21/10/2025

Module 3: Spotlight Session 2

Portfolio Co-design

Co-Designing a Climate Portfolio of Actions, Actors and Assets.

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Lecturers

Maria Klint

Dark Matter Labs

Juliet Leonette

Climate Neutral Lund 2030

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Learning objectives for this session

- A portfolio is more than a **list of actions** – it includes the **relationships** between actions, actors, and resources.
- The value lies in the **process of co-creating** the portfolio, not in producing a finished document.
- **Collaborative tools** and **visualisations** help make complexity visible, enabling coordination and shared understanding across departments and partners.

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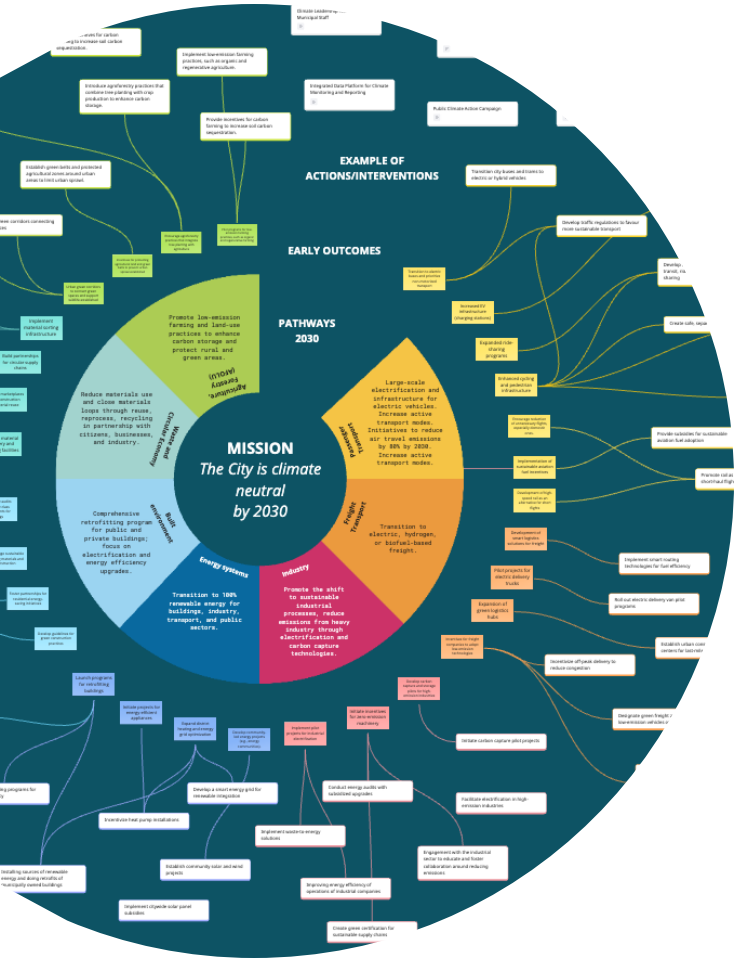

1. Welcome & check-in
2. Portfolio Co-design in the NZC context
3. Lund – Backstory
4. Portfolios Thinking
5. Portfolio Mapping
   - The basics
   - Exercise: Try mapping actions in Miro
   - Portfolio mapping guide
6. Lund – How we've used Portfolio Mapping
7. Practicalities
8. Q&A

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Portfolio Co-design

In theory

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Definitions of Portfolio (noun):

1. A large, **flat case** used for carrying documents.
2. A collection of **investments** held by an individual or organization.
3. A **collection of works or documents** that represents someone's skills, achievements, or professional experience.
4. The **role or responsibilities** of a government minister.

5. A coordinated **set of actions, actors,** and **enabling conditions** designed to achieve a shared mission.

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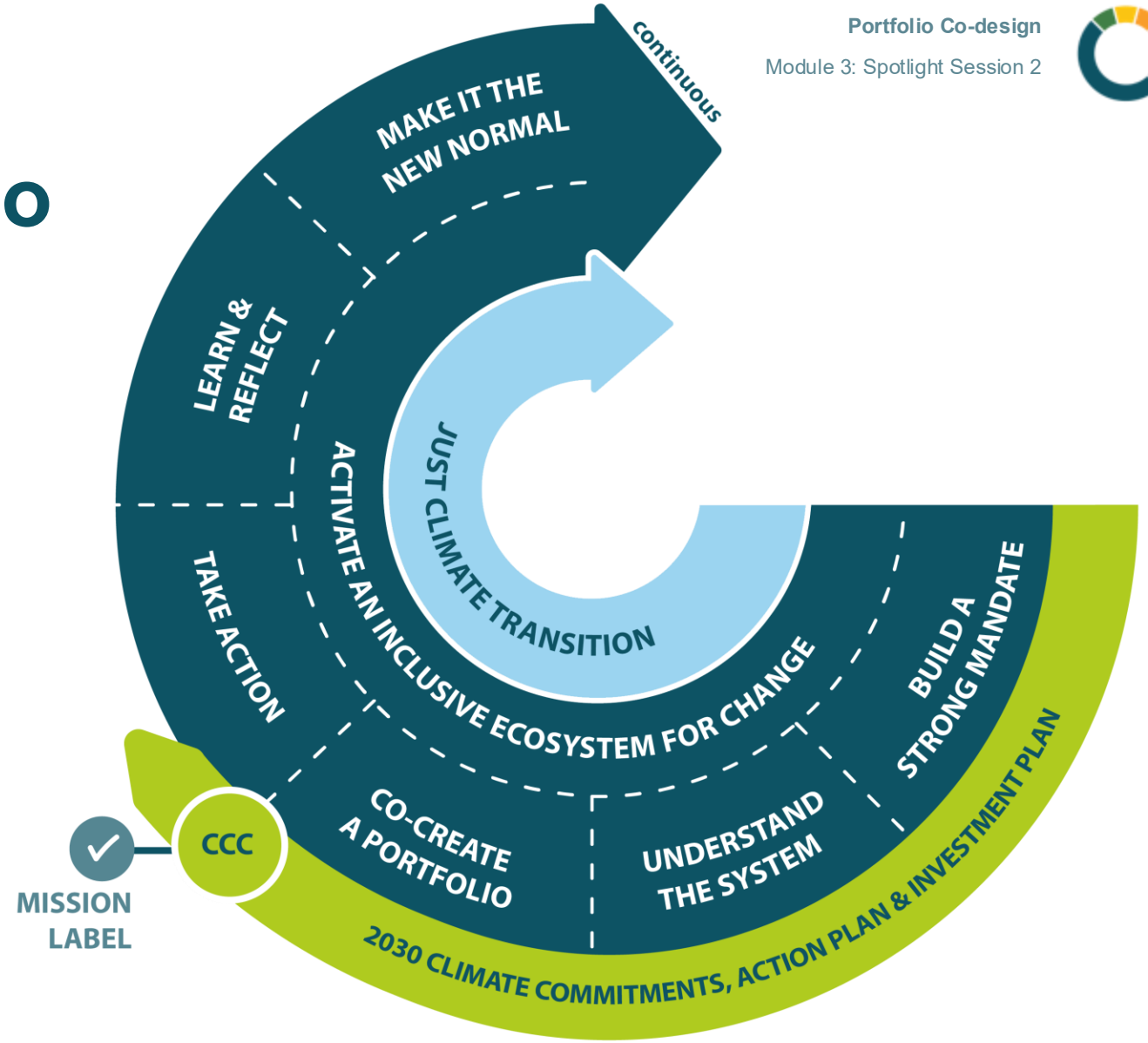
Co-creating a Portfolio

The co-creation of a portfolio is an ongoing process.



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Lund

Backstory and the state in spring 2025

Juliet Leonette
Climate Neutral Lund 2030
Lund Municipality

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LUNDS KOMMUN

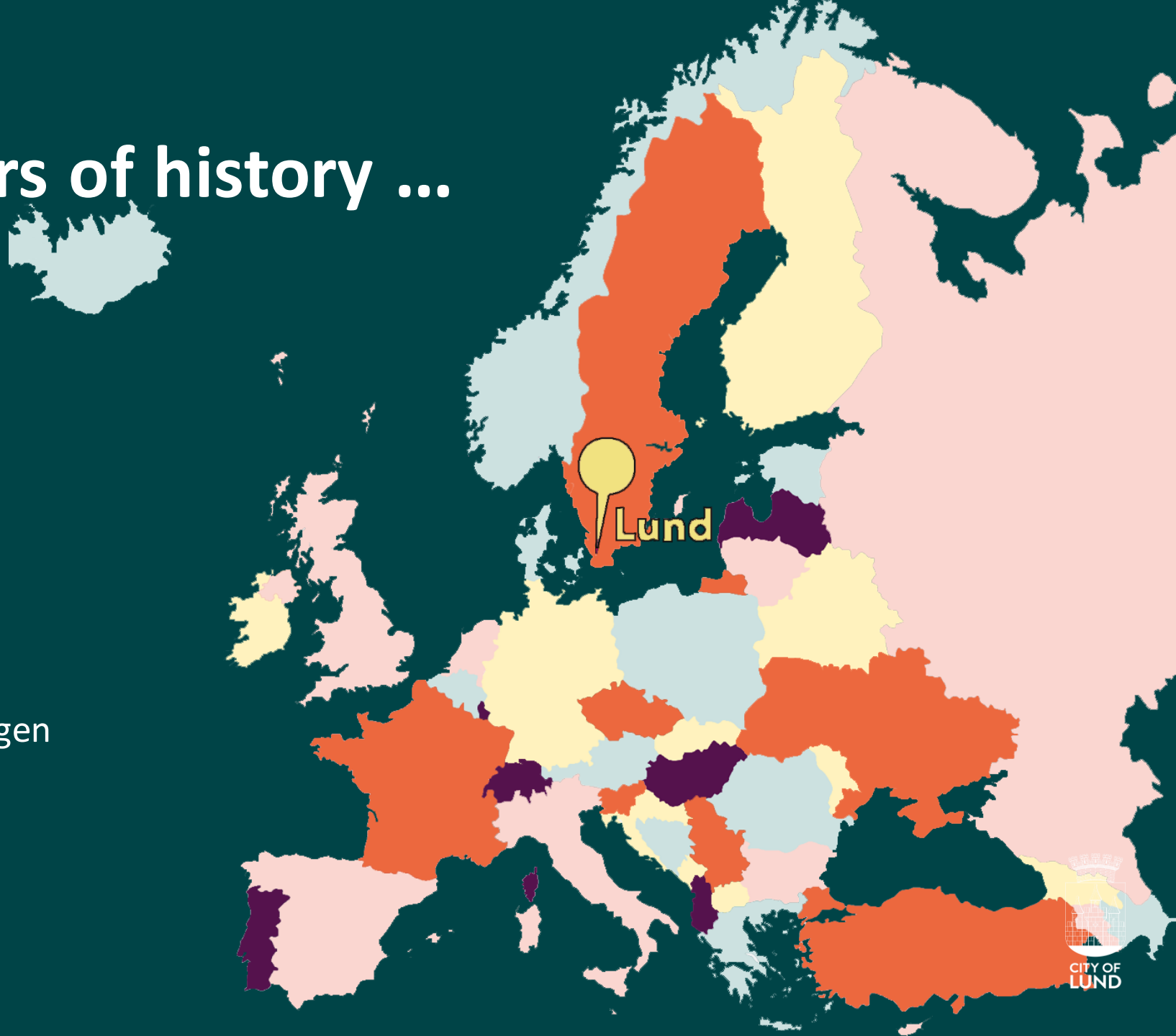
The Process

from plans to practice

CITY OF LUND

Lund 1000 years of history …

- One of the oldest cities in Scandinavia
- Today 130 000 inhabitants
- One of the top-ranking universities in the world
- Part of the Greater Copenhagen area with over 4 million inhabitants



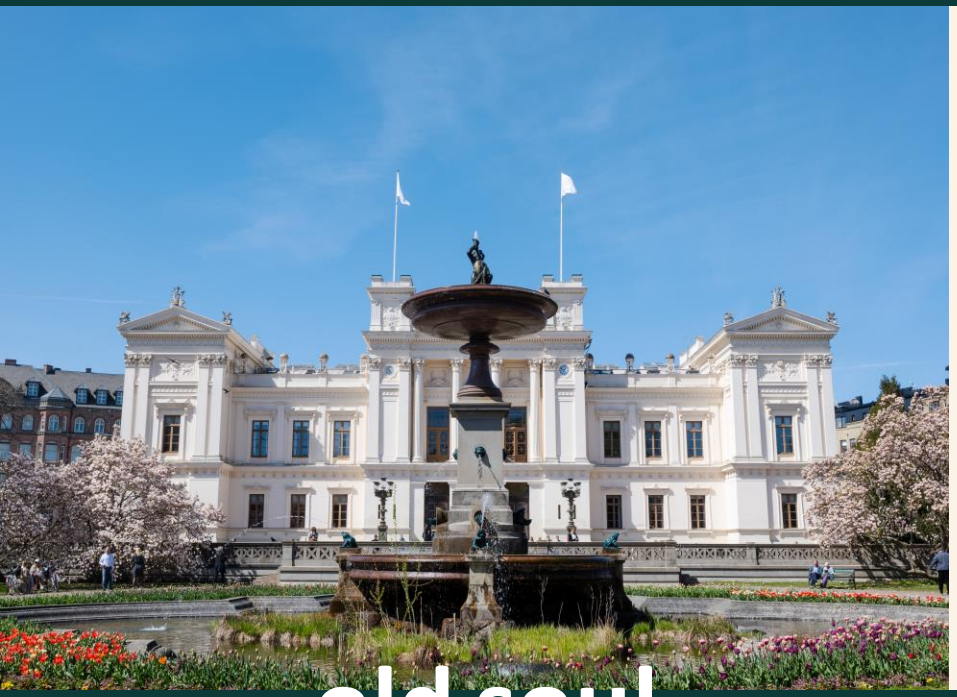
By 2030 Lund is climate-neutral and fossil-fuel-free and the city is adapted to a changing climate.

