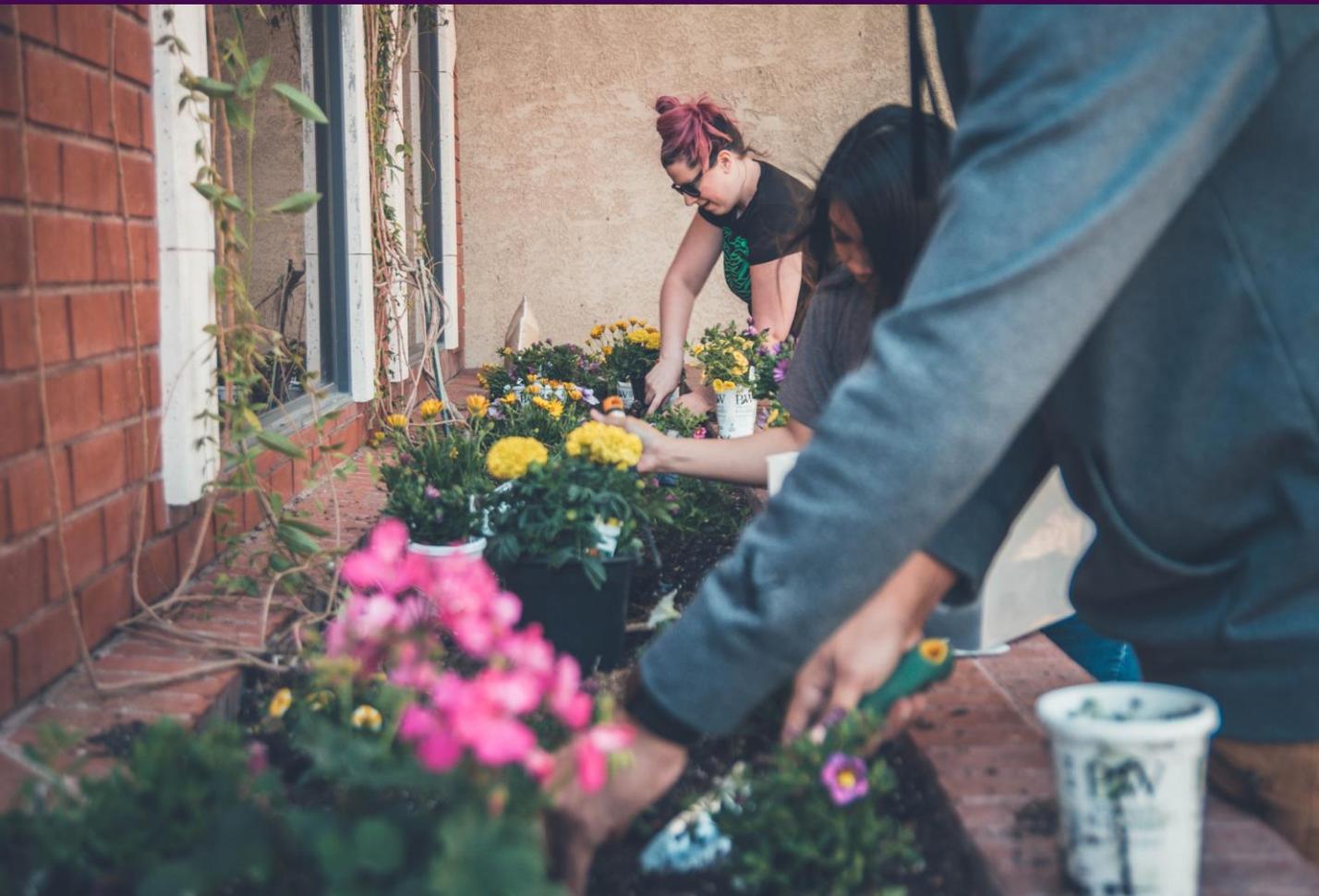


Covid Bounce Back Programme

Cultural, Creative and Visitor Sectors
&
Community Voluntary Sectors

Learning Journal



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Foreword



Sue Thiedeman, Head of Culture and Visitor Economy, Barnsley Council, welcomes you to the first Covid Bounce-Back Learning Journal.

