



TOOLKIT SERIES

Social Value Maturity Model Guide

A practical guide for assessing and
improving organisational social
value capability

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ASL acknowledges the Traditional Custodians of the land on which we live and work. We pay our respects to Elders, past and present.

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



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



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1. Introduction

The Social Value Maturity Model is a practical framework to help organisations understand how social value is embedded across strategy, governance, engagement, delivery and learning. It is designed to support renewable energy developers, asset owners, contractors and delivery partners to assess current capability, identify improvement priorities and strengthen social value practice over time.

The model is intended to support capability uplift rather than operate as a compliance checklist. It encourages organisations to move from ad hoc or minimum-compliance activity towards consistent, evidence-based and community-informed practice.

1.1. Who should use this guide

- Renewable energy developers and proponents seeking to improve social value practice.
- Contractors, suppliers and delivery partners responsible for implementation.
- Community engagement, social value, sustainability, procurement, workforce and project delivery teams.
- Internal reviewers or advisors supporting capability uplift across portfolios.

1.2. How this guide connects to the Toolkit

The maturity model is intended to act as an entry point into the broader ASL Social Value Toolkit. The self-assessment tool helps users identify priority gaps and then points them to relevant resources, templates and guidance. This creates a pathway from diagnosis to action: assess current maturity, identify improvement areas, select relevant Toolkit resources, and develop a practical improvement plan.

2. How the maturity model works

The model assesses social value maturity across seven dimensions. Each dimension is scored from Level 1 to Level 5. The scores can be used to generate an overall maturity profile, a dimension-by-dimension view and an improvement plan linked to Toolkit resources.

2.1. Dimensions

Dimension	What it assesses	Relevant Toolkit resources
Strategy and governance	Assess how clearly social value is defined, governed, resourced and embedded in strategic and project decision-making.	• Social Value Framework Guide • Social Value Project Charter • Social Value Action Plan Template
Community engagement	Assess whether communities are engaged early, meaningfully and continuously, and whether community input influences project decisions.	• Community Engagement and Benefit Sharing Guide • Local Needs Analysis Template • Collective Impact Guide
First Nations participation	Assess whether First Nations peoples are engaged early and respectfully, and whether participation extends beyond compliance to partnership, economic inclusion and shared decision-making.	• First Nations Engagement Strategy Template • Community Engagement and Benefit Sharing Guide • Skills and Training Action Plan Template
Benefit sharing and equity	Assess how benefits are identified, designed, distributed and sustained, including whether they are aligned to local needs and transparently governed.	• Community Engagement and Benefit Sharing Guide • Social Value Storyboard Template • Collective Impact Guide
Local workforce and economic inclusion	Assess how local employment, skills, training, supplier participation and economic inclusion are planned, delivered and measured.	• Project Workforce Planning Template • Skills and Training Action Plan Template • Early Supplier Engagement Plan • Embedding Local Content in Renewable Energy Project Development
Measurement and accountability	Assess whether social value commitments are translated into measurable outcomes, reported transparently and used to drive continuous improvement.	• Theory of Change Template • Social Value Action Plan Template • Social Value Storyboard Template • Social Value Framework Guide
Capability and culture	Assess whether people, systems, behaviours and leadership support consistent social value delivery across the organisation and project lifecycle.	• Social Value Framework Guide

2.2. Maturity levels

Level		Description
1.	Passive	Compliance-driven or ad hoc practice with limited formal social value capability. Activities are generally reactive, undocumented or dependent on individual effort.
2.	Reactive	Social value activities are undertaken in response to stakeholder issues, tender requirements or project risk. Some processes exist, but application is inconsistent.
3.	Proactive	Social value is planned and resourced. Frameworks, accountabilities and early engagement practices are in place, with evidence of structured implementation.
4.	Integrated	Social value is embedded in governance, project decision-making, delivery systems and performance review. Practice is consistent across projects and functions.
5.	Transformational	Social value shapes organisational strategy and partnerships. Practice supports long-term community benefit, cultural integrity, power-sharing and transparent accountability.

How to interpret a maturity score

A maturity score is a prompt for discussion and improvement planning. It should not be treated as a definitive rating without evidence review, stakeholder input and consideration of project context. Organisations may be more mature in some dimensions than others.

