



**MAPPING JUST
TRANSITION
INITIATIVES
AT THE CITY
LEVEL: A RAPID
RESEARCH
REPORT FOR
COVENTRY
CLIMATE
CHANGE
BOARD**

Julia Slay

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EXECUTIVE SUMMARY

This rapid research report, commissioned by Coventry's Climate Change Board, set out to map best practice in delivering a Just Transition at the city level. The focus was on both UK and international examples that could offer valuable insights for Coventry. The research relied primarily on desk research, including search engines, bibliography searches, and inputs from leading practitioners and researchers in the field.

A Just Transition is an approach to reaching a sustainable, low-carbon economy, while ensuring that this change is equitable and does not exacerbate or create new inequalities. This transition encompasses economic, social, and environmental challenges and seeks to distribute the burdens and benefits of climate action fairly among all stakeholders.

The research highlighted three key principles necessary for a Just Transition:

- Long-Term Energy Transition Strategies: These should align with climate goals and commitments to social equality.
- Participatory Transition Planning
 - considering those affected by transition processes
- Redressing Systemic Injustices: Using transition planning to address existing disparities under the current socio-economic system

Several themes emerged from the research as areas of focus for Cities wanting to implement a Just Transition:

- Strategic planning: the need for proactive, integrated planning involving a wide range of stakeholders, many of whom do not currently connect within existing governance structures.
- Community engagement: widespread engagement is crucial, involving local communities, employers, workers, unions, and other stakeholders.
- Investment and resourcing: a Just Transition needs appropriate financial resources to coordinate and deliver ambitious plans, and may require innovative financing methods.
- Tackling Inequalities: central to a Just Transition is the focus on addressing existing and future inequalities.
- Education, skills, and employment pathways: developing skills and educational opportunities to support green jobs and industries.

Several recommendations are set out here for Coventry's Climate Change Board including:

- Develop a multi-stakeholder governance model with participatory approaches for transition planning.
- Conduct a data audit to capture what relevant data is already collated by partners that could be used for evaluation purposes, and develop a monitoring and evaluation framework in collaboration with communities. Ensure that indicators are developed in partnership with affected groups and communities.
- Create a comprehensive engagement and participation strategy targeting groups most impacted by the transition.
- Conduct a financial analysis for the required investment in Just Transition goals.
- Identify resources for coordinating and delivering Just Transition objectives.
- Formulate a stakeholder engagement plan encompassing employers, trade unions, industries, and financial institutions.
- Establish communities of practice with other cities for shared learning and advocacy.

Few cities have developed and implemented a strategy for a Just Transition, so much of the learning in this report reflects the current thinking across leading think tanks, researchers, and those city leaders who have taken steps in this direction. Coventry has a unique opportunity to lead a city wide approach to making sure the transition to a net zero economy is fair and equitable.



INTRODUCTION AND METHODOLOGY

“Around a fifth of current jobs (21%) in the UK have skills for which demand could grow in the green economy or could require reskilling – affecting more than 6 million people. Around 10% of workers have skills that could be in more demand, while 10% are more likely to need reskilling – this does not mean these jobs will be lost. The East Midlands, West Midlands, and Yorkshire and the Humber are the three regions with the highest proportions of jobs that could be exposed to the transition.”

‘Investing in a Just Transition’, The Grantham Research Institute on Climate Change and the Environment

In 2023 Coventry’s independent Climate Change Board established the Fairer Green Futures Pathway Group (initially established as the Equitable and Person Centred Pathway Group). The Group has the following critical functions:

- encourage the wider engagement of people living and or working in the City and ensure that no person is excluded and that everyone has the opportunity to shape future policy and participate in promoting practical projects and activities on the ground;
- To challenge the Board , the activities of its members and the work of the Pathway Groups and assess their impact upon under-represented groups in the City and recommend changes where appropriate;

In Autumn 2023 the Pathway Group commissioned this research to map examples of best practice at City level in delivering a Just Transition.

This mapping research was designed to uncover examples of best practice at the City level, within the UK and internationally, from which Coventry could draw lessons about both strategy and implementation. It was primarily based on desk research using search engines for keywords, bibliography searches from existing publications, and through recommended reading from some of the leading practitioners and researchers in the field. Early mapping indicated that - though many Cities had made statements or held events on a Just Transition - few had published a strategy, or moved forward into implementing that strategy. In some cases this was because there were not enough resources to support the development and implementation of a Just Transition plan.

The richest place for insight into implementing a Just Transition was Scotland, and specifically Glasgow, which has developed detailed action plans. Much of other literature on Just Transitions sets out principles to guide action, or recommendations which have not been tested in practice. These recommendations have been captured as part of the mapping and are within Appendix 1. The analysis that makes up the bulk of this research has come from these documents, and several published presentations and reports from Glasgow and other cities in Scotland.

The research was restricted to “Just Transition” initiatives, so excluded wider Green Transition findings due to time and resourcing.



DEFINITIONS OF A JUST TRANSITION

Broadly speaking, the definitions of a ‘Just Transition’ refer to:

- The transition to a new economy - away from one which is carbon intensive and towards a more sustainable low carbon / net zero economy.
- How that transition can be “just” or equitable, ensuring that the transition does not exacerbate inequalities, or create new inequalities.

The second part of the definition is where there has been more academic debate, in particular around *who* is considered within Just Transition initiatives (e.g. workers in affected industries, or wider communities and groups who already experience structural inequalities).

The two definitions below capture the concept well, with the second definition a little better for public audiences.

“A ‘Just Transition’ refers to a concept and framework developed to support the global move from an unsustainable and carbon-intensive economy to one that is more sustainable and low-carbon in order to tackle climate change (a ‘net-zero’ economy). This transition is likely to have significant economic and social consequences, including job losses in industries that rely heavily on fossil fuels, economic disparities and social inequalities. There are social, economic and environmental challenges in this change for industries, communities and workers. The Just Transition framework seeks to ensure that the burdens and benefits of the transition are distributed fairly among all stakeholders. It involves creating policies and strategies that prioritise the protection of workers’ rights, provide support for affected communities and promote inclusive and sustainable economic development”.

Friends Provident Foundation, Just Transitions paper

Greenpeace describes it as follows:

“Just Transition’ means moving to a more sustainable economy in a way that’s fair to everyone – including people working in polluting industries. Put simply, a just transition is about moving to an environmentally sustainable economy (that’s the ‘transition’ part) without leaving workers in polluting industries behind. It aims to support good quality jobs and decent livelihoods when polluting industries decline and others expand, creating a fairer and more equal society – that’s what makes it ‘just.’”

Common Principles for a Just Transition

Much of the existing research and practice has emphasised core principles that can be used to guide Just Transition efforts. One principle which came out consistently was the need for the planning process to be participatory, and engage with communities affected, including workers, their families and communities, trade unions, employers and others. Many of the actions and recommendations listed later in this report show the importance placed on participation and engagement, and the need to create plans for engaging with communities, sectors, and trade unions.

One report – a comparative analysis of Just Transitions – listed the three key principles below necessary for a Just Transition:

- energy transition strategies should be long-term and align both with agreed climate goals and commitments to improving social equality;
- transition planning should be participatory, applying both distributive and procedural justice, and taking into account those who will be affected by transition processes across the socio-economic system;
- transition planning processes should be taken as an opportunity to redress systemic injustices that exist under the current fossil fuel dependent social, political and economic paradigm.