A fossil fuel free organisation

99%

2022
GLOBAL WINNER
LUND
ONE PLANET CITY CHALLENGE

WWF One Planet City Challenge



Lund Innovation District

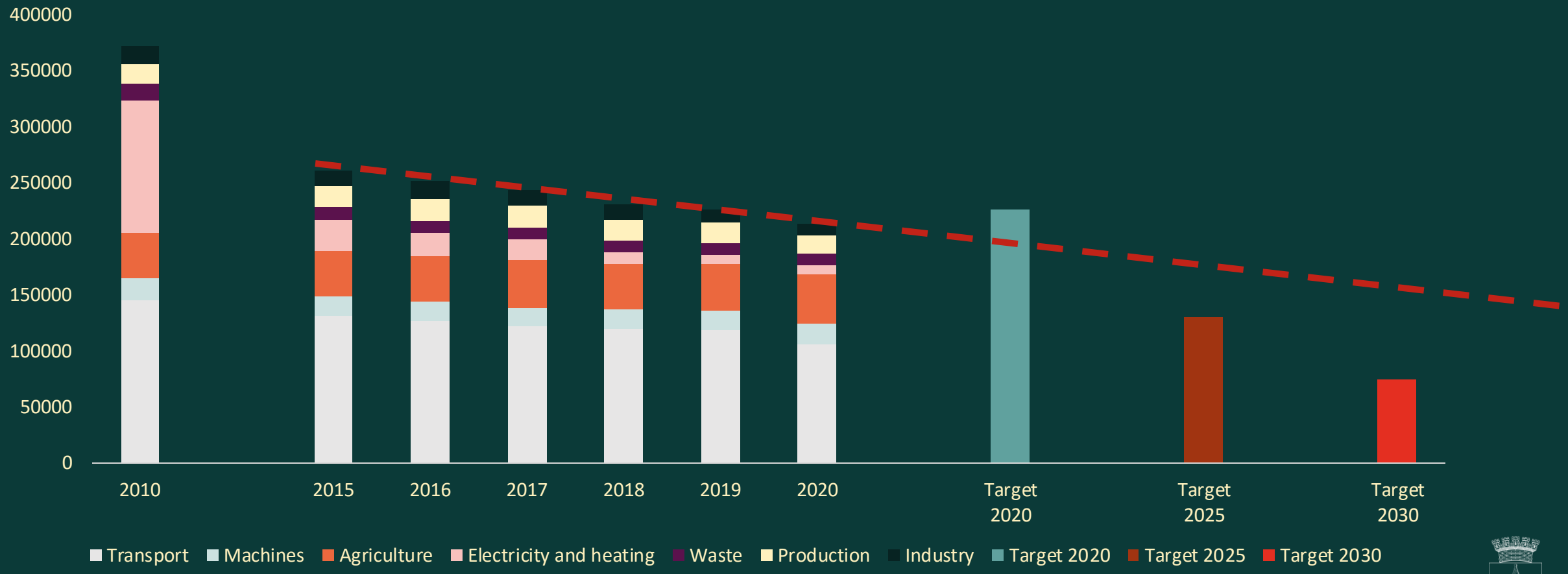
old soul

clever mind

fertile ground

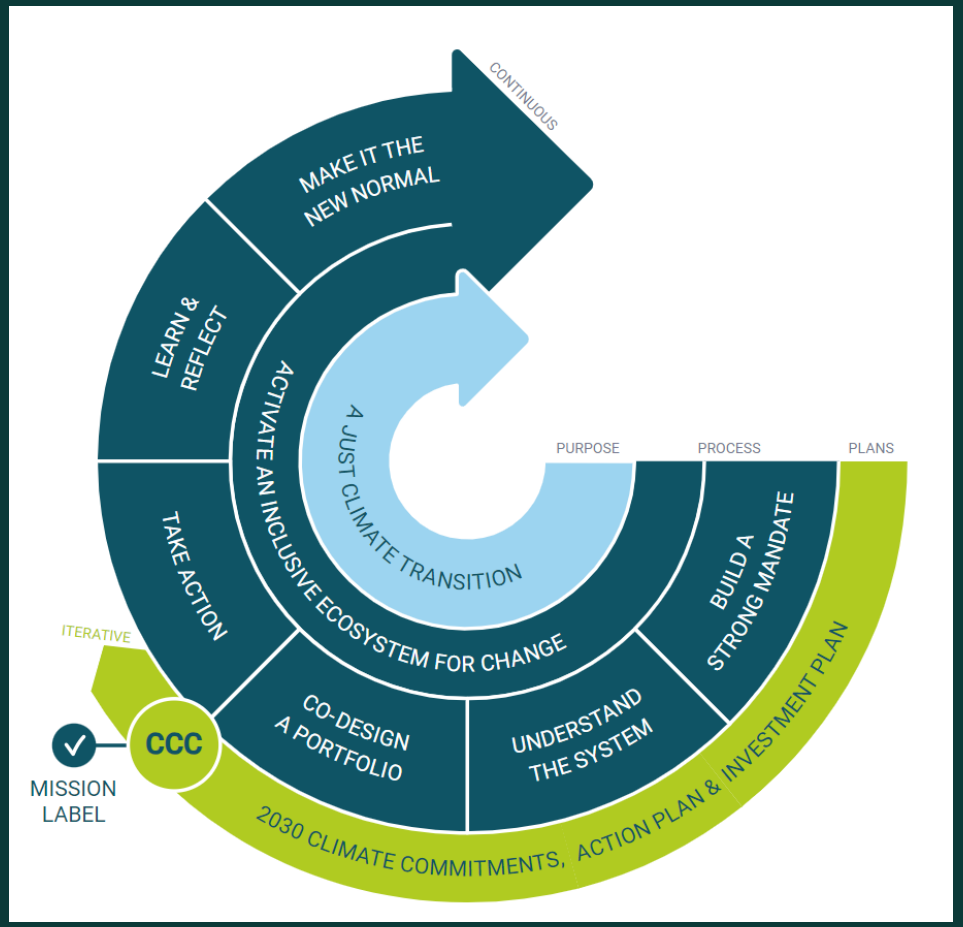
LUNDS KOMMUN

GHG emissions (ton CO2 – e)

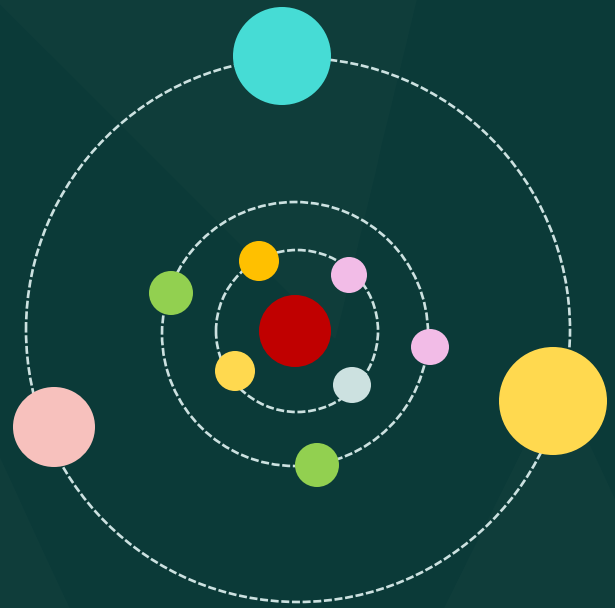


CITY OF LUND

Climate City Contract [CCC]



LUNDS KOMMUN



June-September 2024

CITY OF LUND

Climate City Contract

GOAL

Lunda Eko

STRATEGIES

- Energy plan
- LundaMats III
- Parking norms
- Bicycle plan
- Travel guidelines
- Vehicle Guidelines
- Waste plan
- Carbon budget
- Plan for carbon-neutral and circular construction
- District plans
- Climate package

PROJECTS

- CoAction Lund
- Climate-neutral city 3.0
- CoPilot
- CoGovernance
- Inclusive climate transition
- ……

ACTION PLAN

1. Transport and mobility
2. Agriculture and sustainable land use
3. Circular economy and sustainable consumption
4. Net zero construction
5. Energy
6. Carbon sinks

INVESTMENT PLAN

cost
co-benefits

CITY OF LUND

Commitments

collaboration

goals, strategic priorities, processes

- 80% reduction in emissions from 2010 levels
- Climate positivity by 2045
- consumption-based target of 1 tonne CO_2/capita by 2050

co-benefits

6 prioritized areas for transition

2030 Climate-Neutrality Commitments

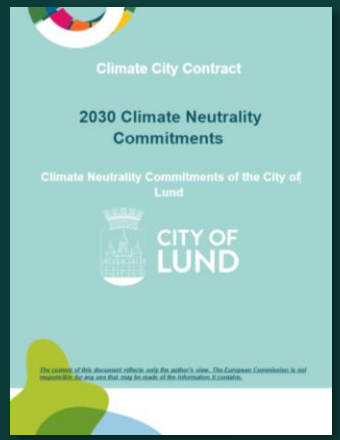
6 Contract with signatures

Express joint commitment / agreement for all parties who sign this 2030 Climate Neutrality Commitments document[6].

In my role as Chair of the Executive Committee, I confirm the commitment of the Council of the City of Lund to our key strategic target to be climate neutral by 2030. The City of Lund stands fully behind the ambitions and commitments of the Climate City Contract and looks forward to a close partnership with the European Union and other Net Zero Cities to accelerate the climate transition at a local, national and European level.

Date of signature	Name	Signature
12 September 2024	Anders Almgren	

Mayor/ Chair of the City Executive Committee



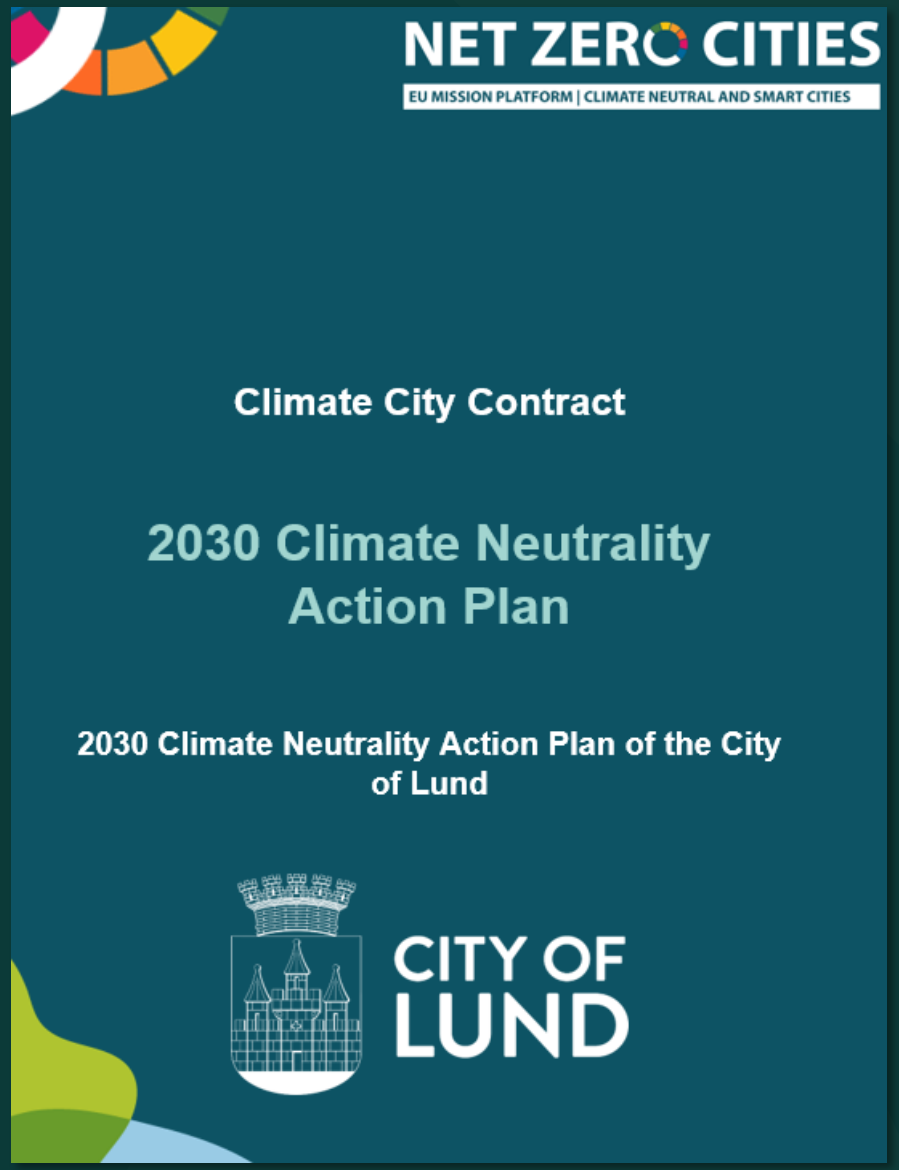
Climate City Contract

2030 Climate Neutrality Commitments

Climate Neutrality Commitments of the City of Lund

CITY OF LUND

Action plan



List of actions and activities

1. Transport and mobility (11)
2. Agriculture and sustainable land use (4)
3. Circular economy and sustainable consumption (5)
4. Net-zero construction(6)
5. Energy (6)
6. Carbon Sinks (3)

