



Innovate
UK

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Creating Better Places

Ten areas where local innovation can improve lives and unlock growth

Resource pack 03

Building local authority capacity



Delivered by Urban Foresight for Innovate UK's Net Zero Living Programme.

Grounded in insights from the local authorities which participated in Innovate UK's Net Zero Living Programme.

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The opportunity



Building local authority capacity

Strong capacity is a powerful accelerator of delivery. When local authorities and other organisations have the right mix of skills, systems and confidence, they can move faster, work across silos and turn plans into action. Capacity building done well reduces reliance on short-term consultants, strengthens internal ownership and creates resilience to future shocks or policy change.

Net Zero Living Programme participants moved from treating capacity as individual skills gaps to building delivery capability across the organisation.

They did this in three key ways:

- 1. Developing shared understanding and confidence.**
For example: how Forest of Dean evolved carbon literacy into coordinated organisational action.
- 2. Embedding learning into everyday roles.**
For example: how Warrington built an organisational learning culture across services.
- 3. Strengthening internal systems and processes.**
For example: how Portsmouth developed governance, skills and delivery systems to make net zero part of core business.



How to use this pack

This pack is part of the *Creating Better Places: Ten areas where local innovation can improve lives and unlock growth* series. Through its Net Zero Living Programme, Innovate UK provided funding, insights, and specialist support to local authorities so they could adopt social, cultural, policy, and technical innovation to help their place prosper.

Produced by Urban Foresight for Innovate UK, this series focuses on ten familiar areas of local delivery where participating local authorities and their project partners have done things differently, so that decarbonisation enables better outcomes for people, services and local economies.

The series includes a handbook providing an overview of all ten areas where there are opportunities for local innovation, alongside ten resource packs like this one.

Each pack focuses on a single area where new approaches can improve lives and unlock growth. It brings together insights from places in the Net Zero Living Programme, key concepts, practical tried and tested steps for local authorities and their partners to take, and further resources.



Who this pack is for

This handbook is designed for people working in or alongside UK local authorities who are shaping better local outcomes by delivering projects that could support net zero, including:

- Officers working in regeneration, housing, infrastructure, economic development or sustainability.
- Colleagues in finance, planning, procurement and governance.
- Partners from business, community organisations and delivery bodies.

It is written for people making real decisions in real places, often under pressure, with limited time and resources.



What this pack is for

Use this pack to:

- Learn what's possible through real examples from other local authorities.
- Build confidence by learning how they navigated familiar challenges.
- Act and make progress using practical steps, tools and prompts you can adapt to your local context.

By changing how local delivery works, places are meeting urgent needs and unlocking warmer homes, better services, lower costs energy, stronger local economies and greater public trust.

Local authorities are leading the way in showing how decarbonisation is a route to better everyday outcomes for resilient places and economic prosperity.



How this pack is structured

Each resource pack in the Creating Better Places series follows a consistent structure so you can quickly find what you need:

Resource pack structure



The opportunity

Understand why it's worth taking a new approach to improve this area of local delivery.



Insights from places in the Net Zero Living Programme

Learn how local authorities participating in the Net Zero Living Programme overcame barriers by doing things differently.



Key concepts

Short explanations of helpful ideas.



Practical steps

Actions, prompts and checklists.



Tools and resources

Tried and tested tools and approaches used by places in the Programme.



Further reading

Recommended reading for those who want more.

