



Innovate
UK

March 2026

Creating Better Places

Ten areas where local innovation can improve lives and unlock growth

Resource pack 04

Governance to navigate political and institutional change



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



Governance to navigate political and institutional change

Political and institutional change is a normal part of how local government works. Elections bring new leaders and priorities, restructures reshape organisations, and budget cycles set the pace and focus of activity. These shifts can disrupt delivery, dilute focus or stall progress, but when handled well they also create chances to reset priorities, strengthen governance and build on what works.

Handled strategically, change can increase resilience rather than undermine it. Clear governance, shared evidence and embedded ownership help local authorities maintain momentum, protect long-term ambition and reduce reliance on individual champions. This also builds confidence internally and externally by making priorities clearer and delivery more robust.

In the Net Zero Living Programme, participating local authorities shifted from reacting to change to designing for continuity.

They did this in three key ways:

- 1. Embedding net zero through local government reorganisation.**
For example: how Westmorland and Furness Council used the transition to unitary status to place climate action at the heart of a new local authority.
- 2. Shared frameworks that create stability in a changing political and institutional landscape.**
For example: how Peterborough City Council and Southampton City Council used shared data platforms and evidence that provided continuity through change.
- 3. Hardwiring climate into financial and institutional systems.**
For example: how Manchester City Council embedded climate finance, governance and accountability to maintain momentum beyond individual teams or political cycles.



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.

Putting people at the centre of place-based change

Embedding net zero as an enabler of better services

Building local authority capacity

Governance to navigate political and institutional change

Enabling partnerships for place-based innovation

Regional collaboration to scale climate action

Digital platforms for collaboration

Building investable pipelines

Strengthening the supply chain and workforce

Models, approaches and tools ready for real-world scale

Insights from places in the Net Zero Living Programme



Insight #1

Embedding net zero through local government reorganisation

How Westmorland and Furness Council used the transition to unitary status to place climate action at the heart of a new local authority.

At a glance

When Cumbria moved from a two-tier system to two new unitary local authorities in April 2023, Westmorland and Furness Council used the transition as an opportunity to embed climate priorities into the foundations of the new organisation. Formed from the former Barrow, Eden and South Lakeland districts, the new authority identified net zero as one of its six strategic priorities and established a core value of being ecologically aware to guide decision-making and operations.

Early collaboration between climate officers from the predecessor authorities created a shared understanding of priorities, risks and delivery needs before reorganisation took place. As a result, Westmorland and Furness Council started with a functioning Climate and Nature Team, clear governance arrangements and an agreed framework for delivery. Climate considerations were embedded into corporate planning, performance management and service delivery from the outset.

This insight draws on information compiled from across the Net Zero Living Programme including case studies developed by energy transition experts Regen. [Further Net Zero Living Programme case studies and insights on English Devolution for net zero and climate activities are available here.](#)

What they did

- **Established a pre-transition working group:** Climate officers from the six predecessor local authorities began collaborating in 2021–22 to align priorities and spot gaps ahead of reorganisation. The group used SWOT¹ and MoSCoW² analyses across governance, policies, staffing, partnerships, finance and risk, to identify essential day-one activities and longer-term ambitions.
- **Mapped and prioritised legacy activities:** Existing programmes were reviewed to determine which would continue under the new authority. This helped allocate responsibility, avoid duplication and ensure critical workstreams remained active through transition.

¹ Strengths, Weaknesses, Opportunities, Threats

² Must-have; Should-have; Could-have; Wont-have

- **Embedded climate in new governance systems:** As the authority was formed, net zero was established as one of six strategic priorities. Departments are expected to align plans and budgets to this priority, supported by the organisation's core value of being ecologically aware.
- **Created a new climate and nature team:** A team of nine officers from the former districts was established at reorganisation and has since grown to eighteen, covering mitigation, adaptation and ecology. The team acts both as a delivery function and as an enabling service supporting planning, waste, transport and the capital programme.
- **Developed a climate action plan:** Published in January 2024, the plan includes 128 actions across all departments. Progress is monitored quarterly, with the climate team coordinating reporting and support.
- **Maintained and expanded external partnerships:** Relationships with the Zero Carbon Cumbria Partnership, Cumbria Wildlife Trust, Futureproof Cumbria and the national park authorities were retained and strengthened, ensuring continuity at a regional level.

