity is prioritise to reach target groups & networks	3. Developing EDI with key partners & groups	4. Conduct external engagement activities to deepen our understanding	5. Embedding and raising profile of EDI across our staff and work	6. Monitor and review culture and practices in line with EDI requirements	7. Recognising the needs of protected characteristics within recruitment	8. Using insight to target areas for improvement in diversity

Three-year action plan

Communications & Digital











Mission: Our communications to colleagues, partners, organisations and funders will always be inclusive and reflect the values of Active Norfolk.

Theme	Priorities	Actions	Owner	Due date ⓘ	Progress status	Target Outcomes	Learnings	Comments & Notes
Comms & Digital	Ensure that our website and regular publications are in line with accessibility guidelines.	Review and update Active Norfolk Brand guidelines (for both partners and internal) to ensure EDI compliance aligned to best practice, training and insight, as well as being inclusive and accessible (to be detailed in the brand guidelines pack) (also check	 Sian Keeping-Lawrence	October 30	Review annually	Complete annual review by date indicated		Reviewed and updated Nov 2022 & July 2023 but also after each Focus Group workshop. Reviewed Aug 2024 - share with team. Completed Dec 2025
Comms & Digital	Ensure that our website and regular publications are in line with accessibility guidelines.	Any future web development to factor in accessibility testing for people with screen readers etc	 Sian Keeping-Lawrence  Caitlin Avery	October 30	Review annually	Complete annual review by date indicated		Every Move developments in Feb - June 2024 all included accessibility testing. All Played testing conforms to WCAG protocols. Ongoing updates in place (Feb 2026). Checks needed on Eequ accessibility
Comms & Digital	Ensure that our website and regular publications are in line with accessibility guidelines.	Training and mentoring for staff on latest Accessibility best practice	 Sian Keeping-Lawrence  Caitlin Avery	January 29, 2027	Review annually	Complete annual review by date indicated		SK up to date, Oct 2024 & Dec 2025
Comms & Digital	Ensure that our website and regular publications are in line with accessibility guidelines.	An annual review of best practice around EDI and branding across a range of comms channels - Manage within EDI CIG and share with team	 Sian Keeping-Lawrence  Caitlin Avery  Jessica Doncaster	October 30	Review annually	Complete annual review by date indicated		2024 review completed (Jul 24) using MTI self assessment. MTI review Oct 2026
Comms & Digital	Ensure that our website and regular publications are in line with accessibility guidelines.	Add our values to the website	 Sian Keeping-Lawrence	February 28, 2025	Complete			Reviewed and updated Nov 2022 & July 2023 but also after each Focus Group workshop. Reviewed Aug 2024 - share with team. Completed Dec 2025
Comms & Digital	Ensure marketing and communications activity have a focus and priority on reaching strategically important groups	Investigate and instigate (if possible) marcomms databases (in DotDigital) incorporating the collection of EDI data on individuals signing up	 Caitlin Avery	June 26	Not started			
Comms & Digital	Ensure marketing and communications activity have a focus and priority on reaching strategically important groups	Share and promote national campaigns that are strategically relevant to Active Norfolk - conduct an annual review of priorities on that calendar	 Sian Keeping-Lawrence  Caitlin Avery  Jessica Doncaster	December 31	Ongoing			Annual Campaign calendar is in use

Three-year action plan

Engagement



















Mission: Continually innovate to ensure that we are engaging with the groups we seek to reach to be more active, and truly listening to and understanding their needs to incorporate these in to decision making

