

POWER IN PARTNERSHIPS

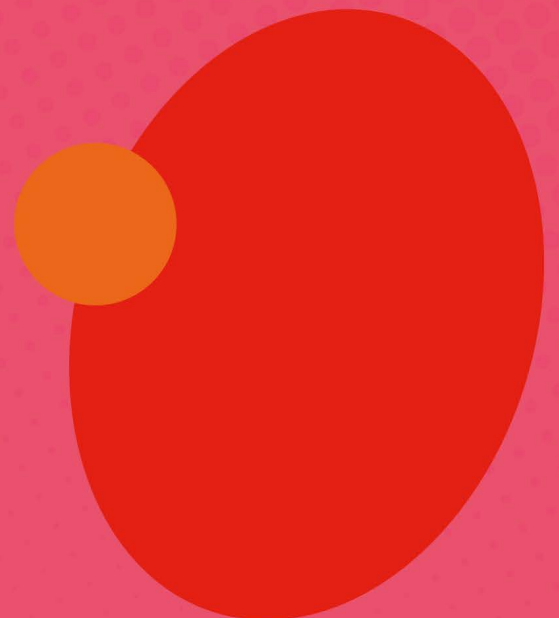
A companion for equitable partnerships
and the difficult conversations behind them.



POWER IS OFTEN THE ELEPHANT IN THE ROOM WHEN IT COMES TO PARTNERSHIPS

Power dynamics are always present, even if we don't acknowledge them. Too often, it's the partners with fewer resources and less proximity to power navigating these imbalances.

Acknowledging and addressing power imbalances is crucial to a partnership's success. That's where this companion comes in. It's packed with activities for everyone involved in a partnership to reflect on power, talk openly about it, and share it more fairly, from the start of a partnership to the end.



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ABOUT THIS COMPANION

In 2022-2023, Andreana Drencheva from King's College London and Rising Arts Agency teamed up for a project funded by the Centre for Cultural Value. **The goal?** To examine the power imbalances that exist in partnerships in the cultural sector and consider how to minimise or get rid of them altogether.

The project included dozens of interviews, analysis of existing partnerships, a podcast, a zine, a creative lab, and a workshop. The team discovered that many organisations could benefit from practical tools to evaluate potential partnerships, enable collaboration, and wrap up partnerships when the time comes.

This companion builds on the original project. It provides reflective activities for partners to address power imbalances throughout their collaboration.

WHO IS THIS COMPANION FOR?

This companion is for grassroots organisations, community groups, social enterprises, established institutions, large businesses, and researchers trying to foster fair partnerships. It can be used when considering whether to start a new partnership, exploring ways to redesign existing partnerships, or learning from a partnership that is coming to an end.

HOW TO USE THIS COMPANION

Taking time to reflect on partnerships isn't always possible when you're busy making things happen. This companion isn't about doing everything. It's about finding moments to think about and act on power imbalances, even if it's just 30 minutes in a team meeting.

Use this companion to develop a shared understanding of power dynamics within your collaborative work. Use the insights you develop to inform conversations, decisions, policies, practices, and agreements. The companion is split into **three parts**, each focusing on a different stage of a partnership:

1.

Potential partnership

(How) can this partnership be equitable?

2.

Partnership in progress

How equitable is this partnership?

3.

Partnership conclusion

What can we learn from this partnership to make future partnerships equitable?

USE IT YOUR WAY

- + You can follow the process as a partnership unfolds.
- + You can dip in and out.
- + You can adapt and edit the activities as you see fit.
- + Feel free to write brief notes, use bullet points, or even draw pictures. Skip questions that don't feel relevant right now. Come back to sections later.
- + You can add your notes on the editable digital version or work on a printed version.
- + There are no perfect answers. Just honest ones. These activities are here to support your thinking, not to create extra work.

BUILDING EQUITABLE PARTNERSHIPS IS A TEAM EFFORT

Share these activities with your partners, adapt them together, and create new ones that work for your situation. Critically, share your reflections and ideas for how to make the partnership more equitable.

WORKING WITH MULTIPLE PARTNERS?

When an activity asks about your partner, simply include all partners in the conversation or reflection. In your reflection, you might find it useful to consider each partner separately to identify patterns, challenges, and good practices. Here's how to make it work more smoothly when there are several partners involved.

Partner(ship) reflection

- + In your reflection, capture experiences and insights related to each partner individually.
- + Pay attention not only to power dynamics emerging from a specific partner, but also the relationships between partners.
- + Reflect on how power dynamics may change over time as organisational capacity changes.

Voice and decisions

- + Give all partners enough time to prepare for collective sessions based on their resources.
- + Rotate who leads and hosts each session and make sure they have the resources they need.
- + Check regularly that some partners aren't dominating conversations and decisions.

Time and space when coming together

- + Plan for longer discussions – more voices mean more perspectives to hear.
- + Take regular breaks to keep energy high, especially in longer sessions.
- + Consider breaking into pairs or small groups for deeper conversations.

Making it work

- + Assign clear roles for each activity (note-taker, facilitator).
- + Assign roles based on capacity and resources.
- + Build in time for relationship building.

DEFINITIONS

WHAT IS PARTNERSHIP?

A partnership is a long-term relationship built on shared goals, trust, transparency, and equitable decision-making. It's a commitment where every aspect of the work is recognised, valued, and resourced appropriately, and where all parties involved benefit in line with their missions and contributions.