Outcomes

- **Climate integrated into governance and culture:** Net zero is a priority that shapes strategic, operational and financial decisions.
- **Continuity through transition:** Early collaboration enabled a smooth transfer of responsibilities and avoided loss of momentum during reorganisation.
- **Strengthened capacity and coordination:** The dedicated Climate and Nature Team provides central leadership and acts as a support function across departments and partners.

Key learnings

1. **Local government reorganisation can be a catalyst for embedding climate action**
Structural change provides a rare opportunity to design systems, priorities and values from the ground up, with sustainability integrated from the start.
2. **Early collaboration builds readiness**
Forming pre-transition, cross-authority working groups fosters relationships, alignment of ambition and priorities enabling a clear shared plan for delivery.
3. **Continuity and flexibility are essential**
Some legacy projects may need to change teams or scope, but maintaining data, evidence and partnerships ensures progress through the transition period.

Why it matters

The experience of Westmorland and Furness Council illustrates how major organisational change can accelerate climate integration rather than delay it. Local government reorganisation provided a moment to redefine priorities, rebuild systems and embed climate responsibility across all departments.

By coordinating early, identifying essential activities and forming a dedicated team, a structural challenge became an opportunity for transformation.

See [Resource pack 05: Enabling partnerships for place-based innovation](#) for information on how Westmorland and Furness partnered with local businesses on low-carbon food systems.

Insight #2

Shared frameworks that create stability in a changing political and institutional landscape

How Peterborough City Council and Southampton City Council used shared data platforms and evidence to provide continuity through change.

At a glance

Political volatility and institutional change are common features of local government. In these conditions, sustaining progress on long-term priorities such as net zero can be challenging, particularly where responsibilities are dispersed across different services, partners and governance tiers.

Peterborough City Council and Southampton City Council operate in different but demanding governance contexts. Peterborough has experienced several years without a single political party holding a majority of seats, alongside overlapping local, combined authority and national responsibilities. Southampton is entering a period of local government reorganisation, with consultation underway and new council structures expected to come into effect in 2028.

In both contexts, maintaining progress is challenging. Here we share insights on how their shared data platforms and evidence frameworks have played a stabilising role.

What they did: Peterborough

- Peterborough City Council worked with sustainability data consultancy edenseven to develop cero.earth, a modular delivery and reporting tool focused on internal emissions tracking, project management and simplified reporting. The platform integrates with Microsoft systems, enabling internal teams to log in easily and avoid duplication.
- The cero.earth platform allows any local authority to see how its climate change programme will evolve over time, both at organisational and area level. It simplifies aspects of net zero delivery across four main functions: accounting, strategising, actioning and communicating. It can analyse projects, provides a central repository for tracking and monitoring activity and enables local authorities to track funding and investment. It can also illustrate the carbon saving trajectory of different measures, supporting prioritisation and pipeline development.

- Used the platform to translate their Local Area Energy Plan (LAEP) into a draft delivery plan, identifying which interventions could happen, where, how and with what financing mechanisms.
- Built in functionality to model different delivery scenarios, such as adjusting timelines for specific interventions like solar projects.
- Used the platform to support internal conversations between teams, helping align delivery activity across services.

Outcomes:

- **More efficient processes:** Shared templates and reporting tools saved time and reduced the effort required to collate information.
- **More responsive decision-making:** Real-time data allowed officers to test ideas, adjust plans and respond to change with confidence, enabling iterative refinement of delivery plans based on internal feedback and changing context.

What they did: Southampton

- Used shared data to support coordination: Working with nquiringminds, an AI and data specialist, and the University of Southampton, the Council modified its Green City Tracker into a visual, shareable diagnostic for service improvement, supplier engagement, and performance tracking. It provided a citywide emissions dashboard where major energy users and anchor institutions could baseline, share and compare their emissions, creating a common evidence base for decision-making.
- Strengthened internal and external partnerships: The project supported coordinated work across services including planning, transport, energy and GIS (Geographic Information Systems), and with a university delivery partner to develop the digital platform. It also provided the mandate to deepen collaboration with key actors across the city, including health, education, transport, business and infrastructure providers.