This Journal provides you with an opportunity to read about the key learning of the programme so far and see how organisations are applying this learning, as well as explore the resources available to you via the programme and any other opportunities that may be available to you in Barnsley. I hope you enjoy reading about each other's progress and successes as much as I have. I feel very excited about the future of the culture, creative and visitor sector in Barnsley and look forward to seeing the progress made through the Covid Bounce Back Programme.



Rachel Payling, Head of Stronger Communities, Barnsley Council, is thrilled to celebrate the fantastic work being delivered as part of the Covid Bounce- Back Programme

This first edition of the Covid Bounce Back Journal highlights some of the innovative ways organisations in Barnsley are overcoming the challenges the pandemic has presented. I am thrilled to read about how your skills and expertise are growing through this programme and look forward to seeing you put these skills into practice. I hope you'll use this Learning Journal to also celebrate and take pride in the fantastic work your colleagues across the sector are doing.

Welcome

Welcome to the first issue of the Learning Journal, a publication dedicated to capturing learning from the Covid Bounce-Back Programme. This journal is intended for the organisations enrolled on both cohorts of the Programme, which includes community and voluntary sector organisations and culture, creative and visitor sector organisations in Barnsley. In this first of two journals, you will read about the priorities of the Programme, some of the support already delivered, and about the impact the Programme is having for organisations in Barnsley. Thank you to all those that have contributed to this issue of the Journal. We would welcome your feedback on the journal so we can ensure it adds as much value as possible. Please send any feedback you have to lily.mellen@mutualventures.co.uk

Contributors



**Enterprising
Barnsley™**





Meet Your Cohort

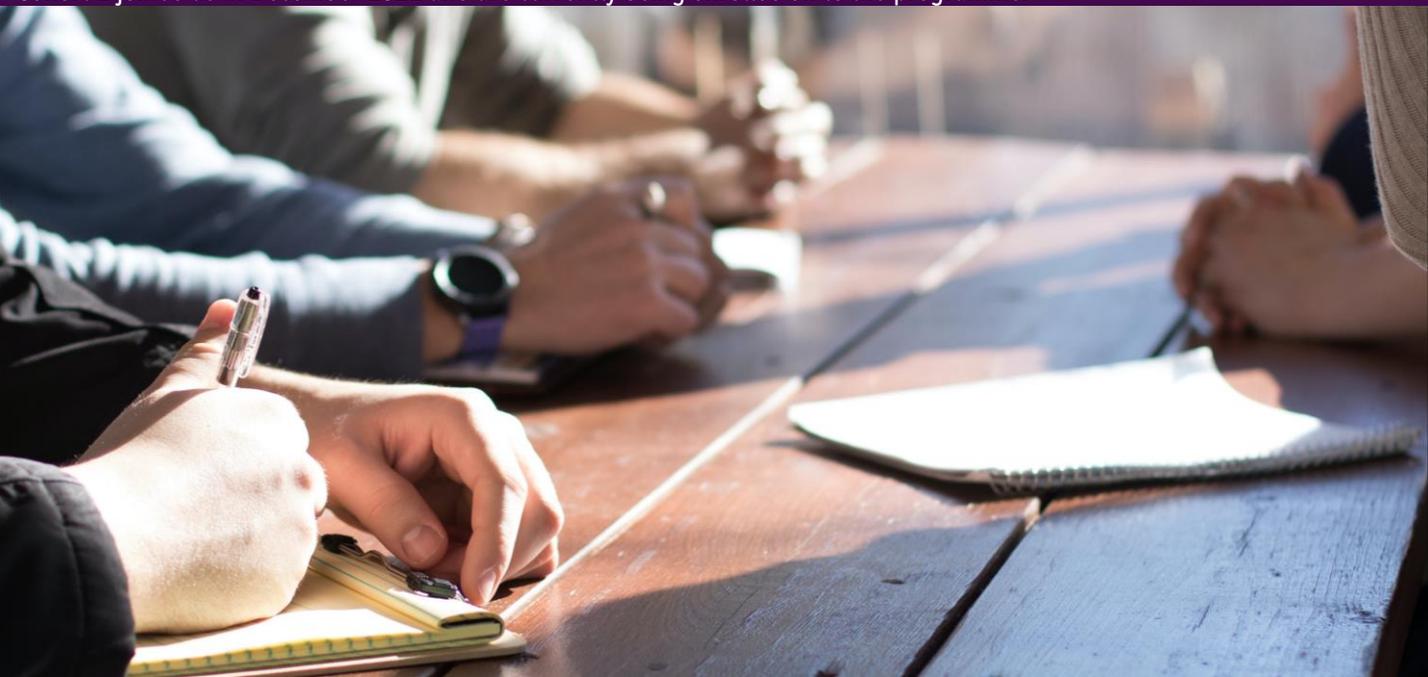
There are 61 organisations enrolled on this programme, and that are working in the **Cultural, Creative and Visitor Sectors and/or the Community & Voluntary Sector** within Barnsley. The Covid Bounce Back Programme provides an exciting opportunity make a **post-pandemic Barnsley which is stronger, greener and fairer.**

