



Innovate  
UK

March 2026

# Creating Better Places

Ten areas where local innovation can improve lives and unlock growth

Resource pack 05

Enabling partnerships for place-based innovation



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



# Enabling partnerships for place-based innovation

Strong collaborations are essential for delivering change at pace and scale. When local authorities use their convening power well, partnerships unlock skills, capacity and investment that no single organisation can deliver alone. They help align public leadership with business expertise, community insight and delivery capability, creating shared ownership of outcomes and reducing delivery risk.

Well-designed partnerships also give businesses and investors greater confidence to act by providing clarity of purpose, trusted governance and visible routes to delivery.

With support from the Net Zero Living Programme, local authorities shifted from ad hoc engagement to treating partnership as a core delivery mechanism.

They did this in three key ways:

- 1. Creating structured matchmaking between partners.**  
For example: how Oxford City Council paired local organisations with funders to unlock place-based delivery.
- 2. Building sustained, place-based business ecosystems.**  
For example: how Lambeth Climate Partnership brought businesses together around shared goals and ongoing collaboration.
- 3. Linking partnerships directly to real-world pilots.**  
For example: how Westmorland and Furness Council moved from research to delivery by working with local businesses on low-carbon food systems.



# 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

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**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

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## 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

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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

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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

Oxford's  
matchmaking schemeHow Oxford City Council matched local  
businesses looking to offset emissions with  
SMEs and charities needing upgrades to  
aging buildings.

## At a glance

The Local Carbon Oxford Project (LCOP) piloted a matchmaking scheme that paired local organisations seeking funding for non-domestic energy efficiency (SMEs, charities and community groups) with funders using Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG) or Business Value Chain Mitigation (BVCM<sup>1</sup>) commitments.

The project addressed short, sporadic grant windows for building upgrades. It also tackled a lack of transparency in the voluntary carbon market, which makes it hard for councils and businesses buying credits to see where money goes, how much carbon is genuinely reduced and whether projects deliver real local benefits.

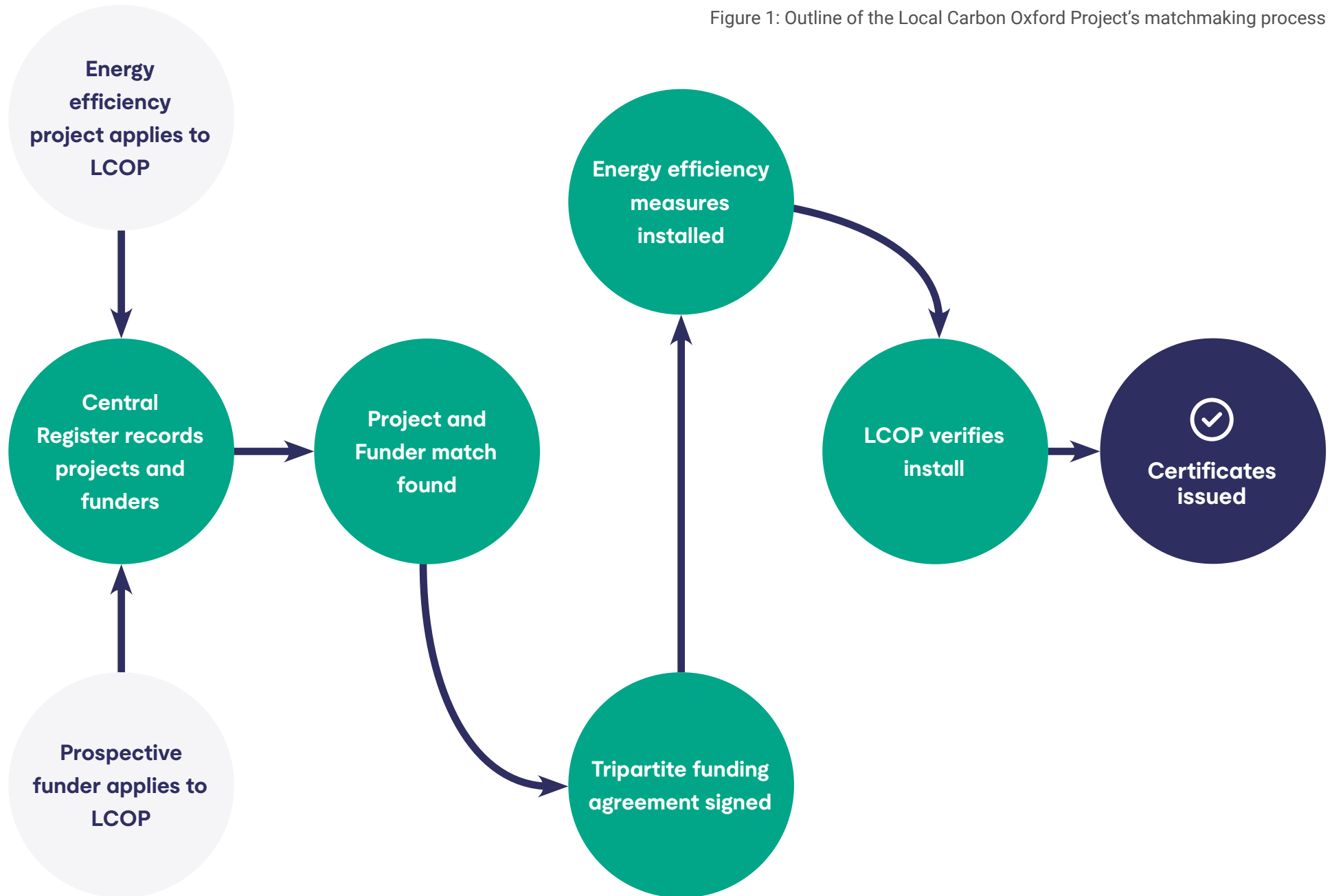
By using Oxford firms to carry out the upgrades, LCOP also kept investment within the local economy. This project targeted the estimated £478 million investment needed to improve non-domestic energy efficiency in Oxford in order to achieve its net zero targets.