- Improved collaboration with the electricity network operator: The project built a closer working relationship with Scottish and Southern Electricity Networks (SSEN), with regular senior-level meetings to agree shared priorities around grid constraints, electrification and future investment.
- Connected data to delivery decisions: The Council used shared insights to support coordination on district heat, grid upgrades, renewables and wider decarbonisation activity, helping partners plan investment and sequencing more effectively. Reporting was moved to the Executive Director to ensure environmental and efficiency considerations are addressed at senior level, alongside financial and transformation priorities.

Outcomes:

- **Continuity through change:** Consistent project structures and modular tools have maintained progress despite restructures and shifting leadership.
- **Improved data and collaboration:** The new tools provide a shared evidence base that supports cross-service coordination and clearer investment decisions.

Key learnings

1. Digital systems and shared evidence can hold things steady through change

Shared data and platforms help maintain continuity and visibility as political or organisational structures evolve. A shared and common baseline of understanding is tangible and practical allowing stakeholders to engage.

2. Collaboration, not control, drives results

Tools are most effective when they help people work together and see their role within a bigger picture. Develop simple, flexible tools and retain key knowledge internally so delivery can continue regardless of leadership or structural change.

3. Build on existing assets

Use partnerships, established forums, and legacy tools as foundations for innovation rather than starting from scratch.

Why it matters

Political volatility and institutional change are enduring features of local government. Peterborough City Council and Southampton City Council show that shared data platforms and evidence frameworks can provide stability and coherence within these conditions, supporting coordination and delivery without relying on fixed structures or individual champions.

By investing in tools that connect data, decisions and delivery, local authorities can sustain momentum on net zero and other long-term priorities, even as the institutional landscape around them continues to evolve.

See [Resource pack 07: Digital platforms for collaboration](#) for more on how digital tools support shared decision-making.

See [Resource pack 10: Practical delivery models tested in real places](#) for more on Peterborough City Council's work in the Net Zero Living Programme.



Insight #3

Hardwiring to embed climate finance into Council business

How Manchester City Council embedded strong governance and built financial confidence.

At a glance

Manchester City Council recognised that strong climate ambition depends on strong financial governance and systems. The Council had clear net zero goals and climate actions sat with appropriate services such as transport or estates. However, finance officers were not routinely involved shaping climate related decision making. As a result, projects could be delayed or re-scoped at the business case stage due to a lack of financial oversight from the outset.

The Council needed to build internal understanding and capability to make climate action part of mainstream financial planning.

Through the Net Zero Living Programme, Manchester City Council took action to embed climate considerations into financial governance, risk management and service accountability, building the internal capability needed to make climate action a routine and credible part of decision-making.

What they did

- **Aligned climate governance with service ownership:** A dedicated task-and-finish Carbon Emissions Working Group was set up, including service leads who own the main Scope 1 and 2 emissions of the organisation, the Council's Corporate Energy team and the Research and Intelligence team. This clarified ownership of emissions across services.
- **Translated ambition into costed delivery pathways:** Using the Tyndall Centre for Climate Change Research's pathway to Zero Carbon 2038 as a starting point, service areas were supported to develop decarbonisation plans for their Scope 1 and 2 emissions. This gave each service more understanding and confidence to define their individual role in the Council's efforts to become zero carbon. Additionally, it provided a basis for a costed timeline of discrete projects which could be shared with the finance team, to ensure that decarbonisation projects are considered in a timely manner during budget-setting exercises and bidding opportunities.

- **Embedded finance early in climate planning:** Created a 'Zero Carbon Finance and Investment' subgroup where senior finance officers and capital programme leads could actively shape climate delivery, rather than reviewing at final stages.
- **Built financial fluency:** Targeted training for senior finance officers and capital programme leads around the Task Force on Climate-related Financial Disclosures (TCFD) framework³. The activity included:
 - ▶ Revisiting climate risks described in the Department for Environment, Food and Rural Affairs' (DEFRA) Adaptation Reporting Power (ARP).
 - ▶ Exploring next steps for risk quantification and strategic investment.
 - ▶ Holding a workshop for senior stakeholders for upskilling, discussion, and feedback.
 - ▶ Developing a simple roadmap for future action to strengthen climate strategy, risk management, metrics and targets.