It also provides enrolled organisations an opportunity to learn with, and from, others in the industry. We hope that this programme will encourage partnership and collaboration amongst you all. We are continuously enrolling new organisations, but currently the organisation enrolled are:

Cohort 1 includes:

Cultural, Creative and Visitor Sector	Community and Voluntary Sector
<ul style="list-style-type: none"> • Creative Recovery CIO • Underneath the Stars Festival • De Morgan Foundation • Marble Salon • Trans Pennine Trail • Barnsley Civic • Yorkshire Academy of Modern Music • E=MC2 • Barnsley Theatre Trust (1998) Limited • Bence farm luxury accommodation • The Dearne Playhouse • Retro Fitness CIC • Reds in the Community • Old School House • Barnsley Museum and Heritage Trust • Rob’s All Day 	<ul style="list-style-type: none"> • Single parents support and advice services • YMCA Barnsley • Age UK Barnsley • Migrant Action • Our Place (Barnsley) • Chilyep - H.O.M.E Wellbeing Hub • Barnsley CVS • Jolly Good Communities • Crossroads Barnsley Ltd • Beacon South Yorkshire • Helping Others Positively Engaged (H.O.P.E) in Community • Rotherham & Barnsley Mind • Barnsley Sexual Abuse & rape Crisis Services • LimBo Foundation • Barnsley Blind and Partially Sighted Association • Education Learning Support Hub (ELSH)

Cohort 2 joined us in December 2021 and are currently being enrolled on to the programme.





Developing your Strategy and a sound Business Plan



TEMPLATE FOR YOU: LEAN BUSINESS PLAN

Identity	Problem worth solving	Our solution	Target market	Competitors
<ul style="list-style-type: none"> Who are you and what do you do? What are your values? 	<ul style="list-style-type: none"> What problem are you solving for your customers? What unmet needs are you addressing? 	<ul style="list-style-type: none"> How are you solving the problem you've identified? Give a brief description of your products or services. 	<ul style="list-style-type: none"> Who is your target customer/ market segments? 	<ul style="list-style-type: none"> Who is your competition and how are you different?
Staff and resources	Sales and marketing	Milestones	Expenses	Revenue
<ul style="list-style-type: none"> Who are your key team members or partners? What other resources will you need (e.g. software licenses)? 	<ul style="list-style-type: none"> How are you selling your products or services? 	<ul style="list-style-type: none"> What are your key objectives? 	<ul style="list-style-type: none"> What are your one off and ongoing costs? Think about rent, insurance, marketing, payroll, and other costs of running your business. 	<ul style="list-style-type: none"> What is your sales forecast?

Aims of the Workshop

Our second workshop of the Covid Bounce Back Programme focused on **Developing your Strategy & a sound Business Plan**. The workshop was delivered by Mutual Ventures' Director, Oliver Cappleman, in December 2021. The aims of the workshop were to support organisations to:

- 1) Write an effective business plan that will be central to how you develop or grow your organisation.
- 2) Use tools and templates that make the business planning process easy and efficient, avoiding common business planning pitfalls.
- 3) Know how to use business plans in various situations and with various audiences.

Our Five Step Approach to Developing a Business Plan



Developing your Strategy and a Sound Business Plan



Key Learnings

Your business plan is a live document

Business planning is an ongoing process with the purpose of helping you build a better organisation, and not just developing a one-off document. Your business plan should reflect the market you're operating in at any point, and as such should be reviewed at least annually, and ideally more often. This will enable the Leadership team (or equivalent) to monitor progress against the plan and act where necessary.