## What they did

- **Piloted a matchmaking process that paired projects with funders:** local organisations in need of funding were matched with businesses and institutions keen to support community and climate action for CSR, ESG or BVCM. This was complemented by a bespoke methodology, adapted from the Environmental Association for Universities and Colleges (EAUC) Carbon Coalition, that accredits and validates projects, and verifies predicted carbon savings (see Figure 1).
- Used the [Core Carbon Principles \(CCPs\)](#) as a design compass to ensure that their local carbon-crediting methodology was credible and trustworthy, even though the credits operated at a local scale outside formal carbon markets. CCPs are ten fundamental, science-based principles for identifying high-quality carbon credits that create real, verifiable climate impact.

<sup>1</sup> Defined in the SBTi Corporate Net-Zero Standard as “mitigation action or investments that fall outside a company’s value chain, including activities that avoid or reduce GHG emissions, or remove and store GHGs from the atmosphere.”

Figure 1: Outline of the Local Carbon Oxford Project's matchmaking process



## Outcomes

By working in partnership, Oxford City Council has achieved:

- **A simple, transparent mechanism** for finance transfer between funders and project developers. This webpage provides an overview of how the scheme functions.
- **Significant funding secured for local decarbonisation:** Up to £200,000 pledged in third-party match funding for local energy efficiency projects.
- **Engaging local businesses in decarbonisation:** 135 organisations and businesses directly engaged, 29 expressions of interest and 19 applying to the scheme. 18 funders and project developers applying to join scheme within three months of launch.
- **Demonstrable contribution to Oxford's 2040 net zero target:** 21,036kWh annual energy savings from completed trial projects, with projected carbon savings of 5.35tCO<sub>2</sub>e in the first year. Potential for 178.14tCO<sub>2</sub>e/year savings if all projects in the Central Register receive funding.

