

Skegness Plan for Neighbourhoods Programme Regeneration Plan

Section 1: Local context

Skegness is a coastal town on the east coast of Lincolnshire. It has a population of around 21,000 and is the largest settlement in the district of East Lindsey. Originally a small farming and fishing settlement, the arrival of the railways transformed Skegness into a popular seaside resort. In the early 20th century, it was one of Britain's most popular resorts and became the home of the first Butlin's Holiday resort. The town remains a popular visitor destination and every summer the population of Skegness increases to around 250,000 people. In total around 4 million people visit Skegness each year.

Skegness has a relatively aging population with a median age of 48 compared to the median age for England of 40. The town has a lower-than-average percentage of the population aged under 16 and a higher than average percentage aged 65 and over. The population is characterised by a mix of older adults and younger seasonal workers.

Skegness faces significant socio-economic challenges, with the Centre for Towns' 2020 report identifying it as the third most deprived area in England and Wales. The seasonal nature of the local economy leads to sharp population fluctuations, driven by the influx of migrant workers during peak tourism periods. This contributes to both economic instability and social inequality and at times, social instability. Unsurprisingly a much higher than average proportion of people work in the visitor economy sector in Skegness but this is typically characterised by low wage, low skill, often seasonal jobs.

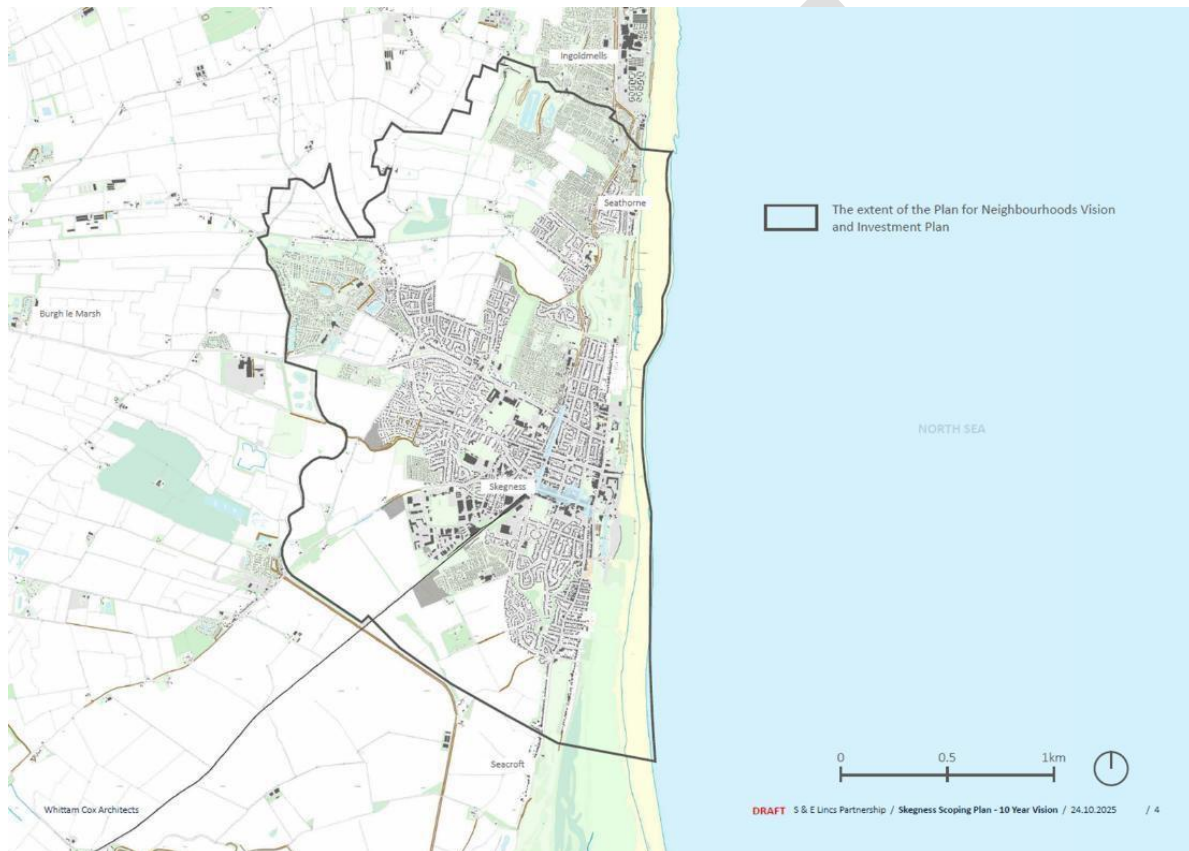
Skegness has a significantly lower Gross Value Added per job filled than the East Midlands and England average and has a lower than average percentage of people with a Level 3+ qualification and higher than average percentage with no qualifications. In 2022-23, 39.1% of under-16s in Skegness lived in relative low income families. This is higher than the England (21.3%) average. The town also faces a number of social challenges. Recorded crime per 1,000 residents is more than double the rate for England and rates of anti-social behaviour are more than triple the England rate. Health wise, Skegness has relatively low life expectancy, high levels of disability and obesity and low levels of physical activity.

Whilst recognising the significant economic value that the visitor economy brings to Skegness, there is a clear message from local people that the town should work better for residents throughout the year, not only for visitors in summer. Investment from the Town's Fund Programme and UK Shared Prosperity Fund are starting to deliver positive outcomes for the town including a new Skegness College Campus and investment and improvements at Magna Vitae's Embassy Theatre, creating a community and social hub. A longer term investment

strategy will support the delivery of this vision with the stability of long term funding, manifesting itself through the initial Investment Plan.

Section 2: Spatial targeting

The Plan for Neighbourhoods Vision and Investment Plan for Skegness is based on the following agreed map:



The original boundary for Skegness was based on ONS Built Up Area 2022 data. However, following discussions with East Lindsey District Council officers, it was agreed to follow the boundary of the existing Neighbourhood Plan (which is itself based on the Skegness Parish boundary). This new boundary forms a more recognisable and contiguous boundary for the long term investment strategy. Importantly, the revised boundary includes the 336-acre Skegness Gateway development area to the west of the town.

Within this boundary particular regard will be given the balance of investment within, between and across the distinct and culturally rich Neighbourhood's of Skegness to ensure investment creates a broad-based platform for regeneration of all places and communities.