Choose the right format for your organisation

There's no one right way to write a business plan. What's important is that your plan meets your needs. The format can vary from a traditional business plan (a detailed document that follows a standard structure) to a lean business plan (typically a one-page document that focuses on visualising the fundamental facts about your organization). The key points to consider are (1) what format will best enable the document to be kept up to date (i.e. be useful) and (2) what format communicates your message to your target audience in the best way.

Know your audience

Business plans are designed to communicate to a specific target audience. Stakeholders include anyone with a vested interest in your organisation and can be internal or external, e.g. Board, Leadership Team, staff, partners, customers, commissioners, funders, etc. If you want or need to share your business plan with external stakeholders, you may want to keep specific parts confidential and only share the relevant section

What You Said About the Workshop:

“ Thank you, very informative as well as mind blowing, I think it will be much clearer now when speaking to my coach ”



Deep Dives



Barnsley CVS

Barnsley CVS (BCVS) is the infrastructure organisation in Barnsley for the voluntary, community and social enterprise sector, and provides services to give the sector stability, support and status to help it prosper.



Support requested:

In enrolling on the Covid Bounce-Back Programme, BCVS requested support to help engage members and VCS organisations in Barnsley to shape its strategy for the next three years, and to develop an overall plan to ensure a sustainable future for the organisation.

What is being delivered?

BCVS's dedicated coach is providing support to engage the VCSE sector in the strategy planning through engagement events, online survey and wider stakeholder consultation plans. BCVS is inviting organisations to talk to them and share their views, so that its future plans do everything they can to help the sector thrive. The coach will provide independent facilitation and support during this processes.

Outcomes:

BCVS feel confident that they have a robust plan to engage with VCSE organisations in Barnsley. This will allow BCVS to design a new strategy that is shaped by the organisations and individuals that it is here to support and represent

VOLUNTEERS GAVE 12,783 HOURS OF THEIR OWN TIME THIS YEAR TO SUPPORT THE VACCINATION ROLL OUT IN BARNSLEY!

230

volunteers helped between Dec 2020 to Nov 2021!

TOP VOLUNTEER HOURS

March was the busiest month with 2254 volunteer hours given!
One volunteer has given a huge 454 hours of their own time!

THANK YOU

If you are interested in becoming a volunteer marshal to help with the booster programme, please do get in touch for more information - volunteer@barnsleycvs.org.uk



Feedback:

"Barnsley CVS is keen to revisit its mission and purpose by exploring with its members what they require from us in terms of infrastructure support. We could not have undertaken this work at this time without the support given to us by Mutual Ventures."

Melyn Lunn, Chair of Trustees

Sign up to one of Barnsley CVS' Engagement Events on Tuesday 25th January at 10-11.30am or Wednesday 2nd February at 10-11.30am <https://barnsleycvs.org.uk/news/barnsley-cvs-strategy-engagement-events>

Deep Dives

Yorkshire Academy of Modern Music (YAMM)



Yorkshire Academy of Modern Music (YAMM) teach people of all ages and abilities to play the guitar, bass, and ukulele in a fun, engaging way, using modern music. YAMM tutors support students to nurture a life-long love of music, inspiring people and supporting their well-being by helping them reach their musical goals, be that passing examinations, learning to play in a band, or just have fun.

Support requested:

YAMM wants to grow by increasing the number of customers paying for music tuition. To do this, it needs support to develop a business plan with a clear vision and goals, including reviewing their marketing strategy to be able to target new clients. YAMM are also interested in diversifying their offer to potentially support new client groups with a social-focus, for example, lonely older people or those with 'therapeutic' needs.

What is being delivered?

YAMM has received regular one-to-one coaching sessions with their dedicated coach to discuss their growth ambitions and what they could do to realise these ambitions. YAMM's coach has supported the organisation to start populating its business plan. YAMM's coach has also guided them to think about all their customers, both past and present, and to collect data on the characteristics and needs of them. YAMM has also begun to think about online products to reach a new customer base.

