



Innovate
UK



A Force for Fairness

A guide to embedding a just
transition in local authorities

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Acknowledgements

About Net Zero Living

Innovate UK's £60 million Net Zero Living Programme is helping local authorities and businesses work together to deliver new solutions that improve local services and open markets for economic growth.

Places across the UK are seizing the opportunities that come with decarbonisation to create warmer homes, cheaper local energy, new skills, and more secure work for their communities. But often, while the technology is available, places face barriers in areas such as resources, investment, planning and buy-in.

The 52 local authorities taking part in the Programme have generated a wealth of experience on overcoming systemic barriers to net zero solutions. This insights report is part of a series exploring these findings.

About Regen

Regen provides independent, evidence-led insight and advice in support of our mission to transform the UK's energy system for a net zero future. We focus on analysing the systemic challenges of decarbonising power, heat and transport. We know that a transformation of this scale will require engaging the whole of society in a just transition.

Regen is a membership organisation with over 200 members who share our mission, including clean energy developers, businesses, local authorities, community energy groups and research organisations across the energy sector. We manage the Electricity Storage Network (ESN), the industry group and voice of the grid-scale electricity storage industry in GB.

Author

Fraser Stewart,
Just transition and communities lead,
Regen



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Executive summary

Delivering a just net zero transition has emerged as a driving priority for local authorities involved in the Net Zero Living Programme and beyond.

Without ensuring that net zero includes and delivers value to low-income, marginalised and working-class communities, there is a risk that this process exacerbates socioeconomic inequality and erodes trust in the mission overall.

Yet, delivering a just transition can unlock a vast range of social and economic benefits for those who need it most, improving lives and communities through cleaner air, healthier homes, lower bills, better jobs and new models of ownership and investment which generate local wealth and prosperity, tackling inequality as a core objective.

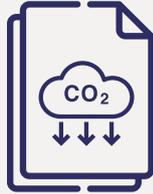
Local authorities have a critical role to play in enabling the just transition, driving net zero action that meets the needs of their diverse citizens and communities. However, it is not always clear what this action can or should look like.



Local authorities are well-placed to lead net zero and climate action that engages and meets the needs of their diverse communities

Building on Regen's work with local authorities in the Net Zero Living Programme, this guide examines how local authorities are already supporting a just transition in practice across four main themes:

1.



Plans, strategies and outcomes

Developing net zero and strategic investment plans which embed just transition processes and outcomes.

2.



Networks and partnerships

Building inclusive, purpose-driven coalitions to drive joined-up just transition action and enhance local economies.

3.



Planning and procurement

Reflecting the aspirations of local places and building community wealth through key local authority functions.

4.



Investment and delivery

Ensuring that investment, finance and delivery work to maximise inclusive social and economic value.

Across each of these themes, tangible actions are suggested that any local authority can take to secure more just outcomes from net zero activities going forward. The content is based on an extensive literature review, case study research and engagement with Net Zero Living Programme local authorities and their partners. This engagement included two in-person workshop events held in Edinburgh in June 2025, as well as participants within the Just Transition and Community Energy policy group.

Introduction

As the UK accelerates action to deliver net zero by 2050, there is a clear and pressing need to ensure this is done in a fair and just way.

Research has [repeatedly shown](#) that support for net zero, clean energy and climate action is [high among the general population](#). However, [this is contingent](#) on people not being made worse-off in the process, particularly those already on low incomes and in working-class and marginalised communities.

These are the groups that have [yet to experience](#) the benefits of net zero at scale, who have been hit hardest through the energy and cost-of-living crises, and who may struggle to engage or afford the upfront costs of new technologies or decarbonisation measures. Without careful consideration, [there is a risk](#) that net zero will widen existing social and economic inequalities, creating a rift between those who can afford to participate (e.g. middle-class households who can more readily install heat pumps or purchase electric vehicles) and those who cannot, eroding public trust in the mission overall.

Examples of just transition challenges today

Affordability: Given the high up-front price of low-carbon technologies like heat pumps and electric vehicles, the transition risks excluding those who can least afford it, locking people into increasingly volatile and expensive fossil fuel-based systems and worsening associated negative health and social outcomes.

Participation: The net zero transition will impact everyone, yet not everyone has the same voice or power in the process of designing new policies, projects, systems and solutions. Much of the strategic planning required for net zero is also happening on a top-down basis, even at the local level, which risks a transition that fails to meaningfully reflect the needs or aspirations of different people and communities.

Ownership: With the acceleration of renewable projects and infrastructure, significant new economic opportunities exist. However, the transition to date has been predominantly market-led, limiting the value being captured in local places, particularly in less affluent areas.

On the other side of this, [net zero presents an opportunity](#) to improve lives for people and communities across the country, through cleaner air, healthier homes, lower bills, new social and economic opportunities associated with renewable-powered industries, ownership of clean energy projects, and the jobs, skills and investment needed to decarbonise homes and businesses at scale. The Climate Change Committee [estimates](#) that up to £8.2 billion per year in social co-benefits can be created in the UK through the transition to a cleaner society and economy between now and 2050. These co-benefits are compounded at the local level, where PwC [estimates](#) that an additional £431 billion in social and economic value can be created for citizens through a more place-based approach that better reflects the needs and ambitions of communities.

An inherently local challenge

To this end, the ‘just transition’ narrative has firmly taken hold in the policy and net zero space. While many definitions exist, at its core, a just transition is a transition to a decarbonised society and economy that, as a priority, engages, empowers and benefits those most at risk of being left behind in the process.

Local authorities have a critical role in the delivery of a just net zero transition. As organisations with deep knowledge and connections to their local areas, local authorities [are well-placed to lead](#) net zero and climate action that engages and meets the needs of their diverse communities. As democratically accountable organisations, they imbue an additional layer of accountability and legitimacy in the transition overall. They hold statutory powers over key areas, such as planning, procurement, environmental services, housing, transport, health and social care, and education; all of which can contribute directly to fairer net zero action. They are also [strong conveners](#), with access to finance and funding that can be leveraged towards inclusive, place-based programmes that engage and meet the needs of communities most at risk of exclusion.

This guide outlines how local authorities can support a just transition in their activities and statutory functions in practice, with case studies of where this is happening across the UK today. Undoubtedly, local authorities are already driving immense net zero and just transition action, often in spite of challenging financial, political and policy conditions. It provides practical suggestions and examples based on extensive research, literature and case studies, with key recommendations for devolved and national government policymakers to enable this at scale.

Local authorities have a critical role in the delivery of a just net zero transition



What is the ‘just transition’?

A brief history

The concept of a just transition can often seem abstract or theoretical, although it is not new. Historically, it has three main roots:

First, with the environmental justice movements and literature of the 1950s and 1960s, where local communities across Europe and North America protested the dumping of nuclear and industrial waste in areas with high populations of people from low-income, black and minority ethnic backgrounds. These patterns of injustice are still evident today. In the UK, low-income communities are [disproportionately exposed](#) to flooding and air pollution and their impacts, for example. Likewise, the harshest impacts of the climate crisis are [disproportionately felt](#) by countries in the Global South, despite being overwhelmingly caused by more affluent ones in the North.

