



Innovate
UK

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Creating Better Places

Ten areas where local innovation can improve lives and unlock growth

Resource pack 07

Digital platforms for collaboration



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.

Contents

1 The opportunity

3 How to use this pack

- 4 Who this pack is for
- 5 What this pack is for
- 6 How this pack is structured
- 7 How to use this pack in practice
- 8 How this pack fits

9 Insights from places in the Net Zero Living Programme

- 10 Insight #1
Making the ecosystem visible through shared outcomes
- 12 Insight #2
Using data to support real-world decisions
- 14 Insight #3
Building on what already exists

16 Key concepts

18 Practical steps

- 19 Using the Zühlke Innovate UK data principles knowledge base
- 21 Eight design principles for local authorities selecting digital platforms
- 22 Barriers and enablers for local authorities adopting data platforms
- 23 Common pitfalls for local authorities and how to navigate them

25 Tools and resources

27 Further reading

- 28 Net Zero Living Programme resources
- 29 Acknowledgments



The opportunity



Putting people at the centre of place-based change

Used well, data and digital platforms can help local authorities do more than monitor progress. They can support clearer priorities, stronger coordination with partners, and better decisions across complex place-based systems.

Experience from the Net Zero Living Programme showed that local authorities went from being data-led to being data-informed. Rather than treating data as a technical exercise or reporting requirement, they used digital tools to enable collaboration, decision-making and delivery in three key ways:

- **Making the ecosystem visible through shared outcomes.**
For example: how South Downs National Park Authority convened a whole ecosystem climate strategy with no statutory net zero powers.
- **Using data to support real-world decisions.**
For example: how Peterborough City Council and edenseven, a sustainability data consultancy firm, developed a modular platform to turn strategy into delivery.
- **Building on what already exists.**
For example: how the London Borough of Newham and Warrington Borough Council made informed sustainable procurement decisions using owned and freely available datasets.

This reflects a shift in mindset. The challenge is rarely a lack of data, but a lack of structure, coherence and relevance to the decisions local authorities need to make. When digital platforms are designed around how local authorities work in practice, they turn information into insight and insight into coordinated, place-based delivery.

“We don’t have a data problem; we have a big picture problem.”

Pooran Desai, OnePlanet



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:

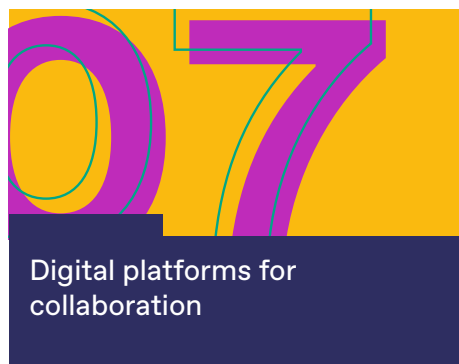
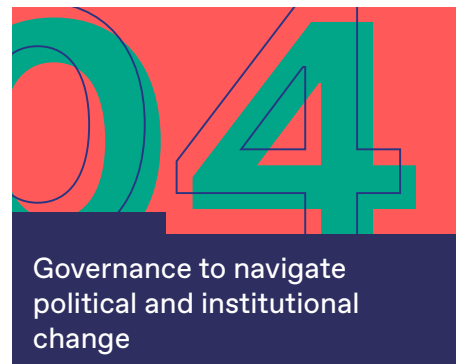
- **Orient yourself**
Understand how others approached specific issues and what made progress easier.
- **Align colleagues and partners**
Use practical tools in team meetings, workshops, or strategy sessions to create shared understanding and momentum.
- **Support delivery**
Use the practical steps and 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

Making the ecosystem visible through shared outcomes

How South Downs National Park Authority convened a whole ecosystem climate strategy with no statutory net zero powers.

At a glance

South Downs National Park Authority (SDNPA) successfully demonstrated how a digital ecosystem mapping platform, OnePlanet, enabled place-based climate action by coordinating strategies across local authorities, community groups and business sectors. Through their Net Zero Living Programme project, this innovative approach for the national park authority shifted the focus from isolated carbon metrics to a broader ecosystem view that integrates health, energy and community resilience outcomes.