The Friends Provident Foundation identified three key factors to consider when leading a Just Transition initiative / activity which were:

- To anticipate, assess and address the social risks of the transition.
- Identify and enable the social opportunities of the transition.
- Ensure meaningful dialogue and participation in net-zero planning.

COMMON THEMES FOR THE IMPLEMENTATION OF A JUST TRANSITION

There are several themes that come out of the literature which capture the different areas of focus that cities will need to implement a Just Transition. This is not a complete process: few cities have published strategies for a Just Transition, and even fewer have progressed to implementation of those strategies. Many cities are still thinking through what their approach will be, and so the themes below reflect a combination of theory and practice, and many of the recommendations have not yet been tested out in practice.

STRATEGIC PLANNING

Current research and practice emphasises the need for a proactive, strategic planning process for a Just Transition which involves a broad range of stakeholders. Other economic transitions have often been unplanned and reactive, and this can exacerbate the inequalities experienced as a result. The literature often points to the processes of change in cities heavily dependent upon manufacturing as an example of economic transitions which were not planned well, for example, the “rust belt” in North America (Detroit, Cleveland etc) which were heavily dependent upon manufacturing, and former mining towns in the North of England and Wales. The known shift that will take place to a net zero economy provides an opportunity to create a more integrated and strategic planning process that can address existing and future inequalities that may emerge from this transition. In particular, economic development and climate planning functions will need to be more closely aligned. Planning will need to take place within and across sectors to ensure an integrated, place based approach.

ENGAGEMENT

Perhaps the strongest theme in the research was the need for widespread community engagement as a core feature of a Just Transition. The process of planning the shift to a net zero economy will involve engaging with employers, workers, their families, anchor organisations, unions and many more stakeholders in order to understand the needs, assets and aspirations of those likely to be affected by the transition to a low carbon economy.

Many of the actions listed within the literature emphasise the need for detailed community and stakeholder action plans, and for a participatory process to be undertaken.

Some cities have tested out more participatory methods of engaging citizens in discussions around a Just Transition, including:

- **Bristol:** the University of Bristol has conducted research with local stakeholders to understand how inclusive decision making on Bristol’s climate strategy is. More information on this work can be found [here](#) and is referenced in the bibliography.
 - **Glasgow:** co-design has been a strong feature of their implementation and Glasgow had previously held a Citizens Assembly on the Climate Emergency.
- Participatory budgeting has also been successful in Glasgow, and the City Council’s Wee Green Grants have been cited as an example that could be replicated.
- **In Essex,** local climate engagement programmes have been established, alongside a local climate action fund.
 - **U.S cities** have often held regular “town hall” meetings and engaged with local communities working in particular industries..

Some of the literature - particularly from the UK - emphasised the benefits of working closely with VCSE partners to engage local communities. Many of the recommendations in Appendix 1 relate to having detailed engagement plans for workers in affected industries, and the surrounding communities.

INVESTMENT AND RESOURCING

“City governments do not have big enough budgets or enough unilateral power to address the magnitude of just transition needs on their own”.

Achieving the Just Transition, a Toolkit for City Leaders Across the Globe

A Just Transition to a net zero economy won’t happen without appropriate resourcing and investment. There are different approaches suggested within the literature for how city leaders can finance Just Transition initiatives.

One of the most common recommendations made for cities is to lobby for, and create, a dedicated Just Transition fund in order to resource essential non-capital local and regional transition efforts. The few cities that have so far progressed their Just Transition plans into action have had dedicated funding to do so, both to resource the teams who coordinate and deliver transition activity and funding that is made available to different communities and industries.

Some cities have explored options including the establishment of specific funds to finance Just Transition activity, municipal bonds, and engaging financial institutions and investors in local transition partnerships. The idea of Community Municipal Investments (CMI) has also been prompted as a way to engage local communities alongside local authorities in crowdfunding for local action on climate change: one pilot from Kingston Borough Council involved launching CMI's for solar projects.

The C40 City leader toolkit also outlines the following options for city leaders seeking additional resources to support Just Transition activity.

- Dedicated tax or pricing mechanism
- Green banks
- Green bonds
- City diplomacy
- Public private partnerships

Another area where the need for investment is frequently highlighted in the literature is to make specific funding and support available for small and medium sized enterprises (SMEs) in their efforts to decarbonise.

IDENTIFYING AND TACKLING INEQUALITIES

The central part of making the transition to a green economy is ensuring it is just. Many recommendations listed in the Appendix have emphasised the need to have strong data and analysis on the current inequalities within the economy, and the future impacts of a transition. This includes having strong equalities data, and equalities impact assessment tools.

A comparative study of Just Transition case studies recommended that leaders:

“Broaden out transition processes so that they do not focus narrowly on fossil fuel workers, but attend to wider vulnerable populations across the socio-economic system; Ensure that new projects speak to people’s imaginations and help reorganise aspirations around different possibilities – how to work differently, how to care differently for others and for the environment; how to educate differently; how to build housing; how public participation in political life could expand, etc.; Address gender, racial, and class disparities”

Just Transitions, a Comparative perspective

This quote speaks to one of the main points that the critique of traditional Just Transition propositions makes: that any activity aimed at achieving a Just Transition has an opportunity to tackle existing structural inequalities within the economic system, rather than be limited to workers in affected industries.

EDUCATION, SKILLS AND EMPLOYMENT PATHWAYS

Creating educational and skills building opportunities that support a Just Transition is presented as one of the major delivery activities that can enable people to move into, or progress within, green jobs. It includes addressing existing jobs which could be ‘greened’, the active creation of new green jobs and industries, and ideas about new types of apprenticeships and skills bootcamps.

The recommendations in the literature are broken down into the following areas:

- Considering the **skills shifts for people working in sectors and roles that will be affected by a shift to a low carbon economy** and re-skilling people working within roles that are likely to become obsolete as a result of a shift to a net zero economy
- Building skills among **local government / regional government teams** to support them to embed a Just Transition across their work, including skills in climate planning, and conducting climate justice impact assessments.
- Building skills and awareness among **children and young people, and local communities** in low carbon futures and climate resilience, including building partnerships with schools, further education and higher education providers to do this.
- Tackling **existing labour market inequalities** by proactively building green skills among groups who are less represented in the green economy

Some specific innovations and approaches identified in the literature included:

- Investigate the development and use of Skills Passports to support workers building new skills for a net zero economy.
- Develop a series of green skills bootcamps for various sectors, focusing on early skills pathways
- Establish a training support fund for individuals with protected characteristics to address practical barriers to training opportunities.
- Call on employers to work with trade unions and educational institutions to create an integrated green jobs pathway.
- Launch a Glasgow Just Transition Jobs Fund to support reskilling and upskilling.
- Scale up a city-wide green apprenticeship scheme in retrofit, construction, and renewables.

THE BUILT ENVIRONMENT

Local governments are developing policies to reduce carbon emissions from the built environment, a sector accounting for 37% of energy-related carbon emissions globally. Coventry has an existing Strategic Energy Partnership for which the findings in this area may be relevant.

A recent ICLEI report on the built environment and a Just Transition outlined six tools that local government could use to promote a Just Transition in the built environment, including:

- Legislation and regulations
- Spatial planning
- Capacity-building and advocacy
- Direct spending and fiscal measures
- Proprietary powers that local government has over its own resources.
- Public procurement

POLICY MAKING

Policy making is an under-represented area in the research, but some work has emphasised the need to embed thinking about Just Transitions throughout the policy making cycle, and also in regulation. A NEF report on the Just Transition recommended that policy makers should increasingly focus on incentivising the greening of jobs in all sectors, particularly in new and emerging non green jobs.