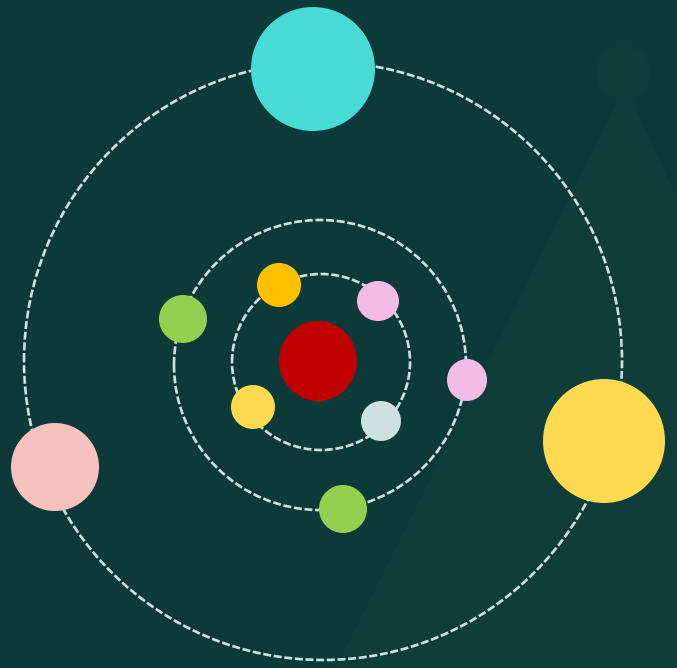
Cross-sectorial(2)

CITY OF LUND

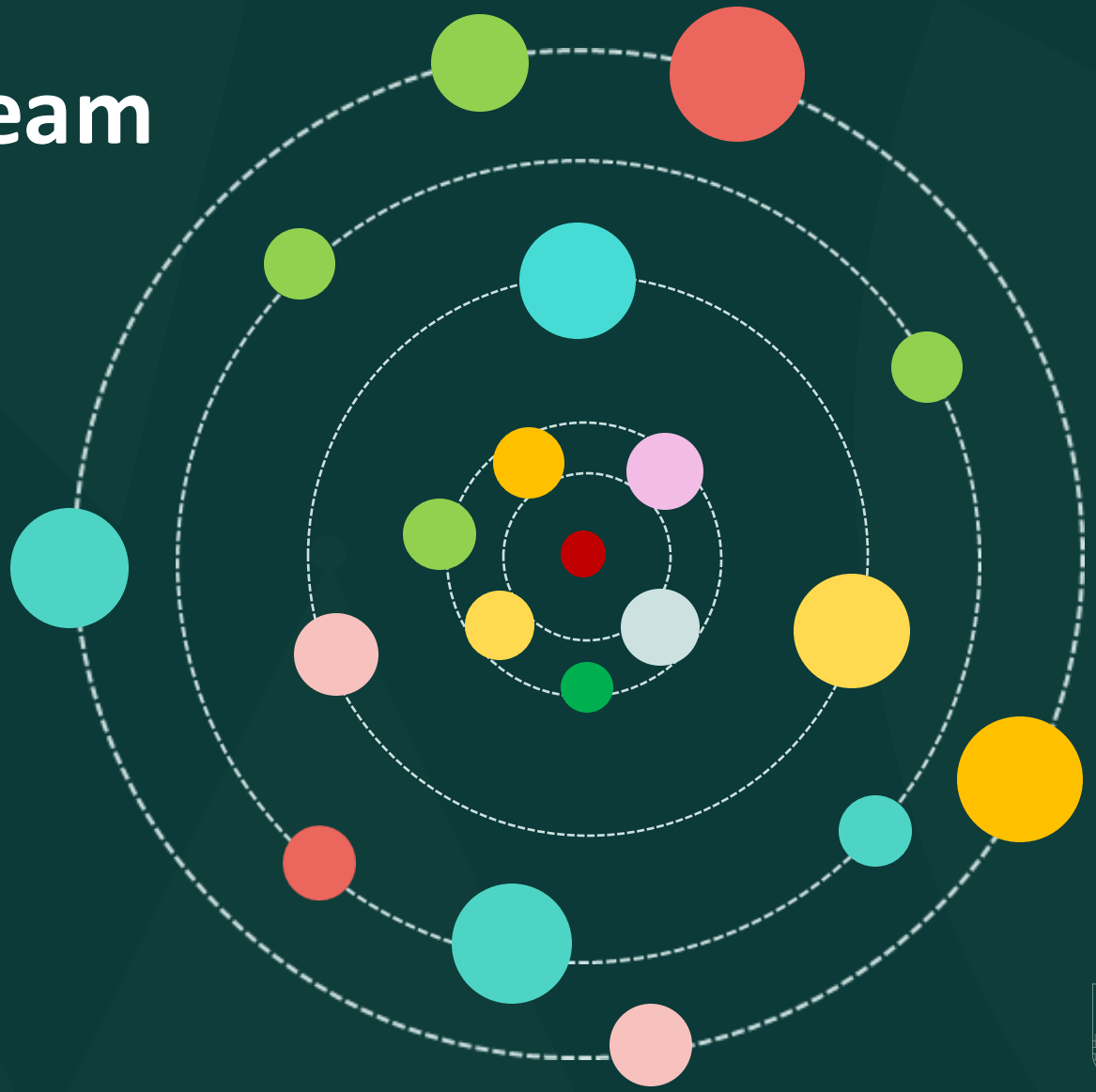
"I always thought that a space mission was 70% technology and 30% personnel. Today I know that it is the opposite. When we have problems, it's rarely about the technology – it's almost always interpersonal.“

Gene Kranz, NASA

Transition Team



Tour



CITY OF LUND

How do we get our climate actions into ordinary budgets?

What should we stop doing?

How do we map our portfolio?

How do we scale proven soultions?

What departments are not yet involved?

How do we onboard more people and spread ownership?

How do we learn faster?

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Portfolios Thinking

Beyond Silver Bullet Thinking

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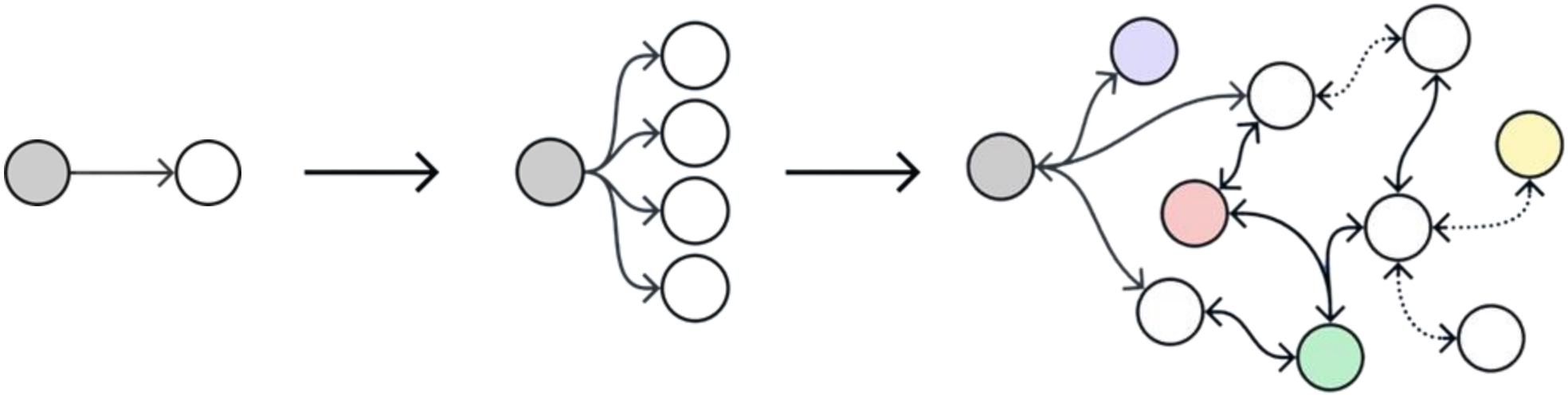
Portfolios Thinking



Single solutions

Diversification of solutions

Network of solutions

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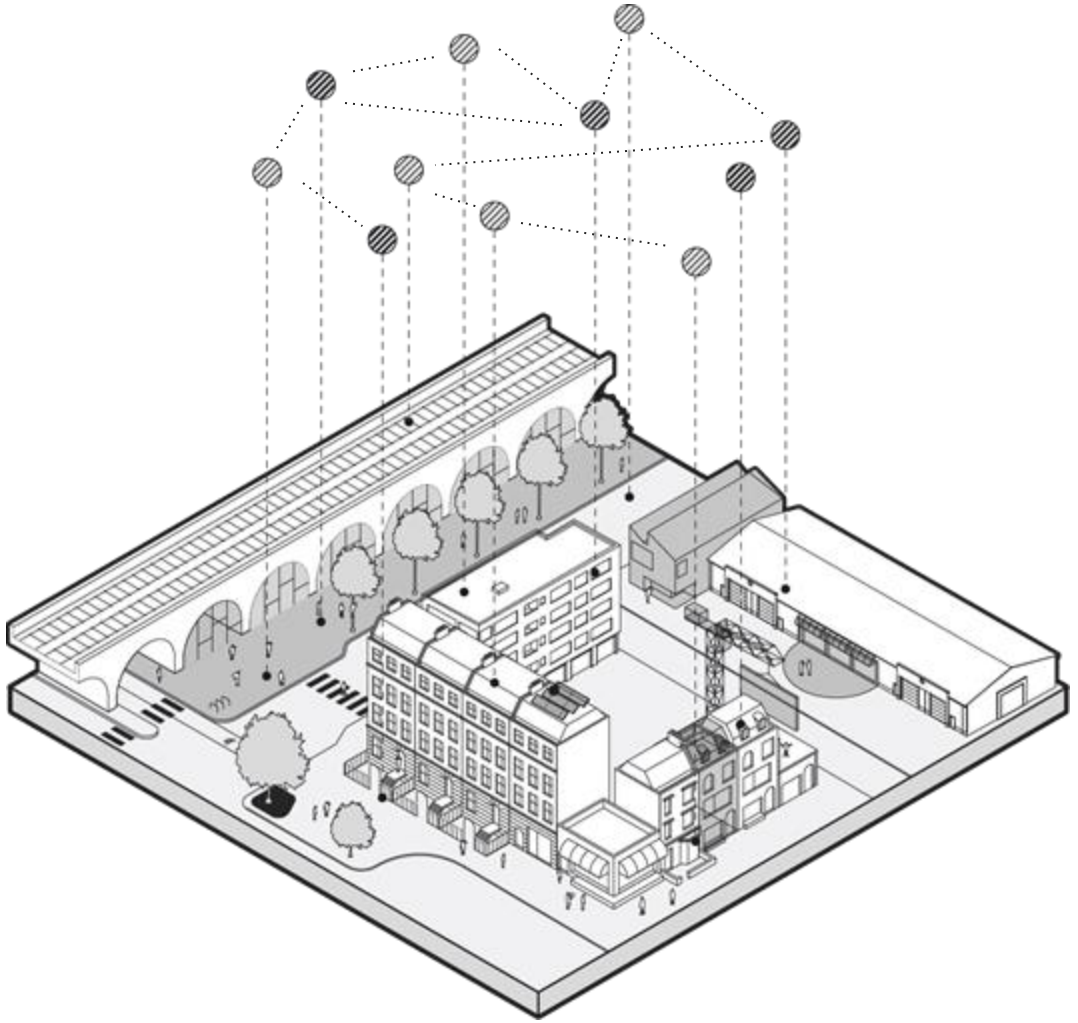
Portfolios Thinking

Portfolios can help cities see patterns, coordinate efforts, and focus resources where they can unlock the most momentum.



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Elements of a Portfolio

Actions

The interventions we intend to implement in the system, designed to create change

Actors

Stakeholders whose participation is crucial for successful implementation

Assets

Enabling conditions that make implementation possible

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What does a climate portfolio look like?

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What does a climate portfolio look like?

- A document such as the Climate City Contract Action plan?
- A spreadsheet?
- Systems map?
- Data driven software?