What they did

- South Downs National Park Authority partnered with OnePlanet and key stakeholders (Lewes District Council and Ouse Valley Climate Action) to develop a joined-up, multi-sector net zero strategy that relied on shared, integrated information.
- Using the OnePlanet platform, South Downs National Park Authority coordinated engagement across fifteen local authorities in and around the South Downs National Park to map and align climate, nature and health strategies.
- Nearly 100 local climate action plans were uploaded and mapped into the OnePlanet platform from local authorities, parishes, and community groups. This created an ecosystem map of individual and shared outcomes, actions and indicators. The map highlighted shared outcomes, areas where actions overlap, where gaps existed, and where collaboration was needed. It surfaced contributions to net zero that were previously invisible.
- SDNPA explored the multifaceted benefits of place-based net zero transition. Cross-sector engagement brought together health authorities, nature organisations, community groups and other stakeholders through workshops and training to agree strategic direction and actions.
- A shared licensed workspace on OnePlanet was developed to sustain access beyond the end of Innovate UK's Net Zero Living Programme funding at an acceptable cost.

Outcomes

- The OnePlanet platform made local plans visible, comparable and actionable. It allowed community organisations to see themselves as a cohesive part of the bigger picture and to coordinate their actions with local authorities and other partners.
- The platform enabled community organisations to use standardised reporting templates. This reduced reporting duplication and administration.
- Strategic, values-led decision making that resonated with local communities was enabled by visualising shared outcomes and benefits and by tracking interconnected actions.

Key learnings

1. **Tools support decision-making.**
They should not overwhelm decisions with precision for its own sake. Data should enable action, not lead to paralysis.
2. **Data that drives collaboration should support shared outcomes, not solely carbon metrics.**
In mapping nearly 100 plans across local authorities and community groups, the outcome-based framing provided a common reference point from local to national.
3. **Sustained engagement is essential for uptake and legacy.**
Passive rollout rarely works. While engaging community groups is critical, it often requires targeted support where strategies and action plans are less developed or not yet expressed as outcomes, actions and indicators. Effective engagement must be planned, resourced and adapted over time, with progress depending on repeated, focused sessions and direct support to local groups.

Why it matters

This work tackled two critical system-level barriers: fragmented strategy and limited visibility of community-level action.

SDNPA showed how a national park authority with no statutory net zero powers can use digital infrastructure to unify efforts horizontally, across fifteen local authorities, and vertically, by bringing local and regional plans together in one shared view.

The project created a model for coordination in geographies with complex governance. This is especially valuable in times of institutional reform¹.

The approach helped make local contributions to net zero visible for the first time, enabled coordination across layers of government, and surfaced shared priorities like health and land use, and opened dialogue on action.



Insight #2

Using data to support real-world decisions

How Peterborough City Council and edenseven developed a modular platform to turn strategy into delivery.

At a glance

Digital tools are most valuable when they support cross-service decisions and delivery planning, not discrete tasks like carbon accounting or reporting. Through the Peterborough Accelerated Net Zero (PANZ) project, Peterborough City Council partnered with platform developer edenseven to create cero.earth: a modular delivery and reporting tool designed to replace fragmented, Excel-based workflows with a standardised, easy-to-use system.

What they did

- Peterborough City Council and edenseven co-developed cero.earth, a digital tool focused on internal emissions tracking, project management, and simplified reporting.
- The platform was integrated with Microsoft systems, enabling staff to log in easily and reduce duplication.

- It was used to translate the Local Area Energy Plan (LAEP) into a draft delivery plan that identified which interventions could happen, where, how, and through what financing.
- Built-in functionality allowed officers to model delivery scenarios (for example, shifting the timeline of a solar project) and test the impact of different options.
- The platform supported internal coordination and planning by enabling live, cross-team conversations and iterative plan development.
- It went further by creating flexible delivery plans detailing potential locations, delivery mechanisms and funding options.
- Internal council teams were engaged early on to support adoption and ensure the platform addressed real operational needs.