How to use this pack in practice

This resource pack is designed to be dipped into when needed. You don't need to read it from start to finish. Instead, go straight to the sections most relevant to your role, challenge, or stage of delivery, to:

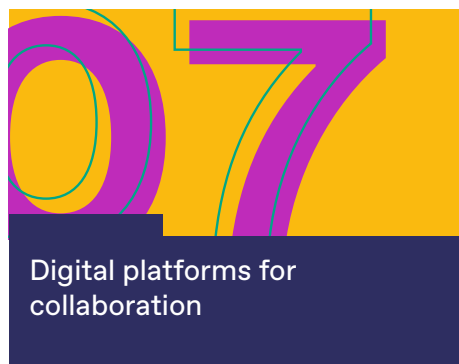
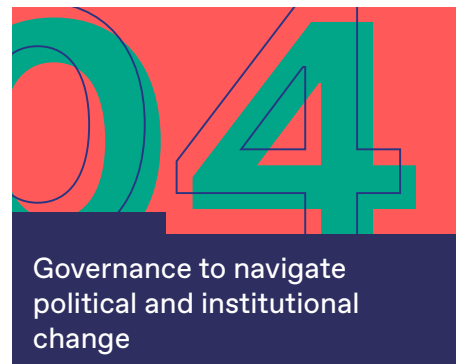
- **Orient yourself**
Understand how others approached specific issues and what made progress easier.
- **Align colleagues and partners**
Use practical tools in team meetings, workshops, or strategy sessions to create shared understanding and momentum.
- **Support delivery**
Use the practical steps and tools to shape actions, test readiness, inform business cases and governance conversations, and scale implementation and the resulting impact for local people, services and suppliers.
- **Avoid starting from scratch**
Use the examples and resources to build on what already exists, locally and nationally.

The ten areas where there are opportunities to innovate are interconnected, but you don't need to work through them in a set order. Progress in one area often unlocks progress in others. You're encouraged to move between the resource packs in the Creating Better Places series that are most relevant to your changing needs as your work evolves.

How this pack fits

This pack is designed to be used alongside:

- The core [Creating Better Places handbook](#), which provides an overview of where local authorities participating in the Net Zero Living Programme have done things differently in ten familiar areas of local delivery, so that decarbonisation enables better outcomes for people, services and local economies.
- The other resource packs, each exploring one of the remaining nine areas where local innovation can improve lives and unlock growth.



Insights from places in the Net Zero Living Programme



Insight #1

Moving beyond carbon literacy – building internal action and fostering external collaboration

How Forest of Dean District Council's carbon literacy scheme moved beyond training to turn knowledge into coordinated action across the Council and its partners.

What they did

Rolled out in-house upskilling through adapting bespoke carbon literacy approaches for councillors, staff and key stakeholders. This was supported by technical expertise to fill internal planning capacity gaps.

“Carbon literacy on its own doesn't work. You need methods that are appropriate for different groups and organisations that you work with.”

Simon Richards,
Forest of Dean District Council

- Adding a pledge register to carbon literacy training helped link individual and team commitments to the Council's wider net zero strategy.
- Supplementary sessions provided guided follow-up after the initial training, helping attendees clarify their next steps, develop pledges with real-world relevance, and receive ongoing support.
- The Council facilitated carbon literacy initiatives with key partners in the area, for example Hartpury University (one of the

largest employers in the Forest of Dean), as well as town and parish councils.

- A tailored 'Climate Action Basics' training for 30 elected members was developed. This condensed the training into a two-hour online session and identified the elected members' differing range of understanding of the climate space.
- The Council implemented Climate FRESK workshops for community groups and parish councils as a parallel initiative to the Net Zero Living Programme project, offering an accessible and lower-commitment introduction to climate issues and possible responses.
- External technical expertise to plug skills gaps and boost capacity.
- Recognising the limits in internal technical expertise around net zero planning, the Council worked with Regen and the Carbon Trust, expert partners to the Net Zero Living Programme, to bridge knowledge gaps and work on the development of a Local Authority Energy Plan (LAEP) Pathways model. This model was designed to inform the development of a new climate emergency and nature recovery strategy.

- Alongside this, the Council has embraced a wider convening and lobbying role, strengthening collaboration across the county through Climate Leadership Gloucestershire and shaping the conditions to attract funding and accelerate project delivery.

