

**Submission:**

# **Draft Guideline on Community Benefits for Renewable Energy Projects**

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This submission was developed by the Better Climate team at the Conservation Council of WA in response to PoweringWA's release of the [Draft Guideline on Community Benefits for Renewable Energy Projects](#).

# Submission: Draft Guideline on Community Benefits for Renewable Energy Projects

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## Background

PoweringWA released the *Draft Guideline on Community Benefits for Renewable Energy Projects* ('the Draft Guideline') on Thurs 12th June 2025. The first set of guidelines of this kind in WA, this document:

- Sets non-binding expectations for developers of large-scale renewable energy projects to make financial or other contributions to the local communities hosting those projects
- Provides an overview of different types of benefit sharing arrangements and governance structures available
- Offers principles and guidelines for the development of benefit sharing arrangements
- Sets out an expected value range of \$500-\$1,500 per MW per annum for wind projects and \$150-\$800 per MW per annum for solar projects, along with a set of considerations for reference in negotiations about where in that range a given project's benefit sharing arrangements should sit

Feedback and submissions to the Draft Guideline were invited by 18th August 2025. This document details feedback on the Draft Guideline from Better Climate and the Conservation Council of Western Australia.

## What are community benefits?

Large-scale renewable energy projects bring significant changes to the communities that host them. These projects have long lifespans (a wind farm, for example, will typically operate for 25-30

years and can be re-commissioned after that), and have lasting impacts on local places and economies. Landowners hosting infrastructure like wind turbines or solar arrays see a shift in their business models and land use, while neighbours might experience impacts to their amenity. Local governments, businesses, and other organisations have to respond to an influx of workers during a project’s construction phase, and increased demand for and pressure on local services and infrastructure. Meanwhile, local communities can experience a shift in their identity – it can be challenging for a sheep farming town, for example, to adapt to becoming a wind farming town too.

Responsible renewable energy developers recognise the significance of the impacts they can have on a host community, and seek to engage in best practices across a number of domains including planning and siting; community engagement; local content; and payments and agreements. These best practices seek to ensure the benefits (and the burdens) of the shift to renewable energy are shared fairly, and to maintain positive relationships with local communities and organisations for the long term.

**Table 1: Best practice domains in renewable energy development**

Planning & siting	Land-use planning and zoning, mapping and (bio)regional planning, environmental surveys, sun and wind surveys, etc		
Community engagement	Meeting with landholders and local government, community education, information sessions, feedback processes, etc		
Local content	Creating value for local communities and economies by prioritising local goods, services, and labour with good pay and conditions, throughout project development		
Payments & agreements	Project marketing (e.g. sponsorship of local organisations or businesses, promotion of projects in local media	Compensation (e.g. payments to landholders, project neighbours, or local governments)	Community benefits/ benefit-sharing (e.g grant funds, local employment and procurement commitments; infrastructure investments beyond the project, or community equity in projects)*

\* The Draft Guideline on Community Benefits for Renewable Energy Projects released by PoweringWA in June 2025 sets out guidelines only for this sub-category.

The 'payments and agreements' domain breaks down further into several categories, and it's important to clearly distinguish between them:

- Project marketing refers to voluntary payments and agreements made or entered into by developers to increase awareness of and support for their project in the local community, in the same way any business might promote their products and services.
- Compensation refers to agreements between developers and landholders, project neighbours, and local governments, in which developers compensate those parties for the burdens and impacts created by their project. For landholders this typically takes the form of a lease agreement; agreements with local governments can include adjusted council rates or Payments in Lieu of Rates (PILORs) arrangements.
- Community benefits or benefit-sharing schemes/arrangements refer to payments developers are expected to make to the broader community hosting a given project, to ensure that community shares in the rewards (including financial rewards) of that energy infrastructure. These payments are mandatory in many jurisdictions across Australia and globally, and are understood to be best practice in large-scale renewable energy development.

As highlighted in Table 1, Better Climate notes that the Draft Guideline sets out guidelines only for community benefits as one sub-category of a much broader field of best practices in renewable energy development. The limited scope of the Draft Guideline, and its lack of clarity on different types of payments and agreements, are addressed as key issues 1 and 2 below.

### **The need for strong guidelines in WA**

Benefit-sharing schemes are now a standard component of renewable energy development in Australia and around the world. Globally, there are many and varied models for structuring these different types of benefits, each with its own advantages and drawbacks. Some benefit-sharing programs are managed by developers, while others are administered by local councils or independent community-led bodies. The scope, duration, and focus of benefits also vary, ranging from one-off grants to long-term investment strategies that support economic diversification, education, and social infrastructure.