Outcomes

- Translated the LAEP into a draft delivery pipeline. This pipeline bridged the gap between strategy and implementation.
- Strengthened engagement across internal services by connecting data to real-time project delivery.
- Enabled cross-service coordination through shared tools and scenario planning.
- Supported live refinement of delivery plans based on internal feedback and shifting local contexts.

Key learnings

- 1. Use data to help visualise 'what happens next'**
Enable users to test scenarios and sequence delivery, not solely to track carbon.
- 2. Build with existing systems in mind**
Integrate with Microsoft products and other information management tools to support adoption and avoid duplication.
- 3. Better data supports live planning**
Use platforms and shared tools to strengthen internal conversations and generate better outcomes for communities and businesses by presenting the impacts of place-based interventions in a clear, practical way.

Why it matters

Static plans and technical carbon reports rarely provide the tools needed to move from ambition to action. cero.earth helps local authorities turn their climate strategy into delivery by supporting four key functions: accounting, strategising, actioning, and communicating.

The platform enables local authorities to:

- Track organisational and area-wide emissions
- Develop and prioritise delivery pipelines
- Model carbon savings and financial implications
- Monitor investment, delivery progress, and co-benefits

By helping local teams understand what could happen, where, and how, the platform turns data into tangible plans and planning into coordinated action for local people, services and businesses.



Insight #3

Building on what already exists

How the London Borough of Newham and Warrington Borough Council made informed sustainable procurement decisions using owned and freely available datasets.

At a glance

Datasets can unlock powerful insights when they are combined. Many places feel they need to purchase or generate new datasets to answer specific questions, but they may already hold the information they need.

The London Borough of Newham and Warrington Borough Council both wanted to make sustainable procurement policy decisions but did not have all the information and evidence required. By joining existing procurement data with freely available public datasets, they unlocked the information needed to make those choices. The tools used were also open source, so no extra spend on software or data was required.

What they did

London Borough of Newham:

- Newham identified that an initial sustainable procurement policy would be best focused on the sectors with the highest greenhouse gas emissions resulting from procurement. They extracted the procurement data to understand council spend across departments and procurement categories.

- The Net Zero Living Programme's expert data partner, Zühlke, cleaned and aggregated the data in Microsoft Excel, grouping by the spend identified in the procurement data.
- Zühlke identified the UK Spend 3 Category data can be used to turn purchasing data into an estimate of Scope 3 emissions.
- Warrington Borough Council and Zühlke collaborated to match procurement data categories to the spend based conversion factor categories, using a mixed approach of computer analysis and human judgement. Where this wasn't possible, they calculated and recorded the uncertainty in the analysis.
- Zühlke used Microsoft Excel formulae to calculate and aggregate the estimated Scope 3 emissions for each group of procurement data.

Warrington Borough Council:

- Warrington Borough Council identified that supply chains in procurement could be shortened by limiting some procurement requests to businesses in their county area (Cheshire). To do this, the procurement team needed to determine whether there are sufficient businesses in the area to provide the services required by the Council.
- Warrington Borough Council and Zühlke, the Net Zero Living Programme's expert data partner, worked together to review what data was available. This included internal data such as the Warrington supplier database and Chamber of Commerce data, as well as several datasets that were freely available online (see section 06 for details).
- The two organisations collaborated to scope the problem and identify the requirements for a technologically simple solution that can be updated easily by non-technical team members.
- Zühlke used Microsoft Excel to link place-based spend data, supplier data and Chamber of Commerce data together, to gain insight into as many suppliers and their procurement activities as possible. This information was then matched with Companies House data to identify suppliers registered as local businesses.

Outcomes

Both data activities empowered the councils to make data-informed decisions backed by evidence.

London Borough of Newham:

- Newham now understands which areas of borough spend emit the most Scope 3 emissions.
- The Council is now able to design a sustainable procurement policy around these areas with the highest potential for greenhouse gas reduction.

Warrington Borough Council:

- Warrington can now continually update a list of local businesses and their involvement in council procurement.
- This allows the Council to understand whether a procurement can be fulfilled locally, shortening supply chains and supporting the local economy.

