

# Caplor Horizons Impact Report 2019





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# From the Co-Directors

We are delighted to have just celebrated Caplor Horizons' fifth birthday! Caplor Horizons has come a long way in this time and we would like to thank everyone for their continued support and very important contributions. In an increasingly volatile, uncertain and ambiguous world, Caplor Horizons continues to think, act and learn differently to inspire leaders to achieve a sustainable future.

Looking back at how things have changed, grown and developed over the past year, three key elements stand out that encapsulate our journey:

**Firstly**, in April 2018 we welcomed in our **new organisational strategy for 2018-2021**, one that has been co-created with many of our Advisors and community members (see page 3 for a summary). Our new strategy focuses on achieving greater influence, strengthening engagement, and reframing horizons. This signals a new phase for Caplor Horizons. So far we have made great progress in line with our goals which would not have been possible without the hard work of our highly capable Board, extremely talented Advisors and dedicated staff members.

**Secondly**, our growing emphasis on continually **improving relationships and engagement with everyone in the Caplor Community**. This year our 'Engagement Team' conducted an extended stakeholder survey to include members (i.e. those that regularly contribute financially) and the wider community (i.e. those that attend Community Days or are signed up to receive the weekly update) as well as Advisors.

**Thirdly**, we have continued to develop our **high quality services at an accessible cost**. This year: we piloted our flagship programme in India with great success; we received increased support from the CB and HH Taylor Trust and Kay and Richard Harvey, allowing us to work with small and medium sized charities that might not otherwise have access to the depth and breadth of services that we provides; and our highly skilled and experienced 'Advisors' contributed around 1000 days of their knowledge and time on a voluntary or reduced rate basis.

A new development in more recent months is that we have co-founded an initiative focused on **climate change and biodiversity loss** with William (Eccles), a long standing Caplor Advisor and Trustee. It will be a major undertaking that will operate on a highly collaborative and peaceful basis, many Advisors have already contributed to the concept that is emerging.

*Lorna (Pearcey) and Ian (Williams) – Co-Directors*



## OUR BELIEFS

WE ARE ALL LEADERS IN OUR OWN INDIVIDUAL WAY

IN DIVERSITY, WE FIND STRENGTH

EVERYONE MATTERS

LEARNING IS MORE EFFECTIVE IF IT IS FUN, ENGAGING, CREATIVE AND BASED ON PEOPLE'S STRENGTHS

COLLABORATION HELPS ACHIEVE GREATER IMPACT

**OUR VISION**  
A WORLD IN WHICH SOCIAL, ENVIRONMENTAL AND ECONOMIC PROGRESS IS BALANCED

**OUR PURPOSE**  
TO INSPIRE & ENABLE LEADERS TO DELIVER A SUSTAINABLE FUTURE

**OUR MISSION**  
TO MAKE A DISTINCTIVE CONTRIBUTION TO ORGANISATIONAL CHANGE AND EFFECTIVENESS



CONTRIBUTE TO A MOVEMENT FOR POSITIVE CHANGE ACROSS SECTORS

## OUR THREE STRATEGIC PRIORITIES



INSPIRE AND ENABLE 'LEARNING DIFFERENTLY, THINKING DIFFERENTLY, AND ACTING DIFFERENTLY'



