

Images Festival

IMAGES FESTIVAL ACCOUNTABILITY WORK PLAN Updated: July 7 2021

Training

What we have done:

- Anti-oppression/anti-racism training and consultation for leadership and employees (Started October 2019);
- Participation in anti-racism policy development workshops for leadership (Started June 2020);
- Extensive review of other organizations' policies, guidelines, toolkits, and statements to identify strategies to combat patriarchy, misogyny, and racism—specifically anti-Black racism—in our structures, policies, and decision-making (Started May 2019);
- Work with an HR Consultant to train our Board, leadership, and employees on updated policies and procedures (Started January 2021);
- Dedicate resources for annual, ongoing anti-oppression/anti-racism and human resources training and consultation (Started June 2019).

What we will do next:

- Ongoing training and consultation as outlined above;
- Build HR training into our annual critical path and onboarding checklist to ensure that there are no gaps for new employees (Completion: August 2021);
- Develop a Leadership Transition Plan, that includes proper training and support for incoming Managers and Directors (Completion: Summer 2022).

Policies and Procedures

What we have done:

- Strengthen our existing policies and developing new ones to better support our employees, leadership, and Board (February 2021):
 - Revision of Images Festival's Employee Handbook and Discrimination, Harassment, and Human Rights policies, with guidance from an external HR Consultant;
 - Creation of Images Festival Conflict Resolution Policy to guide employees, leadership, and Board on procedures, strategies, and responsibilities concerning interpersonal and cross-organizational conflict;

Images Festival

- Creation of Incident Report protocol as a tool to properly document and address conflicts before they escalate;
- Establish annual review of HR policies by our leadership and Board to incorporate future learnings and ensure that they are providing proper support to our employees (February 2021);
- Properly document and archive individual experiences, incidents, and claims to ensure greater transmission of institutional knowledge and organizational history in the long-term (Ongoing).

What we will do next:

- Refine our Governance Handbook to clarify Board responsibilities and oversight (Completion: December 2021).

Organizational Structure

What we have done:

- Develop new Programming Collective structure to build greater consensus into our programming (Summer 2020);
- Create the position of Facilitator to support the Programming Collective's working models and decision-making process (Summer 2020);
- Initiate transition of our Board of Directors to welcome new participants to support the organization (Summer 2020).

What we will do next:

- Continue to evaluate, develop, and adjust internal structures, without preconceptions of a correct form, guided by our HR Consultant (Completion: September 2021);
- Work to address critiques of precarious labour that are embedded in festival organizational culture and in Images' current organizational structure (Completion: September 2021);
- Improve communications between Board, leadership, and employees to better integrate consensus at all levels of the organization in strategic decision-making (Ongoing);
- Address turnover and improve retention through organizational review and development of Leadership Transition Plan (Completion: Summer 2022).

Images Festival

Community & Relationships Building

What we have done:

- Investment in accessibility services and more direct engagement with artists to make these services available (Ongoing);
- Redistribution of resources to better support our artists, collaborators, and participants, particularly in our Education programming (Started September 2019);
- Reallocation of resources to provide greater financial support to community partners and organizations (Started September 2019);
- Allocate resources to support consultations with and reparations to past employees who have experienced institutional racism (Ongoing);
- Create an “Accountability” resources page on our website, which will be updated on an ongoing basis (July 2021).

What we will do next:

- Adopt better strategies to engage our partners, artists, and collaborators in open dialogue about the challenges at Images Festival and across our sector (Ongoing);
- Engage consenting former employees and Board members in compensated consultations to address how a lack of documentation and institutional memory has contributed to the persistence of conflict and harm at Images over the years (Ongoing).

Governance

What we have done:

- Initiate transition of our Board of Directors to welcome new participants to support the organization (Started August 2020).

What we will do next:

- Continue to develop our Board of Directors to invite individuals with unique skill sets and perspectives, and strong understandings of artist-run culture (Ongoing);
- Allocate resources to support the creation of an adequately compensated advisory committee to support our Board of Directors in short- and long-term strategic planning (Completion: Winter 2022).