Key learnings

1. **There is a lot of information held in publicly accessible and local-authority-owned data**
Datasets do not necessarily need to be purchased.

2. Councils often face very similar problems and work with similar types of data

If data from different sources were linked, solutions could be reused or adapted in different places.

3. Most local authorities do not have the data skills or capability needed to join diverse datasets together

Staff need upskilling in what it means to join data and how and when data can be integrated to achieve better outcomes for places. Evidence beyond the Net Zero Living Programme (for example from the Local Government Association) shows that short, practical training using real council datasets and existing tools, supported by specialist data expertise and clear data standards, is effective.

Why it matters

Both places needed to understand their own procurement processes to drive positive change towards sustainable procurement.

Both places managed to extract the information they required without purchasing datasets or tools. Instead, they learned the value of the information they already held and what can be done when it is combined with other datasets available to them.

Key concepts

What's needed to make it work?

The core challenge facing many local authorities is a lack of confidence and skills in using information, indicators, and metrics effectively. This is compounded by a lack of data coherence. Addressing this challenge requires structure, coordination, and capability. It relies on knowing who owns which data sources and datasets, how to avoid duplication, and understanding how data fits into the wider strategic picture.

1. Purpose

Data tools that enable strategic alignment

Strategic outcomes

Data tools and data platforms tracking climate actions should surface contributions to wider strategic objectives that affect communities and businesses such as health, jobs and community priorities. They should not just report carbon or numerical targets. Data is needed to help teams understand what is happening, report it clearly, and connect action to strategic goals.

Shared data frameworks

Invest in simple, shared frameworks that guide what data is collected, how it's used, and by whom. Frameworks that can connect common indicators and outcomes allow data to be connected horizontally (across departments, across partners, across sectors) and vertically (from local to national scale).

2. People Capability

Data literacy

You don't need perfect data to make progress. Equip teams with the skills needed to interpret, question, and apply data meaningfully. Encourage staff to look beyond operational metrics and ask: "What is this data telling us about the system?" Strategic insight often emerges from cumulative intelligence.

Analytical capacity

Whether in-house or external, analytical capability is critical to extracting insight, not just managing and collecting numbers.

Share information

Prioritise the flow of information, share what you know, and invite knowledge in return to build capability and capacity.

3. Tools

Technology and tooling

Interoperability and accessibility

These are non-negotiable attributes for productive data management, analysis, and application. Data and digital tools and platforms must be easy to use and work with local authorities' core systems, especially Microsoft-based environments.

Fit for purpose

Tools should be able to manage, display and analyse data without being overly complex. They should be easy to use and meet the needs of the service.

Think long-term and enable collaboration

Favour tools and data platforms that are maintainable, scalable, embedded in service processes, and support collaboration. Avoid short-term pilots without a clear plan for ongoing support.



Practical steps

Drawn directly from the experiences of local authorities which participated in Innovate UK's Net Zero Living Programme, the following practical resources provide insight into data principles, design principles, known barriers and enablers, and common pitfalls. Together, they offer a practical guide for those developing or selecting digital platforms to support innovation and delivery, helping ensure benefits reach the people, businesses, and places that need them most.



Using the Zühlke Innovate UK data principles knowledge base

As part of the Net Zero Living Programme, its expert data partner Zühlke developed an open-source Data Knowledge Base to help practitioners apply Innovate UK's Net Zero Living Data Guidance. The Knowledge Base turns the guidance principles into practical resources that support everyday data tasks in net zero innovation projects.

