# Learning the Craft

## Encouragement and Support for people who want to make a difference in their community



outside the box

LOTTERY FUNDED — BIG LOTTERY FUND

Workingtowards
supporting new user-led services

April 2011

# Part 1

## About this report

### Background

This report is for people who want to make a difference in their community. It is also for people who want to see more encouragement and support for individuals and groups who are working to make a difference.

Outside the Box works with many people and groups across Scotland to develop more services that are led by the people and communities who use the services. The Working Towards project brings together many elements of this work. The programme is part-funded by the Big Lottery Fund from 2008 until summer 2012.

There are several strands to the work we are doing.

- We work with projects where a group wants to start or develop a user-led service. This is where the people who use that service are extensively involved in planning or designing it. They are often also part of how the service is delivered - such as peer support groups, services based around co-production, or where people who use services also take on roles such as a volunteer or paid worker.

- There are reports and resources which many people can use to help them influence or get involved in activities in their communities. These often grow out of the work with local groups.

- We are developing ways for people who are part of improving their communities to learn from and support each other.

This report outlines what we have learned so far and how we are planning to take forward this part of our work. The experience and learning comes from 3 sources.

- We asked experienced community activists about what would have helped them when they first started making a difference in their communities.

- We talked to other organisations and networks that have brought together people working in local communities.

- We looked at the written information about the experience of community activists - case examples from projects and organisations, reports that described how development networks have grown and struggled over the years, research reports on various aspects of developing community-based services, and good practice guides and resources written for people undertaking these roles.

This report brings together what we have learned from all of these sources.

> • The next part describes what we have learned so far.
>
> • The third part has our current ideas on how we plan to take on forward these ideas and develop opportunities for people who are active in their community to learn more.

In the report we have used the phrase 'community activists' to describe people who are active in making changes in their community. The people involved may not describe themselves in this way and when we were talking to people we found a phrase such as 'people who are making a difference in their communities' worked well.

## Context

Other organisations and people also provide support to emerging or new community groups or user-led groups who want to start new services. They include the voluntary organisations that co-ordinate and develop all types of activity in that area, or services for people in particular circumstances such as youth groups and community care services. Organisations that focus on services and opportunities for people who share a disability or other circumstances also sometimes support new activities. There are staff who are employed by local authorities, who provide support to community-based groups in that local area. There are people who work with groups on a consultancy basis.

There are also larger policy and practice initiatives which are intended to build the skills and capacity of voluntary organisations or of people who have a leading role in their community. Recent examples include the development of a network of Community Organisers in England by Locality which is funded by the UK Government to support the Big Society, Supporting Voluntary Action, which is funded by the Big Lottery Fund and is based at the Scottish Council of Voluntary Organisations, and the advice funded by the Scottish Government to help voluntary organisations be better able to compete for public sector contracts.

Broadly, there are 2 types of advice and support, which each reflect a way of seeing the issues and a set of values or assumptions.

One type of advice is based on the view that the voluntary sector and individual community activists are lacking certain skills and technical knowledge, and so need access to training to learn them. The support programmes will then help the people in the community and voluntary groups to be better able to deliver services within their community, or support more volunteers, be a more effective organisation, etc.

> • The overall aims of the support and the outcomes this form of support is intended to achieve are explicit - and can include flexibility in how these are applied in individual circumstances. They usually have been set by the body which has funded or set up the programme, and are about improving the efficiency and/or effectiveness of the community and voluntary sector.

- There are explicit limits on who can get the support - such as groups based in a particular local area, or support on certain topics, or over an agreed timescale.

- There is access to advice, training or to help with tasks such as developing a business or marketing plan or completing a funding bid.

- The advice is provided by someone with a particular type of knowledge passing information or skills to the person in the community – such as someone from a business background helping a community group get better at planning ahead, or information about the legal and good practice requirements around setting up a committee.

- The person or group from the community is assumed to have fewer skills and is not usually expected to contribute their expertise.

- The costs of the person delivering the advice are met, although in some schemes people such as retired business people are giving their time as volunteers.

The other broad approach aims to enable people from community groups and/or voluntary organisations to learn from people in similar situations to themselves, with a stronger peer support element.

- Here, people are helping each other to learn a craft. The set of skills and knowledge include recognised good practice but are often still evolving - there are several right ways rather than one right way to do something.

- Everyone involved is learning from each other, even when one person has more experience on some matters than the other person has.