Outcomes

- **Carbon literacy Silver achieved:** Forest of Dean District Council has met the requirements for Carbon Literacy Silver (second level of organisational accreditation), supporting stronger relationships with residents, staff, customers and suppliers.
- **Workforce capability built:** 355 employees are certified as carbon literate, with staff also trained as Climate FRESK facilitators to support local climate engagement.
- **Climate and planning better integrated:** Carbon literacy training for all planners has improved shared understanding of carbon budgets and the local energy system, strengthening collaboration.
- **Net zero embedded in capital delivery:** The climate lead is now part of major capital projects (for example, the new leisure centre), strengthening briefs and decision gateways and helping secure Public Sector Decarbonisation Scheme funding.

- **More focused climate strategy:** Training has helped shift the next strategy from a long “wish list” to a clearer articulation of the Council’s role (for example, enabler and influencer) and a more practical call to action for residents and partners.
- **Leadership on local energy planning:** The Council is leading development of a Gloucestershire Local Area Energy Plan and has shared learning from the LAEP pathway product as a structured, scalable and cost-effective approach.
- **Stronger academic partnership:** Work with Hartpury University supported development of the university’s net zero strategy, with plans to explore a rural decarbonisation demonstrator.

Key learnings

1. **Ongoing support and structured follow-up** after training are essential for maintaining momentum and translating individual pledges into sustained organisational action.
2. **Group-based pledges and coordinated approaches** align climate commitments with strategic priorities and increase completion rates for carbon literacy certification.
3. **Adapting learning models**, such as condensed online sessions for elected members and community-led facilitation

like Climate FRESK, makes engagement accessible and relevant for varied audiences.

4. **Bringing in expert partners** to supplement internal expertise boosts capacity, accelerates delivery, and ensures plans for net zero are robust and scalable.
5. **Building collaboration within the Council**, with local institutions like Hartpury University, and at the county level helps transfer learning, address shared challenges, and maximise the impact of limited resources.

Why it matters

Forest of Dean’s experience shows that carbon literacy, while foundational, is only the starting point for effective organisational climate action.

By evolving training into a coordinated system of pledges, targeted follow-up, and tailored capacity-building, the Council empowered both staff and external partners to move knowledge into real-world change.

Crucially, external expertise helped address internal gaps, enabling the Council to develop advanced planning tools and integrate climate priorities into wider decision-making. These adaptations have helped the Council remain resilient and able to deliver on climate objectives amidst ongoing local government reform, resource challenges and complex system barriers.

Insight #2

From carbon literacy to cultural shift

How Warrington Borough Council is building an organisational learning culture and delivery capacity across services.

At a glance

Warrington Borough Council had already started using carbon literacy to raise awareness. But there was a risk it became a one-off intervention, leaving staff with knowledge but no clear route to apply it. Warrington used Net Zero Living Programme Fast Follower funding to move from isolated training to a sustained learning culture and adopted a middle-out approach, empowering officers across directorates to act as connectors between corporate strategy, frontline delivery and external partners.

“Climate change is often treated as a technical challenge with a people dimension, but really it’s a people challenge with a technical dimension.”

Bryan Lipscombe,
Climate Change & Sustainability Manager,
Warrington Borough Council

What they did

- **Scaled up carbon literacy training** and created an alumni network so staff could stay connected after completing the course. Regular forums and events were used to keep people engaged.
- **Set up three communities of practice** on transport, built environment, and procurement. These groups worked through a structured process to identify barriers and design solutions. Membership was drawn from across the Council, bringing diverse perspectives and practical insights.
- **Connected staff learning to targeted expert support:** To connect staff learning with targeted expert support, the Council collaborated with the Net Zero Living Programme’s expert partners to deliver a series of tailored interventions. The Carbon Trust developed a fleet decarbonisation roadmap; Regen conducted a climate risk and vulnerability study; and Involve co-designed a youth engagement process, which has since evolved into a local Youth Climate Network.

