



Advisor Handbook

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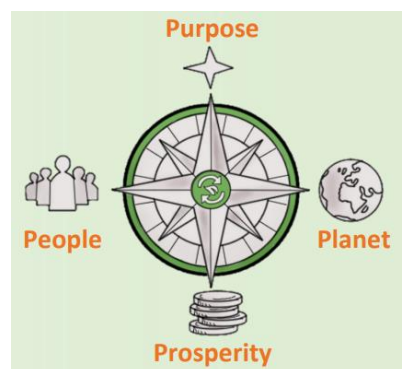
Welcome

Established in 2014, **Caplor Horizons** is a not-for-profit organisation. Its vision is: *a world where leaders deliver a sustainable future for all* (strategy [here](#)).

Introduction

If you are reading this as a new Advisor, you are very welcome! We look forward to getting to know you. This Handbook is intended to clarify to you what is expected of all Advisors, including about adhering to our Code of Conduct and policies, such as safeguarding.

- **Our values and culture are very important to us.** We will prioritise organisational culture and developing relationships during your induction; also, understanding the wider picture about our strategic aspirations. We encourage you to contribute to nurturing our culture and shaping our strategy.
- **Learning is at the heart of what we do.** We create opportunities for this in our day to day working. We do this in ways that are as enjoyable and engaging as possible.
- **We promote equal opportunities.** We believe that everyone is a leader: each of us has influence and we strive to model approaches of shared and distributed leadership – e.g., our Co-Directorship model.
- **We have a culture for justice.** As part of this we strive to be effective feminist leaders and are committed to becoming an anti-racist organisation.
- **We ensure that our 4Ps of sustainability run throughout our work.** These are Purpose, People, Planet and Prosperity. To find out more about them, read our strategy document.
- **We request that you please uphold and promote the policies that are in place.** We will not accept any discriminatory or inappropriate behaviour or attitudes.



Please familiarise yourself with this Handbook.

The “Why, How and What” about Advisor Engagement

Why are Advisors important?

Advisors are part of our lifeblood. They are ambassadors. They demonstrate commitment, through practical action. We provide opportunities to extend learning, develop relationships and enjoy it along the way.

How do Advisors engage?

Three interconnected elements are important...

- **Relationships:** whilst people contribute in different ways – e.g., as volunteers assisting on a one off or occasional basis – we are committed to finding ways to ensure that we have meaningful relationships with people that contribute as Advisors.
- **Distinctive contribution:** we create distinctive pathways for individuals to do their best work: to *“do the best at what they’re best at for the benefit of others.”*

- **Exchange:** we want to ensure that the experience is about giving and getting. For instance, one of our Advisors said: *“I’ve learnt so much from other Advisors and got far more out of it than I thought I would. I’ve never met so many hardworking, passionate and professional people.”*

What does being an Advisor involve?

As an Advisor, you are part of a highly skilled and experienced corpus of people – regardless of whether you are contributing *“behind the scenes”* and/or to *“frontline delivery”*. Each Advisor contributes, based on their skills, experience, background and interests, whilst also taking into account the level of engagement that they desire. The minimum commitment is one day per year.

We have three types of Advisors, all equally important; some people play more than one type of role:

1. *Design and Delivery Advisors* help with delivery of what we do externally (e.g., for Caplor Horizons, being a facilitator, mentor, coach, etc). These Advisors are expected to keep up to date with relevant developments with the activities that they are involved with (e.g., the latest reports and plans with a client of Caplor Horizons).
2. *Specialist Advisors* help with strengthening what we do internally (e.g., people that contribute to IT and finance, etc). These Advisors are expected to have expertise relevant to the work that they do.
3. *Organisational Development Advisors* help with governance or overarching strategic renewal (i.e., members of our Board or part of the *Strategic Change and Development Group*). These Advisors are expected to have up-to-date strategic knowledge and interest and are provided with relevant information, notably summary info from the Co-Director reports.

Our Advisors are valued, given opportunities to develop themselves and others, as well as often being challenged to think, learn and act differently.

What can you expect?

Culture and learning opportunities

- We consider it important that Advisors have an opportunity to learn, including to have adequate briefing before commencing an activity, support during a particular engagement and then follow-up, by way of a constructive debrief afterwards.
- We offer tools and resources to support the work of Advisors such as our ripple papers and book.
- We want our teamworking to be as effective, efficient, and enjoyable as possible – e.g., we consider the amount of laughter to be a useful way of considering how well a meeting has gone.
- We want to keep strengthening our culture and communication.
 - It has been said that *“culture eats strategy for breakfast”* – this simply means it can be the most important factor of success.
 - Good communication is a practical foundation to great teamworking.
 - Please share ideas on how to make our culture and communications better.
- In our teamworking, and in discussions one to one, we use a variety of tools (e.g., *“Voyage board”*) and models (e.g., *“Caplor House”* and *“Enneagram”*). We have found these can be very helpful for

strengthening relationships and identifying points for development.