- The support often has a broad scope and is on-going. People can agree to work together on a certain task, but other issues are likely to get covered as well.

- The aim is to create more ways to give opportunities to people in communities - so the outcomes are likely to be unpredictable and may be difficult to measure.

- The outcomes for the people taking part - such as gaining confidence and self esteem - are often regarded as being as important as the outcomes for the group or topic.

- The resources for the advice and help are generally given by the people and organisations involved.

There are some points to note.

- Both these forms of encouragement and support have their strengths and their limitations.

- Many people draw on a mix of supports and use advice coming from both these approaches. The experiences that people describe in this report cover both situations.

## What happens next and how you can help us
## Changing what we do now

Outside the Box is going to use the learning here to help us develop the supports for people who want to make a difference in their communities. We are already using the ideas and experiences that are described here as part of the way we work with groups and with individual people who want to improve things in their communities.

Other people can also use the ideas that are described here to extend what they do.

### Individual people who are working to make things better can use the report to help you identify the support you want.

- What sorts of encouragement and support will you find most useful at this stage?

- Who are the people or groups that can help?

- You want to find people who can help you with the craft of setting up a group, or developing a funding plan, or making allies. What do you need to explain to the person helping you about the particular issues you want to tackle - such as the difficulties people with disabilities face around social inclusion?

### Voluntary sector interface organisations and others that support many groups can use it to plan the support you give to groups in your area.

- Can this report help you look at the range of work you do and how you reach the people who can benefit from your support?

- Are there ways you can help individuals who want to make a difference but are not yet at the stage of forming a group?

- What can you do to enable people to find others who can give encouragement, especially in the early stages?

- If there is not much encouragement or support for this sort of peer support in your area, can you work with other groups to find some additional resources to help it along?

## People who are part of existing community groups and voluntary organisations can use the ideas to help you contribute your experience and share what you have learned.

- What advice and support could you give to people in your area who are just getting started?

- Do people in your group know it is ok to give help to others?

- If your funding or resources doesn't let you do much of this sort of peer support, is this something you could raise with your funders - either on your own or jointly with other groups in your area?

## Staff in public bodies can use the report to plan the ways you encourage and support people who want to make things better.

- The experiences that are described in Part 2 show how important encouragement from people such as social workers, health care staff and staff in development and planning roles can be for people who want to make things better.

- Are there people or community groups you know who are trying to get something started and could benefit from a bit more encouragement and support? Can you help them think about where they can get this help?

- Do staff know when they can encourage people who want to make a difference? If staff are unsure, is there anything that would help them feel more confident about this?

## Charitable and public sector funders can use the report to help you plan your approach to funding and other types of support.

- Many people find the additional training and support that funders give alongside financial help to be very useful when they are getting started. Is this an aspect you can develop or encourage groups to get through other sources?

- Are there small changes in the way the application process works that could help more groups that are just getting started?

- Are there ways you can reach people who are less well established and have fewer links with the main voluntary sector processes?

## Learning from each other

We also want to continue to learn from the experience of other people, and to encourage other groups and networks to think about what they can do.

### Do the experiences and ideas here reflect your experience?

- Have you got examples of what helped you get started?

- What would you do differently if you were starting again?

- What advice would you give to other people and groups?

### What are your views on our proposals for practical supports?

- Would these be useful to you and to people you know?

- Which ones do you think you would use?

- What would enable people to take part?

- What sorts of information would you want to see covered by the resources on the website?

### Are you interested in being part of developing networks of support for people who want to improve their communities?

- Can you see other ways to help people to support each other and to find the help they need?

- Are there things that you are already doing or planning?

- Do you want to be part of any learning events or other activities that develop from this discussion?

You can also use the questions and issues raised here to start off a discussion in your group or area. There is a list of questions and topics at the end of the report which is based on the points we asked people.

# Thanks

Outside the Box wants to thank the people who contributed their time to help us gather this information and learn from their experience.

We drew on the experience and learning of other organisations.

## Community Enterprise

www.communityenterprise.co.uk

## Yorkshire and Humberside Empowerment Partnership

www.yhep.org.uk

# Part 2

# What we have learned

## Who we talked to

The clear message from all the interviews, feedback from other networks and community projects, and from the literature is that no-one can improve their community on their own. They need to involve other people in order to make sure that the community supports the idea, to see that there are enough people to get the work done, and also to meet legal requirements for charities and organisations. So although we spoke to individuals, they often spoke about their organisation as much as about themselves.