PROACTIVELY IMPROVE RELATIONSHIPS AND ENGAGEMENT

## OUR VALUES

**INSPIRATION**  
TO INSPIRE AND ENABLE OTHERS, WHATEVER OUR ROLE AND WHOEVER WE ARE

**SUSTAINABILITY**  
TO BRING ABOUT POSITIVE AND LASTING CHANGE BY UNITING PEOPLE AND IDEAS

**IMPROVEMENT**  
TO ENHANCE EVERYTHING THAT WE DO BY REFLECTING AND LEARNING TOGETHER

## WE CONCENTRATE ON THREE ACTIVITIES:



1. ADVISORS CONTRIBUTING THEIR TIME

2. ENGAGING APPROACH

3. LEADERSHIP & STRATEGY DEVELOPMENT

4. PASSIONATE VOICE

5. INTERNATIONAL SPECIALISM

6. WORKING WITH OTHERS

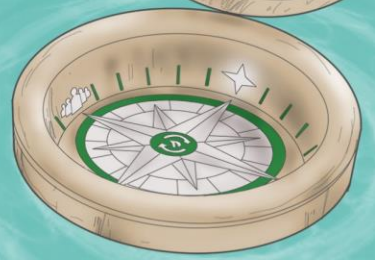
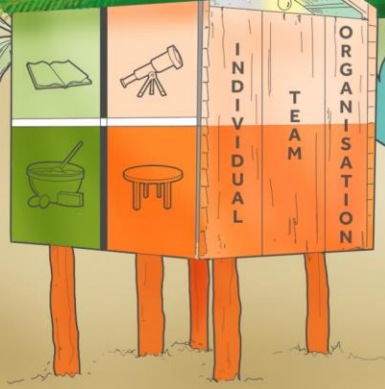
7. CAPLOR COMMUNITY

8. SUPPORTING PHILANTHROPY

9. UNIQUE RESOURCES

10. CHARITY-BUSINESS COLLABORATION

## OUR TEN CORE CAPABILITIES



# About Caplor Horizons

Caplor Horizons works locally, nationally and internationally to help other organisations think differently about themselves and the new horizons that they face. We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

Caplor Horizons supports other charities and responsible businesses in strengthening their leadership, renewing their strategy and improving their influence. Utilising the talents of staff members and Advisors, we create distinctive learning environments that are designed to respond to the needs of our partners and clients. These include group facilitation, experiential learning, the creation of safe 'rehearsal grounds', direct personal coaching, the development of peer to peer co-coaching skills and mentoring.

This year we are celebrating Caplor Horizons' fifth birthday. Since its establishment in April 2014, Caplor Horizons has grown from strength to strength. Not only have we grown 'bigger', we have also focused on growing 'better': deepening our relationships with our partners; strengthening our engagement with our Caplor Community; continuing to be entrepreneurial; and increasing our impact.

This Impact Report complements Caplor Horizon's statutory Annual Report, both of which are framed by the organisation's strategy. The Annual Report concentrates on inputs, outputs and outcomes within a specific financial year. By contrast, the Impact Report takes a broader view regarding scope and timeframe to enable the direct and indirect, intended and unintended, positive and negative, long term effects of Caplor Horizon's work to be better understood.

This report covers the period from the beginning of April 2018 to the end of March 2019, though in the context of our fifth birthday.

*“Caplor is a farm in Herefordshire in the UK. It now lends its name to Caplor Horizons, a charity that works for charities.*

*Caplor Horizons exists to help other organisations strengthen their leadership, renew their strategy and improve their influence.”*  
— **Charles Handy,**  
Advisor

*“Our staff and Advisors are highly experienced and skilled people.”*  
— **Prof. Sharon Turnbull,**  
Advisor

*“A sustainable future is at the heart of everything we do.”*  
— **Usha Ladwa-Thomas,**  
Advisor

