

## Cass CCE Symposium Thought Piece

When I was brought into Cass Business School to work in the Centre for Charity Effectiveness (CCE), I took the job because I wanted to create real impact for the sector. My senior colleagues – Paul Palmer and Denise Fellows – asked me to be brave and dream about what could be the most impactful role Cass CCE could play in the sector. This symposium is a result of that conversation, it is both innovative and a big conversation, that will hopefully have real benefit to the sector. So what's the big idea?

My belief is that many charities are incredible, driving massive social change with limited resource. For them **sustainability is key**, especially with donations and grants nosing downwards and fundraising becoming more difficult.

I also believe that some charities don't really understand their theory of change and how they impact the lives of those they serve. They do not consider **the impact of their work** through their financial strategies and then do not prioritise activities to maximise their impact.

Other nonprofit organisations have great sustainability and focus on impact and are really good at measuring this. However, they often don't look at the **size need they are meeting** and focus on an incremental growth and budget, rather than leveraging finance **to drive their work to scale** or replicating this.

Social Investment is a new tool that is available to help support all three areas of concern: sustainability, impact and ensuring we take our work to scale to meet the need and demand for our services.

One of the aims of the symposium is to brainstorm around this and identify ways to focus our energy for the future, and also see if social investment can help take us on this journey.

However real life is inherently messy and not easy to pack into neat boxes, we expect the symposium conversation to be the same. We will ask big questions about the future and hope to engage in powerful conversations with our colleagues and peers.

We will be filming the speakers and joining with our partners Big Society Capital, Charities Aid Foundation (CAF), Charity Finance Group (CFG), and with our supporters, Macquarie Group and the Worshipful Company of Management Consultants, to ask key questions.

At Cass CCE we believe that it is important to share as much as possible to build the sector, and have launched a questionnaire where you get back the summary results: <https://www.surveymonkey.com/r/9TYJQGM>. There will also be a report, and may even be a virtual symposium to spread ideas outside London.

We look forward to sharing with you and building a stronger sector together.

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