- **Extended the model beyond the Council:** Partner organisation LeapFrog delivered carbon literacy training for parish councils and businesses, followed by workshops and an online hub for ongoing support. This positioned the Council as a bridge between national priorities and local actors, helping extend the learning model into the wider borough.
- **Linked culture change with corporate levers:** Insights from their communities of practice fed directly into procurement reforms, fleet planning, and Warrington's new Corporate Strategy, which now includes climate as a core priority. A Head of Service in Children's Services even created the Council's first directorate-level climate action plan, a clear example of middle-out leadership translating organisational ambition into frontline service planning.

Outcomes

- **Measurable progress in staff awareness and empowerment** between 2022 and 2025¹
 - ▶ Awareness that the Council has declared a climate emergency increased from 55% in 2022 to over 70% in 2025.
 - ▶ Awareness of local emissions reduction schemes (for example, solar farms) grew from 52% in 2022 to nearly 75% in 2025.

- ▶ The proportion of officers who feel empowered to take action rose from 56% in 2022 to 67% in 2025.
- **Shared ownership:** Climate is no longer just the responsibility of the climate team; staff across services are creating their own action plans and embedding change.
- **Systems for delivery:** A repeatable cycle of training, networks, communities, and targeted support is now in place to drive ongoing progress.
- **Policy and practice change:** Procurement rules, fleet planning, and the corporate strategy have all been shaped by this work, ensuring climate is embedded in core decisions.

Key learnings

1. Training is the gateway, not the destination

Use carbon literacy as the starting point for deeper networks and practical communities of practice.

2. Diversity strengthens solutions

Involving staff from unexpected services (e.g. social care) brings insights that technical teams alone would miss.

3. Link people to systems

Lasting change comes when learning feeds directly into strategies, procurement, and service planning.

Why it matters

Warrington Borough Council has shown that building internal culture and capacity is just as important as technical delivery. By moving from one-off training to a cycle of train, connect, collaborate, act, the Council now has a repeatable model that keeps staff engaged, exposes barriers early, and turns learning into practical organisational change.

For other authorities seeking to build internal capacity, Warrington's case demonstrates how embedding climate into everyday decision-making means they are better placed to deliver complex technical projects, align corporate priorities, and maintain momentum despite political or resource pressures.

Insight #3

Moving from ad hoc projects to internal capacity

How Portsmouth City Council is building the internal systems and skills to make net zero part of core council business.

At a glance

Portsmouth City Council's decarbonisation work was previously fragmented, with projects driven by external funding opportunities rather than a coordinated plan. Through the Net Zero Living Programme, the Council has shifted focus to building the governance, skills and tools needed to deliver net zero as a whole-organisation responsibility.

What they did

A staged approach helped Portsmouth build a platform for delivery.

Created a clear starting point and a mandate for change

- **Commissioned a carbon baseline and barrier analysis:** This work addressed the lack of emissions data and visibility across services and produced 12 recommendations highlighting organisational barriers to net zero delivery. It created the Council's first clear evidence base and a framework for moving from ad hoc, funding-led projects to a strategic approach.

- **Used director engagement to build senior buy-in:** The director interviews revealed two key challenges. The first was a lack of responsibility for emissions reduction within service areas and the second was a reliance on the energy team to lead climate action. By surfacing these gaps, the process began shifting expectations towards directorates taking ownership, laying the groundwork for net zero to become a whole-council responsibility.

Began embedding skills and systems for long-term delivery

- **Planned a Local Energy Action Plan (LEAP) with SSEN:** Building on the baseline, Portsmouth City Council committed to developing a LEAP to set a trajectory for reaching net zero. To do this within budget, the Council partnered with SSEN (Scottish and Southern Electricity Networks) to trial its LENZA (Local Energy Net Zero Accelerator) tool, designed for local energy system modelling.
- **Procured carbon accounting software** to enable annual Scope 1–3 reporting, with particular focus on supply chain emissions (estimated to be up to 70% of the footprint).

- **Rolled out carbon literacy training**, starting with directors and senior managers.