**Charles Handy, a social philosopher, in India with Caplor Horizons**

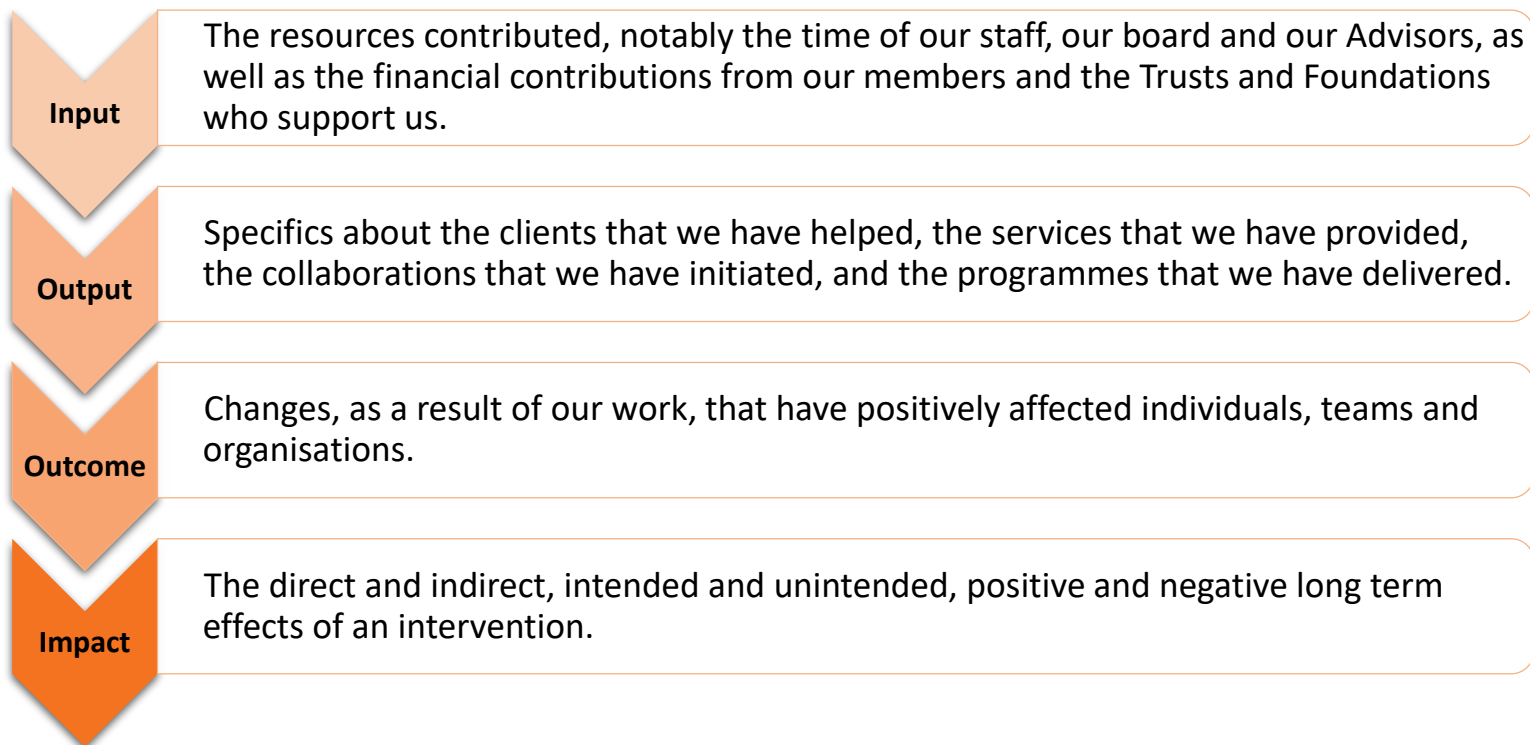


# Rationale – why and how are we measuring impact?

Measuring, capturing and reporting our impact is about understanding the changes that have come about because of our work and the difference that is being made. Impact is about the value created as a consequence of our activities and actions.

We are measuring our impact because we want to know what progress we are making and whether we need to adjust our strategy and approach as a result. At the beginning of 2018 we updated our strategy, notably the three strategic goals. However, our purpose remained the same: *“to inspire and enable leaders to deliver a sustainable future”*.

This report focuses on our impact over the past five years. Essentially, we review our:



*“This report has been kept deliberately short and relatively simple, as there are other papers available (please ask!) that provide far greater detail on many of the specific elements highlighted within.”*

— Rosie Bishop,  
Programmes and  
Partnerships Coordinator



## The Ripple Effect Model

One model that we use to measure our impact is the ‘ripples on a pond’ model. As with ripples on a pond, the impact of Caplor Horizon's work emanates from an initial impetus. In this instance, an input of a Caplor Horizons intervention is the droplet that cause the ripples. This can be seen our emergent ‘Theory of Change’ diagram below:



Ripples of effect are created first at an individual level (e.g. personal learning), then at organisational levels (e.g. improved organisational practice) before creating impact at a societal level in the wider world (e.g. improved service delivery for beneficiaries).

The ripples of effect nearest the epicenter – the immediate outputs and outcomes of an intervention – are typically the easiest to see. Whereas the furthest ripples span the largest area and are the most likely to have been also influenced by other events and are therefore the hardest to measure.