We interviewed 14 community activists, had less structured discussions with 2 groups, and drew on 15 case studies. These are some characteristics of the people and groups we learned from.

- Some people are paid workers, even though they hadn't all started out being paid. Others have been volunteers throughout.

- We talked to people from across Scotland.

- The case studies came from the Yorkshire and Humberside area and from Scotland. They included groups located in cities, in small towns and in rural areas.

- Some people and groups were working to move on issues that affected everyone in that local area. Others focussed on people affected by a disability or where people shared a situation - such as people from an ethnic minority community, or young people.

- Some people had become involved in their community in the past few years, while others have been active over many years.

## What have the activists been doing?

These are some of the issues people and groups have been tackling.

- Supporting and promoting the interests of people who are not normally heard very clearly in our society.

- Creating better opportunities or services for people with additional needs - for people with mental health problems, people with physical disabilities, young people living in a rural area, or for older people.

- Developing ways to reach and involve people who use services and their family and friends in service development.

- Providing practical help for people in difficult circumstances.

- Creating community facilities and environmental improvements.

- Changing attitudes within the community and building stronger relationships between the generations or other groups of people.

- Increasing the communication between that community and people who make decisions.

- Challenging and changing public attitudes towards people in particular circumstances.

- Building opportunities for community voices to be heard within bigger organisations.

## Getting started: How and why did you start to work or make changes?

"I just felt that there were gaps...I saw a need for someone to get people to talk and share information and involve the community."

For many people, getting started was the consequence of a series of factors:

- Seeing an issue that needed to be addressed or could be improved.

- Wanting to make things better for their community.

- Feeling that they had experience that was useful.

- Having an opportunity - such as being a member of a local committee or group that could take it on.

People usually had personal experience of the subjects they were concerned with or experience of what it was like to live in their community, and wanted to make this better.

Here are some of the ways they described getting started.

- One person joined a local campaign for a community facility when it was at an early stage, and went on to get funding for that before becoming involved in more local projects.

- Another felt that there were gaps in how her village operated, so she contacted residents to find out how they felt they fitted into the community. From this she saw a need to get people to communicate and to get the community involved in the things that affected it.

- Another person became involved in a project whose services she was using. She went on to become involved in a lot of local activities, some run by the community and some set up by local government.

- One person had been a user of health services and then got a job helping service users to design their own health project.

- Another felt that a local facility was being allowed to decline and had ideas on how things could be improved. So she approached community groups and a local Councillor who took her proposal to the Council.

- One person was a paid worker who told us how the project came about when public money stopped and some concerned people decided to carry on with the service anyway.

- Another had worked for the Health Service and was able to use that knowledge to start working in the community to do things in a way that she thought was better.

- Two (unconnected) people had started as teenagers helping parents who were active in the community and then went on to become involved themselves some years later.

- Another person felt that some people were not getting enough opportunities. She started with simple, uncontroversial actions and gradually built on that.

"Funding became available and some local people and groups came together to use the opportunity. I was just the one who wrote the letters and started the contact with the Council. And then I sort of grew into being one of the organisers."

"My Mum has always done this. Her Dad did it too. Mum goes to a day care centre now and is getting folk organised there. So when a problem came up in our area, it never occurred to me not to be part of making things better."

"My belief is, unless you make a stand, who else will?"

"I heard about the service they were planning to have and thought: We can do it better than that."

## What help did they get?

We asked people Did you get any support? and What helped you most at the start? Many of the accounts by other people also describe the support they had in the early days.

People described a wide range of supports and sources of encouragement.

- The previous work experience of the person and others in the project in paid or voluntary roles.

- Contacts and knowledge through their organisation and other organisations it was linked to.

- Funding: having some funds to get started and/or advice on sources and how to make applications for grants.

- Explicit partnerships with other community groups and with parts of statutory organisations - often staff who also wanted to progress this issue.

- Individual people who worked in established organisations - existing community groups and voluntary organisations, umbrella organisations or statutory organisations - encouraging and supporting the person or group to have their say and start doing things.

- Organisations which develop and encourage community action, including support and encouragement for individuals as well as for groups. Examples we came across included Councils of Voluntary Service and Volunteer Centres, a Community Care Forum, collective advocacy projects, participation partnerships, the Community Education service and other local authority teams.

- Formal learning opportunities around community development.

"The opportunity to work in partnership with the local Community Education service was a good source of help."