Second, in the industrial transitions of the 1980s and 1990s, where closure of the coal industry in the UK removed the key social and economic fabric of workers and communities reliant on them, a legacy which is still felt today in many places. The phrase ‘just transition’ was first coined at an early UNFCCC Conference of the Parties (COP) meeting in 1997, with a focus specifically on the green jobs agenda, as trade unions and activists foresaw a potential for a similar trend as the world transitions from fossil fuels to renewables.

Third, in [more recent literature](#) and activism around energy justice, which recognises that millions of people are disproportionately harmed or excluded in the current energy system through higher bills, poor quality housing, social isolation, low incomes, disempowerment, extractive investment models and the adverse health and social impacts these create, and that net zero has the potential to exacerbate these issues (Table 1).



The term ‘energy justice’ recognises that millions of people are disproportionately harmed or excluded in the current energy system

Table 1: Net zero risk by group (adapted from Regen and Consumer Scotland 2025).³¹

Group	Net zero risk
People on low incomes or means-tested benefits	Less able to afford costs of low-carbon technologies like heat pumps, which may leave them exposed to volatile fossil fuel prices, increasing infrastructure costs and associated negative health and social impacts.
People with mobility or physical health issues	Potential inability to easily change technologies or shift their energy demand; disruption to conduct work in the home (e.g. installing energy efficiency and retrofit measures) may be especially harmful; may have additional transport needs which require exemptions in low-emissions rules.
People with mental health issues and/or facing social exclusion	Lack of confidence or social support networks may cause disengagement with new technologies, services or local decarbonisation programmes.
People from minority ethnic communities, particularly for whom English is not a first language	Lack of confidence or trust in engaging with suppliers, decision makers or new technologies and services may lead to exclusion; lack of clarity on rights and consumer protections; existing injustices in housing quality and service provision.
Digitally excluded	Limited access to online information and services may limit the ability to participate and benefit from new 'smart' low-carbon technologies; difficulty engaging with complex technological issues or changes.
People of a pensionable age	Lack of confidence for some in engaging with new technologies and services may lead to exclusion.
People with caring responsibilities	Limited capacity to change or flex energy demand due to irregular working patterns; lack of clarity on rights and consumer protections; capital costs of new technologies may be too high.
Fossil fuel workers	May be left without employment or opportunity as fossil fuel-based industries close, relocate or electrify.

The idea of a just transition within the UK's net zero context encompasses elements of each of these roots. At its core, a just net zero transition in the UK is about ensuring that the transition involves, empowers and benefits those people and places most at risk of being left behind, maximising social, economic and environmental value in the process.

This high-level definition is typically broken down into four main 'tenets', which can help operationalise the concept in a more practical way.¹⁶ These are:



Recognition

Recognising that people face different social, economic and systemic challenges or barriers to engaging with net zero and accounting for those in energy and climate action.



Procedural

Ensuring that groups most at-risk of exclusion or disadvantage through net zero are meaningfully represented and empowered in planning and decision-making; enhancing civic participation and collaboration.



Distributive

Ensuring the costs and benefits of net zero policies, projects and plans do not disproportionately burden or exclude those with the least means (or better still, benefit those people as a priority); maximising local co-benefits and socioeconomic value.



Restorative

Deliberately and proactively redressing past injustices, such as fuel poverty and deindustrialisation, through energy and climate action.



Table 2: Example actions across the four just transition tenets.

Just transition 'tenet'	Example action(s)
Recognition	Socioeconomic analysis of strategic investment plans to understand how different groups are affected, implementing mitigations/targeted support to ensure those at risk of exclusion or disproportionate impact can participate and benefit.
Procedural	Citizens' jury, including priority representation from low-income and disadvantaged groups, to inform a local net zero investment strategy; inclusive engagement as a core condition of the planning process for new net zero infrastructure.
Distributive	Including priority for low-income households in retrofit grant schemes; using carbon taxes to invest in clean public transport initiatives; leveraging public (and private) finance to invest in community and municipally owned energy projects.
Restorative	Using community benefit funds from commercial energy projects to tackle fuel poverty in the local area; locating new renewable-powered industries in former coal-mining communities and prioritising high-quality jobs for local workers.

Just transition in policy

From its increased prominence through the 2010s, the concept of a just transition has been operationalised within various UK policies and programmes, particularly in the devolved nations.

The Scottish Government, for example, has established a set of dedicated [National Just Transition Outcomes](#) that shape policy design, planning and funding. In partnership with sector and civic stakeholders, it has developed various just transition sector plans to support fairer decarbonisation in industries such as agriculture, transport and energy. The recent Climate Change Plan also [includes a set of metrics and indicators](#) specific to the just transition, helping to track progress. This is supported and scrutinised by the Just Transition Commission, comprising sector and civic society experts who advise and steer the Scottish Government on its just transition policies.

Welsh Government likewise has recently [consulted on](#) a just transition framework for Wales, based on stakeholder input and deliberative 'Climate Conversations' to shape principles and processes for delivering a just transition in practice. Northern Ireland is also in the process of establishing its own Just Transition Commission. There is currently no equivalent just transition policy or framework at the UK level.

Different organisations have developed their own just transition plans, policies, strategies and commitments. A majority of energy networks in the UK, for example, have made just transition commitments, typically focused on [creating new jobs and skills through decarbonisation](#), [supporting communities in building their own renewable projects](#), enabling energy efficiency, and [supporting those in vulnerable circumstances](#).

Local authorities as a key enabler

Local authorities have a critical role in enabling a just transition. At a high level, local authorities understand the different needs of different people and communities within their geographic areas. Where local authorities lead and drive delivery of net zero programmes, they can do so in a way that [reflects these different needs](#), tailoring the transition more effectively to local perspectives and ambitions. They also maintain strong and broad networks of local stakeholders across housing, policy, planning, business, health and social care, finance, education, and others, and [can \(and often do\) act as conveners](#) towards shared local priorities.

Increasingly, local authorities are taking the lead to deliver net zero on this basis. While not yet a statutory function nationally or within the devolved nations, ensuring a just transition, and the mechanics which underpin this, can be supported through many existing local authority responsibilities. For example:

- **Planning:** As the authority responsible for approving new local developments, such as housing and renewable energy infrastructure, local authorities can steer developments to embed inclusive engagement and create new social value and fairer outcomes.
- **Housing:** With their own housing stock, funding for retrofit and energy efficiency and regulatory levers over housing and landlords, local authorities have remit to support household-level decarbonisation for those less able to afford it through existing networks and activities.
- **Health and social care:** Key services such as health and social care can be critical partners for ensuring those in most vulnerable circumstances are engaged and receive the support they need through the net zero transition.
- **Local Plans:** Local Plans can be a central platform for ensuring that, as local areas develop both economically and towards net zero, this is done in a way that reflects the diverse needs of different people and groups.