*“It is ultimately through reflecting on and endeavouring to understand these furthest ripples – the long-term impact results – that Caplor Horizons will better appreciate the full consequences and effectiveness of its contribution.”*

— Mathew Lake, Trustee





**A confidence building exercise with women from marketing federations in the Gambia**



*“During the past year, our Advisors contributed over 800 days of their time - I’m delighted to be playing an active role.”*

— Dr Peter Moore, Advisor

*“We match the needs of organisations, teams and individuals to the skills and experience of our team.”*

— Richard Harvey, Advisor

## Inputs

Over the past 5 years, Caplor Horizons has focused on growing better and not bigger. This includes remaining highly vigilant about attracting and retaining the right people within the Caplor Community; as well as creating deeper relationships with our partners and clients and developing synergistic collaborations with Trusts, Foundations, philanthropists and businesses. In 5 years we have matured as an organisation and grown in confidence – creating a culture that is open, honest, respectful and non-competitive. Our increasing financial security gives us greater freedom to focus on what we view as important and this is thanks to our remarkable engagement with various organisations and individuals (see below).

**Shared leadership:** Lorna and Ian continue to share leadership at a staff level as ‘Co-Directors’.



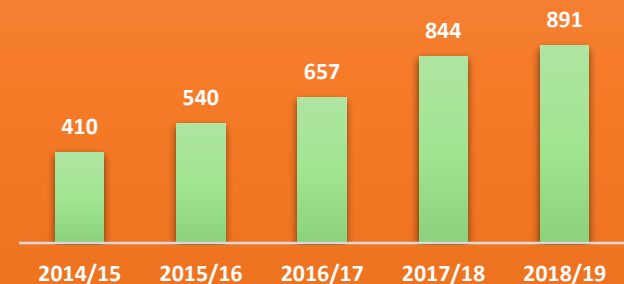
**Members:** We currently have 60 members that provide a regular financial contribution.

**Trusts, Foundations and Philanthropists:** We are deeply fortunate to have deepened our relationships with the CB and HH Taylor Trust, William Cadbury Trust, the Oakdale Trust, and Kay and Richard Harvey which now make up over 30% of our income.

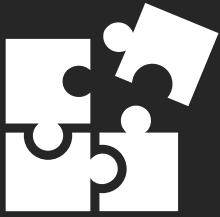
**Income and reserves:** Our reserves have grown year on year and, in line with our policy, stand at over £75,000. Our income and expenditure has increased to over £250,000 per annum.

**Advisors:** We have 46 active Advisors who generously contributed 891 days of their time voluntarily. This is an optimal size as it provides a wide diversity of skills and experience to clients and partner organisations while still permitting good communication and close relationships.

### Advisor Volunteer Days



Each year we aim to improve our engagement with our Advisors and Caplor Community – this year we interviewed 36 members of the Caplor Community leading to a more in-depth Advisor review.



*“Ann Alder and I have worked with Caplor Horizons and other Advisors to develop innovative models, resources and thought-leadership papers. These include The Caplor House, The Caplor House Flagship Programme and other exercises. These are all freely available and downloadable from The Voyage.”*  
— **Dr Geoff Cox,**  
Advisor

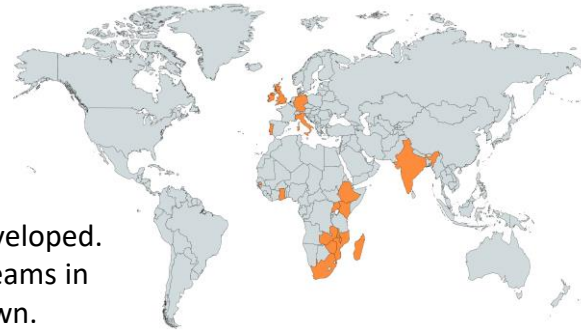
*“Thank you for always sharing [these weekly updates]. This information is very valuable to me as a leader.”* — **Jackline Kiwelu,**  
INASP

## Outputs

In our new strategy it is our mission to make a distinctive contribution to organisational change and effectiveness. We make a commitment to further enhance the quality of what we do, notably: our relationships and engagement with stakeholders; doing things differently; and increasing our influence. Over the last 5 years we have developed a portfolio of approaches and resources that provide a thorough, creative and thoughtful underpinning to our work. Below is a selection of some of our more recent outputs:

**Clients and partners:** since 2014 we have worked with 111 clients in 18 countries (see map).

Over this time longer-term partnerships have been developed. More recently our workstreams in India have significantly grown.



