

Supporting local investment

An offer to places

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Introduction

This Government is changing the decades-long centralisation of economic power in Whitehall and Westminster. We are driving a fundamental rewiring of the state. Our new model of government puts regional and local leaders in the driving seat, giving communities control over their future.

The Government is working in partnership with places to develop core capabilities across the sector so that it can deliver growth in every postcode and integration of the services people need. The delivery plan being developed following the Cabinet Statement on *Rewiring the State* will set out how a stronger, self-improving sector will be equipped to address the challenges that institutions face, while also harnessing the unique opportunities of all places. The Government and local leaders will jointly develop the programme of work needed to support the capability and capacity of new and existing institutions.

The core capabilities will cover the governance, statutory, corporate, policy and delivery functions of Strategic Authorities, the system leadership needed in place, and the necessary partnerships institutions need to deliver for the communities they serve. The capability and capacity to attract and deliver investment are vital to unlock good growth, with every place able to develop investable propositions for its area.

This requires more than just transferring formal powers. Our national institutions must also change how they work with places – and that is as true for our public investment bodies as it is for government departments. They need to use their investment capacity, specialist expertise and market reach to support regional and local leaders, helping them turn their ambitions into investible propositions and delivery-ready projects. Whether supporting businesses, infrastructure, housing, energy or regeneration, our investment bodies will work alongside local leaders to get investment flowing and deliver good growth.

This capability will be imperative as places launch Good Growth Funds. Places will need strong pipelines of projects and the ability to deploy funding strategically to unlock wider public and private investment. They will need to have the right tools, finance and expertise to harness their own investment ecosystems, allowing them to invest effectively in their local areas.

This document therefore sets out some ways in which the Public Financial Institutions and other investment bodies, together with the Office for Investment and National Infrastructure and Service

Transformation Authority, can work with places to deliver their investment priorities.

The offer includes building stronger partnerships between the Public Financial Institutions and Strategic Authorities; devising ways for places to access specialist resource rapidly; and potentially setting up consolidated secondment programmes from the private sector so that local areas have easy access to those with the experience to make a real difference. As this document outlines, we have some foundations of this already, but local places will be able to decide what else they require, and together we will ensure that it will be provided.

We also want to make the national support available to places easier to navigate. We recognise that the existing landscape is complex, and therefore we will work with places to create a clearer and more coordinated offer, organising support around the priorities and circumstances of each place.

This offer is a bridge to greater local capability, not a substitute for it. The end state we are working towards is for all places to have the finance and expertise needed to package support for projects, with national institutions remaining partners where they add value.

It is a partnership for the whole of the United Kingdom. In England, Strategic Authorities will control many of the levers for housing, transport, skills, regeneration, innovation and investment in their regions and also the funding necessary to drive economic growth. Public Financial Institutions will look to work with them as required across the range of their responsibilities. In areas where Strategic Authorities are still to be established, the institutions will provide support for local authorities where they are considering projects of significance. And the institutions will continue to work with the devolved governments and regional and local partners in Scotland, Wales and Northern Ireland, respecting each nation's devolution settlement and institutional landscape.

There is a big prize available if we get this right. Empowered local leadership combined with the expertise and capital of our Public Financial Institutions can help drive the growth in every postcode that we need to see – building stronger economies, crowding in private investment and delivering homes, infrastructure and growing businesses.

This is rewiring the state in practice: regional and local leaders equipped to shape their economic future with national institutions acting as their partners, bringing durable growth across the whole of the United Kingdom.

Daniel Tomlinson
Exchequer Secretary to the Treasury

Our collective offer to places

The Prime Minister and Cabinet have set out a vision to rewire the state: putting regional and local leaders in the driving seat as they strive to deliver economic growth for the communities they represent – and with national institutions supporting them to make those ambitions a reality.

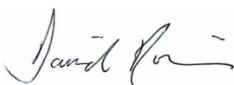
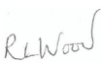
This document sets out our plans to support the authorities across the whole of the UK to deliver on this vision. Collectively, the organisations that we lead bring investment capacity, specialist expertise and market reach across housing, transport, energy, skills, regeneration, innovation and other investments. We are committed to bringing this capability to bear to support these authorities as they look to deliver growth in their regions, localities and communities.