Councils are already leading on just transition action

Reflecting this, many UK councils are leading on just transition action in their areas. The London Borough of Newham and Glasgow City Council, for example, have both developed fully fledged [Just Transition Plans](#), which set out a shared vision on the just transition locally and outline critical investments, policies and support required to enable this.

Bristol City Council has also signed up to a [Just Transition Declaration](#), developed in partnership with community organisations, climate groups and trade unions, which sets out 10 principles to guide climate action in Bristol in a fair and just way.²⁵ Other local authorities, including Oldham, Preston and East Ayrshire, have established full [community wealth-building models](#) (see Planning and Procurement section), which reshape the approach to local economic development to prioritise investment in locally owned assets, businesses, skills and supply chains, generating new prosperity with local authorities at the core.

Many local authorities are also delivering just transition action that is less explicit, for example, through retrofit and energy efficiency schemes in social housing, decarbonising public transport, or [supporting the development of the community energy and fuel poverty sectors](#). While relevant to many specific areas, the just transition cuts across local authority activities and various themes, programmes and processes. Rather than working in siloes, effective delivery of a just transition requires joined-up action, recognising that different parts of councils have different roles, priorities and responsibilities, most of which will impact the just transition in some way.

This guide builds on these examples to showcase how local authorities are already supporting a just transition, and processes for maximising the opportunity of this in practice, across four main themes:

- 1. Plans, strategies and outcomes**
- 2. Networks and partnerships**
- 3. Planning and procurement**
- 4. Investment and delivery**



1. Plans, strategies and outcomes

Local authorities are increasingly delivering net zero and Local Area Energy Plans (LAEPs) and have statutory remit over Local Plans (and Local Development Plans in Scotland and Wales) specifically.

Just transition plans or strategies add a critical dimension to these, focusing primarily on the social and economic impacts of net zero proposals and carrying forward actions and investments which ensure fairer outcomes.

A comprehensive just transition plan [can incorporate all elements of other net zero plans](#), such as LAEPs, but typically build on this with inclusive citizen engagement, distributional analysis of outputs, and establishing actions and investments with emphasis on a set of pre-defined outcomes that the local authority and stakeholders wish to achieve (e.g. improved health, reduced fuel poverty, new jobs and skills in post-industrial communities).

Recognising that people face different social, economic and systemic challenges is critical to net zero plans.



Case study

London Borough of Newham Just Transition Plan

Approved in 2023, the London Borough of Newham's Just Transition Plan was one of the UK's first by a local authority. Newham is particularly vulnerable to the climate crisis; it is the second most at-risk area to extreme heat in the UK, its residents are already exposed to the highest levels of fine particulate matter pollution in the UK and 1 in 2 children in the borough live in poverty.

To adapt to and mitigate these risks, the Just Transition Plan shifts the council's approach from an emissions-focused approach to one in which climate action is integrated with existing challenges faced by the community, such as cost-of-living and widening inequalities, and in which the council play a convening role to enable deep civic participation in setting longer-term strategic goals.

The plan sets out a '3-6-5' framework:

- 3 principles that guide the council's work: increasing equity, reducing emissions and being future-ready.
- 6 desired futures which make up a vision of what residents and stakeholders want Newham to become. These include goals such as healthy, efficient homes, and an equitable, resilient and low-carbon energy system.
- 5 enablers that will assist work towards these futures. Some of these include partnering with key anchor organisations and enabling civic action.

The plan includes an assessment of the council's and the borough's emissions, distributional analysis of different climate risks to the borough, such as flooding and increasing temperatures, and how these risks map onto indices of multiple deprivation. It also includes key context-setting data around existing challenges to residents, built from extensive engagements through workshops and citizens' assemblies, all of which informed the final strategic framework.

Inclusive citizen engagement

Improving democratic and civic participation in net zero is a critical ‘tenet’ of the just transition. As such, any just transition plan or strategy should be informed by citizens directly, ensuring outcomes and actions reflect the diverse needs of people and communities within the local authority area. Without this, net zero plans [risk becoming technical exercises](#), focused on the principles of cost efficiency and system need, without consideration of the additional barriers, challenges or opportunities that citizens and communities [may face in the process](#).

Engaging with people and communities most at risk of exclusion through net zero, who are often already marginalised in society and who may be less trusting of energy or political actors, [requires a dedicated, purposeful approach](#) using a range of methodologies. People on lower incomes working shifts, for example, may require engagement to happen at different times of day in order to participate. People for whom English is not a first language may require engagement materials to be translated into other languages. For many at risk of exclusion through net zero, some of the issues may appear complex due to the often technical language used (or the technical nature of certain issues, such as home heat decarbonisation). Adjusting engagement approaches to ensure they are understandable can help boost input.

Likewise, for many people experiencing poverty or deprivation, net zero may not be a primary concern. Engagement conducted by Regen with community groups across the country on building capacity for community net zero action found that framing net zero engagement around the issues people face in their homes and communities can be critical for bringing more voices into the conversation, and is fundamental to drawing the links between net zero and the socioeconomic opportunities that the just transition seeks to enable. Local authorities participating in the Net Zero Living Programme, including Perth & Kinross, Caerphilly and Norfolk, have already adopted similar principles in their engagement approaches, with an emphasis on listening and meeting people where they are (e.g. knocking doors and being visible at local events), rather than purely providing information and expecting a response.

Through the Net Zero Living Programme, several local authorities have engaged citizens to inform net zero planning. Calderdale Council worked with partners Involve to run a citizens’ jury, focused on the retrofit challenge and informing the council’s Climate Action Plan. Warrington Council ran a programme of specifically youth-focused deliberative sessions that helped set out a vision statement for 2040 and identified seven priorities for achieving this. Alongside UK100, Net Zero Living Programme support partners Involve have developed [a toolkit for inclusive engagement](#), which can help guide local authority engagement on net zero and climate issues across a range of themes.

Case study

Calderdale Retrofit Challenge

Calderdale is a region of challenging housing stock; about 50% of homes are pre-1919, hard-to-heat stone terraces, and approximately 69,000 of these homes need retrofitting.

To better understand this challenge, and ensure their home decarbonisation programme was directly informed by the needs of their residents, the council leaned into its expertise around participatory and citizen-led approaches (from running a residents' panel and themed working groups under its net zero plan) and established a citizens' jury.

The jury, made up of 26 residents reflecting the sociodemographic make-up of the area, engaged for a total of 23 hours over six sessions. They heard from experts about routes and options for retrofit in the area, before working up a set of 14 recommendations (including establishing a one-stop-shop and setting up a local retrofit standard). Calderdale is continuing to hold focus groups and interviews as it develops its approach, as well as a 'Fair Retrofit Strategy'.

This project has given extensive focus to the opinions and perspectives of local residents, ensuring that the next steps taken by the council toward area-based retrofit can be rooted in their community's priorities.