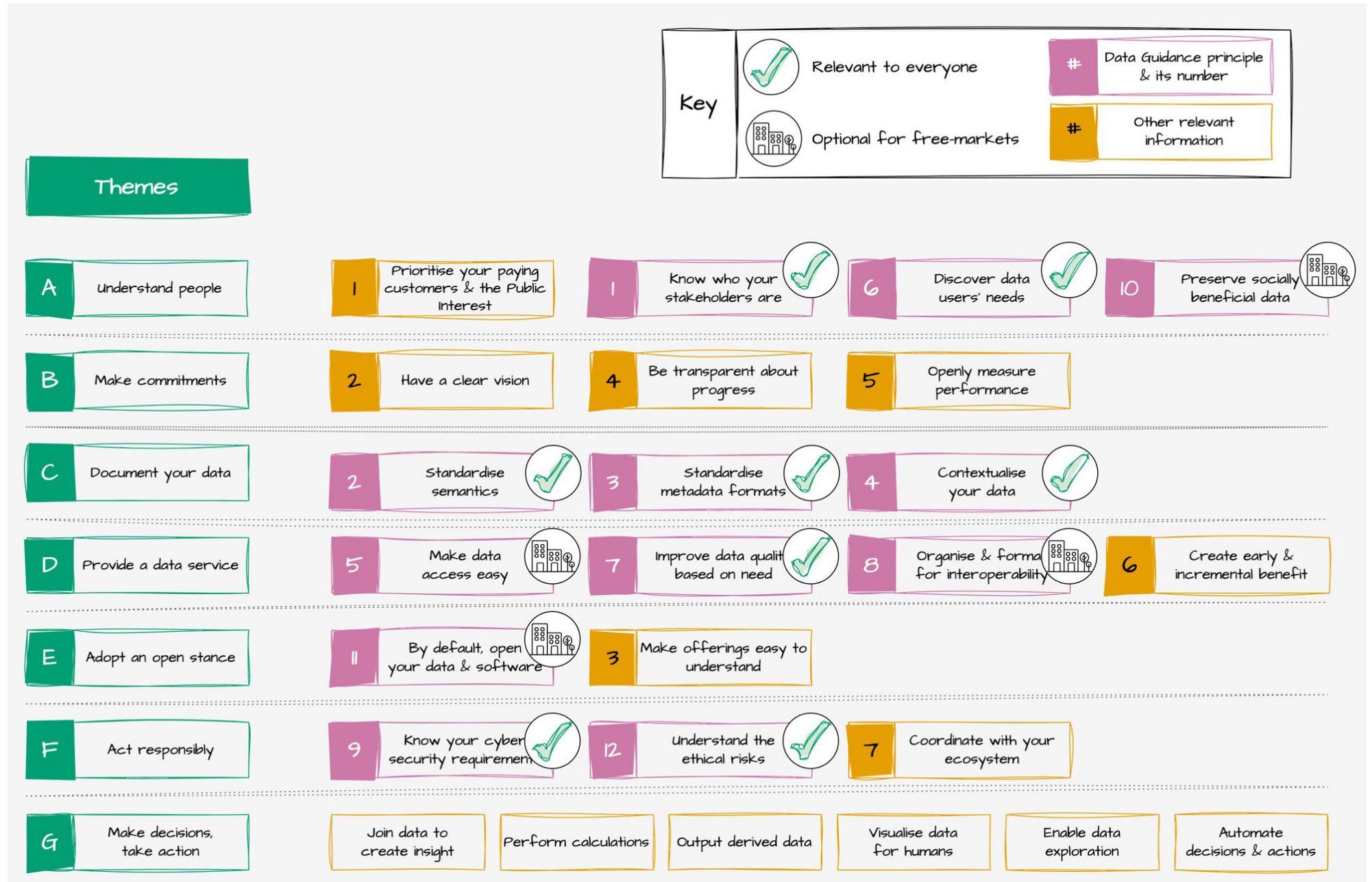
Figure 1 provides a high-level overview of the scope of the Knowledge Base and how it aligns with the Data Guidance, showing how principles are grouped by theme and which apply to all users.

How to use this Knowledge Base

Use the Knowledge Base to support specific tasks rather than reading it end to end. Start by identifying the task you are working on, then use the themes shown in Figure 1 to navigate to the relevant principles. The indicators help you prioritise actions, focusing first on those that apply to everyone. From there, use the linked guidance, tools, and examples to take practical steps within your project or service.



Figure 1: Innovate UK Net Zero Living [Data Guidance Knowledge Base](#)



Eight design principles for local authorities selecting digital platforms

Developed by Net Zero Living Programme participants, these design principles help local authorities guide platform selection decisions. They support the assessment of whether a digital platform is usable, flexible, and aligned with how services operate, enabling choices that can be adopted and sustained in practice.