Our collective offer

- **Start with regional and local priorities.** We will engage early around Local Growth Plans and other agreed place priorities, rather than waiting for individual propositions to reach the market.
- **Make the system easier to navigate.** We will provide a clearer route into the combined public finance offer and coordinate across institutional boundaries where an opportunity requires more than one of us.
- **Build stronger pipelines.** We will share commercial and project-development expertise, help shape investor-ready opportunities, and work with places to identify barriers to delivery.
- **Bring public and private finance together.** We will use the financing, investment, guarantee and convening tools available to our institutions to help crowd in private capital, while maintaining rigorous standards for additionality, value for money and deliverability.
- **Adapt to place.** We will build on relationships that already work and agree practical arrangements suited to local priorities and capability. This includes coordinated input into investment plans, named leads for priority projects, and closer regional working.

This offer brings together the complementary strengths of the Public Financial Institutions – National Wealth Fund, National Housing Bank, British Business Bank, UK Export Finance – plus Great British Energy, Innovate UK, The Crown Estate, the Office for Investment and the National Infrastructure and Service Transformation Authority. It is intended to reinforce, not replace, the strategic partnerships, place arrangements and regional networks already being developed.

We will now work with places to refine the offer and translate it into practical ways of working. Our shared objective is clear: Public Financial Institutions and other investment bodies acting as partners to place, combining our capital and expertise behind locally led ambitions so that more communities benefit from investment, jobs, homes, infrastructure and growing businesses.

 	 	 
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The individual offers from our investment bodies

British Business Bank

Who we are

At the British Business Bank ("the Bank"), our mission is to drive economic growth by helping smaller businesses get the finance they need to start, scale and stay in the UK. As the government's national economic development bank for smaller businesses, we work in partnership with private markets to increase the flow of capital to companies so that they thrive and grow across the UK's Nations and regions.

Our offer

Our Investment business increases the availability of equity finance so that founders have a greater chance of getting the finance they need to start and scale their business in the UK. We do this both by investing into funds that offer a range of cheque sizes to growing firms and by investing directly into companies. Our approach includes acting as a cornerstone investor, taking early risk, and seeking to crowd in private capital at scale alongside us.

Our Banking business encourages lending to businesses through start-up loans for new entrepreneurs and government-backed guarantees to support more lending. We are also supporting an emerging market of community-based lenders who use local knowledge to lend directly to talented people who may find it hard to obtain a traditional loan. And we have a new venture debt product that will support promising scale-ups with non-dilutive capital.

How we can work with places

We will work with Strategic Authorities (SAs) to align the Bank's interventions with Local Growth Plans and support the growth of high-potential clusters.

We work with regional leaders to develop stronger local finance ecosystems, clearer investable pipelines, closer alignment between businesses and finance providers, and ultimately an increased flow of capital into high-potential businesses and places. Rather than applying a single national model, we will work with SAs to identify where the Bank can add the most value, including through the co-design of a third generation of Nations and Regions Investment Funds (NRIFs).

The Bank works to develop the network of regional equity and debt providers in every corner of the country who provide early-stage finance to companies. The £2.2bn NRIFs operate across every Nation and region of the UK, providing debt and equity finance to growing businesses, while the Regional Angels Programme builds the critical scaffolding for local investment ecosystems by supporting networks of angel investors. Across the UK, the Growth Guarantee Scheme has delivered financing of c.£4bn to smaller businesses, with £2.74bn of that funding reaching outside of London and the South East.

The Crown Estate

Who we are

At The Crown Estate, our role as a long-term asset owner, investor and steward enables us to combine investment with delivery and take a long-term view of both opportunities and the places in which we operate, guided by our purpose to create lasting and shared prosperity for the nation.

We own land, property and the seabed across England, Wales and Northern Ireland, while our wider investment activity can extend across the UK. We work with public and private partners to bring together assets, expertise and long-term capital, helping places unlock investment and deliver shared priorities.

Our offer

We combine investment¹ with delivery, bringing together our urban, marine, coastal and rural assets, patient capital, data insights and sector expertise to unlock opportunities that support long-term value. As an asset owner and delivery partner with a long-term approach, we can also work with local leaders to support development opportunities, focusing our contribution where our assets, sector expertise, programmes and strategic interests align with local priorities and where The Crown Estate can add distinctive value.