In addition to the recommendations captured above about building skills and capacity within local government for a Just Transition, the LSE Grantham Institute has recently published guidance on a national Just Transition policy framework which is a helpful aide for national policy makers.

It explores different aspects of policy making and the Just Transition, including:

- The Foundation of Social Protection
- Just Transition Governance
- A Just Transition lens on climate policy

LOCAL LEADERSHIP, GOVERNANCE AND ADVOCACY

Given the nature of this transition, leadership at city, regional and national levels needs to be integrated across different sectors and settings. Strong commitment is required, in particular from anchor organisations such as local government, employers, and unions, along with a long term perspective on the transition and their role in leading it.

New forms of place based governance may be required to steer the transition equitably, involving a wider range of stakeholders than are typically represented in existing governance structures, such as trade unions, higher education institutions, and VCSE groups. Other mechanisms to engage local leaders and champions have also been tried, most notably by Glasgow City Council who created a sustainable Glasgow partnership Charter which encourages local businesses and employers to commit to taking action themselves.

Although aspects of a Just Transition can be achieved at a local level, regional, national and international action will also be required, and so local leaders have a role in advocating to other levels of government and communicating the needs of local communities and what support local governments and cities require in order to support transition efforts. For example, some cities and regions may want to advocate for devolved education and skills budgets so they can prioritise green and low carbon skills, or lobby for powers and budgets to transform regional public transport systems.

MONITORING AND EVALUATION

Only a small number of reports within this research identified any indicators associated with a Just Transition, but setting clear objectives, timescales and ways of measuring progress will be vital in order to gauge what measures are effective, and how to prioritise resources and activity.

Many reports recommended that local areas engage local residents and stakeholders to co-create a participatory monitoring and evaluation framework that reflects their local priorities. The table below sets out some suggested indicators which were developed as part of the Equitable Transitions Guidebook, and could be used as a guide to the types of indicators which cities may want to measure as part of their journey towards a Just Transition.

The tables on the following pages provides an overview of indicators that can be used to create a baseline at the start of program design and monitor the equity outcomes of sustainability programs. These indicators are based on the best practices and resources detailed previously in this guidebook and should be regarded as inspirations to identify quantitative and qualitative indicators that fit the local context. The indicators listed below can be included in broader sustainability monitoring frameworks such as the 'Voluntary Local Reviews' of the Sustainable Development Goals and within sector specific transition plans, such as renewable energy or integrated waste management plans. They can also serve as a basis for developing local plans focused on social equity. Their main purpose is to create accountability and a framework to facilitate collaboration among different actors towards joint equity targets. It is also recommended to offer residents a space for suggesting additional indicators that might better reflect their context. Progress on adopted targets should be reported publicly.

ACCESS

Prioritizing equitable access to resources, services and infrastructures.




 <p>Applying place-based approaches to support vulnerable neighborhoods</p>	 <p>Ensuring equal access irrespective of gender, age, abilities and origin</p>	 <p>Innovative funding models to empower low-income communities</p>
<ul style="list-style-type: none"> ◆ Life expectancy between different neighborhoods ◆ Number or percentage of municipal programs targeted at most vulnerable districts in the city ◆ Housing prices and average living costs per neighborhood (development over time) 	<ul style="list-style-type: none"> ◆ Existence of urban integration strategies for different groups ◆ Perceived and actual safety in public spaces impacted by the sustainability program, gathered per age group, gender and other demographic factors (e.g. monitored through surveys) ◆ Number of relevant languages reflected in municipal programs and services 	<ul style="list-style-type: none"> ◆ Amount of public funds allocated and spent for financial support and debt relief of low-income populations ◆ Percentage of financial support measures including sustainability and equity components ◆ Additional sum acquired through resource pooling for increasing accessibility impacts of sustainability programs ◆ Number of residents applying for support programs and citizen projects, per income and other groups

Table from Equitable Transitions Guidebook page 47.
www.circulars.iclei.org/resource/equitable-transitions-guidebook/

PARTICIPATION

Designing programs with rather than for residents




 <p>Identifying vulnerable groups to ensure diversity in program design</p>	 <p>Co-creating through various channels</p>	 <p>Building on existing initiatives to empower local actors</p>
<ul style="list-style-type: none"> ◆ Number of incentives and support mechanism for minority groups to participate in governance (including gender balance, inclusion of minority groups) ◆ Percentage of under-served neighborhoods in which participatory mapping was facilitated to ensure the sustainability program reflects local needs 	<ul style="list-style-type: none"> ◆ Existence and frequency of consultation mechanism between the city and local initiatives active in sustainability ◆ Number of residents-led and civil society initiatives consulted in program design and implementation ◆ Percentage of the program planning group stemming from the community ◆ Number of annual meetings of the city with community stakeholders ◆ Engagement of local multi-stakeholder coalitions in the program (number and/or frequency of engagements) 	<ul style="list-style-type: none"> ◆ Number of community initiatives already contributing to the goals of the program ◆ Existence of collaboration mechanism between local government and local initiatives active in sustainability (number and/or frequency of engagements) ◆ Number of local initiatives receiving support to co-implement the program

Table from Equitable Transitions Guidebook page 48.
www.circulars.iclei.org/resource/equitable-transitions-guidebook/

OPPORTUNITY

Delivering equitable opportunities through employment, market and training




 <p>Prioritizing vulnerable groups in municipal employment programs</p>	 <p>Boosting employability through trainings and upskilling</p>	 <p>Supporting the market conditions for long-term equity</p>
<ul style="list-style-type: none"> ◆ Number of jobs created per sum of money spent, the GDP or gross-value added (GVA) multiplier ◆ Number or percentage of employment opportunities targeted at particular population segments, sectors, or geographies 	<ul style="list-style-type: none"> ◆ Percentage of unemployed city residents engaged in training or reskilling programs focused on sustainability ◆ Existence of collaboration mechanisms between the local government and education and training partners ◆ Existence of specific conditions to facilitate the access of vulnerable groups to trainings and upskilling programs 	<ul style="list-style-type: none"> ◆ Percentage of public tenders including a clause for social and inclusive employment ◆ Number of local social enterprises receiving support to co-implement the program ◆ Existence of incentives and support mechanisms for social economy enterprises to find a market for their products locally

Table from Equitable Transitions Guidebook page 49.
www.circulars.iclei.org/resource/equitable-transitions-guidebook/

GLASGOW'S JUST TRANSITION - A CASE STUDY OF STRATEGY INTO ACTION

In June 2021, Glasgow City Council adopted the Glasgow Climate Plan, marking a significant step towards addressing climate change and its impacts on the city. One of the key actions of this plan was the establishment of a local equivalent to Scotland's Just Transition Commission, leading to the creation of the Just Transition Working Group. This initiative was aimed at supporting Glasgow's transition to a net-zero and climate-resilient city while ensuring fairness and equity throughout the process.

Glasgow's history of enduring unjust transitions, particularly the shift from a heavy industry-based economy, has left lasting social and environmental scars. These past experiences are now being used as lessons to avoid repeating history and to build resilience as the city transitions from a post-industrial to a post-carbon society. The overlapping crises of climate change, COVID-19, and the cost of living have further emphasised the need for a just transition.