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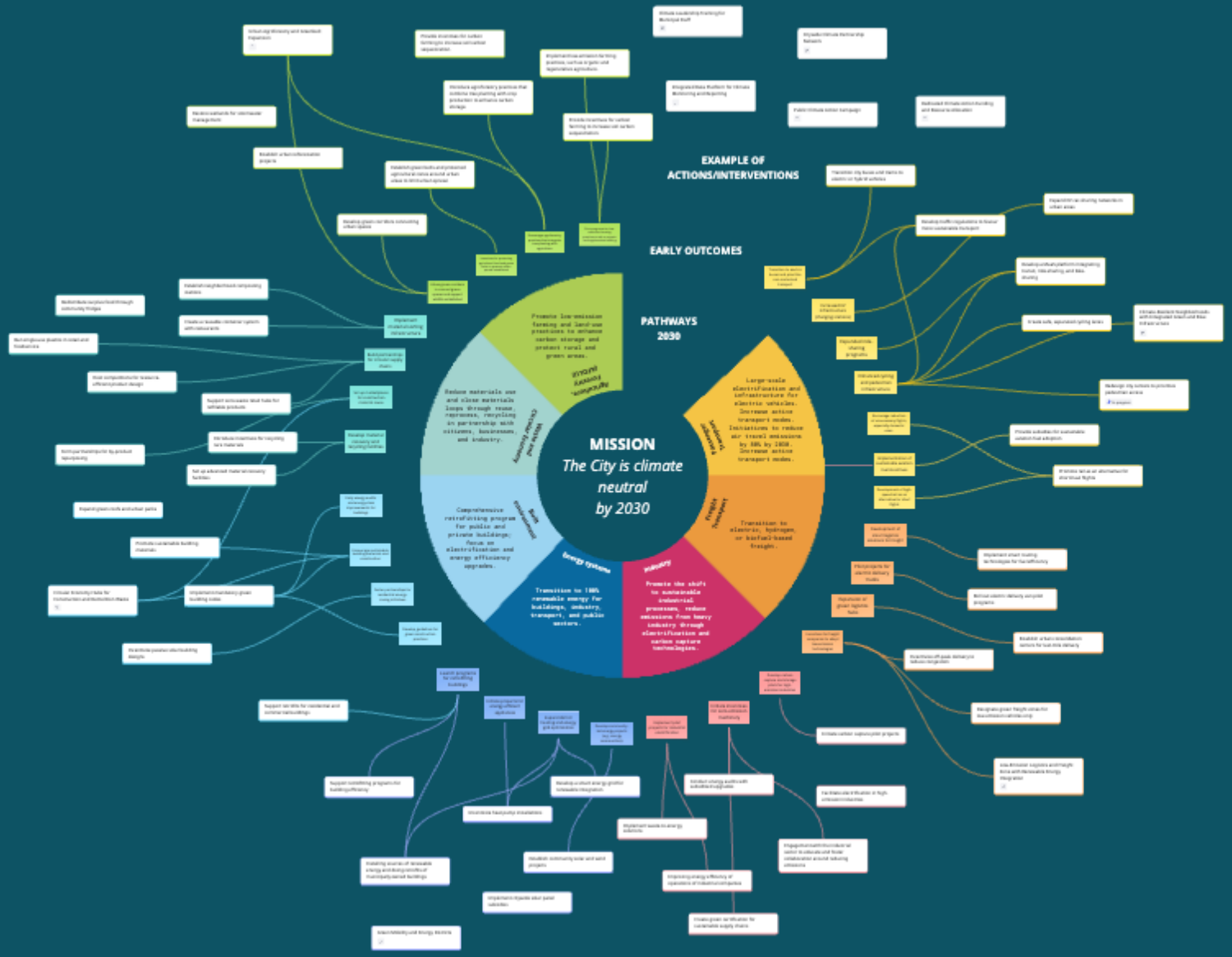

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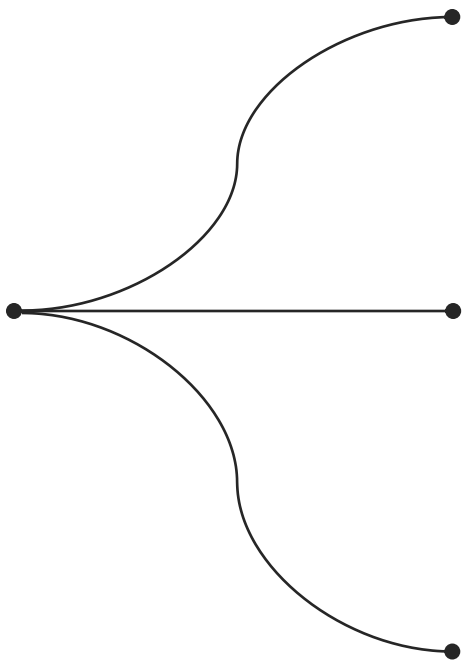
Entry points to Portfolio co-design

0. **Portfolio Mapping**
→ Make your portfolio visible, understandable, and actionable.



1. *Implement* a **Portfolio of Actions**
→ Identify and implement actions that unlock systemic shifts.

2. *Coordinate* a **Portfolio of Actors**
→ Coordinate and align intent across departments, sectors, and partners.

3. *Govern* a **Portfolio of Assets**
→ Sense and track signals that enable for long-term, systemic change.

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Portfolios Mapping

An entry point and a process

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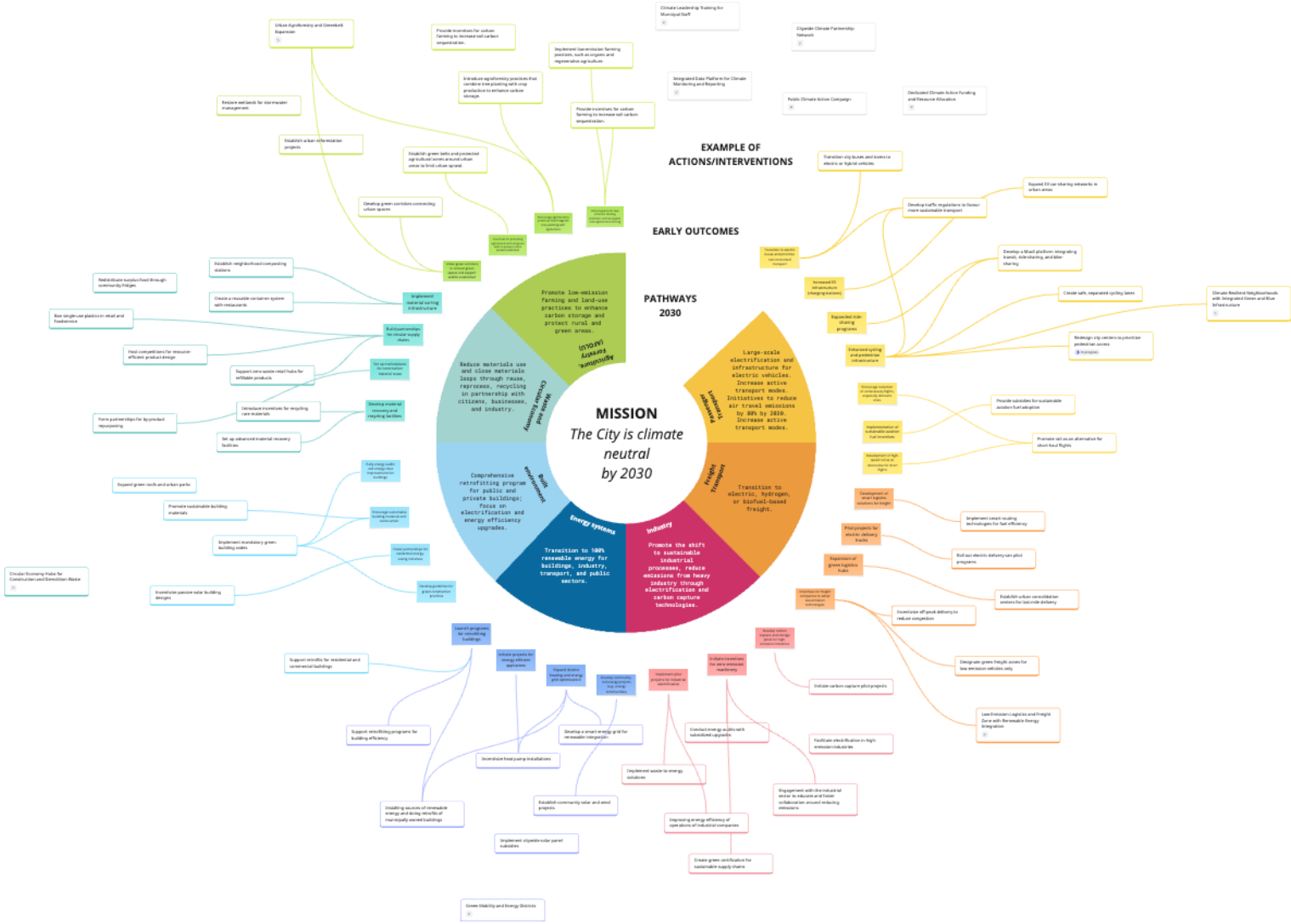
Portfolio Mapping

Having your entire Action Plan and portfolio in a document is like trying to complete a puzzle while keeping the pieces in the box and picking them up one by one.

Portfolio mapping is a way to lay out all the pieces on the table and start sorting them to see how they fit together.



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Actions

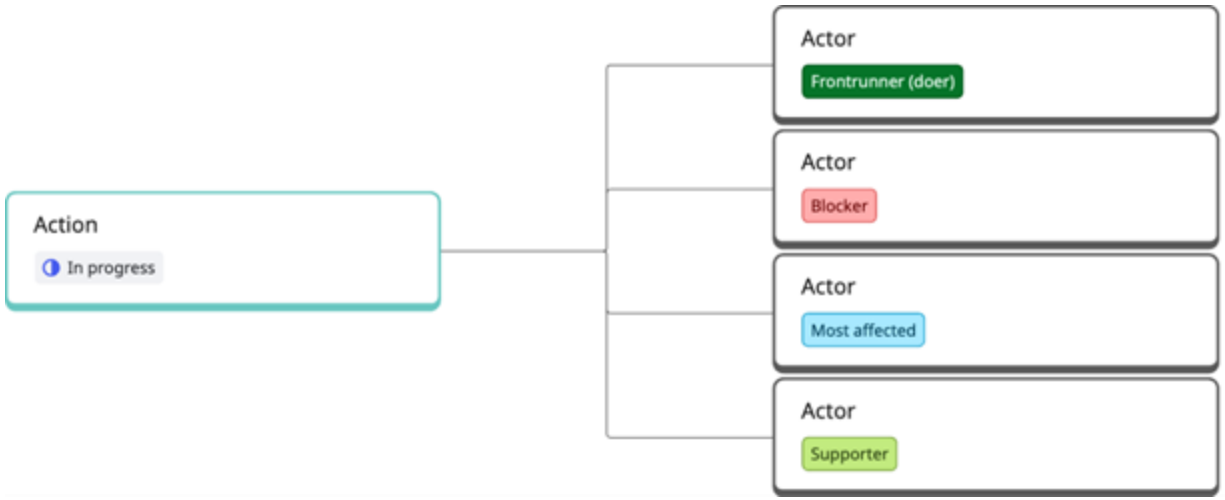
The specific interventions we implement in the system, including experiments, programs, and initiatives designed to create change

Actors

Key stakeholders, partners, and alliances whose participation, expertise, and buy-in are crucial for successful implementation

Assets

Both enabling and constraining conditions and resources that shape what's possible



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Exercise: Mapping actions (+ actors)

- Explore a portfolio of actions.
  - Identify relevant Actions…
  - …their connections…

You'll be working with a generic city example in Miro.

→ MIRO

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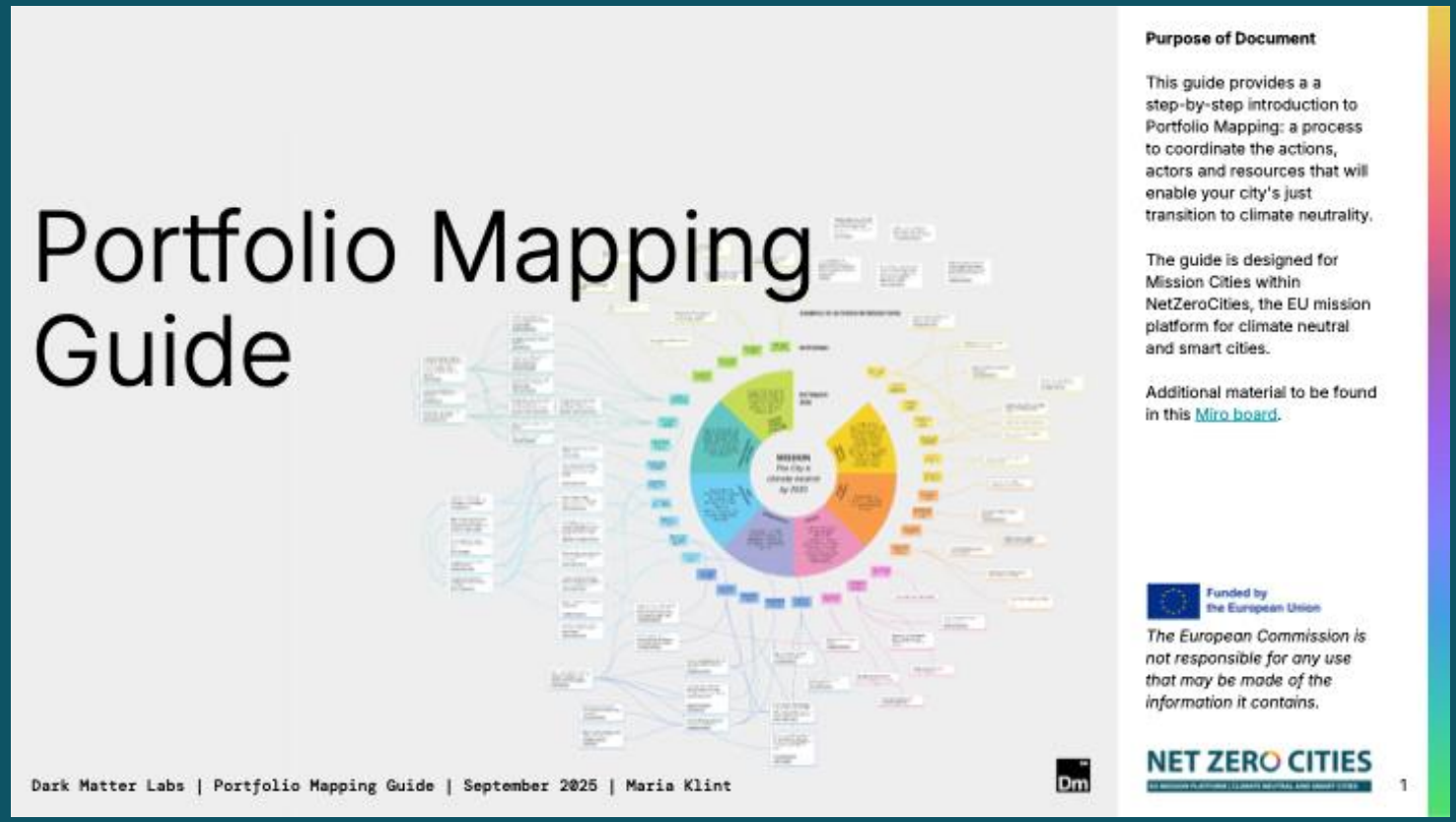
How to get started?