Section 3: Vision for the future

3.1 Vision Statement

Our vision for Skegness is part of a long-term investment strategy for the town which will drive economic growth and raise standards of living for the people that call Skegness home.

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Over the next decade, we will make Skegness work for its residents throughout the year, improving health and wellbeing, creating more and better paid local jobs, and strengthening the everyday economy for all. We will grow a town that feels welcoming in winter as well as summer; cleaner, safer, greener and more confident.

Through community-led design, creative placemaking, and strong local partnerships, we will ensure every resident, and our distinct neighbourhoods and local centres, benefit from the town's natural environment, open spaces, assets and facilities, heritage, and opportunities. Skegness will be a place where people are supported to live well, work locally, and feel proud of their community all year round.

Residents are clear they want to see a visible improvement in their community. We will prioritise investment towards specific proposals which address what local people have told us they want to see, under the following key themes:

1) Safe & Well Skegness

We will create a safer, healthier town by investing in visible guardianship, better lighting and design, and support for healthy homes and wellbeing. Our focus is on prevention, tackling anti-social behaviour, improving feelings of safety, and ensuring health and care are accessible close to home.

We will also address the wider social determinants of health, reducing loneliness, supporting ageing well, and promoting active lifestyles. Through partnership working and stronger community connections, we will make Skegness a town where people feel secure, valued, and supported to live well at every stage of life.

2) Skilled and Working Skegness

Building on the new Skegness College Campus and the town's strong local business base, we will invest in learning, apprenticeships, and career pathways for residents. Our aim is to grow a year-round economy with skilled local jobs, supported by training, workspace, and links to the Skegness Gateway development.

We will nurture entrepreneurship and innovation, helping people to start and grow businesses, and celebrating local success stories. A healthy, skilled workforce is key to this vision. providing

employment security, supporting wellbeing, and ensuring that prosperity is shared across the community.

3) Connected Skegness

We will improve how people move around their town — safer streets, accessible walking and cycling routes, and accessible public transport. Our ambition is to create a town that is easy to get around for everyone, including older people and those with mobility challenges.

Connectivity will extend beyond transport, ensuring every household and business has access to reliable broadband and digital services. By linking physical, social, and digital networks, we will strengthen access to education, health, and opportunity across the town.

4) Leisure & Culture Skegness

We will strengthen community identity and pride through creative, resident-led placemaking, cultural participation, and inclusive events. By supporting grassroots arts, sports, and community organisations, we will ensure that every neighbourhood feels part of their town's story.

Skegness's heritage, seaside character, and artistic spirit will be celebrated through year-round activity and public realm improvements that bring people together, promote aspiration, and create a sense of belonging.

Access & inclusivity will be underlining principles to ensure that as enhancement and interventions are brought forward children and young people are at the heart of cultural and leisure programming and ensuring that cost is not a barrier to access

5) Natural Skegness

We will protect and enhance Skegness's natural environment by improving parks, green spaces, coastal pathways and the town's public realm. These spaces will be safer, cleaner and better connected, promoting walking, cycling and outdoor activity for all ages.

We will work closely with partners across housing, health, community safety and environmental services to ensure residents live in safe, secure and well-maintained homes and neighbourhoods, recognising that these issues sit outside the direct funding scope of the Plan for Neighbourhoods.

Our role will be to strengthen local coordination, signpost residents to relevant programmes, and use improvements to public spaces, lighting, connectivity and environmental quality to support safer streets, healthier lifestyles and greater community confidence

We will also support investment in sustainable infrastructure and green skills, reducing environmental impact and supporting a resilient coastal economy that can adapt to changing needs and opportunities.

3.3 How We Will Deliver

Over 1,100 separate pieces of written feedback have been collected since the consultation and engagement began in 2024, with much more feedback shared through local conversations. The conversations that have begun will continue to evolve and develop over the lifetime of the programme, strengthening connections within the community to ensure that local people continue to be at the heart of informing and shaping delivery. At the heart of this delivery approach we will prioritise:

- **Community Voice and Control** – The Skegness Neighbourhood Board will embed

ongoing consultation, conversation and engagement, ensuring that local residents voices are heard and shape priorities and that they have real influence over investment decisions.

- **Partnership Working** – We will align Plan for Neighbourhoods investment opportunities with existing and planned investments across the public, private and third sector including Towns Deal funding, NHS, Active Lincolnshire (Sport England) and the Skegness Gateway site to maximise impact and avoid duplication.

- **Test and Learn –**
- Years 1 and 2 will prioritise revenue-funded, visible improvements that address residents' immediate concerns about safety, cleanliness and community activity. This will build confidence before scaling more complex capital programmes.
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- **Inclusive Growth –** All investment will contribute to narrowing inequalities, reducing child poverty, and ensuring that economic, health and social benefits are felt by all parts of the community.

3.4 Success in 2035

By 2035, Skegness will be recognised as a place that works for its residents all year round: safer, cleaner, greener and more confident. Crime and anti-social behaviour will have fallen, more people will be in work or training, and residents will report higher pride, wellbeing and trust in their local community. We will make strategic and targeted investments to provide Skegness with safer, cleaner streets, a better town centre experience, improved amenities and attractions for families and young people and better year-round career and training opportunities for local people.

Section 4: Strategic case for change

4.1 Introduction

The case for change sets out why Skegness requires long-term, place-based investment through the Government's £20 million Plan for Neighbourhoods (PfN) programme. Persistent structural inequalities, a heavily seasonal economy, and an ageing population combine to undermine prosperity and wellbeing. The PfN offers a once-in-a-generation opportunity to redress this imbalance by building a town that works for its residents all year round — a healthier, safer, and more confident Skegness that is known first and foremost as a great place to live.

4.2 Context and Challenges

The Skegness economy remains dependent on low-paid, visitor-facing employment that fluctuates sharply with the seasons. The visitor economy brings approximately 4 million trips and around £700 million in GVA each year, sustaining roughly 9,000 jobs, but this concentration leaves the town vulnerable to downturns and off-season unemployment. Median full-time workplace pay in East Lindsey is £586.50 per week, nineteen per cent below the East Midlands average and almost a quarter below the Great Britain figure. When measured by residence, earnings are even lower — between £498 and £609 per week — reflecting the prevalence of part-time, seasonal, and casual work. Productivity per job remains well below regional norms, with few firms achieving scale or investing in higher-value sectors. Without diversification, these structural weaknesses will continue to limit opportunity and local spending power.