A partnership is more than just work agreements and shared goals – it's a relationship between real people, bringing their hopes, fears, and experiences to the table. It's about building trust, working through disagreements, celebrating successes together, and supporting each other through challenges.

WHAT IS EQUITY?

Equity means making sure everyone gets what they need to succeed, not just giving everyone the same thing. In partnerships, this means sharing power, money, and opportunities fairly based on each partner's mission, situation, and needs.

When we talk about equity in this companion, we mean real changes that make partnerships fairer. This means looking at how power works in partnerships and finding practical ways to share it more fairly.

WHAT IS POWER?

Power is the capacity to influence a course of action. It plays a crucial role in any partnership by shaping relationships, processes, and outcomes.

Episodic power, the deliberate efforts to coerce and manipulate others, is often easier to identify. However, systemic power, the taken-for-granted norms, language, structures, practices, identities, roles, and ways of working, can be more insidious and challenging to recognise.

WHAT ARE POWER IMBALANCES?

Power imbalances occur when one partner in a partnership has greater influence, resources, capacity, status or control.

This leads to an unequal distribution of:



Decisions

When one partner makes most of the decisions in the partnership, including critical decisions about timelines or scope.



Benefits

When one partner benefits disproportionately more from the partnership, based on their relative input.



Compensation

When one partner holds the purse strings and does not compensate labour and expertise fairly, especially invisible labour.



Ways of working

When one partner's ways of working, timescales, and systems are considered the default for the partners to adopt.



Expertise

When one partner is considered the professional or the lead for the partnership by default.



Language

When one partner uses patronising language to refer to partners, such as “helping partners”.

Power imbalances do not necessarily result from partnership structures where a single partner is considered the lead. What matters is how that leadership role is chosen and that it is carried out in ways that are fair to everyone.

WHY ADDRESS POWER IMBALANCES?

Addressing power imbalances in partnerships can have positive effects for partners, their teams, their projects, and their communities.

Addressing imbalances can benefit:



Ethics

Addressing power imbalances is resistance against extractive and exploitative practices that perpetuate injustice.



Creativity

Addressing power imbalances enables diverse perspectives and expertise for innovative and creative ideas and solutions.



Impact

Equitable partnerships can serve their communities in genuine, meaningful, and impactful ways aligned with community needs.



Wellbeing

Addressing power imbalances can improve wellbeing for employees and teams, particularly those from marginalised groups.



Sustainability

Partnerships that share power are resilient and adaptable in the face of challenges and changes.



Reputation

Partners that prioritise equity in their partnerships can be seen in a positive light by employees and future partners.

1.

POTENTIAL PARTNERSHIP



(HOW) CAN THIS PARTNERSHIP BE EQUITABLE?

Take a step back to assess whether a potential collaboration can be equitable. The activities in this section can help you approach potential partnerships with greater clarity, confidence, and care.

Not everyone can be selective about partnerships, especially if saying no comes with costs. However, whenever possible, choosing collaborations that are equitable and aligned is beneficial for your organisation and community. Even if saying no to a partnership is not an option, the prompts here can help you to advocate for more equity.

What to use this section for

- + Use this section when you have a partnership opportunity and you want to see if it's a good fit.
- + Explore your *Ideals, Non-negotiable and Red Flags* to establish what matters to you in a partnership.
- + Evaluate the *Partnership Fit* to assess the potential for equity in a partnership.
- + Develop a *Memorandum of Understanding* to establish clear expectations and processes for an equitable partnership.

What you will get

- + Increased ability to articulate and advocate for your non-negotiables in a partnership.
- + Increased readiness to enter equitable partnerships and to say no to those that are unlikely to be equitable now.



ACTIVITY

IDEALS, NON-NEGOTIABLES AND RED FLAGS

To be completed by your organisation/group.

Before evaluating a specific partnership opportunity, take time to reflect deeply on your *Ideal partner*, *Non-negotiables*, and *Red flags*. As an organisation or a community group, consider your values, mission, and past experiences in partnerships. With your team/community, discuss what you seek in a partnership and what you cannot compromise on.

Answer the following questions. Refer back to your answers to ensure alignment and equity when you assess potential partnerships or talk to potential partners.

Ideals

- + What qualities, values, and practices do we want in a partner to create an equitable and impactful collaboration?

Non-negotiables

- + What are the values, principles, and requirements that we must uphold in any partnership to stay true to our mission?



Red flags

- + What may signal to us that a partnership is not aligned with our values, goals, or best interests?





ACTIVITY

PARTNERSHIP FIT

To be completed by your organisation/group.

The *Partnership Fit* activity encourages honest reflection about power in a potential collaboration. This isn't about finding perfect partners – it's about understanding what dynamics might emerge and whether you can work together equitably. Use these questions to surface concerns and opportunities before making partnership commitments.

Use the following questions as prompts to consider where power imbalances might lie in a potential partnership. If this is a partner you have never worked with before, you may not be able to answer all questions. It's OK to skip questions or come back to them after you've gathered more information from peers or the potential partner.

For each category, assign a score from **1 to 5** based on your assessment:

- 1** = Significant misalignment or concern
- 3** = Moderate alignment or neutral
- 5** = Strong alignment or positive outlook

For the overall category, add up the scores and note down the most important aspects for your organisation/community group.

Alignment

- + What evidence do we have that the potential partner understands us?
- + Do the proposed goals of the partnership serve our mission and communities?
- + Does the potential partner raise any red flags or violate our non-negotiables?

