



Bristol Climate &  
Nature Partnership

# MISSION NET ZERO INCLUSION IN ACTION TOOLKIT

Embedding just transition principles into a  
multi-stakeholder innovation project



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# INTRODUCTION AND OVERVIEW



Bristol and the West of England region are on a journey to a carbon neutral, nature rich, socially just future, with organisations, businesses, communities and the public sector collaborating on plans to reach this ambitious goal.

One major project to unlock progress has been [Mission Net Zero](#). This project brought together 12 partners from business, local and regional authorities, community organisations, and from the environment, finance and infrastructure sectors.

Many of the solutions for a low-carbon city are non-technical and instead are rooted in systems and in community. The project aimed to find ways through these non-technical barriers, whilst embedding principles to support a just transition. For example by increasing funding through addressing the financial and investment blockers; building public confidence to increase uptake of low-carbon technologies; and working to fill the skills gap through training and employability pathways.

Mission Net Zero worked with three community ‘anchor’ organisations selected through an open and inclusive expression of interest process. Working with energy experts, they built on local priorities already identified through [previous community engagement processes](#) and utilised the knowledge and skills in their neighbourhoods to design new energy projects that responded to local needs.

Alongside this community-led process, project partners also:

- \* worked with education providers to develop new training pathways and qualifications in retrofit
- \* developed local investment and regional growth plans that centre fairness.

The project recognised that we need to build the right conditions for a fast and fair transition through ways of working that increase equity and centre inclusion.

Mission Net Zero was not intended to produce live energy projects within its timeframe, but to result in an ambitious pipeline of projects that would represent the next stage of regional decarbonisation.



# CHAMPIONING INCLUSION

Bristol Climate & Nature Partnership is the West of England's leading environmental network, with over 1,300 member organisations across all sectors. The Partnership delivers innovative and impactful projects and activities, working towards a vision of a zero carbon, socially just and nature rich city and region.

The Partnership's role in the Mission Net Zero project was to champion inclusion and just transition across the project and to help create an enabling environment for community-led action on climate and energy.

To support this work, Bristol Climate & Nature Partnership appointed an Inclusion Associate, Grace Erin Reid, to develop a framework and approach, and to work with all project partners to ensure inclusion and just transition principles were embedded at the start and throughout the Mission Net Zero project.

This toolkit is aimed at others delivering ambitious, multi-stakeholder projects but the tools and templates may also be valuable to smaller projects aiming to embed inclusion and fairness.



## What does inclusion mean?

Inclusion means that everyone is welcome to participate and have their views heard, but because of systemic and historical inequalities, achieving this requires positive action, addressing unconscious bias, and building a culture that challenges the biases of others.

In the context of the transition to a low carbon future, this work recognises and seeks to address the fact that many people's ability to participate in planning for net zero, or to play a role in shaping delivery is reduced because of these systemic inequalities. So, in the context of net zero delivery and this project, inclusion means the positive action required to ensure that diverse and representative perspectives are embedded in the projects and policies that guide the transition from the start.

## What does just transition mean?

Just transition is not a familiar term for many people. It is used to describe the intention to ensure that efforts to decarbonise transport and energy systems and restore nature, work for everyone. This also means recognising the risks: that existing inequalities could be worsened by efforts to prevent climate change and that climate change impacts already predicted (for example heatwaves, floods, displacements, food supply issues) are likely to hit already underserved and disadvantaged communities more severely without intentional action.

The idea grew from the work of [trade unions representing oil and gas workers in the USA](#) when it became clear that a rapid reduction in fossil fuel production would mean job losses in

those sectors, making some people poorer and affecting their families and communities, potentially for generations. Embedding just transition principles there meant proactively offering redeployment or retraining into equally skilled, equally paid and accessible work.

Now the idea and term has broadened to apply to the risks not only for members of the workforce in specific sectors, but for society more broadly and to recognise the fact that fairness, inclusion and equity won't happen by accident, but need to be planned in.

Research indicates that people-centred approaches that consider justice and equity are also likely to be [faster and more effective](#), bringing potential to reduce the risks of backlash against net zero policies and delay when people haven't been included in the process.

Deliberate efforts to achieve a just transition brings enormous potential too. There is a chance that, with careful planning and intentional action, changes delivered to decarbonise the energy and transport systems and to restore nature, could result in greater equality and agency across society, with far-reaching positive impacts.

The glossary at the end of this document provides a reference and definitions for specialised terms used throughout the toolkit.

# **STRONG FOUNDATIONS: THE ENABLING ENVIRONMENT IN BRISTOL**



Every place is unique, so before using this toolkit, think about what you already know about your place. With a cross-sector project team, it's important to establish a shared understanding of the local context, looking at data on equalities, for example, and understanding local priorities and concern around things like climate change and the cost of heating homes.

Just as every place is unique, every project has a different starting point, and cities and regions each have their own ways of working, networks and partnerships, both formal and informal. It is helpful to understand the starting point of Mission Net Zero, because this had a big impact on the process and outcomes that were achievable.

