



CONTEXT – The Plan

This plan relates to:

A) All aspects of the company's work, best summarised through the organisational objectives in the **ITD Business Plan 22-23**:

1. **THE PROGRAMME:** Produce excellent work for audiences and participants, made for both live and online distribution - a hybrid model of delivery - which takes our audiences on an accessible journey.
 2. **OUR AUDIENCES & COMMUNITIES:** Invest in our audiences and communities – regionally, nationally, internationally and online.
 3. **CREATIVE LEARNING:** Provide excellent opportunities for artists and communities alike to share in our work, to learn more about our artistic practice, and nurture and develop creativity wherever it may appear.
 4. **COMPANY DEVELOPMENT:** Strengthen the company, ensuring it is sustainable financially, environmentally and artistically.
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B) Arts Council England's LET'S CREATE Outcome –

A **CREATIVE & CULTURAL COUNTRY:** England's cultural sector is innovative, collaborative and international

C) Maps against Arts Council England's Investment Principles and in particular **INCLUSIVITY &**

RELEVANCE. ITD's plans for delivery against this Investment Principle are summarised as:

INCLUSIVITY & RELEVANCE

- We will address the persistent lack of diversity in the cultural sector with a targeted approach to recruitment and in our **support / pipeline programmes**
- We will address the lack of diversity in the cultural sector by supporting people from **under-represented demographics to be part of the ITD story**, as board members, colleagues, freelance artists / creatives and audiences
- The **artistic programme** will be relevant. It will, in subject matter, casting and the partnerships we develop, engage with issues of inclusivity and diversity
- We will build stronger relationships with our **diverse and widespread communities**, particularly those which are under-served



CONTEXT – The Company

The company is led by 3 white male Co-Artistic Directors and 1 white female Executive Director. Our board is made up of a further 10 volunteer non-executive board members. The make-up of the board has been significantly developed during 2021, and the board is now more diverse in many ways, although there is still shortage of representation from people with disabilities and people of colour. Some demographic information on the board members is not known.

2021-22 Achievements in this area (new work supported by Arts Council England Project Grant and Culture Recovery Fund)

- Incorporated time-bound **monitoring** into the Equality Action Plan, and a mechanism for reporting succinctly to the full board
- **Expanded and diversified the ITD Board**, including recruiting 2 Young Board Members
- Delivered **artist and talent development** through:
 - o ITD Associate Practitioners programme, providing development opportunities for a diverse range of artists and practitioners, to take part in research and development and supporting training and professional development
 - o Colour-blind **casting** of *Dracula: The Untold Story*
- Supported **early career artists** from under-represented backgrounds through:
 - o **Digital Routes**; a programme of support for an early-career artist-led company, and a cohort of early-career artists from under-represented backgrounds
 - o Supported Leeds Playhouse talent development scheme for under-represented early career artists with shadowing opportunities
 - o Delivered free, accessible toolkit of creative learning resources for *Dracula: The Untold Story*
- Supported **new and emerging talent** through:
 - o **Digital Curtain-Raiser**: A CPD and performance opportunity for teachers, and young people
 - o Residency at LIPA, working with students from diverse backgrounds to develop new work
- Reached new **communities** through accessible programme delivery:
 - o Working in partnership with National Festival of Making to deliver **Digital Stories**, with 3 diverse artists from Blackburn
 - o Delivered site-specific work at festivals in Lancaster, Worcester and Newcastle, working with school groups, and local musicians to... ++?
Reaching cross-generational audiences with **free, accessible** work
 - o Developed the **website**, to enable an audience journey which encourages free online engagement, including participating in creative activities
 - o Developed new, free online products to engage a diverse range of audiences, including making more of our work available to **watch online for free**, commissioned 3 **DIY At Home** participatory activities, made *Dracula's Digital Twin (Extra Bites)* freely available
 - o Reached new audiences with the tour of *Dracula: The Untold Story*. Our independent evaluation evidenced that 85% (?) of audiences were new to ITD's work. Led on independent evaluation across UK venues, working with Indigo.
 - o Developed an accessibly priced Watch-from-Home **Video On Demand** version of *Dracula: The Untold Story*, including a **captioned** version and an **Audio Described** version



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Community

We are rooted in the north-west of England; however, we are a national and international touring company, and deliver work in several contexts, including online. Our communities are local, national and international. We also have an active online community. Locally, in our Lancashire home and across our region, we have ambitions to develop existing and make new partnerships in areas of low engagement / ACE priority areas. We are interested in interrogating the notion of 'community', in our work, and with others. Nationally, as we tour our theatre work across the UK and as we make work with and for communities for outdoor festivals and events, we will reach communities through our artistic and creative learning programme, including participation opportunities. Internationally, we will export some of the most innovative work from the UK to an international audience and will reach communities through our learning programme. In 2021-22 we will continue to make our work, and participation opportunities, accessible to our online community.