Score: 1 2 3 4 5

Decision making

- + Does the potential partner acknowledge their power and any differences in power?
- + Has the potential partner already made all the big decisions?
- + Does the potential partner have organisational/community buy-in and support for this partnership and the learning required?

Score: 1 2 3 4 5

Resources and equity

- + Are the budget and timescales sufficient for genuine co-creation and collaboration from start to finish?
- + What invisible labour may we have to engage in to make the partnership work? Is this invisible labour resourced appropriately?
- + If we say yes to this partnership, what would we have to say no to?

Score: 1 2 3 4 5

Longevity

- + What are the possibilities for harm to our team, communities, and mission?
- + Does the potential partner meet our safeguarding processes?
- + Is there an opportunity for a sustained partnership beyond this specific project?

Score: 1 2 3 4 5

Overall score

Add up the scores and note down the most important aspects for your organisation/ community group.

Score: /20

WHAT'S NEXT?

Use the total score and your notes to inform your decision about whether to pursue the partnership further.

A high total score (16-20) indicates strong alignment and potential for an equitable partnership.

A moderate total score (10-15) suggests some alignment but also areas of concern that need further discussion.

A low total score (4-9) indicates significant misalignment or concerns that may warrant reconsidering the partnership or putting more effort to address power imbalances at the beginning and throughout the partnership.

Remember, the *Partnership Fit* helps summarise your insights and reflections. It offers an indicator of where power imbalances may emerge. However, it should not be the sole determining factor.

Use the insights from this activity to inform discussions and reflections within your organisation, with your community and with the potential partner before committing to work together.



ACTIVITY

MEMORANDUM OF UNDERSTANDING

To be completed alongside your partner(s).

A *Memorandum of Understanding* (MOU) is more than paperwork – it's an opportunity to have honest conversations about power and establish shared expectations. The process of drafting an MOU together can help clarify expectations and establish shared accountability about addressing power imbalances. While these conversations are challenging and require vulnerability, they are essential for building trust, transparency, and a deep commitment to the principles of equity.

Use the prompts in each section to discuss key elements and guiding principles for how you will work together. By working through the prompts together, partners can ensure that their MOU aligns with their ideals, needs, non-negotiables as well as principles of power sharing and equity.

Use the template on the next pages to collaboratively draft the content for each section, ensuring that all partners have an equal voice in the process. Use language that everyone is comfortable with.

Review the draft together to ensure that it accurately reflects your shared understanding and commitment to the partnership. Consult with team and community members as needed to finalise and accept the MOU.

How to use this document

- + Read through the whole document before starting to fill it in.
- + Discuss each section with all partners – take your time.
- + Use simple, clear language that everyone understands.
- + Add, remove, or change sections to fit your needs.
- + Make sure everyone has time to review and discuss with their team and community before signing.



MEMORANDUM OF UNDERSTANDING TEMPLATE

Basic information

Partnership Between:

Start date:

End date:

1. PARTNERSHIP FOUNDATION

Our shared vision

- + What change do we want to create together?

Write your shared vision in clear, simple language.

Our values

- + What principles will guide how we work together?

List 3-5 values, explaining what each means in practice.

Example: *Open communication – we will share information clearly and regularly, avoiding jargon and making sure everyone understands important decisions.*

Our work together

- + What will we actually do?

Main activities: *List key pieces of work*

Key outcomes: *List what you want to achieve*

Important dates: *List major milestones and deadlines*

2. OUR ROLES AND RESOURCES

What each partner brings

- + What are our strengths and contributions to the partnership? *For each partner, fill in:*

Name of organisation/community group:

Main strengths: *What are you best at?*

People power: *Who will be involved and for how much time?*

Resources: *What else can you contribute, such as models, frameworks, relationships, visibility?*

Key tasks: *What will you be responsible for based on your strengths?*

How we'll share resources

- + How will we access and manage our financial and non-financial resources?

Budget: *What is the total budget for the partnership?*

Sharing financial resources: *How will you manage the budget?*

Payment schedule: *When and how will payments happen?*

Non-financial resources: *What are you sharing (spaces, equipment, etc.)?*

Process of sharing: *How will you share non-financial resources fairly and easily?*

Fair payment

- + How will we ensure fair compensation?

Standard rates: How much do you pay for the different types of work?

Compensating invisible labour: How will you pay for 'invisible' work, such as informal training or repair work?

Adjustments: When and how will you review and adjust payments?

3. POWER AND DECISION-MAKING

Sharing power

- + How will we share power?

Decision making: *How will you make different types of decisions?*

Involvement: *Who needs to be involved in which decisions?*

Fairness: *How will you make sure power is shared fairly?*

Including everyone

- + How will we create space for everyone to participate on their own terms?

Taking part: *How will you make sure all partners can take part fully based on their capacity and resources?*

Community involvement: *How will you involve your communities in ways that work for them?*

Pace: *How will you make time for deep discussion, deep work, and all the invisible labour?*

Checking power

- + How will we address power imbalances?

Power check-ins: *How frequently, when, and how will you discuss power?*

Power re-balancing: *What will you do if power isn't shared fairly?*

4. COMMUNICATION

Communication inside our partnership

- + How will we communicate with each other?

Regular updates: *How often, how, and who needs to know what?*

Raising challenges: *How will you raise problems or concerns?*

Changes to roles and responsibilities: *How and when will you review roles and responsibilities?*

Celebration: *How will you celebrate and share milestones and achievements?*

Public communication

- + How will we communicate with those outside the partnership?

