TET

Strategic Projects Framework

In addition to General Grant Applications, the Trust has established a Strategic Projects Grant Category to support larger-scale, high-impact community investments.

This category provides a pathway for projects that deliver significant, long-term benefit to the Trust area, particularly where the scale, complexity, or level of investment required is not well suited to standard grant processes.

This framework governs the assessment, development, and funding of Strategic Projects. It does not prescribe the source of funding or investment arrangements, which are addressed separately through the Trust's investment policies and planning processes (Annual Budget & SIPO).

Purpose

Strategic Projects are those that deliver significant, long-term benefit to the Trust area and contribute to outcomes that extend well beyond the immediate project, while maintaining a clear charitable purpose.

They are distinct from routine or incremental grant funding and are intended to support projects where the scale of community benefit justifies the level of investment, and where the project is unlikely to proceed without significant support from the Trust.

Strategic Projects will generally demonstrate the following characteristics:

- Deliver sustained benefit to the community over the long term
- Deliver a clear and meaningful return to the community over time (social, economic, or service-based), including through assets, services, or infrastructure that continue to support the community into the future
- Improve access to, or capability of, community facilities, services, or outcomes in a meaningful and lasting way
- Enable innovative approaches or new ways of delivering community benefit
- Require a scale of investment that is not typically supported through standard grant processes
- Demonstrate strong and credible support from the community, including clear evidence of need, demand, and community endorsement
- Enable further development, co-investment, or wider community benefit

Projects must demonstrate these characteristics in a manner appropriate to their scale and nature. Projects that do not do so will not be considered under the Strategic Projects Grant Category.

Guiding Principles

In applying this framework, Trustees will be guided by the following principles:

- **Sustainability and intergenerational benefit**
  Funding decisions will support the long-term sustainability of the Trust and ensure that benefits extend to future communities.

- **Impact and proportionality**
  The level of investment should be proportionate to the scale and significance of the benefit delivered to the community.
- **Additionality**
  Projects should demonstrate that they are unlikely to proceed, or would be significantly constrained, without support from the Trust.
- **Equity of access**
  Over time, funding will be distributed in a way that ensures no single community or district receives a disproportionate share of investment.
- **Disciplined decision-making**
  All decisions will be made in accordance with this framework, supported by evidence, and formally recorded.

Application Approach
Strategic Projects are not assessed through the Trust's standard monthly or annual grant rounds. Instead, projects are considered through a staged engagement and assessment process, recognising the scale and complexity of proposals and the level of investment required.

The typical pathway will include the following 6 stages:

1. **Initial Engagement**

Applicants are encouraged to engage with the Trust at an early stage to discuss the nature of the proposal and its alignment with the Strategic Projects Grant Category.

Initial engagement may occur through:
- The Trust office; and/or
- Direct engagement with Trustees (including Ward Trustees), with all engagement to be appropriately communicated through the Trust's formal processes

This stage may include a high-level concept or expression of interest and is intended to provide early guidance on alignment and suitability prior to formal consideration.

2. **Concept Consideration**

Proposals seeking to progress under the Strategic Projects Grant Category must be formally submitted for consideration through the Trust's standard application and agenda process and will be considered at a scheduled monthly Trustee meeting.

Trustees will consider whether the proposal:
- Aligns with the purpose of the Strategic Projects Grant Category
- Demonstrates potential to deliver significant, long-term community benefit
- Shows clear evidence of community need, demand, and support

At this stage, Trustees may:
- Provide Concept Endorsement, indicating that the proposal is suitable to progress further development; or
- Provide feedback on scope, alignment, or readiness; or
- Determine that the proposal should not proceed

Concept Endorsement does not constitute a funding commitment but provides an indication of support for further development.

Where appropriate, Trustees may consider seed funding at this stage to support early feasibility or proof-of-concept work. Any such funding will be subject to the Trust's standard application and approval processes. Applications are generally expected from established entities (typically operating for at least 12 months); however, where necessary, a suitable partner entity may be considered. Funding will not be provided to individuals.

All decisions at this stage will be formally recorded in the meeting minutes.

3. Project Development

Where a proposal has received Concept Endorsement, applicants will be expected to further develop the project to an appropriate level of readiness.

This stage is critical to ensuring that projects demonstrate clear community need, address a defined gap, and deliver meaningful and proportionate impact relative to the level of investment.