Resources

We utilise Audience Finder's Showstats tools for our UK touring work, supported by occasional surveys to sample audiences and participants. We also use Culture Counts to create surveys for audiences and peer reviewers. We have considered Arts Council England's Creative Case for Diversity and the Equality Act of 2010. Having reviewed our company's interests, our work to date and the gaps in diversity which we wish to address, we have identified the following protected characteristics to focus our attention in 2022/23: age, race, gender and socio-economic status.

Accountability

The Diversity Sub Group of the board has lead responsibility for updating and monitoring of the Equality Action Plan, although the ITD leadership team and the board are fully and enthusiastically engaged with both developing the plan and delivering on it. The Board will monitor progress against this plan quarterly. The plan will be reviewed and refreshed annually. This plan will be shared with the wider workforce, including freelancers, as information attached to contracts; this will ensure we are sharing ITD's commitment to equality. Monitoring and reporting will be achieved as per the table below.



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We will address the persistent lack of diversity in the cultural sector with a targeted approach to recruitment and in our support / pipeline programmes									
Action	Success Criteria	Timeframe	Recording, Monitoring & Evidencing Success	Resources	Responsible	Progress Notes & Review			
						June 22	Sep 22	Dec 22	Mar 23
Review and develop the Creative Learning offer, prioritising reach to areas of low engagement & ACE priority areas, and to ensure it addresses inequality issues and supports access by people from under-represented demographics.	Identify target demographics & priority areas.	By May 2022	Recorded in Equality Action Plan, reported to DSG & Board Recorded in Equality Action Plan, reported to DSG & Board	Creative Learning Mgr	CEM / ED	Identified places as part of NPO application – Blackpool, Preston, Blackburn			
	Identify 3 high school / FE colleges / YP groups to potentially work with, in priority areas / low socio-economic areas	By Aug 2022					Moved to Dec, in line with Creative Engagement Manager (CEM) recruitment “ “		1.Wise Up Workshops youth theatre from Morecambe – given backstage experience and met the director and cast of Macbeth, IDENTIFIED: 2.Doncaster-UTC 3.
	Refreshed offer published on ITD website.	By Aug 2022	Webpage					Workshop package & learning resources created and disseminated to schools, colleges etc. via tour venues (some of which are in priority/levelling up areas)	New offer on website (Macbeth) - general workshop/residency updated. Further offer in development.



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	Research potential funding / collaboration partners eg AMAL https://amal.org.uk/news/artist-callout-bradford-and-birmingham/	By Aug 2022	Recorded in Equality Action Plan, reported to DSG & Board				Initial research (funds scan) carried out		Funding scan by CEM Feb/Mar - identified small pot (Institute of Physics) to apply for Frankenstein learning resources & larger pots (PRS Foundation, Paul Hamlyn) for future larger projects/core CE delivery. Plus ACE Project Grants application in development
Develop and deliver Part 2 of the pilot Producer traineeship programme, working in partnership with peer network group, New Media NPOs.	Pilot reviewed, reported to board. 1 blog posts / case study shared 2 Partner organisations engaged New trainee/s recruited 								