Communication about the partnership: How will you describe the partnership, achievements, challenges? Who can share what?

Credit sharing: How will you share credit fairly, ensuring everyone is visible in all achievements and challenges?

5. KEEPING OUR PARTNERSHIP HEALTHY

Regular check-ins

- + How will we review our work and our partnership?

Progress reviews: *How often and what is included?*

Learning discussions: *How often and what is included?*

Partnership health: *How often and what is included?*

Dealing with harm

- + How will we avoid, minimise and address harm?

Harm: *What can cause harm in this partnership and to whom?*

Reporting harm: *What are the safe mechanisms to report harm when it occurs?*

Avoiding harm: *How will you avoid harm?*

Repairing after harm: *How will you acknowledge harm and repair?*

Future planning

- + How will we review the future of the partnership?

Partnership review: *When and how will you review if the partnership is working?*

Agreement changes: *When and how will you make changes to this agreement?*

Partnership closure: *When and how can you end the partnership early if needed?*

6. AGREEMENT

By signing, we commit to working together in the ways described above. Remember, this agreement should help, not restrict us. We can review and update it together as our partnership develops. Changes can be proposed by any partner and must be agreed by all partners.

Organisation/community group:

Organisation/community group:

Signature:

Signature:

Date:

Date:

Organisation/community group:

Organisation/community group:

Signature:

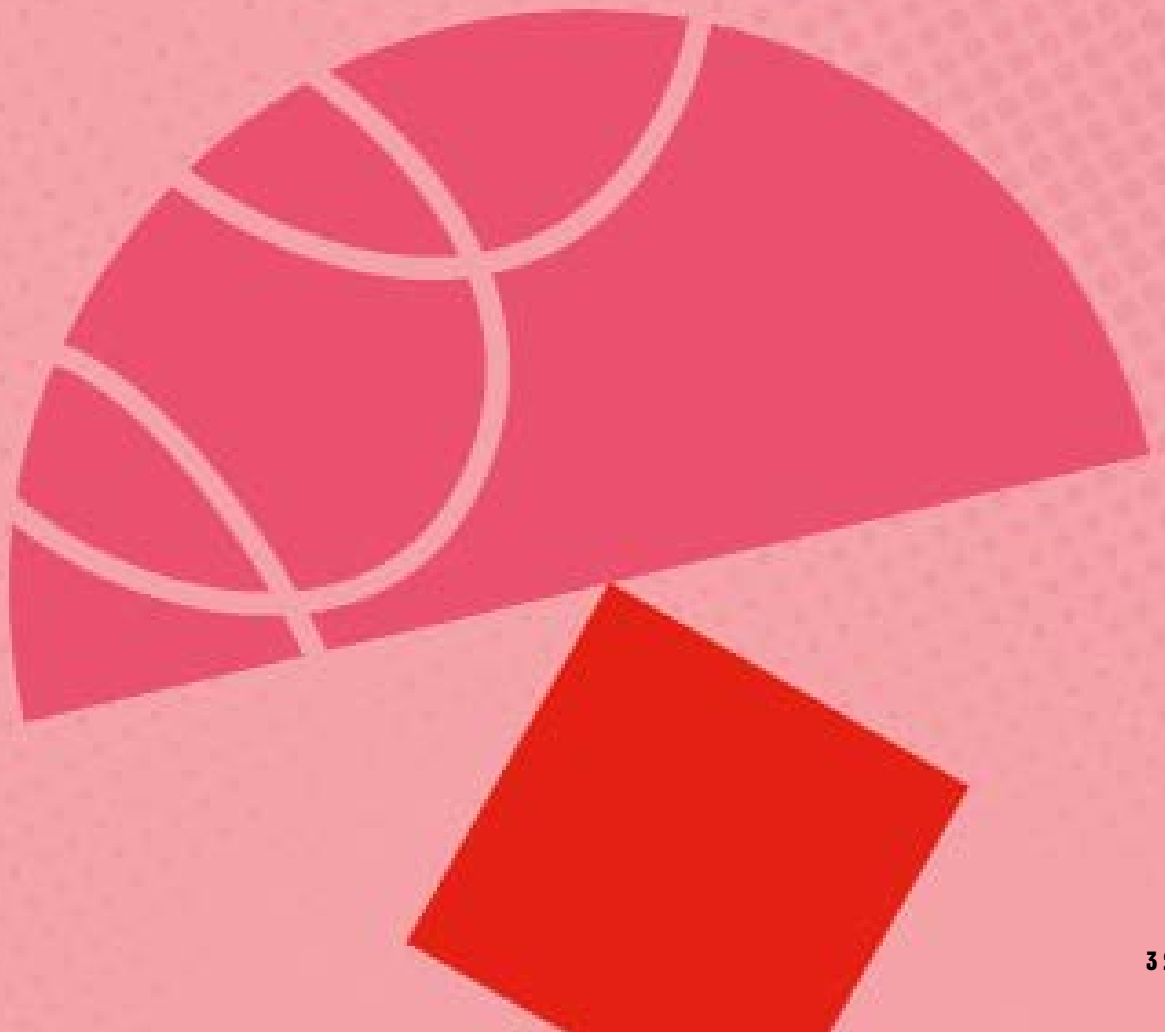
Signature:

Date:

Date:

2.

PARTNERSHIP IN PROGRESS



HOW EQUITABLE IS THIS PARTNERSHIP?