Project development will require an appropriate level of:

- Feasibility assessment
- Business case development
- Demonstration of community need and the gap the project will address
- Evidence of the expected impact or yield to the community
- Financial viability and funding model, including other funding sources
- Whole-of-life cost and sustainability analysis
- Governance capability, including appropriate project leadership, support structures, and working groups

Applicants will also be expected to:

- Outline proposed project stages
- Provide indicative timeframes
- Identify key milestones and delivery points
- Indicate how funding would be drawn down over the life of the project

In recognition of the costs associated with this work, Trustees may, at their discretion, consider seed funding to support feasibility or project development where a proposal demonstrates strong alignment with the Strategic Projects Grant Category, in accordance with the criteria outlined above.

The Trust may also:

- Work with applicants to refine proposals, or
- Nominate or support engagement with an appropriate third party to assist with project development

The above components may be developed progressively and may not all be required at the initial stage. Progress and any interim decisions relating to project development may be reported to Trustees and recorded as appropriate.

4. Development Endorsement

Once a project has progressed through the Project Development stage, the applicant may seek a Development Endorsement from Trustees.

This will occur through:

- Submission of a formal update or application through the Trust's standard application and agenda process; and

- Consideration at a scheduled monthly Trustee meeting, following inclusion on the meeting agenda

To be considered for Development Endorsement, the project must demonstrate an appropriate level of development, including as a minimum:

- A clearly defined project scope and intended outcomes
- Evidence of the community need or gap the project will address
- A clear articulation of the expected impact or return to the community
- An outline of the proposed delivery approach, including staging and indicative timeframes
- A preliminary financial overview, including estimated total cost and proposed funding sources
- Evidence of appropriate governance, leadership, and delivery capability to progress the project

Additional supporting information may be required depending on the scale and complexity of the project, such as feasibility work or more detailed financial modelling.

In considering Development Endorsement, Trustees will assess whether:

- The project demonstrates sufficient merit, impact, and alignment with the Strategic Projects Grant Category
- The expected return to the community is meaningful and proportionate to the level of investment
- Governance and delivery arrangements are credible and capable of progressing the project
- The project is sufficiently developed to justify progression to a formal funding decision

Following consideration, Trustees may:

- Provide Development Endorsement, confirming that the project is suitable to proceed to formal assessment;
- Request further development or information prior to reconsideration; or
- Determine that the project should not proceed

Development Endorsement does not constitute a funding commitment but provides a clear indication that the project is sufficiently developed and investment-ready to proceed to a formal funding decision.

The outcome of Development Endorsement will be formally recorded in the Trust's meeting minutes.

5. **Formal Assessment**

Once sufficient information has been developed, the proposal will be formally assessed by Trustees at a monthly Trust meeting and will be subject to completion of the Trust's application and agenda processes.

Assessment will include consideration of:

- Alignment with the Strategic Projects Grant Category purpose
- The extent to which the project meets a demonstrated community need or fills a clear gap
- The scale and significance of the impact and return to the community
- Evidence of community support
- Governance capability and delivery confidence, including whether appropriate leadership and project structures are in place
- Financial viability and sustainability

- Total project cost and proposed funding sources
- Alignment with the Trust's available funding and annual budget planning
- Delivery staging, milestones, and risk

Projects that do not clearly demonstrate meaningful and proportionate community impact relative to the level of investment will not proceed.

All decisions will be formally documented and must demonstrate alignment with the Strategic Projects Grant Category criteria.

6. **Funding Decision**

Following formal assessment, Trustees may:

- Approve funding (in full or in part)
- Approve funding subject to conditions
- Decline the application

All funding decisions remain at the discretion of Trustees.

Funding Structure and Commitment

Funding will be managed in a way that supports the long-term sustainability of the Trust and equitable benefit to future communities.

Funding for Strategic Projects reflects the scale and nature of these investments and differs from standard grant funding.

Funding will be structured to reflect the delivery of Strategic Projects and will:

- Be approved and delivered in stages aligned to defined project milestones
- Be released progressively based on verified delivery
- Be subject to clearly defined conditions at each stage of funding
- Be supported by clear project staging, timelines, and delivery assurance
- Be subject to ongoing review aligned to project delivery and the Trust's annual budget planning processes

Future funding beyond initial stages will be contingent on:

- Achievement of agreed milestones
- Continued demonstration of project viability and community benefit
- Alignment with the Trust's available funding

Funding decisions will be incorporated into successive annual planning cycles and may extend across multiple years.