- We are dedicated to prioritising health and wellbeing.

Roles, responsibilities and agreements

- The selection process for new Advisors is as follows: potential Advisors are identified through open recruitment and/or networks of staff, board members and Advisors; if someone is interested in becoming an Advisor they send a CV and contact details for two references to the Co-Directors; the next step is an interview with the Co-Directors; the potential role may require a Disclosure and Barring Service (DBS) check, as described under “*Safeguarding and Whistleblowing*” in the Code of Conduct below; the final stage is six months as a provisional Advisor, taking part in Caplor Horizons activities and getting to know everyone before a mutual commitment.
- When considering an Advisor position, the role and responsibilities should be clear. Relevant points arising will have been aired during the interview process.
- We work in a dynamic and changing context. Flexibility is helpful to progress. We appreciate if you could please have a flexible mindset, especially as a lot of what we do is continuing to be shaped in significant ways.
- Terms of Reference (TOR): if desired, we will develop a tailored TOR with an Advisor. This will be created and reviewed on a case-by-case basis though it will generally describe the role, including a title (not just “Advisor”), and record who the key point of contact is; what the shared understanding of time commitment is; what the role will comprise; what skills or experience are required and how the Advisor will benefit from their contribution.
- During the induction period, more details about what you will be doing will emerge. You will have the opportunity to meet people and ask lots of questions.
- We feel it is important for people to contribute towards shaping their roles as time unfolds. We want you to be able to bring your best self to the team. We believe in a strengths-based approach.
- Day-to-day, we welcome your feedback and engagement about change and being flexible to emerging circumstances. Everyone handles change in different ways. We will do our utmost to align to what suits you, especially from the standpoint of pace, health, and wellbeing.
- We are flexible about how people work, and we encourage everyone to take good breaks. We fully respect the relevant standards about this.
- Whilst most Advisors are primarily working from home, we have in person gatherings involving travel. Furthermore, meetings with different stakeholders may also require travel. We promote travel options that are the least environmentally damaging as possible – e.g., paying great attention to flying (given our annual carbon analysis which clearly shows the impact of this).
- We consider it very important that each Advisor abides by a Code of Conduct. This is the focus of the remainder of the Handbook.

Advisor Code of Conduct

It is important for Caplor Horizons to ensure that the conduct of people involved with carrying out its work is in keeping with its beliefs, values, strategy and standards.

To supplement understandings gained in other ways, the intention of this Code of Conduct is to provide Advisors with clarification of the standards expected. We will provide training opportunities in relation to the following along with ongoing support.

Values and Beliefs

We are guided by our strategy and by our values and beliefs. Our values and beliefs are stated in strategy documents and we expect Advisors to:

- Uphold the integrity and reputation of our organisation by ensuring that their conduct, including what they write and say in social media, is consistent with our values and beliefs

Equal Opportunities and Diversity

We have a commitment to equality and this applies to everything we do. Externally it is at the heart of our work with clients and partners and the relationships we build. Internally the value of inclusivity is central to how we accept, respect and value people with diverse identities and backgrounds. We consider having a diverse community as a significant advantage.

We view diversity as a description of the visible and invisible differences that exist between people, such as, gender, race, ethnic origin, physical and mental ability, sexual orientation, age, economic class, language, religion, nationality, education, and family/marital status.

We recognise that these visible and non-visible differences between people can also lead to differences in experiences, values, attitudes, ways of thinking, behaving, communicating and working.

We are committed to equal opportunities, to eliminating discrimination and encouraging diversity, including diversity among our Advisors. We expect Advisors to:

- Embrace this commitment to equality and diversity
- Be committed to understanding unconscious biases
- Contribute to an environment in which individual differences and contributions are recognised and appreciated

Health and Wellbeing

We prioritise health and wellbeing in the context of peoples' contribution to our activities. The staff regularly dedicate time to considering Advisor health and wellbeing. This includes engaging with Advisors about their contribution from time to time (e.g., pre, during and post particular work-streams); also carrying out a systematic review annually. We expect Advisors to:

- Feel able to inform staff about any issues relating to their health and wellbeing that may significantly affect their involvement.
- Work in a way, and at pace, that suits them and to opt out of situations they feel uncomfortable in.