Theme	Priorities	Actions	Owner	Due date ⓘ	Progress status	Target Outcomes	Learnings	Comments & Notes
Engagement	Provide a regular stream of diverse integration and input into Active Norfolk work strands and staff understanding	Engage with local community groups, disability groups and educational establishments to recruit at least two work placements per year (representing young and / or impaired demographics) - ADAPT THIS ACTION TO ALIGN WITH FOCUS GROUPS	 Ellen Vanlint	December 31	Review annually	Complete annual review by date indicated	Work to manage the placements outweighed the benefits	Agreement with UEA to secure student work placements - annual review in Jan each year. Arrangement terminated in 2025
Engagement	Ensure EDI is embedded and developed appropriately across relevant partners and programmes	Use EIA and project EDI assessment to inform project leads as to appropriate EDI interventions in their works	 Ellen Vanlint	September 25	In progress	Target 5 EQIAs across the team for key projects Plan to use whole team meeting (May 2026) to go through several examples		2 test EQIAs completed with AC officer and P&P officer (Mar 2026) Plan to incorporate this into a whole team meeting (May 2026)
Engagement	Deliver engagement activities with identified partners and groups to align with strategic aims and actions	Develop a research and contact framework for targeted groups						
Engagement	Deliver engagement activities with identified partners and groups to align with strategic aims and actions	Enable the delivery of EDI workshops for any and all providers and partners engaged or commissioned through our work	 Ellen Vanlint	November 20	In progress	Workshop to developed initially for HAF providers to test and learn how effective this is and what external need exists. Opportunity to share after.		EG EDI training for CSF for GY, Lynnsport, ESKA over 2025. Will be enabled on an ad hoc basis. HAF EDI session for providers to be looked at for 2026.
Engagement	Deliver engagement activities with identified partners and groups, as well as staff to align with strategic aims and actions	Include & access expert consulting on cultural behaviours, key contacts, timeframes, outcomes, feedback for partners.	 Ellen Vanlint	November 20	In progress	???		"Use of AKD Solutions (SE consultant) for ongoing critique. Also engaged with NCC EDI team for training and connections (Jun '24). Team meeting Sept 25: External training to whole team (Jo Agogo) ref Inclusive Language & EIA. EV - mentoring sessions with Jo Agogo. All aspects of EDI with focus on Inclusive Language and EIA, plus MTI review."
Engagement	Widen our understanding of the under-represented groups we work with	Attend relevant networking events across Norfolk and nationally as well as ensuring community outreach visits through our work are enacted with an EDI underlying focus for all staff.	  	December 31	Ongoing	???		Inclusion Officer attended Include Summit (Oct '24). Also attended racism in sport conference in March 2024, EDI leads workshop in London March 2025. Include to Improve summit & W&G Sport England summit (2025)
Engagement	Secure check and challenge on inclusivity MarComms provision from selected and relevant groups and partners to ensure our communications are relevant and accessible to target audiences	Use existing relevant groups to review selected communications and web offers (annually)	 	November 20	Not started	Review a minimum of 5 selected key partners on EDI / inclusivity (do we think this will open a can of worms in terms of what they may ask of us, and also that it might be received negatively??)		Ongoing at focus groups - part of Focus Groups templates
Engagement	Ensure a roll out of regular and strategically / EDI relevant focus groups to inform decision making	"Produce a 2 year rolling calendar to target relevant groups and areas aligned to EDI, new projects and strategy Create process for more ad hoc and targeted acquisition and use of lived experience information so this can be done as and when needed"	 Ellen Vanlint	Friday	In progress	Calendar produced by deadline Process produced by deadline		"Decision making & use of info: * Team sharing (ED monthly comms) * Project planning * Bid writing * Reflection & learning (incorporate) * Ensure Locality Team have evidence and awareness - ARCHIVE "

Three-year action plan

People (p1)

Mission: We will continually strive to understand where we can improve diversity & inclusion across our staff and volunteers and embed EDI in all aspects of our work and office culture to provide the most inclusive work environment possible, capable of achieving our mission.

