



TOOLKIT SERIES

Collective impact

A practical guide and template to help project proponents deliver meaningful, measurable social value through collective impact initiatives

October 2026

Acknowledgement of Country

ASL respectfully acknowledges the Traditional Custodians of the land on which this work was developed and delivered. We pay our respects to Elders past and present and extend that respect to all First Nations peoples. We sincerely thank First Nations stakeholders for their invaluable guidance, insights, and support throughout the development of this document. Their contributions have enriched our understanding and strengthened our commitment to meaningful collaboration.

Artwork credit: The 'Journey of unity: AEMO's Reconciliation Path' was created by Wiradjuri artist Lani Balzan.



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The ASL Social Value Toolkit tools and guidance are structured across three levels to support the gradual development of social value capability and maturity.



INTRODUCTORY

Builds foundational understanding and capability in social value practice.



INTERMEDIATE

Builds on foundational capability to support more developed social value practice.



ADVANCED

Supports established capability and more mature social value practice.

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PART A

– Guide for proponents



Purpose of this guide

Many projects – particularly those with limited workforce requirements, short construction timelines, remote locations, or constrained scopes – face challenges in delivering the depth of social value expected in tenders. Collective impact offers a structured and effective approach for proponents to meet these commitments through coordinated, region-wide initiatives.

This guide outlines how collective impact works, when it should be considered, and how proponents can integrate it into their Social Value Plans and reporting.

Who this guide is for

This guide and template are intended for project proponents who are seeking to strengthen their delivery of social value, particularly through the adoption of collective impact initiatives. It is suitable for organisations of all sizes and levels of experience – whether you are leading a major infrastructure project, managing a smaller development with limited workforce needs, or operating in remote or regional areas.

If you are responsible for preparing Social Value Plans, responding to tender requirements, or aiming to demonstrate greater community benefit, this resource will help you understand and implement a collaborative approach. By using this guide, proponents can better coordinate efforts, partner effectively with local stakeholders, and achieve more meaningful, lasting outcomes for the regions in which they operate.

How to use this document

This document has two parts:



Part A – Guide for proponents

(why and principles)

Explains what collective impact is, when it should be used, and how it supports tender and Social Value Plan requirements.



Part B – Template

(what to complete)

A practical, step-by-step template for developing a Social Value Plan, including objectives, initiatives, collective impact contributions, measurement and governance.

This document is designed for broad use across sectors, project types and organisational maturity. Where relevant, ASL tender-specific call-outs are clearly marked and can be adapted or removed if not applicable.

What is collective impact?

