

Our Strategy



CaplorHorizons

Welcome

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

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.

Lorna Pearcey and Ian Williams are our Co-Directors and we have a Board of Trustees, chaired by David Hitchiner. Rosie Bishop is our Partnerships and Programmes Co-ordinator.



Our Emerging Future

Introduction

This is the second strategy cycle of Caplor Horizons and we deeply appreciate the efforts of all those who helped develop it. We have a positive sense of momentum and greater confidence about what we have done and what our particular strengths are. At the same time, we know that we have much to learn. We are committed to retaining an entrepreneurial spirit and we will continue to seize opportunities as they arise if they are consistent with our purpose and direction.

Our call to Action

The world is facing immense challenges, yet opportunities for positive transformation exist. We face growing inequality, the acute implications of climate change, conflict over resources and other major concerns. In the face of this we are committed to contributing towards a movement for change within the sphere in which we work.

We believe that collaborative approaches are essential to meaningfully address the issues. We want to work with others to help create a future in which responsible organisations have outstanding support in their journeys towards greater effectiveness.

Caplor Horizons was founded on the basis of having a simple, but compelling, view about our future: we envisage a world in which social, environmental and economic progress is balanced. And our purpose - in contributing to that vision - is to inspire and enable leaders to deliver a sustainable future. We do that by making a distinctive contribution to organisational change and effectiveness.

Whilst our emphasis is on supporting the not for profit sector, we are also keen to contribute to the 'business' sector and the 'public' sector. We are open to working with any organisation that is committed to making a positive and lasting difference in a responsible way.



What makes us distinctive

We have 10 core capabilities that help us contribute towards a movement for change. However, we believe that it is the synthesis of all these elements that makes our contribution truly distinctive.

01

We provide high quality services at an accessible cost. We do this through our team of around 50 highly skilled and experienced 'Advisors' who contribute their knowledge and time on a voluntary or reduced rate basis.

02

We are specialists in reviewing and developing strategy. By adopting a dynamic approach to effective strategic change, and taking into account organisational culture, we frequently receive feedback about how much people enjoy the way in which we work.

03

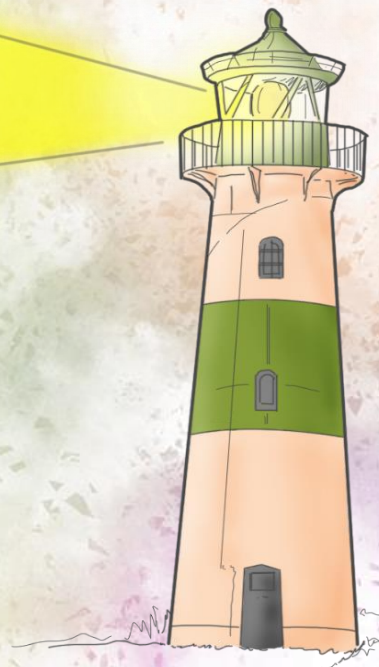
We design and deliver engaging leadership - and wider capacity - development programmes, including our flagship 'Caplor House' programme. These are attuned to the organisations that we work with and are supported through mentoring and coaching.

04

We have a growing influence on themes that we believe in. We engage in conversations to have a well informed and passionate voice on issues that our 'community' has identified.

05

We have a well-founded specialism in working with international development organisations to help them become more effective in achieving their goals.



What makes us distinctive

06

We have a commitment to the importance of collaboration to make a difference and achieve a greater impact.

07

We have a continually increasing 'Caplor Community' with whom we communicate, share learning and engage in mutually beneficial ways.

08

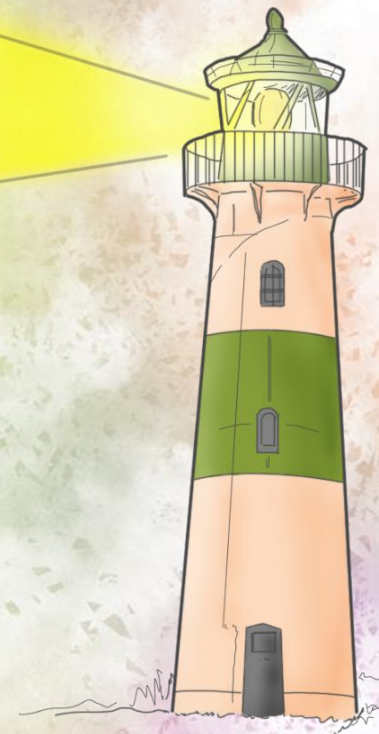
We have the experience to work strategically with Trusts and Foundations, Philanthropists and Businesses to help allocate resources effectively in helping not for profit organisations deliver their missions.

09

We have an accumulating collection of unique resources that we want to share as widely as we can.

10

We are an independent charity, although we have a pioneering relationship with the Caplor group of businesses, enabling us to model a new approach of how charities can work effectively alongside businesses.



Our Vision

A world in which social, environmental and economic progress is balanced.

Our Purpose

To inspire and enable leaders to deliver a sustainable future.

Our Mission

To make a distinctive contribution to organisational change and effectiveness.