In Western Australia to date, there have been no clear state-level guidelines for how these schemes should be designed and implemented. As a result, the approach to community benefits is largely developer-led, creating inconsistency across projects, towns, and regions. This raises concerns about equity (as disparities can arise between communities who receive different benefits despite hosting similar projects), and creates challenges for local governments negotiating benefit-sharing schemes while constrained by limited resources and capacity.

The absence of clear guidelines also adds complexity for developers. Many are committed to delivering positive outcomes for local communities but must navigate a patchwork of expectations and stakeholder demands while ensuring their projects remain financially viable.

Currently, many community benefits schemes tend to be:

- Short-term, focusing on immediate, one-off payments or grants rather than sustained community investment
- Narrow in scope, often limited to offsetting energy costs rather than responding to a community's most pressing challenges (such as housing, roads, health services, schools, and more)
- Geographically limited, typically concentrating on the town closest to the project site, rather than considering the wider region that may also experience impacts or looking to coordinate benefits across regions

The Draft Guideline is an opportunity to enable the design of community benefits across WA's regions that are more strategic, long-term, and inclusive. Well-structured community benefits can represent a huge investment in our regional communities, acting as a catalyst for sustainable regional development, resilience, and economic diversification. With clear and enforceable guidelines in place, community benefits can help ensure that communities not only cope with hosting renewable energy projects but actively thrive because of them.

### **What we're pleased to see**

There are several aspects of the Draft Guideline that align closely with what Better Climate called for in our 2025 Election Platform<sup>1</sup>, and that we commend. These include:

- Acknowledgement that host communities should share in the benefits of renewable energy developments, and that to date "benefits are not always experienced in proportion to the impact these projects have on hosting communities"
- A deliberate effort to better inform developers, communities, and local governments, to enable more consistent development of benefit-sharing arrangements
- "Innovative financing and co-ownership" included as an option for benefit-sharing
- A set of principles for the development of benefit-sharing arrangements (appropriate, provide opportunity, equitable and inclusive, legacy building, bespoke, and transparent) that largely aligns with Better Climate's policy platform
- A specific value being suggested to set a 'floor' for community benefits and ensure equity while allowing for tailored local approaches
- Acknowledgement that strong community engagement should be part of developing benefit-sharing arrangements, including ensuring that "engagement is diverse, equitable

and inclusive, through ensuring members of the community have an ability to have a direct say or direct participation in the design of benefits arrangements”.

- Encouragement for coordination of and/or collaboration on benefit sharing arrangements between projects and within regions.

### **Key issues addressed in this submission**

Better Climate also notes several key issues with the Draft Guideline in its current form, which represent opportunities to improve the final guideline. These key issues are addressed below in numbered format, with corresponding recommendations for improvement.

#### **1. Scope of the guidelines**

The Draft Guideline covers only a small sub-category of best practices in renewable energy development, and it's not clear whether further guidelines can be expected to outline, support, and enable the enforcement of best practices across all domains.

As noted above and outlined in Table 1, best practices in renewable energy development can be divided into a number of domains including planning and siting; community engagement; local content; and payments and agreements. Best practice across these domains is not solely the responsibility of renewable energy developers (best practice planning and siting, for example, could be enabled by proactive and transparent mapping and planning practices by the state government), but providing clear expectations and guidelines across these domains could offer clarity for developers and enable better outcomes for developers, local governments, and host communities.

The Draft Guideline explicitly notes several limitations to its scope: the suggested benefits values are “most relevant to” projects intending to connect to the South West Interconnected System (SWIS), and transmission infrastructure “will be considered separately.” It's also made clear that these guidelines cover only community benefits, and that there are “many other ways that projects can contribute to local communities.”

What's not made clear is whether further guidelines can be expected setting out expectations for developers (and other key stakeholders) when it comes to other kinds of payments and agreements (such as project marketing and compensation), and other domains of best practice renewable energy development (such as planning and siting, community engagement, and local content). While guidelines for community benefits are welcome, the Draft Guideline document leaves a lot of



questions unanswered about exactly what best practice looks like in the broader process of getting renewable energy projects off the ground in regional WA.