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							continuing with FACT, Invisible Dust, AND Festival – is likely to be in 23/24 – could run for 3 years. ITD working with FACT on case for support.		t-5 Recruited Laura Spark - video assistant on Macbeth Supported 1 artist with cerebral palsy, through LEAP workshops and ongoing mentorship
Ideas Exchange, in partnership with Lancaster Arts at Lancaster University	Scope partnership and outline the Exchange (aims, content, process) Identify and engage 10 participants Deliver Exchange, engaging 10 participants and 4 delivery artists, min 50% from protected characteristics	June 22 Sep 22 Oct 22	MOU with Lancaster Arts Recorded in Equality Action Plan Recorded in Equality Action Plan, written report to DSG & Board	Ideas Exchange budget	ED / CEM ADs	Done	Moved to Quarter 4, in line with partner and recruitment of CEM		Cancelled Outcomes delivered through the LEAP Residency, Blackpool - 12 participants. 2 delivery artists
Share our learning and practise with a wider audience of developing talent – replacing the magazine with a new publication which is accessible to those we do not yet reach	Review the current Magazine offer. Review our aims and goals. Who is the audience? Research alternative offers and potential collaborations. Review best methods for reaching a wider audience, producing a comms plan.	Aug 22 Aug 22 Aug 22	Recorded in Equality Action Plan Recorded in Equality Action Plan Recorded in Equality Action Plan. Comms plan produced. Recorded in Equality Action Plan, reported to board		ED / CEM / MO CEM / MO		In train Moved to Dec, in line with Creative Engagement Manager (CEM) recruitment		CEM having initial conversation with ADs to discuss intentions and desired audience/impact to inform direction of research/development of alternative. New timeline to be decided.



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	New offer goes live.	Sep 22			MO				In place of Magazine, an extensive series of blog posts have been created; https://www.imitatingthedog.co.uk/latest/
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We will address the lack of diversity in the cultural sector by supporting people from **under-represented demographics to be part of the ITD story**, as board members, colleagues, freelance artists / creatives and audiences

Action	Success Criteria	Timeframe	Recording, Monitoring & Evidencing Success	Resources	Responsible	Progress Notes & Review			
						June 22	Sep 22	Dec 22	Mar 23
Carry out a diversity audit if the ITD board, staff team and the freelance specialists and creatives we work with, and people we support in other ways	Audit produced and analysed	June 22	Recorded in Equality Action Plan, reported to board	Online survey	ED	Done			
Provide training opportunities for board members and staff, including equality training	2 training sessions 10 board members / staff / associates attend at least 1 training session	Mar 23	Recorded in Equality Action Plan, reported to board	Training Provider (eg Diversity trust)	ED		In train – potential partnership with Facing the Past project. Sep full board meeting to consider options		Delivered in partnership with Facing the Past – training sessions It's about Race 1 and 1, with the Diversity Trust
Formalise recruitment procedures and policy to ensure equality and inclusion	Procedures published	Sep 22	Recorded in Equality Action Plan, reported to board	-	ED		In train – ED and A Khan working on		Done – new policy to be signed off by board Mar 23
Review HR policies and procedures, including grievance procedures & contracts to ensure everyone who works with ITD feels welcome, valued and can perform at their best.	Procedures published	Sep 22	Recorded in Equality Action Plan, reported to board	-	ED		In train – ED and A Khan working on		Done – new policy to be signed off by board Mar 23



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Maintain a diverse cohort of Associate Practitioners, and invest in their development	10 Associate Practitioners supported, Min 50% are from protected characteristic groups 5 APs attend training sessions	Apr 22 Mar 23	Webpage Recorded in Equality Action Plan	Website -	ADs ED / CEM	Done			CEM having initial discussion ADs re future of Ass. Pracs programme, evaluating with current cohort and identifying future direction.
Carry out research into current practitioners to enable us to work with a wider more diverse pool of creative talent / see work from diverse artists / practitioners	4 Directors meetings focused on discussion of new / diverse talent, and considering succession planning	Mar 23	Recorded in Equality Action Plan, reported to board	Go-See budget	ADs			Work seen: - My Neighbor Totoro Research: Rosa Uddih (Film-maker)	Meetings DONE