Co-creating just transition outcomes

Just transition plans typically begin by developing a set of outcomes (sometimes known as 'missions' or 'goals'). In some cases, they take the form of high-level principles that guide decision-making and investment (see the Bristol example in Figure 1 below). These outcomes can provide a clear steer to help drive local authority and wider local action.

They can also provide criteria against which progress can be measured, which has been the case in Scotland's latest Climate Change Plan (2026-2040). This plan includes core indicators and processes for tracking them based on the [National Just Transition Outcomes](#) (Table 3). Each of these indicators can be made more granular to understand not only changes to overall figures, but also how changes vary across different social and economic groups, allowing policymakers to pinpoint any additional needs for engagement or action.

Figure 1: The ten principles outlined by the City of Bristol [Just Transition Declaration](#).

1. We will include the ideas and knowledge of disadvantaged people in all our work	6. We will make our ways of talking accessible
2. We will make sure that the changes in jobs around this work will be good for everyone	7. We will act in ways that support the people experiencing the worst climate change and nature loss in other places
3. We will help disadvantaged groups to take action that is good for the planet and nature	8. We will make sure that everyone is more able to cope with the difficulties made by climate change and nature loss
4. We will help individual people to make changes by making the big changes that makes it easy for them to act	9. We will make our places good for everyone
5. We will make sure that the costs and benefits of the changes are shared out in a fair way	10. We will make our organisation fair and bring the principles from the declaration into our work from the start

Working across local authority departments and with external stakeholders, including citizens from groups most at-risk of being left behind, to co-create these outcomes (e.g. via workshops, citizens’ jury and co-creation methodologies) can help build strong support and buy-in for the overall ambition. These outcomes can also be integrated across local authority planning and procurement processes, ensuring they extend beyond single plans to inform core decision-making (see next sections).

Table 2: Example just transition indicators from [Scottish Government’s Climate Change Plan](#).

Indicator	Tracking methodology
Reduction in fuel poverty	Public survey
People reporting ability to influence local net zero policy and planning decisions	Public survey
Operational capacity of local and community-owned energy	Energy Saving Trust data on local and community energy installations
People reporting that changes to their local place due to net zero infrastructure and/or land use change have maintained or improved the quality of their local area	Public survey
Percentage of people reporting that they are able to afford their individual transport costs	Public survey
Proportion of households reporting that they are managing well financially in local authorities with a high proportion of employment in oil and gas industrie	Public survey

Internal support and governance

A just transition approach cuts across several local authority departments and statutory functions, ranging from net zero, climate, energy and sustainability to housing, health and social care, finance and procurement. As such, this requires strong buy-in from senior leadership and other council areas. Regen's [Enable, Embed, Enact](#) work has already demonstrated how strong internal governance, senior-level support and embedding outcomes from net zero planning into policy and delivery functions can be crucial to realising local climate action.

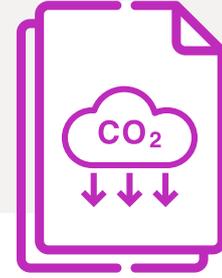
This has been the case in Glasgow City Council, for example. In producing its Climate Plan in 2023, the Council made an explicit commitment to enable a just transition, starting with the establishment of a short-life cross-party Just Transition Working Group. The Working Group developed a Recommendations Report, outlining 18 actions which the city can take to ensure that the transformation to a greener economy and society is delivered in a way that is fair and inclusive to the people of Glasgow. This explored the roles and positions of government, business, trade unions, citizens, the voluntary and community sector, and the public sector in facilitating and accelerating the transition to net zero.

Following this, an Implementation Plan was written, outlining how these recommendations should be actioned. This [implementation plan](#) is reviewed annually to provide detailed progress updates, ensuring ongoing monitoring and evaluation of its delivery. The Implementation Plan includes updates on how different council teams and departments, as well as external stakeholders, are collaborating to deliver on these just transition recommendations.

Embedding just transitions within other plans

Just transition processes and outcomes can be embedded within other existing plans and statutory functions, such as Local Plans (England) and Local Development Plans (Scotland and Wales). Local Plans and Local Development Plans outline a vision and framework for the development of a local area, encompassing themes such as housing, land use, employment, infrastructure and the environment, all of which are directly relevant to just transition aims.

To do so, the same principles of engagement and outcomes broadly apply. Ensuring inclusive engagement with groups most at risk of exclusion through net zero can, in turn, ensure that Local Plans reflect the needs and ambitions of those groups. Likewise, embedding outcomes established through inclusive local engagement in Local Plans and other core local authority strategies like Health, Economy and Transport can ensure that all strategies reflect this more fundamental ambition, creating stronger alignment and more joined-up action.



Actions for local authorities

Engage

Engage council departments, citizens and local stakeholders to establish a set of local just transition outcomes to guide action, investment and decision-making.

Establish and engage a cross-party, cross-department working group to ensure joined-up action and accountability on just transition aims.

Develop

Develop a set of measurable indicators to track just transition progress on key local priorities.

Develop a full just transition plan, guided by outcomes and a clear internal governance structure, ensuring it is based on tangible actions and delivery.

Embed

Embed just transition processes and outcomes in existing plans and statutory functions, such as Local Plans, and key strategies such as health, transport and economy.



2. Networks and partnerships

Beyond the local authority, local stakeholders have a prominent role in advancing just transition aims.

Communities, businesses, tradespeople, investors, education institutions, health and social care providers, and charities can all contribute to this, recognising that the just transition spans many sectors and themes. For example:

- **Delivering** retrofit for low-income households requires engagement in communities (which can be supported via local charities and organisations), skilled tradespeople to deliver, which may also require understanding or priming of the local education and skills pipeline to realise at scale.
- **Maximising** the social and economic value of new renewable energy projects will require relationships with often-excluded communities and stakeholders to understand local priorities and perspectives; with developers and networks to shape and inform projects that meet local need; and with public and private funders to drive investment into locally owned projects.
- **Supporting** the transition of workers from fossil fuel-based industries to new roles will require understanding of the current workforce via relationships with business owners, trade unions and workers; relationships with local and national businesses and investors to attract new opportunities to the area; and links to training providers to ensure workers can realistically make the shift.

The best way to ensure excluded or disadvantaged groups are engaged and represented is through trusted local organisations and individuals



The role of local authorities

Local authorities have two key roles to play in advancing just transition aims.

Role 1: Setting the vision

The first is in setting the vision for a just transition, through strategies and local authority policy and processes. Stakeholders note that when the local authority clearly articulates its ambition to drive a just transition in public communications and embeds this in policy, e.g. through a just transition action plan or a set of just transition outcomes to guide planning and procurement, this provides clarity to wider stakeholders on a shared mission.

This vision does not have to be set by the local authority in isolation, but can be (and, in line with just transition principles, is likely to be most effective when) set in collaboration with local stakeholders. For instance, a series of local stakeholder workshops can be used to develop a set of shared outcomes for a just transition, co-creating this vision and enhancing buy-in from the outset.