*Recommendation 1: Expand the Draft Guideline to include guidelines across all domains of best practice renewable energy development (specifically adding guidelines for project marketing and compensation payments and agreements; planning and siting; community engagement; and local content, as per Table 1), OR develop separate guidelines which deal with the areas missing from the Draft Guideline.*

## **2. Clarity on types of payments and benefits**

Community benefits are one specific category of payment or agreement renewable energy developers enter into, and it's important to maintain clear distinctions between these categories to ensure that funds are distributed fairly among different stakeholders.

Developers of large-scale renewable energy project should plan for compensation payments and agreements with all relevant stakeholders (which might include landowners, First Nations communities, project neighbours, and local governments), and community benefits for the broader host community, alongside and separate to their project marketing. Sponsorships of local organisations or businesses fall under the category of project marketing, and should not be understood as a form of community benefit-sharing, because:

- they are voluntary payments for the primary purpose of increasing awareness of and support for a developer's project, and
- sponsorship decisions are made internally by the sponsor (in this case the developer), whereas decisions about community benefits should be made with as much input as possible from the community themselves.

Misplacing sponsorship payments in the category of 'community benefits' risks diluting a community's trust and perception of legitimacy regarding specific projects and proponents, and the energy transition more broadly. While sponsorship and other marketing payments can and should be part of the project development cycle, it's important that the Draft Guideline is clear about different categories of payments and agreements, and reinforces that developers have a responsibility to engage with communities, understand their needs, and co-develop benefit-sharing arrangements that seek to meet those needs across the lifetime of a project.

*Recommendation 2.1: Remove references to sponsorship as a type of community benefit.*

*Recommendation 2.2: Make clear that best practice renewable energy development involves making appropriate payments and agreements for project marketing, compensation, and community benefits as three separate categories.*

### **3. Suggested value ranges**

As noted above, Better Climate were pleased to see the inclusion in the Draft Guideline of a specific value range to set a 'floor' for community benefits and ensure equity while allowing for tailored local approaches.

All parties to the energy transition in our regions will benefit from the State Government setting a clear and appropriate floor for benefit-sharing, expressed as either a dollars per megawatt hour figure or a percentage of project finance. Setting a floor like this without dictating the form benefit schemes should take supports equitable benefit-sharing across WA while encouraging innovation in how benefit schemes are designed, and allows benefits to be tailored to local contexts and needs. Clearly communicated as a minimum and not a maximum, a floor also encourages positive competition (a 'race to the top') between developers to offer attractive benefits to communities. Such a figure must be benchmarked against national and global standards, and appropriately indexed so that it keeps up with changing circumstances.

An upper limit of 'ceiling' for community benefits has also been included in the Draft Guideline. A ceiling like this, especially when placed too low, can stifle the positive competition noted above, and discourage innovation from renewable energy developers in how to create and deliver benefits for host communities. A ceiling on community benefits should be used with caution, if at all. A clearly articulated floor, combined with transparent and readily available information about the value of community benefits arrangements being created across WA, will do the work of calibrating community expectations and ensure that communities or local governments are not making unreasonable demands of developers that could otherwise slow down the renewable energy rollout.

Better Climate notes that the value ranges outlined in this document are almost identical to the ranges in the 2019 report 'A Guide to Benefit Sharing Options for Renewable Energy Projects' from the Clean Energy Council, which some developers in WA have been referring to in the absence of state-specific guidelines. Simply increasing values in line with inflation over the period from 2019 to 2025 would see the specified values increase by more than 20%, and it's unclear why no increase has been made. It's crucial that these values are increased to reflect today's economic realities, and set up to be indexed over time to ensure they remain fair and appropriate.



The Draft Guideline states that it "can be applied to large-scale, grid-connected renewable energy generation and storage projects, such as wind turbines and solar farms, and battery installations," but does not specify a value range for energy storage projects such as battery energy storage system (BESS) projects. Given the importance of energy storage for grid stabilisation in the SWIS and the number of BESS and other storage projects already proposed or underway, providing guidance on community benefits values for storage projects would be wise and useful.

*Recommendation 3.1: Remove the 'ceiling' on community benefits and publish only a 'floor' rather than a range, OR increase the 'ceiling' to a level that won't stifle positive competition.*

*Recommendation 3.2: Increase the specified values for community benefits by at least 20% to reflect today's economic realities.*

*Recommendation 3.3: Add a specific community benefits value floor or range for energy storage projects.*

#### **4. Legacy benefits**

Community benefit funds should be directed towards the needs and aspirations of the local community, across the short and longer term. Many stakeholders, especially those living in close proximity to projects, will expect short-term, energy-specific benefits (e.g. energy rebates during the project construction period).