The town's workforce challenges are compounded by lower skills levels than both regional and national averages. A significant proportion of adults have no formal qualifications at Level 2 or above, while employers report consistent difficulty recruiting tradespeople, digital workers, and hospitality staff outside the summer season. The newly opened Skegness College Campus provides a foundation for renewal, but its impact will only be realised if matched with affordable workspace, apprenticeships, and coordinated business engagement across the town. Plan for

Neighbourhoods funding can play a critical role in aligning education, enterprise, and local employment, ensuring that skills development translates into meaningful year-round jobs.

Health and wellbeing outcomes mirror these economic pressures. The population has grown by 8.4 per cent since 2011 to over 20,000 residents, and the median age has risen by two years. More than a third of residents are now aged over sixty-five, creating both community richness and higher demand for health and care services. Life expectancy along the Lincolnshire coast remains lower than the England average, and conditions such as diabetes, cardiovascular disease, and poor mental health are significantly more common. Local engagement exercises reveal widespread concerns about loneliness, inactivity, and difficulties accessing primary care. Physical inactivity, poor housing conditions and fuel poverty reinforce these challenges, leading to avoidable illness and increased pressure on the NHS.

Housing quality represents another area of entrenched disadvantage. More than fifteen per cent of households across East Lindsey are estimated to experience fuel poverty under the government's LILEE definition. Much of the local housing stock is older, poorly insulated, and privately rented, including a large number of park homes occupied year-round by older residents. Rising energy costs intensify hardship during winter months when seasonal work declines and household income falls. Energy-efficiency retrofits and the renewal of poor-quality homes are therefore essential to improving health outcomes, reducing bills, and cutting emissions. The PfN provides a platform to maximise take-up of government funded schemes and enhance coordination of local service providers. .

Deprivation and perceptions of safety also shape the local context. The Indices of Multiple Deprivation rank parts of Skegness among the ten to twenty per cent most deprived neighbourhoods in England.

Residents consistently identify crime, anti-social behaviour, and environmental blight as key concerns. Through the Board's extensive consultation during 2024 & 2025 and further supplemented by Zencity polling survey data commissioned by UK Government, half of respondents prioritised tackling crime and forty-four per cent identified anti-social behaviour as the most pressing issue. Although the actual incidence of serious crime is relatively modest, the visibility of street disorder, litter, and begging erodes confidence and discourages evening activity. A strong local response is needed, combining environmental management, town-centre guardianship, and multi-agency working to restore pride and trust in public spaces.

Connectivity remains another constraint on opportunity. Public transport services are limited, with few east-west connections and long journey times to regional centres. Within the town, walking and cycling routes are disjointed and often poorly maintained. Residents and stakeholders have highlighted the need for better wayfinding, improved parking management, and accessible routes that safely link the town centre, residential areas, the foreshore, and new development at the Gateway site. Strengthening physical connectivity is vital to support access to employment, education, and health services, and to encourage active lifestyles for people of all ages.

Finally, there is a pronounced deficit of civic trust and participation. Eighty-two per cent of local respondents reported that they had not been consulted about neighbourhood issues in the past year, and almost half felt unable to influence decisions that affect their area. Residents frequently express the perception that investment benefits tourists rather than locals. This sense of detachment undermines community cohesion and limits the impact of regeneration efforts. PfN governance reforms offer a practical route to rebuild engagement through participatory budgeting, transparent reporting, and genuine co-design with residents.

4.3 Opportunities and Rationale for Intervention

The evidence points clearly to a town with deep-rooted strengths but enduring structural weaknesses. Skegness possesses a strong identity, natural assets, and an established governance framework through the Connected Coast and PfN Boards. However, these assets have yet to translate into inclusive growth. The rationale for intervention rests on two imperatives: first, to rebalance the local economy away from dependence on short-term, visitor-driven employment towards a stable, year-round resident economy; and second, to tackle long-standing social inequalities in health, housing, safety, and participation. Plan for Neighbourhoods funding aligns directly with these priorities and complements ongoing Town Deal and Foreshore programmes. The college campus provides an anchor for skills and innovation, while existing masterplans provide design and investment principles that can be translated to other parts of the intervention geography while recognising that established local centres such as Winthorpe have a distinct heritage and character which regeneration activity must seek to enhance and support rather than enforce rigid or 'one-size-fits-all' interventions. . The PfN programme introduces the long-term certainty and flexibility needed to integrate these strands, delivering not just physical regeneration but a sustained improvement in quality of life.

4.4 Strategic Fit with the Vision

The Vision for Skegness emphasises five interlocking goals: a safer and healthier town, a skilled and working population, improved connections, a creative and proud community, and a greener, more resilient environment. Each directly addresses the issues identified in the evidence base. Investment in guardianship, lighting, and public realm will respond to community concerns about safety and anti-social behaviour. Skills and enterprise initiatives will tackle low pay and seasonal employment by building a stronger year-round economy. Active travel and accessibility improvements will connect people to jobs, education, and recreation. Cultural programming and community events will rebuild pride and participation, while energy-efficient housing and green spaces will improve wellbeing and resilience to climate pressures.

4.5 Priorities for Change

The rich findings and feedback provided by the local community to date point to a strong interest in the issues within the consultation. How the Plan for Neighbourhoods funding is invested clearly matters to local people and we will ensure those conversations continue so we can develop solutions which address the change that Skegness residents want to see within their communities.

The key themes coming through the responses to date have been:

- 1. Safe & Well Skegness** – a key concern flagged in both Zencity and council led engagement, with respondents identifying the need to feel safe as a high priority. Specific issues raised included crime and anti-social behaviour, drug use, homelessness, begging and loitering. Early suggested solutions include increased police presence, additional CCTV, improved lighting and clearer and more consistent enforcement actions.
- 2. Skilled & Working Skegness** – a particular concern for young people, with 52% seeking better job and training opportunities vs 27% in general survey; 30% seeking better study opportunities and qualifications vs 16% in general survey.

3. **Connected Skegness** – challenges include poor roads, congestion, parking issues and public transport with solutions being better transport links and improvements to road conditions and services.

4. **Leisure and Culture Skegness** – notable issues include lack of variety and quality in shops, too many charity or low-end stores, not enough entertainment or activities (especially year-round) and limited leisure options for families and young people.

Key ideas for improvement include attracting national / regional retailers, business rate relief/incentives, modernising the town centre, pedestrianisation (e.g. Lumley Road) more all-year attractions and events, developing an evening economy (e.g. markets, cafés), improving family and youth-focused amenities.