Outcomes

- **Clearer governance routes for climate investment:** Climate projects now have defined pathways through financial and capital governance processes, reducing uncertainty and delays.

- **Greater confidence within finance teams:** Finance officers are more engaged and better equipped to assess climate risks, costs and opportunities, enabling earlier and more constructive involvement in project development.
- **Improved accountability across services:** Service leads have clearer ownership of emissions and delivery, supported by shared expectations and governance structures.
- **Stronger investment readiness:** Climate projects are better specified, costed and timed, improving readiness for future funding and co-investment opportunities. Finance teams are beginning to consider medium- to long-term climate risks in capital decision-making, rather than focusing solely on short-term affordability.

Key learnings

1. **Embedding climate where decisions already happen**
Involving finance teams from early stages of planning and ensuring key decision-makers are climate literate helps steer investment-ready and viable climate projects through the Council's governance and decision making structures. It also builds shared ownership across departments.

2. Build internal capability as a stabilising investment

Training finance and capital leads on climate risk (for example, the TCFD framework or DEFRA's ARP) created internal expertise that does not disappear when projects end or teams change. It reduces over-reliance on external consultants and ensures knowledge is spread across the organisation, avoiding single points of failure.

3. Align governance to delivery structures so climate action becomes part of everyday operations

Bringing climate action into service delivery mandates improves accountability and ownership. Embedding climate responsibilities within directorates facilitates the integration of net zero action into the core business of the Council.

Why it matters

Manchester embedded climate governance by continuing to assign emissions ownership to services, creating finance-led investment forums, and routing climate decisions through existing capital, budget and risk governance structures.

This provides a route where climate projects can progress and be assessed alongside routine budget-setting, capital planning and risk management processes.

Key concepts

Three continuity anchors for navigating political and institutional change

Political and institutional change is inevitable in local government. Elections, restructures and funding cycles can disrupt delivery, unsettle teams and fragment ownership. Insights from the Net Zero Living Programme highlighted where momentum has been maintained through continuity anchors, practical mechanisms that stabilise direction and planning before, during and after transition.

Continuity anchor 1 Cross-institutional working groups and collaboration forums

When: Before the change

Before formal change takes place, relationships are fundamental. Cross-institutional working groups and collaboration forums help build shared understanding, trust and alignment across services, organisations and partners that may later be reshaped or reorganised. By creating connections outside formal hierarchies, these forums act as connective tissue between silos. This informal governance supports continuity when leadership or organisational structures shift.

Continuity anchor 2 Shared evidence and data platforms

When: During the change

During periods of political or institutional change, people, priorities and narratives can shift quickly. Shared data, platforms and evidence frameworks provide a common reference point when roles, leadership or structures are in flux; reduce reliance on institutional memory and support coordination.

Continuity anchor 3 Embedding climate into core functions

When: Beyond transition

The most durable continuity comes from embedding climate decisions into the systems that already govern how local authorities operate. Finance, procurement and capital decision-making processes persist through political cycles and organisational change. When climate considerations are integrated into these everyday decision pathways, delivery becomes less dependent on individual champions or temporary structures. This hardwiring ensures climate priorities continue to shape decisions over time, even as leadership, teams or structures change.



Practical steps

Insights by UK local
authorities, for UK
local authorities



Five actions to navigate local government reorganisation (LGR)

Here are five strategic actions to help local authorities protect climate priorities and maintain delivery momentum, collated by Net Zero Living Programme participants for others.

Local government reorganisation represents both a period of disruption and a rare opportunity to embed climate action into the structures, systems, and relationships that will shape the next generation of local governance.

1. Make the case for climate as an enabler of local outcomes

Develop a clear evidence-based narrative that shows how climate action supports jobs, health, economic resilience, and community wellbeing.

- Equip officers and portfolio leads as confident messengers.
- Use accessible language that links climate action to what matters locally.
- Leverage the evidence base we already have: share case studies that demonstrate how climate initiatives strengthen services and outcomes.

2. Embed climate into governance and service decisions before reorganisation

Integrate climate considerations into existing decision-making and service delivery so they transfer into new structures.

