

Progress Report

March 2021 – March 2023

Introduction

Diversity, Equity and Inclusion (DEI) is about power – the power to decide where money goes, who is trusted with it, how it is distributed and for what.

Philanthropy has done much to tackle injustice and inequality in our society, seeking to improve the lives of those affected by layers of structural disadvantage. However, philanthropy is by its nature unequal, with philanthropic giving often drawing from wealth accrued through unequal labour and power structures.

If grant-making is not diverse, equitable or inclusive, funders risk perpetuating a status quo which favours those with more wealth and power. Grant-making that does not consider DEI may not understand where the need is greatest or may miss potential grantee organisations who could achieve impact for marginalised communities if only they were funded.

[How to embed DEI into your grant-making cycle](#)
(Civil Society Consulting/NPC, May 2023)



As part of our ten-year strategy, Corra seeks to share or give up power so that it's rebalanced towards people who have not traditionally held it. We believe DEI must be at the heart of our work if we're to listen to less heard or excluded voices; work towards justice, human rights and equitable outcomes; and contribute to long overdue systemic change.

As part of this, Corra has a strong focus on anti-racism. Like many organisations we made a [public statement](#) in the wake of the racist murder of George Floyd and the Black Lives Matter protests that followed. We've [begun to act on our commitments](#) and have much still to do, and additional actions are currently being developed. The resource Corra is putting into this part of our DEI work reflects that:

- Racism is a systemic issue and funders are part of 'the system'. We are therefore part of the problem and need to contribute to dismantling systemic racism.

- There is both historic and present-day injustice. Much of the wealth that exists in philanthropy has roots in empire, colonialism and slavery. Historically Black, Asian and Minority Ethnic groups have been under resourced and underfunded, limiting their voice and power, and hampering their ability to grow and develop as a sector.
- As part of the work to decolonise in a lot of areas of society, we as funders are recognising that our sector is not diverse, nor reflective enough of the communities we serve. As a result, many of the approaches, processes and language the sector uses excludes Black, Asian and Minority Ethnic communities.
- At Corra we want to listen to, and work alongside, people we and other funders haven't historically reached. There are many parallels between our work with place-based communities, and our work on anti-racism.

The most important part of our strategy on changing power dynamics is to listen and work alongside people with lived expertise. In our grant-making that means a growing focus on participatory models, with people impacted by issues involved in shaping programmes and decisions. We've also begun to try and understand how much of our funding supports groups that are led by the people they exist to serve.



This report is part of Corra holding itself to account for embedding DEI. Building on [our first DEI Statement](#), it shares key milestones and learning, whilst also reflecting on where we still need to act, change and progress.

"If you agree that racism is a structural problem (which I think you do) then the solution has to be structural as well. As such, we need funders to support interventions that aim to tackle structural racism. This work by its very nature will be resource-intensive and will require longer-term support."

"Antiracist work should not land on BME communities."

"It's important to place responsibility on all communities to tackle racism, not with white saviourism but by coming together to address the needs of every culture and individual within communities."

Participant's views gathered during consultation conversations to inform Anti-racism Fund developed by Corra, funded by Sky

How are we doing?

We're reporting progress against the DEI Toolkit developed by ACF (Association of Charitable Foundations) as part of their [Stronger Foundations](#) work. As this work continues to evolve within Corra we plan to deepen our approach, including by developing specific aims for our DEI work and reporting against these.

This report covers the first two years of this work within our 2020-30 strategy.