Insurance, Safety and Security

We have an organisational insurance policy. It is at the discretion of the Advisor to check that the policy meets any personal requirements and to obtain additional cover if deemed necessary. We take safety and security seriously in all facets of our work. To ensure safety and security Advisors must:

- Avoid any unnecessary risk to the safety, health and welfare of themselves and others, including partner organisations and the people that they work with.
- Take particular care when driving, for example:
 - Avoiding using a mobile phone while driving. The Highway Code states: “Never use a hand-held microphone when driving. Using hands-free equipment is also likely to distract your attention from the road. It is far safer not to use any telephone while you are driving or riding - find a safe place to stop first or use the voicemail facility and listen to messages later.”
 - Not driving under the influence of alcohol or drugs including some medicines. There are legal limits, e.g. 80 mg/100 ml of blood in England & Wales and 50 mg/100 ml of blood in Scotland, but the Highway Code states “Do not drink and drive as it will seriously affect your judgement and abilities.”
 - Avoiding driving when tired
 - Ensuring that the vehicle is in a safe and roadworthy condition including tyres and lights
 - Entering data into a sat nav system only when stationary in a safe place
 - Ensuring that the windscreen is clear of mist and ice before moving
 - Following the Highway Code¹, for example on legal requirements and what to do in the event of a breakdown or accident
- If working internationally, check the [FCO Travel Advice website](#)² for in-country safety and security advice, local laws and customs, entry requirements and other helpful information. The greatest risk is likely to be road traffic accidents. Particular care may be needed in areas such as the following:
 - Avoiding driving themselves at night, on poorly maintained roads or on an unfamiliar side of the road
 - Wearing seat belts, locking car doors and, in busy areas, closing car windows
 - Taking care when travelling on crowded public transport
 - Thinking through emergency response in different contexts (e.g., if walking alone)
 - Using hotel safes and not displaying cash or valuables
 - Being alert to con-tricks including by actual or pretend military and security staff
 - Avoiding dangerous animals and diseases, including in fresh and sea water
 - Carrying their passport or a copy and keeping separate records of key information
 - Being accompanied by a citizen of the area in less secure places
- Ensure they have taken advice from health professionals regarding travel, including vaccinations and malaria tablets. Proof of yellow fever vaccination is required on entry to many countries.
- Report any safety or security concerns, near misses, accidents or injuries, no matter how minor, to a Co-Director.
- Provide the staff team with up-to-date next of kin information, emergency contact details, an in-country contact number, and travel arrangements such as flight details.

¹ <https://www.gov.uk/guidance/the-highway-code>

² <https://www.gov.uk/foreign-travel-advice>

Those organising and facilitating events or meetings or workshops with clients should address any safety issues at the start, for example describing the escape route in the event of an emergency and indicating any hazards such as trailing wires. They should also check in advance:

- The location of fire extinguishers and first aid boxes
- Electrical equipment, wires and plugs for signs of damage
- The sound of the evacuation alarm and whether a test of the alarm is planned

Safeguarding and Whistleblowing

We have Safeguarding and Whistleblowing Policies. Safeguarding is defined as our responsibility to avoid harm to our Staff, Advisors, Trustees, people worked with in client and partner organisations, beneficiaries and any other individual with whom we work.

As is laid out in the Safeguarding Policy, harm can include various forms of discrimination, psychological pressure, sexual abuse and violence. Safeguarding is a very important issue. All Advisors must:

- Read, understand and adhere to the Caplor Horizons Safeguarding Policy
- Promote a robust approach to avoiding discrimination, sexual harassment and abuse in working environments
- Strive to develop relationships which are based on equality, trust, respect and honesty
- Place the safety and welfare of children and vulnerable people above all other considerations
- Report any concerns they may have about the welfare of a child or vulnerable person or about the behaviour of a Caplor Horizons representative in relation to safeguarding. Reporting should generally be to a Co-Director in the first instance, even if the concerns relate to a client or partner

Advisors must not:

- Sexually, physically or emotionally harass, assault or abuse another person
- Condone, or participate in behaviour which is abusive, discriminatory, illegal, or unsafe
- Act in ways that may be violent, inappropriate or sexually provocative

Advisors working directly with children must pass a DBS check. This will be organised by staff. This DBS check is a check of criminal records that will show spent and unspent convictions, cautions, reprimands and final warnings plus any information held by local police that is considered relevant to the work.

Bribery, Fraud and Corruption Policy

It is our policy that the organisation is to be run ethically and that no bribes are to be given or received.

Involvement with unethical practices, and bribery in particular, is contrary to our values and could cause serious damage to the organisation, whether or not board members or staff know about it.

Our principal protective measure against bribery is to ensure that no payment is authorised unless it is properly substantiated (e.g. supported by a written contract).