"When we asked our neighbours ... what they would like to see as direct benefits from the project, one of the more common responses was cheaper electricity prices – a request which made sense to us. Having a wind farm nearby, and not seeing any reduction in your power bills, is a frustration for many regional communities."

*Tilt Renewables Executive General Manager Clayton Delmarter, on their Dundonnell Wind Farm near Warrnambool, Victoria*

But to focus only on short-term, energy-specific benefits would risk squandering the potential of community benefits to be a force for a valuable catalyst for sustainable regional development, resilience, and economic diversification. Those benefits should always be accompanied by long-term, broader, 'legacy' benefits such as providing funding for key services and infrastructure improvements, or developing new infrastructure in response to local need. In Dubbo, for example, Squadron Energy are partnering with the local council to fund an advanced wastewater treatment facility to deliver long-term water security for the region. Stronger guidance, along with case studies

and examples, should be provided to ensure that greater consideration is given to delivering legacy benefits that will create positive outcomes for more people over a longer period of time.

Further emphasis should also be placed on encouraging co-ownership of renewable energy projects as a form of legacy benefit, especially for First Nations communities. Benefit-sharing arrangements that include community equity or co-ownership of projects are an opportunity for communities (particularly First Nations) to have a stake in the transition, to establish long-term economic strength and resilience within communities, and to relieve the impacts of prior energy arrangements that have resulted in energy insecurity for some communities, particularly in rural and remote Western Australia. There is community desire to participate in and own renewable energy projects; this needs to be unlocked with appropriate support, scaffolding, and policy design.

“First Nations people and communities need a seat at the negotiating table when it comes to renewable energy. We want to share the economic benefits, job opportunities in our communities, and ready access to lower-cost and reliable power. We want to address climate change and protect Country and culture for generations to come. The renewables boom can help us do that.”

*First Nations Clean Energy Network, on the vision driving their work<sup>2</sup>*

*Recommendation 4.1: Strongly encourage, and offer case studies and examples of, the delivery of legacy benefits for communities.*

*Recommendation 4.2: Strongly encourage, and offer case studies and examples of, community benefits that include community equity in renewable energy projects.*

## **5. Community participation and good governance**

Community benefit funds should be directed towards the needs and aspirations of the local community, as defined by that community, and need to be managed responsibly with good governance arrangements in place.

Governance arrangements for community benefits can and should vary from place to place, with some benefit schemes managed ‘in-house’ by developers, some by local governments, and some by established local community groups. In all cases, it’s essential that funds are managed ethically and responsibly, that the parties involved have or are supported to develop the capabilities required, and that funds *are directed in accordance with the priorities set by the local community* – this, after

all, is what makes them *community* benefits. The limited capacity or capability of local governments or community organisations should never be an excuse for less local engagement or participation – instead, support should be provided by PoweringWA to build capacity and capability in host communities so that local governments, organisations, and communities are better able to participate in the community benefits arrangements and decisions that will shape their place.

The creation of a benefit scheme for a given community can be taken as an opportunity to engage local residents, council, businesses, civil society organisations, and community groups in setting a big-picture, long-term vision for the economic development of their town and region, and to plan for how benefit-sharing funds from renewable energy projects can contribute to that vision. Such processes could build on documents such as local government Strategic Community Plans and regional Development Commission strategic plans, and should involve broad participation from the community (including local First Nations people). Proactive visioning and planning of this kind can support communities to embrace renewable energy projects as an opportunity for sustainable economic development, and equip them to set the agenda for how benefits should be distributed in their place.

Developers and local governments must facilitate local participation not just in this initial visioning and design phase, but also in the ongoing management and governance of a community benefit scheme. Regardless of the particular governance arrangements chosen, communities (including local First Nations people) should be actively supported to participate in decision-making and governance on an ongoing basis (for example through community representation on a benefit scheme governance committee; or by incorporating a community voting process into grant-making decisions).

The call in the Draft Guideline for “local involvement and collaboration whenever possible” is insufficient; a clear expectation needs to be set that communities should be supported to set the priorities and participate in decision-making (on an ongoing basis) for the arrangements that are intended to benefit them.