Key milestones	Next priorities
ACF Toolkit 1. Invested time and resources in understanding and defining DEI	
Training and developing understanding • Anti-racism training introduced as a mandatory element of Corra's staff and Trustee training and development programme. Most staff have participated in an introductory session, and the remaining staff members are due to participate later in 2023. • Staff from across different Corra teams have attended training on various aspects of DEI, including deaf awareness and Mental Health First Aider trainer. • Held a series of internal, informal DEI-focussed sessions for staff. • Wide participation from Corra staff and Trustees in external DEI events, including sessions run by Ten Years' Time, Ariadne, CRER (Coalition for Racial Equality and Rights), ACF among others. • Created internal information sharing via Teams channel and regular section in staff newsletter.	Deepening our knowledge and understanding • Further training being scoped to be introduced over 2023, including: – Re-running of introductory anti-racism training to pick up new staff/Trustees. – Introduction to DEI (run twice yearly as part of Corra's mandatory training). – Accessible communications. – In-depth anti-racism training, tailored to specific staff roles. • Supporting the evolution of the Anti-racism Working Group, including work between this group and the Senior Management Team focused on embedding anti-racism structurally throughout Corra so that progress doesn't rely on the dedication of specific staff members. • Build on Corra's external perceptions survey by commissioning a piece of work to listen to groups we don't reach well. Applying and embedding DEI • The Senior Management Team are beginning to look at how DEI can be embedded throughout Corra's systems and processes. This includes how to make our 'Ways of Working' principles real and hold ourselves to account against them.

Key milestones	Next priorities
ACF Toolkit 1. Invested time and resources in understanding and defining DEI	
Dedicated resources to progress DEI work - Established internal Anti-racism Working Group drawn from across all teams, including Senior Management Team and Corra's board. The group meets monthly to support progress against commitments. - Created an internal three-month secondment (Summer 2021) to support delivery of action plan created by the Anti-racism Working Group, with a focus on applying an anti-racism lens to Henry Duncan Grants. - Restructured to create a DEI and Engagement Officer post to support this work and engage with groups Corra doesn't historically reach. Understanding DEI within Corra's strategy - Published first DEI Statement, articulating the role of DEI in Corra's strategy and the practical commitment to how it will be embedded. - Developed DEI Q&A for staff. - Developed Corra 'Ways of Working' which include DEI as a key principle underpinning how we work.	Valuing lived experience of staff and prioritising their wellbeing The Senior Management Team recognises that Corra needs to do better in protecting and nurturing colleagues bringing their lived experience to the table. Corra will: - Ensure availability of culturally appropriate counselling (in addition to the existing counselling offer), as well as coaching. - Review our lived experience guidance and strengthen areas relating to staff involvement. - Investigate whether a new peer support network for Black, Asian and Minority Ethnic members of staff from Corra and similar organisations would be valuable and support its establishment if it would.

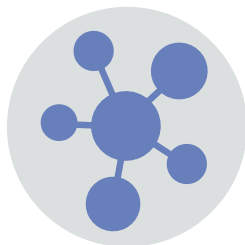


Our ways of working

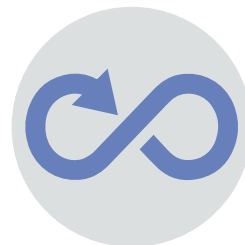
At Corra we have a set of principles that we strive to put into practice across our roles as an employer, independent funder, charity and partner, as well as in our influencing activity.



**Listen and
respond**



**Building
relationships**



**Pursue diversity,
equity and inclusion**



**Be an open, trusting and
flexible grant maker**



**Contribute to tackling
climate change**



Be bold



Key milestones	Next priorities
ACF Toolkit 2. Produce and review strategies that will implement DEI practices	
HR and recruitment - In 2022 Corra recruited a paid intern through Inclusion Scotland's We Can Work Internship. This role was focused on looking at Corra's recruitment and HR materials and processes through a DEI lens and making recommendations for improvement. - In 2022 Corra tested a different approach to recruiting Trustees, with the aim of reaching and attracting a more diverse range of people. This included: - Improving accessibility of the process by: creating simple materials, written in Plain English; inviting applications in written, voice note or video format; and providing candidates with the questions in advance of interviews. - Explicitly inviting applications from under-represented groups (disabled people, people from Black, Asian and Minority Ethnic communities, young people, and people from outside central Scotland). - Commissioning three external consultants with relevant lived expertise to reach out to their networks, support potential applicants and participate in shortlisting.	HR and recruitment - Implement the recommendations of the project carried out by the We Can Work Intern. - Learning from the approach to Trustee recruitment will be built on for the next round. We will also consider if any learning can be applied to other types of recruitment (e.g. staff, decision making panels) Strengthening Corra's accessibility practice - Work is underway to redevelop Corra's website with a strong emphasis on maximising accessibility, including adding enhanced features to enable users to tailor accessibility to their needs. - Work (including training) to embed good practice in accessibility across all of Corra's activities, including communications and events.