Role 2: Convener

The second key role is that of convener. This role is not unique to the just transition, but it is a critical one for building networks and partnerships that support it in practice. As [outlined by the Local Government Association \(LGA\)](#), local authorities are uniquely positioned to serve as ‘place-shapers’, bringing together communities, businesses, asset owners, networks, public and private investors, and others toward shared local ambitions.

Many local authorities are also experienced in this role, leading on Local Economic Partnerships (LEPs) and as core engagement points for energy networks to inform strategic system planning and delivery, for example. Combined with setting the vision, the local authority is well-placed to convene hubs or partnerships to tackle specific just transition issues, such as the industrial transition, transport decarbonisation or fuel poverty, or embed just transition principles within wider existing net zero, climate and economic partnerships. This can also extend to forming new partnerships designed to invest in and deliver just transition projects in practice (see Investment and Delivery section).

Inclusive networks and partnerships

A key distinction from existing net zero, climate or economic partnerships is that a just transition-focused network or partnership necessarily includes representation of citizens, particularly those most marginalised or at risk of exclusion, within any forum or governance structure developed to serve this purpose.

Table 4: Local stakeholders and their potential just transition partnership role (non-exhaustive).

Stakeholders	Just transition theme or role
Community groups	Engagement; community action (e.g. energy projects); citizen support and advocacy
Fuel poverty, energy and climate charities	Engagement; support with household decarbonisation and bills; fair work and employment; increasing local supply chains and economic opportunity
Small businesses	Decarbonising homes and buildings; fair work and employment; local supply chains
Local tradespeople and installers	Community energy partnerships; skills and education; engagement
Schools, colleges and universities	Skills and training; engagement; investment; research and innovation
Health and social care	Engagement and outreach; procurement, community energy partnerships; support referrals
Industry and commercial	Engagement and outreach; estates; community partnerships; jobs and skills; investment; fair work; community outreach

This can be achieved through direct engagement with citizens, e.g. through a long-term citizens’ assembly, or with the organisations that represent them such as fuel poverty charities, mental health support organisations and warm hubs. These organisations play a [critical role in relaying the views](#) of people often excluded or marginalised in decision-making, opening up channels for more direct engagement, holding trusted spaces for marginalised groups to voice their perspectives and advocating for the needs and perspectives of these groups to the local authority.

An added advantage of engaging advocacy, civic, third sector and charitable organisations is that these organisations can, in turn, benefit from new investments and partnerships which may emerge from just transition action, helping to also drive action on other local authority duties, such as health and social care or housing.

Engaging with groups less experienced in net zero, energy or climate issues can pose its own challenges. For instance, organisations or stakeholders may be less well-versed in the language, jargon or implications of net zero. Charities focused on social issues, such as poverty, may also be tight on time and resources to participate in conversations not in their core service area. Additional time and support may thus be required to ensure that these groups can participate in engagements, partnerships or local forums effectively, such as pre-calls ahead of any engagements to ensure understanding of the issues and financial compensation for their time.

Identifying stakeholders

To build inclusive networks and partnerships, local authorities must first understand who civic and third-sector stakeholders are, where they operate, the work they do, and the communities they serve. Securing representation from a broad range of groups, particularly those that are more disadvantaged or likely to be excluded, may require representation from local community groups or charities that can advocate on their behalf.

Experience from the Net Zero Living programme highlighted that, while local authorities know who their “main” stakeholders are, many are less clear on which organisations operate in the civic and third sectors to support broad and diverse engagement. As such, compiling a comprehensive stakeholder directory, mapped geographically against socioeconomic indicators, can be a valuable first step to building networks and partnerships that represent the interests of different groups in the local area. This can also be leveraged to support targeted outreach for local health and social services, or emergency support for climate-related events, such as flooding.

Case study

Climate justice and capacity mapping, Derry and Strabane District Council

As part of the Net Zero Living Programme, Regen undertook a climate justice and capacity mapping process for Derry and Strabane District Council to help better understand the socioeconomic vulnerabilities of communities most at risk in the city and the network of supporting organisations serving these communities.

Spatial insights, such as census and multiple deprivation data, were combined with data on flood risks, surface temperature and air pollution, and an analysis of the community organisations present and active in each area. These organisations were split into three tiers:

Tier 1 established organisations directly relevant to climate and net zero, e.g. sustainability groups, warm hubs and fuel poverty charities

Tier 2 non-energy specialist organisations, but working on adjacent issues, such as food banks and social justice organisations

Tier 3 community organisations whose work has less relevance to energy and climate, such as parent and toddler groups and other community gatherings.

Overlapping these factors can help the council identify potential priority partner organisations for engagement, the delivery of climate resilience and net zero strategies, and to prioritise outreach, support and investment. It can also enable the council to identify potential gaps in coverage, identifying where additional support or action may be required to engage effectively.

The council is now using this data to support future partnership building and investment, including follow-on work around net zero (where the council is looking to develop Positive Energy Districts) and climate resilience planning.

Actions for local authorities



Develop

Develop a comprehensive local stakeholder directory, combined with social and economic indicators, to guide engagement and partnership building.

Convene

Convene a local Just Transition Partnership, made up of businesses, civic society stakeholders, charities and advocacy groups.

Convene local stakeholders to co-create just transition plans, actions or ambitions.

Embed

Embed just transition principles within existing local partnerships, including Local Economic Partnerships and city alliances.



3. Planning and procurement

Local authorities have core functions and responsibilities that can be leveraged to make just transition principles part of ‘business-as-usual.’

While separate strategies and external engagement are important, ensuring that just transition principles (and outcomes, if these are being developed) are codified within local authority processes, policies and guidance can more formally embed these aims, particularly those that directly impact net zero investment and delivery.

Procurement as a key enabler

One key lever within local authority powers is that of procurement. As local authorities set out to deliver net zero investments that support just transition outcomes, the rules which guide procurement (e.g. of contractors, suppliers, services and project delivery) can determine what is expected of successful contractors.

Social value is already a core criterion for bidders to local authority tenders, guided predominantly by the Public Services (Social Value) act 2021, and makes for a logical starting point for embedding just transition outcomes. For example, asking bidders to demonstrate not just the additional social, economic or environmental value they will generate from the delivery of services or projects, but also how they will do so in a way that promotes a just transition for low-income or marginalised communities, based on clearly defined criteria (e.g. bidders must demonstrate how they will engage low income or marginalised communities, and/or how they will work with such communities to deliver lasting benefits).

Local authorities can maximise local co-benefits and socioeconomic value by prioritising local suppliers, social enterprise and community ownership within their core functions



Yet procurement can go further towards securing fairer, more prosperous net zero action within a local authority area. The Community Wealth Building model (see case study below) proposes a new 'progressive procurement' approach for local authorities, based on maximising local value creation by prioritising local suppliers, social enterprises and organisations which promote democratic ownership and local value retention in the award of public and institutional contracts. Guided by core just transition principles and outcomes, and based on a strong understanding of local stakeholders, networks and assets, this approach can [enhance the value of procurement](#), generating revenues and fostering the development of local skills, supply chains and a more self-sustaining local economy.