## Key learnings

1. **Start with a clear but flexible model:** The project highlighted the importance of starting with a clear theory of change but also being prepared to refine the model in response to legal, financial, or stakeholder constraints.
2. **Innovation projects tackling systemic issues require longer, more stable funding periods (two to three years as a minimum)** rather than short grant phases. It's important to recognise how a scheme like LCOP fits into the wider local and national support infrastructure for energy efficiency funding.
3. **Maintaining in-house local authority ownership of process tools enabled vital iteration and responsiveness.** Third-party platforms could not deliver the necessary flexibility.
4. **Well-defined, transparent criteria** for both funders and projects are essential for confidence; LCOP's application forms were shorter and simpler than typical grants.
5. **Partnership working with [Low Carbon Hub](#) and the [Environmental Information Exchange](#)** filled technical skill and resources gaps and built trust with SMEs.
6. **"Learn fast, fail fast" underpinned the project.** It was an opportunity to explore the art of the possible. However, pilots require planning for continuation beyond the initial phase to sustain momentum.

## Why it matters

By developing a methodology specifically designed for small-scale efficiency projects, the scheme filled an overlooked gap in the carbon market landscape. It created a replicable model that is open source and designed to keep economic value circulating within the community, supports local businesses and deliver tangible benefits beyond just carbon reduction.

This [webpage](#) provides an overview of how the scheme functions. Requests to access the full documentation (where not available online) can be made to [lcop@oxford.gov.uk](mailto:lcop@oxford.gov.uk).

## Insight #2

# Lambeth Climate Partnership

## How Lambeth Council is building a climate action community through consistent engagement and cross-sector collaboration with local businesses.

### At a glance

Lambeth Council identified that general climate outreach was not connecting effectively with businesses, many of whom struggled to see how initiatives related to their day-to-day challenges. In response, Lambeth developed a strategic, values-led model rooted in collaboration and trust.

### What they did

- **Used a hybrid approach:** Monthly in-person and online activities supported by communication channels such as a WhatsApp group, a dedicated website and a shared online workspace.
- **Held sector-specific “fireside” events:** Short, informal conversational sessions that encouraged practical, challenge-focused discussions - and action workshops which facilitated problem-solving and improved coordination within council teams.
- **An online collaboration platform** was introduced to reduce event fatigue and support continuous engagement between businesses and the Council.

- **Reached approximately 200 local businesses**, using existing contacts and mailing lists, with 154 businesses actively engaged and 53 participants in WhatsApp groups sharing updates.

### Outcomes

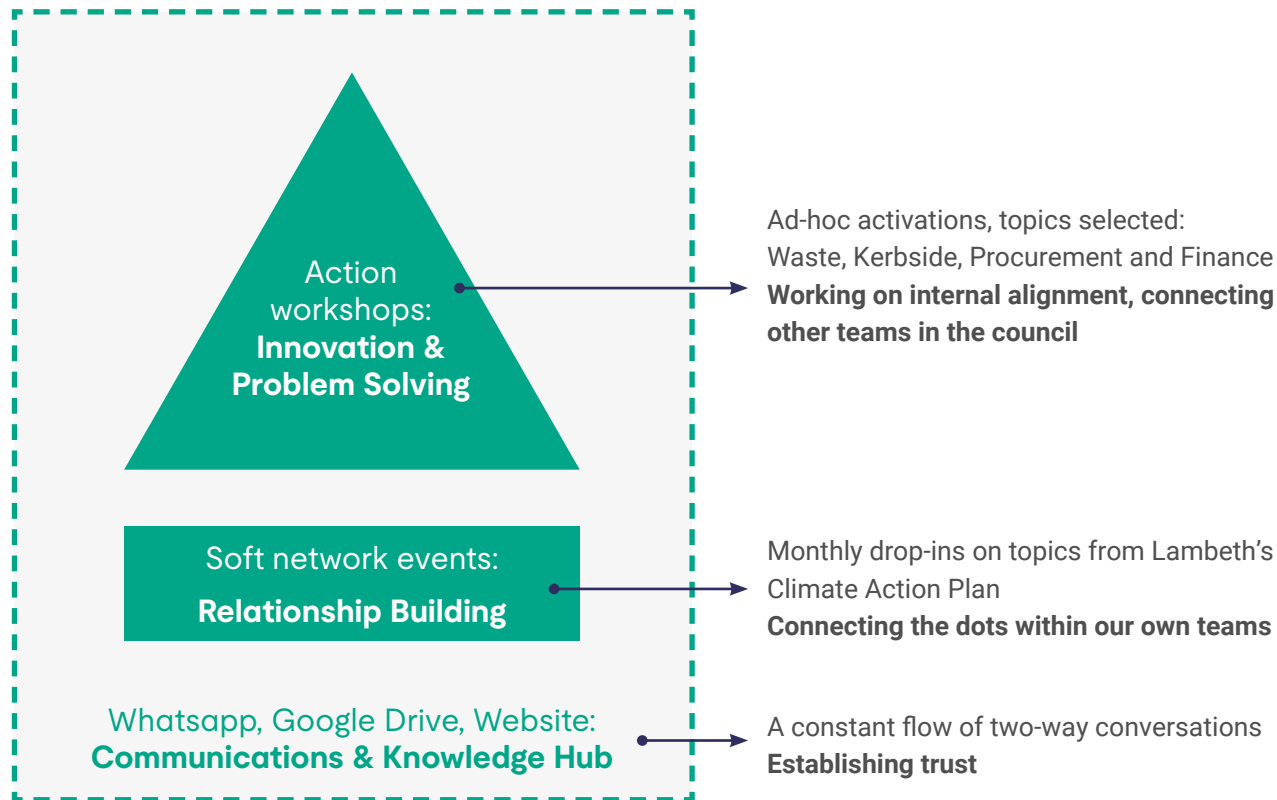
- The initiative enhanced peer-to-peer learning, with local action showcased to motivate wider uptake among businesses.
- It strengthened ecosystem trust and communication through combined face-to-face and digital channels, fostering a network of shared resources and ongoing conversations.
- Survey and interview insights validated the appetite for holistic, multi-sector collaboration.
- Embedding climate action within the Council’s strategic frameworks empowered teams to secure buy-in, clarify roles, and advance coordinated climate initiatives.