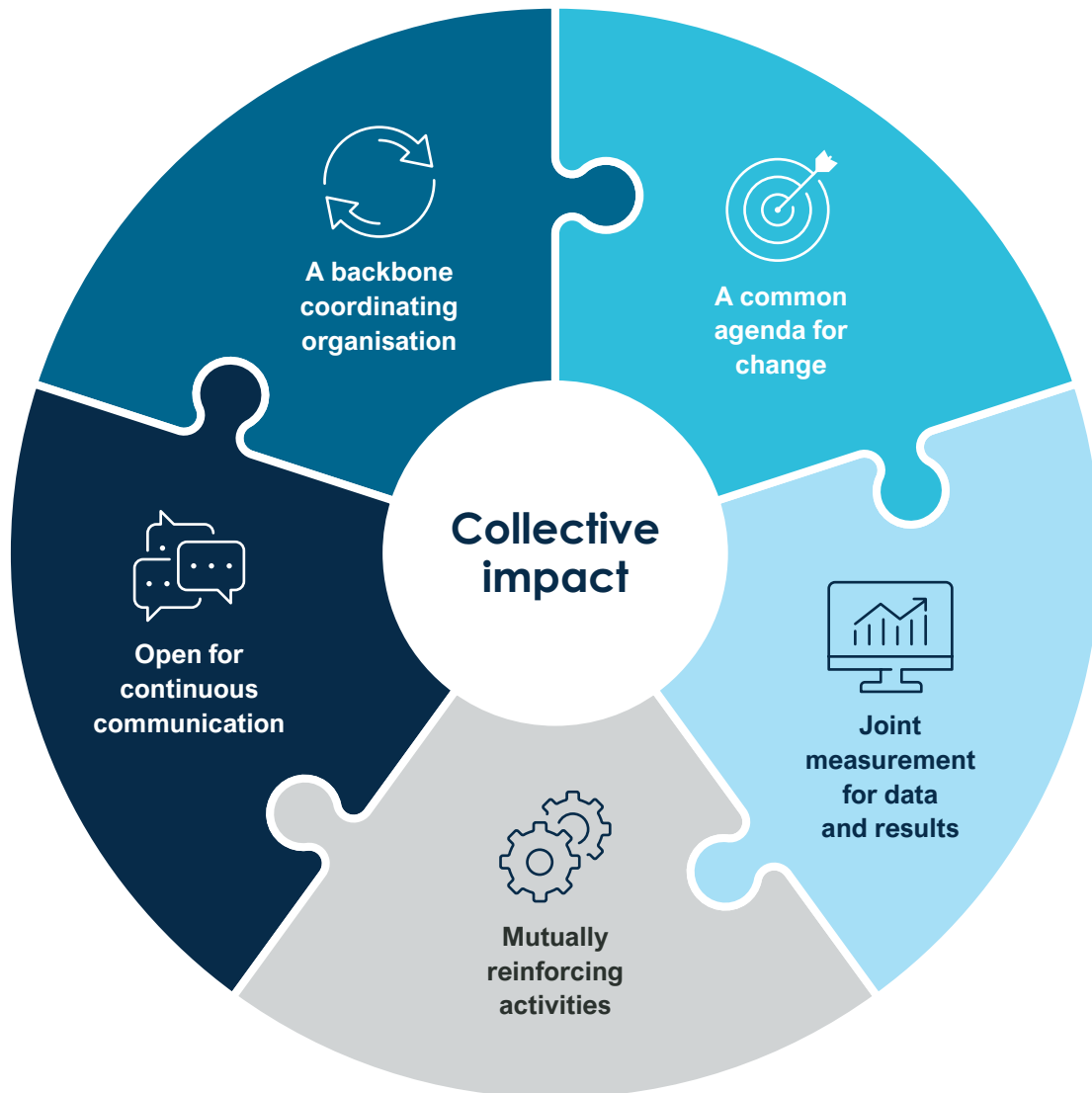
In simple terms, collective impact is about multiple projects and organisations working together on shared community priorities, rather than delivering isolated, standalone initiatives.

Collective impact is a collaborative model where multiple organisations work toward a shared social outcome through coordinated actions. Key components include:

- **Common agenda:** A clearly defined community-aligned goal.
- **Shared measurement:** A consistent framework to track outcomes across all participants.
- **Mutually reinforcing activities:** Each partner contributes complementary actions.
- **Continuous communication:** Regular engagement to maintain alignment.
- **Backbone support:** A coordinating organisation to manage governance and delivery.

Collective impact allows multiple projects to contribute to community outcomes beyond the limits of individual activities.

Figure 1. Collective impact model



When to use collective impact in Social Value Plans

Collective impact is particularly suitable for projects that:

- Have low or variable workforce numbers
- Are highly technical, leading to fewer direct engagement opportunities
- Operate in regions with multiple infrastructure or energy developments
- Face constraints that limit standalone community investment or programming.

Where these constraints exist, proponents are encouraged to identify opportunities to join or initiate collective impact initiatives aligned with regional priorities.

Collective impact may be less appropriate where a project has a large, long-term workforce and the capacity to deliver significant standalone social programs directly aligned to community needs. In these cases, collective impact can still complement – but may not replace – project-specific initiatives.

How collective impact supports tender requirements

Tender guidelines, including those referenced by ASL, increasingly encourage collaborative and place-based approaches. Collective impact helps proponents meet these requirements by:



Demonstrating community-aligned design

Collective impact models require engagement with local stakeholders when defining shared agendas, ensuring initiatives reflect local needs and supporting strong Social Value Plan narratives.



Delivering measurable outcomes

Shared measurement systems provide a consistent, transparent method of reporting, improving confidence for tender evaluators.