Theme	Priorities	Actions	Owner	Due date ⓘ	Progress status	Target Outcomes	Learnings	Comments & Notes
People	Ensure Board maintains appropriate focus on and understands the importance of Equality & Diversity	Ensure Board workplan incorporates EDI training review as required. Outline topic and training options needed	 Kieron Tuck	December 10, 2024	Complete	Ongoing reporting and commitment through main Board		EDI training incorporated in to Board training plan and workplan
People	Develop and maintain a full picture of staff and Board diversity to check and align against representation in Norfolk and / or selected areas.	Undertake a staff and Board diversity questionnaire collecting, analyse and report on data on protected characteristics every 2 years	 Kieron Tuck	June 26	Not started			Last review June 2023
People	Develop and maintain a full picture of staff and Board diversity to check and align against representation in Norfolk and / or selected areas.	Ensure this analysis feeds into other actions on recruitment and engagement in the plan	 Ellen Vanlint  Kieron Tuck	June 26	Ongoing	Complete staff and Board diversity monitoring		"Used for new advert texts for Board and staff vacancies in 2nd half of 2023 - Complete Has been used in Board recruitment in Nov 2024."
People	Review wider office culture and existing flexible working arrangements to see how these can be improved further to accommodate all staff.	Ensure Flexible Working Policy is regularly reviewed and supports flexibility required to retain staff	 Ellen Vanlint  Katie Tierney	December 31	Review annually	Complete annual review by date indicated		Last review Apr 23. SDW group reviewed as part of Office review Sept 2024. Next review Sept 2027
People	Review wider office culture and existing flexible working arrangements to see how these can be improved further to accommodate all staff.	Produce one page EDI 'quick reference' guide to summarise and embed an inclusive culture at Active Norfolk and ensure needs are being met and highlighted.	 Ellen Vanlint	December 31	Review annually	Complete annual review by date indicated		Completed Sept 2023. Review Dec 2026
People	Embed Diversity and Inclusion in all aspects of our work	EDI to be included in all work plans and PDPs for all staff. Provide support and guidance via team meetings	 Ryan Hughes  Kieron Tuck  Rebecca Tuff  Eve Dewsnap	March 31	In progress	Remind SMT to build in EDI in to workplanning & goal setting		Work planning template includes EDI section for ALL staff. EQIA 'push' will be key to embed EDI in work streams - EDI team meeting in Autumn 2026
People	Embed Diversity and Inclusion in all aspects of our work	Annual reminder to be sent to staff reinforcing the staff code of conduct and what is expected of them.	 Ellen Vanlint	March 27	Not started	Send annual reminder		Send out in March 2026 (KT to review, EV to send)
People	Embed Diversity and Inclusion in all aspects of our work	Ensuring team are confident to call out poor behaviour and practice if it arises (internally and externally).	 Ryan Hughes  Kieron Tuck  Rebecca Tuff  Eve Dewsnap	November 26	In progress	Align with ongoing Ways of Working reviews		Bystander training booked for April and May 2025 (whole team) - complete. Embedding of WoW in 2026 - ongoing team meetings and updated People Plan
People	Identify the longer- term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	Conduct internal EDI awareness and action meetings with all AN teams. Offering 1-2-1 support around EDI to all staff members	 Ellen Vanlint  Kieron Tuck	December 31	Review annually	Complete annual review by date indicated		Team meeting on 20.03.23 was focused on EDI for all staff. EDI support (1-2-1) to be offered to all team members (EV) & SMT (KT). Two NCC EDI sessions run in full team meetings in April and May 2024 to develop awareness. - CHECK DUPLICATION WITH ABOVE. INCLUSION OFFICER TO CONTINUE TO OFFER OUT AS AN EDI CONSULTATION SERVICE TO THE TEAM

Three-year action plan

People (p2)

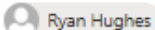
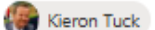
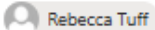
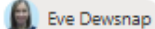

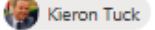
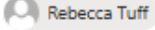




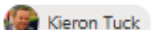
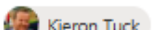
Mission: We will continually strive to understand where we can improve diversity & inclusion across our staff and volunteers and embed EDI in all aspects of our work and office culture to provide the most inclusive work environment possible, capable of achieving our mission.