Key milestones	Next priorities
ACF Toolkit 2. Produce and review strategies that will implement DEI practices	
Strengthening Corra's accessibility guidance and practice - In 2021-22 Corra reviewed its accessibility guidance and updated it with the aim of reflecting best practice. This will continue to be reviewed as practice evolves. - Added to Corra's staff communications guide with detailed guidance on language around race and ethnicity. - Introduced a practice of producing Easy Read versions of key grants materials.	Embedding DEI at all stages of work - Develop and implement a tool to ensure Corra's Ways of Working principles (including DEI and anti-racism) are applied at the earliest stages of all new work, from the point of making a decision about whether to undertake activity, through design, delivery and evaluation. We will aim to retrospectively apply this tool as far as possible to existing programmes. - The Senior Management Team are developing a Corra-wide action plan in response to a set of recommendations from the Anti-racism Working Group. This will aim to embed anti-racism strategically and operationally and ensure clear targets and accountability for progress.

Key milestones	Next priorities
ACF Toolkit 3. Collect, track and publish DEI data on our own practices and performance	
Data on grant-making - Changed our data coding to better reflect and capture DEI information on our grant-making activities. This included amending race and ethnicity categories to be far more detailed and meaningful, and gathering information on who leads organisations Corra funds. - The changes to data, and actions to improve consistency across grants programmes, is beginning to produce valuable insights, including on intersectionality and on who leads the groups Corra funds (and therefore where the power lies).	Building on and learning from our data - Corra has begun to produce richer data and will continue to reflect on what this tells us, how it can shape our work and where improvements are needed in: diversity of who we reach; equity of where funding goes; and inclusiveness of Corra's work. - Corra has developed an approach to gathering data on diversity of staff and Trustees. This will be built upon to extend to data on participation across all activities, including decision making panels, events and in place communities. We will use this insight to continue to develop our reach and wherever possible we will publish this in future DEI progress reports.

Key milestones	Next priorities
ACF Toolkit 4. Have a diverse trustee board and staff team, both in terms of demographics and experience	
- Taken forward a range of actions with the aim of increasing the diversity of Corra's staff and Trustee team, including through participation in focused (paid) internship schemes: 2027 Programme - Minority Ethnic Emerging Leaders Programme - We Can Work Internship Programme	- Use new data to understand the diversity of Corra's team, set targets for improvement and report publicly on progress. - Proactively recruiting a diverse pool of grants assessors. - Continue to engage with relevant internship schemes and consider possible opportunities beyond the period of the internship. - Proactively recruit for increased diversity in the next round of Trustee recruitment which will take place in early 2024.

Diversity of Corra's team

Our data (at March 2023) shows that we still need to build greater diversity within our team. This is a priority which will help Corra to better reflect and respond to the communities we exist to serve.¹

Age

Most of the staff responding said they are under 45 years, and most of the trustees are over 45 years old. 18% of staff said they were under 35 years, 34% between 36-45 years, 32% between 46-55 years, and nobody was over 65. 43% of trustees said they were between 36-45 years, 29% between 46-55 years, and 29% over 65.

Disability

14% of staff identified as disabled with 2% preferring not to say, and 14% of trustees identified as disabled.