Glasgow City Council has planned a range of actions to enact the strategy, including:

- Focusing on skills development and training for council staff to support the internal changes that will be required for a Just Transition.
- The Council has developed a Climate Literacy Training course in collaboration with Keep Scotland Beautiful, accredited by the Carbon Literacy Project. Initially offered in 2020, the course covers basic climate science, global warming impacts, adaptation methods, and climate policy. It aims to equip staff with a foundational understanding of climate change and skills for emissions reduction.
- Climate Ready Modern Apprenticeship Programme: this new 3-year programme within the Neighbourhoods, Regeneration, and Sustainability service offers young people the opportunity to learn about horticulture and contribute to Glasgow's parks, aligning with the city's net-zero ambitions.
- The sustainable Glasgow partnership: Established in 2010, Sustainable Glasgow is a key collaboration aimed at making Glasgow a net-zero carbon city by 2030. It includes diverse members working on a range of

projects across sectors like housing, transport, and business, focusing on renewable energy, home retrofitting, and climate-friendly infrastructure

- Green Skills and Jobs: understanding the future demand for green jobs and skills is crucial for Glasgow's transition. Collaborations across sectors are needed to fill skills gaps and address inequalities. Initiatives like Skills Development Scotland's report on Green Jobs and the Learning for Sustainability program in schools are steps toward building a workforce ready for a green economy
- Just Transition Skills Action Plan: this plan, developed by Skills Development Scotland and Glasgow City Council, outlines the role of climate planning and the skills system in ensuring a fair transition to net zero. It focuses on enhancing skills interventions, aligning climate action with the skills system, and reforming the skills system to support this transition.
- Procurement: Glasgow's approach to procurement emphasizes sustainability and low carbon, aiming to grow local businesses, support fair work practices, and deliver socio-economic and environmental benefits. The Sustainable Procurement Strategy guides the Council's procurement activities, focusing on suppliers' sustainable and ethical practices.

- Building Retrofit: the Council's Strategic Plan prioritizes decarbonizing its buildings and assets. A significant focus is on retrofitting to improve energy efficiency and create local job opportunities. The Housing Energy Retrofit programme aims to enhance energy efficiency across the City Region, addressing fuel poverty and creating jobs.
- Placemaking: Glasgow adopts a place-based approach to address the climate emergency, as emphasized in the People Make Places report. The approach integrates social, housing, economic, travel, and environmental policies to deliver effective placemaking outcomes.
- Transport and Mobility: transforming Glasgow's transport sector is critical for achieving net zero. The Glasgow Transport Strategy, Active Travel Strategy, and Liveable Neighbourhoods programme are key initiatives to improve public transport, encourage active travel, and reduce private vehicle use.
- Climate Engagement: the Council aims to engage communities in climate action, considering the development of a Community Climate Engagement Framework. It participates in networks like URBACT to localize the UN's Sustainable Development Goals and engage citizens in climate discussions.

RECOMMENDATIONS FOR THE BOARD

The recommendations below are for the Coventry Climate Change Board and its pathway groups based on the learning in this mapping activity. The recommendations have been prioritised into the immediate first steps required to get the work underway. The full set of recommendations are outlined more fully in the thematic list on page 15-16 and include wider actions which could come after these foundations have been laid.

FIRST STEPS: 1-3 YEARS

These first steps would be the foundations of Coventry's city wide work on a Just Transition. They are the essential components required to begin to enact a Just Transition.

- **Identify resourcing** (core funding and staff capacity) to coordinate and deliver Coventry's Just Transition objectives.
- **Identify which industries and jobs** within Coventry and the surrounding area are likely to be affected by the transition to Net Zero, and conduct detailed analysis on the people, communities and employers within these areas, **including detailed equalities data of the wider labour market.**
- Develop a **monitoring and evaluation framework** that is created alongside communities, including **a set of indicators for Coventry's Just Transition**, and wider stakeholders to measure progress against objectives and gather baseline data on all objectives.
- Develop a **comprehensive engagement strategy** for the Just Transition programme, including targeted engagement work with groups / localities most likely to be impacted by the transition to Net Zero.
- Develop an **associated communications plan** and consider which channels of engagement will be required, and where resourcing will come from for this. e.g. newsletters, events, social media, and links to / visibility of the formal governance structure.
- Consider **developing a set of clear objectives for Coventry's Just Transition** (based on the engagement, data and analysis in sections below) to guide Coventry's work on a Just Transition.

FULL LIST OF RECOMMENDATIONS

GOVERNANCE AND LEADERSHIP

- Establish a multi-stakeholder governance model for transition planning: this could build on the existing climate change board pathway groups, but would ideally have delegated decision making powers, and resourcing to support the work.
- Explore how participatory approaches to governance could be embedded within the Transition governance structure, so that local communities and workers are represented and engaged in an active way.
- Consider developing a set of clear objectives for Coventry's Just Transition (based on the engagement, data and analysis in sections below) to guide Coventry's work on a Just Transition.
- Consider creating a leadership succession plan to build a broad base of leaders across the City who can sustain leadership on Just Transition initiatives over the medium to long term.

DATA AND EVIDENCE

- Conduct a data audit to assess what data is already available on the impact of a transition to Net Zero, identifying gaps and ways these could be addressed through a combination of qualitative and quantitative data.
- Identify which industries and jobs within Coventry and the surrounding area are likely to be affected by the transition to Net Zero, and conduct detailed analysis on the people, communities and employers within these areas.
- Develop a monitoring and evaluation framework that is created alongside communities, including a set of indicators for Coventry's Just Transition, and wider stakeholders to measure progress against objectives and gather baseline data on all objectives.
- Gather detailed equalities data on Coventry's existing labour market inequalities, and use these data to target support for people into green skills and employment pathways.

COMMUNITY ENGAGEMENT

- Develop a comprehensive engagement strategy for the Just Transition programme, including targeted engagement work with groups / localities most likely to be impacted by the transition to Net Zero.
- Develop a strong community focused narrative which can be used to explain the concept of the Just Transition, the benefits of making a transition, and how it will address community concerns.
- Consider using participatory approaches to governance, including participatory decision making and participatory budgeting to engage communities in direct and tangible ways throughout the Just Transition.
- Consider additional funding pots to support the engagement of under-represented groups, and local action funds to support community led action and local engagement and awareness raising work.

STAKEHOLDER ENGAGEMENT

- Conduct a comprehensive stakeholder analysis of the groups, organisations and networks likely to be affected in the transition to a Net Zero economy.
- Develop an associated engagement plan for key stakeholders and sectors, particularly employers (including SME representation), trade unions, affected industries, anchor organisations within the city, trusts and foundations and financial institutions.
- Develop an associated communications plan and consider which channels of engagement will be required, and where resourcing will come from for this. e.g. newsletters, events, social media, and links to / visibility of the formal governance structure.

PARTNERSHIPS AND COLLABORATION

- Consider establishing a community of practice with other UK (and possibly international) cities which are actively implementing a Just Transition programme to share learning, best practice and identify shared advocacy priorities.
- Consider doing site Visits to existing cities which are further ahead on their implementation



DELIVERY INFRASTRUCTURE

- Identify resourcing (core funding and staff capacity) to coordinate and deliver Coventry's Just Transition objectives. This could include seconded staff, in kind resources and pooled budgets. Be clear about how long you expect you will need to commit this resourcing for in order to fully achieve your objectives.
- Integrating Just Transition objectives and delivery plans into relevant departments across the Board, the Coventry SEP and associated partners. For example, integrating Just Transition objectives into economic development functions, procurement and supply chains, climate planning, etc.

