

If you were to mirror what the Erskine Waterfront Campus team have done, what would you need to achieve this too?'

- Used action learning sets in the past and found them very helpful. They were used with a new team, within a new service and were an excellent way to create safe, structured spaces to bring new team members together. Especially important if people have different roles and experiences as the learning about and from each other was very beneficial.
- Acknowledgment that to do this well needs time and space and there needs to be a commitment from all involved to prioritise this type of learning if it is going to work well.
- Some reflections that facilitators might need support to manage expectations and confidentiality and that ongoing support for those taking the sets is important to build into the model.
- Agreement that this could be beneficial for any team, even if practitioners are already reflective as it provides a different, focused and structured way of reflecting.
- These could be a helpful way to think about real support to the workforce linked to The Promise as they help with agency, problem solving and keep the child at the centre.
- There can be a lot of real life barriers to change – Discussion on how to mitigate or overcome some of those obstacles is helpful before starting any change programme.
- How to embed a culture of reflection where there might be individuals very resistant to change is important to think about.
- The importance of introducing a model of reflection that is the right fit for individual settings – it needs to include people from all parts of the system in the design, development and implementation.
- Change takes time, and too many changes at once can be overwhelming, there is a delicate balance that needs to be managed and plans should be adjusted depending on feedback and the outcomes being achieved.
- The importance of 'buy in' initially from senior leadership teams is important but also how this is modelled to get buy in from the wider team.
- The importance of the ground work and preparation as part of the process of buy in.
- 'Positive culture carriers' as a concept is helpful and not a management led initiative but led from within.
- The important and subtle role of facilitators, the training and support they need to create a space where job roles are left at the door.
- How support and coaching from an external specialist may be a key ingredient to making and sustaining change.
- Adaptation and application in different contexts is important to acknowledge – getting the right fit for the context.
- Time pressures and protecting the space when other priorities arise can be a difficult balance so this needs to be considered in advance.

- Thinking ahead to how to implement from small to larger scale, with the model evolving along the way.
- Securing engagement and buy-in from colleagues is an area that we'd want to think about during planning.
- Practicalities are a consideration: in person vs online, ideal group sizes etc.
- How sessions are structured to share responsibility and engage different personalities is an area to consider.
- Navigating complexities of group dynamics through effective facilitation.