# **Cathedral Sustainability Fund (CSF)**

## Application Requirements

### Project Summary

A succinct overview on no more than one page of A4 to include:

1. A **description** of the overall project including a rationale and a brief summary of the main elements.
2. What the expected **outcomes** are in terms of financial outcomes and strategic outcomes (closer working with diocese, congregational growth, outreach etc.)
3. Overall **funding** sought and sources of funding, including that sought from the CSF. This should include a statement on financial need.

### Background

A short description of the history of the cathedral and how you got to where you are today.

Address the main issues facing the cathedral in terms of financial security, deficit, reserves etc. Say why you need to act to improve sustainability.

### Project Description

Detailed description of the project, this must include addressing the following:

* 1. What the money will be spent on and the specific outcomes from this investment.
  2. How these outcomes will be achieved.
  3. How it fits in with overall strategy of the cathedral.
  4. Identify partnerships (particularly Bishop and diocese). Detail other partners that have been approached, successfully or unsuccessfully– e.g. English Heritage, HLF.
  5. Financial need – provide evidence that all other sources of funding have been exhausted (links into iv above)
  6. Clearly demonstrate joint collaboration with Bishop and Diocese – financial and non-financial. There must be evidence of some financial commitment from the diocese.
  7. Identify key dependencies
  8. Demonstrate the consequences of CSF money not being available.
  9. Description of the Cathedral governance arrangements and evidence of effectiveness.

### Project Management and Governance

The proposal must explain how the cathedral will manage the project, with a realistic assessment of capacity (people, skills, time, finances etc.) to do so. Where will there be new posts, what these posts will be and how they will deliver the project.

There should be an explanation of the governance arrangements for how the project will be monitored and overseen within the cathedral, and how (and by whom) those involved in the project will be held accountable, as appropriate, for its delivery.

A timetable for implementing the project from the point where funding is awarded should be included. This should include project milestones – what are they and what are the measurable outcomes at each stage (see Evaluation Plan below).

### Financial plan

The detailed financial plan over 5 years should have a number of elements:

* 1. Base case projections if there is no additional investment. This is the ‘do nothing scenario’.
  2. Projections to include all elements of the project (preferably broken down into main elements)
  3. Cash flow and reserves projections.

This plan should clearly demonstrate a need for CSF. It should indicate when CSF draw down is required.

### Risk assessment

The proposal should demonstrate that the cathedral has considered the possible risks that might prevent the proposal being implemented or undermine its success. This should be presented as a simple risk assessment identifying the risks; their possible impact; their likelihood; and what mitigations are in place to manage them.

### Evaluation & Reporting

The proposal should include an evaluation plan which states clearly the outcomes, how the cathedral will measure and record the outcomes and capture any learning.

Any evaluation should include what has gone as planned and what has not gone as planned.

A funding agreement will include reporting and monitoring arrangements. This will include agreed milestones and the information that needs to be provided at each milestone.

Suggestions:

* + - Number the paragraphs for ease of navigation
    - Focus on measurable outcomes
    - Keep the summary to one page