Bristol is proud of its long history of environmental action and partnership working and Mission Net Zero built on these strong foundations;

-  strong working relationships between many relevant partners from across local and regional authorities, business and the voluntary, community and social enterprises (VCSE) sector;
-  a VCSE sector that was already deeply engaged with community climate action and had some experience of energy projects;
-  local and regional climate and nature recovery strategies that were developed collaboratively with strong leadership from city partners including local government.

Without this enabling environment, Mission Net Zero might not have been so ambitious.

You can read more about Bristol's history of climate and nature action [here](#) and we've outlined some of the key elements below.

### **One City Approach**

The [Bristol One City Approach](#) brings together a range of public, private, voluntary and third sector partners to make Bristol fairer, healthier and more sustainable. It enables the city to respond to immediate and long-term city-wide opportunities and challenges that transcend organisational boundaries. The One City Environment Board published the [One City Climate Strategy](#) to provide a roadmap for Bristol to be a carbon neutral and climate resilient city by 2030.

### **The Just Transition Declaration**

[The Just Transition Declaration](#) was written to accompany Bristol's Climate and Ecological Emergency Declarations and strategies. It is made up of 10 principles and stakeholders large and small across Bristol are invited to sign-up to the declaration to support, endorse and action them.

## Community Climate & Nature Action Project

One of Bristol Climate & Nature Partnership's priority projects is the Community Climate & Nature Action Project; an ambitious, citywide programme funded by the National Lottery's Climate Action Fund. Running since 2020, it has demonstrated the important role communities can play in achieving the city's climate and nature ambitions, whilst also improving people's quality of life. Elements of the project include:



The development of 17 climate and nature action plans developed by geographic and demographic communities, as well as local projects to put priorities into action. It continues to expand the work to other neighbourhoods and communities in the region.



The Community Leadership Panel on Climate Change and Just Transition; a pioneering initiative to develop strategic community influence on important climate and nature planning and decision-making. The panel bring diverse community insights and lived experiences and can advocate for the priorities of Bristol communities, by bringing a climate justice lens to strategic planning around climate and nature.



The Climate and Disability programme which supports Bristol's commitment to a just transition by working directly with Disabled people on local action on climate change. Disabled people are one of the groups that will be impacted most by climate change and nature loss, but have been largely left out of action and planning. This has led to both new barriers for Disabled people and action and plans missing out on the expertise and ideas that Disabled people can bring.



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All these pieces of work, and many others, form a strong ecosystem of existing relationships, established ways of working in collaboration, and publicly stated ambitions to make the city's transition one that reduces inequalities.

# CHAMPIONING INCLUSION: A STEP BY STEP PROCESS



The Mission Net Zero project was designed with inclusion as a guiding principle across the various strands. Alongside the 12 partner organisations working on the project, the additional expertise of an Inclusion Associate was identified as a need at the start.

The objective for the role was to ensure that all teams worked with inclusion in mind.

The Inclusion Associate, Grace Erin Reid, set out to create a shared foundation and understanding of just transition principles across the project, whilst acting as a critical friend, participating as a member of the project Board and encouraging partners to move beyond siloed ways of working.

These five stages of work were designed by the Inclusion Associate and implemented with the support of Bristol Climate & Nature Partnership:

- 1 Evidence and insights
- 2 Diagnosis and prioritisation
- 3 Co-design and delivery
- 4 Legacy and accountability
- 5 Peer learning and reflection



# STEP 1 EVIDENCE AND INSIGHTS

**Purpose:** Understand current evidence, risks and opportunities and establish the knowledge, attitudes and ambitions towards social and economic equity held among the team.



## Activities:

- **One-to-one interviews** with all the project partner organisations, including representatives from the strategic project board, delivery teams and community participants.
- **A community tour** with other project partners, to visit neighbourhoods and meet people impacted by the proposed project.



## Outcomes:

The evidence and insights stage enabled the Inclusion Associate to develop an initial just transition work plan setting out four key focus areas:

- Creating a hive mind** — a shared understanding, allowing for more collaborative ways of working based on a recognition of shared goals through different strands of work and good communication across all levels of responsibility and activities.
- Inclusive monitoring and evaluation** — all feeding into the development of a monitoring, evaluation and learning framework, ensuring that the project's outcomes would be judged against metrics that evidenced a just transition.
- Community engagement** — robust and inclusive community engagement was identified as a crucial skill for the project team to ensure any projects developed met the needs and priorities of local communities.
- Supply chain and skills** — the ways in which skills pathways were designed was identified as an area of high potential for equitable outcomes. Ensuring that awareness of opportunities and training programmes reached young people from lower income backgrounds, and that SMEs could access big contracts on a level playing field with larger corporations were seen as important levers.



## STEP 2 DIAGNOSIS AND PRIORITISATION

**Purpose:** Explore the areas that needed the most focus, identifying and articulating the challenges — including those that cut across all work strands. Identify and communicate how and where just transition can be applied across different areas of the project and provide methods to analyse and report on progress.