How we can work with places

We offer our data, insight and specialist expertise to support SAs and local partners where The Crown Estate can make a distinctive contribution. Working with partners to understand local priorities and constraints, we can help strengthen the evidence base, bring together relevant partners and apply specialist expertise to shape opportunities and move them towards delivery.

Our offer to SAs and local partners includes:

- **Evidence and insight:** We provide data, spatial analysis and market insight to inform local growth plans, sector plans, spatial development strategies, investment guides and priorities. For example, our Marine Delivery Routemap will provide an evidence-led, system-level view of future marine opportunities, helping places plan and attract investment into onshore infrastructure, ports, supply chains and skills.
- **Partnership and convening:** We bring together local leaders, communities, investors, businesses, academia, delivery partners and all levels of government to align interests, shape credible regional propositions and coordinate the infrastructure and development needed to deliver them.
- **Specialist expertise and delivery capability:** Our marine, development, investment and asset management teams can work with partners from identifying opportunities through to delivery, helping identify delivery requirements, address barriers and connect offshore opportunities with associated onshore infrastructure, supply chains and investment.

¹ To note: The Crown Estate's long-term investment offer is subject to its current strategy review.

Great British Energy

Who we are

Great British Energy (GBE) is the UK's publicly owned energy company. Our mission is simple and bold: '*Public Ownership of Energy, with Purpose*', accelerating clean energy and the industries that support it to ensure workers and communities reap the benefits of clean, secure, homegrown energy.

Our offer

We will actively develop, invest in and operate clean energy assets and invest in the associated supply chains, while playing a unique role in the acceleration of local and community energy, empowering and enabling communities, Strategic Authorities and local authorities to develop and own clean energy projects and retain benefits locally. To achieve this, we work closely with other Public Financial Institutions active in the energy sector.

How we can work with places

We have signed memorandums of understanding with 11 SAs and are directly engaging all of them to develop robust project pipelines. Our support includes:

- Targeted public investment building on the £16m Mayoral Renewables Fund and the now open £5m Local Partnerships Grant.
- Technical and development support to help build investment-ready pipelines of local and community energy projects.
- Capability and capacity support through GBE Local, including guidance, tools and expertise delivered alongside Local Net Zero Hubs.

Our ambition is to evolve these into Strategic Partnerships that can help SAs realise their own energy projects in their regions. GBE Local will develop a UK-wide capability and capacity offer for local and regional authorities, providing end-to-end support across the project lifecycle, combined with scalable, innovative business models and funding and ownership structures.

We also see opportunities through Energy Engineered in the UK, supporting regeneration and reindustrialisation, and through GBE's project development expertise, partnering on the development of renewable energy on public land and the wider public estate, including exploring public offtake.

Rather than applying a single model everywhere, GBE wants to co-create tailored support programmes with Strategic Authorities that reflect local circumstances – and, over time, to make GBE's full spectrum of expertise available. For example, this could involve developing a solar or onshore wind project on public land in partnership, creating a publicly owned asset and long-term local revenues, or identifying and expanding a regional manufacturing champion producing components for offshore wind, solar or battery projects, creating skilled jobs and strengthening domestic supply chains.

Homes England and the National Housing Bank

Who we are

Homes England and the National Housing Bank (NHB) provide the government's integrated housing, regeneration and place investment platform. Using our land, funding, legal and technical expertise and capacity, we support the transformation of places by enabling the delivery of housing and regeneration across England. The NHB is a Homes England subsidiary, wholly owned by the government. Over the next decade, it will invest up to £16bn, stepping in where markets alone cannot deliver with the aim of unlocking more than £50bn of private investment.

Our offer

In the 2025 Spending Review, the government provided us with £46bn in long-term funding, new flexibilities and expanded tools. This investment enables us to combine Homes England's grant programmes (including the £27bn Social and Affordable Homes Programme), land, compulsory purchase powers and technical expertise with debt, equity and guarantees from the NHB, giving a single route to the financial and delivery tools needed to unlock growth and deliver new homes. Projects suitable for NHB investment must generally be at a late stage of development. If your projects are not yet at that stage, we can work with you to develop and refine your proposals for investment.