Outcomes:

By the end of the programme, YAMM will have all the tools required to have developed a clear business plan which sets out their goals and vision. They will be able to update this as and when they need, as YAMM grows. They will also be in a position to think about taking new online products to market, or marketing to a new customer base

Feedback:

"The support from this program and more specifically our coach, John, has already been immensely helpful. With John's help, the business and I have become more focused and already our student numbers have grown to a point that we are currently advertising for a new tutor to join our team."

Liam Linley, Founder YAMM

Find out more about YAMM's services and request music lessons at www.yamm.co.uk/



Deep Dives

De Morgan Foundation

With its own museum newly-established at Cannon Hall just before the pandemic, the beautiful De Morgan Foundation was badly affected by Covid. Now this beautiful art collection of works by feminist, Spiritualist artists William and Evelyn De Morgan will be displayed in a family friendly museum to attract local people to visit and volunteer



Support requested:

The De Morgan Foundation have requested support in a number of areas including:

- understanding how best the Foundation can improve local connections, attract wider audiences and volunteer development programmes particularly in the local Barnsley area.
- improving their digital strategy and exploring how their recent digital offerings could be a service to their fact-to-face work.
- the De Morgan Foundation also wants to understand how it can become a more self-sufficient organisation.

What has been delivered?

The De Morgan Foundation has received support via one-to-one coaching calls and the delivery of a deep-dive session as well as a tailored deep dive session focused on how to grow and attract new audiences using communication, marketing and digital strategies.

Outcome:

As a result of their deep dive session, The De Morgan Foundation are exploring new ways of using communication and marketing to attract new audiences. They are developing a plan of activities that could focus on local outreach and attracting new audiences that ensure sustainability. So far, The De Morgan Foundation have met with the Council to understand their plans for Cannon Hall, and have also been attending national conferences which provide support and guidance on managing large touring exhibitions, such as The De Morgan Foundation.



Feedback:

"I was initially reserved about whether this was the right programme for our museum because I don't really see myself as "business-like". Through a considered and excellent match of mentors within the heritage sector and simple to follow training sessions however, I have found this programme invaluable as we move beyond Covid. I have been given 1-2-1 training on writing a plan to engage local audiences and volunteers to ensure our offer is relevant and engaging. Helen taught me skills to look beyond demographics to imagine why people might want to visit our museum and to use that as a starting point for advertising our offer. This programme has given me the opportunity to honestly discuss the impact of the pandemic and difficulties we have faced, and the confidence to move forward. Thank you so much!"

Sarah Hardy

Director of the De Morgan Museum

Welcome to the Programme Cohort 2



Since December 2021, a further 29 organisations have joined the Programme, forming cohort 2. This means the Programme will be supporting a total of 61 organisations within Barnsley.