### Activities:

- Baseline survey** to assess each partner's understanding of just transition and how they feel their work strands could contribute.
- Responsive consultancy** – built in flexibility and time to provide ad hoc support to project partners and participate in project working groups.
- Analysis and reporting** — acted as a critical friend and kept equity and inclusion on every meeting agenda.



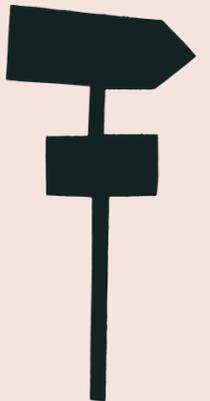
### Just transition in action baseline survey

The survey revealed a good understanding of just transition as well as strongly held values among the project team. They recognised the need for just transition and were aware of the challenges and opportunities. The argument for greater equity, both as a moral imperative and a practical response to the challenges of climate change, therefore did not need to be reinforced.

“Our baseline survey revealed a significant gap between theoretical understanding and practical implementation and confidence. The survey highlighted the critical need for structured frameworks and consistent approaches across work strands.”

Grace Erin Reid, Inclusion Associate

The workplan and insights from the survey fed into the design and delivery of the next stage.



See Appendix 1:  
Just transition  
baseline survey

## STEP 3 CO-DESIGN AND DELIVERY

**Purpose:** To move from theory to action and practically apply just transition principles through concrete actions and regular assessment cycles.



### Activities:

- Whole team workshop** identified both individual work strand and whole project cross cutting challenges.
- Development of Just Transition in Action model** — a visualisation of the project's ambitions, which illustrated the four interdependent core principles of just transition and their intersections.



## Whole team workshop

The Inclusion Associate brought the whole project team together for a half-day workshop to explore the problems they identified, grouping challenges under themes using the '4U framework', and prioritising effective levers for a just transition within project delivery.

The introduction of the [4U Framework](#) (Unworkable, Unavoidable, Urgent, Underserved) and the problem statement methodology, established a common language and collaborative approach for all partners across all strands of work. This significantly increased implementation confidence among work strand leads. The workshop used an inclusive 'design sprint' format to brainstorm, define, and model solutions as a team, ensuring that everyone in the room was able to contribute and felt their input was valued.



See Appendix 2:  
Template — 4U  
Framework

See Appendix 3:  
Template —  
Problem framing  
worksheet



# WORKSHOP OUTCOMES: BARRIERS TO A JUST TRANSITION

Based on the priorities identified in the workshop using the 4U Framework, the Inclusion Associate was able to identify challenges that cut across all the planned project work strands, highlighting the need for coordinated solutions that address, rather than further reinforce, existing inequities:

-  **Systemic barriers.** Entrenched institutional, financial, and policy constraints that demand innovative, collaborative solutions.
-  **Equity concerns.** Potential risks of exacerbating inequalities through gentrification, with the challenge of ensuring that benefits genuinely reach underserved communities.
-  **Resource limitations.** Critical capacity, skills, timeline constraints that may impact the quality and depth of delivery.
-  **Engagement complexity.** The need for specialised, culturally competent approaches to meaningfully involve diverse communities in decision making.
-  **Power imbalances.** Existing decision-making structures that can unintentionally exclude vital perspectives from underrepresented groups.
-  **Trust deficit.** Historical negative experiences creating engagement barriers that require intentional, sustained relationship-building efforts.

These cross-cutting challenges represent the barriers to a just transition. To address systemic problems, these critical elements need to be considered at all stages of project origination and development. Any project to deliver net zero, whether it's community-led, whole street retrofit or low-carbon heating installation apprenticeships, needs to respond to these considerations at the design stage, rather than as a bolt-on further along in the process.

To successfully overcome these barriers requires expertise in community engagement, a good understanding of investment and economics, and established collaborative ways of working that respect different perspectives and experiences.

The workshop also supported the development of a 'just transition in action model' which reflects the commitment of the Mission Net Zero project, illustrates 'what good looks like', and details how the four core principles and their intersections combine to support a transition that is just, inclusive and benefits all communities.

# JUST TRANSITION IN ACTION MODEL

To maximise impact for a just transition, it's necessary to commit to action within these four interdependent core principles:

## Equity

Actively reducing systemic inequalities, acknowledging that people start from different positions. Equity ensures that net zero actions distribute benefits and costs fairly, with specific focus on prioritising communities facing the greatest disadvantages from the transition.

## Inclusivity

Democratic decision-making processes that ensure diverse voices, particularly those traditionally excluded, contribute meaningfully to shaping our net zero future. Inclusivity creates systems where power is shared and decisions are made collaboratively.