How we can work with places

We are committed to delivering the government's devolution agenda through Place Delivery Agreements (PDAs) with all SAs in England². These build on the existing Strategic Place Partnership. The PDAs give a formal framework for aligning our investment, expertise and delivery activity behind local priorities, giving mayors a stronger role in shaping housing delivery, regeneration and growth. The PDAs will be delivered through Joint Delivery Units (JDUs), bringing together colleagues from the SAs, Homes England and the NHB.

We want to partner with local leaders to deliver new homes, unlock growth and create thriving places, drawing on our expanded range of tools, products and expertise. The creation of JDUs represents a step change in how we work with SAs. It enables our teams to work closely with SAs across all disciplines and throughout the development lifecycle, strengthening collaboration, improving coordination and accelerating delivery. PDAs provide a consistent framework for engagement, helping places identify priorities and develop investable propositions, and access investment and structuring expertise.

² Homes England and the National Housing Bank may only act in Greater London pursuant to a delegation from the Greater London Authority or where doing so is consistent with or incidental to the pursuit of its statutory objectives in the rest of England.

Innovate UK

Who we are

Innovate UK is the UK's innovation agency and part of UK Research and Innovation (UKRI). We help turn research, innovation and emerging technologies into investable businesses that create economic value, high-quality jobs and long-term national prosperity. We coordinate closely with other parts of UKRI to invest across the full span of R&I, from discovery to innovation and commercialisation. Deep-tech and hard-tech firms often face long development cycles, high technical risk and significant capital requirements, making it difficult to secure private finance at critical stages of growth. Innovate UK's role is to address these barriers by helping businesses start, scale and stay in the UK, while crowding in private investment over time.

Our offer

Innovate UK provides a staged capital pathway through the innovation lifecycle, with support increasing as businesses demonstrate technical progress, commercial potential and growth.

- **Grants and Innovation Contracts (£25,000-£5m)** support early-stage R&D, demonstration activity and public-sector innovation procurement.
- **Innovation Loans (£100,000-£5m)** provide patient capital for ambitious businesses preparing to scale.
- **Investor Partnerships (£30,000-£900,000)** align public and private capital, helping innovative firms access the finance required for growth.

Innovate UK provides technical validation and commercial insight that can help reduce uncertainty for investors and improve the flow of private capital into innovative firms.

How we can work with places

Through Velocity, our new national scaling capability (fully operational in Autumn 2027), we will provide a coherent growth journey for high-potential innovation-led businesses. Innovate UK is recalibrating its offer around Velocity – bringing speed and direction, when businesses need it. We are building it in partnership with regional leaders and local innovation ecosystems to identify, nurture and support innovative businesses.

Velocity will combine financial support (including grants, loans and contracts for innovation), investor readiness support, intellectual property expertise, regulatory and market insight, specialist scale-up advice, investor connectivity and access to the Catapult Network and Innovate UK's innovation ecosystem. Local ecosystems will continue to discover, nurture and root innovative businesses; Velocity will connect the most ambitious to national capability, private capital and international opportunity.

National Wealth Fund

Who we are

The National Wealth Fund is a mission-driven investor with the capital, expertise and ambition to unlock the UK's future. We invest in capital-intensive infrastructure, supply chains and businesses across the UK, to drive more than £100bn of finance to unlock long-term economic growth and accelerate the transition to clean energy. Based in Leeds, we have capital to deploy in support of our three strategic ambitions: accelerating place-based investment across the UK; unlocking growth opportunities from clean energy; and strengthening sovereign and strategic capabilities.

Our offer

We make investments through four core products: local authority lending (available to all types of authority); and debt, guarantee and equity investments in projects and businesses across the UK. Local authority lending must be a minimum of £15m while private sector investments must be a minimum of £25m. We can invest to support regional and local authorities in the following areas³:

- **UK growth and industrial companies and projects:** we focus on the 25 sectors set out in our five-year Strategic Plan to 2030/31.
- **Place-based regeneration,** including commercial and industrial real estate as part of the government's Strategic Sites Accelerator; enabling works; and enabling infrastructure.
- **Transport infrastructure,** including mass transit, rail and bus projects.
- **Clean energy projects,** including retrofit, solar, heat networks and EV charging.