Building scalable contributions

Even proponents with limited standalone capacity can contribute meaningfully to larger regional outcomes, meeting expectations for significance and impact.



Reducing delivery risk

Clear roles, governance, and backbone support help ensure commitments are achievable, a factor assessed in tender evaluations.



Aligning with ASL tender guidance

Participation in region-wide, multi-stakeholder initiatives aligns with ASL's emphasis on:

- collaborative approaches
- industry coordination
- long-term community benefit
- capability building across regions.

What tender evaluators typically look for

- Evidence that initiatives respond to genuine local priorities.
- Confidence that commitments are deliverable within project constraints.
- Clear governance, roles and reporting arrangements.
- Measurable outcomes rather than activity based promises.

How to identify and participate in collective impact initiatives

Proponents can follow these steps.



1. Map regional activity

Identify other projects, councils, community organisations, Traditional Owner groups, and service providers operating in the area.



2. Explore shared priorities

Look for common issues such as employment pathways, local procurement, youth engagement, or environmental rehabilitation.



3. Assess your project's strengths and constraints

Determine what your project can contribute (e.g., funding, expertise, networks) and where collaboration would create additional value.



4. Engage with partners early

Initiate discussions with potential partners and test interest in coordinated action.



5. Establish or join a backbone-supported initiative

Effective collective impact requires coordination. Proponents may:

- join existing local or regional collaborations, or
- support the establishment of a new backbone arrangement where gaps exist.

Embedding collective impact into Social Value Plans

When including collective impact within Social Value Plans, proponents should outline:

- the shared agenda and participating organisations
- community needs the initiative responds to
- their specific contributions
- the shared measurement framework
- governance and backbone arrangements
- reporting processes and timing.

This provides clarity and strengthens confidence in delivery.

Examples of collective impact

The following scenarios illustrate how collective impact can support tender-aligned outcomes:

- Renewable energy clusters: Multiple generation projects co-invest in a joint Indigenous employment and training program.
- Technology-limited projects: A battery storage facility collaborates with local educators and NGOs to support STEM pathways for regional youth.
- Infrastructure corridors: Road, rail, and utility proponents coordinate investment in mobile community health services across impacted towns.

Key principles for success

- Start with shared goals rather than individual project priorities.
- Be transparent about capacity, constraints, and expectations.
- Use agreed measures to track progress and demonstrate impact.
- Review and adapt regularly based on community feedback.
- Celebrate and communicate outcomes to maintain confidence and momentum.

Collective impact provides a practical and powerful approach for proponents to meet social value commitments, particularly within constrained project environments. It aligns strongly with ASL's tender guidance and supports delivery of consistent, scalable, community-endorsed outcomes across regions.



PART B

– Template: Social Value Plan (SVP)

This template provides a structured format for developing a Social Value Plan that is clear, evidence-based, and aligned with place-based priorities. Proponents can tailor or scale each section to suit project complexity, location, and delivery constraints.

How to complete this template

This template is designed to be scalable. Not all sections will require the same level of detail for every project. Proponents should focus on clarity, relevance to local context, and demonstrating how commitments are achievable within project constraints.

Project overview

This section is intended to capture key details about your project, offering a concise overview that will help set the context for your Social Value Plan. Please provide clear and relevant information for each field, drawing on project documentation and local context where possible.

When completing the social value considerations, briefly describe any relevant community characteristics, known project constraints (such as limited workforce, short construction period, or remote location), and how the project aligns with regional priorities or local plans.

Project name:	[Project name]	
Proponent organisation:	[Organisation]	
Project location:		
Project description (brief):	Illustrative example: <i>Development and operation of a 100MW battery energy storage system to support grid stability and renewable energy integration.</i>	
Construction and operational timeline:	Illustrative example: • Construction: 12 months • Operations: 20+ years	
Project scale and workforce profile:	Illustrative example: • Peak construction workforce of approximately 40 personnel. • Operational workforce of 3-5 specialised roles.	
Summary of social value context:	Illustrative example: <i>The project is located in a regional area with a small population base and limited direct employment opportunities from highly technical infrastructure projects. Engagement with council and community stakeholders identified priorities around workforce pathways for young people, local procurement, and long-term community benefit beyond construction.</i>	

Social value objectives

Set out the project’s intended social value outcomes.