- Include climate priorities in corporate plans, committee reports, and decision templates.
- Use practical entry points such as procurement, planning, highways, and capital programmes to embed low-carbon and resilient design.
- Retain knowledge and capacity by embedding climate responsibilities across services.

3. Lay strong foundations for the future

Use the LGR process to align leadership, data, and delivery approaches across affected authorities.

- Establish shared baselines, metrics, and reporting systems.
- Engage early across boundaries to coordinate projects and avoid duplication.
- Create a cross-authority climate oversight board, such as the model used in Cumbria, to sustain focus and partnership working.

4. Find and work with allies: strengthen partnerships and area-based collaboration

Formalise and expand partnerships to keep climate action embedded through organisational change.

- Build alliances with neighbouring authorities, regional energy bodies, and Climate Hubs.
- Protect non-political partnership structures that can continue through leadership change.
- Identify shared priorities for collaboration, including energy transition, adaptation, and nature recovery.

5. Include and inform society: mobilise communities as the agents of continuity

Community action can maintain visibility and momentum for climate work during transition.

- Communicate clearly about the local benefits of climate initiatives and the implications of LGR.
- Support local knowledge hubs, citizen engagement programmes, and participatory approaches such as citizens' juries.
- Highlight examples of successful community-led projects to sustain enthusiasm and local pressure for progress.

Five actions to influence elected leaders

Here are five strategic actions to influence elected leaders, collated by Net Zero Living Programme participants for others⁴.

Building political support for climate action depends on aligning ambition with what matters to people, demonstrating tangible value, and providing leaders with credible stories to share.

1. Build arguments around what matters to people

Base discussions on residents' real priorities rather than technical targets. Connect climate action to everyday issues such as affordable energy, clean air, and job security to show that it delivers outcomes people care about.

2. Demonstrate economic and social value

Present climate action as a driver of prosperity and wellbeing rather than a standalone goal.

- Highlight co-benefits such as reducing poverty, improving health, and supporting local growth.
- Show how investment in net zero builds local skills, jobs, and inward investment opportunities.

3. Communicate clearly and visibly

Keep communication straightforward and outcome-focused.

- Use tangible local examples such as better transport, warmer homes, and lower energy bills.
- Share proven local and national success stories to strengthen credibility and inspire confidence.

4. Collaborate and amplify

Collaboration across authorities and partners increases reach and legitimacy.

- Use regional partnerships to demonstrate shared progress and resource efficiency.
- Publicise achievements through joint communications to build public and political confidence.

5. Frame climate action as legacy

Position climate work as part of a lasting legacy of leadership and stewardship.

- Emphasise the long-term benefits such as healthier communities, resilient economies, and sustainable local growth.
- Link action to outcomes that elected members want to be remembered for, helping to sustain commitment across administrations.



Two tools to navigate change and complexity

Political and institutional change is disruptive. It can slow delivery, unsettle teams and complicate planning, but it is also a normal feature of local government. Periods of transition create opportunities to take stock, reset direction and align around shared goals such as climate action and social value.

Approaches used in the Net Zero Living Programme to help participants make sense of uncertainty and change included:

