Greater South East Net Zero Hub

# Fit4Finance

**Local Net Zero Accelerator**

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# Agenda

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## A practical 90-minute session

1 **LNZA evidence & implications**
Context, findings and recommendations • 15 min

2 **Fit4Finance tools & navigation**
Library, diagnostic and demonstration • 25 min

3 **Practical application**
Four use cases and discussion • 25 min

4 **Actions, Q&A and close**
Commitment, 10-minute Q&A and buffer • 20 min

### 90-minute run of show

Welcome & objectives — 5 min
Core sections — 65 min
Actions & Q&A — 15 min
Close / contingency — 5 min

# Session objectives and outcomes

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## Overview

Understand what LNZA learned and what it means for your authority.

## Demonstration

See the knowledge library, curated journey and diagnostic as practical navigation aids.

## Application

Apply four common authority scenarios to choose the right product and next step.

## Confidence

Leave with a repeatable route for cross-council project conversations.

Section 1

# LNZA context and evidence

**Why the pilot mattered and what the findings mean for local authority delivery.**

01

## What to listen for

1. **Programme context**
2. **Theory of change**
3. **Findings and recommendations**

Transition cue: connect the previous section to the next practical decision point.

# Local Net Zero Accelerator

**A practical route from local project pipelines to investable portfolios.**

Evidence → knowledge products → finance-ready delivery

# First, thank you

Department for Energy Security & Net Zero

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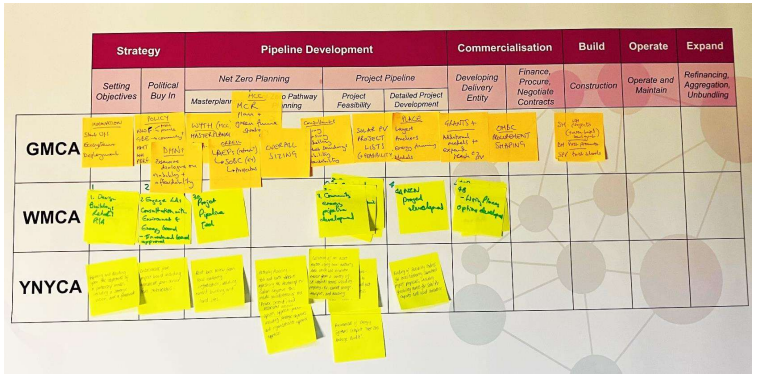
To the local authority teams and partners who tested how places can attract investment for green growth.




GMCA and WMCA aggregated project bundles to attract long-term investment. YNYCA tested whether a Bristol City Leap-style partnership could support net-zero investment.

Greater South East Net Zero Hub piloted a Finance Support Service, providing access to financial skills, knowledge and experience.

# Theory of change

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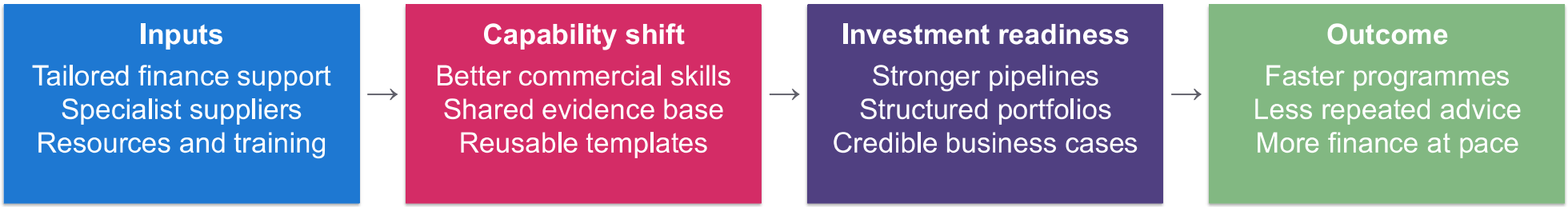
**Tailored finance support and reusable learning help local authorities build capability and move net-zero projects towards investment readiness.**

## Core assumptions

Local ownership and baseline capacity
Independent advice available when needed

## Enabling conditions

Development finance and leadership support
Finance, governance and policy aligned



# Research questions

**The pilot questions cluster into three practical decisions your authority needs to make.**

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## Finance & market

Which investor types fit?

How is development finance accessed?

What evidence makes the proposition credible?

## Governance & delivery

Who owns decisions?

How are risks, procurement and delivery routes managed?

