

# Evaluation and Impact Report 2019

## Highlights

- Some 20 training courses run for non-profits during 2019.
- The understanding/knowledge of those attending was raised by an average of 54.2% per course.
- 2019 saw a large increase in consultancy work

## Introduction

2019 was an interesting and at times challenging year. There is no doubt that the social and economic climate took its toll on training in general; and from Green Pepper's perspective, this was seen in an overall reduced demand for training (see below).

Despite this, excellent relationships with a number of organisations continued and new relationships were developed. Training was still the main activity but the number and scope of commissions for consultancy increased on the previous year.

However, the single biggest impact on Green Pepper was a relocation to Scotland during September 2019. Because the process of moving took much longer than expected, it was not possible to schedule any courses in Scotland before the end of the year, effectively meaning no Green Pepper organised training from August onwards.

## Training

A total of 12 half-day training courses were run for 107 individuals from small charities, voluntary and community organisations during the year. Of these four were commissioned by a CVS, and the remainder organised by Green Pepper.

A further 8 courses were run for affiliates of the General Federation of Trade Unions, ranging in length from one to three days. A workshop was also delivered at a leadership conference organised by the National Education Union (formed through the merger of NUT and ATL).

In addition to the above, a series of short presentations for staff in the social care sector were commissioned from Green Pepper by another consultancy. The first of these was delivered in November, with two more scheduled for early 2020.

However, Green Pepper did cancel four events due to lack of take up; and a number of commissions to deliver training for other organisations failed to materialise for the same reason. Uncertainty over funding, Brexit, and a general lack of confidence in the sector were cited by a number of organisations as the main reasons.

Of course, another key factor behind the fall in the number of training courses was the relocation to Scotland. Coming later in the year than expected, it was not possible to make the necessary new contacts and plan new events before the end of the year.

## Consultancy

A range of consultancy work was undertaken in association with Citrus Consultancy. These were mostly short pieces of work, helping organisations identify areas for capacity building. However, one particular commission ran for several weeks and involved the closure of a small charity in Oxford. Green Pepper's main role was to oversee the transfer of staff to a new provider under the TUPE Regulations; and to deal with other staff issues during the closure period.

A five day commission was also undertaken for an organisation in Loughborough on behalf of the national consultancy Action Planning, while a review was undertaken of a safeguarding policy on behalf of an organisation that helped school leavers with their career choices.

## Feedback

In evaluating the impact of training events, comments on content and delivery are invited from those attending. Here is a selection, demonstrating the very favourable nature of the comments received...

- “Really interesting, learnt loads of new information and feel more confident. Great learning technique.” *Risk Assessment 14 March*
- “Very interactive and felt everybody managed to get involved and participate” *Difficult Conversations and Resolving Conflict, 9 April*
- “Informative and gave interesting areas for discussion. Allowed ideas to flow. Information was easy to follow and not too technical” *The GDPR and Protecting Personal Data, 14 May*

- “Clear, structured, informational mix of presentation, group exercises and interaction.” *Promoting Your Organisation on Social Media, 16 May*
- “Brilliant. Explained everything in great detail and answered all questions” *Good Safeguarding Practice ,13 June*
- “Precise information relevant to the course and useful for my job” *Health and Safety for Small Charities and Voluntary Groups, 3 July*

## Social Impact

Green Pepper’s mission is to help organisations working for social change to enhance the well-being, engagement and enthusiasm of their staff and volunteers through ethical leadership and management, training, good communications and employment relations best practice.

While the comments provide qualitative evidence of a positive social impact, a more quantitative measurement comes from an evaluation question asking for relative understanding or knowledge before and after each training event (scored out of 10).

This showed an overall average increase in understanding or knowledge, per course, of 54.2%.

## Future activities

The main focus for 2020 will continue to be training, supplemented hopefully by an increased amount of consultancy. Delivery of webinars is also under consideration. However, the priority, as we enter 2020, is to build up local networks and develop relationships with a range of infrastructure and other non-profit organisations in Scotland and also north east England, and to book dates for some half-day workshops.

## Conclusion

Despite running fewer training events, 2019 proved to be better year than expected. Indeed, while there was a fall in the overall number of trainees, the quality of courses remained high. What’s more, the growth in consultancy work filled the gaps left in training delivery.