Engaging key stakeholders

- **Prepared to reset the city's net zero target through public engagement:** Acknowledging that the 2030 net zero target was unachievable, Portsmouth City Council began to engage residents in setting a more realistic target and in raising awareness of the progress already made.
- **Strengthened alignment across strategies and policies:** Officers began to action the findings of the baseline report and worked to embed net zero into all Council policies, linking decisions in housing, procurement, transport, and services to the overall decarbonisation pathway.

Outcomes

- **Evidence base for action:** The baseline analysis and policy review gave Portsmouth its first clear picture of emissions and organisational gaps, providing an impartial mandate for change.
- **Cultural shift towards shared responsibility:** Director engagement revealed the absence of ownership for emissions across services. This has started to move responsibility from the energy team towards directorates, supported by carbon literacy training for senior managers.

- **Capacity to embed net zero:** Dedicated officer time, procurement of carbon accounting software, and access to SSEN's LENZA tool mean the Council now has the systems and skills to track, plan, and act on carbon reduction more strategically.

Key learnings

- 1. Evidence creates mandate**
A baseline and barrier review by a trusted external partner helps depoliticise the challenge and provides a shared evidence base to act on.
- 2. Invest in capacity, not just projects**
Investment in tools (e.g. carbon accounting software), training (e.g. Carbon Literacy), and governance shifts (e.g. director-level ownership) lays the foundation for sustained delivery.
- 3. Align ambition with realism**
Acknowledging that the 2030 net zero target is unachievable and resetting it through resident engagement shows the importance of setting targets that connect ambition with capacity.

Why it matters

For local authorities, the first step toward net zero isn't always about "shovel-ready" projects. Portsmouth shows that strengthening internal capacity, data systems, and governance is itself a major deliverable, one that unlocks efficiencies and larger carbon savings over time. By approaching decarbonisation as an organisational change programme, not just a technical challenge, the Council is creating the conditions for future investment, credible target-setting, and system-wide accountability.

- **Clarity:** Clear data and strategic intent replace the cycle of fragmented, ad hoc action which holds progress back. As a result, the local authority can prioritise effectively and deliver more quickly.
- **Capability:** Enhanced understanding and an embedded cultural shift in behaviours and service delivery decisions is moving net zero from "special projects" into core business.
- **Coordination:** Portsmouth City Council's plans are joined up internally and externally because climate objectives are embedded across all strategies and aligned with regional grid capacity.
- **Legitimacy:** Resetting the 2030 target through public engagement brings residents into the conversation, creating political space for realistic, durable decisions that can withstand scrutiny.

Key concepts

Key concepts to understand about building local authority capacity

Delivering net zero is not just a technical challenge. It requires local authorities to strengthen internal capacity and reframe climate action as part of core service delivery. Learning from the Net Zero Living Programme highlights four levers of improvement, the unique role of councils as “middle actors”, and the skills needed to turn ambition into delivery.

Key concept 1

The role of local authorities: as connectors and brokers

Local authorities are not only policy makers (top-down) or community facilitators (bottom-up). They are middle actors, acting as connectors and brokers who influence in three directions:

- **Upstream:** Shaping national policy and funding.
- **Downstream:** Enabling residents and communities.
- **Sideways:** Collaborating with peers, businesses, and supply chains.

See [Resource pack 05: Enabling partnerships for place-based innovation](#)

Key concept 2

The skills needed, and how to access them

To deliver effectively, local authorities need both technical expertise and softer organisational skills:

- **Technical expertise:** Data analysis, carbon accounting, energy systems, fleet decarbonisation, procurement, and project appraisal.
- **Softer skills:** Leadership, communication, facilitation, partnership building, and embedding cultural change across directorates.

Local authorities access these skills through multiple routes:

- **Upskilling:** Training existing staff (e.g. carbon literacy, follow-up sessions, communities of practice).
- **Partnering:** Working jointly with other local authorities, businesses and universities to share knowledge, extend capacity and resources.
- **Outsourcing:** Bringing in expert support for specialist tasks (e.g. baseline studies, modelling, roadmaps)



Practical steps



Four actions to build delivery capacity for net zero

Building delivery capacity is not just about having the right strategy or access to funding.