If an Advisor has any concerns or questions about any aspect of this policy, including gifts given or received, they should consult a Co-Director or the Chair.

Team Leader, Team Composition and Team-working

One of the many benefits of being an Advisor is the opportunity to be a part of a highly skilled and experienced team. At an operational level, when in a team, it is expected that:

- The Co-Directors will decide who is leading the team and, in consultation with the team leader, conclude on the wider composition of the team.
- Working in pairs, or smaller groups, will be preferential to working individually, especially when delivering events such as workshops. Working in pairs or small teams makes it possible to benefit from the diversity of Advisors' skills and experience and, at an event, to meet multiple needs such as recording as well as facilitating.
- Advisors will make sufficient time available for adequate orientation and preparation pre departure along with adequate time for delivery and follow up of activities to the standards expected by clients, partners and fellow members of the team.
- Advisors will have relationships with each other based on mutual respect and openness along with a commitment to listening to and responding to each other in a courteous, fair, equal and positive way.
- Team-working: ahead of a work-stream Advisors will consider, and agree with team members:
 - What will help them to have a good experience while preparing and whilst undertaking a particular work-stream: e.g., feeling safe to ask daft questions of colleagues, getting feedback in a supportive way and in private, having a "no blame" culture, having fun, considering how disagreements might be dealt with, potentially involving Co-Directors during or afterwards; having a distributed-shared leadership approach and so on.
 - What will deter them from having a good experience: e.g. ignoring gender dynamics, being given feedback in public and so on.
 - What behaviours will help them and the team to work effectively together: e.g., supporting what is said publicly, using team members different skills, debriefing after every key stage, having an appreciative, strengths-based approach, considering what can be done differently and better going forwards and so on.
- Team-working: after a work-stream, Advisors will consider, and review with colleagues...
 - What helped them to have a great/good experience while working with the team?
 - What behaviours from everyone engaged with the work-stream (i.e. within the actual design and delivery along with wider Caplor Horizons people involved), and with clients or partners worked with, could have made the experience even better?
 - What is the key learning for the Advisor as an individual, for the team and for Caplor Horizons?

Conduct with Clients and Partners

Advisors are expected to act respectfully and appropriately when working internationally and in the UK with clients and partners and the people that they work with. Advisors must:

- Be mindful of [cross-cultural communication](#) including dress codes, local customs, beliefs, traditions and language.
- Be aware of power imbalances and their own cultural and other assumptions and differences - e.g. about religious beliefs; be open minded, tolerant and non-judgemental when working with others.
- Be courteous, fair, polite and appreciative of others.

Reflection and Learning

We are committed to learning, reasoning that it underpins our ability to grow, develop and improve as individuals, as teams and as an organisation. Therefore, we expect Advisors involved in workstreams to:

- Ensure that they proactively work in teams in ways that will lead to greater learning (including by consideration of the points above related to team-working).
- Ensure they take part in a debrief after the work-stream has ended – different methods may be used for this, including the reflection, coaching and mentoring tool.
- Ensure involvement with “Reflection and Learning” webinars/events to increase and share learning.

Basis of Engagement and Reimbursement of Expenses

Basis of engagement: Advisors either work voluntarily or at reduced rates.

For those working at reduced rates, the level a person receives is agreed between an Advisor and the Co-Directors on a case by case basis.

It is understood that reasonable, pre-agreed expenses will be covered. These include:

- For work in the UK: travel to and from activity, and accommodation and subsistence expenses
- For international work: travel to and from an airport; airport parking costs; accommodation and subsistence; transport costs from the accommodation to the client venue; essential medication (e.g. anti-malarial tablets)

Any personal expenses will be the responsibility of the Advisor. The types of expenses to be covered should be agreed in advance.

Claims for expenses should be made on our expenses form with appropriate details provided.

Claims should be accompanied by suitable receipts (except for mileage expenses) and authorised by a Co-Director. Mileage expenses may be claimed at 45p per mile (petrol/diesel) and 15p per mile (electric) with the start point and end point of the journey, plus total mileage, noted on the claim. The mileage claimable is either from the usual place of work to the destination and back or from home to the destination, whichever is shorter.

If in doubt about anything, please ask!

Policies

All Advisors must adhere to following the [Policies](#) that support the above Code of Conduct:

- Equality & Diversity Policy
- Finance Policy
- Health & Wellbeing Policy
- Privacy Policy
- Safeguarding Policy
- Social Media Policy
- Sustainability Policy
- Whistleblowing Policy

All Advisors must carefully read and understand the Advisor Handbook, including the Code of Conduct, and agree to abide by its requirements and commit to uphold the standards of conduct required to support organisational strategy and policies.