"The most important thing at the start was having someone to talk to about ideas, who could either give you their experience or put you in touch with relevant people. In particular, basic things like constitution and banking".

Most people got help from at least one source, and often several sources. But a few people had very little external support. One activist felt that she only got support from people in her project.

"It was really just about going out and learning for yourself."

Some people talked about their family and friends who gave encouragement.

"We supported each other."

"They listen to me which helps me work out what to do next."

One person felt her organisation got itself going.

"It was our own determination. The need was there."

Another person felt that it was important not to underestimate an activist's own resources.

"Just character - the ability to speak to people."

One person had developed an embryonic organisation and received direct help from another organisation at that stage. But she feared that current pressures on voluntary organisations may prevent this happening in the future.

"They were really experienced people who worked alongside us…We learned from their experience…That sort of help isn't around any more."

## Keeping going

We asked the people we met about what helped them most as they continued or helped keep them going.

For all the activists, wherever they are from, the thing that keeps them going is their own commitment.

"Sheer determination."

"Vision and commitment."

"Mission. Targets. The specific task."

"Increased belief in myself and my abilities because (the project) allowed me to grow and flourish."

"Asking people for advice."

"Word of mouth. Spread the word and build the contacts."

"The challenge of wanting to do a good job."

"I am relentless."

Once they had got this far, problems and setbacks were something they could handle. One activist said she had been let down by a support agency (not one of those mentioned in this report) but that she succeeded in finding a way round the problem. Another activist found out that the plans of one of the public agencies might damage her project. This made her more determined to carry on.

The people we met and the accounts of other people and groups also highlighted the impact of the behaviour of other organisations. These are some of the things they identified as helping them to keep going.

- Statutory bodies going at the pace that was right for this person and others in similar situations.

- Practical support from informal networks and groups such as church congregations. One person described how a local church let his group meet in their hall for a year, with no charge for the premises or even the tea. He thought the visible support for a group that had little recognition in the wider community mattered as much as the practical help.

- Building a good relationship with other voluntary organisations interested in the same subject.

- Encouragement from other people within their community.

"A wee lady handed in a thank you card. After that we could have kept going forever."

"Continuing to listen to local people. That's what keeps me going and keeps me right."

"Those contacts we built earlier on really helped as time went on."

## What advice would they give to other activists?

The points raised by the people we met and others involved in the case studies were quite similar, regardless of where the people were from or what they were doing. They made three main points.

### 1. Keep talking to people in your community and people running other projects

"See the community as a whole and bring people together. It can only work if people have input into how actions are put together."

"Listen to what the community is asking for. Speak to people. Be non-judgemental."

"There is help out there if you know where to look. It's good to find someone to help you. Talk to other voluntary organisations and umbrella groups."

"Talk to other groups who've done it and learn. Share knowledge. We compared invoices and found we were getting unequal treatment."

"Find ways to bring people together, so it isn't all depending on just a few people."

"Set up the best way of getting your message across to the target audience. Be as open as possible…Not everyone will be interested. Be happy to start small with an interested 'kernel'. Face to face relationship-building is very important."

"Don't rush it. The best advice I got was to remember that it takes time to build good working relationships - with other community groups and active individuals, with staff in the statutory organisations."

"Learn how to listen to and engage with people. Everyone. It's up to us to make sure that we don't forget the people that usually get overlooked."

"Bring in more people. You need to encourage other people from that community to take on the organising role for activities they are interested in. Remembering that people learn when they are doing something they enjoy. They don't have to do everything to run the organisation. They can get more involved in running the group, fundraising, being on the committee and so on later on if they want to do this. That's how it happened for me."

## 2. Don't forget what you're there for

"Take all the help you can get. But don't get caught up in everybody else's projects."

"Focus on the issues that matter most to your group, the ones that other people are not taking on."

"Make sure the funding you seek is suitable, so you're not being funding-driven."

## 3. Keep a sense of perspective

"Realise that not everyone thinks the same as you. Don't sweat the ones you lose."

"Recognise that everyone - including you - can have other things happening in their lives and might need some help with those. Don't give yourself a hard time. Don't try to do it all on our own."

## What help would have been useful?

One of the reasons we talked to the activists was to help Outside the Box plan the types of support we would develop for people taking part in the Working Towards projects and other community activists. We asked: Would any of the following have been of value to you - help with planning, help with working out if an idea is feasible, help with seeking money or other resources, help with getting allies, or help with practical tasks?