This approach ensures that funding remains directly linked to delivery and community outcomes and recognises that Strategic Projects are intended to enable significant, tangible outcomes that are not otherwise achievable through standard grant funding.

No funding will be:

- Signalled
- Earmarked
- Committed

until:

- Appropriate project development work has been completed; and
- Formal Trustee approval has been granted

Geographic Considerations
Trustees will consider the distribution of Strategic Projects over time to ensure that no single community or district receives a disproportionate share of funding.

Relationship to General Grants
The Strategic Projects Grant Category sits alongside General Grant Applications, including both under $100,000 and over $100,000 funding rounds.

Projects that align with the Strategic Projects Grant Category will generally be considered through this pathway rather than standard grant rounds, recognising their scale, complexity, and funding requirements.

Applicants may apply across multiple grant categories where appropriate. However:

- Each application must be clearly defined and relate to distinct components or stages of a project
- A clear and evidenced rationale must be provided to demonstrate why funding is sought across multiple categories
- Trustees will consider the overall level of support being requested and whether this represents an appropriate and sustainable funding approach

Trustees may determine that:

- A proposal is more appropriately considered under the Strategic Projects Grant Category; or
- Funding through multiple pathways is not appropriate

The Trust will not support duplication of funding for the same purpose.
In considering applications, Trustees will also take into account the applicant's organisational capacity and sustainability, including whether the scale of the proposed project is realistic and supportable relative to the organisation's capability.

TET

Strategic Projects Applicant Checklist

✓ / x	Before You Apply (Concept Stage)
	Does your project deliver significant, long-term benefit to the community?
	Can you clearly explain the need or gap your project addresses?
	Do you have evidence of community support or demand?
	Is your project larger in scale than what would typically be funded through standard grants?
	Have you engaged with the Trust (office or Trustees) to discuss your idea?

✓ / x	Project Development (After Concept Endorsement)
	Have you clearly defined the project scope and outcomes?
	Can you demonstrate the need and who will benefit?
	Can you clearly explain the impact or return to the community?
	Have you identified total project costs and potential funding sources?
	Have you considered long-term sustainability (operating costs, maintenance, etc.)?
	Do you have appropriate governance and leadership in place?
	Have you developed a staged delivery plan with milestones and timeframes?
	Can you explain how funding would be used over time?