Our Beliefs

We are all leaders in our own distinctive 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 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.

Our Strategy on a Page

April 2018 to March 2021



Our Envisaged Future by 2030

We will have:

- Developed highly distinctive models and resources for a new generation of leaders and organisations
- Worked collaboratively to bring together and share ideas
- Increased our influence in a variety of ways, including engaging with others online
- Sustained a small-scale organisation, yet significantly grown our impact
- Maintained an outstanding team of Staff, Trustees and Advisors
- Contributed to a movement for positive change across all sectors

Our Strategic Goals

01 *Achieve greater Influence*

Contribute to a movement for positive change across sectors

02 *Strengthen Engagement*

Proactively improve relationships and engagement

03 *Reframe Horizons*

Inspire and enable learning, thinking and acting differently

Achieve our Advocacy targets

Successfully implement one Advocacy initiative per year. The themes and plans for the initiatives will be based on conversations with people inside and outside the Caplor Community.

Achieve our potential

Achieve our potential by promoting ideas with an authentic voice and acting as an example to others.

Specifically:

- (1) By being an inspiring example of how independent charities can work effectively alongside businesses, through our mutually beneficial relationship with Caplor Energy, Caplor Property and Caplor Farming.
- (2) By writing a paper or book about what constitutes a 'next generation' organisation.
- (3) By demonstrating a shared, distributed approach to leadership.
- (4) By 'living' our mission and goals and promoting an effective way of operating (including evidence in impact reports).

Achieve our 'big idea'!

Achieve bringing about greater influence by considerably increasing the number of people able to access our on-line resources.

Our Strategic Goals

Goal 1:

Achieve greater Influence

Contribute to a movement for positive change across sectors



Strengthen Caplor Community

Form a 'Community Engagement Group' to identify and follow up on initiatives to continually improve relationships and engagement with everyone in the Caplor Community.

Specifically:

- (1) Update all Handbooks and Policies.
- (2) Identify actions to increase online Caplor Community to 1200 people.
- (3) Remain highly vigilant about attracting and retaining the right people and the right numbers of people: approximately 50 Advisors, 10 Trustees and 5 staff.

Strengthen client and partner base

Staff team and Advisors to identify and implement steps to renew relationships and engagement with clients and partners.

Specifically:

- (1) Proactively target the most appropriate clients, focusing on small and medium sized charities.
- (2) Improve pathways for developing longer term partnerships with existing or new clients (up to 10).
- (3) Explore and potentially develop strategic relationships with others interested in adapting or adopting the strategy and way that Caplor Horizons operates.
- (4) Develop synergistic collaborations with Trusts and Foundations, Philanthropists and Businesses (up to 5).

Strengthen supporter base

Staff team and Advisors to secure increased numbers of: Members (up to 100).
Major supporters (up to 10).

Our Strategic Goals

Goal 2:

Strengthen Engagement

Proactively improve
relationships and
engagement



Reframe resources

Expand our horizons with regard to the availability and take up of our distinctive resources.

Specifically:

- (1) Develop existing resources and design new ones (at least 5 per year).
- (2) Improve access via our on-line platform.

Reframe learning

Deepen our learning internally within the Caplor Community.

Specifically:

- (1) Renew 'Caplor Community' days to include online activities.
- (2) Develop and improve our webinars as a tool for learning and engagement.

Reframe programmes

Focus activity on key themes, geographical areas and strategic partnerships.

Specifically:

- (1) Leadership development of young people.
- (2) Developing the capacity of NGOs in targeted geographical areas.
- (3) Establishing strategic partnerships.
- (4) Promoting a distinctive 'Caplor House' flagship programme.
- (5) Mentoring and coaching leaders.

Our Strategic Goals

Goal 3:

Reframe Horizons

Inspire and enable learning, thinking and acting differently



Our Strategy on a Page



OUR STRATEGY ON A PAGE

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

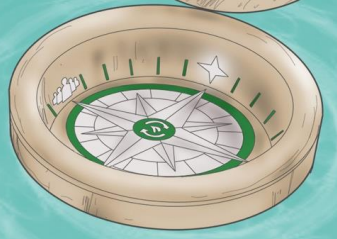
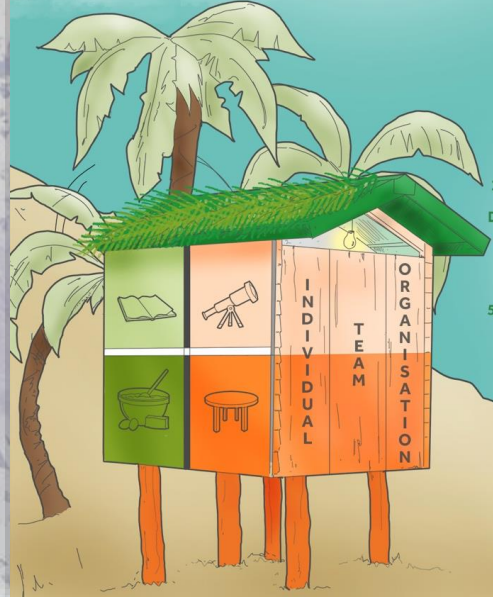
WE CONCENTRATE ON THREE ACTIVITIES:



- 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



Our Envisaged Future

The year is 2030

We look back on the last decade and see that we have...