- All the activists would have found it valuable to have help with seeking money or other resources.

- All but two people thought that help with getting allies would have been useful. The other people did not disagree that allies are important – they just felt that they had already been well-connected from the beginning or felt that they had done it themselves.

- Most people thought that help with practical tasks would have been valuable. Tasks mentioned included setting up a constitution, understanding committees and opening a bank account.

- There were mixed views on whether help with planning or working out if an idea is feasible would have been useful.

One form of help that people mentioned and was raised in many of the case studies is having someone you trust who can explain about how the Council and NHS committees work and how to find the official policies and strategies that give a background to what you want to do. One person described how this was becoming more important now, as local authorities and even some charitable trusts wanted all funding applications to show how community groups' work link into the strategic priorities for the Council that are set out in the Single Outcome Agreement or are in the formal Community Plan.

Examples of people in this role that we heard of were other community activists, volunteers and staff at other community groups, officials in the NHS or local authority, an elected member of a Council, tutors at the Workers Education Association, a member of a Community Council, and staff in community engagement projects who had this as a specific role.

We also asked people what they thought makes a good helper.

- All the activists thought that the most important quality a good helper has is contacts and knowing who to ask. "It saves a lot of time and effort."

- Another quality that they all felt is important is experience of doing this sort of grassroots or user-led community activity.

- The helper should respect the experience and commitment of the people most involved and should not lead the person they were helping to underestimate themselves. An important quality that was related to this was encouraging the new activist to find their own sources of advice and support, for example within other community groups.

- It was generally felt that skills were important, but not necessarily the same skills in every case. One activist mentioned skills in helping the client group. Another person mentioned skills in setting up the committee, but also emphasised that any helper should understand the limitations of the committee without patronising them - "Let them decide what they need."

- Personal qualities were appreciated. "(The person who helped me was) good to work with. Keen." Another person appreciated their helper's honesty and integrity. One person thought that a helper should have "a strong belief in the mission". But another activist felt that personal qualities alone are not as valuable as experience and understanding. Two people felt that a mixture of the right experience and the right personal attitude is required.

- There were mixed views on the importance of helpers being good problem solvers. One felt that it was very important. But others felt that the people who had come with these skills could easily bring their own perspective in what the problem was or how it could be solved: "Things have to be done their way or not at all." Several people felt that activists can, at least to an extent, do this themselves. "We can problem solve ourselves by talking it through."

"(The helper) encouraged me to do it myself."

"(The helper) needs to have understanding of the client group and be willing to think in new ways."

"It is very important that they understand what you're trying to achieve, so they are working with your agenda, not theirs."

"You should research who's done something similar and what pitfalls they found. …People you think can answer aren't always the one."

"We had a good committee from early on so we had those skills within the organisation."

"It's a learning curve for everybody."

*"The best teaching is by someone who helps you learn how to learn."*

One of the forms of support we had planned when starting the Working Towards project was support for mentoring pairs, to bring together experienced community activists and people who were getting started in this role. We knew of other networks that supported people working to make changes in their community which were also planning similar types of structured support. When we were talking to the community activists we asked them about mentoring - whether it would have been useful to them when starting out and whether they would consider becoming involved in a mentoring relationship if we got this network going.

This is how we described mentoring when talking to people:

A mentor is friend or teacher, usually a more experienced person. The idea of a mentoring network would be to bring new and more experienced community activists together.

The Scottish Mentoring Network has information about mentoring:
www.scottishmentoringnetwork.org.uk

The views on what help would have been appreciated from a mentor were mixed, some concerning the individual and some concerning the organisation.

One person had a mentor and was positive about it. Other people also thought this arrangement had potential.

*"Mentoring is good because you share and avoid becoming insular."*

*"Knowing you're not on your own. Someone to bounce your questions, thoughts, worries off."*

*"Knowledge. Interpersonal skills - getting confidence for meetings, for example. Support in being there and believing in us."*

*"Not all community groups share information, but knowledge is to be shared."*

"I would have been on the phone all the time! Someone to talk to about staff issues, volunteer issues, business development."

Others were less sure, or thought that they would have needed additional sources of advice and support.

"It would have to cover both the organisation's needs and the individual's needs."

"I didn't need a mentor. I needed hands-on practical support in specific tasks…to sit beside you and share their expertise."

"Any mentor would need to have time availability that matched my own."