## Accessibility

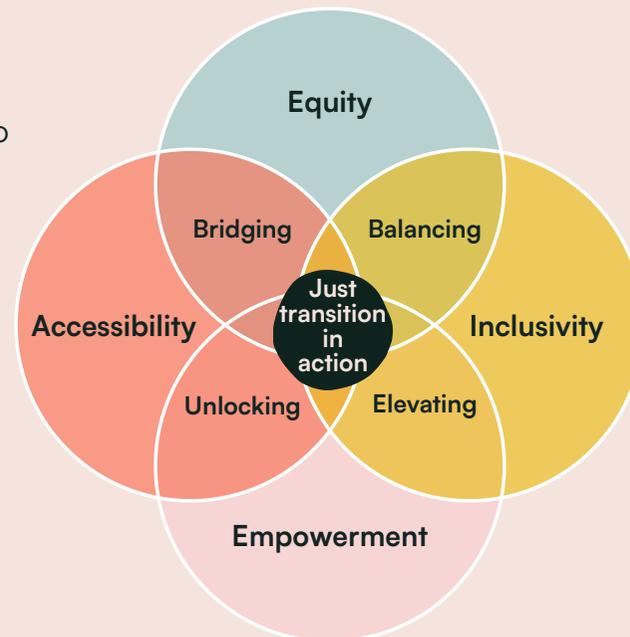
Identifying and prioritising the most vulnerable groups to ensure opportunities, services, and resources related to the net zero transition are available irrespective of background or circumstance.

## Empowerment

Providing genuine agency and ownership to marginalised communities in the creation and implementation of net zero solutions, transforming passive recipients into active change-makers within the transition.

**Bridging:** targeted pathways to connect vulnerable groups to net zero opportunities

**Unlocking** opportunities gives people who are often overlooked both the access and the tools they need to take charge of their own future



**Balancing** and transforming economic systems through financial inclusion to reduce inequalities in net zero benefits

**Elevating** diverse voices to ensure their input actually shapes outcomes and leads to meaningful change

# STEP 4 LEGACY AND ACCOUNTABILITY

**Purpose:** To embed a legacy mindset and push the team towards ambitious action. A legacy mindset is the intention to make longer term change, rather than just achieve something in the life of the project.

## Activities:

- Attention paid to each work strand** — to identify areas of greatest potential impact for equity and inclusion for each strand of work, captured on mini just transition action plans.
- One-to-one ‘accelerator sessions’ and whole team workshop.**
- Integration with existing project structures** — with recommendations made to embed just transition into the project governance and reporting mechanisms and ensure accountability at every level.
- Alignment with monitoring, evaluation and learning** to create indicators for just transition and ensure accountability after the project’s end.



## Workshop and goal setting

A series of resources and one-to-one ‘accelerator sessions’ supported partners to translate complexity into problem statements, goals and actions. The Inclusion Associate then brought all project partners together for a second in-person half-day just transition delivery workshop in a design sprint format. This session encouraged partners to be ambitious, inviting them to share one short-term goal and one more ambitious longer-term ‘North Star’ goal with colleagues for their feedback and critique.

Partners considered what the current pathway might lead to, how this could be changed within the lifetime of the project, and what direction this might set for the longer term.

The workshop also encouraged partners to embed a legacy mindset — considering what happens beyond the lifespan of the project, what needs to continue, who will own it, and how continuity will be resourced.

See appendices:

- Appendix 4: Template – How might we prompt sheet
- Appendix 5: Template – I wonder how we’ll prompt sheet
- Appendix 6: Deep dive Guide
- Appendix 7: Template – Setting ambitious goals

# STEP 5 PEER LEARNING AND REFLECTION

 **Purpose:** To share learning from across the project with other bodies in the city and reflect on the success of the approach.

## Activities:

-  **A lessons learned report** for the strategic project board.
-  **A 'knowledge exchange session'** with Bristol's Community Leadership Panel and VCSE partners to ensure knowledge and insights gained through this work are held by a diverse range of partners in the city.
-  **Shared insights with Bristol Advisory Committee on Climate Change** to ensure that Bristol's expert committee was aware of and had access to insights from the project's just transition in action work.
-  **Evaluation survey.**



“My just transition journey started on this project and I had no prior experience or understanding of what it encompassed. Whilst the principles of ensuring fair and equitable opportunity and treatment of others had always been values I held, exploring how these principles could be developed and implemented in a realistic and meaningful way has shaped my own development.”

“Consider just transition principles in every aspect of work, not as a separate function...”



“The work of the Inclusion Associate has helped to illuminate the approach to take with the framing of questions around cross-cutting challenges which take generic issues and, through questioning, produce bespoke solutions which make any piece of work more aligned to just transition. We now need to get more used to this process to build up our practice.”

Bristol Climate & Nature Partnership used a survey approach for project partners to understand the effectiveness of inclusion and just transition activities and longer-term impact. While project partners acknowledged the deeply embedded structural inequalities that stand in the way of a just transition, they felt that some important shifts had occurred, and that the role of Inclusion Associate had been crucial to this.