*Recommendation 5.1: Create a stronger expectation for local and First Nations community participation in agenda-setting and decision-making around community benefits, regardless of the specific governance arrangements in place.*

*Recommendation 5.2: Make support available from PoweringWA to build the capacity and capability of local governments, organisations, and communities to participate in community benefits arrangements and decisions.*

## 6. Regional coordination

Regions with strong sun and wind resources will often play host to multiple renewable energy projects of various types and scales, and large-scale renewable energy projects can have a footprint across multiple local government areas within a region. Having each of those projects and developers independently engage with the relevant communities and design separate community benefits arrangements can create confusion and waste, and risks missing a strategic opportunity for regional collaboration and coordination to deliver bigger and better benefits.

Regional coordination, according to Jarra Hicks and Kim Mallee from Community Power Agency, involves “the strategic aggregation of community benefit sharing programs associated with energy projects that are located in a common geographic region.” They explain that “regional coordination of benefit sharing is important to avoid duplication across multiple ‘project level’ benefit sharing programs, to reduce engagement fatigue within communities hosting multiple projects, and to maximise legacy outcomes by pooling and leveraging resources for greater impact”.<sup>3</sup>

Best practice regional coordination can include:

- Coordination to avoid duplicative work (e.g. directing funding to one health services hub and supporting residents of other towns to travel there, rather than replicating the services)
- Agreements to direct funds towards projects that create value across local borders (e.g. repairs and upgrades to regional roads)
- The co-design of regional visions and strategies to guide the distribution of funds, as in the “Shape Your Energy Future” program facilitated by the Australian Rural Leadership Foundation and Queensland Conservation Council in Western Downs, Queensland<sup>4</sup>
- Establishing and maintaining a ‘Commitments Register’ that “records, tracks and updates what companies and agencies have committed to deliver,” as in the Wimmera Southern Mallee Regional Energy Collaboration<sup>4</sup>
- Aggregating funds across a region to be directed towards larger and longer-term projects

In regions with many projects underway or expected, coordinating multiple benefit schemes delivered by multiple developers can quickly become complex and difficult. One solution to simplify this coordination task and enable strategic, long-term management of benefit funds is to aggregate or ‘pool’ the benefit funds from projects within a region, creating a collective governance structure to manage a larger pool of funds which can support larger and more impactful initiatives. In the Glenkens region of Scotland, for example, the Glenkens and District Trust has been established to aggregate community benefit funds from wind farms in the region, facilitate the development of a

Community Action Plan, and distribute funds on the basis of need and merit in line with the Plan.<sup>5</sup> And as National Director of RE-Alliance Andrew Bray notes, “pooled funds can give community groups significant ‘starter capital’ they can leverage to access larger government grant programs for significant, community-based projects”.<sup>6</sup> In WA there may be a role for the state government, through its Regional Development Commissions or another governance structure, to facilitate this kind of aggregation, planning, and distribution.

The Draft Guideline notes that “where there are multiple projects in one area, developers are encouraged to collaborate on a benefit sharing arrangement where possible,” and that “there may be instances where broader regional investment would assist the whole region” or where they may be “impacts on nearby communities that should be considered”. However, little guidance is given on what best practice regional coordination or aggregation of community benefit funds might look like.

*Recommendation 6: Provide more detailed guidance, along with case studies and examples, on best practice regional coordination or aggregation of community benefit funds.*

## **7. Implementation and enforcement**

Crucially, the Draft Guideline is non-binding and offers no accountability mechanism for noncompliance outside of the indication that “consistency with this guideline will support a project’s progression through the planning, regulatory and connection processes, as well as eligibility for Commonwealth Government support, such as the Capacity Investment Scheme”. While EPWA and PoweringWA have given assurances that the state government has “a range of levers at its disposal” to encourage compliance, the overwhelming feedback from stakeholders Better Climate has engaged with (including from a local community, local government, and developer perspective) is that mandatory guidelines with clear accountability mechanisms would be more effective at ensuring best practice.

Guidelines and ‘suggestions’ can only go so far – without mandatory requirements and appropriate accountability mechanisms in place, negotiations will be dominated by the best-resourced stakeholders (developers) and there is a high risk of bad actors eroding the social license we need to avoid further delays in the energy transition.