**The Voyage:** The Voyage is used as a resource centre for learning materials and informative papers; it currently holds over 200 free, downloadable tools and resources.

**Policy renewal:** We have renewed all of our policies and handbooks – notably our Advisor handbook (with a code of conduct) and our Safeguarding Policy.

**Weekly updates:** These now reach over 945 people in 30 different countries.

**Caplor community days:** We have continued to host around 4 community days per year covering topics such as unconscious bias.

**Human Horizons:** Inspired by Clive (Hyland) this online tool was developed collaboratively with him, Haygrove and Caplor Horizons.



**Caplor House Flagship Programme:** This brings together all of Caplor Horizons’ tools, methods and approaches. The programme comprises three modules focusing on individual, team and organisational development. It uses the Caplor House as a learning framework. Click [here](#) to learn more.





**We create distinctive learning environments and encourage experiential learning as part of our approach**



*“It feels like a family at the Caplor Community days, I’ve got really good friends there – some old and some much more recent. The people there share the same values and common purpose.”* — **Sandy Hanson, Advisor**

*“Respondents were pleased that their engagement with Caplor Horizons enabled them to ‘give something back’ and ‘contribute to something socially useful’.”* — **Matthew Lake, Trustee (comments from the Engagement Team Report)**

## Outcomes

The outcomes are the changes, as a result of our work, that have positively affected individuals, teams and organisations. The use of testimonials below give an indication of some of these changes. As well as an insight into the stakeholder interviews that were conducted in 2018, 6 organisations have been used as they represent our long-term partners – we have engaged with them for 5 years.

### The Caplor Community

This year we checked in with randomly selected members of our community, including Advisors, to gain fresh insights and identify key actions. Stakeholder interviews sought peoples views on their experiences including the highs and lows of engaging with Caplor Horizons. In general the feedback was very positive. The most commonly highlighted themes (by a majority of respondents) were positive reflections on Caplor Horizons’ communication, the opportunities for learning that it offers and the sense of community. To read the full report click [here](#).

Some respondents encouraged further efforts to measure and communicate the impact of Caplor Horizon’s work even while noting the challenges that this presented. This is something we are focusing on next year.



### Edmund Rice Mission

*“Rarely have I participated in a workshop like this where every delegate **owned the outcome** with passion and energy.”*

*“In my experience, only Caplor Horizons is able so successfully to distil very **complex outcomes, diverse thinking** and **culturally broad needs**.”*

*“Participants greatly valued the **positive, open and honest atmosphere** that was built through the Caplor approach. All reported that the experience was one where they felt **included, valued** and were **listened to respectfully**.”*

*“That strategy [facilitated by Caplor Horizons] was subsequently **endorsed by leadership across the world**”*



### United Purpose

*“We are very happy with their **in-depth work, professionalism** and **high calibre contribution**.”*

*“The marketing federations have appreciated being targeted with **valuable resources, participatory skills** and process that let their voices be heard and now they are seeing these ideas and plans materialise into action.”*

*“The final report is an **exceptional, captivating and ingenious** piece of work which **inspired confidence** and satisfaction from both our partners and funders.”*



The Irish Association of Non-Governmental  
Development Organisations

### Dochas

“Caplor provided an **imaginative, dynamic** and **effective approach** which was grounded in **great understanding of strategy** and the sector”

“I felt that the team from Caplor Horizons **really listened** and heard what we needed from the day, whilst **bringing in-depth knowledge and experience.**”

“Caplor Horizons completed the mid-term review of our strategy. Above all, the written reports were extremely clear and well-written. Overall, we were delighted with the process. It was well-managed, came in on budget, and was **very professional.**”



**TECHNOSERVE**  
BUSINESS SOLUTIONS TO POVERTY

### TechnoServe

“We have benefitted from regular engagement over the last four years. This has made a **very considerable and positive impact** in terms of **leadership** and **team development** and also **strategy renewal and delivery.**”

“Caplor Horizons really **helped us as a team** to align on what we needed to do and why. The process was also **energizing** and helped the team to commit to certain **deliverables** that they are now working on.”

“What I liked the most was the **communication and leadership strengths** topics. Communication is so important on a daily basis and is the key to strengthening our leadership skills and creating an effective team.”