Racial, ethnic identity and background

The majority of staff and trustees said they are of white ethnicity. 6 % of staff and 28% of trustees said they are from Black, Asian or minority ethnic groups.

Gender

73% of staff and 71% of trustees responding said they were female, with 27% of staff and 29% of trustees male.

Sexual orientation

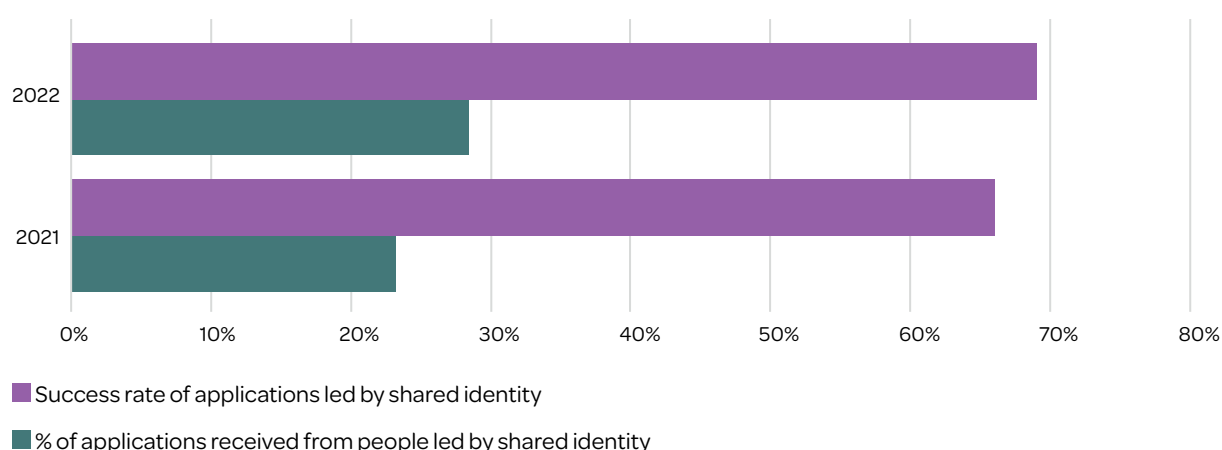
All responding trustees and 75% of staff said they were heterosexual, with 16% of staff gay, lesbian, or bisexual and 9% preferring not to say.

¹ We are a small team so have not published all of our diversity data in order to protect individual identities.

Key milestones	Next priorities
ACF Toolkit 5. Reflect and implement DEI practices in our funding activities and place-based work	
Funding - Developed a growing range of work on human rights and equity. - Applied an anti-racism lens to Corra's Henry Duncan Grants, resulting in changes to funding processes and ringfencing of around 30% of the overall pot. In 2022 this resulted in c. £330k funding (mostly multi-year and unrestricted) for Black, Asian and Minority Ethnic led organisations. - Developed and delivered the one-year £100k Anti-racism Fund, resourced by Sky. - Developed and delivered The Equity Programme; a participatory grant-making programme led by Black, Asian and Minority Ethnic communities and funded by Stewart Investors. - Delivered a range of support for DEI and anti-racism practices as part of programmes we deliver, including a DEI conference, and an anti-racism active learning programmes for grantees. Amplifying voices - Developed a range of community Stories and project stories, with a focus on listening to people most impacted by the pandemic, and least heard.	Embedding learning and building on progress - Heads of department will embed anti-racist elements in the annual operational plans for the areas of Corra's work they lead. This will be accompanied by targets and review periods for each area of work and space for reflection and learning. - Ringfence at least 30% of our Henry Duncan Fund in 2023 and 2024 for groups led by Black, Asian and Minority Ethnic communities. We will build on this commitment in future design of our small grants work. - Ensure applications are reviewed with appropriate expertise by strengthening diversity of lived experience panels and grants advisers. - Develop a specific capacity building offer for Black, Asian and Minority Ethnic led organisations, informed by what we've heard directly from these groups and potentially working in partnership with others. - Corra's People in Place team will explore how to offer support to community members who have identified a need to better understand cultural differences and overcome language barriers. - Introduce quantitative DEI monitoring in People in Place programme data (reflective logs and Idea into Action evaluation).