Theme	Priorities	Actions	Owner	Due date ⓘ	Progress status	Target Outcomes	Learnings	Comments & Notes
People	Identify the longer- term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	Secure staff feedback on EDI through quarterly bespoke Office Vibe survey question	Ellen Vanlint Kieron Tuck	April 30	Ongoing	Ensure OV is set up to collect EDI data Report on data every 6 months to EDI CIG		Agree question and start point as well as process for collating, analysing and feeding back. In place on office vibe for every 6 months. Cycle is Apr - Oct. Report produced in Nov 2025 - went to CIG, SMT, Board. Further review of actions at May CIG - new EDI report from Office Vibe
People	Identify the longer- term aspirations of staff and cultivate an individually tailored training programme to support these aspirations.	Share case studies and stories to members of staff and board members (quarterly communication)	Ellen Vanlint Kieron Tuck	May 29	Ongoing	Complete quarterly communication to team		Impact reporting site offers range of case studies across projects. Need to develop more 'non-HAF' case studies. Ongoing piece of work. Bank of case studies is now good. Look to send a case study to the Board every 6 months for updates and insight.
People	Explore alternative recruitment channels and candidate pools	Source best practice annually against other AP activities	Ellen Vanlint Kieron Tuck	September 30	Review annually	Complete annual review by date indicated		Inclusion Officer emailed Activity Alliance May 23 to look to set up regional EDI check & challenge forum later in 2023. EV on Include to Improve group which gives insights on best practice on inclusive recruitment. Possible inclusion as topic on APNO COP for EDI
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Create an EDI Policy for Active Norfolk to underpin and frame the overall direction of the work and this plan. Review annually	Ellen Vanlint Kieron Tuck	November 27	Review annually	Complete annual review by date indicated		Reviewed Sept 2023. Review Aug 2024. Reviewed Nov 2025
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Embed EDI across team using soundbite training, Director updates and one-page guidance to SMT	Ellen Vanlint	May 29	Ongoing			Commenced Sept 2024 with Unconscious bias video mini training. In progress and content scheduled by EDI lead
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Inclusion Passport provides a mechanism for individuals to better articulate their own inclusion needs to managers. Also educates staff as to the factors to be considered within the inclusion umbrella and normalise these conversations. Following successful pilot - roll out across full team	Ellen Vanlint Katie Tierney	December 01	Review annually	Complete annual review by date indicated		Complete and in trial use as of Jan 2024. Begin use of IP as a tool for all team members (from June '24). SMT to lead. Review in Dec 2026
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Create and review an EDI Policy for Active Norfolk to underpin and frame the overall direction of the work and this plan. Review annually	Ellen Vanlint Kieron Tuck	November 20	Review annually	Complete annual review by date indicated		Last review Nov 2025
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Embed EDI across team using soundbite training, Director updates and one-page guidance to SMT	Ellen Vanlint	December 31	In progress	Complete one pager Supply monthly updates to Director		
People	Raise the profile of equality & diversity across the organization and encourage ownership of EDI for individuals and teams	Inclusion Passport provides a mechanism for individuals to better articulate their own inclusion needs to managers. Also educates staff as to the factors to be considered within the inclusion umbrella and	Ellen Vanlint Katie Tierney	September 25	Review annually	Review Inclusion Passport annually		

Three-year action plan

Recruitment

Mission: We will be willing to try and implement new inclusive recruitment practices to increase our chances of finding the best candidates as well as providing fair experiences for all candidates, regardless of their background