EXAMPLES OF RESOURCING A JUST TRANSITION

In times of financial challenge it can be hard to resource initiatives such as this. Examples of how to think creatively about this could include:

- Exploring the possibility of secondments from different organisations either part time, full time or fixed term into a 'delivery team' which is hosted by one of the partners. This is the approach taken by the Mayor of London's Citizenship and Integration Initiative.
- It could also be worth exploring opportunities for core funding from local Trusts and Foundations who have a strong connection to the City.
- Pooled funds are an increasingly popular way of funding delivery capability across partnerships, whereby, for example, each partner agrees to fund a small amount of unrestricted funding each year that can be used by one lead organisation to recruit a team member to coordinate work across the partnership.

FINANCING AND INVESTMENT

- Conduct a financial analysis to assess the investment required to achieve your Just Transition objectives, including identifying existing funding pots available, and gaps or areas where new funding streams will need to be identified.



CONCLUSION

The term “Just Transition” is not a new one, and yet despite many ambitious statements of intent from cities across the world, few have created a city wide strategic plan to enact the transition, and then implemented that plan. In some cases this has been a matter of resourcing, and cities with an ambition have not been able to secure the funding needed to pursue their objectives. In other cases, the Just Transition framing has been subsumed into the Net Zero / Green Transition strategies, and in doing so some of the focus on those communities and workers who might stand to lose the most has been lost.

Coventry has a unique opportunity to put people at the centre of its transition efforts, and ensure that the shift to a low carbon economy does not exacerbate existing inequalities, and instead creates a new, greener and more inclusive local economy. This will require strong collective leadership from across the city, appropriate resourcing, and a long term commitment to achieving this change.



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APPENDIX 1

The table below captures specific actions and recommendations from the literature.

Action / recommendation	Source document
Ensure human rights and fair work principles are incorporated into net zero planning and actions	Glasgow Just Transition Working Group
Establish governance and ownership models for planning and delivering the transition	Glasgow Just Transition Working Group
Work with the Scottish Government to develop a concept for a 20-minute neighbourhood in Glasgow in the context of the just transition	Glasgow Just Transition Working Group
Encourage the Scottish Government to prioritise funding for community led and municipal energy programmes	Glasgow Just Transition Working Group
Lobby the Scottish and UK Governments to provide an Investment Fund which will support a just transition to net zero	Glasgow Just Transition Working Group
Work with the Transition Plan Taskforce to incorporate a justice element to transition plan guidance	Glasgow Just Transition Working Group
Co-develop a targeted support offer which will help SMEs to decarbonise	Glasgow Just Transition Working Group
Call on employers to work with trade unions and educational institutions to create an integrated green jobs pathway in the city	Glasgow Just Transition Working Group
Set up a Just Transition Fund to finance activity in Glasgow	Glasgow Just Transition Working Group
Make the just transition less abstract to citizens by building a narrative about what a fairer, greener future could look like	Glasgow Just Transition Working Group
Carry out meaningful community engagement to empower citizens and increase public participation	Glasgow Just Transition Working Group

Action / recommendation	Source document
Adopt a more integrated approach to economic development and climate planning	Glasgow Just Transition Working Group
Develop the circular economy and local supply chains through the lens of international climate justice	Glasgow Just Transition Working Group
Investigate the development and use of Skills Passports	Glasgow Just Transition Working Group
Create a process journey map for home retrofit and building decarbonisation activity	Glasgow Just Transition Working Group
Investigate different financing models to accelerate energy efficiency building improvements in Glasgow	Glasgow Just Transition Working Group
Focus on mobility justice to improve transport and connectivity in the city	Glasgow Just Transition Working Group
Improve and increase access to community assets and green space	Glasgow Just Transition Working Group
Launch a Glasgow Just Transition Jobs Fund to support reskilling and upskilling across all sectors.	Glasgow Just Transition Skills Action Plan
Develop and deliver additional low carbon and climate resilient modules to existing FE and HE courses.	Glasgow Just Transition Skills Action Plan
Develop a series of green skills bootcamps for heat decarbonisation, housing retrofit and transport, that focus on early skills pathways / accreditations that recognise unskilled/voluntary work as a series of credits which contribute to entry to further formal qualifications	Glasgow Just Transition Skills Action Plan
Extend the Step Up to Net Zero project to support the development of specialist skills	Glasgow Just Transition Skills Action Plan
Scale up a city-wide green apprenticeship scheme in a range of areas, such as retrofit, construction, and renewables.	Glasgow Just Transition Skills Action Plan
Continue to engage with national organisations (SFC, SDS) to blend national funding with local employability and skills funding to support an all age offering.	Glasgow Just Transition Skills Action Plan



Action / recommendation	Source document
Ensure comprehensive climate justice impact assessments undertaken in skills policy and climate planning	Glasgow Just Transition Skills Action Plan
Develop a Young Workforce 2.0 Strategy, that maps out how we will inspire our young people and prepare them for green jobs.	Glasgow Just Transition Skills Action Plan
Promote opportunities to unlock additional investment in learning for sustainability where it supports climate literacy and environmental stewardship for all learners from early years through to school leavers.	Glasgow Just Transition Skills Action Plan
Develop a challenge-led approach to engaging 16 to 25 year olds in solving sustainability problems for businesses in Glasgow and wider Scotland, with a particular focus on those individuals furthest from the labour market or most at risk from the transition	Glasgow Just Transition Skills Action Plan
Develop a Glasgow retrofit academy to upskill and reskill construction specialists	Glasgow Just Transition Skills Action Plan

Action / recommendation	Source document
Establish an innovation skills alliance to capitalise on investment in innovation, ensuring it stimulates the supply of high-end green skills.	Glasgow Just Transition Skills Action Plan
Secure a green jobs guarantee for the city	Glasgow Just Transition Skills Action Plan
Implement a green-skills passport that covers through from early years to retirement.	Glasgow Just Transition Skills Action Plan
Scale up the SMART STEM programme in primary and secondary schools to inspire the next generation about Science, Technology, Engineering and Maths.	Glasgow Just Transition Skills Action Plan
Publish a Glasgow City Climate Infrastructure pipeline with associated job creation potential to provide market stimulus.	Glasgow Just Transition Skills Action Plan
Publish industry estimates of the size of Glasgow's future Low Carbon Goods and Environmental Services and adaptation sectors, and skills needs for this	Glasgow Just Transition Skills Action Plan
Work with investors and partners to extend the pipeline to scale market demand.	Glasgow Just Transition Skills Action Plan
Embed green skills in all employability provision, to ensure the support to those furthest from the market is delivered in line with the economic transition.	Glasgow Just Transition Skills Action Plan
Embed green skills in all employability provision, to ensure the support to those furthest from the market is delivered in line with the economic transition.	Glasgow Just Transition Skills Action Plan
Launch a package of support specifically for older workers that includes funding support and job coaching.	Glasgow Just Transition Skills Action Plan
Engage with the Sustainable Glasgow Green Economy Hub and the Chamber of Commerce Skills and Employment Board to ensure strong partnership focus on this agenda.	Glasgow Just Transition Skills Action Plan
Establish a training support fund for individuals with protected characteristics that can be used to address the practical barriers that prevent individuals accessing training opportunities	Glasgow Just Transition Skills Action Plan