Possible benefits

- Makes complexity and coordination manageable
- Builds shared understanding and ownership
- Enhances collaboration and stakeholder engagement

"The process is like a supernova – it releases energy, attracts more people and allows us to see the whole picture."

Juliet Leonette, process manager
Climate Neutral Lund 2030

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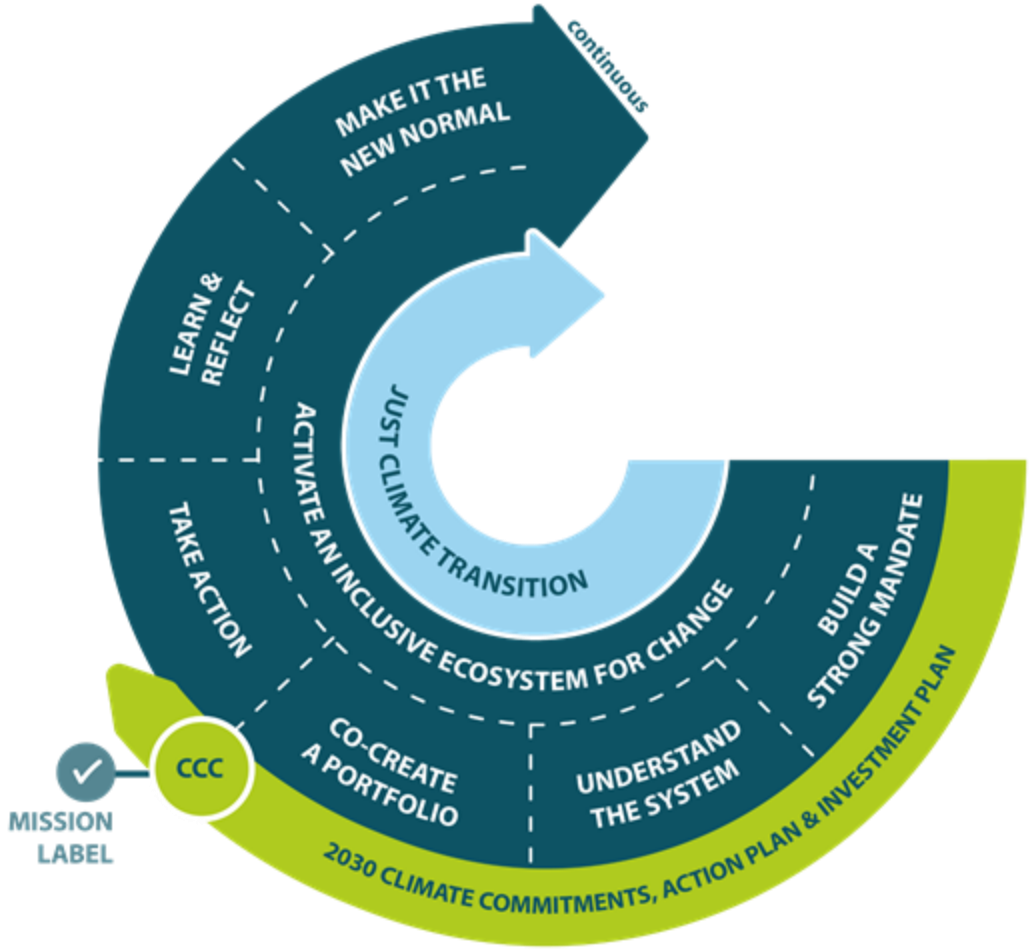
When to use it

Portfolio mapping is primarily useful:

- After submitting a Climate City Contract.
- When onboarding and engaging colleagues internally.
- When aligning multiple stakeholders.
- Iterating the Action plan.
- At moments of political or organisational change.



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By whom

Photos:
NetZeroCities

Funded by
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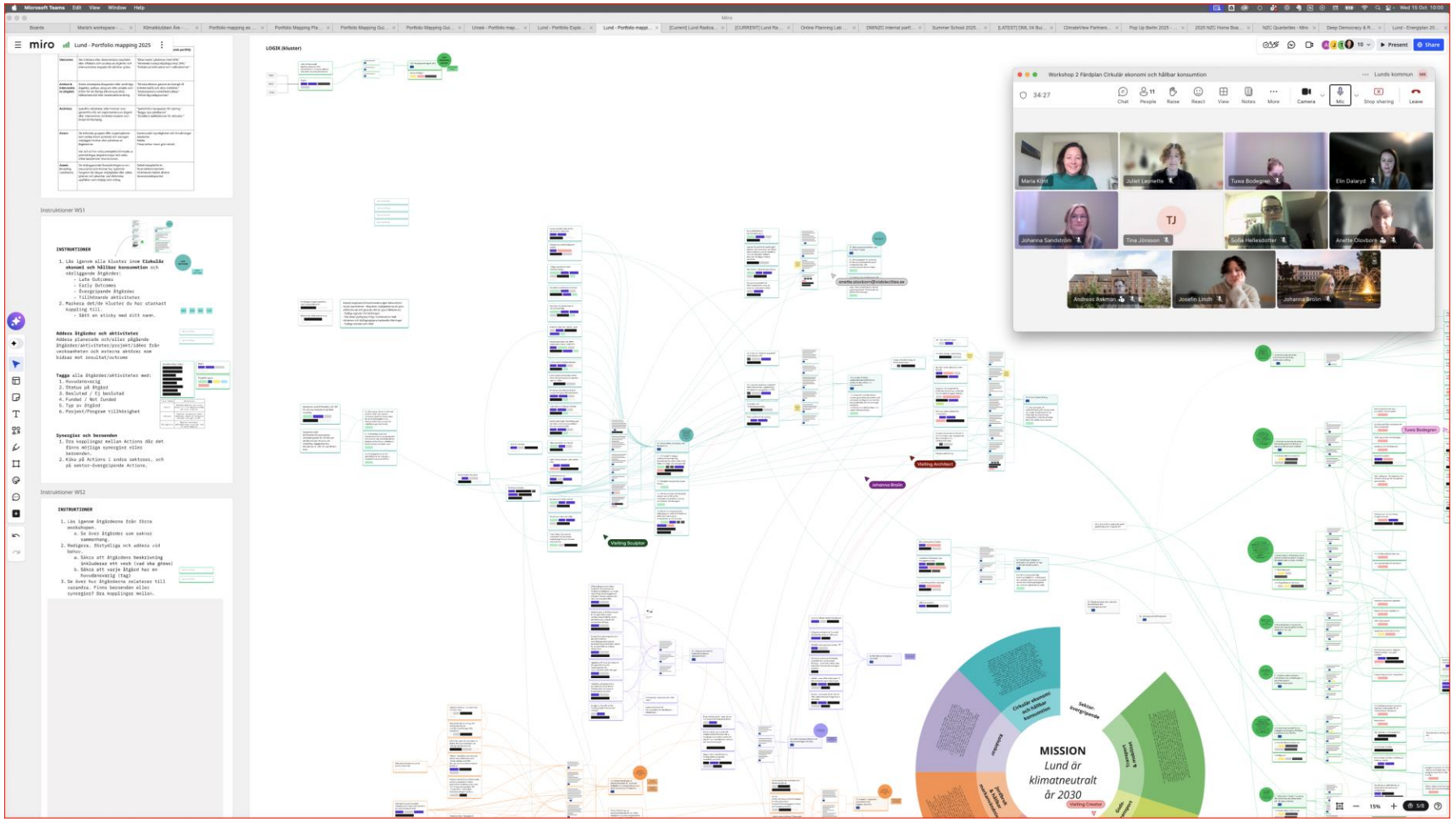
By whom



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How to get started?

1. Define Scope and Purpose
2. Unpack the Action Plan
3. Co-Design the Portfolio
4. Explore and Iterate the Portfolio

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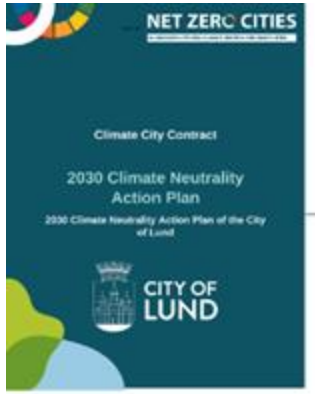
2. Unpack the Action Plan



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3. Co-Design the Portfolio

Part 1: **Actions**

(interventions, activities)

Surface existing and identify future actions. Focus on one or two domains at a time with relevant participants.

What actions and activities are we doing/planning to achieve our goals?

What interdependencies exist?

What's the status of the action?

Part 2: **Actors**

(stakeholders)

Starting from each action and map actors related to implementation of the action. Involve participants from different pathways.

Who is the main responsible?

What actors enable the actions?

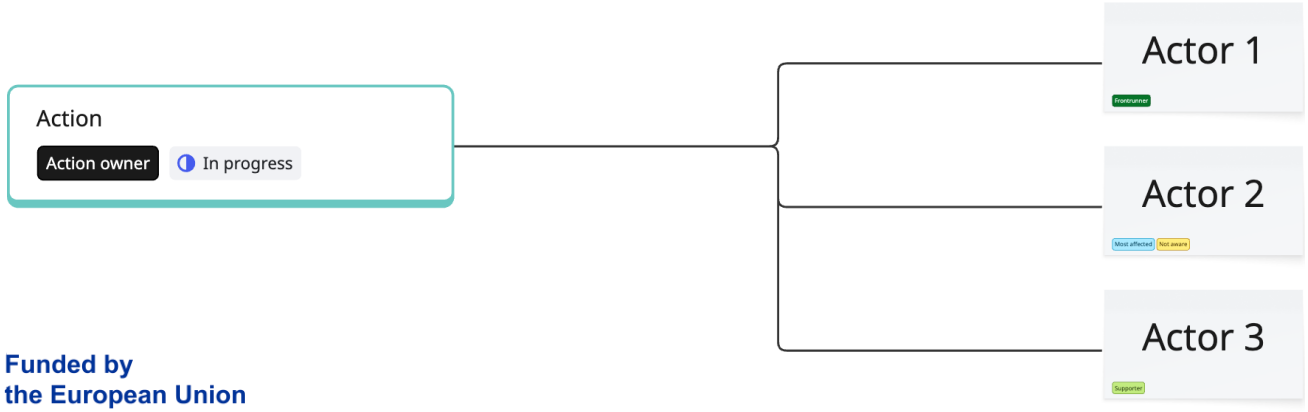
Who's most affected?

Part 3: **Assets**

(enabling conditions)

Zoom out and analyse patterns, common needs, barriers and drivers among the actors and between the actions. This often creates a need for new actions or additional actors. Based on the findings, plan the support and targeted workshops needed to design the enabling conditions.

What enabling conditions are required to succeed?



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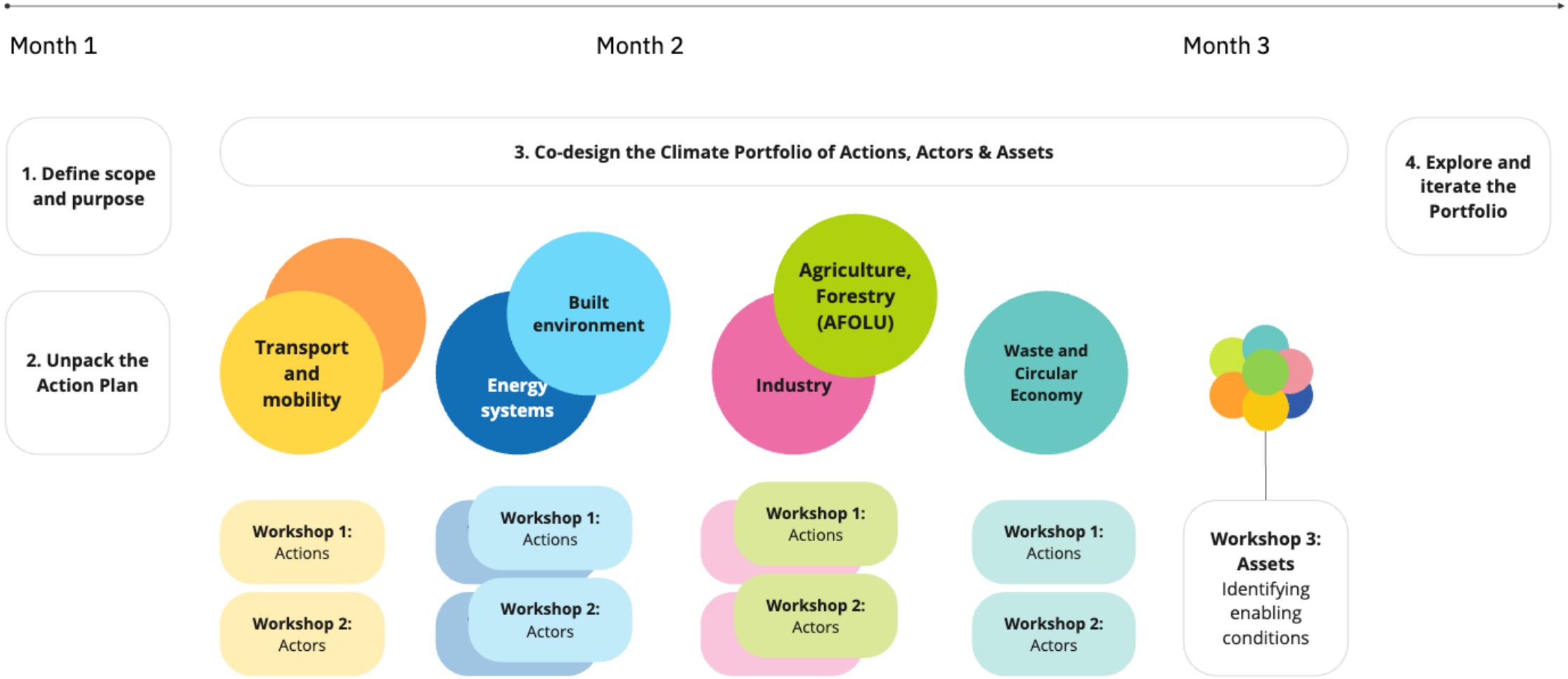