It is about strengthening the organisational muscle needed to turn climate ambition into sustained, system-wide action. The Net Zero Living Programme has shown that progress accelerates when councils take deliberate steps across four connected areas: clarity, capability, coordination and governance.

1. Clarity: knowing where to act

Start by establishing a shared evidence base. Commission a carbon baseline and organisational barrier review to identify where emissions lie, what is holding back progress, and where to focus effort. A strong evidence base helps shift climate from a general ambition to a focused delivery challenge.

→ **In practice:** Portsmouth's baseline and policy review ended fragmented action and gave senior leaders a mandate to integrate net zero into planning and service delivery.

2. Capability: building the skills to deliver

Invest in staff development and technical expertise. Use carbon literacy as a gateway to deeper learning, supported by follow-up sessions, pledge registers and tailored training for elected members and senior managers. Bring in external partners or tools where internal expertise is limited. The Net Zero Living Programme has also shown that softer skills are fundamental to making change happen.

→ **In practice:** Forest of Dean reinforced training with practical pledging and supported elected members through tailored sessions. Warrington's Communities of Practice enabled practical learning, and both councils worked with partners like Regen and the Carbon Trust to build depth where needed.

3. Coordination: working across services and with partners

Create internal networks and processes that connect services and align efforts. Cross-service forums, Communities of Practice, and co-designed strategies help join up housing,

transport, procurement and estates around shared goals. External partnerships with universities, anchor institutions and community groups can also extend reach and unlock resources.

→ **In practice:** Warrington used cross-department groups to address barriers in procurement and fleet, while Forest of Dean partnered with Hartpury University to co-develop a rural decarbonisation demonstrator.

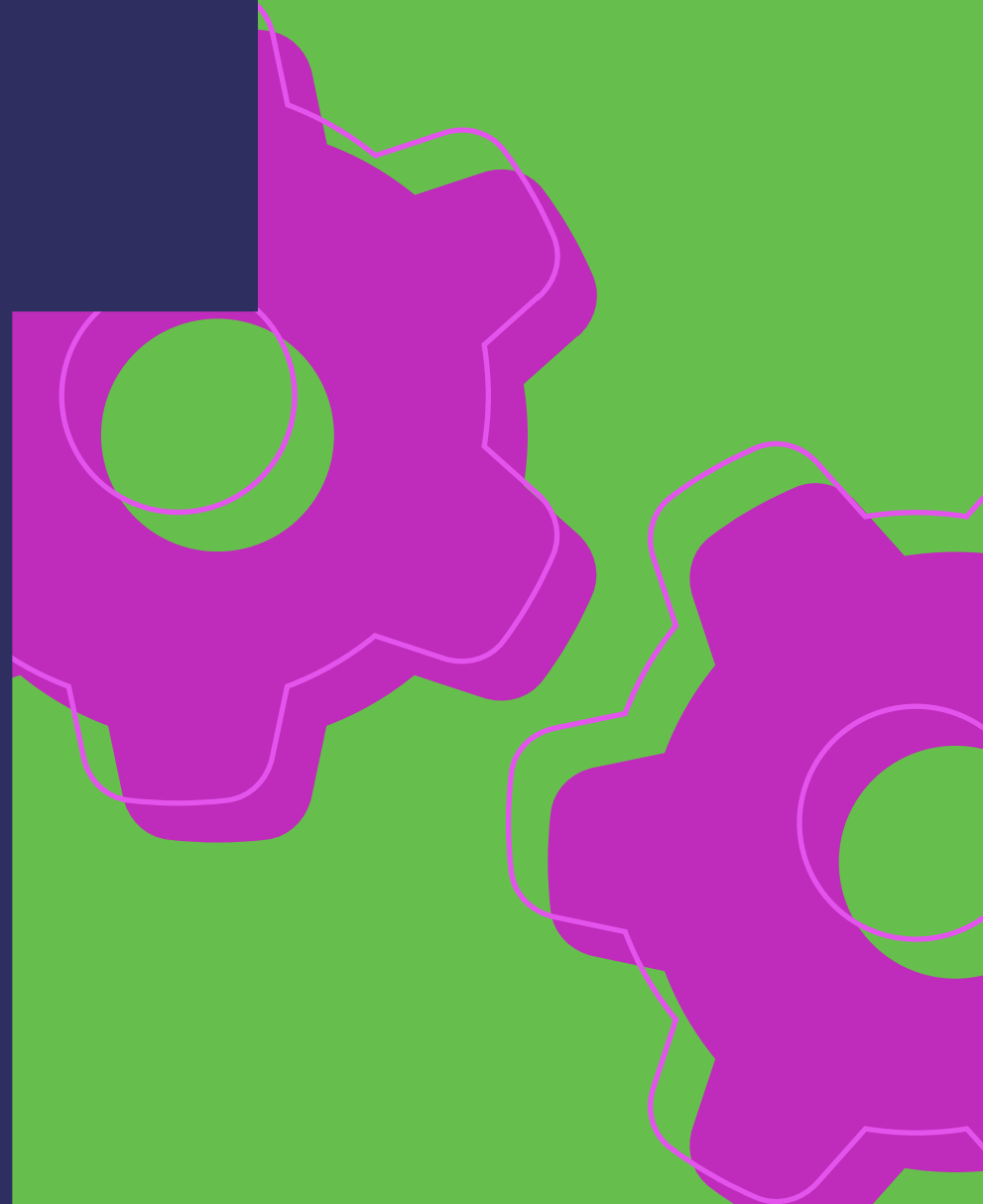
4. Governance: embedding climate in decision-making