## Key learnings

1. **Lead with shared values and relevance** to ensure climate action resonates with business priorities.
2. **Build networks before action** to cultivate trust and stronger community connections.
3. **Use a hybrid delivery model** that blends online platforms and communication with in-person events to maximise engagement and prevent fatigue.
4. **A hyper-local approach.** Working at neighbourhood level or even lower, for example an estate or cluster of streets, can be well-placed to facilitate cross-sector collaboration.
5. **Harness business** interest in cross-sector partnerships to drive innovation and collective impact.

## Why it matters

The Lambeth Climate Partnership illustrates how climate action can be effectively aligned with business realities, priorities and values. By building trust within a growing network, the Partnership is creating the conditions for collaborative, local climate action to accelerate. This approach offers a replicable blueprint for other local authorities aiming to create effective, inclusive and sustainable hyper-local climate ecosystems that drive fairer, more equitable change.



Find out more on the [The Lambeth Climate Partnership website](#).

**Insight #3**

**Westmorland and Furness: from research to real-world pilots**

**How Westmorland and Furness Council is partnering with local businesses to make low-carbon food a reality.**

**At a glance**

Westmorland and Furness Council’s Place to Plate project, part of the Net Zero Living Programme, tested how a local authority could bring food and tourism businesses into climate action.

Recognising that council operations account for only a small share of local emissions, the team focused on food, a sector with both high emissions and strong local economic

importance given the rural and agricultural characteristics of Cumbria.

Emissions from the food, drink and other products consumed by households and visitors to Cumbria, account for around 22% of the 11.1MtCO<sub>2</sub>e of Cumbria’s priority emissions . The project worked with Cumbria Tourism and local food and drink businesses to explore barriers to change, including the feasibility of low-carbon menus as a unique selling point.

