

8 Recommendations

As was discussed in the previous chapter on Dissemination, the nub of **REFLECT** lies in it being an interactive model of reflective dialogue between practitioners wishing to deepen and extend their practice through cross-sector collaboration. The focus on generating co-mentoring conversations, alongside more tested forms of mentoring and coaching, has demonstrated the transformational potential of cross-sector engagement. In a global world increasingly aiming to develop interdependent and interconnected ways of working, the need to create effective models of co-mentoring is becoming critical across the workforce.

The principles, procedures and processes that constitute **REFLECT** have made a substantial contribution to current discussions about co-mentoring, but the opportunity now needs to be created for further training, research and development in this increasingly important area. The recommendations in this Evaluation Report focus on the future, especially on the strategic and developmental implications of **REFLECT**.

The Report recommends that:

1. Creative Partnerships and The Sage Gateshead should set up a **REFLECT** cross-sector co-mentoring Lab with a focus on:
 - Research and development into key areas connected to cross-sector co-mentoring: e.g.
 - i. Exploring different models of cross-sector co-mentoring – between Education; Health; Social Services; Business; Creative Industries and the Arts
 - ii. Exploring the potential for building the **REFLECT** model into the National Framework for Mentoring and Coaching
 - iii. Further development of the **REFLECT** theoretical framework
 - iv. Further development of **REFLECT** as a model of creative learning for adults
 - v. Examining ways in which the **REFLECT** model of reflective co-learning could help to sustain a culture of self-responsibility and self-evaluation within a cross-sector context
 - vi. Undertaking research to understand the impact of the **REFLECT** programme on **REFLECT** participant's future work with children and young people
 - vii. Planning for a research and evaluation framework to capture learning outcomes for children and young people who have participated in activity developed by **REFLECT** participants.

- Training and development of co-mentors, facilitators and leaders of trainers.
 - Building up a pool of co-mentor trainers, facilitators and leaders who are effective at working in cross-sector contexts.
2. Creative Partnerships and The Sage Gateshead, through the **REFLECT** Lab, should further strengthen their developmental links with other strategic national agencies and programmes:

For example: with the Cultural Leadership Programme; Creative and Cultural Skills; Training and Development Agency; Museums, Libraries and Archives (MLA programmes include Strategic Commissioning, Renaissance, Libraries Action Plan, Archives Action Plan); CUREE; CapeUK; Ignite

Areas of development should include:

- Developing the **REFLECT** website so that it serves as a co-mentor database linked to key national agencies and programmes.
 - Exploring the feasibility of transferring the **REFLECT** framework into the training and development programmes of key national agencies including the Sector Skills Councils representing the cultural sector.
3. Creative Partnerships and The Sage Gateshead, in conjunction with key national agencies and appropriate government departments, should seek to ensure that **REFLECT** plays a strategic role in policy discussions about raising the quality of workforce development through mentoring, coaching and co-mentoring.

Focus areas should especially include:

- The place of cross-sector co-mentoring in developing leadership, fostering creativity, strengthening creative and cultural skills, promoting work-based learning, generating organisational development and encouraging peer support and networking.
4. Creative Partnerships, The Sage Gateshead and the **REFLECT** National Advisory Group should ensure that the findings of the pilot programme are shared and discussed with DCMS and DCSF to inform policy and national programme development specifically around cross-sectoral working: e.g., Find Your Talent and national workforce development schemes.