Climate objectives need to be hardwired into the systems that drive everyday decisions. Councils have embedded net zero into procurement rules, directorate planning, corporate strategies and investment frameworks. Senior leadership engagement ensures climate is treated as core business, not a specialist concern.

→ **In practice:** Portsmouth linked carbon data to procurement and planning decisions. Warrington embedded climate into its new Corporate Strategy and supported directorates to take ownership of service-level plans.

Tools and resources

**Tools and methods index:
A selection of tools and
methods referenced in this
resource pack**



Tool/method	What it can help you do	Used by	Delivered by
<p>Carbon literacy training</p>	<p>An awareness of the carbon costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis.¹</p>	<p>Multiple places (including Warrington Borough Council, Forest of Dean District Council and Portsmouth City Council)</p>	<p>Various providers</p>
<p>Carbon accounting</p>	<p>Quantifying, measuring, and tracking the amount of greenhouse gas emissions produced directly and indirectly by an organisation over a period.</p> <p>Help to understand climate impact, monitor carbon footprint and set goals for emission reduction.</p>	<p>Multiple places</p>	<p>Various providers</p>
<p><u>Carbon Track platform</u></p>	<p>Carbon Track is the first carbon accounting platform built for the public sector.</p> <p>Use of trusted methodologies aligned with GHG Protocol and SBTi (Science Based Targets initiative).</p> <p>A tool to help measure and reduce greenhouse gas emissions across Scope 1, 2 and 3.</p>	<p>Portsmouth City Council</p>	<p>Decarbonisation engineers City Science</p>
<p><u>Systems Change Learning Handbook</u></p>	<p>Supports the growing number of facilitators who are taking systems change learning into their networks, organisations, geographies and contexts.</p>	<p>The Net Zero Living Programme cohort-wide activities</p>	<p>Forum for the Future School of System Change</p>
<p>Communities of practice</p>	<p>Communities of practice are groups of people who are connected by a shared expertise, profession or set of activities. The community actively supports its members through collaboration, knowledge sharing and the exploration of new approaches to shared problems.</p>	<p>The Net Zero Living Programme cohort</p>	<p>Various providers</p>