5. **Natural Skegness** – the beach, sea air, and scenic coastal views are consistently highlighted as offering a welcome space to relax, reflect and stay active. Natural Skegness will harness the potential of our natural environment to support active and healthy lifestyles & well-being.

Key Suggestions to Make this Happen

The consultation to date has provided a number of community led suggestions which can help the Neighbourhood Board to consider the design, development and delivery of future interventions against the priorities and pre-approved interventions of the Plan for Neighbourhoods Programme.

Building Stronger Communities	Link with pre-approved interventions
1) Safe & Well <ul style="list-style-type: none"> Increased police presence and community policing (on foot, not just patrol cars) More CCTV coverage, especially in hot spots Address drug use, begging, anti-social behaviour, and homelessness with enforcement and support services Tackle concerns about immigration with sensitivity, focusing on integration, safety and community cohesion Reintroduce street lighting at night for safety Stricter enforcement on e-scooters, littering, and youths loitering More NHS GP and dental services Invest in Skegness Hospital Create community hubs offering advice on health, finances, housing, etc. Invest in sports and fitness facilities and active transport options (bike paths, rentals) 	<ul style="list-style-type: none"> Design and oversight of the built and landscaped environment to 'design out' crime and encourage positive behaviour Policing interventions to target crime prevention in specific locations, in particular town centres Interventions to tackle anti-social behaviour, crime and minimise reoffending Funding to support preventative public health initiatives and campaigns Supporting community-level health provision Funding for local sport and activity facilities, events, teams and leagues, to foster community engagement and connection Integration and co-location of health and wellbeing services

2) Skilled & Working Skegness <ul style="list-style-type: none"> • Create year-round jobs, not just seasonal tourism ones • Encourage investment in industry including Voluntary, Community and Social Enterprises, not just tourism • Provide apprenticeships and skills development (especially for young people and digital skills) • Support for starting businesses, local enterprise hubs and lower business rates • More course variety (e.g. Skegness TEC and nearby colleges) • Offer evening classes, adult education and interest-based learning • Support for travel to other colleges for more advanced qualifications 	<ul style="list-style-type: none"> • Developing and expanding existing local business support and networks for smaller businesses and social enterprises • School-based programmes to support young people's development • Skills provision tailored to local opportunities and skills gaps, such as those identified in an area's Local Skills Improvement Plan • Support to improve awareness of and access to local provision that moves people closer to and into sustained employment, in line with an area's Get Britain Working Plan • Support for community-based learning
<ul style="list-style-type: none"> • Promote education for employability (IT, trades, hospitality, etc.) 	and development
Creating Thriving Places	
3) Connected Skegness <ul style="list-style-type: none"> • Improve bus and train services, especially connections to other towns • Introduce park & ride schemes • Improve road surfaces, signage and reduce congestion • Make Skegness more accessible for people with disabilities and mobility scooter users • Provide safe cycle paths and better walking infrastructure 	<ul style="list-style-type: none"> • Funding to improve local bus services • Support for active travel enhancements in the local area • Funding for new, or improvements to local road networks to improve access within and to the town
4) Leisure and Culture Skegness <ul style="list-style-type: none"> • Modernise the town centre with better shops, less duplication (e.g. too many charity shops/tat shops) • Attract quality retailers and provide business rate relief/incentives • Invest in cleaner streets (e.g. more bins, street cleaning) • Providing year-round cultural and leisure opportunities at low and no cost to ensure access • Providing safe and accessible spaces for children and young people • Develop evening economy: leisure, events, outdoor markets, cafés 	<ul style="list-style-type: none"> • Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs • Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider public spaces • Funding for local arts, cultural, heritage and creative initiatives
Helping communities to take back control of their own lives and areas	

<p>5) Natural Skegness</p> <ul style="list-style-type: none"> • Cleaner, greener streets and public spaces • More regular litter-picking and better maintenance of parks and seafront • Better use of coastal paths, dunes and natural assets • Improved lighting and safety in public spaces • More places to walk, cycle and be active • Community gardens, greening projects and nature-based volunteering • Support for residents to access advice on safe, secure and healthy homes • More visible and better-advertised community support services • Greater support for grassroots community organisations 	<ul style="list-style-type: none"> • Creation, improvement and stewardship of green/blue spaces, including parks, community gardens, coastal paths, waterways and nature corridors • Environmental improvements that enhance perceptions of safety (lighting, planting, tidiness, maintenance) • Nature-based community projects that support wellbeing and cohesion (volunteering, greening, outdoor activities) • Public realm improvements that improve health, accessibility and active travel • Community-capacity and civil-society support, enabling local groups to lead local projects and events • Partnership-led support for safe and secure homes — through signposting, coordination and advocacy with housing providers and support agencies • Initiatives that improve community cohesion, connection and pride
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4.6 Transforming Vision into Visible Change

We recognise the cross-cutting nature of many of these themes and methods of delivery & that delivering against one priority thematic area often contributes to the delivery of others. We will translate the vision and objectives into meaningful proposals to deliver change on the doorstep for Skegness communities under the following approaches.

- 1) **Safe and Well Skegness** aims to create a town that is lively, welcoming, and active in every season. By making the most of existing spaces and introducing new opportunities for events and activities, Skegness can support its community and economy all year, not just in the summer months.

The Approach:

- Activate existing assets such as Tower Gardens, the former bowling greens, Lumley Road, and the High Street with events, markets, performances, and community activities throughout the year.
- Support local businesses with initiatives that extend visitor seasons and encourage year-round footfall in the town centre and along the seafront.
- Encourage flexible and adaptable public spaces that can host a variety of uses, from seasonal markets to cultural festivals and pop-up attractions.
- Work with community groups, schools, and local organisations to develop a diverse calendar of activities that appeal to both residents and visitors.
- Improve lighting, signage, and accessibility to make key public spaces welcoming and safe during the darker months.
- Promote Skegness as a vibrant, inclusive destination all year round, strengthening community pride and supporting a sustainable local economy.

- 2) **Skilled and Working Skegness** aims to strengthen the local economy by supporting enterprise, creativity, and new ways of working while celebrating the town's character. By embracing and promoting business, Skegness can grow into a more resilient and forward-looking place to live, work, and invest.