In England, the Local Government (Exclusion of Non-commercial Considerations) Act (2026) is currently making its way through parliament, allowing local authorities to more easily prioritise UK and local suppliers in their net zero procurement activities. The [Community Wealth Building](#) Bill in Scotland is likewise awaiting royal assent and will include development of local Community Wealth Building plans.

The value of a more 'progressive' procurement approach

Several local authorities have made significant progress with Community Wealth Building models. In Preston, local procurement spending from anchor institutions (including Preston City Council, Lancashire County Council, Community Gateway, two colleges and the Lancashire Constabulary) increased from 5% to 18% between 2013 and 2017, and from 39% to 79% in the wider Lancashire region. This constitutes an additional £74 million spent within the local Preston economy and an estimated £200 million in Lancashire [overall during this time](#). Lewes District Council have also doubled their procurement spend on local suppliers and organisations [through this model](#), from £5 million to £10 million as of 2024.

Case study

Community Wealth Building Ayrshire

In 2022, a £3 million Community Wealth Building Fund was set up across the regions of North, East and South Ayrshire with the aim of building inclusive local economies, enhancing wealth, building a larger, more diverse business base.

To do this, the councils used the four pillars of Community Wealth Building as a framework:

- Procurement prioritising local suppliers and small businesses in public and institutional contracts
- Promoting local jobs and embedding the 'Fair Work' framework, which intends to provide employers and employees with security, respect and a voice in the work they do
- Making better use of assets such as renewable energy for community benefit
- Promoting inclusive ownership models.

The fund helped support the employment of a Community Wealth Building Officer in each of the local authorities, in addition to two Fair Work officers, who helped engage local businesses around the principles of Fair Work.

The fund has created a comprehensive and lasting impact across the region, assisting over 1000 businesses; helping 200 firms navigate large public sector procurement; 27 to change their ownership structure, turning them into employee-owned or cooperative businesses; giving 300 firms grants or support and supporting 270 to create a Fair Work Plan.

The planning system

Alongside procurement, planning has the potential to become a core enabler of a just transition at the local level. As with procurement, social value commitments are already a relatively standard part of the planning process. If a local authority wishes to steer more towards explicit just transition outcomes, a relatively light-touch approach can be achieved by updating social value commitments in planning guidance to focus on this goal.

Engagement is also a core area where planning can support just transition aims. For new projects requiring planning permission, such as renewable energy or infrastructure developments, applicants must demonstrate their approach to local engagement. The UK government is developing best practice guidance on engagement and several guides already exist, including the recent [Onshore Wind good practice guidance](#) for England and equivalent Good Practice Principles, re-emphasised in the [Onshore Wind Sector Deal](#), for Scotland.

However, there is less explicit guidance for the planning system on how engagement can support more just outcomes, e.g. through engaging with less affluent or marginalised communities, particularly those near new developments, and how this can be codified. Lessons from procurement and previous sections can be implemented here, e.g. projects must demonstrate how they have engaged low-income or marginalised communities specifically, and how the project will benefit different groups against core just transition ambitions.

As with procurement, planning can also accelerate developments which directly enable more socioeconomic value, such as giving additional weight to democratically owned community energy projects or those where commercial developers, communities and the local authority build wind or solar projects in partnership (see [Cornwall example](#) below). Recent Regen research highlighted that 38% of current Local Plans included actions on community energy. Although not a formal consideration in planning at present, The UK government [recently consulted](#) on making community ownership and community benefits a material consideration within the planning system.

Case study

Cornwall Council community energy in planning

In 2023, Cornwall Council published their Climate Emergency Development Plan, based on strategic priorities of the Local Plan and with guidance on how renewable projects should be handled in the planning system.

Within this, Cornwall Council clarifies that:

“ Significant weight will be given [in the planning process] to community led energy schemes where evidence of community support can be demonstrated, with administrative and financial structures in place to deliver/ manage the project and any income from it. Encouragement will be given to schemes to provide for a community benefit in terms of profit sharing or proportion of community ownership and delivery of local social and community benefits.”

Cornwall Council Climate Emergency Development Plan, 2023, p.35

This guidance can help set out clear priorities around community energy and other conditions around net zero developments, embedding just transition action more formally within planning and procurement processes.

Local and community-owned energy

Local and community energy, where local authorities or community organisations own and operate their own renewable energy projects, can directly support just transition aims and outcomes. Such projects generate new revenue which can be used to directly support local needs and investment by and for local citizens. For example, the 28.8 MW wind farm led by Orkney Islands Council, in partnership with the local community, is [expected to generate over £120 million](#) in profit over its lifetime, new revenue which can be used for local authority services and local community needs.

Councils can lead such projects themselves, building new revenue in the interests of local people and places and anchoring [Community Wealth Building approaches](#). However, councils can also serve as enablers for the community energy sector in their areas, working in partnership with communities to advance net zero, decarbonisation and just transition aims. Through this, new revenue can again be generated for the local area, democratically led and administered by local communities directly, to help tackle social and economic challenges. Councils can support the community energy sector through various approaches:

- **Identifying sites for community energy projects:** With council-owned building stock, land and access to local development, network and energy data, councils can identify and promote opportunities for community-owned energy in their areas.
- **Matchmaking between developers, site owners and community groups:** Through identifying sites and opportunities, and promoting these to local community networks, local authorities can help realise community energy and shared ownership opportunities.
- **Purchasing local power:** Local authorities are a key off-taker for community energy projects, with capacity to enter into agreements with local and community energy generators to purchase the electricity they generate, supporting the community energy business case and, in many cases, reducing energy bills for local authority buildings.
- **Building community capacity:** Through their stakeholder networks, local authorities can promote and support the development of new community energy groups through hands-on technical and organisational support, funding and signposting, particularly in lower-income areas. This may include community energy organisations or other charity and third sector groups who may stand to benefit (e.g. sports clubs, faith centres, fuel poverty charities).
- **Funding community energy groups:** Where resources allow, local authorities can fund new community energy groups and projects to establish, such as the £1 million awarded over recent years by [Hackney Council](#). Gaps remain in funding at this early stage, although the Local Power Plan and Net Zero Hubs can provide some support here.
- **Leverage available finance for larger-scale municipal and community projects:** The National Wealth Fund and GB Energy provide funding and finance for local and community energy projects, which local authorities can leverage for more ambitious initiatives, such as the Orkney example.

Insight

Doing community energy in a fair way

Local and community energy can be a vehicle for a more just net zero transition, enabling communities to democratically own and profit from clean energy technologies and solutions.