# RECOMMENDATIONS AND CONSIDERATIONS



# RECOMMENDATIONS

A number of clear recommendations emerged for how just transition should be built into future projects, and made a core part of planning so that inclusion and fairness are embedded at every stage:

-  **Build just transition into project planning.** Ensure time for just transition work is embedded in project plans from the outset and that this work is fully resourced.
-  **Value community expertise.** Pay residents and community members for their expertise and time, recognising them as essential partners in understanding what a just transition should look like.
-  **Invest in community engagement.** Proactively invest in community engagement to bring more diverse perspectives into the climate action conversation and shape more inclusive solutions.
-  **Collect and learn from community data.** Gather feedback from the people involved through surveys, stories, attendance lists, photos, etc.
-  **Pay attention to changes like new skills, more participation, or positive stories.** Use what you learn to improve inclusion and just transition practices and share your progress with others.
-  **Plan for legacy early.** Incorporate legacy planning from the beginning, so there is a clear path for ongoing learning, improvement, and community benefit after the project ends.
-  **Use action plans for accountability.** Develop and use action plans to create accountability and ensure consistent follow-through on just transition commitments.
-  **Leverage critical friends and peer reflection.** Involve critical friends and use peer reflection sessions to challenge assumptions and strengthen practice throughout the project.
-  **Celebrate progress and share success.** Recognise and celebrate achievements and learning, both large and small to build momentum and sustain engagement.

# FURTHER CONSIDERATIONS

The learnings, tools, templates, recommendations and further considerations shared here aim to help any organisation or partnership of organisations looking to embark on a similar process, to achieve a just transition in action.

“The inclusion and just transition strand of this project has shown that embedding just transition is not a one-and-done exercise, but rather an ongoing process that requires commitment, openness, and a willingness to adapt. The learning so far has been clear: progress comes not from generic frameworks or policy statements, but from continuous action, reflection, and collaboration, especially as challenges and opportunities evolve.”

Grace Erin Reid,  
Inclusion Associate

## System change means changing systems

While each project and its circumstances are unique, the experience of Mission Net Zero has highlighted the importance of working systemically and collaboratively to foster and enable system change. Sometimes shared principles, frameworks, language or new ways of working don't exist yet — this work could and should challenge and change existing ways of working.

## Seek expert support

Just transition is a complex area of work — there are a lot of unknowns and the right expertise can ensure that your approach is rigorous and evidence based. Working with an independent consultant can bring a fresh perspective to your project, especially if it has technical elements.

The role of Inclusion Associate should be designed to give experts across the project the time, support and expertise to understand how the interventions they develop might leverage greater social and economic equality and inclusion, ensuring that the opportunities and benefits are available to all citizens.

## Build in flexibility for innovation

Design the brief with scope for adaptation. Because of the breadth of the project's ambition and scope and the need for specialised external consultancy, the Inclusion Associate's deliverables for Mission Net Zero were not defined too tightly. It was important to get the balance right between providing a detailed brief with clear parameters and expectations, and allowing enough space for exploration, innovation and responsiveness.

### **Establish the baseline and build shared understanding**

A baseline survey can provide a clear picture of the starting point of every person on the project, which can then be built up through collaborative workshops to provide a shared understanding and solid foundation for action. At the start of Mission Net Zero, the survey highlighted the values that were held by people across the project, and that the biggest challenge was not to convince people of the need for a just transition, but to understand how inclusion and just transition could be designed into their projects.

If knowledge and attitudes varied, this could have been addressed with project-wide training. It is perhaps the most important finding that values alone are not enough to overcome systemic barriers, and the project team were guided to this realisation together, leading to greater understanding of the scale of the challenge, and the ambition needed to generate solutions.

### **Keep just transition on every agenda**

As well as a standalone item at every meeting can help to weave inclusion and just transition principles through every discussion, keeping this aim, and the systemic barriers that need to be overcome, in every discussion.



### **Avoid jargon and agree shared definitions**

Invest some energy into making sure your whole team has a shared language, and that it is accessible. While subject matter experts may have vocabulary relating to their sector, language around just transition — and perhaps even the phrase itself — can feel exclusionary or confusing. This could be gauged through a baseline survey, asking questions such as “what do you understand by the term... [‘intersectionality’, ‘empowerment’, etc]?” and making time to discuss this as a team.

Concepts such as ‘community wealth building’ or ‘social consent’ mean different things to different people, so it’s important to share perspectives and clarify, referring to robust sources where appropriate and keep checking that terms are being used with consistency of meaning.

# THANKS AND ACKNOWLEDGEMENTS

This toolkit was created by Bristol Climate & Nature Partnership, incorporating the Just Transition in Action framework and approach developed by Grace Erin Reid, the Inclusion Associate for Mission Net Zero from June 2024 to February 2026.

Grace Erin Reid is an inclusion and social impact strategist and founder of [urlifeurbusiness](https://www.urlifeurbusiness.com). She supports multi-stakeholder organisations to turn good intentions into actionable strategies and frameworks.

Mission Net Zero is led by Bristol City Council and funded by Innovate UK's Net Zero Living Programme.