Eight design principles for digital platforms

These principles are intended as a checklist for local authorities and data providers designing or selecting platforms to improve local outcomes through place-based climate action.

1. Values first, data second

Platforms should be data-informed, not data-led. Given that data is often imperfect or incomplete, tools are most valuable when they support cross-service decision-making and delivery planning, not just carbon accounting and compliance reporting.

2. Connect net zero to wider priorities

Platform functionality should align sector-specific efforts (for example carbon emissions reduction or domestic retrofit) with broader strategic outcomes such as improved health, warmer housing, educational attainment, energy generation or efficiency and economic growth.

3. Ensure ease of adoption and accessibility

Tools should be intuitive, usable by non-specialists, and integrate seamlessly with existing systems, especially common environments like Microsoft 365, to support widespread adoption across council teams.

4. Enable decision making, not just reporting

Platforms should help answer “what happens next” with clear workflows, scenario modelling and simple reporting functions that support delivery planning as well as performance tracking.

5. Offer value for money and shared licensing

Software providers should support flexible licensing options, such as shared or multi-authority models, to ensure platforms are financially viable and scalable across place-based collaborations.

6. Support scalability and adaptability

Tools should be built for evolving needs, capable of growing with local authority ambitions, and must respond to changes in scope, funding, or policy context.

7. Facilitate collaboration and communication

Platforms should actively support joint working by enabling shared workspaces, providing clear data visualisation and aligning workflows across teams, departments and external partners.

8. Meet public standards for security and ethics

All platforms must be secure, ethically designed, and compatible with in-house IT systems. They must align with local authority data governance, procurement and digital infrastructure requirements.

Barriers and enablers for local authorities adopting data platforms

Identified by programme participants, these barriers and enablers help local authorities understand what may support or hinder adoption within their organisation. They provide a practical checklist to anticipate challenges early and put the right conditions in place for effective use of data and digital platforms.

Barriers

Limited capacity

Constraints on time, staff, or dedicated resources.

Funding constraints

Upfront or ongoing costs that aren't built into corporate or departmental budgets.

Lack of national coordination

Fragmented approaches and unclear standards.

Reputational risk

Concern about failure, visibility, or wasted investment.

Resistance to change

Cultural or institutional reluctance to adopt new tools.

Gaps in technical skills

Limited internal capability to implement or manage platforms.

Lack of trust

Erosion of trust and confidence by a range of factors, from governance gaps, inadequate documentation and metadata, and siloed architecture, to reliability and performance problems or a lack of self-service support.

Enablers

Usability and familiarity

- Easy to use and navigate
- Feels familiar to users (for example resembles existing tools)
- Provides clarity of purpose and function

Practical fit and problem solving

- Solves real service delivery challenges
- Demonstrates clear added value
- Supports a credible business case

Governance and flexibility

- No restrictive user limits
- Avoids vendor lock-in
- Reliable, with strong support and accountability

Strategic confidence

- Backed by senior leadership
- Shows long-term commitment and alignment with organisational goals
- Carries a strong reputation or track record

Collaboration and co-delivery

- Enables joint working across services and partners
- Supports co-development or shared use where needed

Common pitfalls for local authorities and how to navigate them

Based on the experiences of programme participants, here are some known pitfalls and ways to navigate them.

Common pitfall	How to avoid it
Treating net zero as a standalone target	→ Position net zero as part of delivering wider public value, such as improved health, equity, community and business resilience, business growth, and economic opportunity.
Over-reliance on carbon metrics	<ul style="list-style-type: none"> → Use platforms that link emissions data to wider strategic outcomes. → Prioritise tools that surface co-benefits and support values-led, narrative-based decision-making.
Lack of strategic framing that leads to decision paralysis	→ Enable teams to act with confidence, even when data is imperfect, by using data-informed tools that support practical insight and action, rather than those that simply report figures.
Data quality can often be poor, especially when it comes to joining up datasets	<ul style="list-style-type: none"> → Measure confidence intervals and uncertainty. Account for uncertainty in decision making. Measurement is critical to allowing people to act with confidence when data is imperfect. → Prioritise tools and data analysis that can calculate uncertainties on measurements (for example carbon reduction by $10\% \pm 2\%$). Enable local authority teams to understand the impact of embedded data uncertainties and act accordingly.
Static spreadsheets limit visibility and alignment	→ Adopt digital tools that update data sources and help teams derive insight and understand how actions interconnect.
Siloed data use weakens collaboration	<ul style="list-style-type: none"> → Use shared frameworks and platforms to align strategies and enable joint planning. → Break down organisational silos and improve coordination by using structured collaboration tools.