"It might be difficult for an organisation that doesn't fit the traditional model. One mentor wouldn't have been enough because a range of help that was needed."

"Funding and grants are most important. There would be little point unless the mentor helps with this."

"Someone good at funding applications."

The main concern people raised was around the time commitment, especially if it was a regular, structured arrangement such as that used in other formal mentoring relationships. People talked about how their organisation's needs would have to be the priority. The experience of the other networks that had planned to have mentoring or other forms of regular, structured learning was that time commitment was the main reason the people they knew gave for not getting involved in mentoring or other regular learning arrangements.

"It depends what is happening that week, that day. If there is a funding application that has to be done or I'm needed to cover for a volunteer who couldn't make it that day, that's what comes first."

We also asked people if there was any other sort of help which would have benefited them or their work. People described a very diverse range of other needs.

- Two activists said that they would greatly value local directories of services. One commented that although she had used some services before she became an activist, she had had no idea of the range of services that existed in her area.

- Two people wanted help in getting and keeping volunteers.

- One person wanted support in team building.

- One person wanted practical help - "I need someone to help me do the work."

- Another person just wanted more time.

# Part 3
# Proposed support

Outside the Box aims to provide space where people who want to make changes in their community can learn from each other.

We gathered the information that is described in this report because we wanted to find out what would work well. We are now proposing to develop several types of support.

- There are opportunities for people to contribute their experience and ideas as well as opportunities to learn from other people.

- People can choose the combination that is right for them.

- People can change the way they use this support as their own circumstances and their group's circumstances change.

Other organisations are also working to improve the learning opportunities for people who are making a difference in their communities through social enterprises or community groups. We hope to develop the support in partnership with these organisations and networks.

## Events - people coming together

- We will hold a central event to bring together people who are active in their communities from all over Scotland to talk about their experiences.

- The event will be run in partnership with other organisations that also nurture and support community groups and community engagement, and overseen by a steering group of community activists.

- It will bring together people involved in different types of issues and from different places.

- It will be focussing on what helps us to make a difference in our communities - talking about the craft of being an activist as well as the issues that we take forward.

- Some speakers will talk about their experience, workshop-type discussions on topics that matter to the people at the event.

- There will be lots of opportunities for people to meet and talk to each other.

- There will be help with travel expenses and other practical arrangements to encourage participation.

- People who have experience of community action will be taking on a facilitator role, to build in peer support from the outset.

- We will encourage people and groups to repeat the model and adapt it to meet their circumstances.

## Resources that people can refer to available on the website

- We have already started gathering together material on topics on which people have told us they want to learn more.

- There will be updates on what projects we are working with are doing and what we are learning from them.

- We will continue to add material which other organisations have developed.

## Case examples and people's stories

- People will be talking at the event about what they have done.

- We will build up written accounts that are available through the website.

## Small groups, including pairs, coming together

- Encouraging people to come together and learn from each other.

- Leaving it up to people to decide what works for them.

- Links between organisations as well as links between individuals, if this is what people want.

## People following up their own contacts

- People contacting others they meet at events - keeping in touch through meeting for coffee, phone and email contact.

- Sharing contact details for the projects where we can.

## These are the questions we asked when we interviewed people.

**You can use them to start off discussions within your group about what people want from Outside the Box or from each other.**

1   What work have you been doing or what changes have you been making in your community?

2   How did you start to work or make changes?

3   Did you get any support?

4   What helped you most at the start?

5   What helped you most as you continued or helped keep you going?

6   If you were giving advice to someone starting out to change their community, what would it be?

7   Would any of the following have been of value to you?

   • help with planning.

   • help with working out if an idea is feasible.

   • help with seeking money or other resources.

   • help with getting allies.

   • help with practical tasks such as doing a pilot or demonstrating the need for particular changes.

8   Thinking about people who helped you, what was it about them that was helpful?

   • their skills.

   • their experience.

   • their contacts or knowing who to ask.

   • their help with problem solving - knowing what to ask and where to look for answers.

   • their personal qualities.

9   If a mentor had been available to you, what support would you have liked to receive?

10  Is there any other sort of help which would have benefited you or your work?

11  Would you be willing to participate in one or more workshops/events to compare notes and consider next steps in setting up a mentoring network?

12  Would you be interested in participating in a mentoring network as a mentor?

# Further information

## Outside the Box Development Support

**Unit 23**
**Festival Business Centre**
**150 Brand Street**
**Glasgow G51 1DH**

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