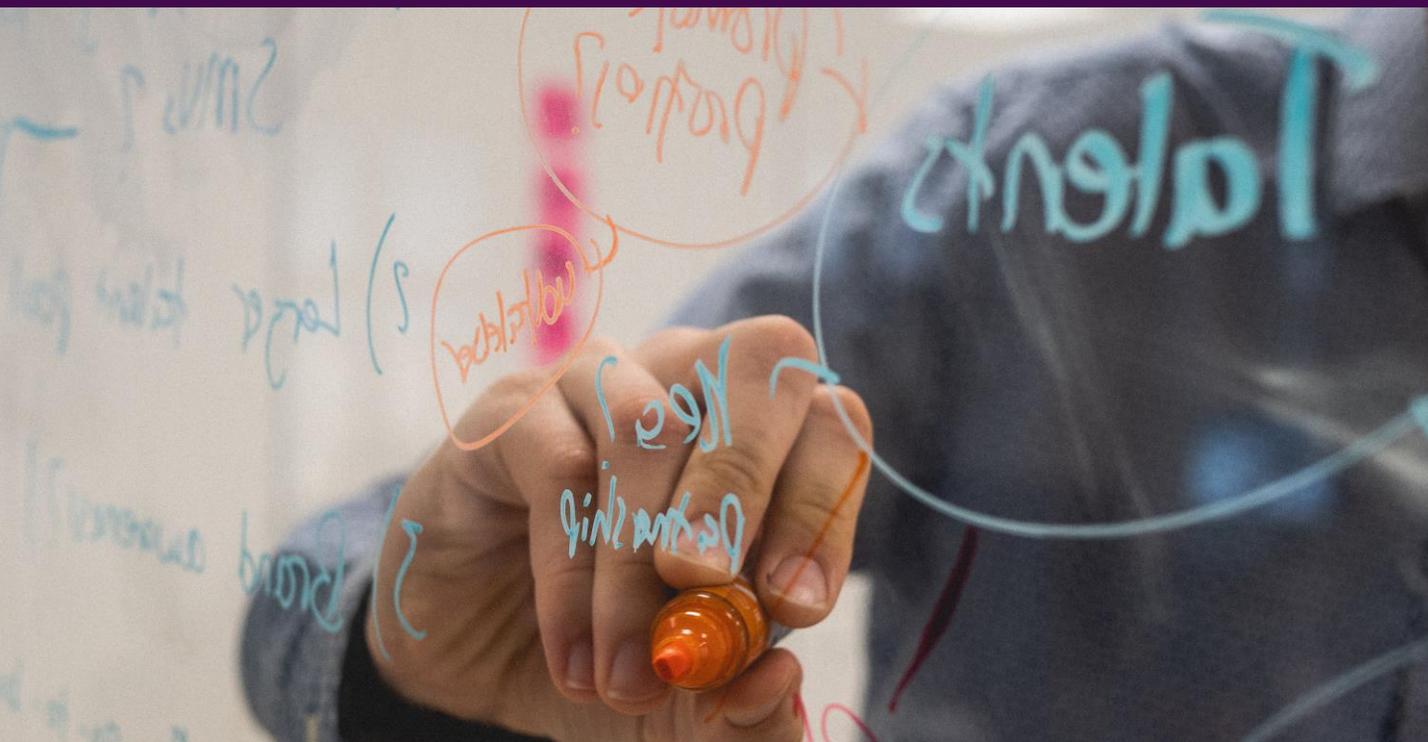
We look forward to welcoming cohort 2 to the Programme and to begin working with you all. All organisations will have an opportunity to contribute to the end of Programme Learning Journal and Event. The Learning Event in March will be an exciting opportunity for all organisations that have been part of the Programme to meet face to face.

What is happening in Barnsley?

This project is one of seven Prioritised Recovery Projects, part of a £2 million economic investment, funded by Barnsley Council and Sheffield City Region. As part of Barnsley's Economic Recovery Action Plan, these projects will help the local economy bounce back from Covid. The programme aims to support people, businesses, traders, charities or community organisations to safeguard existing jobs as well as creating new jobs and businesses.

Hospitality and Leisure Grants due to Omicron launched on **5th January**.

These are one-off grants to support businesses in the hospitality, leisure and accommodation sectors that offer in-person services that may be suffering hardship due to the Omicron variant. To find out more and apply follow this [link](#).



What is next on the Covid Bounce-Back Programme?



Resources Available for the Programme

Coaches

Each organisation has been assigned an expert who will provide one-to-one coaching and diagnostic support. Our coaching team has a wealth of expertise supporting the heritage, culture, visitor, arts, and community and voluntary sectors across the UK and in Barnsley. Our coaches are here to support you, be a sounding board and act as a critical friend. Most will have already had your first coaching call but please get in touch with your coach if this hasn't happened yet.

Deep Dive

Each organisation has time allocated for a 'deep dive' into a specific need. Our coaches will lead deep dive sessions to support you in overcoming a specific challenge, completing a particular task or to support strategic planning. In this journal, you have read about some of the deep dives already delivered. If you have not yet received a deep dive session, please discuss what you may like to focus on with your coach.

Workshops

We have many workshops being conducted in 2022 including:

- Navigating the Funding Environment and Bidding for Grants
- Your Marketing and Digital Strategy
- Growing your Company and Service Offerings
- Building Financial Resilience

All those involved in the Covid Bounce-Back Programme want to ensure organisations get as much out of the support as possible. If you have any questions about the support available, please contact us via: lily.mellen@mutualventures or oliver@mutualventures.co.uk

Thank you for reading this issue of our Learning Journal and thank you to all the contributors. Please get in touch if you have any questions about the learning Journal.