Project partners are:

- Bristol City Council
- Bristol Climate & Nature Partnership
- Centre for Sustainable Energy
- Bristol Energy Network
- Bristol City Leap
- South Gloucestershire Council
- Bath and North East Somerset Council
- North Somerset Council
- National Grid Electricity Distribution
- Bristol and Bath Regional Capital
- West of England Combined Authority
- Living Places



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# TOOLS AND TEMPLATES



# HOW TO USE THE TEMPLATES

## Appendix 1: Template: Just transition baseline survey

-  Use the just transition in action baseline survey to assess each partner's understanding of just transition and how they feel their work could contribute.

## Appendix 2: Template: 4U framework

-  The 4U framework is designed to help teams focus on the areas with the highest potential for impact by highlighting critical issues. Choose a challenge you need to address and, working with key stakeholders, score it from 1-5 against each of the 4Us. This scoring system helps prioritise the challenges that score highest across multiple criteria.

## Appendix 3: Template: Problem framing worksheet

-  This worksheet helps you to develop equitable and intersectional problem definitions, ensuring your ideas benefit everyone.

## Appendix 4: How might we prompt sheet

-  This template guides you through the process of reframing challenges as opportunities for inclusive change. It's best used with a group of 3-5 people.

## Appendix 5: I wonder how we'll prompt sheet

-  To use this template, you will also need a flipchart with the headings Influence, Mitigate, Resource, Collaborate, Engage and Other written on. This process will help to refine the challenge you will take forward to the deep dive and goal setting stages.

## Appendix 6: Deep dive guide

-  Following on from the I wonder how we'll prompt sheet, this template allows you to add more detail, identify collaborators, and create a more tangible set of steps to work towards achieving the ambitions you have identified.

## Appendix 7: Template: setting ambitious goals

-  Having identified the challenge you are going to focus on, this process encourages you to be ambitious and look beyond the timeline of the project.

# TEMPLATE 1: JUST TRANSITION BASELINE SURVEY

1. Please rate your understanding of the term 'just transition.' From 1 – low to 5 – high

2. Define 'just transition' in your own words

3. Why do you think just transition is important?

4. In your own words, briefly explain your understanding of the term 'intersectionality.'

5. Briefly describe what just transition in action might look like within your work.

6. How confident are you in your ability to integrate just transition principles into your work package? From 1 – low to 5 – high

7. How prepared is your work package to contribute to and implement just transition?

- Very prepared
- Somewhat prepared
- Neither prepared nor unprepared
- Somewhat unprepared
- Very unprepared

8. Which of the following best describes your organisation or project's current approach to just transition?

- We are not currently thinking about it
- We have started to consider it
- We are planning to embed it
- Just transition is embedded across all of our work

9. Which of the following best describes your organisation or project's commitment to Equity, Diversity and Inclusion (EDI)? Select one:

- Considering – we recognise the importance but have yet to implement anything
- Entry level – we have created EDI policies and are raising awareness
- Intermediate – we have EDI policies, employee resources and an EDI training programme
- Advanced – EDI is embedded into organisational strategy, operations and services
- Exemplar – we are recognised as thought leaders, advocating and influencing within our sector

10. Please give an examples that illustrates how your organisation or project is currently incorporating just transition principles into its work.

11. What are the potential benefits of implementing the principles of just transition for the project as a whole, in your opinion?

12. What are the potential benefits of implementing the principles of just transition for your work, in your opinion?

13. What are the potential risks of implementing the principles of just transition for the project as a whole, in your opinion?

14. What are the potential risks of implementing the principles of just transition for your work, in your opinion?

15. Can you share an example of a project that, in your opinion, demonstrates successful just transition in action?

16. What key metrics and indicators would you propose to measure successful just transition in the project as a whole?

17. What key metrics and indicators would you propose to measure successful just transition in your work?

18. What resources or support do you feel you need to better incorporate just transition principles into your work?

# TEMPLATE 2: 4U FRAMEWORK

## UNWORKABLE

Definition: Cannot proceed under current conditions

 3 mins

- Take a few minutes to think on your own.
- One idea per sticky note. Write down one strong problem that answer these questions...

Who's most affected by these barriers? How do we ensure no one's left out of potential solutions?

## UNAVOIDABLE

Definition: Must be addressed regardless

 3 mins

- Take a few minutes to think on your own.
- One idea per sticky note. Write down one strong problem that answer these questions...

Are our responses shaped by those who've been hit hardest? Whose voices are driving our decisions?

Problem or idea...

## URGENT

Definition: Time-sensitive challenges needing immediate action

 3 mins

- Take a few minutes to think on your own.
- One idea per sticky note. Write down one strong problem that answer these questions...

Whose sense of urgency counts? Are we prioritising the communities that have the least resilience?

## UNDERSERVED

Definition: Areas or groups needing extra focus or support

 3 mins

- Take a few minutes to think on your own.
- One idea per sticky note. Write down one strong problem that answer these questions...