Action / recommendation	Source document
Work with FE and HE to scale up the funded green skills opportunities that are available for individuals with protected characteristics.	Glasgow Just Transition Skills Action Plan
Work with industry and trade unions to promote the funded and accessible opportunities that are available for retraining and upskilling of employees, particularly in instances where formal qualifications are lacking.	Glasgow Just Transition Skills Action Plan
Utilitise international networks including the Resilient Cities Network, Eurocities, and the OECD Jobs and Skills Network to share and learn from peer cities from across the globe on managing an equitable transition.	Glasgow Just Transition Skills Action Plan
Alongside each Just Transition plan, have a separate engagement plan	Scotland Just Transition Commission (Second Report)
Conduct robust stakeholder analysis to categorise and understand how to engage with different stakeholders around the Just Transition	Scotland Just Transition Commission (Second Report)
Use this analysis and engagement work to develop appropriate capacity building programmes of support to enable engagement from groups less likely to have the voice and power needed to engage	Scotland Just Transition Commission (Second Report)
Consider creating a participatory monitoring and evaluation framework for Just Transition outcomes	Scotland Just Transition Commission (Second Report)
Dedicated, government-initiated 'just transition' task forces, commissions and advisory panels at national and regional levels to formulate nonbinding just transition principles and recommendations	Just Transitions (A Comparative Perspective)
Government-initiated national advisory panels to provide recommendations on how to facilitate low carbon transitions – which incorporate (but do not focus on) principles associated with 'just transition'	Just Transitions (A Comparative Perspective)
National strategic policy frameworks designed to address low-carbon transitions, which incorporate (but do not focus on) elements associated with 'just transition	Just Transitions (A Comparative Perspective)

Action / recommendation	Source document
Government-initiated national and regional funding programmes designed specifically to support transition processes through financial assistance for communities/workers/municipalities/orgs/regions affected by coal/industrial decline.	Just Transitions (A Comparative Perspective)
Regional Philanthropic funds	Just Transitions (A Comparative Perspective)
Non-governmental campaign and regional support networks, groups or organisations that promote community organising and run assistance programmes, particularly in areas affected by industrial decline	Just Transitions (A Comparative Perspective)
Payment for Ecosystem Services (PES) projects designed by private, governmental, or NGO actors, with varying degrees of local community collaboration, to prevent deforestation, offset carbon production elsewhere, and provide community benefits.	Just Transitions (A Comparative Perspective)
Prioritise action to ramp up proven methods to reduce emissions now, creating thousands of jobs in low-carbon sectors.	NEF, Powering the Just Transition
Establish robust measures to monitor the success in reducing emissions and protecting jobs against negative emissions technologies' projected trajectories.	NEF, Powering the Just Transition
Honestly assess which industries can and should be supported to decarbonise and which should be phased out during the transition.	NEF, Powering the Just Transition
Ensure that a just transition in the UK does not come at the expense of global climate justice.	NEF, Powering the Just Transition
Ensure mayors are fully empowered to transform regional public transport.	NEF, Powering the Just Transition
Create a Just Transition Fund to resource essential non-capital local and regional transition efforts.	NEF, Powering the Just Transition
Establish a mechanism to engage workers across sectors and localities in co-designing a just transition roadmap.	NEF, Powering the Just Transition

Action / recommendation	Source document
Conduct or commission further research into the green skills gap.	NEF, Powering the Just Transition
Lobby for the region's devolved adult education budgets to prioritise green and low-carbon skills.	NEF, Powering the Just Transition
Action / recommendation	Source document
Ensure employers participating in the Commission adopt just transition principles, including by signing up to the ITUC's pledge on just transition to decent jobs, and engage employees and relevant unions in decarbonisation plans.	NEF, Powering the Just Transition
Hold a regional just transition conference in advance of the planned regional climate summit.	NEF, Powering the Just Transition
Create a local Just Transition Engagement Plan	Essex
Create a local Just Transition action fund	Essex
Explore options for sustainable public procurement	Varied sources
Explore options for low carbon food options and sustainable food supplies	Multiple sources
Consider establishing a sustainable city partnership charter	Glasgow action plan
Make funding available for SMEs to support their transition	Glasgow action plan
Provide climate literacy training for staff to support their transition	Glasgow action plan
Explore options for a climate ready modern apprenticeship programme	Glasgow action plan
Strengthen green skills and knowledge across council departments	Glasgow Just Transition Working Group papers (Shared Intelligence, 2022)
Identify the most effective geographic area for action to deliver green jobs and skills outcomes	Glasgow Just Transition Working Group papers (Shared Intelligence, 2022)
The council should introduce a local ambassadors scheme for people to promote green jobs and skills in their local communities	Glasgow Citizen Assembly report

Action / recommendation	Source document
The council should expand the financial support that is available to households to decarbonise	Glasgow Citizen Assembly report
The education system should teach children and young people about the skills they will need for a low carbon future	Glasgow Citizen Assembly report
Councils should set out a roadmap for how they will adapt to the green economy with clear links between training, education and concrete job opportunities	Glasgow Citizen Assembly report
Gather more comprehensive data to increase understanding of green jobs and skills gaps and needs, especially at a regional level and by sector	Glasgow Just Transition Working group report
Focus on supporting groups who are underrepresented in existing green jobs / industries, for example women and young people.	Glasgow Just Transition Working group report
Policies should focus on inventivising the 'greening' of jobs in all sectors, especially new and emerging non-green jobs.	Glasgow Just Transition Working group report



Action / recommendation	Source document
Ensure that Just Transition planning has a focus on key sectors, regional needs and equalities data	Glasgow Just Transition Working group report
Co-designing pathways for the Just Transition with local communities	Glasgow Action Plan
Developing strategies to support industries and individuals at risk from the economic transition and risks of climate change	Glasgow Action Plan
Co-design sector based transition plans with communities and affected stakeholders	Glasgow Action Plan
Consider the role of decentralisation of infrastructures, such as energy schemes, and local/community/public ownership of land and other resources in ensuring a fair and equitable just transition	Just Transitions (A Comparative Perspective)
Invest in low-carbon training, jobs, and infrastructure to prevent 'stranded' communities, ensuring these are accessible to all.	NEF, Powering the Just Transition
Establish and properly fund locally led just transition partnerships to engage workers, unions and employers in social dialogue and find ways to include more marginalised and non-unionised workers.	NEF, Powering the Just Transition
Hold employers to account for their just transition plans as well as their decarbonisation plans, ensuring these are co-designed with workers.	NEF, Powering the Just Transition
Apply just transition principles throughout their supply chain, considering their impact on workers and communities in the UK and globally.	NEF, Powering the Just Transition
Take a precautionary approach to climate action, prioritising proven methods of reducing emissions now over future technological solutions.	NEF, Powering the Just Transition
Honestly assess which industries should be prioritised for support to decarbonise and which should be phased out with a just transition for workers.	NEF, Powering the Just Transition