What enables scale with less disruption?

## Capability & engagement

How is financial literacy built?

How are communities engaged?

How is impact evidenced over time?

# Findings

**Your authority needs credible evidence, clear decisions and reusable routes to support.**

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## 1 Evidence

Market engagement, outcomes evidence and portfolio scoring must be repeatable.

## 2 Readiness

Development-stage lead-in time, governance and procurement shape the pace of progress.

## 3 Acceptability

Buy-in depends on plain language, scrutiny safeguards and transparent records.

## 4 Capability

Training, diagnostics and feedback loops reduce duplication and improve confidence.

# Local authority recommendations

1. **Strengthen governance readiness:** clarify decision ownership, buyer preparation and internal coordination before market engagement.

2. **Standardise the pipeline evidence:** use common templates and evidence packs while retaining place-based judgement.

3. **Track progression and reuse:** measure project movement, supplier engagement, specification quality and avoided duplication.

4. **Embed capability:** use peer learning, practical application and train-the-trainer approaches rather than one-off training.

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Section 2

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# Fit4Finance products and navigation

**How local authority teams can turn pilot learning into practical tools and pathways.**

## What to listen for:

1. **Knowledge Library**
2. **Audience and product fit**
3. **Curated route through the tools**

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Quick recap • Investment readiness depends on credible evidence, clear ownership and reusable ways of working.

# What is in the LNZA Pilot Knowledge Library?

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## fit4finance.org.uk

**Practical products, signposted resources and training from the Finance Support Service pilot.**

### Diagnostic & readiness

Seven-pillar readiness check, visual feedback and targeted resources.

### Pipeline & commercialisation

Development finance, blended finance, pipelines and portfolio propositions.

### Funding & investors

Investor mapping, climate bonds, investment-value framing and finance routes.

### Governance & delivery

Procurement, partnerships, governance pathways, specifications and training.

# Supporting investment readiness

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**Value for your authority: assess capability gaps, structure investable portfolios and reuse evidence instead of commissioning the same advice repeatedly.**

**Tools**
Risk, stakeholder engagement and readiness frameworks that help officers make consistent decisions.

**Documentation**
Investment structuring checklists and governance templates that make decisions auditable.

**Learning resources**
Case studies and evidence-led insights that translate delivery experience into repeatable practice.

# Who the products are for

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**The resources are designed for time-poor local authority teams working across service, finance and governance boundaries.**

## Net zero and project teams

Frame the delivery question, choose a relevant product and agree the next action.

## Corporate leadership and service owners

Connect strategic priorities, service outcomes and investable propositions.

## Finance, S151, procurement and legal

Check assumptions, decisions, procurement briefs and evidence requirements early.

## Delivery partners and national bodies

Use a common language for FSS learning, GBE/NWF coordination and reusable support.