How we can work with places

Our Regional Project Accelerator brings together local knowledge and priorities with our sector, commercial and financing expertise. We have 30+ investment and advisory professionals based around the UK, working alongside SAs and City Regions. Part of this team is embedded on site in 8 regions through our Strategic Partnerships, working alongside but not replacing authorities' own investment teams⁴. We support pipeline development and prioritisation; provide early commercial, financial, and business-case advice; and test potential funding and financing structures.

Outside of these Strategic Partnerships, we provide investment and advisory support to Regionally Significant Projects across the UK, prioritising projects demonstrating deliverability, innovation, impact and replicability.

³ We do not invest in housing, or in social and cultural infrastructure.

⁴ The Fund has strategic partnerships with Cardiff Capital Region, Glasgow City Region, Greater Manchester Combined Authority, Liverpool City Region Combined Authority, North East Mayoral Combined Authority, South Yorkshire Combined Authority, West Midlands Combined Authority and West Yorkshire Combined Authority.

National Infrastructure and Service Transformation Authority

Who we are

We are the government's centre of expertise for infrastructure strategy and delivery. We help turn long-term priorities into credible programmes and deliverable projects, providing more detailed advice and assurance for the most complex and significant programmes. We can help places identify infrastructure priorities and build the finance, legal, technical and delivery capability needed to take them forward, including the capability to act as an effective client to external advisers.

Our offer

We have a three-part programme to support SAs:

- **Spatial planning and delivery support.** We work directly with authorities to identify opportunities and address delivery issues across infrastructure programmes. We use our ALIGN tool to bring together data, models and tools, including AI, to identify infrastructure needs and constraints under different scenarios. ALIGN can support Spatial Development Strategies and local plans, cross-boundary planning and more efficient evidence-based decisions. Our twice-a-year infrastructure pipeline gives SAs a route to highlight their committed pipeline of projects to industry and investors.
- **Senior leadership and sponsorship capability.** As the home of Government Project Delivery, we publish guidance and deliver training to enhance capability across government. With Oxford's Saïd Business School and Cranfield University, we run programmes such as Orchestrating Major Projects to support senior leaders in creating the conditions for successful delivery, strengthening strategic oversight and building a UK-wide peer network. Sponsoring Board is a tailored workshop for executive teams on collective sponsorship, governance and decision-making, adaptable to the needs of individual SAs.
- **Additional skilled resource.** We are looking to establish a new Investment Readiness Pool, giving SAs (and other places with regionally significant projects and programmes) access to experienced professionals in finance, consulting, legal, and technical delivery disciplines to work as part of their core teams. We will develop the offer with SAs to understand demand, agree processes and sequencing, and ensure that this short-term support helps build lasting in-house capability. We propose to operate the Pool through 2027/28 and into 2028/29 while SAs establish permanent teams.

How we can work with places

We will tailor our offer to local priorities – working with places to examine infrastructure needs and constraints, strengthening senior sponsorship and governance, and providing embedded specialist resource both for defined projects and wider investment programmes to complement the capability offers of the Public Financial Institutions.

Office for Investment

Who we are

The Office for Investment is the front door into government for investors. It is a joint unit between No. 10, HM Treasury and the Department for Business, Innovation, Science and Trade focused on securing strategically important international and domestic investments aligned to the Industrial Strategy and wider HMG priorities.

Whilst we are not a Public Financial Institution, as the UK's investment promotion agency we combine commercial capability, agility and entrepreneurialism with the influence that comes from being at the centre of government.

Our offer

The Office for Investment provides i) a coherent entry point into the UK, ii) a focal point for coordinating across central government, and iii) close links with nations and regions, to unblock barriers and help facilitate investments landing across the UK. We focus on the most strategically important investment projects and relationships across major corporates, pension funds, insurers, sovereign wealth funds, and real estate, energy and venture capital funds.

How we can work with places

The Office for Investment has senior Investment Partners embedded across the UK's regions and nations, working directly with devolved governments, Strategic Authorities and local partners to help deliver on shared regional priorities. They can leverage the whole Office for Investment offer to support places to attract transformational investment and support places to build their investment capacity and capability.