Power imbalances are often discussed at the end of a partnership or when a crisis occurs. That's too late. At that point, the partnership is over and with it any opportunity for equity in it.

However, regularly reflecting on the partnership, learning from experiences, and adapting can enable the partnership to remain or to become (more) equitable.

What to use this section for

Use this section when you are in an ongoing partnership and you want to talk about power while working together.

- + Explore *Rituals and Routines* to develop empathy for partners.
- + Complete an *Equity Audit* to visualise how equitable the partnership is and identify areas for improvement.
- + Use the *Power Check-in* to collectively reflect on and address power dynamics in the partnership.

What you will get

- + Identification of power imbalances and of specific actions to address them.
- + A culture of continuous learning, reflection, and adaptation within the partnership.



ACTIVITY

RITUALS AND ROUTINES

To be completed alongside your partner(s).

Taking time to connect with partners on a human level is essential for building trust, fostering empathy, challenging assumptions, and understanding each other. While not exhaustive as a list, the suggested *Rituals and Routines* can normalise spending time together, celebrating shared successes, continuously learning with and from each other, and having opportunities to surface power and equity concerns in more organic ways.

Use the suggested *Rituals and Routines* to carve out quality time with partners and get to know each other on a human level.

Celebrations

Take time to acknowledge and celebrate the progress you've made and the accomplishments you've achieved together. This could be as simple as sharing a meal, giving each other appreciations, or having a small party. Include everyone involved in the work and senior leaders.

Exchanges

Create opportunities to spend time in each other's organisations or communities, observing and learning from each other's work. This can include shadowing, exchanges, and residencies. Include senior leaders, even if they are not directly involved in the work; they can learn and empathise too.

Renewal

Develop rituals or ceremonies that allow you to periodically renew your commitment to the partnership and its values. This could involve revisiting your MoU, setting new goals, or reaffirming your shared vision and purpose.

Dreaming

Schedule regular extended sessions dedicated to reflecting on your partnership journey and visioning for the future. Step away from day-to-day operations to have deeper conversations, explore new ideas, and dream.



ACTIVITY

EQUITY AUDIT

To be completed by your organisation/group.

Where does power sit in your partnership right now? The *Equity Audit* provides structure for honest conversations about power dynamics.

Use the checklist on the next page to quickly assess and visualise how equitable your partnership's current practices are. Based on the assessment, identify areas for improvement in terms of equity and power sharing. Next, identify specific actions or next steps for improving your practices in each area.

Use this *Equity Audit* on a regular basis to reflect and assess the equity of your partnership because power dynamics and imbalances shift over time.

It is best to use the *Equity Audit* alone with your team/community before discussing the insights from it and suggestions for improvement with partners.



EQUITY AUDIT CHECKLIST

Alignment

- Our community benefits from this work
- We are achieving our goals and priorities
- Potential harms are proactively identified
- Potential harms are proactively mitigated

Decision making

- We've had equal say in all decisions
- Decision-making has been transparent
- Diverse perspectives are actively sought and valued
- Consensus-building strategies are used to navigate disagreements

Resources and equity

- We are fairly compensated for our time, expertise, and contribution
- We are compensated for our time, expertise, and contribution on time
- All invisible labour performed is compensated
- Compensation structures are transparent
- Partners accommodate changes to our capacity

Communication

- Communication channels and methods are accessible to us
- We have enough time to engage with information provided
- Jargon, acronyms, and technical language are minimised or explained
- No patronising language is used, such as “helping” a partner
- Our partners accommodate different communication needs

Representation

- The partnership reflects the diversity of the communities it serves
- The leadership of the partnership reflects the communities it serves
- Stereotypes, biases, and power imbalances are acknowledged and addressed

WHAT'S NEXT?

After completing the *Equity Audit*, take time to reflect deeply on any power imbalances or inequitable practices identified. Use the following reflection prompts to prepare for meaningful discussions during your next *Power Check-in* (p. 38). With *Power Check-ins* partners can collectively explore these dynamics and work toward more equitable ways of working.

Understanding impact

- + How are these power imbalances affecting different partners?
- + What impact are these power imbalances having on the partnership's goals?

Exploring context

- + How do our different working cultures and practices influence these dynamics?
- + How do these imbalances relate to broader systemic inequities?

Considering possibilities

- + What different perspectives might partners have on these issues?
- + What might (more) equitable alternatives look like?

Preparing for dialogue

- + What questions might help partners explore these dynamics together?
- + What conditions would support open and honest discussion?



ACTIVITY

POWER CHECK-IN

To be completed alongside your partner(s).

Power Check-ins provide a dedicated space for partners to come together, reflect on equity and power sharing, and learn from each other's experiences.

Use the prompts as a guide for structured conversations. Decide when and how often to have *Power Check-ins* and schedule them in advance.

Take time to individually reflect on the questions before discussing insights collectively. Use the *Equity Audit* activity (p. 35) as a resource bank for insights.

Take turns to host and facilitate the sessions. For documentation, if one partner has core funding or dedicated administrative support, they can take on note taking. Alternatively, partners can take turns with note-taking responsibilities.



POWER CHECK-IN PROMPTS

Areas for dialogue and collective reflection:

- + What power imbalances exist in our partnership?
- + How have these power imbalances affected our progress?
- + What biases or blind spots have we noticed in our partnership?
- + Do all partners feel heard and valued? Can everyone contribute?
- + What conversations are we avoiding?
- + What have we learnt about ourselves and our partnership since the last Power Check-in?
- + What changes have we already made to make our partnership more equitable?
- + What changes do we still need to make to be more equitable?
- + What would it look and feel like if we were sharing power fairly?
- + What's one thing we will do before the next Power Check-in to get closer to this vision?