**Design: Practical, cross-departmental and repeatable — not a replacement for local judgement.**

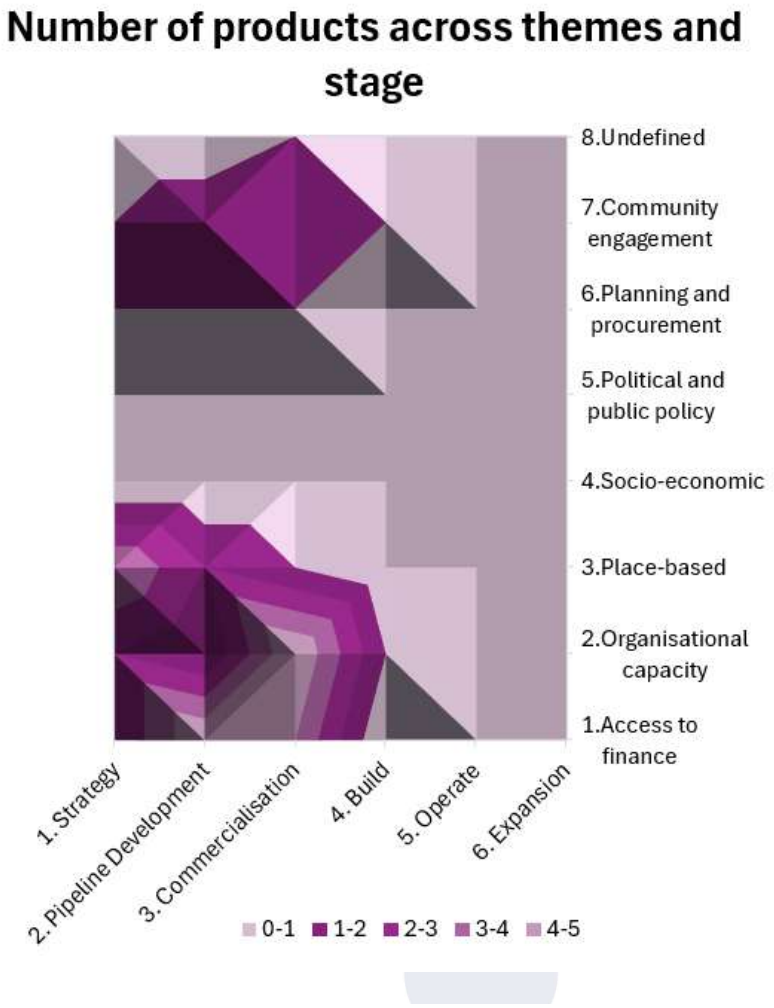
# Knowledge products

**Concentrating where authorities need early pipeline and commercialisation support.**

Focused resources on pipeline development stages 1–3.

Prioritising gaps in the knowledge market

Access to finance and organisational capacity are the strongest near-term product themes.



# Curating your own journey

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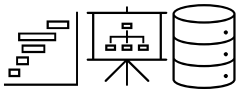
**Net Zero Pipeline & Portfolio**
Blended finance structure



**Joint Ventures**
Case Studies

**Mixed Asset Bundling**
Briefing Note

**Investment Partnership Options & Considerations**
Reading material

**Investor Landscape Mapping**
Strategic overview

**Replicable Investment Models & Structures**
Detailed comparison

**Fit4Finance Tool**
Diagnostic tool

# How to navigate by problem type

**Start with the blockage, then open the product set that answers it.**

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**Start: What is blocking progress?** →

### Funding gap or readiness gap

Development finance overview
Mixed Asset Bundling
Investment Partnership options

### Model confidence or assumptions

Replicable financial models
Diagnostic guidance
Evidence plan prompts

**If not sure, begin with the Diagnostic Tool and use the weakest pillar to choose a route.** →

### Governance or procurement stalled

Procurement Case Study
Governance Considerations
Specification checklist

### Market engagement unclear

Investor Landscape Mapping
Communicating Investment Value
Local Climate Bonds

# Training modules

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**Six modules turn finance evidence into practical capability for local authority teams.**

| Module | Focus |
|---|---|
| 1. Understanding the Basics of Net Zero Finance | Relationships, organisational embedding and a clear investment proposition. |
| 2. Options Analysis and Appraisal | Outcomes, options, critical success factors and proportionate appraisal. |
| 3. Financial Modelling for Net Zero Projects | Cash flow, returns, risk, sensitivity analysis and scenarios. |
| 4. Develop an Effective Business Case | Business cases for different audiences, delivery routes and funding. |
| 5. Exploring Innovative Financing for Net Zero | Blended finance, community finance, green bonds and climate funds. |
| 6. Whole-System Financing for Net Zero | Connect projects to strategy and identify cross-programme synergies. |

# Diagnostic tool: Overview

**A structured way to assess readiness, interpret feedback and prioritise support.**

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## diagnostics.fit4finance.org.uk

1. **Assess readiness:** Review the seven readiness pillars.
2. **Complete collaboratively:** Involve finance, delivery, procurement and leadership.
3. **Interpret feedback:** Compare your current position with potential gain.
4. **Prioritise support:** Use weaker pillars to select targeted resources.

Diagnostic Tool

- Access to finance
- Place-based approach
- Political and public policy
- Community engagement
- Organisational capacity
- Socio-economic conditions
- Planning and procurement

# One offer, five distinct roles

**The library is the home; the diagnostic and curated journey navigate; training and products help teams act.**

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THE HOME

## Knowledge Library

One place for the diagnostic, pathways, training and practical resources.

NAVIGATE — FIND THE STARTING POINT

ASSESS

### Diagnostic

Use when the blockage is unclear. It assesses readiness and reveals weaker pillars and priorities.

GUIDE

### Curated journey

Use when the need or project stage is clearer. It sequences the most relevant resources into a route.

↓ identify the next support need ↓

ACT — USE THE SUPPORT

BUILD CAPABILITY

### Training

Modules build shared understanding so teams can interpret evidence, challenge assumptions and act together.