*Recommendation 7: Deliver a set of mandatory requirements (rather than a non-binding guideline) and appropriate accountability mechanisms to ensure best practice in community benefits and other aspects of renewable energy development.*

## 8. Outcomes monitoring

The Draft Guideline rightly notes the importance of ongoing outcomes monitoring or impact assessment to ensure benefit-sharing arrangements are delivering the value they hope to, and to enable arrangements to be adapted over time to better serve communities. High-quality impact assessment, however, in complex and resource-intensive, and developers, local governments, and community groups are all constrained in their capacity and capability to conduct that work. Without appropriate processes in place, such assessment could become a time-intensive exercise without delivering value or increasing the positive impacts of community benefits arrangements for communities. This recommendation needs further attention, and might require resourcing and other support from PoweringWA or other state government bodies, to ensure the relevant stakeholders are equipped to deliver useful impact assessment.

*Recommendation 8: Provide more detailed guidance on best practices for outcomes monitoring, and consider making support available from PoweringWA or other state government bodies to build the capacity and capability of the relevant stakeholders in this practice.*

## 9. Details, examples, and guidance

The Draft Guideline lacks the kind of detail that would support developers and communities to develop best practice benefit-sharing arrangements, especially with respect to:

- community engagement and ‘visioning’ practices to set the agenda for community benefits arrangements;
- options for directing funds towards long-term, ‘legacy’ benefits;
- possible governance structures; and
- practices for coordinating benefits across projects and within regions.

Better Climate notes that more detail, along with case studies and examples, have been promised in the final version of the guidelines. We encourage the provision of case studies and examples from overseas and across Australia relevant to the above points.

*Recommendation 9: Provide more detailed guidance, along with case studies and examples, especially with respect to community engagement practices, legacy benefits, governance structures, and regional coordination of benefits.*



## Summary of recommendations

Key issues	Recommendations
1. Scope of the guidelines	1. Expand the Draft Guideline (or develop separate guidelines) to include guidelines across all domains of best practice renewable energy development.
2. Clarity on types of payments and benefits	2.1 Remove references to sponsorship as a type of community benefit. 2.2 Make clear that best practice renewable energy development involves making appropriate payments and agreements for project marketing, compensation, and community benefits as three separate categories.
3. Suggested value ranges	3.1 Remove the 'ceiling' on community benefits and publish only a 'floor' rather than a range, OR increase the 'ceiling' to a level that won't stifle positive competition. 3.2 Increase the specified values for community benefits by at least 20% to reflect today's economic realities. 3.3: Add a specific community benefits value floor or range for energy storage projects.
4. Legacy benefits	4. Offer stronger guidance and case studies to encourage the delivery of legacy benefits for communities.
5. Community participation and good governance	5.1 Create a stronger expectation for local and First Nations community participation in agenda-setting and decision-making around community benefits. 5.2 Make support available from PoweringWA to build the capacity and capability of local governments, organisations, and communities to participate in community benefits arrangements and decisions.
6. Regional coordination	6 Provide more detailed guidance, along with case studies and examples, on best practice regional coordination or aggregation of community benefit funds.
7. Implementation and enforcement	7 Deliver a set of mandatory requirements and appropriate accountability mechanisms to ensure best practice in community benefits and other aspects of renewable energy development.
8. Outcomes monitoring	8 Provide more detailed guidance on best practices for outcomes monitoring, and consider making support available from PoweringWA or other state government bodies to build the capacity and capability of the relevant stakeholders in this practice.
9. Details, examples, and guidance	9 Provide more detailed guidance, along with case studies and examples, especially with respect to community engagement practices, legacy benefits, governance structures, and regional coordination of benefits.

## Links and sources

1. Better Climate (2025). 'Unlocking WA's energy transition: Better Climate's 2025 election platform'. [https://www.betterclimate.org.au/reports\\_election\\_platform\\_2025](https://www.betterclimate.org.au/reports_election_platform_2025)
2. First Nations Clean Energy Network. 'Vision, Mission, Values'. [https://www.firstnationscleanenergy.org.au/vision\\_mission\\_values](https://www.firstnationscleanenergy.org.au/vision_mission_values)
3. Hicks, J & Mallee K (2023). 'Regional Benefit Sharing: Creating strategic impacts for regions that host multiple renewable energy projects'. Community Power Agency.
4. Mallee K, Hodge C (2025). 'Guide to Regional Benefit Sharing'. Community Power Agency.
5. Glenkens and District Trust. <https://www.glenkenstrust.org.uk/>
6. The State of Victoria Department of Environment, Land, Water and Planning (2021). 'Community Engagement and Benefit Sharing in Renewable Energy Development in Victoria: A guide for renewable energy developers.'