Key milestones	Next priorities
ACF Toolkit 5. Reflect and implement DEI practices in our funding activities and place-based work	
Involving people with lived expertise and sharing learning - Corra's work has been intentionally shifting towards approaches that have people with lived expertise at their heart. Examples of this, and our learning so far, includes: Involving people with lived experience in Grant-making HDG Bringing a racial justice lens to our Grant-making The Equity Programme Insight Brief Tackling Racism in Scotland: Consultation with Black, Asian and Minority Ethnic Organisations Place-based work - Collated and analysed public DEI data for each community we are working alongside. - Gathered other sources of community generated data. - Carried out qualitative data analysis coding of reflective logs to support understanding of DEI and anti-racism in communities. - Supported development of agenda-free, inclusive spaces in communities.	- Keep shifting to participatory grant making and ensuring people with lived expertise are at the heart of our work. Publish our policy for payment for people's time and make clearer how people taking part will be supported. - Test and learn from changes to funding processes, for example alternatives to written applications and monitoring conversations in place of progress reports.

Grants made to groups led by people with a shared identity



Trends

Over the past two years, we've seen:



More applications from organisations led by people with a shared identity.



Deeper insights into intersectionality among the organisations applying to us.



More grants going to groups led by people with a shared identity (from 10% in 2021 to 22% in 2022/23).



Increased response to our customer experience survey from people with lived expertise (from 54% in 2021 to 59% in 2022/23).



A slightly higher proportion of groups led by people with a shared identity saying they are 'very comfortable' about contacting Corra, compared with groups overall (67% compared with 64%).



Groups led by people with lived experience were also more likely to hear about Corra funds directly from staff. This suggests our efforts to increase our reach are having an impact.

We've also seen the share of Henry Duncan Grant applications from groups led by people with shared identity decrease, from 37% in 2021, to 24% in 2022. We will take time to look at why this is and what we should do in response.

WORKING ALONGSIDE ALL ASPECTS OF PEOPLE'S LIVES AND IDENTITY – AN EXAMPLE OF INTERSECTIONALITY IN ACTION

Community Asset Project

This group works with members of the 'PALOPs', the Paises Africanos de Lingua Oficial Portuguesa or African Countries with Portuguese as Official Language of the Cape Verdean, Angolan and Mozambican residents in Glasgow, Paisley, and Renfrewshire. This includes a number of people who are part of refugee and asylum seeker communities. The group have run a wide variety of activities including a fuel poverty and recycling project, climate change education, music and dance activities, a mini-food bank, computer courses, volunteering development and a mentoring project and young people leadership courses.

They held a Winter Support Fund grant of £5,500. Once that was distributed, they applied to the Household Hardship Fund to increase support to some households and reach new households. They particularly noted the importance of the support for a family whose immigration status was not yet been resolved. The family's financial situation was very challenging and additionally the food bank they used had not been able to provide the specific kinds of food they needed.