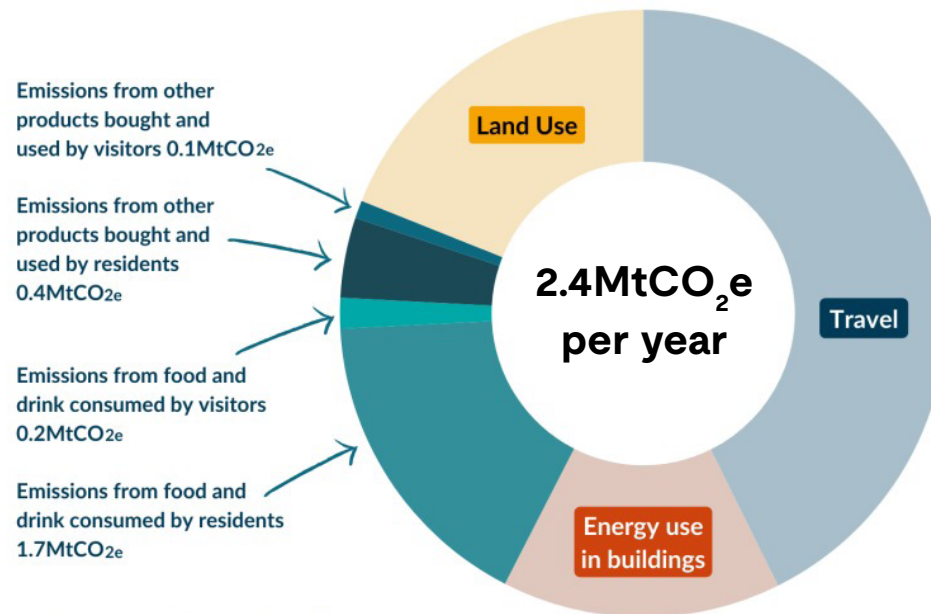


Figure 3: [Breakdown of Cumbria's emissions from food, drink and other products.](#)

The key insight was that business engagement only sticks when projects moved beyond abstract research to targeted, co-designed pilots with clear benefits. By mapping the food system, tailoring communication, and involving credible messengers, the Council showed how local authorities can turn business interest into sustained collaboration. For example, the team developed a pilot called Cumbrian Carrot Connections, to get locally grown carrots onto school plates, while educating students about sustainability and food systems. It brought together growers, wholesalers, caterers, schools, councillors, and community organisations. A local grower agreed to supply the carrots, while a school resource pack and a range of carrot recipes have been developed, with support from ProVeg UK.

“Whether it’s businesses having a credible messenger for businesses, or members ready to convey that message, that’s powerful in a way an environmental charity alone cannot be.”

John Forbes, Futureproof Cumbria

## What they did

- **Mapped the system before acting:** An advisory group and expert partners helped identify where emissions come from in the food system, tracing complex chains from farmers to wholesalers, schools and caterers. This revealed practical barriers (for example, schools can only accept washed carrots, requiring processing capacity).
- **Worked directly with businesses:** Cumbria Tourism surveyed food and drink firms, held consultations and trialled approaches to carbon menu labelling. Early adopters such as local breweries provided candid feedback and venues for engagement.
- **Tested new communication methods:** When traditional events and webinars failed to draw time-poor businesses, the team pivoted to bite-size formats such as short social media posts, direct follow-ups, and practical resources.

- **Built credibility through multiple messengers to communicate the benefits of carbon reduction and the pathways available:** Elected Members, business leaders, and youth groups all played roles as voices trusted by local food and drink businesses.
- **Leveraged advisory expertise:** The Food Advisory Group drew on local networks, external case studies, and specialist partners to strengthen evidence and avoid “reinventing the wheel”.

## Outcomes

- **System mapped, barriers surfaced:** Research and feasibility studies provided a grounded understanding of the food system’s complexity, from procurement to processing.
- **Early adopter businesses engaged:** Firms such as breweries and hospitality venues were brought in through existing relationships with the Council. They gave practical input and acted as champions, shaping pilots like carbon menu trials.
- **Flexible communications unlocked wider reach:** Moving from one-off events to varied, bite-size formats made engagement more realistic for time-poor businesses.

## Why it matters

Food is often under-represented in climate action compared to energy and transport, yet it is a significant emitter where sustainability can deliver strong benefits for health and local economies. Abstract research is hard to communicate, whereas pilots with visible outcomes make climate action and its benefits real for residents, visitors and businesses.

## Key learnings

### 1. Map before you move

Understand how your local food system operates, from suppliers to schools, before designing interventions. With a multi-sector system like food, see what other places have done, then adopt or adapt.

### 2. Co-design with businesses

Start with one or two pilots with willing partners and use their voice to bring others on board. Commitment is needed from partners, not just engagement.

### 3. Tailor the communication

Replace long reports and events with short, practical updates businesses can absorb quickly.