COMPLETE A TASK

### Individual products

Specific models, guides, templates, case studies and checklists support the next decision or deliverable.

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**Review progress and repeat → Revisit the diagnostic or curate the next route as the project develops.**

Place → Navigation → Support → Review

Section 3

# Practical applications and use cases

**Apply the products to realistic authority problems and define where support adds value.**

03

## What to listen for

1. **Classify the barrier**
2. **Choose the product**
3. **Agree the next evidence action**

Quick recap • Library = home; diagnostic and journey = navigation; training and products = action.

# Use case 1: Funding gap or readiness gap

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**Scenario:** Your authority has a promising project or portfolio, but the barrier is unclear: capital, evidence, partners or decision readiness.

## Activities

1. **Classify the gap:** Capital, readiness or both?
2. **Test the evidence:** Separate secured income and savings from benefits still to prove.
3. **Choose the next gate:** Name the decision, minimum evidence, owner and support.

## Support

Challenge assumptions, validate income and signpost the right evidence product.

## Products

Development Finance Overview
Mixed Asset Bundling
Investment Partnerships
JVs and Strategic Partnerships

**Practical output:** One gap classification + one evidence action + one named owner.

# Use case 2: Financial model confidence

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**Scenario:** Your authority has a draft model, but senior colleagues or delivery teams are unsure whether the numbers are robust enough.

## Activities

1. **Simplify the model:** Keep only outputs needed for the decision; document the logic.
2. **Lock assumptions:** Agree the critical inputs, evidence threshold and sensitivities.
3. **Explain the result:** State the decision message, caveats and next evidence action.

## Support

Review structure, test assumptions, prepare handover notes and coach the team.

## Products

Replicable Models & Structures
Wind and Solar PV models
Diagnostic Tool Guidance
Finance Officer Competencies

**Practical output:** Top three assumptions + one sensitivity + one plain-English decision message.

# Use case 3: Governance and procurement blockage

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**Scenario:** Your authority has a viable project, but progress is stuck between teams, approvals, procurement scope or data ownership.

## Activities

1. **Name the owner:** Who approves the next step, with what authority and by when?
2. **Map the route:** Set the approvals path, data owner, procurement input and evidence gate.
3. **Tighten the brief:** Specify outputs, formats, handover and acceptance criteria.

## Support

Convene the cross-team session, quality-assure the brief and create an action log.

## Products

Procurement Case Study (KP28)
Governance Considerations
Model User Journey
Specification checklist

**Practical output:** Decision owner + one-page route map + brief/specification improvement.

# Use case 4: Market engagement and investor readiness

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**Scenario:** Your authority wants to test funder or partner appetite but is not yet clear what it is offering or what it wants back.

## Activities

1. **State the offer:** What will be delivered, for whom and why it matters.
2. **Target the audience:** Match stage, ticket size and capital stack to the first partner group.
3. **Ask useful questions:** Test appetite, requirements and constraints—not a disguised pitch.

## Support

Challenge the proposition, map investor types and capture market feedback.

## Products

Investor Landscape Mapping
Communicating Investment Value
Local Climate Bonds (KP29)
Staying Ready for Small Pots (KP25)

**Practical output:** One-sentence proposition + three engagement questions + two evidence gaps.

Section 4

# Next steps, discussion and Q&A

**Practical follow-up for your authority: reuse, feedback and decision ownership.**

04

## What to listen for

1. **Actions**
2. **Feedback loops**
3. **10-minute unrecorded Q&A**

Quick recap • Each use case ends with a clearer barrier, one evidence action and a named owner.

# Next steps

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**Turn LNZA learning into everyday practice in your authority: use the portal, involve the right colleagues and improve delivery.**

1. **Use the portal:** Start with Fit4Finance as the reusable repository for tools, diagnostics and case studies.
2. **Share with finance colleagues:** Bring S151, finance, procurement and delivery teams into the same readiness conversation.
3. **Apply the diagnostics:** Use the readiness check to identify gaps before market engagement or procurement.
4. **Provide feedback:** Tell us which resources work, what is missing and where the journey still needs support.

# 10-minute Q&A — not recorded

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**Please raise a hand or use the chat. This segment is not recorded.**

| | | |
|---|---|---|
| 1 | **Clarify** | Anything unclear from the library, diagnostic or use-case routes? |
| 2 | **Apply** | Where could your authority use this next? |
| 3 | **Improve** | What feedback should be captured to strengthen the products? |

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