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Make a plan for a programme of activity supporting Succession Planning	4 Directors to produce a plan, including working in partnership with other companies, as a Succession Planning programme across the next 3 years	Sep 22	Paper delivered to board / DSG	-	ADs		In train – AD's, ED and A Khan working on, supported by DSG		Moved to 23/24 Quarter 1
Monitor the diversity of our audiences and participants, using improved evaluation methods to inform our planning, expanding audience evaluation across all areas of our work (not just ticketed)	Start using Impacts & Insights Toolkit Produce 2 audience diversity evaluation report2	June 22 Report 1 May 22 Report 2 May 23	Recorded in Equality Action Plan, reported to board Written reports	Evaluation budget	MO MO	In train Dracula report DONE			Impacts & insights toolkit adopted for Macbeth, measuring audience demographics. Report 1: Dracula - completed Report 2: Macbeth - to be compiled after tour. Report 3: Light Up Lancaster audience demographic report completed.
Make our work accessible to audiences with access needs	BSL interpretation for min 4 performances Audio description for min 2 performances Subtitles on all video / online content and min 4 performances	Mar 23	Recorded in Equality Action Plan, reported to board	Access budget	MO		Done for Seeing In the Dark	NOTE: Audio description & BSL at description of tour venues.	Captions for: 100 Stories High - Lancaster Macbeth: Dukes Lowry Gala, Durham



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									Macbeth at BSL intro guide shared with Macbeth creative team ahead of welcoming a Deaf technician into rehearsals.
Make our work accessible to audiences in low incomes	Create a plan to support accessible ticket pricing at venues. Consider ring-fencing funds for this	Dec 22	Paper delivered to board / DSG	-	ED		In train	xxx	In plan for Project Grants touring application - Expression of Interest in March 23

The **artistic programme** will be relevant. It will, in subject matter, casting and the partnerships we develop, engage with issues of inclusivity and diversity

Action	Success Criteria	Timeframe	Recording, Monitoring & Evidencing Success	Resources	Responsible	Progress Notes & Review			
						June 22	Sep 22	Dec 22	Mar 23



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Produce Macbeth, exploring gender roles	Production is made and tours to 6 UK venues	Mar 23	Production report to board	Production budget, Producing partner	ADs			Macbeth expands on role of Lady M - enhances the character, changes the power dynamics.	
Formulate / update policy on casting a policy which embraces non-traditional casting and demonstrates diversity on stage, reflecting contemporary society	Policy updated Casting for Macbeth Minimum 50% of cast / freelance creative team are from protected characteristic groups	June 22 Nov 22	Recorded in Equality Action Plan Production report to board	Casting Director	ADs		Draft 1 casting policy - Dec 22	Draft 2 casting policy Mar 23. 60% of cast / team are from PC groups.	



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Implement the actions from the Anti racism Touring Rider, including:				Anti Racism Rider & checklist					
Consider the implications of stereotypes when choosing images and text, and to seek broader, diverse feedback to support the process where required	Marketing meeting with co-pro partner, Macbeth copy and image produced accordingly	June 22	Recorded in Equality Action Plan	-	MO	Macbeth image complies	DONE		
Provide a Company Info Pack as close to contracting as possible and minimum two weeks prior to arrival, including: Headshots, Pronunciations of names	Info Pack produced and distributed	Feb 23	Recorded in Equality Action Plan	Pack	ED				DONE - info pack created and circulated to tour venues.
Carry out an induction process for rehearsals, including reading of the rider	Name to be called by, pronunciation and pronoun	Jan 23	Recorded in Equality Action Plan	Rider	Production Manager/ Stage Manager		In planning		Induction carried out by ED and MM in Leeds during rehearsals
Provide clear information to all freelancers from casting onwards concerning where a tour is going and what it will consist of	Info sent	Nov 22	Recorded in Equality Action Plan	Tour schedule	Tour booker / ED				DONE via SM
Provide a contact person within the company for support, and signposting to external professionals where needed; and make available the details of this support to all participating venues as part of any deal memo/contracting process.	Contact person identified	Nov 22	Recorded in Equality Action Plan	-	Tour booker / ED				Provided inc mental health first aider
Provide technical and get-in schedules a minimum 2 weeks prior to the touring week, ensuring adequate time is allowed	Info sent / included in contracts								
	Scheduled circulated	Mar 23	Recorded in Equality Action Plan	Schedules	Stage Manager				DONE