3.

PARTNERSHIP CONCLUSION



WHAT CAN WE LEARN FROM THIS PARTNERSHIP TO MAKE FUTURE PARTNERSHIPS EQUITABLE?

All partnerships come to an end. That may be because the partnership has achieved its vision, the partners have changed direction, the funding period has ended, or the partnership has broken down. Different partnerships and endings offer different lessons that can inform future partnerships.

What to use this section for

Use this section to discover how equitable a partnership was when you are concluding it.

- + Reflect through the *Partnership Timeline* to visualise the partnership and power dynamics over time.
- + Identify lessons for the future with *Updated Ideals*, *Non-negotiables* and *Red Flags* to refine what matters to you in a partnership.
- + Inform future partnerships by *Embedding Equity Practices* based on collective reflection and accountability with current partners.

What you will get

- + Increased awareness of your non-negotiables and needs in a partnership.
- + Increased readiness to enter and develop equitable partnerships in the future.



ACTIVITY

PARTNERSHIP TIMELINE

To be completed by your organisation/group.

As your partnership comes to an end, taking time to reflect on power dynamics and equity can provide valuable insights for future collaborations. By reflecting on the highs, lows, and learning moments along the way, you can gain a deeper understanding of the partnership's journey and identify valuable insights for future collaborations.

Use the timeline on the next page (or a large sheet of paper) to mark the start and end dates of the partnership. Mark all significant dates, such as milestones or conflicts. Mark all time periods, such as research or delivery. Then consider the reflection prompts. Focus on patterns and significant moments rather than trying to document everything. Be honest about what worked and what didn't.

Power shifts

- + When did power dynamics feel most and least balanced in this partnership?
- + What contributed to these shifts?

Voice and influence

- + Which decisions or moments made you feel heard and valued?
- + Which ones made you feel powerless or excluded?

Resource sharing

- + How equitably were resources (money, time, labour, credit) shared throughout the partnership?
- + What invisible work went unrecognised?

Learning moments

- + What challenging situations taught you the most about power in partnerships?
- + How did you and your partners navigate these?