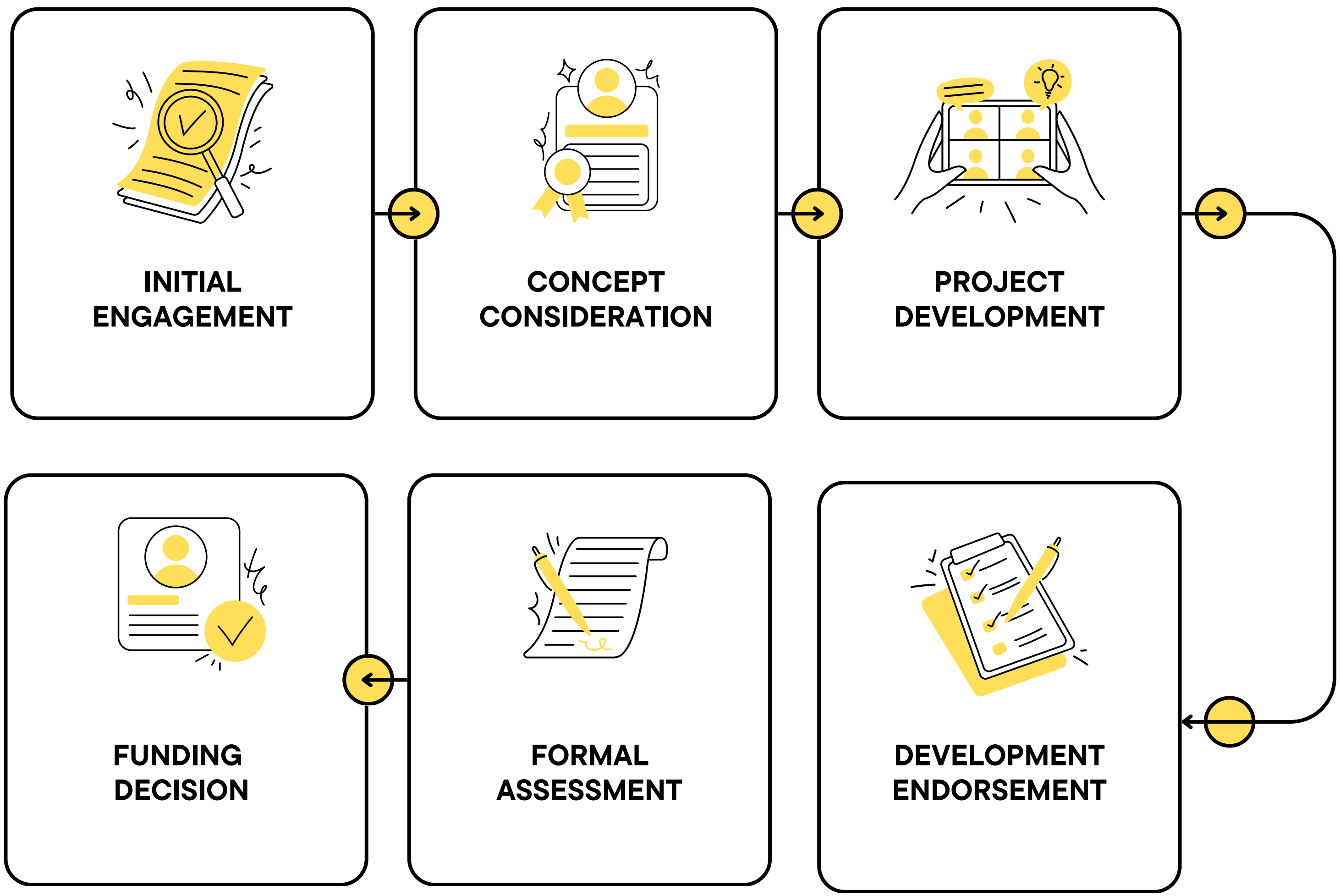
✓ / x	Before Seeking Development Endorsement
	Is your project clearly defined and ready to be assessed?
	Do you have enough information to demonstrate viability and impact?
	Are your governance and delivery arrangements credible?
	Is your funding model realistic?

✓ / x	Before Formal Assessment (Funding Decision)
	Have you completed feasibility or business case work (if required)?
	Is your project ready to proceed if funding is approved?
	Are your milestones clear and measurable?

	Can you demonstrate that the level of investment is justified by the level of community benefit?

✓ / x	**Before Formal Assessment (Funding Decision)**
	Have you completed feasibility or business case work (if required)?
	Is your project ready to proceed if funding is approved?
	Are your milestones clear and measurable?
	Can you demonstrate that the level of investment is justified by the level of community benefit?

STRATEGIC PROJECTS GRANT PROCESS FLOW



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STRATEGIC PROJECTS GRANT PROCESS FLOW

INITIAL ENGAGEMENT

EARLY DISCUSSION WITH TRUST OFFICE OR TRUSTEES

HIGH-LEVEL CONCEPT OR EXPRESSION OF INTEREST

CONCEPT CONSIDERATION

TRUSTEE DECISION POINT ASSESSES:

- STRATEGIC ALIGNMENT
- COMMUNITY NEED AND SUPPORT
- POTENTIAL LONG-TERM BENEFIT
- OUTCOME:
- CONCEPT ENDORSEMENT / REFINE / DO NOT PROCEED
- SEED FUNDING MAY BE CONSIDERED

PROJECT DEVELOPMENT

APPLICANT-LED, SUPPORTED AS NEEDED INCLUDES:

- FEASIBILITY / BUSINESS CASE
- COMMUNITY NEED AND IMPACT
- FINANCIAL MODEL
- GOVERNANCE AND DELIVERY CAPABILITY
- STAGING AND MILESTONES

DEVELOPMENT ENDORSEMENT

TRUSTEE DECISION POINT CONFIRMS:

- PROJECT READINESS
- IMPACT RELATIVE TO INVESTMENT
- DELIVERY CONFIDENCE
- OUTCOME:
- PROCEED / FURTHER WORK / DO NOT PROCEED

FORMAL ASSESSMENT

FULL TRUSTEE EVALUATION INCLUDES:

- IMPACT AND RETURN TO COMMUNITY
- GOVERNANCE AND DELIVERY
- FINANCIAL VIABILITY
- BUDGET ALIGNMENT AND RISK

FUNDING DECISION

APPROVE

APPROVE WITH CONDITIONS

DECLINE