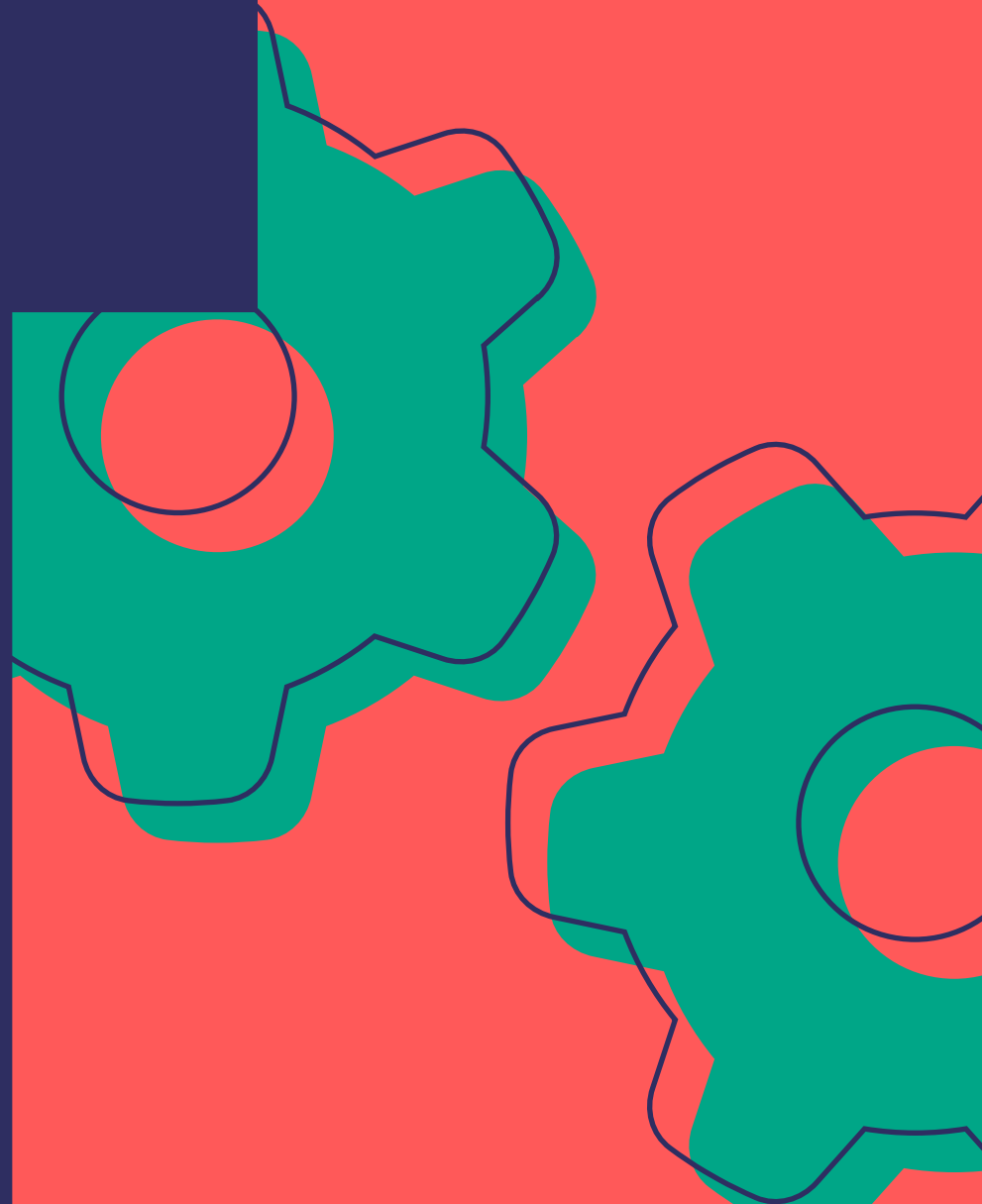
- **School of System Change's Multi-Level Perspective**
- **Forum for the Future's Six Steps to Significant Change.**

These tools supported participants to contextually understand where short-term disruption can enable long-term improvement.