Objective	Rationale (why this matters locally)	Link to community needs and stakeholder feedback	Alignment with tender requirements (if relevant)
<i>Illustrative example:</i> Increase local participation and economic opportunity	<i>Stakeholders identified the importance of ensuring regional businesses and workers benefit from infrastructure investment.</i>	<i>Local council and business chambers highlighted low awareness of procurement opportunities associated with energy projects.</i>	<i>Supports ASL guidance on local participation and regional economic contribution.</i>
<i>Illustrative example:</i> Support community wellbeing and social cohesion	<i>Community feedback emphasised the need for visible, long-term benefits that improve quality of life rather than one-off sponsorships.</i>	<i>Regional health and wellbeing services identified capacity constraints.</i>	<i>Aligns with ASL expectations for meaningful, place-based social outcomes.</i>
<i>Illustrative example:</i> Strengthen regional capability building	<i>The project’s limited operational workforce restricts direct employment outcomes.</i>	<i>Education providers identified interest in STEM and energy-related career pathways.</i>	<i>Supports ASL’s emphasis on long-term capability building.</i>

Community and stakeholder engagement

Describe how the proponent engaged with stakeholders to shape priorities.

When completing the table below, consider the following guidance to ensure your engagement and initiative planning are comprehensive and meaningful:

- **Stakeholder identification:** List all relevant groups, including Traditional Owners and/or Custodians, local councils, NGOs, industry partners, and community members. Consider those directly and indirectly impacted by the project.
- **Engagement methods:** Specify the approaches used, such as workshops, surveys, one-on-one meetings, and community sessions. Ensure methods are accessible and inclusive, reflecting local preferences.
- **Key themes:** Summarise the main concerns, aspirations, and priorities raised by stakeholders. Highlight recurring topics like youth pathways, regional coordination, and skills development.
- **Feedback integration:** Describe how stakeholder input has shaped proposed initiatives. Provide examples of changes made or commitments to ongoing consultation, demonstrating responsiveness to community needs.

Aim for clarity and detail in each section, showing a genuine commitment to place-based outcomes and long-term regional benefits.

Stakeholders consulted	Methods used	Key themes from engagement	How feedback has informed proposed initiatives
<i>Illustrative example: Traditional Owner representatives, local council, local NGOs, industry peers or partners operating in the region.</i>	<i>One-on-one meetings, workshops with service providers, surveys, community information sessions</i>	• <i>Desire for coordinated, region-wide initiatives</i> • <i>Importance of youth pathways and skills development</i> • <i>Preference for collaboration over isolated project programs</i>	<i>Feedback directly led to participation in a regional collective impact initiative focused on youth employment and skills pathways.</i>

Proposed social value initiatives

List all initiatives, including standalone and collective impact contributions.

Provide clear and comprehensive details for each initiative listed in the table. Initiatives may include, but is not limited to, initiatives related to education, employment, community development, environmental sustainability, or other areas that deliver social value. When describing your contribution, specify whether it is financial (such as funding or grants) or in-kind (such as volunteering, provision of resources, or expertise).

For each initiative, ensure to include the following:

- Initiative name: Provide a concise title for the initiative.
- Initiative type: Select the most relevant category (e.g. employment, education, community development, environmental, or other).
- Description: Briefly outline the purpose and activities involved.

- Intended beneficiaries: Identify the groups or communities expected to benefit.
- Delivery partners: List any organisations, councils, or other entities involved in delivering the initiative.
- Proponent contribution: Specify your role and contribution, noting if it is financial or in-kind.
- Dependencies: Highlight any factors, partnerships, or resources essential for success.
- Start and end dates: Indicate planned commencement and completion dates (format: DD/MM/YYYY).
- Intended outcomes: Describe the expected positive impacts or results from the initiative.

Use clear language and ensure all relevant information is provided to support effective review and collaboration across the region.