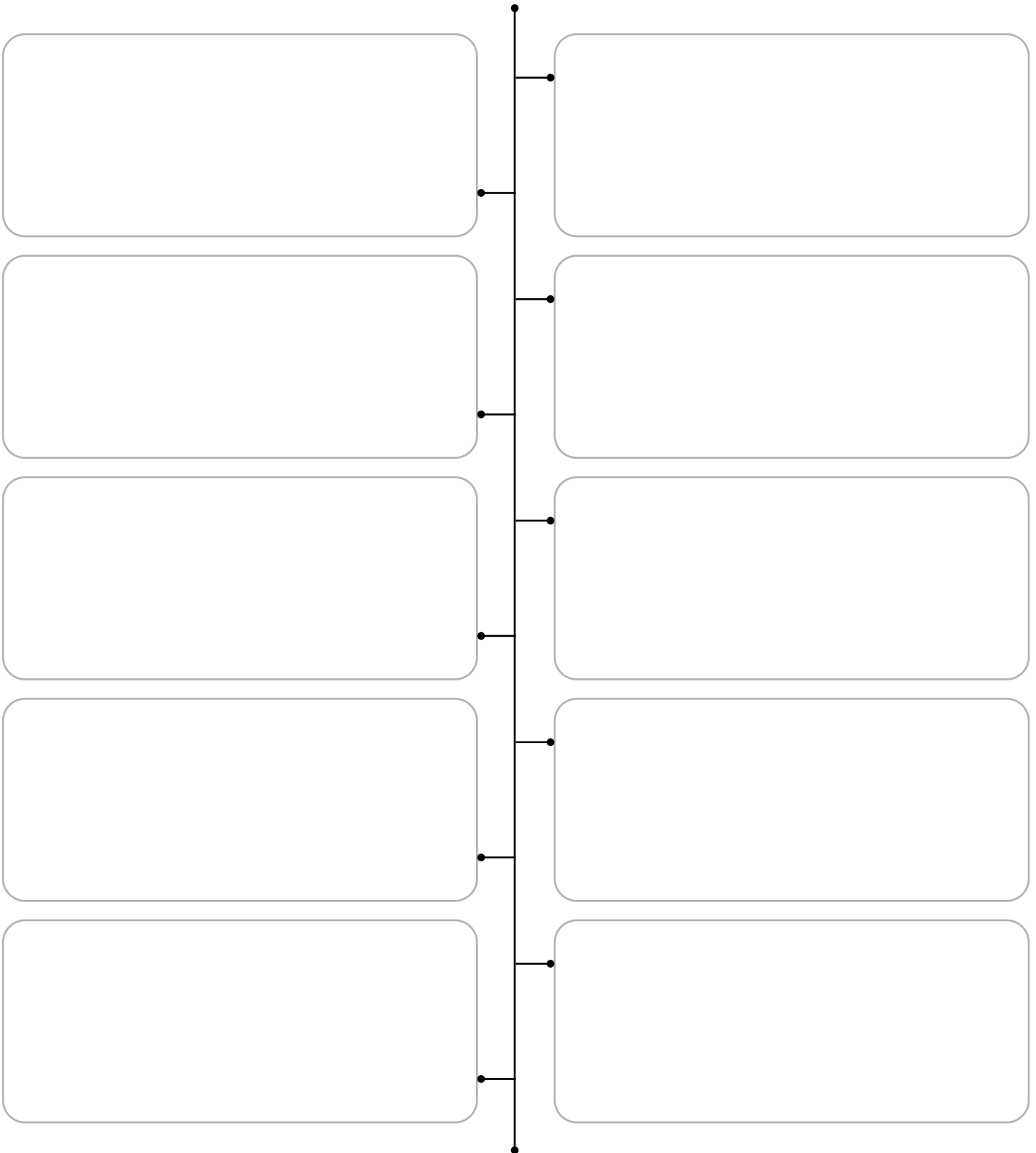
Impact assessment

- + How did power dynamics affect the partnership's goals and your community?
- + What could have been different with more equitable power sharing?



PARTNERSHIP TIMELINE TEMPLATE

Partnership start:



Partnership end:

WHAT'S NEXT?

After completing the *Partnership Timeline*, step back and look at the complete timeline. Use the following reflection prompts to gain a deeper understanding of the partnership's journey.

- + What patterns, themes, or overall insights emerge?
- + How can you apply these insights in future partnerships?

A large, empty rectangular box with a thin black border, intended for the user to write their reflections on the prompts provided above.



ACTIVITY

UPDATED IDEALS, NON-NEGOTIABLES AND RED FLAGS

To be completed by your organisation/group.

Before starting another partnership, take time to reflect on what you have learnt from the partnership coming to an end. By reflecting on what you would do differently and what you would prioritise or avoid in future collaborations, you can proactively shape more equitable partnerships in the future.

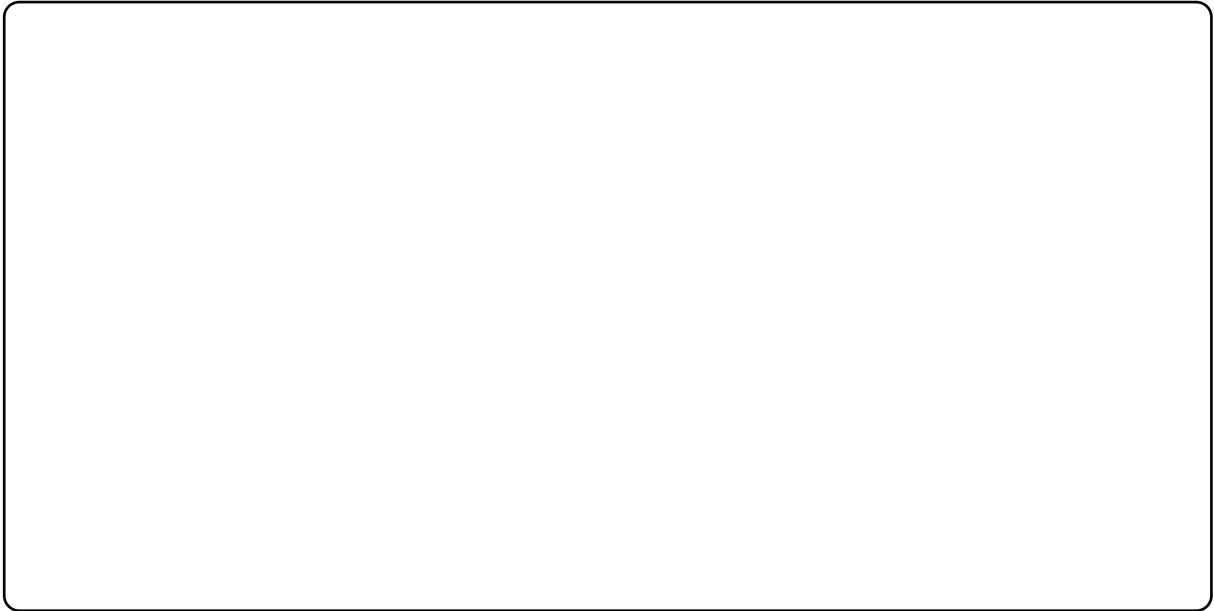
Gather your reflections from the *Partnership Timeline* activity (p. 42). Imagine your ideal future partnership. Visualise yourself in a collaborative relationship that embodies the best of what you have learnt and aspired to in your current partnership. Record your reflections as *Ideals*, *Non-negotiables*, and *Red Flags* to guide future partnerships.

Ideals

- + What qualities, values, and practices do we want in a partner to create an equitable and impactful collaboration?