3. Detailed maturity framework



Strategy and governance

Assess how clearly social value is defined, governed, resourced and embedded in strategic and project decision-making.

Maturity level	Description
Passive	No formal social value strategy or clear accountability. Activities are undertaken primarily to satisfy compliance obligations.
Reactive	Responsibilities exist but are inconsistent or project-specific.
Proactive	Formal strategy, governance arrangements and Executive sponsorship are in place.
Integrated	Social value is embedded in project gates, investment decisions and performance reviews.
Transformational	Board-level oversight and organisational strategy are shaped by social value outcomes.

Evidence examples to consider
• Approved strategy or framework. • Governance terms of reference. • Role descriptions and accountability matrix. • Executive or Board reporting pack. • Project gate templates with social value requirements.

Recommended Toolkit resources
• Social Value Framework Guide • Social Value Project Charter • Social Value Action Plan Template

Community engagement

Assess whether communities are engaged early, meaningfully and continuously, and whether community input influences project decisions.

Maturity level	Description
Passive	Engagement occurs after key decisions, for information sharing purposes, or only when required.
Reactive	Consultation is focused on managing risk, responding to concerns or approval requirements.
Proactive	Engagement begins during planning and informs project decisions.
Integrated	Place-based engagement is ongoing and linked to project governance. Long-term relationships with community representatives and organisations established and maintained.
Transformational	Communities co-design priorities, delivery approaches and legacy outcomes.

Evidence examples to consider

- Engagement strategy and stakeholder map.
- Records of feedback and response.
- Community reference group materials.
- Evidence of decisions changed by feedback.
- Community-led evaluation or co-design outputs.

Recommended Toolkit resources

- Community Engagement and Benefit Sharing Guide
- Local Needs Analysis Template
- Collective Impact Guide

First Nations participation

Assess whether First Nations peoples are engaged early and respectfully, and whether participation extends beyond compliance to partnership, economic inclusions and shared decision-making.

Maturity level	Description
Passive	Focus is limited to cultural heritage compliance or acknowledgements.
Reactive	Engagement occurs during approvals or when required.
Proactive	Early engagement and documented relationships or agreements are established.
Integrated	Traditional Custodians participate in planning, governance and delivery decisions.
Transformational	Long-term partnerships support self-determination, FPIC-aligned practice, shared governance and economic participation.

Evidence examples to consider

- Engagement records with Traditional Custodians.
- Cultural protocol or cultural safety plan.
- MOUs or participation agreements.
- Governance roles or advisory group terms of reference.
- First Nations employment, procurement and/or equity participation records.

Recommended Toolkit resources

- First Nations Engagement Strategy Template
- Community Engagement and Benefit Sharing Guide
- Skills and Training Action Plan Template

Benefit sharing and equity

Assess how benefits are identified, designed, distributed and sustained, including whether they are aligned to local needs and transparently governed.

Maturity level	Description
Passive	Benefits are ad hoc, short-term or not clearly linked to local needs.
Reactive	Benefits are developed in response to issues or expectations.
Proactive	A benefit-sharing plan is in place and aligned to identified community priorities.
Integrated	Benefits are governed, resourced and reviewed with community input.
Transformational	Innovative benefit-sharing models create long-term, place-based and equitable value.

Evidence examples to consider

- Benefit-sharing plan.
- Local Needs Analysis findings.
- Fund governance model.
- Community prioritisation process.
- Outcome reports or case studies.

Recommended Toolkit resources

- Community Engagement and Benefit Sharing Guide
- Social Value Storyboard Template
- Collective Impact Guide

Local workforce and economic inclusion

Assess how local employment, skills, training, supplier participation and economic inclusion are planned, delivered and measured.

Maturity level	Description
Passive	No structured local workforce or supplier participation planning.
Reactive	Local jobs or supplier initiatives are reactive or opportunistic.
Proactive	Workforce and supplier needs are assessed and planned early.
Integrated	Training, employment and supplier pathways are implemented with partners and tracked.
Transformational	Projects create enduring local capability, transferable skills and inclusive economic participation.

