



Change for Good 2017-19 Strategy

Our vision is for a society in which people create positive change and enjoy fulfilling lives.

Our mission is to make a difference to people and communities, by encouraging positive change, opportunities, fairness and growth of aspirations, which improve quality of life.

Our objectives

Be the best grant maker we can be

Get alongside communities

Share expertise

Work in partnership for greater positive impact

Our values: relationships, leadership, integrity, independence

Context

We live in times of fast and significant change. Many of us are trying to understand, navigate and respond to the combined impacts of the economic environment, inequality, constitutional uncertainty and the UK's departure from the EU. All this against a backdrop of wider societal trends – such as increasing isolation, the growing role of digital and changes to the world of work – that are already changing the way we live our day-to-day lives. One certainty is that the highest costs continue to be borne by those least able to afford them.

Our strategy is rooted in a belief that, even in the face of such complex circumstances, positive change is possible. We have learned that the most powerful way to enable change is to work alongside others, be that individuals, communities, charities, other funders or policy makers. The Corra Foundation (formerly Lloyds TSB Foundation for Scotland) is pleased to be sharing *Change for Good*, which builds on our previous strategy, raises our ambitions for the difference we want to make and reflects an even greater emphasis on partnership.

We look forward to the next few years with hope, energy and commitment to contributing to a fairer society, and ultimately to contributing to bright, fulfilling lives in Scotland and beyond.

Strategic objective – Be best grant maker we can be – Grant making is at the heart of what we do and we want to do it as well as possible with an open and accessible approach.

What have we learned?

- Small grants make a big difference, particularly to grass roots charities and the people they support.
- People value our wider support, networking and relationship approach and it is a privilege for us to work so closely with organisations.
- Charities continue to face increased demand with tightening funding, all in a time of significant change and uncertainty.

What will we do?

- Distribute c. £7m (Jan 17-Dec 19) via Henry Duncan Grants and PDI, and maximise additional investment into communities.
- Continue to exemplify 'funder plus' and an ethos that has relationships at its heart.
- Listen and respond to people, communities and charities; improving their experience, revising criteria, enhancing our support to find matched funding and exploring continuation funding.

Strategic objective – Get alongside communities – We are working differently, including with communities we don't historically reach and others with a big appetite for change.

What have we learned?

- Traditional grant making does not reach some of Scotland's communities, including many who face the most complex challenges.
- If we want to contribute to a fairer society we must reach seldom heard communities but we will only do that if we change our approach so that it works for them.

What will we do?

- Continue to develop People in Place within the 9 areas originally identified, taking a community development approach to help enable people to create change.
- Develop a similar approach in areas where there is a particularly strong appetite for change.
- Gather and share learning and draw on the expertise of our many partners.

Strategic objective – Share expertise – We will use our 30+ years experience in grant making to support others.

What have we learned?

- We can use our expertise to support high-quality grant making beyond our own programmes.

What will we do?

- Through Fortify CIC (our social enterprise) offer a range of services.
- Asset lock and reinvest any surplus from Fortify into the voluntary sector.

Strategic objective – Partnership – We want to make a bigger difference to people by working together with others.

What have we learned?

- Working in partnership is the most powerful way to create change.
- Funders (with others) need to work together to maximise their impact and voice and respond to (thematic and geographic) gaps.

What will we do?

- Draw on insight from our work, and wider evidence, and proactively develop collaborative approaches to address gaps.
- Create and respond to opportunities to work in partnership.
- Work with others, including young people, to take forward *Everyone Has a Story*.

www.corra.scot hello@corra.scot 0131 444 4020

The Corra Foundation is a charity registered in Scotland (No SC009481) and is also a company limited by guarantee (No SC096068). Fortify Social Enterprise CIC is a company limited by guarantee (No SC507457).

Riverside House, 502 Gorgie Road, Edinburgh, EH11 3AF

The Corra Foundation was previously called Lloyds TSB Foundation for Scotland