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4. Explore and Iterate

Levers of change

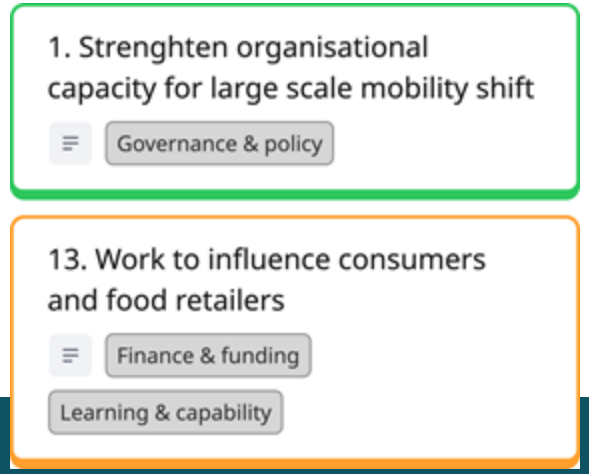
- Technology and infrastructure
- Governance and policy
- Social innovation
- Finance and funding
- Democracy/Participation
- Learning and capabilities

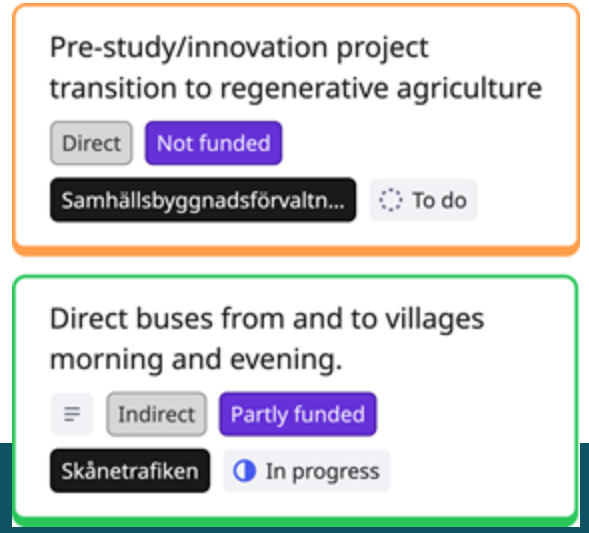
Type of action

- Direct emission reduction
- Indirect emission reduction
- Enabling action

Status of funding, progress, ownership

- Fully funded, Partly funded, Not funded
- To Do, In Progress, Done
- Responsible actor/department





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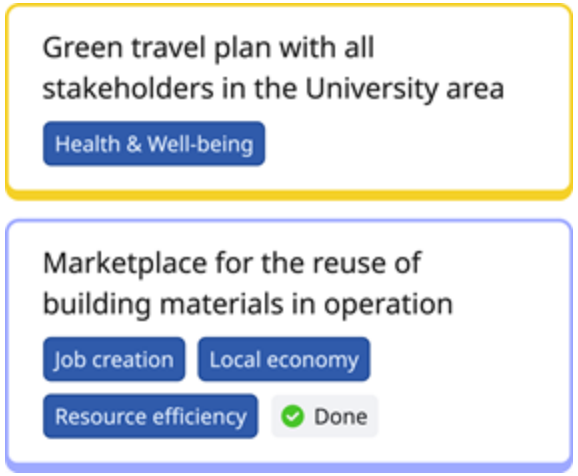
Co-benefits

- Air Quality
- Health & well-being
- Reduction of noise
- Job creation
- Property value
- Resource efficiency



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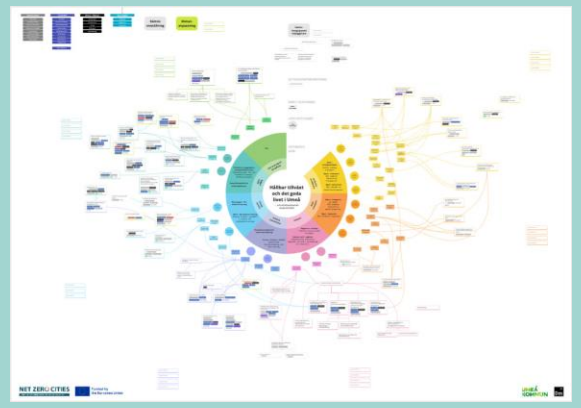

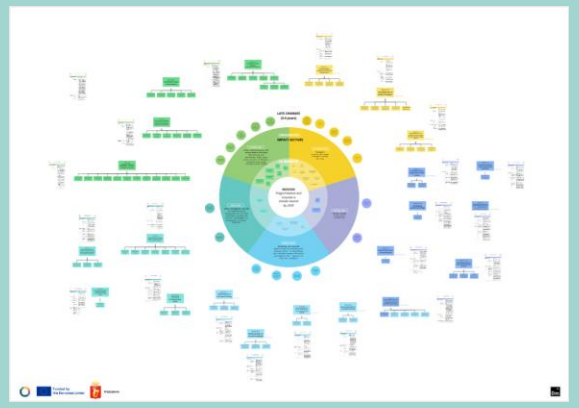

City examples

Umeå, Warsaw and Lund

→ **MIRO**

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Lund

How we've used Portfolio Mapping

Juliet Leonette
Climate Neutral Lund 2030
Lund Municipality

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LUNDS KOMMUN

What departments are not yet involved?

How do we learn faster?

How do we map our portfolio?

What should we stop doing?

How do we scale proven soultions?

How do we get our climate actions into ordinary budgets?

How do we onboard more people and spread ownership?

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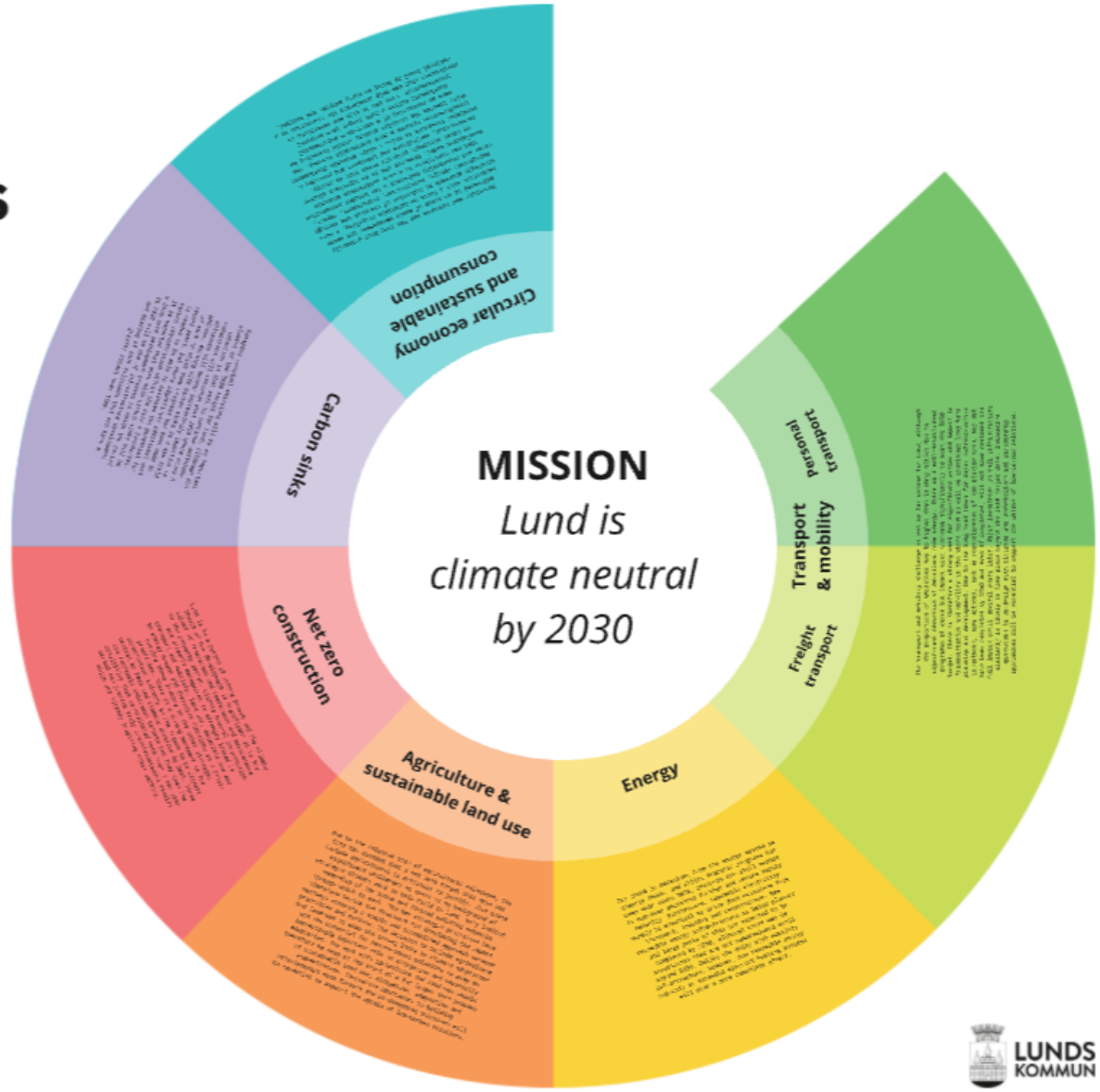
Mapping climate actions, actors & assets

A workshop series with Lund.
May 2025



Maria Klint, Strategic Designer
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Why

Portfolio mapping is both a tool and a process that aims to create a **better understanding** of the portfolio and to **keep the portfolio alive** by iterating it to achieve the best possible impact.

1.Without a **portfolio logic**, resources such as money, time, materials, people (burnout) will run out.
2.Keeping the entire system and your portfolio in your head at all times is an **exhausting** task or even impossible. Portfolio mapping can be a tool to help you **zoom in and out of** your portfolio, allowing you to spot gaps and connections.
3.The mapping will also help to **engage stakeholders**, by showing them how they are part of the system and to **coordinate efforts and investments** where relevant.

Context

Miro visual portfolio mapping and/or unpacking Action Plan

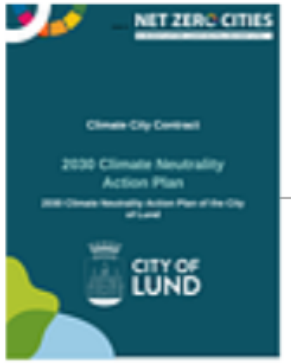
Transition element framework (open source)

ClimateView platform

Action plan data matrix

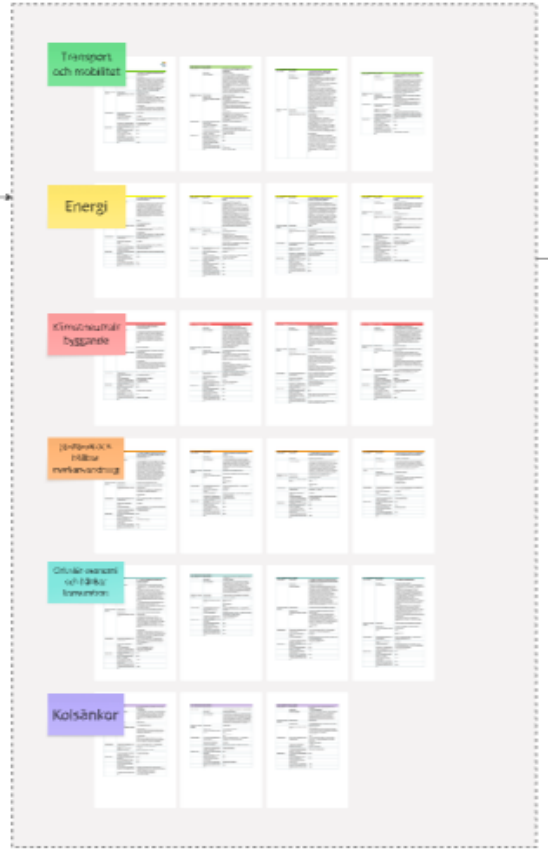
Data sets and visualisations in Excel by Future by Lund

Unpack the Action Plan



Unpacking the
Climate City Contract
Action Plan

- 37 Actions
- 6 Domains



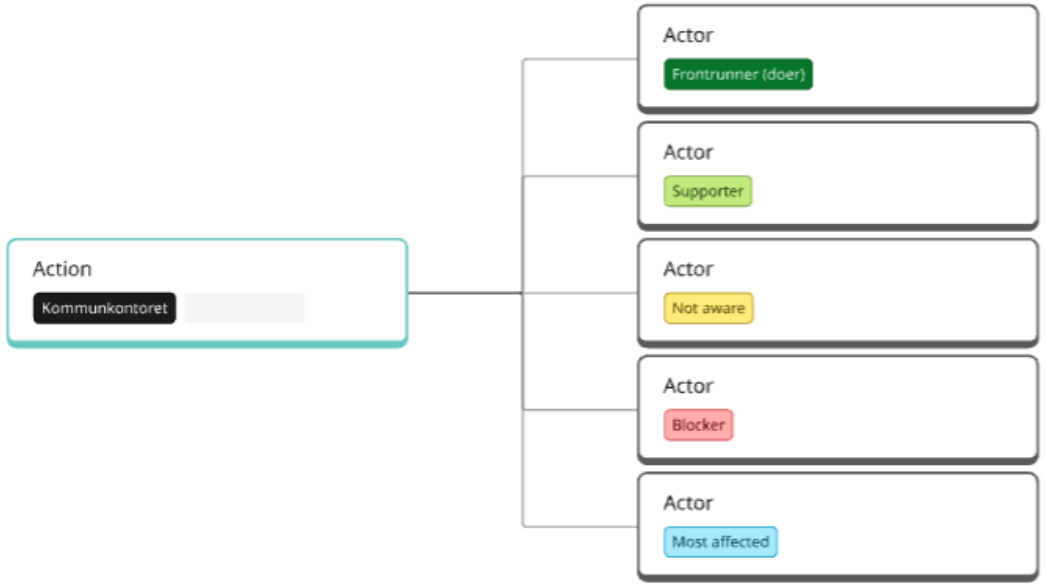
Portfolio mapping
Place all the pieces on the table and start sorting.