For more context, visit [Consumption and Waste emissions reduction pathway – Zero Carbon Cumbria](#)



# Key concepts

## Three key concepts to understand about enabling partnerships

A clearer understanding of the role that local authorities can, and do, play in local net zero ecosystems is emerging as a key theme of the Net Zero Living Programme. In this area, local authorities are adopting an enabling, system-steward role.

## Key concept 1

### Local authorities as the enabling convenor

Partnership starts with leadership, not ownership. Local authorities have the legitimacy, networks, and local knowledge to bring others together around shared priorities. Acting as a convenor means setting a clear purpose, creating trusted spaces for collaboration, and maintaining momentum across sectors. Focus on how your organisation enables others to lead, through clarity of roles, transparent governance, and continuity of engagement. Convening well builds credibility, which in turn attracts resources and partners.

## Key concept 2

### Partnership as a foundational building block for delivery

Strong partnerships are a foundational building block of effective local net zero delivery. Sustained collaboration relies on shared systems, data, governance, and coordination that make it easier for all partners to act. This is not about ad hoc engagement or stakeholder management; it is about creating repeatable, trusted ways of working that align investment, planning and delivery.

Build internal capacity for partnership management and coordination in the same way you invest in finance, planning or programme delivery: as a core function of success, not a nice-to-have.

## Key concept 3

### Innovation and learning: build from pilots to permanent change

Innovation happens when local authorities create space to test new ideas with a mix of partners, businesses, community groups, anchor institutions and universities. Diversity of perspective is what makes experimentation useful, it helps reveal what works in real-world conditions and where systems need to adapt.

However, pilots only create lasting impact if their learning is captured and applied. Too often, projects end when funding does, and the insight is lost. The most effective local authorities plan for permanence from the start. Identify who will own the learning, how outcomes will be measured, and how results will feed into future decisions. Then, use pilot evidence to shape strategy, procurement criteria, or investment frameworks, so new approaches become part of normal delivery.



# Practical steps



# Five steps to build an ecosystem of collaboration

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Method	Best for	What it involves	Net Zero Living Programme examples
<b>1. Map local assets and relationships</b>	Identify businesses, universities, anchor institutions and community organisations contributing to net zero goals.	Finds allies and reveals strengths and connections that can be leveraged for shared missions.	Lambeth Council mapped its climate ecosystem to identify key influencers and underused networks.
<b>2. Align on outcomes</b>	Define a small number of outcomes that partners can align with.	Focused missions attract investment and simplify coordination.	Oxford City Council’s mission to decarbonise non-domestic buildings anchored its local carbon marketplace.
<b>3. Convene and enable through transparent partnership frameworks</b>	Convene partners and establish clear principles for governance, data sharing and benefit distribution.	Builds confidence and lowers barriers to engagement.	Oxford City Council’s model gave funders and SMEs a trusted mechanism for collaboration. This video case study shows how <a href="#">Tyseley Energy Park, in partnership with Birmingham City Council, shows how a physical hub can act as a convening space for local actors.</a>

Method	Best for	What it involves	Net Zero Living Programme examples
<b>4. Enable others to lead</b>	Use convening power to coordinate while enabling other partners' autonomy.	Encourages ownership, innovation and long-term commitment.	<p>Lambeth Council empowered local business groups to shape communication channels and activities.</p> <p><a href="#">See how Futureproof Cumbria, a partner to Westmorland and Furness Council, acts as the chair of the Zero Carbon Cumbria Partnership</a></p>
<b>5. Capture and embed learning</b>	Translate pilot outcomes into policy, investment, and procurement decisions.	Turns innovation into routine practice and ensures continuity.	Westmorland and Furness Council integrated findings from pilots into its wider economic strategy.

# Building better connections with businesses

Use the [Net Zero Living Programme's Making local climate action possible](#) toolkit for local authorities, developed by Innovate UK Business Connect.

It offers practical guidance and tools for being outcomes-driven, insights on building trust through values-led engagement, and suggested messaging you can adapt and test with local businesses.

Do what?

## Map your allies and champions

How?

The trust and engagement mapping tool in the toolkit can be useful to identify who your allies and champions are, then tailor your approach to other groups.