Which voices aren't we hearing? How do we share power so solutions are truly inclusive?

# TEMPLATE 3: PROBLEM FRAMING WORKSHEET

🕒 1-2 Facilitators   🕒 6-7 participants   🕒 60 mins

## IDEA

Our idea, solution, hypothesis, work package/ project need, challenge ...



## WORK CONTEXT

### PRESENT

- What's the current state?
- Who's most affected by any existing inequities or power imbalances?
- Have we clarified who stands to lose or gain right now?

### PAST

#### How have we (or others) tried to solve this?

What worked well? Did it reach all intended communities?

What didn't work well? Did anyone get left out?

### FUTURE

#### What are our others doing about it?

Which trends might affect or include those often overlooked?

How do we share decision-making power so solutions reflect everyone's needs?

### NEEDS/GOALS

#### What do we want to achieve?

(the desired outcome, the pain we want to solve, the impact on our work)

#### How will we measure inclusive benefits and equity outcomes?



## COMMUNITY CONTEXT

#### Who in the community/ users/ target audience are in need of this solution? Who should we focus on first?

When/Where do they need our solution? When do they struggle the most?

What hasn't worked so well in the past? Why didn't we succeed in the past?

#### What is the current state of our idea?

What has worked well so far? What were some small wins?

What hasn't worked so well? Why haven't we fully succeed yet?

#### What are some trends and changes that might influence our community/users/target audience?

#### If nothing changes, how would the future look like for them?

#### Why would communities adopt this idea?

What problem will we be alleviating? What will they clearly gain?



## PROBLEM STATEMENT

Our [community, user, target audience] \_\_\_\_\_ has the problem [issue] \_\_\_\_\_ when [the situation/ context] \_\_\_\_\_

So our solution will [value/benefit] \_\_\_\_\_ help our work achieve [impact] \_\_\_\_\_

# TEMPLATE 4: HOW MIGHT WE PROMPT SHEET

## 1. Start with a challenge or insight

Choose a cross-cutting challenge (e.g. systemic barrier, equity concern).

Frame the issue with empathy—think from the perspective of local leaders navigating funding, jargon, and limited capacity.

Examples:

- “Community organisations want to act on climate but feel overwhelmed by technical language and shifting opportunities.”
- “Some groups feel pressured to engage in energy projects that don’t align with their mission or resources.”

## 2. Ask: “How might we...?”

- Use “How might we” to reframe the challenge as an opportunity for meaningful, inclusive change.
- Keep it hopeful, grounded, and actionable.

Examples:

- “How might we support smaller organisations to explore climate work in a way that strengthens their existing mission and avoids burnout?”
- “How might we make energy systems and funding opportunities feel relevant, accessible, and manageable for all community groups?”

## 3. Make it focused, but flexible

A good ‘how might we’ helps us act clearly without narrowing creativity.

Too vague: “How might we engage more groups in energy?”

Stronger: “How might we create peer mentoring that builds confidence and understanding in community-led energy?”

## 4. Check your language

Use:

- “build trust and capacity”
- “amplify local leadership”
- “connect existing action to new opportunities”

Avoid:

- “train communities to care”
- “educate them on the system”
- “get them on board with the energy agenda”

## 5. Use it to generate ideas

Each ‘how might we’ should unlock creative, practical, and long-term solutions.

Think about:

- Demystifying energy language
- Empowering community decision-making
- Building lasting support structures

## 6. Vote for your top 2–3 ‘how might we’s per challenge

Then build from there with:

- Ambitious systems-changing ideas (e.g. paid community roles in city decision-making)
- Quick wins to elevate/deepen just transition (e.g. peer-led learning groups, visual guides)

### Bonus tip:

- Use one ‘how might we’ per cross-cutting challenge to focus your ideation and ensure every theme is covered.

# TEMPLATE 5: I WONDER HOW WE'LL PROMPT SHEET

CATEGORIES	PROMPTS
<b>Influence</b>	Policy, leadership and decision making
<b>Mitigate</b>	De-risking, barrier removal
<b>Resource</b>	Funding, people, materials
<b>Collaborate</b>	Partnership and knowledge sharing
<b>Engage</b>	Community/stakeholders
<b>Other</b>	Create a category if your question doesn't fit

## INSTRUCTIONS

- At your table, take 5 minutes to write one “I wonder how we’ll...” question per category and just transition goal on a sticky note
- There’s no pressure to fill every category – focus on what matters most to your goal
- Stick your note under the matching category on a flipchart
- Use the “Other” category if your question doesn’t fit the first five categories
- Quickly cluster similar notes beneath each category to see common themes
- After clustering choose one or two categories (the one with the most questions) per just transition goal to explore more deeply

# TEMPLATE 6: DEEP DIVE GUIDE

## CHOOSE QUESTIONS

Use the two questions that you voted for in the “I wonder how we’ll exercise”

## WHO/WHEN

- Define clear ownership and timing for each step
- Who will own this action?
- Who else needs to be involved?
- Timelines and Milestones

## STEPS

Outline the sequence of tasks needed to move from idea to action.