Evidence examples to consider

- Workforce baseline and demand analysis.
- Skills gap assessment.
- Training partnership agreements.
- Local supplier engagement plan.
- Employment and participation reporting.
- Skills and Training Action Plan Template

Recommended Toolkit resources

- Project Workforce Planning Template
- Early Supplier Engagement Plan
- Embedding Local Content in Renewable Energy Project Development

Measurement and accountability

Assess whether social value commitments are translated into measurable outcomes, reported transparently and used to drive continuous improvement.

Level	Description
Passive	No formal measures or reporting.
Reactive	Inputs and activities are tracked, but outcomes are unclear.
Proactive	KPIs are defined and monitored against social value objectives.
Integrated	Performance is regularly reviewed, reported and used to improve delivery.
Transformational	Independent or community-informed evaluation supports transparent reporting and learning.

Evidence examples to consider

- Theory of Change.
- KPI register.
- Monitoring and evaluation plan.
- Quarterly or annual reports.
- Independent review or evaluation outputs.

Recommended Toolkit resources

- Theory of Change Template
- Social Value Action Plan Template
- Social Value Storyboard Template
- Social Value Framework Guide

Capability and culture

Maturity level	Description
Passive	Social value capability is absent or outsourced.
Reactive	Capability is limited to a few specialists.
Proactive	Training and defined roles support consistent practice.
Integrated	Accountability is shared across project, commercial, engagement and leadership teams.
Transformational	Social value is part of organisational culture, performance expectations and leadership practice.

Evidence examples to consider

- Training records.
- Capability plan.
- Community of practice materials.
- Performance objectives.
- Internal lessons learned and improvement actions.

Recommended Toolkit resources

- Social Value Framework Guide

4. Using the self-assessment tool



The accompanying Self-Assessment Tool provides a structured questionnaire, scoring summary, radar chart visualisation, resource recommendations and action planning register. It is designed to be completed by a cross-functional group rather than one individual wherever possible.

4.1. Suggested process

Stage	Description
Prepare	Nominate a facilitator, identify participants and collect available evidence.
Assess	Score each question from 1 to 5 based on current practice and evidence.
Discuss	Review differences in perspective and record the rationale for selected scores.
Prioritise	Use the dimension score results to identify gaps, strengths and improvement priorities.
Act	Select relevant Toolkit resources and convert priorities into practical actions, owners and dates.
Review	Repeat the assessment periodically to track progress and refine improvement actions.

4.2. Scoring guidance

Scores should be evidence-informed. Where practice varies across projects, select the score that best reflects the organisation's current consistent practice, not isolated examples of leading work. If there is insufficient evidence, record the score as provisional and note the evidence required.

Score	Maturity level	
1	Passive	Practice is absent, undocumented or only compliance-driven.
2	Reactive	Practice exists but is reactive, inconsistent or dependent on individual initiative.
3	Proactive	Practice is planned, documented and used on relevant projects.
4	Integrated	Practice is embedded across governance, systems and cross-functional decision-making.
5	Transformational	Practice is leading, transparent, community-informed and supports long-term shared value.

5. Interpreting results and prioritising action



5.1. Overall maturity result

Average score	Maturity level	Recommended action
1.0 – 1.9	Passive	Establish basic governance, roles and minimum expectations.
2.0 – 2.9	Reactive	Move from response-based activity to planned and documented practice.
3.0 – 3.9	Proactive	Strengthen consistency, evidence and cross-functional implementation.
4.0 – 4.4	Integrated	Embed review, reporting, accountability and portfolio learning.
4.5 – 5.0	Transformational	Share leading practice, deepen partnerships and test innovative models.

5.2. Reading the radar chart

The radar chart in the Self-Assessment Tool shows the difference between the current score and target score for each dimension. A balanced profile suggests consistent practice across the organisation. A spiky profile may indicate that capability is strong in some areas but underdeveloped in others. Priority should be given to dimensions that are both low-scoring and material to upcoming project activity.

5.3. Recommended Toolkit resources

The Self-Assessment Tool includes a resource mapping table that recommends Toolkit resources when a dimension is scored as a priority gap or improvement opportunity. Users should select the resources most relevant to their project phase, project scale and organisational context.

6. Improvement planning template



Use the action planning register in the Self-Assessment Tool to convert assessment findings into specific improvement actions. Actions should be practical, owned and time-bound. They should also be proportionate to the project or organisational context.