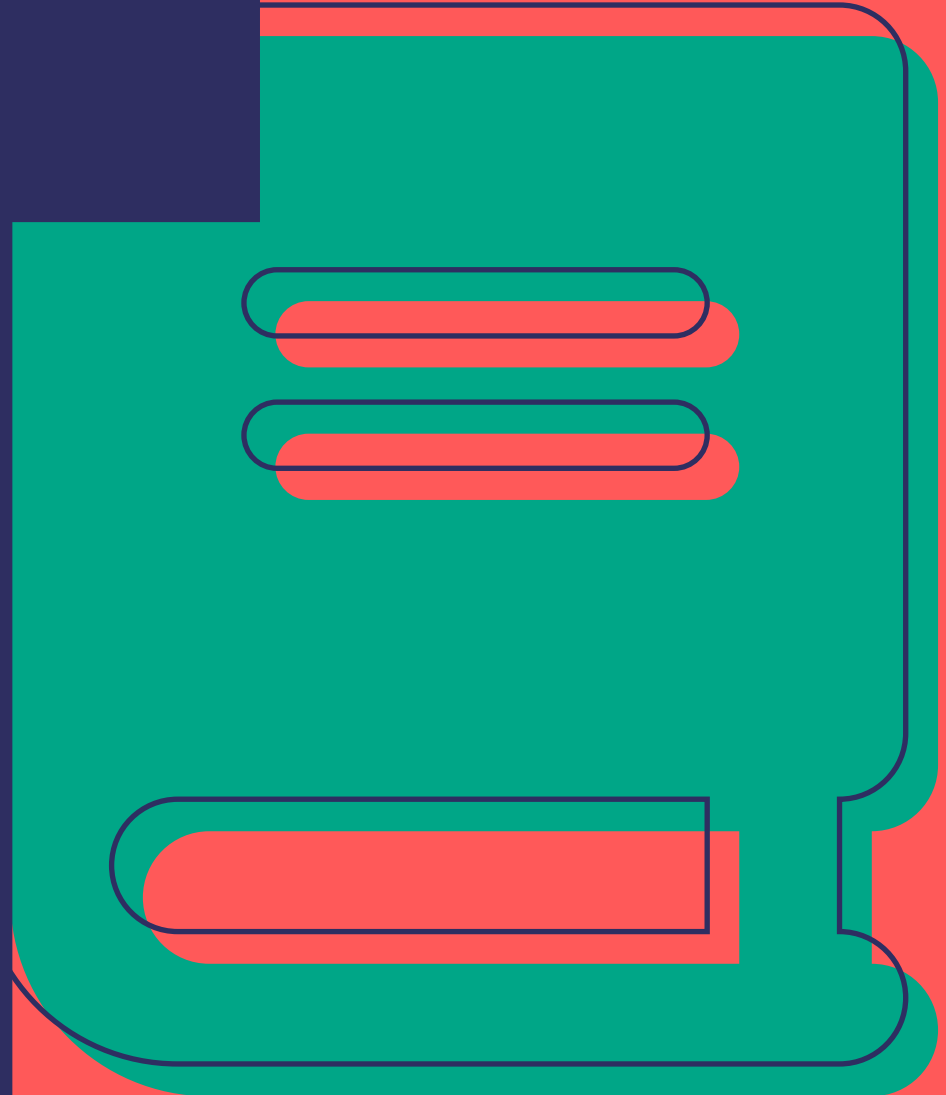
Tools and resources

**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 |
|---|--|--|--|
| <u>Greater Manchester Cost Benefit Analysis Model</u> | Articulating the fiscal, economic and social value of intervention. The CBA model also enables the wider 'economic case' or public value to be articulated, quantifying economic benefits that accrue to individuals and businesses, and social benefits in terms of improved individual health and wellbeing. | Greater Manchester Combined Authority | GMCA |
| <u>Stories of Change – Multi Layer Perspective</u> | Understanding how change happens. Multi-Level Perspective (MLP) explains how transitions manifest through interactions between different levels of societal systems. | Net Zero Living Programme participants | School of Systems Change |
| <u>Forum for the Future's Six Steps to Significant Change</u> | Forum's six steps to significant change model offers a framework for designing change processes and learning from them | Net Zero Living Programme participants | Forum for the Future |
| <u>cero.earth</u> | Tool to help manage carbon emissions. | Peterborough City Council | edenseven |
| <u>OnePlanet</u> | Strategy tool: A platform that fosters collaboration across sectors, organisations, and departments, to help people work together on shared outcomes. | South Downs National Park Authority | OnePlanet |
| Policy briefings For example, <u>Regen's policy briefing guide on RESPs</u> | Equip councils to influence regulators through concise, stand-alone publication with a specific purpose, to inform a non-academic external audience of an issue that requires policy attention. | Net Zero Living Programme participants | Net Zero Living Programme expert partners, Regen |

Further reading



Net Zero Living Programme resources

Key Net Zero Living Programme resources on navigating political and institutional change:

- [Regen and Carbon Trust report – Join the Dots, Embedding climate action in local authorities](#)

Participant picks

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

- [Local Government for Sustainability](#): ICLEI engages at the local to global levels, shaping policy and sparking action to transform urban environments worldwide. We build connections across levels of government, sectors and stakeholder groups, sparking city-to-city, city-to-region, local-to-global and local-to-national connections.
- [English Devolution White Paper](#) (December 2024)
- [The Climate Change Committee's Seventh Carbon Budget](#): an overview of the UK government's wider decarbonisation plans.

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

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

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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