## ENABLERS AND RISKS

**Enabler** – Resources and conditions that help: existing partnerships, available funding, stakeholder buy-in

**Risks** – Barriers and challenges: regulatory hurdles, limited capacity, competing priorities

## COLLABORATORS

Identify who you want to work with and how:

- Internal/external partners
- How will you involve them

## LEGACY AND IMPACT

- **Intended outcomes:** What changes will this create?
- **Sustainability:** How will you keep momentum after initial delivery?
- **Knowledge sharing:** How will you capture and share lessons learned?

# TEMPLATE 7: SETTING AMBITIOUS GOALS

Section	Guiding prompts
<b>Ambitious goal statement</b>	If money, time, and resources were not a problem, what is the most transformative outcome we could achieve?
<b>Success indicators</b>	After 1 Year: What measurable changes or progress will we see? What stories or feedback might we hear?  After 3 Years: What systems, structures, policies or behaviours will have shifted? What new opportunities or benefits will be visible?  After 5 Years: What long-term, sustainable impacts will have been achieved? How will the community and stakeholders describe the change?
<b>What will be different?</b>	Who will benefit, and how? What barriers will have been removed? What new possibilities will exist?
<b>So what? (Why does this matter?)</b>	How does this ambitious action move the dial on equity, justice, and sustainability? What ripple effects might it have beyond the immediate project? Does it align with the Just Transition in Action model (Equity, Inclusion, Accessibility, Empowerment)? Does it address any of our cross-cutting challenges?

# GLOSSARY

## **Accessibility**

Making sure that everyone, especially those who are most vulnerable can access net zero opportunities, services, and resources, no matter their background, situation, or ability.

## **Balancing**

Changing systems especially financial and economic ones, so everyone shares in net zero benefits fairly.

## **Bridging**

Creating direct, supported routes and access to net zero opportunities for those who need the most help.

## **Empowerment**

Giving people the power, confidence, and support to shape things themselves and lead change

## **Equity**

Equity means recognising that not everyone starts from the same place or faces the same barriers. It's about providing extra support to those who need it most, so that benefits and opportunities are shared fairly, especially with people and communities who usually face the most challenges.

## **Equity concerns**

Concerns that some groups might miss out or be pushed aside, and a need to make sure that support and benefits actually reach those who need them the most.

## **Elevating**

Not just inviting people to join in, but making sure their ideas actually shape decisions and lead to long lasting change.

## **Engagement complexity**

To avoid having the same people making all the decisions, there needs to be new and different ways to involve people from the communities and cultures who do not usually take part in climate discussions or decision-making.

## **Inclusion**

Inclusion means that everyone is welcome to participate and have their views heard, but because of systemic and historical inequalities, achieving this requires positive action, addressing unconscious bias, and building a culture that challenges the biases of others.

## **Inclusivity**

Proactive efforts to ensure opportunities to be involved reach everyone who should be included.

**Intersectionality**

Intersectionality is a way of understanding how different parts of a person's identity, like race, gender, class, disability, and sexuality combine to affect their life experiences. The term was developed by Kimberlé Crenshaw, a Black civil rights advocate and scholar of critical race theory, who teaches at UCLA and Columbia Law School. Crenshaw introduced intersectionality to highlight how systems like racism, sexism, and other forms of discrimination can overlap. For example, Black women can experience both racism and sexism in ways that are different from the experiences of white women or Black men. Crenshaw showed that focusing on only one part of a person's identity can miss the full picture and leave some people's needs unaddressed.

Why it matters – Intersectionality helps us see that some people face more barriers than others because of a mix of their identities. By identifying the intersectionality of those who have been impacted the most, it is more likely that plans and actions created are genuinely inclusive and effective. This ensures the work includes and supports everyone, especially those who have often been ignored or left out.

**Just transition**

Term is used to describe the intention to ensure that efforts to decarbonise the transport and energy systems and restore nature work for everyone. This also means recognising the risks: that existing inequalities could be worsened by efforts to prevent climate change and that climate change impacts already predicted (for example heatwaves, floods, displacements, food supply issues) are likely to hit already underserved and disadvantaged communities more severely without intentional action.

**Power imbalances**

Some people or groups have more say than others. This can mean that not everyone's views are heard or considered when making decisions.

**Resource limitations**

Not enough money, staff, skills, or time to do the work well or reach everyone who should be included.

**Systemic barriers**

Established systems, structures, or processes, such as complex regulations, funding processes, or organisational norms that make it difficult for some people or groups to participate fully, benefit from opportunities, or introduce new ways of working.

**Trust deficit**

Past experiences of not being included, overlooked, or let down by projects or leaders can make some communities or individuals feel distrustful. This lack of trust can become a barrier, making it harder for them to engage or participate fully.

**Unlocking**

Creating opportunities gives people who are often overlooked both the access and the support they need to take charge of their own future.