Initiative name	Initiative type	Description	Intended beneficiaries	Delivery partners	Proponent contribution	Dependencies	Start and end dates	Intended outcomes
Illustrative example: Regional youth energy pathways program	Education and employment	Participation in a multi-project program providing STEM education, site visits, and mentoring for secondary students	Regional secondary school students	Local schools, TAFE, NGO partner	Annual financial contribution and staff participation in mentoring	Continued participation by regional partners	2026–2030	Increased awareness of energy careers and local skills development

Collective impact contribution (if applicable)

Use this section when the project is participating in a collaborative, region-wide initiative.

Name of collective impact initiative	Backbone organisation or coordinating body	Shared agenda / primary outcome	Participating organisations	Regional needs addressed	Proponent's specific contribution	Shared measurement approach used	Governance and communication arrangements
<i>Illustrative example: River Plains Regional skills collaborative</i>	<i>Regional Development NGO (independent coordinator)</i>	<i>Improve education-to-employment pathways for young people in the River Plains region.</i>	<i>Multiple energy and infrastructure proponents, council, education providers, NGOs.</i>	<i>Youth employment, skills development, long-term workforce resilience.</i>	<i>Annual funding contribution</i> <i>Participation in governance group</i> <i>Provision of industry insights and site access</i>	<i>Number of participants</i> <i>Completion rates</i> <i>Post-program education or employment outcomes</i>	<i>Quarterly steering group meetings and annual public reporting.</i>

Note: This section helps demonstrate tender alignment where individual project constraints limit standalone delivery.

Measurement and reporting

Describe how progress will be tracked and communicated.

Key performance indicators (KPIs)	Shared measurement commitments (if participating in collective impact)	Data sources and verification methods	Reporting frequency	Reporting formats
Illustrative example: Number of local suppliers engaged Participation in collective impact programs Delivery against agreed milestones	Participation in the collaborative's shared reporting framework	Partner reports, internal records, independent audits where applicable	E.g. quarterly, annually	E.g. dashboard, written reports, external audits.

Risk management

Identify risks that may impact delivery of social value initiatives.

Description of risk	Likelihood / impact rating	Mitigation strategies	Contingency plans	Roles responsible
Illustrative example: Limited partner capacity affecting program delivery	Medium/Medium	Diversified partner base and formal governance arrangements.	Reallocation of contributions to alternative agreed initiatives.	Project Manager and Social Value Lead.

Roles and responsibilities

Define governance and accountability for Social Value delivery.

Proponent's internal governance structure	Roles responsible for implementation, monitoring and reporting	External partners and their responsibilities	Decision-making and escalation pathways
<i>Illustrative example: Project Steering Committee with Social Value oversight</i>	• Social Value Lead – coordination and reporting • Project Manager – delivery integration	Backbone organisation responsible for coordination and reporting.	Issues escalated through the Steering Committee.

Budget and resourcing

Outline resourcing requirements for delivery.

Proponent investment	Partner contributions	Funding arrangements for collaborative initiatives	Long-term sustainability considerations
<i>Illustrative example: Annual financial contribution plus in-kind staff time</i>	Funding, facilities, program delivery	Multi-year commitment through collective impact initiative	Shared funding model reduces reliance on any single project

Implementation timeline

Provide a high-level schedule.

Key milestones	Initiative commencement and completion dates	Community engagement phases	Reporting cycles
<i>Illustrative example:</i> - Year 1: Establish participation and governance - Year 2-4: Program delivery and monitoring - Ongoing: Annual review and adaptation			

Note: A simple Gantt-style visual can be included if preferred.

Continuous improvement

Detail processes for reviewing and refining Social Value delivery.

Evaluation cycles	Stakeholder feedback incorporation	Adaptive management practices	Methods for celebrating and communicating successes
<i>Illustrative example:</i> Annual review of outcomes and delivery effectiveness.	Incorporated through surveys and workshops.	Initiatives adjusted based on performance data.	Public reporting and community communications.

Appendices

Example appendices:

- Stakeholder engagement summary
 - Letters of support or partnership agreements
 - Local needs analysis or demographic data
- Detailed measurement framework
 - Collective impact governance terms.