Find out more



[Toolkit Page 11](#)

## Speak the same language

Small business leaders are driven by values like practicality, resilience, responsibility, and legacy. The toolkit offers some suggested messages for more relevant, trust-building engagement with local businesses.



[Toolkit Page 17](#)

## Adopt a more intentional and consistent approach to business engagement

Use these 10 steps to help shape a more intentional and consistent approach to business engagement, one that builds trust over time by aligning your purpose with the realities, values and needs of local businesses.



[Toolkit Page 19](#)

# 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
<a href="#"><u>Carbon Coalition</u></a>	An offsetting initiative which acted as a benchmark when LCOP was building its methodology.	Oxford City Council	The Alliance for Sustainability Leadership in Education (EAUC)
<a href="#"><u>The Integrity Council for the Voluntary Carbon Market (ICVCM) Core Carbon Principles</u></a>	The Core Carbon Principles (CCPs) are ten fundamental, science-based principles for identifying high-quality carbon credits that create real, verifiable climate impact.	Oxford City Council	The Integrity Council for the Voluntary Carbon Market (ICVCM)
<a href="#"><u>Lambeth Climate Partnership</u></a>	Provide an example of an ecosystem or partnership of organisations committed to taking climate action in their place.	Lambeth Council	Lambeth Council
<a href="#"><u>Westmorland and Furness Council 4 Business</u></a>	The funding portal is designed to help communities and businesses easily locate available funding opportunities.	Westmorland and Furness Council	Westmorland and Furness and Idox
<a href="#"><u>Making local climate action possible</u></a>	A toolkit designed to help local authorities build lasting, trust-based relationships with businesses	Net Zero Living Programme participants	Innovate UK Business Connect, Climate Outreach and The Connectives
<a href="#"><u>Net Zero supplier directory</u></a>	Supporting the wider public sector to access a comprehensive directory of UK-based net zero suppliers. This directory provides a streamlined way to identify solutions across various industries and regions, ensuring public sector organisations can easily find the right suppliers to meet their net zero goals.	Net Zero Living Programme participants	Innovate UK Business Connect
<a href="#"><u>Trust and Engagement Map</u></a>	A ecosystem mapping tool that is part of the Net Zero Living Making Local Climate Action Possible toolkit (tailored for business but could be applicable more widely).	Net Zero Living Programme participants	Innovate UK Business Connect
<a href="#"><u>Carbon Charter</u></a>	Provides guidance, support, and recognition to small and medium businesses throughout Suffolk and Norfolk as they take positive action towards net zero.	Suffolk County Council	Groundwork East, Environment Agency and Suffolk County Council

# Further reading



## Net Zero Living Programme resources

Key Net Zero Living Programme resources on enabling partnerships for place-based innovation:

- [Enable Embed Enact, Maximising the Value of Local Net Zero Planning](#): sets out how local authorities can move from planning to delivery by enabling, embedding and enacting local net zero action. The findings complement this resource pack by outlining the system conditions needed for effective partnership and investment in place
- Innovate UK Business Connect case study: [From Place to Plate \(Futureproof Cumbria\)](#)
- Innovate UK Business Connect case study video series: [Birmingham Tyseley Energy Park](#), [Rossendale Valley Energy](#), [edenseven and Peterborough City Council](#), [Leicestershire Collaborate to Accelerate Net Zero](#)
- [Oxford City Council's Local Carbon Oxford Project page](#)
- [Cumbria Carrot Connections page](#): a new pilot project connecting local schools with local farmers, starting with one of our most humble heroes

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

[iuk-business-connect.org.uk/programme/net-zero-living](https://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 because of the practical guidance, hints and tips, and good practice they provide:

- [Oxfordshire's Low Carbon Hub: creating energy we can all feel good about](#)
- [Environmental Information Exchange \(EiE\)](#) is a not-for-profit organisation based at Oxford Brookes University, providing UK organisations with support to reduce their energy, water, and waste
- [Zero Carbon Cumbria Consumption and Waste Emissions Reduction Pathway](#)
- [The Lambeth Climate Partnership video](#)
- [SME Climate Hub](#)
- [UK Business Climate Hub](#)

# Acknowledgments

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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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