

## **Growing Your Small Project**

1. You are the one who has the VISION, DRIVE, PASSION.
2. You have got started.
3. You have made progress.
4. Then you hit the buffers or grind to a halt. There may be several reasons why.

### **What stopped you?**

1. Does too much depend on YOU? If you are ill, what happens? One-man bands rarely grow. It's easier to control, but at the expense of expansion.
2. If you are thinking of moving on in the next five years, you need to start thinking about who will take over *now!*
3. Going from voluntary to paid work is a big step. How do you get there? It's a quantum leap to employ staff.
4. Keeping the funding going is difficult – start-up funding is the easy bit! You will need a strategy.
5. As the project grows, you are pulled in different directions – often doing things you are not so good at.
6. Managing a team is different from managing a couple volunteers.

### **Helpers**

1. They need to share the vision.
2. They need to have relevant skills.
3. They should not be just like you – you need a balanced team.
4. Random volunteers are a pain – volunteers need contracts and specific jobs. That gives them purpose and value.
5. Don't be afraid to turn down people who will not benefit the project or politely sack those who are not doing their job or being part of the team.

### **Network**

1. Share the vision, tell your story, get out and network.
2. Choose where you go carefully – who is likely to support?

3. You can't afford NOT to network.
4. Good publicity: doesn't have to cost much – social media, simple leaflets, changeable, GOOD WEBSITE!
5. Get someone to do it who knows what they are doing! Bad publicity material is worse than no publicity material!

### **Build Your Team**

1. Who WILL TAKE YOU TO THE NEXT LEVEL?
6. Admin? Fundraiser? Office Manager? Finance person? Caseworker? Who do you really need?
7. What sort of character? Male or female? Are they complementary or just the same as you?
8. What about your trustees – are they TRUSTY? You need trustees that trust you to get on with the job, but keep you accountable. They should keep you on a long leash. A short leash will make you frustrated, and no leash will let you run off and do your own thing.

### **Restructure Regularly**

1. It's good to have a regular check-up. Needs change as the project grows.
2. Keeping the same people doing the same thing can lead to staleness.
3. Ask yourself if there are better ways of doing things, or better uses of your team.

### **Away day – bring someone in**

1. People on the outside can give you a new perspective, and see things you can't.
2. Choose someone you trust but who will be objective.
3. Getting away from the office will be more productive and build better team relations.
4. Good food helps!

### **Funding**

1. Speculate to accumulate – Good fundraisers pay for themselves ten times over.
2. Must understand and buy in to the vision. They need to understand the sector and how you operate. It takes time to do this.
3. Fundraisers don't have to be trained professionals, which tend to be very expensive, but they must be *trainable*.
4. They need good English, and to be thorough, personable, honest and preferably have a sharp mind.
5. Don't ever chase inappropriate funding: there is a lot of funding that 'doesn't quite fit' your project. The temptation is to amend what you do best to get the funding: this is invariably disastrous!
6. Could you share a fundraiser with a similar project? Maybe a local partner or another NACCOM member not too far away.