However, community energy is not necessarily more 'just' by default. [Research from Regen](#) with citizens, community and social justice practitioners (2023) outlined that, to support a more just transition, community energy projects should enhance fairness across four main dimensions:

- 1. Ownership and governance:** Ensuring that ownership models are democratic, accessible and accountable, and actively include diverse stakeholders and organisations representing different social, economic and cultural groups.
- 2. Participation and engagement:** Projects are developed and governed with meaningful, proactive engagement with diverse citizens and communities, with people supported to codesign and make decisions on projects from the outset.
- 3. Finance, funding and investment:** Operating projects using transparent financial models that prioritise just transition outcomes and do not exclude people from governance based on ability to pay.
- 4. Benefits and beneficiaries:** Aiming to maximise social, economic and environmental benefits tailored to the priorities of different social groups, particularly in lower-income areas, with as much maintained within the local area as possible.

Research by Regen found that local and community energy can directly contribute to all eight of Scotland's National Just Transition Outcomes



Actions for local authorities



Develop

Develop clearly defined just transition criteria for local authority procurement, taking a more progressive, Community Wealth Building approach.

Update

Update planning guidance to include requirements for inclusive engagement, community ownership and demonstrating social value against just transition outcomes.

Support

Support the development of community and municipal energy projects, with a focus on participation and value delivery to lower-income areas.



4. Investment and delivery

Delivering a just transition at the local level requires local authorities to attract and deploy investment on a significant scale.

Councils have access to finance and funding not available to other organisations, such as the Public Sector Decarbonisation Scheme, the Social Housing Decarbonisation Fund, and the National Wealth Fund, with the ability to crowd in public, private and community capital towards just transition programmes. This makes them key financial enablers of the just transition agenda.

Yet research from the [Local Government Association and Local Partnerships](#) highlights the challenges of short-term funding cycles and limited in-house resources after over a decade and a half of funding cuts. The 'just' dimension of the transition adds a further layer of complexity. Projects must not only deliver carbon savings but also create good-quality jobs, prevent fuel poverty and avoid placing disproportionate costs on low-income communities. This requires multi-criteria investment planning that integrates social, environmental, economic and local ambitions, something many existing public and traditional private sector funding mechanisms are not yet shaped to deliver.

Under new devolution deals and policy packages such as the Local Power Plan and Warm Homes Plan, new money is expected to become available for local authorities to deliver net zero programmes and projects. The National Wealth Fund recently announced a suite of financial and procedural support for mayoral authorities in the UK, with more expected in the coming months. The question for local authorities that wish to support a just transition is then: how can new and existing investment be leveraged towards more just outcomes?

Attracting and deploying investment at scale can deliberately and proactively redress past injustices



Maximising social and economic value

To realise just transition aims through investment, there is a need for councils to first understand the impacts of proposed investments, policies and programmes across different social and economic groups, and across different social and economic indicators. Just transition investment opportunities, in theory, should emerge from inclusive engagement, local planning and partnership building with communities and wider local stakeholders (see previous sections). Understanding the co-benefits of different proposed actions can then help prioritise investment in projects or programmes which carry inclusive value and advance just transition aims.

Various resources are available to help councils understand the co-benefits of different investments and policies. The [Ashden Climate Action Co-benefits Toolkit](#) outlines a range of actions that local authorities can take, along with their associated co-benefits, business cases and links to existing local authority statutory duties. The [Climate Co-benefits Atlas](#) provides another resource for local authorities to understand the value and opportunity of various climate actions, broken down by local authority area, to support business case development.

On a project-by-project basis, the [Treasury Green Book](#) methodology, used by the government to guide investment and policy decisions, provides clear processes for understanding social, economic, environmental and health benefits of new investments. This methodology is used by some local authorities and can spotlight where most value can be created (and for whom) through net zero programme delivery, beyond cost-benefit analysis alone.

Case study

Cardiff City Council

As part of the Net Zero Living Programme, Bankers Without Borders (BWB) worked with Cardiff City Council to model the co-benefits of a city-scale retrofit programme.

To do this, BWB modelled different scenarios of retrofit investment using EPC and population data alongside key health, social, economic and environmental indicators, such as prevalence of fuel poverty, prevalence of damp and mould, cold-related illnesses, NHS spend, local GDP and productivity.

Through this analysis, BWB found that every £1 invested in home retrofit could yield £5 in value, through lower bills, improved health outcomes, increased property values (as a result of home upgrades), job creation, increased productivity and emissions reductions. The modelling estimates that investment of £280 million in retrofit in Cardiff could save the NHS up to £35 million per annum, create over 4,000 new jobs, and avert 770,000 tonnes of CO₂ emissions over a 20 year period.

Financing the just transition

Once investment opportunities have been identified, securing investment poses its own challenges and opportunities. Local authorities across the UK note that public funds are currently too short-term, with varying capacity within local authorities for detailed feasibility or development. This [limits the ability of councils](#) to build a pipeline of viable projects or provide certainty to investors who may otherwise be willing to finance longer-term, more transformative programmes.

This landscape is shifting with the introduction of the National Wealth Fund and GB Energy, along with Devolution Deals, which are delivering the first tranche of grants and low-cost finance and funding to local and combined authorities to enable larger-scale net zero projects. These sources are [expected to support early-stage feasibility and development](#) as well as capital investment, enabling councils to build viable, investment-ready projects.

Various funding and finance options exist for just transition projects, including but not limited to:

- **Grants and subsidies:** The UK Shared Prosperity Fund [Just Transition programme in London](#) offered £1.2 m to support climate start-ups in Camden, Islington and Lambeth working on equitable net zero goals. Scottish Government has also provided a £500 million [Just Transition Fund](#) to help projects driving fairer transition action in the North East and Moray.
- **Public borrowing and bonds:** The National Wealth Fund and GB Energy are expected to become critical players in financing public net zero projects, while the [UK Municipal Bonds Agency](#) enables councils to issue bonds, diversifying funding away from central government loans.
- **Community Municipal Investments (CMI)s:** Councils can issue community bonds through platforms to raise capital from local citizens for low-carbon projects, using established intermediaries such as Abundance Investment.
- **Private investment/institutional capital:** Projects that meet investor thresholds (e.g. scale, returns, risk mitigation) and engage institutional funds such as pension pools.

Councils are increasingly [exploring models](#) which blend some or all of these options to support local climate and economic aims, recognising that various sources will be required to deliver at scale and in a fair and just way. They are also working with local, national and finance stakeholders to [develop project pipelines and match opportunities to investment](#), e.g. through Local Climate Finance Hubs.

The role of private finance

While more public funding and finance are becoming available, there is still broad agreement that private sector investment will be critical to the net zero transition at scale and pace. Many investors are also now turning towards the just transition as part of wider [corporate sustainability and fiduciary responsibilities](#), with a greater understanding of the need for place-based finance and delivery to achieve net zero overall.

Reflecting this, local authorities across the UK have explored and implemented public-private partnerships, which utilise a blend of public funds to de-risk investments that private or institutional capital can then help scale. The [Bristol City Leap](#) programme, a joint venture between Bristol City Council and Amaresco, is one well-documented example of this.

Insight

Public-private joint venture models

One common approach for councils securing investment in net zero programmes is through joint ventures. Joint ventures involve councils establishing formal partnerships with commercial organisations and can include public, community, industrial and other bodies.