Common pitfall

How to avoid it

No plan for licensing or long-term platform access

→ Plan for shared licensing models from the outset and identify a convening body (e.g., a lead authority or regional group) to manage access, updates, and continuity.

Incompatible with council IT systems

→ Select platforms that are Microsoft-compatible, requires minimal coding or software programming understanding, and compliant with local authority procurement and cybersecurity standards. Integration should be straightforward and sustainable.

Trying to make one tool do everything

→ Combine specialised tools that do specific tasks well. Ensure they are interoperable and clearly mapped to different stages of delivery, rather than forcing a single solution to fit all needs.
→ In practice, interoperability means things such as “can I drag and drop my Microsoft Excel spreadsheet into this tool?”, “can I link this SharePoint space to serve data to this tool?”, and “can I sign in with my Microsoft SSO to this tool?”.

Asking questions that rely on information that isn't held

→ Rephrase questions in terms of what can be answered, take small steps towards the goal, and learn as you go.

Knowledge is held in the people, not the place

→ Document your data and your goals and track progress to ensure contingency planning and team resilience.

Data ownership is not visible

→ Undertake a ‘data discovery’ exercise i.e., review what data the organisation holds, where it is stored, what it is used for, and how reliable it is. Use this to create a data dictionary and share it across the organisation.

Platforms and data tools are not accessible to non-IT specialists

→ Check accessibility. In practical terms, this means asking “can I understand and use this platform / tool” i.e., “Does the interface make sense to me, a non-technical user? Is there good documentation and technical help available?”

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
OnePlanet	Bring together strategies, policies, and projects in one place and show how they link to outcomes, indicators, and actions, supporting clearer strategic decision-making	South Downs National Park Authority	Digital ecosystem mapping platform, OnePlanet.
cero.earth	Track, measure, and manage carbon emissions across council operations to support net zero planning and reporting	Peterborough City Council	Sustainability data consultancy firm, edenseven.
Data discovery	Understand what data the authority holds, what information each dataset contains, where it is stored, and how reliable or complete it is	Warrington Borough Council	The Net Zero Living Programme's expert data partner, Zühlke.
Gathering requirements	Clarify the problem to be solved, identify user needs, and prioritise data and digital work based on agreed outputs and outcomes	Warrington Borough Council	The Net Zero Living Programme's expert data partner, Zühlke.

Further reading



Net Zero Living Programme resources

The data principal knowledge base for digital platforms for collaboration can be found at [Zühlke Innovate UK Net Zero Living Data Guidance](#).

Specific pages from the Net Zero Living data knowledge base:

- [Getting expert support for your digital investments](#)
Practical guidance for starting an IT project, including key context to consider, expected technical standards, and an example statement of work for securing independent technical support.
- [Requirements: an overview](#) and [How to Gather & Prioritise requirements](#)
For those new to software development and seeking to understand what their software requirements might be.
- [Data skills for small organisations](#)
For smaller teams and organisations to know where to start and what to prioritise.
- [Getting started with data processing](#)
For organisations at the early stages of their data processing journey, understanding manual and automatic data processing.
- [Using Excel to Capture, Process and Display Data](#)
Best practice guidelines for usability.
- [Joining data to extract information](#)
This article covers what joins are and how you might implement them, as well as a video tutorial on preparing and joining data.

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

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

Acknowledgments

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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.

Creating Better Places

Ten areas where local innovation can improve lives and unlock growth



Innovate
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Urban
Foresight

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.