The Approach:

- Encourage the creation of flexible workspaces, business hubs, and incubator spaces to support start-ups, small enterprises, and creative industries.
- Improve digital infrastructure to attract modern businesses and enable remote and hybrid working opportunities for residents.
- Promote partnerships between local businesses, education providers, and the public sector to boost skills, training, and employment.
- Support local enterprise and independent businesses that contribute to the character and diversity of the town centre.
- Encourage investment in sustainable industries, lowcarbon technologies, and innovation linked to the visitor economy.
- Celebrate local success stories and promote Skegness as a place of ambition, craftsmanship, and opportunity, proud of its heritage and confident about its future.

- 3) **Connected Skegness** focuses on creating a town that is easy to move around, well-linked, and coherent in its layout and experience. By improving physical, visual, digital, and social connections between the seafront, town centre, parks, neighbourhoods, and natural assets, Skegness can offer a seamless, safe, and accessible environment for residents and visitors alike.

The Approach:

- Strengthen links between the town centre, seafront, Tower Gardens, the

Cultural Quarter, railway station and key neighbourhoods through improved walking, cycling, lighting, and public realm.

- Enhance wayfinding with clear, consistent signage and visitor information that connects major destinations, heritage assets, and natural areas such as Gibraltar Point.
- Upgrade the quality and coherence of public realm materials, planting, lighting, and seating to create a unified and attractive environment across the town.
- Improve east–west movement between the High Street, Lumley Road, Tower Gardens and the foreshore to encourage footfall and support businesses throughout the year.
- Address safety-related connectivity barriers through improved lighting, clearer sightlines, and the activation of underused routes and spaces.
- Support digital connectivity upgrades to ensure residents, businesses, and visitors can access dependable, high-speed infrastructure across the town.
- Create stronger connections between Skegness and its coastal landscape by enhancing access points, views, and links to outdoor walking and cycling routes.
- Ensure new development, refurbishments and public realm reinforce connectivity, accessibility and inclusive movement for people of all ages and abilities.

- 4) Leisure and Cultural Skegness** aims to create vibrant, active spaces that attract residents and visitors throughout the year, supporting health, wellbeing, and a thriving local economy. By diversifying activities and enhancing the seafront offer, Skegness can become a destination for all ages and interests.

The Approach:

- Build on recent projects and new planting zones to enhance the attractiveness and usability of the North Foreshore area.
- Develop year-round beach and youth sports facilities to engage young people, families, and visitors, supporting active lifestyles and community participation.
- Revitalise underused seafront spaces to create versatile, multi-use areas that host events, activities, and seasonal attractions.
- Encourage tourism and longer stays by offering a diverse programme of leisure opportunities, catering to different age groups and interests.
- Design spaces that are flexible, safe, and welcoming, supporting both organised events and informal recreation.
- Design spaces that are flexible, safe, and welcoming, supporting both organised events and informal recreation.

- 5) Natural Skegness** aims to reconnect the town with its remarkable coastal and countryside setting, celebrating its role as the gateway to Lincolnshire's natural assets. By embracing sustainability, biodiversity, and outdoor activity, the town can grow in harmony with its environment while offering residents and visitors a healthier, greener place to enjoy all year round.

The Approach:

- Strengthen physical and visual connections between the town, coast, and countryside through improved wayfinding, walking, and cycling routes to places such as Gibraltar Point and the AONB.
- Promote the restoration and use of green and blue infrastructure within the town, creating greener streets, parks, and open spaces that reflect the wider natural character

of the coast.

- Encourage sensitive development that responds to the surrounding landscape, incorporating natural materials, coastal planting, and sustainable drainage.
- Support eco-tourism and year-round outdoor activities that celebrate wildlife, biodiversity, and the coastal environment.
- Work with local partners and environmental organisations to manage and enhance access to natural assets while protecting their ecological value.

- Promote Skegness as a sustainable seaside destination where town and nature come together to support healthy lifestyles, local pride, and environmental resilience.

4.7 Summary and Imperative for Action

Without decisive intervention, Skegness faces the prospect of continuing wage stagnation, deteriorating housing stock, and entrenched health inequalities. Seasonal employment will continue to limit incomes, public confidence will remain low, and the gap between the coast and regional growth areas will widen. Conversely, sustained investment through the PfN can catalyse inclusive growth, improve local living conditions, and demonstrate the value of community-led regeneration on the Lincolnshire coast.

By focusing on the needs of residents rather than visitors, the Plan for Neighbourhoods will help transform Skegness into a town that functions effectively throughout the year. It will build confidence in public institutions, restore pride, and establish a model for how coastal communities can adapt to economic and social change while retaining their distinctive identity. Over the next decade, this investment will enable Skegness to become a cleaner, safer, healthier, and more confident town — a place where residents of all ages can thrive

Section 5: Alignment with other programmes and investments

The Skegness Town Investment Plan which was adopted by the Connected Coast Board in 2020 set out a vision for Skegness with a strong focus on economic diversification through increasing skills to support new services and business creation. Significant government investment has taken place or is already committed to delivering parts of the Investment Plan as set out in the following table.

Project Name	Core / Grant Funding	Match Funding	Total Fund
Skegness Towns Deal	£	£	£
Accelerated Fund (Tower Esplanade)	750,000	250,000	1,000,000
Skegness Foreshore	1,980,000	9,369,000	11,349,000
Embassy Theatre (Culture House)	1,336,500	2,870,000	4,206,500
TEC Campus	13,860,000	2,546,000	16,406,000
High Street Transformation	2,702,700	484,934	3,187,634
Skegness Station	2,871,000	377,705	3,248,705
Police Training Academy	990,000	1,121,000	2,111,000
Multi User Path	514,800	918,514	1,433,314
Cultural Development Fund			
Midlands Coast (Culture House, Scarbrough Esplanade)	5,000,000	1,650,000	6,650,000
UK Shared Prosperity Fund and Rural England Prosperity Fund			
Projects with Skegness PfN Boundary	728,790	152,864	881,654
NHS (Community Diagnostic Centre			
Community Diagnostic Centre	15,000,000	-	15,000,000
Total	£ 45,733,790	£ 19,740,017	£ 65,473,807

The following policies have informed the development of the Regeneration Plan for Skegness

Plan for Neighbourhoods (2025) — Ministry of Housing, Communities & Local Government

- Emphasises “keeping our communities safe” through community empowerment, local partnerships and visible local action.
- Sets out action to create thriving high streets and town centres, supporting place-based investment and local decision making over town assets
- Promotes local pilots and funding to create activities and community assets that increase local pride and local activity throughout the year.
- Promotes empowering young people and building local capacity via volunteering and youth engagement as part of neighbourhood action.
- Encourages local control of funding to support community-led economic activity and local jobs through place pilots.
- Stresses public realm, townscape and heritage investment as routes to rebuild local pride and strengthen town centres.
- Focus on community empowerment and “everyday life” improvements (cleaning, local services) to improve residents’ quality of life year-round.
- Supports local leisure and active community projects (cleaning, volunteering, local events) as part of place activity to boost use of public spaces
- Explicit emphasis on celebrating communities and heritage, cultural programming and supporting community-led creative placemaking.