¹ Definition taken from <https://carbonliteracy.com/>

Tool/method	What it can help you do	Used by	Delivered by
<u>LENZA</u>	To aid a local authority or community to understand their local electricity grid and develop their plans for decarbonisation.	Portsmouth City Council and Southampton City Council	Scottish and Southern Electricity Networks (SSEN)
<u>Climate FRESK</u>	A 3-hour workshop tool to teach the fundamental science behind climate change and empower action.	Forest of Dean District Council	Climate FRESK, an NGO championing understanding of climate issues
<u>Green Careers Hub</u>	A platform for users to access resources and career information that relates to their current and future skills, knowledge and experience.	The Net Zero Living Programme cohort	Institute of Sustainability & Environmental Professionals
<u>Procuring innovation playbook</u>	The Procuring innovation playbook is your go-to guide for breaking down procurement myths and unlocking innovation opportunities. It provides practical solutions to overcome procurement barriers, explores innovation pilots, outlines diverse procurement routes, and offers insights on designing effective evaluation criteria - alongside successful case studies and much more.	The Net Zero Living Programme cohort	Connected Places Catapult, the UK's innovation accelerator for cities, transport, and place leadership

Further reading



Net Zero Living Programme resources

Key Net Zero Living Programme resources on building local authority capacity to deliver:

- [Regen policy briefing: Resourcing the energy transition: Why we need to invest in local authority planners](#)
- [Regen & UK100 report: A guide to getting ready for the Regional Energy Strategic Plans \(RESPs\)](#)

To find out more about the Net Zero Living Programme, visit:

iuk-business-connect.org.uk/programme/net-zero-living

Participant picks

Key resources that local authorities participating in Innovate UK's Net Zero Living Programme recommend:

- [Local Government Association – A councillor's workbook on action on climate change](#)
- [Local Government Association – climate change resources](#)
- [Local Authorities and the Sixth Carbon Budget - Climate Change Committee](#)
- [APSE Members Resources](#)
- [National Association of Local Councils \(NALC\)](#)
- [The Great Collaboration, council and community action](#)

Acknowledgments

This resource pack was produced by Urban Foresight and edited by Stronger Stories for Innovate UK's Net Zero Living Programme. It draws directly on insights from the places taking part in the Programme, with contributions from expert partners to the Net Zero Living Programme: City Science (with Bankers without Boundaries), Innovate UK Business Connect, Involve, Regen, The Carbon Trust, and Zühlke.

It reflects the collective learning of the places taking part in the Net Zero Living Programme. Insights were gathered from project teams in local authorities and their partners across:

Argyll & Bute, Belfast, Birmingham, Blackpool, Blaenau Gwent, Bristol, Caerphilly, Calderdale, Cambridgeshire (Cambridgeshire, Cambridge, South Cambridgeshire, East Cambridgeshire, Huntingdonshire, Cambridgeshire and Peterborough city region), Cardiff, Coventry, Derbyshire & Nottinghamshire (Nottingham, Nottinghamshire, Derby,

Derbyshire, Rushcliffe, Broxtowe and Gedling), Derry City & Strabane, Devon, Dorset, East Lothian, Essex, Forest of Dean, Gateshead, Greater Manchester (Manchester and Oldham) Gwynedd, Hertfordshire, Isle of Wight, Leicestershire, Liverpool, London (Haringey, Lambeth, Newham and Westminster), Mid & East Antrim, Mid South West Northern Ireland, Norfolk, Northumberland, Outer Hebrides, Oxfordshire (Oxford, South Oxfordshire and Oxfordshire), Perth & Kinross, Peterborough, Portsmouth, Rossendale, Shetland & Orkney, South Downs, South East Scotland (Edinburgh, East Lothian, Fife, Midlothian, Scottish Borders and West Lothian), Southampton, Staffordshire, Surrey (Runnymede and Surrey), Wakefield, Warrington, Westmorland & Furness, and York.

The content of this resource pack reflects the collective insights drawn from the Programme and does not necessarily represent the official position of Innovate UK, participating local authorities or their partner organisations.

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