Action / recommendation	Source document
Centralise and consolidate identification, assessment and management of transition risks, raising cross government capacity to adopt innovative techniques, including stress testing and scenario modelling	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Structure inclusive and effective Just Transition management processes (e.g. leveraging social dialogue mechanisms between government, employers and workers as well as engagement with local people	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Assess who will be affected by fossil fuel phase out / down: include qual and quant methods to assess impacts on jobs and households	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Put in place measures such as targeted cash transfers, fuel vouchers and other targeted support to mitigate impacts on those who will be adversely affected	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Where possible, transition-proof new fossil fuel infrastructure	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Persue cluster based industrial decarbonisation	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Clearly define decarbonisation, diversification and emissions reduction objectives and establish credible verification and reporting mechanisms	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
To attract private capital, enhance project planning and preparation capacity to develop robust pipelines of investible low carbon projects	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)
Deploy blended finance strategically, maximising impact on low carbon projects	Equitable Framework and Finance for Extractive Based Countries in Transition (EFFECT)

Action / recommendation	Source document
In order to support and enable further citizen action, development of a communication and engagement plan with buy-in from all delivery partners, to include effective participation mechanisms.	Bristol One City Climate Strategy
Action / recommendation	Source document
The development of delivery plans to ensure that the perspectives of a range of equalities groups are incorporated (in line with protected characteristics described in the Equalities Act). We will also develop approaches to engage with harder to reach communities, this could be through culture, music, dance and sport.	Bristol One City Climate Strategy
City engagement on how climate change is affecting Bristol now and what a future emission scenarios would actually look like. Using this to explore steps to take to reduce carbon emissions and adapt to climate change to build community resilience	Bristol One City Climate Strategy
Working with all partners who have declared, or want to declare, a climate emergency or made public climate change commitments to support them to develop delivery plans.	Bristol One City Climate Strategy
Private sector, investment funding, new business models and public private partnerships, including the City Leap Energy Partnership	Bristol One City Climate Strategy
Embedding carbon neutral and resilient infrastructure planning in investment, operational and regulatory cycles and decisionmaking. This will include working with regulators to change regulatory frameworks	Bristol One City Climate Strategy
New financing approaches such as Green Bonds, crowdsourcing and more	Bristol One City Climate Strategy
In establishing City Leap Energy Partnership, Bristol City Council will form an ambitious joint venture partnership to bring investment to help transform the city's energy system.	Bristol One City Climate Strategy



Action / recommendation	Source document
<p>- Quantification of the cost and benefits of preparing for climate hazards and the carbon neutral economy in Bristol to support the economic viability and stimulate investment for climate adaptation and climate mitigation interventions.</p>	<p>Bristol One City Climate Strategy</p>
<p>Consideration of opportunities for an investment or trading platform to lever investment into climate action for community groups.</p>	<p>Bristol One City Climate Strategy</p>
<p>Development of a skills and training delivery plan for the climate strategy</p>	<p>Bristol One City Climate Strategy</p>
<p>Adult learning and updated national curriculum to improve education on climate change, hazards and carbon emissions.</p>	<p>Bristol One City Climate Strategy</p>
<p>Integration of training and requirements for carbon neutral and climate resilient related knowledge and skills into Further Education, apprenticeships and job roles across all ten delivery themes.</p>	<p>Bristol One City Climate Strategy</p>

Action / recommendation	Source document
Identification, incentivisation and delivery of skills development training programmes to achieve our delivery theme goals.	Bristol One City Climate Strategy
Engagement with citizens so that everyone has the skills and capacity to know what to do in extreme weather events. This may include a wider understanding of flood risk, knowing the nearest community place of safety or preparing a family emergency plan.	Bristol One City Climate Strategy
- Review of the success of the carbon literacy training programme being trialled for officers within Bristol City Council and consider wider roll-out in other organisations.	Bristol One City Climate Strategy
The role of the higher education sector in developing the workforce of the future	London Just Transition Conference report
The need to support SMEs that make up London's economy, helping them de-carbonise and build resilience	London Just Transition Conference report
Protecting and enhancing the rights of workers, ensuring they have a prominent voice and fundamental role in shaping the transition.	London Just Transition Conference report
Establishment of a Green Skills Academy	London Just Transition Conference report
Building codes should include both affordability and circularity requirements, ensuring an ongoing pipeline of affordable housing, and that all new or improved homes, regardless of price point, adhere to energy efficiency, sustainability and health and safety standards, fulfilling the right to adequate housing.	ICLEI Building for Today City Toolkit
Introduce minimum energy performance standards for all rental properties, or introduce penalties such as rental caps for properties which do not comply.	ICLEI Building for Today City Toolkit

Action / recommendation	Source document
<p>Increase tenant protections so that they can benefit from renovations and other energy efficiency improvements, rather than these becoming a reason for rent hikes and “renovictions”. Measures could include minimum standards for rental housing that ensure liveability and environmental sustainability, reducing the list of acceptable reasons for eviction, or introducing rental caps.</p>	<p>ICLEI Building for Today City Toolkit I</p>
<p>Develop and/or enhance regulatory safeguards and enforcement to protect construction workers’ rights, such as safety training requirements, and ensure that these are adhered to in the context of climate action.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Ensure that building developments benefit local workers and communities, by mandating a local hiring preference requiring construction companies to hire a certain percentage of local residents, promoting economic development within the community.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Mandate community benefit agreements that outline the benefits construction projects will provide to the local community such as affordable housing provisions.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Leverage business licensing and permitting to attract businesses and social enterprises that commit to respecting human rights and align with the principles of a just transition. Include provisions that mandate hiring a percentage of local residents, providing fair wages and benefits, or contributing to community development projects.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Implement regulatory frameworks that incentivise circular practices in construction, demolition, and building material sourcing.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Use land value capture mechanisms to ensure that profits made by building developers due to zoning and public investments benefit the public.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Support and enable new ownership models, such as community land trusts to reduce building speculation in the real estate sector.</p>	<p>ICLEI Building for Today City Toolkit</p>