This includes support to:

- **Identify opportunities** by working with devolved government, Strategic Authorities and central government departments to understand high-potential investment projects, schemes and sites.
- **Shape propositions** by providing commercial, financial and specialist expertise directly in partnership with NISTA and others through the shared associate pool to identify and develop opportunities, making them more investable and investor-ready.
- **Connect places to capital** by promoting opportunities to domestic and international investors by convening networks such as Sterling 20 and exploring a Good Growth Investment Forum (GGIF), facilitating targeted engagement with domestic and international pools of capital and marketing the UK offer.
- **Unblock delivery** by coordinating national and local levers to resolve barriers and accelerate investment, including through triage support, the Strategic Sites Accelerator and cross-government intervention.

Office for the Impact Economy

Who we are

The Office for the Impact Economy (OIE) is the Government's specialist capability for mobilising impact capital and resources behind core public priorities. It maximises the return on public money by mobilising capital, capability, and capacity from the impact economy through innovative, deep, cross-sector co-designed partnerships.

Our offer

OIE is working with up to four 'trailblazer' SAs to agree tailored Place Partnerships to support them to establish the infrastructure, capability and capacity they need to mobilise the impact economy. OIE is also working with OfI to explore the establishment of a new investor-led forum, the Good Growth Investment Forum, designed to convene government, investors and places around the shared goal of delivering long-term capital into projects that will deliver social and environmental benefit. Working with the Impact Investing Institute and an initial cohort of SAs, the Forum will deliver investment readiness support to improve commercial capability in places and develop a pipeline of place-based investment opportunities.

How we can work with places

OIE intends to support SAs through its place partnerships, enhancing capacity and capability support, through the deployment of mid-level officer roles into SAs, either with specialist skills or to provide additional capacity. These would support the establishment of regional impact economy hubs.

OIE also intends to provide catalytic investment funding to help SAs deliver project pipelines, helping them unlock stalled initiatives and bridge viability gaps. OIE is reviewing the potential to partner with Philanthropic Foundations, by providing grant financing matched by Foundations to provide a senior director-level appointment to up to six SAs.

Our place partnerships will be bespoke to each SA, but will feature the following core components:

- Impact Economy Regional Hubs: where embedded impact economy leaders will help places to convene partners, develop strategy, strengthen pipelines and connect local priorities with capital and resources.
- Impact Economy Pipelines: helping places to develop investment opportunities designed to deliver regional priorities.
- A national Good Growth in Place Network: a nationwide community of practice, fostering continuous knowledge exchange and peer-to-peer learning.

UK Export Finance

Who we are

UK Export Finance (UKEF) is the UK's export credit agency. We help businesses access the finance and insurance they need to export, complementing the private market where support is not otherwise available.

Our offer

UKEF provides government-backed finance and insurance to help businesses win export contracts, fulfil orders and manage the risk of non-payment. Our support is provided to eligible businesses, projects and overseas buyers rather than as direct funding to authorities. We help UK companies to: win export contracts by providing attractive financing terms to their buyers; fulfil contracts by supporting working capital loans or contract bonds; and get paid by insuring against buyer default. We can support exports for any size of company and across all sectors (except fossil fuels), from capital goods to services and intangibles.

How we can work with places

UKEF can work with SAs to connect local businesses, priority sectors and suitable projects to finance and international opportunities by:

- **Helping businesses export and grow:** providing SMEs and larger businesses with export finance, insurance and flexible working-capital support to help them win contracts, enter new markets, increase production and scale internationally.
- **Supporting investment in priority sectors:** enabling investment that strengthens regional clusters, expands productive capacity, creates jobs and improves international competitiveness, while helping authorities attract investment and bring forward projects that support growth.
- **Enabling infrastructure and invest-to-export projects:** supporting infrastructure and project-finance opportunities that unlock exports, strengthen supply chains, attract inward investment or build future export capacity.
- **Broadening support through our expanded mandate:** subject to legislation when parliamentary time allows, supporting imports, strategic supply chains and UK investment, creating scope for a broader partnership with authorities across their priorities.

Authorities can connect businesses directly through UKEF's UK-wide network of Export Finance Managers. They provide free, impartial guidance on export finance, working capital, credit insurance and payment risks; identify suitable public or private solutions; and help businesses prepare for UKEF support. UKEF can also help authorities and their business networks identify international procurement opportunities, using relationships with overseas buyers, supplier fairs and targeted introductions to connect suitable businesses.

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This document can be downloaded from www.gov.uk

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