Theme ↓	Priorities	Actions	Owner	Due date ⓘ	Progress status	Target Outcomes	Learnings	Comments & Notes
Recruitment	Ensure all recruitment processes recognize and understand the 9 protected characteristics to give Active Norfolk the best chance of achieving gender equality (and DCMS minimum requirements) and / or increasing diversity on board or within the team	Ensure all recruitment activity (including advertising, networking, content, interviews) focuses on identified target and deficient segments of representation, and lived experience. Create recruitment checklist inc EDI aspects	 Ryan Hughes  Kieron Tuck  Rebecca Tuff  Eve Dewsnap	December 31	Review annually	Complete annual review by date indicated		Completed with Young NED recruitment x 3 (Summer / winter 2022). Also for Board Finance NED vacancies (Autumn 2023). Interview questions in advance - inform and advise through SMT
Recruitment	Ensure all recruitment processes recognize and understand the 9 protected characteristics to give Active Norfolk the best chance of achieving gender equality (and DCMS minimum requirements) and / or increasing diversity on board or within the team	Align with partner mapping work to ensure that targeted groups are directly engaged in staff or Board recruitment processes	 Ryan Hughes  Kieron Tuck  Rebecca Tuff  Eve Dewsnap	December 31	Review annually	Complete annual review by date indicated		To be used as and when needed. Used in Finance NED recruitment - targeted ethnic minorities through new advert styles and direct contact with relevant groups (although without success). Make best use of NCC EDI team to facilitate this. EV to talk to James Kearns at Build charity / Kearns Foundation
Recruitment	Upskill our SMT and board members enabling them to select and recruit candidates in an inclusive way	Maintain and deliver appropriate inclusive training calendar including areas such as unconscious bias, anti-discrimination and use of language, Insight training on Norfolk demographics. Incorporate into overall EID calendar	 Ellen Vanlint	December 31	Review annually	Complete annual review by date indicated		Training delivery in progress. F2F training complete Feb 23. All staff completed EDI training July 2023. Board completed August 2023. EV to speak to Jo Agogo ref delivering a Board session on EDI in 2026
Recruitment	Upskill our SMT and board members enabling them to select and recruit candidates in an inclusive way	Maintain a record of all EDI training courses for Board and Staff	 Ellen Vanlint  Claire Ford	December 31	Review annually	Complete annual review by date indicated		
Recruitment	Using the latest insight, continue to target areas of need in terms of Board & staff diversity	Ensure selection methods are inclusive and informal (covering packs, adverts, communications and interviews)	 Kieron Tuck	December 31	Review annually	Complete annual review by date indicated		Process involved interviews but also informal meetings with staff. Review each time recruitment is required. Inclusive Recruitment guide created Dec 2025 - in use for Board and Team
Recruitment	Using the latest insight, continue to target areas of need in terms of Board & staff diversity	Monitor and analyse applicant data from all rounds of Board recruitment to inform success of recruitment strategies	 Kieron Tuck	December 31	Review annually	Complete annual review by date indicated		Need to create baseline data and secure relevant info from HR. Data available for Board recruitment but not as yet for staff recruitment (held by HR). Has been a struggle to gain data for team recruitment. (Jan 2026)

Implementation

How and when we deliver this plan?

Our Equality, Diversity & Inclusion (EDI) Continuous Improvement Group will be responsible for monitoring progress against the plan and recording measures of success.

Ultimately our CEO will be accountable for delivery of this plan, ensuring resource for training and development opportunities are available and ensure the environment is at the heart of our decisions.

To hold ourselves to account, the key governance mechanisms we will put in place include:

- This Diversity & Inclusion Action Plan will be published on our website.
- Progress against the plan will be reported on annually, reviewed annually with the Board and included in our external facing annual report.
- Progress against the action plan will be reviewed by the senior management team quarterly.
- The actions identified in the plan will be extracted and assigned a timeline for delivery and responsibility within the EDI Continuous Improvement Group and more widely across Active Norfolk.
- The EDI Continuous Improvement Group will meet on at least a quarterly basis to discuss progress against the actions.
- Team meetings will include EDI as an agenda and discussion item, at least on a bi-annual basis.
- All Board papers, funding bids, project proposals and project plans will include Equality Impact Assessments to ascertain the impact of proposed work / decisions being taken.

This plan is intended to be delivered over three years from 2026-2029.

After the three-year period, the Plan should be fully reviewed and updated as needed. However ongoing and annual reviews by the EDI CIG should also be incorporated. The update process should be as follows:

- Review progress annually against all themes in the 'Moving to Inclusion' Framework and consider whether the priority themes in this Action Plan are still the areas in which we think we can make the most impact. Incorporate actions against the other topics, if we believe we have the opportunity to make a positive impact.
- Review achievement of the three-year action plan - remove the items that have been achieved and provide new items to advance the focus areas.