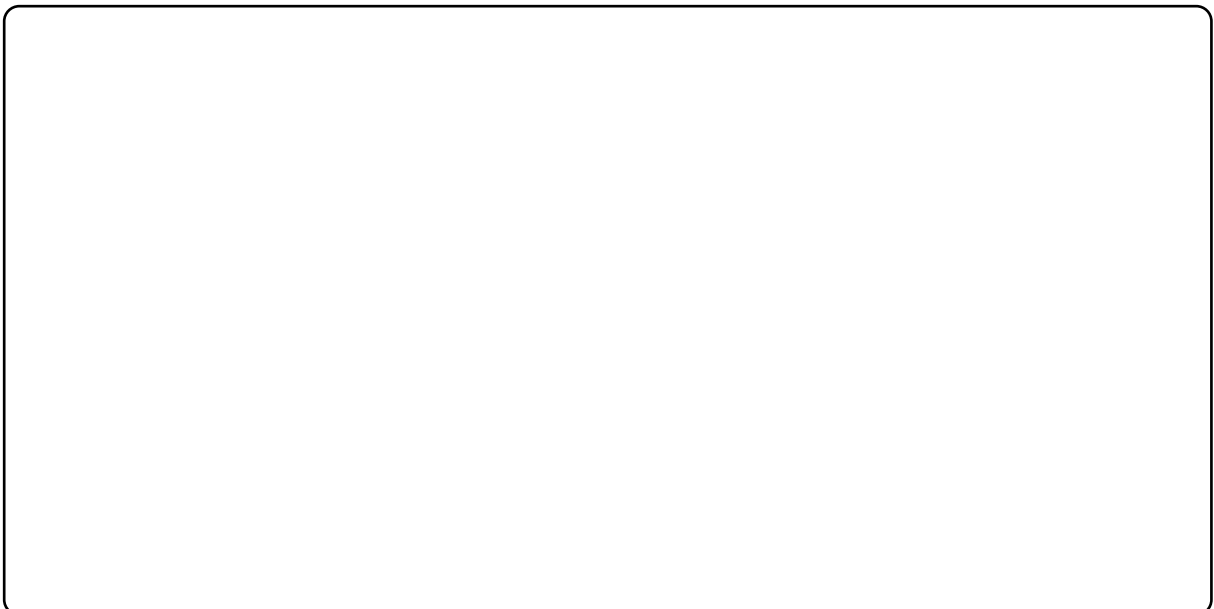
Non-negotiables

- + What are the values, principles, and requirements that we must uphold in any partnership to stay true to our mission?



Red flags

- + What may signal to us that a partnership is not aligned with our values, goals, or best interests?





ACTIVITY

EMBEDDING EQUITY PRACTICES

To be completed alongside your partner(s).

An equity practice is an action or way of working that helps share power more fairly in partnerships. The insights gained from your partnership can have ripple effects beyond your immediate collaboration when they are embedded in the future work of all partners. By collectively identifying and prioritising equity practices, you'll be in a better position to integrate them into your ongoing work and share them with colleagues, peers, and community members.

Use the *Embedding Equity Practices* activity to inform future partnership work, building on the collective reflection and accountability shared with your partners.

Practices should be:

- + concrete and observable
- + regular or systematic
- + focused on changing how power operates
- + possible to implement within your control.

You can sustainably embed the practice in your organisation/community group by:

- + creating formal processes or policies
- + allocating specific resources
- + assigning clear responsibilities
- + building it into existing systems
- + making it part of organisational culture.

As partners, hold each other accountable for putting these principles into action and creating change within your respective communities, organisations, and networks.



EMBEDDING EQUITY PRACTICES TEMPLATE

Gather all partners in a space conducive to collective reflection. Ask everyone to write down recommended practices for equitable partnerships on sticky notes. Post sticky notes on a wall or a board, grouping similar or related ideas together. In your team, discuss how these practices can be integrated into your future partnership work.

Fill in the template for your priority practices as shown in the example below.

Practice 1: *Regular Power Check-ins throughout partnership*

We will embed it in future partnerships by:

- + *Scheduling quarterly Power Check-ins*
- + *Including Power Check-ins in the partnership budget*
- + *Training team members to facilitate power discussions*

Practice 1:

We will embed it in future partnerships by:

Practice 2:

We will embed it in future partnerships by:

Practice 3:

We will embed it in future partnerships by:

Practice 4:

We will embed it in future partnerships by:

Practice 5:

We will embed it in future partnerships by:

For accountability, share your selected practices with partners and discuss how they will be integrated into future partnerships.

ADDITIONAL RESOURCES

Power in Partnerships Zine

A zine that summarises the insights from the “*Equitable Partnerships: Power sharing in the cultural sector*” research project.

[Click here to access](#)

Equitable Partnerships Hub

Resources to embed equity in the design, delivery, and sharing of research.

[Click here to access](#)

Take Note Collaboration Guides

Tools for organisations to undertake more and stronger partnerships.

[Click here to access](#)

Inclusion Cards

Inspiration cards to spark ideas for inclusion and equity in change efforts.

[Click here to access](#)

Collaboration for Social Change

A social consultancy that provides resources, training, and consultancy on collaboration.

[Click here to access](#)

WORK WITH US

Don't navigate difficult conversations about power alone

Could you or your partners benefit from a free reflective conversation or a facilitated workshop to discuss power dynamics constructively?

Email andreana.drencheva@kcl.ac.uk with your partnership goals and a brief description of your needs.

Help us improve this companion

This is the first version of this companion. Share your experiences, both positive and negative, by emailing andreana.drencheva@kcl.ac.uk with the subject line “*Companion Feedback*”. Your feedback will be treated as a gift – with much appreciation and credit in future versions.



KING'S
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POWER IN PARTNERSHIPS

**Building on Equitable Partnerships
with Rising Arts Agency**

Informed by:

ACE (Aspiration Creation Elevation)

AIM (Art in Motion)

Arnolfini

Beyond Face

Bristol Beacon

Bristol Museum & Art Gallery

East Street Arts

Filwood Community Centre

Fulham Palace Trust

Good Chance Theatre

Kiota Bristol

Noods Radio

Royal West of England Academy

Saffron Music

Serpentine Galleries

South Asian Arts UK

Spike Island

Take Note

Theatre Bristol

Watershed

Supported by the Centre for Cultural Value

Compiled by Andreana Drencheva

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