National Planning Policy Framework (latest update) — MHCLG

- Supports safe and accessible places; planning policies require safe environments and crime prevention by design.
- Sets policy expectation that local plans should promote vibrant town centres and healthy retail/leisure uses.
- Encourages planning for mixed-use, cultural and leisure uses that support year-round vitality.
- Promotes community facilities and accessible local services.
- Planning framework supports sustainable economic development and local job creation.
- Requires protection of valued landscapes and guidance on planning near sensitive natural assets.
- Strong emphasis on conserving and enhancing heritage assets and public realm quality.
- Promotes planning that supports day- to-day services and facilities for residents.
- Planning policy recognises leisure/tourism uses in appropriate locations to support economies.
- Recognises cultural and heritage asset as part of place planning and local distinctiveness

Tourism Recovery Plan / VisitBritain (2021, updated) — DCMS / VisitBritain

- Encourages support for tourism recovery and diversification beyond seasonal peaks.
- Promotes extending visitor activity into shoulder and off-peak periods through product development.
- Supports tourism-linked jobs and business resilience (training and business support).
- Supports connecting tourist offers to natural assets and responsible tourism.
- Encourages development of visitor attractions and events to broaden season.
- Recognises cultural events and festivals as drivers of tourism and local

South & East Lincolnshire Councils Partnership— Sub- regional Strategy

- Prioritises community safety and place improvements within sub- regional collaboration
- Promotes town centre regeneration and collaborative place initiatives.
- Encourages support for diversification of local economies and year- round activity.
- Supports local growth and investment priorities linked to jobs and skills.
- Emphasises townscape and public realm improvements as part of place renewal.
- Supports actions that improve residents’ everyday experience.

Lincolnshire Walking Strategy (County Council)

- Supports safer, accessible walking routes and improvements to public realm that reduce conflict and improve perceptions of safety (focus on infrastructure & accessibility).
- Notes the role of attractive walking environments in supporting town-centre vitality and pedestrian footfall.
- Encourages accessible routes to schools, parks and community facilities (benefits for families/ young people).
- Encourages high-quality pedestrian environment and improvement to townscape as part of walking- friendly places.
- Supports everyday walking provision (connectivity for residents year-round).
- Supports walking access to leisure opportunities and green spaces.

Lincolnshire Cycling Strategy (County Council)

- Promotes safe cycling infrastructure to reduce vehicle dominance and improve perceptions of safety for active travellers.
- Notes cycling routes contribute to town vibrancy and active travel access to centres.
- Supports development of cycle connections to leisure and events that can operate beyond the summer season.
- Encourages cycle provision that benefits families and young people.
- Supports everyday active travel for residents.
- Encourages cycle access to outdoor leisure facilities.

South & East Lincolnshire Community Safety Strategy (SELCSP, 2022–25 / updated 2025–28)

- Sets local priorities to tackle anti- social behaviour, violent crime and street- level issues, and to increase visible enforcement, reporting and partnership responses.
- Supports community safety measures that improve residents' everyday quality of life year-round.
- Lincolnshire Bus Service Improvement Plan (BSIP) (County Council, 2021–25 plan)
- Aims to improve bus frequency, reliability and accessibility — contributing to safer, more reliable access and reducing car dependency.
- Improved bus connectivity is presented as a means to support town- centre access and footfall, particularly for those without cars.
- Supports access to jobs, training and services for families and young people through better public transport.
- Directly supports access to employment, training and wider labour markets via improved bus services.
- Can improve access to wider natural assets by public transport, supporting gateway roles.
- Supports year-round resident mobility.
- Can support visitor access to leisure facilities beyond the town centre.

East Lindsey Local Plan – Core Strategy (2018)

- Seeks “thriving, safer and healthy sustainable communities” and includes policies that require new development to improve safety and accessibility.
- Includes policies to support town- centre vitality, retail provision and townscape improvements that sustain a healthy retail and leisure offer.
- Supports town-centre uses and tourist- related development that can contribute to year-round economic resilience
- Supports community facilities and local services that benefit families and young people through planning policy and developer contribution
- Includes strategy objectives to support economic growth, diversification and employment.
- Local plan recognises the importance of coastal and natural assets within the district and policies guide development in sensitive coastal areas.
- Emphasises conserving and enhancing historic townscapes and heritage assets as part of place

quality.

- Planning policies aim to improve everyday community infrastructure and services.
- Supports leisure and tourism development within defined policy parameters to sustain the local economy.
- Local plan recognises culture/ heritage assets and supports cultural uses where they contribute to town vitality.

East Lindsey Growth & Prosperity Plan

- Supports place interventions, town centre renewal and investment to boost the local economy.
- Encourages diversification of the visitor economy and year-round opportunities
- Prioritises skills and training initiatives to support local employment
- Sets strategic aims to grow local jobs and business.
- Supports improving resident services and quality of life.
- Emerging Destination Management Plan will support the growth of the tourism sector to support year-round employment & business opportunities
- Cultural framework for renewal supports cultural regeneration

South & East Lincolnshire Cultural Framework

- Activating the street life of our places to heighten everyday enjoyment, bringing cultural experiences to the heart of communities.
- Ensuring residents have access to culture outside of key tourism seasons.
- Cultural & creative industries are fast growing sectors which can provide sustainable & meaningful employment opportunities.
- Explicit emphasis on creating home-grown cultural productive capacity

Safer Lincolnshire Partnership – Strategy 2025–28 (County partnership)

- Sets county- level priorities on reducing crime, improving reporting and victim support and strengthening place-based policing and community reassurance.
- Promotes partnership work on youth diversion and prevention across districts.
- Reinforces county actions to improve everyday safety for residents

Section 6: Match funding and leveraged investment

Through Plan for Neighbourhoods, we will continue to build on existing investments and planned interventions to support local people and grassroots community organisations to deliver the outcomes needed in their communities around health, wellbeing, community safety and cohesion.