Key milestones	Next priorities
ACF Toolkit: Express our DEI commitment, policies and practices publicly	
Corra's transparency in relation to DEI reflects our commitment to Open and Trusting Grant-making. Key milestones include: • Made a range of public statements and commitments and shared learning, including: – Published Anti-racism Statement (June 2020) – Produced first DEI statement (October 2021) – Introduced DEI section on Corra's website and regularly updated with progress. – Re-affirmed Corra's anti-racism commitments in a response to the Commission on Race and Ethnic Disparities report (April 2021) – Responded to CRER enquiry on progress against anti-racism commitments – Published learning from Henry Duncan Project Grants for Black, Asian and Minority Ethnic led groups. • Held online event on racial equity in Grant-making (Sept 2022) • Sponsored #BAME Online conference in 2021 and 2022. • Commissioned research to explore the history of Corra's wealth (due to report in Summer 2023).	• Continue to hold ourselves publicly accountable by sharing updates on our website and via social media, including producing this annual DEI progress report. • Build on engagement with Ten Years' Time to deepen Corra's approach to racial justice as well as that across the funding sector in Scotland. • Raise the prominence of anti-racist work within Scottish grant-making networks, including the Funders' Forum. • Begin to explore development of a collaborative Scottish racial equity fund to help meet the historic inequity in resources. Any fund would need to support clear leadership by Black, Asian and Minority Ethnic community members in designing its purpose, priorities and process. • Consider and respond to the outcome of the research commissioned to explore the roots of Corra's wealth. • Continue to develop outputs to share learning (events, blogs, videos etc.) and to do so in ways that reduce the burden on staff to continually re-tell this.

Key milestones	Next priorities
Make ourselves accountable to those we serve and support	
- Carried out annual 'customer experience' survey and analysed the results in relation to different groups. - Commissioned bi-annual external perceptions research (in 2022-23) with planned follow-up consultation with groups less likely to be heard. - Publish an annual suite of reports on progress and impact, including in relation to; openness and transparency; approach to grant making; place-based work; and DEI.	- Continue to prioritise listening, including through relationships with groups and routes for anonymous feedback. - Encourage groups to leave reviews on Grant Advisor UK. - Publish independent research into the origins of Corra's money.
Use our own power to advocate for and advance DEI practices	
- Been a strong advocate for DEI within the independent funding sector in Scotland. - Sought to promote DEI good practice within grants programmes we deliver on behalf of others, for example including DEI within our capacity building offer to grant holders. - Helped amplify UK-wide racial equity work within Scotland, including hosting a conversation with Ten Years' Time and sponsoring the #BAME Online event.	- Create more spaces where less heard voices are amplified and listened to. - Seek to strengthen the embedding of DEI within grant programmes we deliver on behalf of others. - Offer support and sponsorship where possible for activities with the potential to progress DEI in Scotland.
Collaborate with others to promote and implement DEI practices	
- Jointly created the Funders Forum DEI Subgroup. - Worked closely with other funders to explore approaches to deepening understanding of racial justice in Scottish funding sector.	- Participate in action learning as part of the Funders Forum DEI Subgroup and contribute to development of a programme of DEI-focused events. - Build on work on racial justice, collaborating with others with the aim of increasing independent funding in this area.

This report is part of Corra's Open and Trusting Grant-making series. Other annual reports include:

- Annual Impact Summary
- Open and Trusting Grant-making Progress Report
- Getting Alongside Communities – Insights
- Learning and Insights from Grant-making

About Corra Foundation

Corra Foundation exists to make a difference to the lives of people and communities. It works with others to encourage positive change, opportunity, fairness and growth of aspirations which improve quality of life. Corra wants to see a society in which people create positive change and enjoy fulfilling lives.

In 2020 Corra launched a ten-year strategy. It is long term because making a difference on the big challenges will take time. At its heart is the strong belief that when people find their voice, they unlock the power to make change happen.

Our ways of working

At Corra we have a set of principles that we strive to put into practice across our roles as an employer, independent funder, charity and partner, as well as in our influencing activity.

We will:

- Listen and respond to people, communities and organisations and amplify voices that are less well heard – their wisdom is at the heart of Corra's approach.
- Build relationships, always working alongside others on the basis of shared power, mutual trust and shared learning.
- Pursue diversity, equity and inclusion (DEI), trying to challenge structural discrimination and contribute to radical shifts in the funding sector.
- Be an open, trusting and flexible grant maker.
- Ensure we contribute to tackling climate change, through our investments, operations and grant making and encouraging others to take action alongside us.
- Be bold, taking considered risks and supporting others to do the same

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