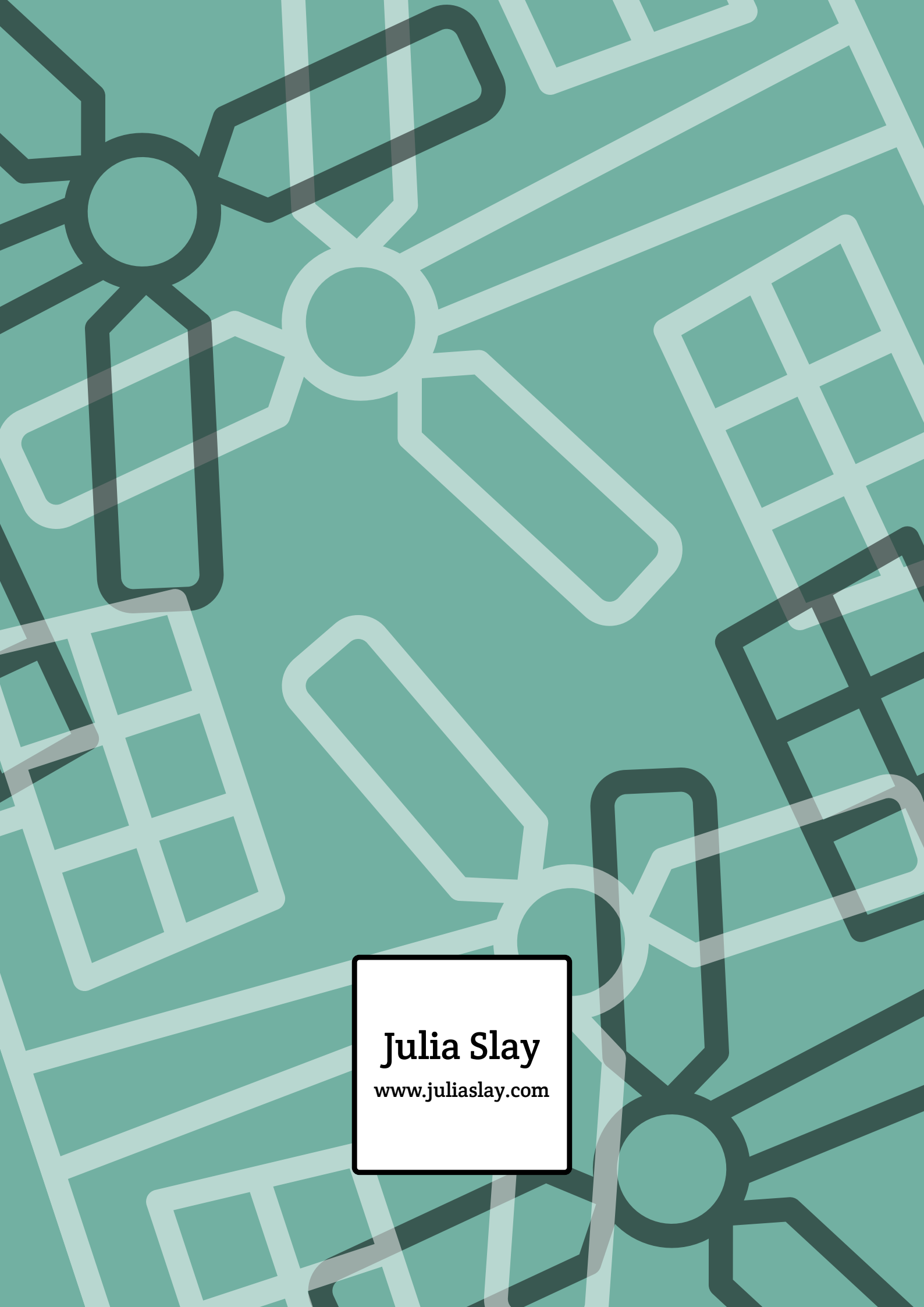
Action / recommendation	Source document
Offer incentives to reward developers who exceed building code requirements, such as minor exemptions from the building code (e.g. a building which exceeds the % affordable housing requirement and minimum energy efficiency rating is allowed to have an extra storey).	ICLEI Building for Today City Toolkit
Action / recommendation	Source document
Develop land use and spatial plans based on circularity and equity, upholding the rights to non-discrimination and spatial equality. This can include adapting zoning to support mixed-use development, emphasising the need to re-use existing buildings and incorporating social safeguards against gentrification and displacement. This approach revitalises communities, preserves cultural heritage, and minimises the environmental footprint of new developments.	ICLEI Building for Today City Toolkit
Integrate land use and transport planning to ensure that existing and planned buildings have close access to workplaces and schools, healthcare facilities and stores for daily needs.	ICLEI Building for Today City Toolkit



Action / recommendation	Source document
Historic Preservation Ordinances can include provisions to prevent the displacement of residents in low- income communities, through the adaptive reuse of historic buildings for community purposes. This repurposing averts needs for construction and demolition, in line with circular development principles.	ICLEI Building for Today City Toolkit
Offer non-financial incentives to building developers to reward the provision of affordable and sustainable housing, such as expedited permitting and regulatory approvals, or technical and expert assistance.	ICLEI Building for Today City Toolkit
Mapping out abandoned and unoccupied land across the city, which can then be used to provide housing or amenities for marginalised groups.	ICLEI Building for Today City Toolkit
Invest in housing programmes that offer adequate, affordable and environmentally sustainable housing and homeownership.	ICLEI Building for Today City Toolkit
Acquire land or properties in order to directly provide affordable, energy-efficient housing. By keeping these properties in public ownership, the return on investment is retained in the public domain.	ICLEI Building for Today City Toolkit
Upgrade substandard housing, ensuring adequate and safe housing conditions, clean water supply, sanitation, secure land tenure and sustainable built environments	ICLEI Building for Today City Toolkit
Implement rights-based or equity- based frameworks which consider the heterogeneous economic, social, and environmental impacts of projects and policies on different communities. This can help local governments make informed decisions on how to allocate financial resources equitably, and which projects to prioritise.	ICLEI Building for Today City Toolkit
Provide financial incentives for building retrofits and other residential building decarbonisation measures. Retrofitting allowances should be provided as part of social subsidies to ensure that low-income residents can access funding for retrofitting and should include safeguards to ensure that the costs are not passed on to tenants through increased rents.	ICLEI Building for Today City Toolkit

Action / recommendation	Source document
Implement fiscal measures to tackle housing financialisation (the treatment of housing as an investment or commodity, rather than a human right), thereby reducing housing speculation and improving affordability.	ICLEI Building for Today City Toolkit
Provide financial incentives, such as investments, grants or tax breaks to solidarity and social enterprises adopting circular and sustainable construction methods. This supports the transition to a circular economy, incentivising innovation and job creation in sustainable industries.	ICLEI Building for Today City Toolkit
Use innovative funding models (public funds allocation, subsidies, support programs) to deliver energy-efficient homes for marginalised communities.	ICLEI Building for Today City Toolkit
Where not covered by national or State-level frameworks, establish procurement criteria and clauses which prioritise circular, sustainable and socially just products and services.	ICLEI Building for Today City Toolkit
Publicly determined human resources management policies in the construction sector, in line with national employment law, should prioritise diversity and inclusion in the hiring and retention processes and promote equal opportunities and fair wages to all genders, upholding worker's rights.	ICLEI Building for Today City Toolkit
Include training clauses in tenders to upskill and reskill the construction workforce. When the winning contractor is awarded a contract, these clauses ensure that they commit to training their staff during the project in a specific set of skills. As a result, contractors have to dedicate time, budget, and means to train their employees, possibly directly on-site.	ICLEI Building for Today City Toolkit
Surplus or vacant public land or buildings can be made available for community land trusts and social housing development, and required to meet the highest circularity standards.	ICLEI Building for Today City Toolkit
When market properties are built on public land, ensure land ownership is retained in the public domain.	ICLEI Building for Today City Toolkit

Action / recommendation	Source document
<p>Make essential utilities (electricity, heating and water) accessible and affordable for all residents, providing the services required by the human right to adequate housing. Assistance can come in the form of reduced rates, discounted bills, energy efficiency retro-fitting programs.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Make transportation infrastructure and services low carbon and accessible for all.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Establish city-level monitoring systems to track affordability and access to low-carbon developments for different socio-economic groups, especially low-income households, to increase city administration awareness and enable policy response.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Integrate human rights, circular economy and just transition concepts into primary and advanced educational curricula for architecture, engineering, and urban planning students, particularly in marginalised neighbourhoods with communities under-represented in these industries.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Invest in upskilling and reskilling the whole value chain, e.g. through circular economy training programs for architects, engineers, and construction professionals of different skill levels and of different socio-economic backgrounds to promote circular design principles. This equips professionals with the knowledge and skills needed to implement circular solutions, driving industry-wide change and respecting worker's rights.</p>	<p>ICLEI Building for Today City Toolkit</p>
<p>Facilitate knowledge-sharing of failures, successes and emerging best practices for socially just building projects. This can include research collaborations between the city administration, academia and industry, or peer exchanges with other cities, towns and regions.</p>	<p>ICLEI Building for Today City Toolkit</p>



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