In addition, wider developments are being delivered by the private sector, most significantly the Skegness Gateway which is one of the most ambitious projects planned for the town. The project aims to create a sustainable extension to Skegness that supports long-term growth, provides opportunities for local people, and enhances quality of life. It will include up to 400 new homes, approximately 20Ha of business, industrial and innovation space, retail and leisure offer, green and blue infrastructure, a new road link and new cycling and walking routes. Skegness Gateway directly responds to many of the needs raised through public consultation and PfN investment will look to complement and add value to this.

Local partners have a track record of attracting and aligning match funding for previous investment programmes in order to maximise impact and opportunity for our local communities. We will take a similar approach, where appropriate, within the Neighbourhood Plan but also consider:

- Enabling progression (seed funding) to self-sustaining, self-funding projects and initiatives
- Leveraging grant/sponsor mix funding for community projects
- Attracting and aligning partner investment
- Bidding for other funding streams
- Attracting sponsorship and crowdfunding opportunities for events
- Grants to enable new local business and inward investment
- Investment in town centre property and related long-term return
- Matched resources—leveraging the community
- Cost avoidance (interventions that result in lower public spending elsewhere)
- Building social capital

It is important to note that not all projects will attract match funding or provide a direct financial return—many interventions will improve lives and livelihoods of the people of Skegness and through that an indirect return to the community and economy (or cost reduction/avoidance for public services).

Section 7: Community and stakeholder engagement

7.1 Skegness Neighbourhood Board

Membership of the new Skegness Neighbourhood Board was confirmed in June 2025, evolving from a dedicated Place Reference Group of the Connected Coast Board which has worked in partnership with East Lindsey District Council to administer the approved Towns Deal awards for Skegness and Mablethorpe. The Board has also maintained a strategic oversight of other public regeneration programmes and projects being invested into the coastal strip since 2020. Revised Terms of reference for the Neighbourhood Board were adopted in September 2025.

The current Membership of the Board is provided below. Theme leads from across have been identified to support development of the Regeneration and Investment Plans for Skegness to help identify activity for delivery in their specialist areas aligned to the Plans for Neighbourhoods pre-approved 'on menu' interventions.

Board Role	Skegness Representative (nominated deputy)	Organisation
Mandatory (MHCLG Guidance)		
Independent Chair	Paul McCooley	Duncan & Toplis, Skegness Area Chamber of Business
Leader of East Lindsey District Council	CLlr Craig Leyland / CLlr Steve Kirk	ELDC
MP	Richard Tice MP	Boston & Skegness
PCC (Safety & Security)	Marc Jones / DPC Sara Munton	Lincolnshire Police & Crime Commissioner
Theme leads		
Arts and Culture	James Brindle	Executive Director Magna Vitae Trust for Leisure and Culture
Heritage	Tracy Stringfellow	Chief Executive, Heritage Lincolnshire
Education and Skills	Claire Foster	Education Professional & Former FE Principal
Health and Wellbeing	Jacqui Bunce	Programme Director – Strategic Partnerships, Planning & Estate and Armed Forces Lead NHS Lincolnshire Integrated Care Board
Sports and leisure	Emma Tatlow	Chief Executive Officer Active Lincolnshire
Community (interest groups)	David Bruce	Lead Community Connector Skegness, Spilsby & District Bro Pro UK Project Lead – NHS
Community (voluntary and charity)	Dr Batul Dungarwalla MCIOF	Deputy CEO, Lincolnshire Community and Voluntary Partnership (LCVP)
Physical Infrastructure AND Town Centre	CLlr Adrian Findley	Skegness Town Council
Upper Tier Authority	CLlr Danny Brookes	Lincolnshire County Council

7.2 Our Approach to Community Engagement

Community engagement is at the very heart of the Plan for Neighbourhoods, and the Skegness Neighbourhood Board is committed to ensuring that the regeneration plan and investment plan are meaningfully shaped by local people and that this engagement continues over the course of the 10 years of the programme and beyond.

The approach to community engagement is underpinned by some key principles with the Board committing to make its activities:

- **Easy** – through the variety of opportunities offered and by providing accessible communications to drive engagement;
- **Inclusive** – ensuring connection with people who may be seldom heard;
- **Meaningful** – ensuring that people can tangibly make a difference and shape the funding for their area;
- **Empowering** – empowering community groups and individuals to take the lead on engagement activities;
- **Creative** – offering new and innovative ways to engage that inspire interest and involvement;
- **Listening** – actively listening to what people say and accordingly, shaping a plan that reflects what people want and need for their area;
- **Continuous** – continuing to keep people informed and involved.

The consultation and engagement around the Plan for Neighbourhoods builds on the consultation and engagement that took place in 2024 for the Long Term Plan for Towns. This included a dedicated consultation period in summer 2024 as well as subsequent targeted engagement including 1-2-1 conversations at the Storehouse with people using the food bank, the drop-in café for people experiencing homelessness, and the public coffee shop, and engagement with the Lincoln and Lindsey Blind Society.

The first phase of consultation and engagement for the Plan for Neighbourhoods took place over the course of a month between 4th July 2025 and 4th August 2025. The purpose was to gain meaningful insight into local people's priorities for the funding, to raise awareness, engender interest, share information and drive involvement, building on the findings from engagement and consultation work carried out in 2024.

The cornerstone of the approach was a set of simple questions to capture quantitative and qualitative data to enable the Board to understand how local people feel the funding could make a difference. To encourage involvement from diverse participants, there were a number

of ways that people could share their views:

- An online general survey which generated 248 responses;
- An online survey just for under 25s which saw 306 responses;
- A freepost leaflet with just three questions that people could complete and return easily;
- Feedback boards and post its for people to share their thoughts;
- A feedback form on a newly created [website](#);
- A competition for 4-16 year olds to draw, paint, and create their perfect Skegness.