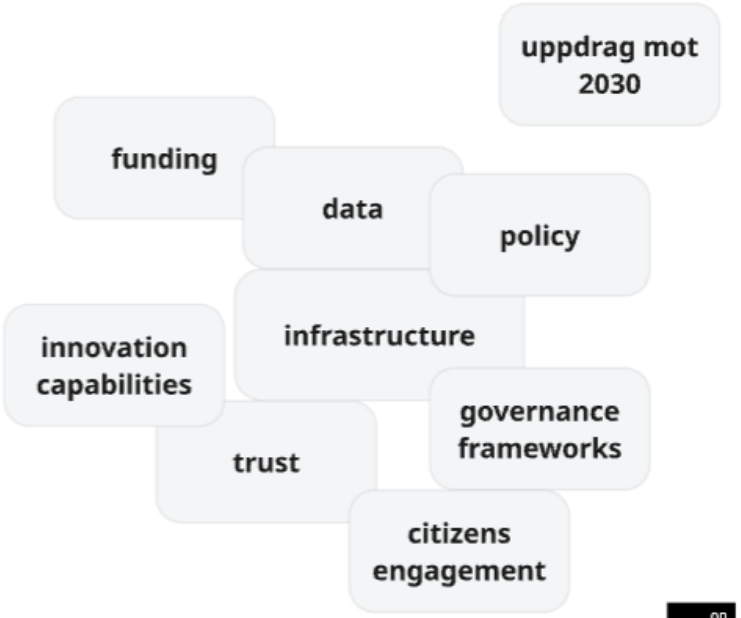
Elements of a portfolio

Actions: The specific interventions we implement in the system, including experiments, programs, and initiatives designed to create change

Actors: Key stakeholders, partners, and alliances whose participation, expertise, and buy-in are crucial for successful implementation

Assets: Both enabling and constraining conditions and resources that shape what's possible





Workshop serie 2025

Workshop 1:
Actions

En pathway at a time.

What actions are we taking/planning to achieve our short/long term results (Early & Late outcomes)?

Who is responsible?

Workshop 2:
Actors

Stakeholder mapping per action.

Which actors enable the measures?

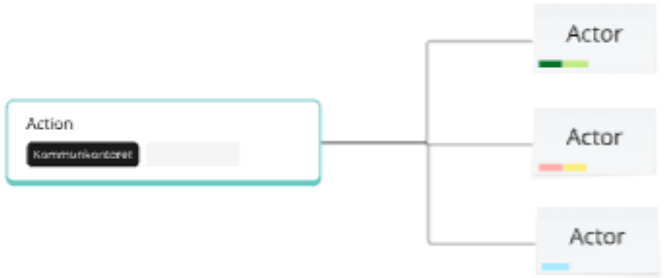
What is the status of each actor's involvement?

Workshop 3:
Radical scenario

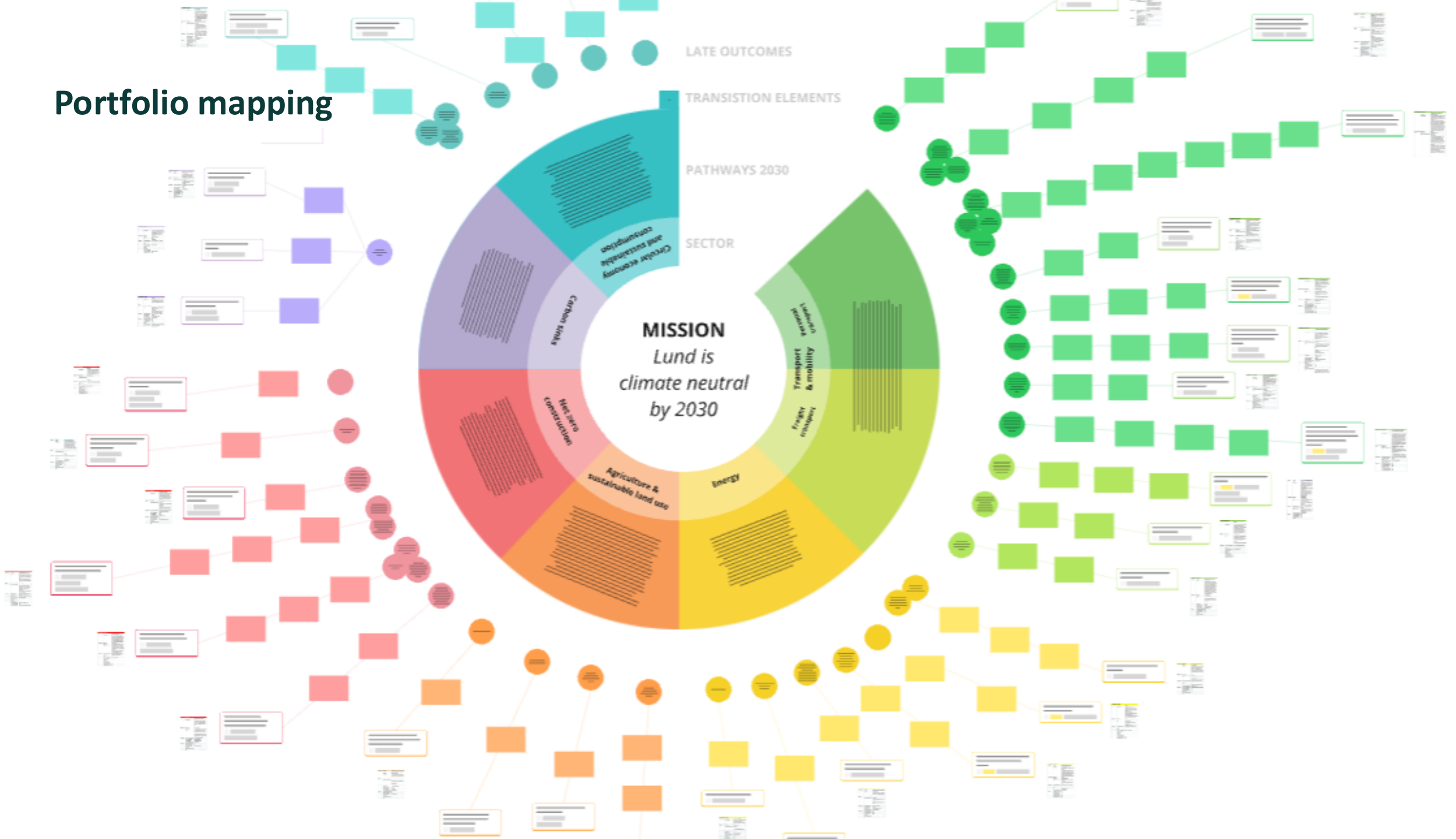
Larger workshop to explore and co-create a more radical future scenario and identify new actions or actors.

Workshop 4:
Assets/enabling conditions

What enabling conditions are required to succeed with each measure, or goal?



Portfolio mapping



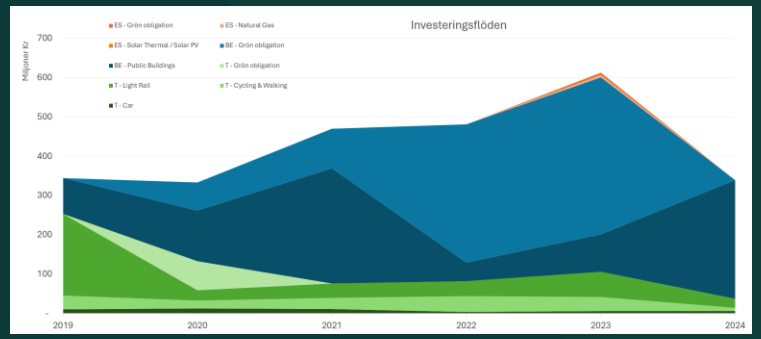
Timeline

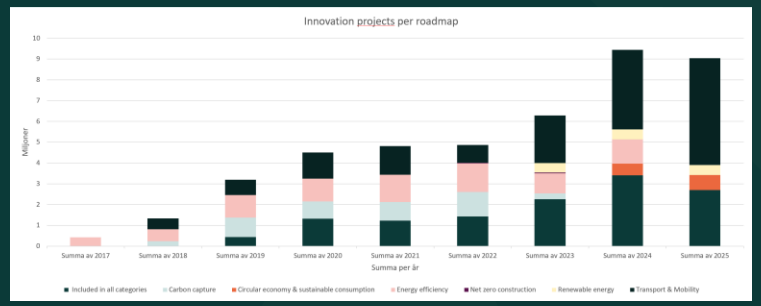
Maj
Augusti
September
Oktober
November
Transport och mobility
Energy
Carbon zinks
Agriculture and sustainable land use
Net zero construction
Circular economy and sustainable consumption
Workshop 1: Actions
Update of Energy plan
Workshop 1: Introduction Identity actions
Workshop 2: Concretize and prioritize actions
Workshop 3: Actors, responsability and timeplan
Workshop 1: Actions
Workshop 2: Actors
Workshop 1: Actions
Workshop 2: Actors
Workshop 1: Actions
Workshop 2: Actors
Workshop 2: Actors
5/11 Workshop: Radikal scenario
Workshops: Assets (enabling conditions)

MISSION
Lund is climate neutral by 2030
Sector-wide
Circular economy and sustainable consumption
Carbon sinks
Transport & mobility
Freight transport
Energy
Net zero construction
Agriculture & sustainable land use

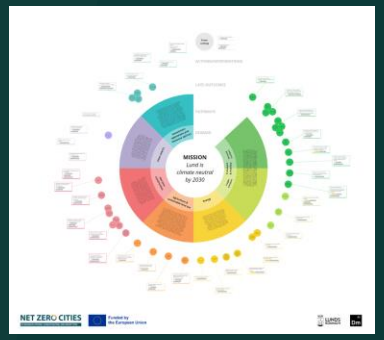
Process

Analysis & follow-up





Planning & Roadmaps



Finansieringsbudget (Mnkr)	Budget 2024	Budget 2025	Plan 2026	Plan 2027
Den löpande verksamheten				
Årets resultat	-72	125	191	92
Justering för avskrivningar mm	443	488	493	498
Justering för försäljning exploatering		-45	-45	-45
Justering för avsättningar	258	50	9	20
Medel från den löpande verksamheten	**629**	**617**	**647**	**564**
Investeringar				
Nettoinvesteringar	-1 099	-1 095	-1 179	-1 424
Medel för investeringsverksamhet	**-1 099**	**-1 095**	**-1 179**	**-1 424**
Finansiering				
Upplåning/Amortering	470	478	532	860
Medel från finansieringsverksamheten	**470**	**478**	**532**	**860**
Förändring av likvida medel	**0**	**0**	**0**	**0**

Financial & operational plan

Omställningsområde:						Kostnad i SEK, per år, investering respektive drift.					
Nr.	Beslutad	Åtgärd/ Aktivitet	Huvud- och delansvarig	Direkta effekter Co2 minskning (ton)	Mervyttor	2026		2027		2028	
						Investering	Drift	Investering	Drift	Investering	Drift
	KF										
	KS										
	KSMHU										
	MN										