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for company members to check into accommodation during daylight hours and scheduling this appropriately									
Establish mechanisms for inclusivity to improve the audience experience.	1 Meeting with each venue	Feb 23	Recorded in Equality Action Plan	-	MO				Use of subtitles in social media and website videos, following training. Large print programmes available.
Ensure organisational awareness of cultural and religious calendars throughout the year	Add to google calendar	April 22	Recorded in Equality Action Plan	-	MO / Producer	In train			Added to company google calendar
Interrogate the language used across the company website, assets and marketing materials to evaluate how welcoming and inclusive it is to audiences	Audit Update	May 22 June 22	Recorded in Equality Action Plan	-	MO / Producer	in train			Created / adapted copy to let audiences know exactly what to expect; updated content warnings; created Intro to ITD doc for venues for marketing to new audiences
Audit existing and new partnerships for shared equality and inclusion practices	Audit carried out and report produced	Mar 23	Recorded in Equality Action Plan	-	ED				In train



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Develop 1 new commissioning or co-producing partnership, and develop an MOU to work together to ensure equality and inclusion is embedded across our work	MOU produced	Dec 22	Recorded in Equality Action Plan	-	ED		Developed with Lightpool.		
Work with peer networks - Producing and Touring Companies - New Media NPOs North - Artist-led NPOs - Northern Cultural Network - Arts Lancashire - Lancaster Arts Partnership (ITD Executive Director to Co-Chair) to develop and share best practice	10 meetings attended 4 sharings of best practice	Mar 23	Recorded in Equality Action Plan Social media / website posts	-	ED		6 meetings attended to date	12 meetings attended. Best practice shared on: Anti-racism touring rider, Benchmarking salaries, Risk monitoring, International touring, ITD: Adapting classics for contemporary audience, Staging violence, Working with communities (100 Storied High), Internship Arts Lancashire's 'In Governance we Trust event attended'	



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We will build stronger relationships with our **diverse and widespread communities**, particularly those which are under-served

Action	Success Criteria	Timeframe	Recording, Monitoring &	Resources	Responsible	Progress Notes & Review			
						June 22	Sep 22	Dec 22	Mar 23
			Evidencing Success						
Ensure theatre work is accessible, working with venues to offer accessibly-priced ticket options	75% of tour venues have an accessibly-priced offer for Macbeth. 1 offer free to audiences, seen by 2,000 people	Feb 23 Mar 23	Recorded in Equality Action Plan Production report to board	-	MO / ED ED				DONE - all have an offer of some kind 2,408 views of online content at end Jan.
Maintain accessible online artistic offer, following research by Indigo into online audiences / community, developing our hybrid offer	Assess Indigo research and plan online activity accordingly 2 new free / accessibly-priced online offers	May 22 Mar 23	Recorded in Equality Action Plan Products online	Indigo report	MO / ED ADs	Research reviewed		Macbeth campaign built on research.	NEW ONLINE: Take Me To The River, 100 Stories High FREE FOR LIMITED PERIOD: Dracula, The Untold Story
Develop site-specific projects which engage local communities in making and seeing our work	3 free public realm events, seen by xxx people	Mar 23	Recorded in Equality Action Plan Reported to board	Commissioning partners	ADs		Workshops planned – Blackpool and Lancaster		100 Stories High engaged communities in Blackpool and Lancaster, https://www.imitatingthedog.org.uk/



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									hedog.co.uk/2022/11/30/voices-and-light-100-stories-high/
Develop partnerships in areas of low engagement / priority areas, including									
- Blackburn with Darwen (following the Digital Stories project, work with National Festival of making)	Established partnership with National Festival of Making	May 22	Recorded in Equality Action Plan Reported to board	-	ED	FOM - Done - in NPO			In conversatio n with Dukes about further developing partnership s in Wigan, Blackpool or Preston through Frankenstei n touring engagemen t project (ACE NLPG)
- Blackpool , developing work in partnership with Lightpool Festival/Mirador/LeftCoast/Blackpool Museum	Support session/s BlackburnLight Festival Partnerships developed	Nov 22	Recorded in Equality Action Plan Reported to board	-	ED/ADs				
- Wigan , making work for Wigan Light Night and engaging with the annual creative programme	Partnerships developed	June 22	Recorded in Equality Action Plan Reported to board	-	ED	Blackpool - part done - in NPO. Meetin g planne d			
	Development of sited project (FUNDING DEPENDANT)	Nov 22	Recorded in Equality Action Plan Reported to board	-	ADs				
	Establish partnership with Wigan Council	July 22	Recorded in Equality Action Plan Reported to board	-	ED	Unlikely to happen	Replaced with Preston		

Diversity Sub Group, Nov 2021, Signed off: Feb 22