In a joint venture, respective parties typically set up a new, separate legal entity (e.g. a company limited by liabilities), which can then source investment through national pots and capital markets directly, enabling a blending of public and private finance.

These have the advantage of leveraging strengths from each party, e.g.:

- Local authorities can provide access to public funding, land and estates for decarbonisation, and form agreements to purchase power through new energy infrastructure
- Commercial partners can provide new capital and typically bring project management and delivery experience
- Community partners can ensure projects delivered as part of the joint venture are guided by local needs and ambitions.

A critical challenge is ensuring that joint ventures (and public-private partnerships more widely) contribute to just transition outcomes. In the case of Bristol City Leap, this has mostly been achieved through contractual obligations to meet social value commitments, including decarbonising social housing and establishing a £1.5 million community energy fund, with 15% of total project spend allocated to social value over the partnership's lifetime.

Public-private partnerships have a turbulent history and perception in the UK

Concerns exist that the profit motive of private finance can limit the ability of this model to work for seemingly less profitable initiatives (e.g. retrofitting fuel-poor homes), or essential public goods such as social care, which are geared more towards social, economic and environmental value. There is also a fundamental [question of extraction](#), where the need for investor returns may be seen to supersede any core social, economic and justice ambitions at the local level if left unchecked.

Yet there is broad agreement that private finance will have a critical enabling role in the net zero transition. To overcome these challenges for local authorities seeking to source private finance for just net zero transition programmes, three key lessons emerge from our research:

1. Any investment partnership must be rooted in a place-based, strategic approach, ensuring that investments are those which carry the most value against the needs and ambitions of local places based on inclusive citizen engagement (see [Oldham case study](#) below)
2. Public-private investment vehicles, instruments or programmes should be underpinned by [transparent and accountable processes](#), and contractually guided by core just transition outcomes and metrics (see Section on Plans, Strategies and Outcomes)
3. Local businesses, investors, supply chains and communities should be prioritised as delivery partners in any subsequent procurement processes to maximise local value retention and economic development.

Case study

Oldham's Green New Deal Delivery Partnership

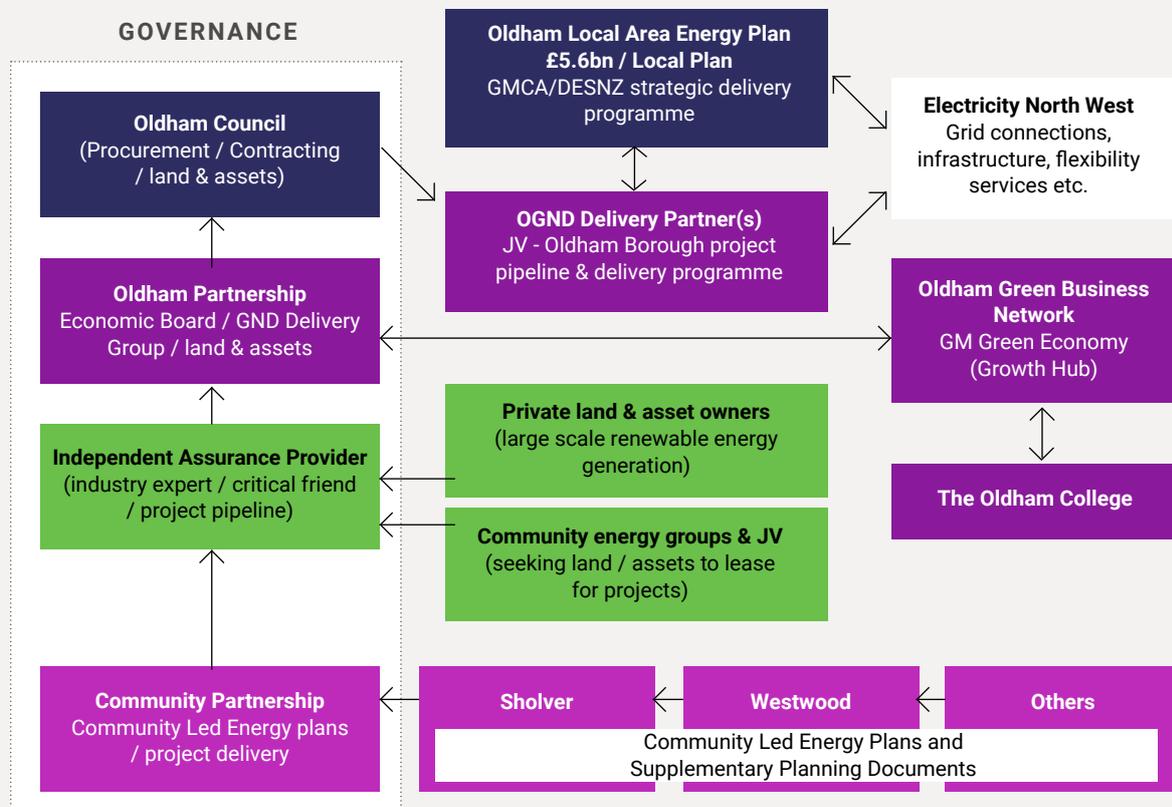
Oldham has a rich legacy of supporting a just transition, having trialed one of the UK's pioneering Community Wealth Building approaches, anchored in community-owned energy in the city.

As part of the UKRI-funded Net Zero Accelerator Programme, Oldham is developing a Green New Deal Partnership, whereby the Council will work with local economic, business, public and community partners in a Joint Venture vehicle to deliver the £5.6 billion investment needed to meet Oldham's decarbonisation needs.

Investments as part of the partnership were originally identified through the LAEP process. However, stakeholders noted this was a largely top-down process, and so are working with local community energy organisation Carbon Coop to develop community-led energy plans from across the borough.

Through this community-led process, Oldham hopes to further develop an investible project pipeline that directly meets the needs and ambitions of citizens, delivered by a thriving local business and supply chain ecosystem, with the local authority guiding procurement to this end.

Figure 2. Oldham Green New Deal Partnership governance structure.



Actions for local authorities



Apply

Apply co-benefits modelling to project pipelines to understand which carry the most social and economic value, particularly for at-risk communities.

Establish

Establish clear outcomes and criteria to guide public-private investment partnerships.

Embed

Embed just transition principles into investment decision-making and delivery, with priority in procurement for local businesses and supply chains.



An end-to-end process

From the research presented throughout this guide, it is clear that councils are already leading on a just transition in practice.

There are a myriad of actions any council can take to progress this for their local areas. Individually, each action can help drive this agenda forward. However, there are some logical ways in which these can link together to create a more comprehensive, joined-up just transition approach. Figure 3 visualises one way these actions could piece together to this end.

Figure 3. Example process for local authority just transition action.



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Report by:
Fraser Stewart,
Just transition and
communities Lead, Regen

Regen
Bradninch Court,
Castle St,
Exeter EX4 3PL

A decorative graphic on the right side of the page, featuring a dark blue background with a pattern of overlapping, angular shapes in shades of purple and magenta, creating a sense of movement and depth.

REGEN