### Haygrove

“The development of the bespoke Caplor leadership programme has helped us **engage, inspire and develop our teams** towards the aim of ‘Transformational Energy’.”

“An important lesson is that it has been particularly positively powerful in subjects related to **culture**, so has needed to keep evolving, perhaps more quickly on occasion than we at Haygrove initially identified. This programme has begun to be – and we are confident will be – **truly instrumental to the development of our organisation.**”



**misean cara**  
Mission Support from Ireland

### Misean Cara

“They didn't just help us create a process that was **inclusive**, they also helped make the process **fun and interactive**. Everyone who interacted with Ian was struck by his **integrity.**”

“Ian, Lorna and their team supported the delivery of an excellent strategy against a tight timeframe but using a **very engaging and inclusive process**. This generated great support for our new strategy amongst our many stakeholders; for instance, one very important stakeholder described it as **‘the best strategy they had ever seen’.**”



**Embedding the learning is key! Here, participants are putting their learning about the Caplor House to the test**



*“We have picked up and very much appreciated distinctive tools and models of Caplor Horizons. In particular, the ‘Caplor House’ has been very useful and it has become a shared language in Misesan Cara.”*

— Heidi Foster, CEO of Misesan Cara

*“This programme has begun to be – and we are confident will be – truly instrumental to the development of our organisation.”*

— Angus Davison, Eccentric Chair of Haygrove

## Impact

Caplor Horizons’ resources have been applied to generate ripples of impact at the individual, organisational, and societal level.



### Individual Impact

Firstly, at the individual level, feedback from participants, Advisors and Caplor Community members on Caplor Horizons’ learning and development approaches is overwhelmingly positive.

Participants’ comments at the end of workshops include feeling: *‘inspired’, ‘reenergised’, ‘connected’* and *‘clearer’*. Furthermore, individuals regularly comment how Caplor Horizons opens their eyes, helps them develop a resilient mindset and provides them with a common language – notably the Caplor House. The fun and experiential approach provides them with confidence and a ‘can do’ attitude that they implement into everyday life.

Furthermore, Advisors have been impacted by the sense of feeling part of something positive and the learning opportunities available from Community Days, Thought Leadership papers and from other Advisors.



### Organisational Impact

At the organisational level, Caplor Horizons is having an equally positive impact. Caplor Horizons’ services are greatly appreciated, particularly with respect to its diverse and inclusive approaches, its professionalism and the fun and engaging methods used.

Feedback also confirms Caplor Horizons’ success in delivering the desired organisational outcomes, including clearer strategies, strengthened leadership or improved team dynamics.

Perhaps most significantly organisations report that Caplor Horizons acts as a ‘catalyst for change’ within their organisation, providing teams with a sense of ownership and ‘buy-in’ over their strategic development and a ‘spring in their step’.



### Societal Impact

Determining the precise societal impact of Caplor Horizons’ work is inevitably challenging. Caplor Horizons sees its client and partner organisations as the key vehicle for wider societal change. Many partners are adapting Caplor Horizons tools and approaches and cascading these to their beneficiaries.

Furthermore, Caplor Horizons is increasingly expanding its influence, for example through a number of national and international level events where it aims to collaborate with other like-minded organisations and share learning and ideas for achieving a sustainable future.



# Conclusion

We are proud of our achievements and the ripples of impact we have made over the last five years.

At an individual level Caplor Horizons has helped to inspire and reenergise participants and it gives the Caplor community a wider sense of purpose.

Moreover, feedback from client and partner organisations shows that Caplor Horizons' services are greatly appreciated and act as a catalyst for change within some organisations.

And finally, Caplor Horizons is having long-term, direct and indirect impacts at a societal level through the sharing of learning and ideas at a national and international level.

Attempting to measure our impact, as we have done in this report, allows us to learn from our past actions and move forwards with confidence and enthusiasm.

We believe that if we keep learning and we remain open to new ideas, then we will inspire more confidence, attract more resources and enable more people to connect with our purpose.

*“Do the best, at what you are best at, for the benefit of others.”*

— Charles Handy,  
Advisor

*“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”*

— Mother Theresa



***"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." — Margaret Mead***



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