Promoted many different approaches to bringing about sustainable progress and contributed to a movement for positive change across all sectors.

Developed highly distinctive models and resources for a new generation of leaders and organisations.

Worked collaboratively to bring together and share ideas.

Increased our influence in a variety of ways, including engaging with others online.

Sustained a small-scale organisation, yet significantly grown our impact in many different ways.

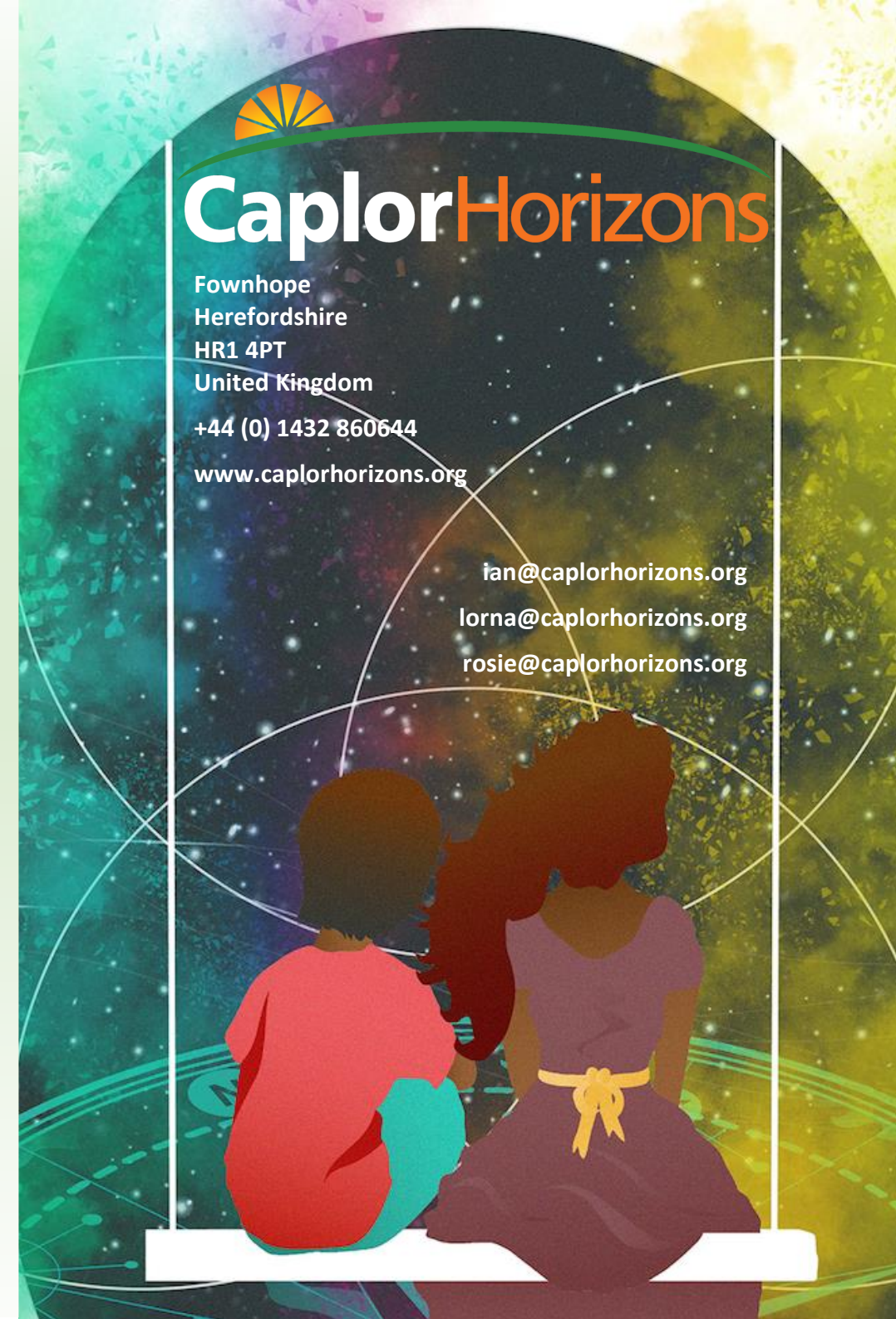
Continued to provide high quality services at accessible rates and leveraged our practical work to help make a wider change.

Remained part of the Caplor Group and contributed to it being an exemplar of a new generation of organisations that go beyond traditional definitions of 'charity' and 'business'.

Upheld a strong relationship-driven way of engaging with others and maintained an outstanding team of Staff, Trustees and Advisors.

Widely shared the proven, distinctive resources that we created via a constantly expanding Caplor Community.

Concentrated practical service delivery, and wider support, on small and medium sized charities.



**CaplorHorizons**

Fownhope
Herefordshire
HR1 4PT
United Kingdom

+44 (0) 1432 860644

www.caplorhorizons.org

ian@caplorhorizons.org

lorna@caplorhorizons.org

rosie@caplorhorizons.org