Climate budget

CITY OF LUND

Juliet.leonette@lund.se

CITY OF LUND

Practicalities

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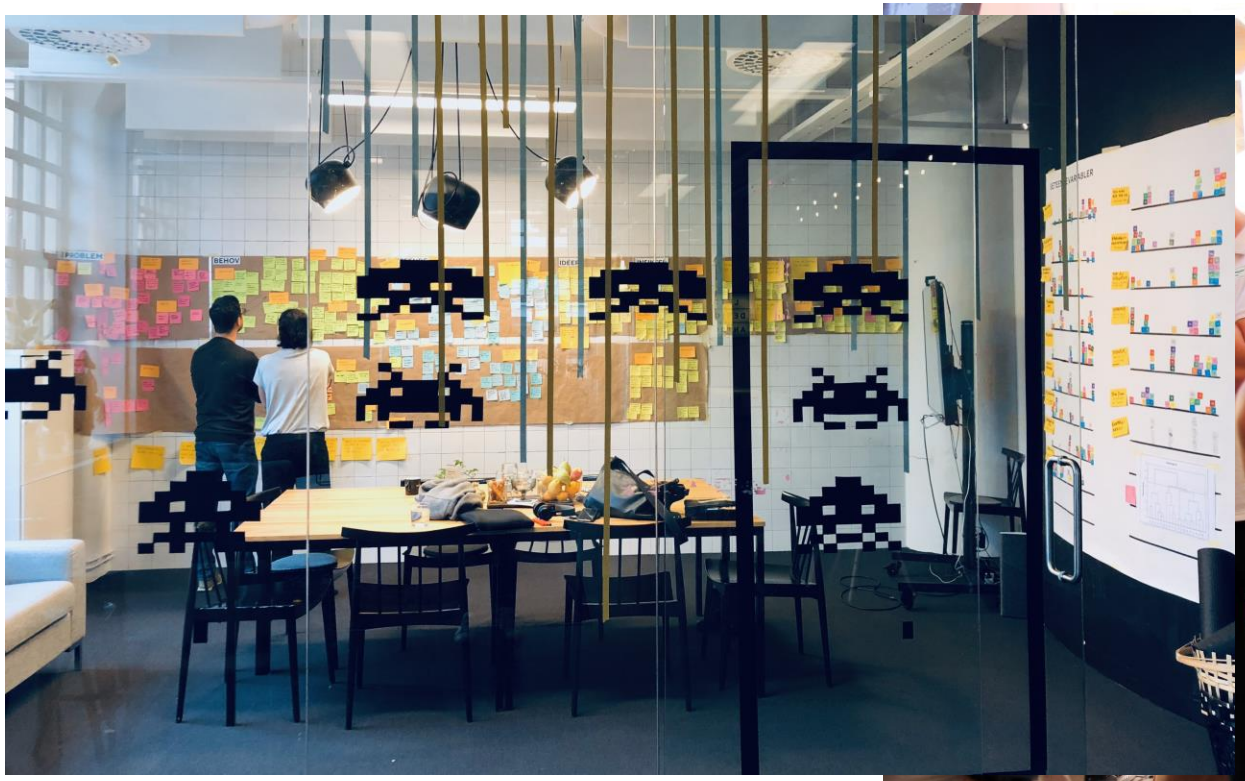
Tools for portfolio mapping



Post-its on the wall
(not recommended)

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Tools for portfolio mapping

Pen, paper and thread
(not recommended)

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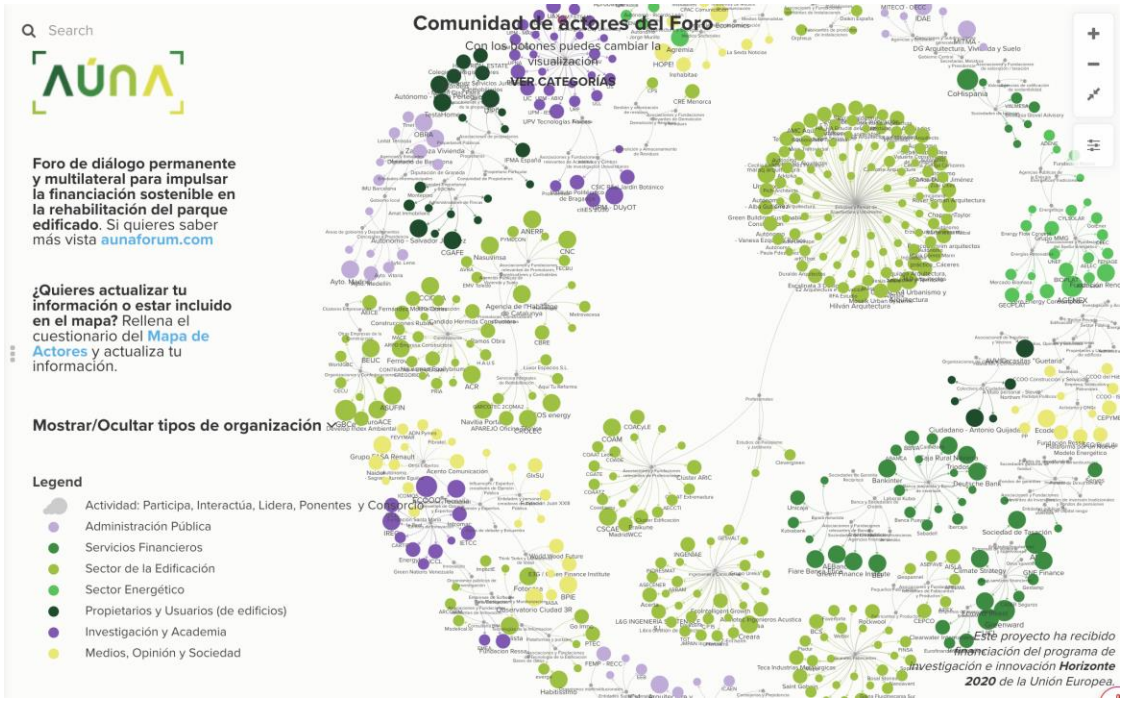
Tool for portfolio mapping

- Digital white board – Miro/Mural
- Data visualization tool - **Kumu**

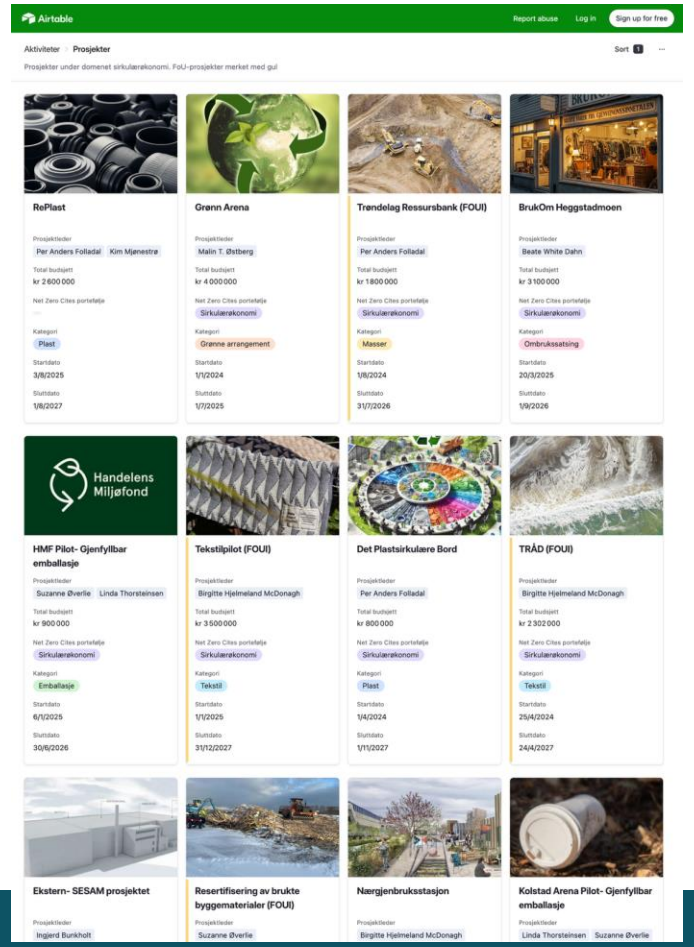


Kumu map: Green Building Council España

Tool for portfolio mapping

- Airtable for more datadriven overview of interventions

Trondheim municipality



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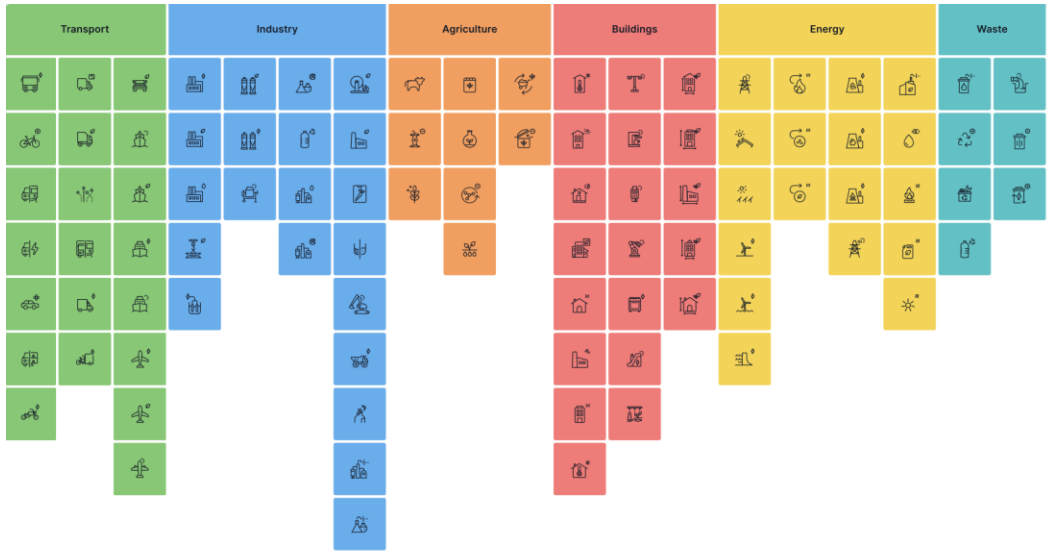
Tool for portfolio mapping

ClimateView and the Transition elements framework (open source) for datadriven connection between interventions



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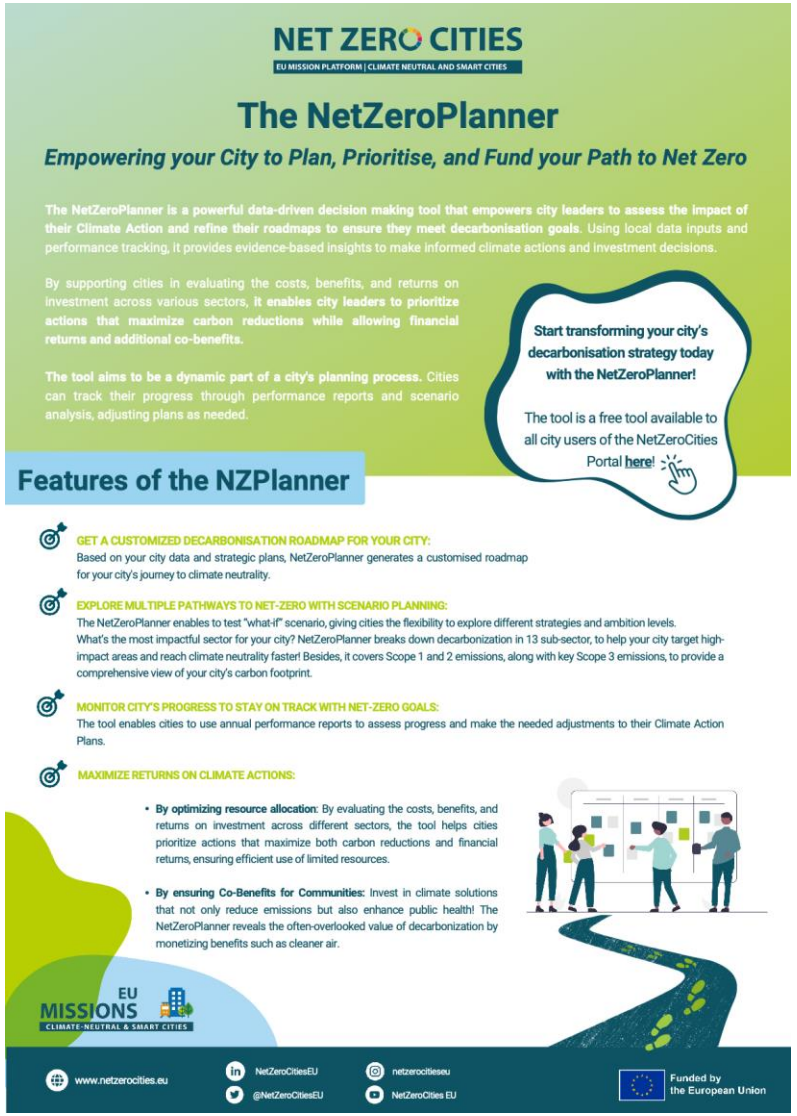
Tool for portfolio mapping

NetZero Planner – a data-driven decision-making tool.



Q&A

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Next Sessions

https://netzerocities.app/resource-4501

MODULE 1	**Core** The NetZeroCities program, service offering, systemic approach, what works for Mission Cities	**Spotlight 1** NetZeroCities Orientation	**Spotlight 2** Shaping Climate Narratives	**Spotlight 3** Climate City Contracts
MODULE 2	**Core** Developing a transition team, mapping and activating the ecosystem	**Spotlight 1** Transition team & climate leadership	**Spotlight 2** Engaging the private sector	**Spotlight 3** Citizen engagement for systemic climate action
MODULE 3	**Core** Developing the city's action plan for climate neutrality	**Spotlight 1** Reporting and MEL	**Spotlight 2** Co-Designing a Climate Portfolio	**Spotlight 3** Using NetZeroPlanner to Support Climate Planning, MEL, and Implementation Management to Achieve Net Zero Goals
MODULE 4	**Core** Levers of change: Technical solutions, social innovation and multi-actor collaborations	**Spotlight 1** Passive solutions to reduce energy demand in buildings	**Spotlight 2** Systemic energy transition at buildings, districts and city level	**Spotlight 3** Data-driven approaches to energy transition in buildings and districts **Spotlight 4** Mobility **Spotlight 5** Scope 3 and other emission domains
MODULE 5	**Core** Increase finance knowledge of the public administration & learn about options to finance projects	**Spotlight 1** Preparing a pipeline of projects for external financing	**Spotlight 2** Different investor groups and the key priorities and returns profiles for each and instruments	**Spotlight 3** Financing the ambition: Learning from Mission Cities
MODULE 6	**Core** Multilevel governance, national platforms and policy strategies	**Spotlight 1** Policy and regulations innovation	**Spotlight 2** Public procurement – national specificities	**Spotlight 3** Just transition

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Get in touch with NetZeroCities!

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