Incentives were offered for the surveys, leaflet, and children's competition to encourage involvement. Concerted activities were undertaken to drive engagement in the consultation. This included:

- Continuous organic and social media content. During the consultation period there were 40,341 views on the Connected Coast Facebook page with a reach of 13,441. The paid for Facebook advert garnered 8,506 views, a 3,907 reach, and 160 clicks.
- A chair's update sent to 146 people leading with content on the consultation.
- Interviewer sessions held around the town which saw three interviewers speaking to people on a number of occasions over a two week period. Feedback was captured in the online surveys via an iPad.
- Freepost leaflets and posters were distributed across Skegness at [Tower](#) Gardens Pavilion, [Hildred's](#) Shopping Centre, Embassy Theatre, [The Storehouse Church](#) Skegness Interchange, Job Centre Plus, Skegness Diagnostic Centre, Skegness Library, Barclays Bank, Boots Opticians, St Paul's Methodist Church, and Nationwide Building Society;
- Feedback boards were located for people to share their thoughts in Hildreds Shopping Centre, Tower Gardens Pavilion, and the Embassy Theatre

With community at the very heart of the Plan for Neighbourhoods, a key focus of the consultation and engagement was collaborating with community groups, organisations, and charities to co-deliver activities. An [engagement toolkit](#) was created to support this.

A mapping exercise facilitated this aspect of the engagement, and connections and contact was made with a wide variety of community groups, organisations, and charities.

Some of the highlights of this community collaboration were:

- Skegness Grammar School had a dedicated and incentivised survey for pupils which resulted in 272 responses from young people (this formed part of the overall response rate from young people). A dedicated young people survey – together with the competition for 4-16 year olds – was also shared with all primary and secondary schools in Skegness;
- The Skegness Neighbourhood Board became the research partner of East Coast Pride in a year-long arrangement. This included survey questions posed by East Coast Pride on behalf of the Board, garnering responses from 189 people
- Lincoln and Lindsey Blind Society provided large print versions of the survey for their clients and collected responses on the Board's behalf;
- Engagement with East Lindsey's Age Friendly Communities Officer with further connections and content shared;
- Engagement with Lincolnshire CVS and subsequent sharing of materials with community

groups;

- Engagement with NHS LINCOLNSHIRE ICB resulted in content shared across their networks including within their engagement bulletin;
- Content was shared with community groups via the East Lindsey Community Leaders update, as well as with sports groups;
- In addition, content was shared by partners and third parties including East Lindsey District Council, Skegness Town Council, Active Lincolnshire (Let's Move Lincolnshire), Hildreds, and Skegness Area Business Chamber, amongst others.

Since August, a number of stakeholder workshops have taken place to build on the public consultation, providing more depth to the engagement and to help shape this vision. In addition, in-depth engagement has taken place to gain further insight into the themes of health and wellbeing, community services, and heritage. This has been facilitated by an online survey – promoted via social media advertising – as well as face to face engagement sessions in Hildred's shopping centre. These questions, together with postcards that people could complete to share their ideas, were shared on the Skegness Neighbourhood Board stand at East Coast Pride which took place in September. This event generated more comments which serve to even further strengthen the robust insight the Board has captured which now includes over 1,000 separate pieces of feedback from the different methods detailed, and the government's Zen City survey.

Ongoing Involvement

The conversations that have begun will continue to evolve and develop for the lifetime of the programme, strengthening the connections within the community to ensure that local people continue to be at the heart of the funding and delivery. Our approach to ongoing involvement will build on the used to date engagement toolkit, providing wide-ranging ways for communities and stakeholders to continue to receive updates and shape and develop the plan throughout the delivery period. In addition, we will look for ways for people to shape the details of projects but also play a role in delivering for their community, recognising that local people are at the heart of the programme. This approach is exemplified in the open call for projects the Board launched in September to empower local community groups, charities, and organisations to put forward their own project ideas.

Delivering Interventions

As a board, our approach is not just about consulting on proposals and asking our communities to help shape proposals, we are directly involving them in opportunities to deliver interventions funded through the programme. A call for proposals was issued as part of our engagement programme which sought ideas for projects directly from and to be delivered in our communities to be considered for inclusion in our initial four year investment plan. This is not a one off opportunity and as part of our ongoing programme of engagement, we will have an open call for project ideas from the community.

Section 8: Governance

1.1 Overview

The PfN programme in Skegness operates through a three-tier structure:

1. Skegness Neighbourhood Board – provides strategic leadership, local insight and a single partnership forum for shaping investment priorities.
2. Accountable Body – South and East Lincolnshire Councils Partnership (SELCP), with East Lindsey District Council (ELDC) acting as the host authority for Skegness PfN and holding legal, financial and contractual responsibility.
3. Programme Delivery Team and Specialist Advisors – comprising Council officers, the PfN Programme Manager, Whittam Cox Architects, Focus Consultants and thematic working groups aligned to the PfN themes.

This model ensures democratic oversight, strong local partnership input, and robust financial and assurance control.

2. Roles and Responsibilities

2.1 Skegness Neighbourhood Board

The Board provides:

- Strategic direction for the 10-year Vision for Skegness.
- Oversight of community insight, resident engagement and thematic priorities.
- Review and endorsement of the four-year Investment Plan and any future revisions.
- A mechanism for aligning health, policing, education, community, voluntary sector and business perspectives.
- Oversight of delivery progress, risk and programme performance.

The Board is chaired by an independent local business leader, with representation including:

- Portfolio Holder, Coastal Economy & Employment East Lindsey District Council
- Boston & Skegness MP
- Lincolnshire Police & Crime Commissioner
- NHS Lincolnshire ICB
- Heritage, education, visitor economy, voluntary sector, arts and culture, housing and community representatives
- Lincolnshire County Council (infrastructure, transport)
- Skegness Town Council (town centre)

Board recommendations are advisory. The Board does not hold or spend public funds, nor does it approve contracts.

The Skegness Neighbourhood Board adopted a revised Terms of Reference in September 2025. These terms set out the specific roles of the Board and the accountable body role of the local authority.

2.2 Accountable Body – SELCP / ELDC

As accountable body, ELDC is responsible for:

- Receiving and holding all PfN funds for Skegness.
- Ensuring compliance with Managing Public Money, the MHCLG Grant Conditions and

all statutory duties.

- Financial management, contracting and procurement in accordance with:
 - The Local Government Act 2003
 - Public Contracts Regulations 2015 / Procurement Act 2023
 - ELDC Constitution, Financial Procedure Rules and Scheme of Delegation
- Applying due diligence, appraisal and risk management to all projects.
- Submitting monitoring, evaluation, assurance and annual reporting to MHCLG.
- Exercising final approval of funding recommendations via the Section 151 Officer or their delegated officers.

2.3 Programme Delivery Team

The Programme Delivery Team provides day-to-day programme management and technical oversight. It includes:

- PfN Programme Manager (Skegness) – responsible for coordination, reporting, performance and Board support.
- Programme Support Officer – responsible for tracking finance, monitoring, engagement logistics and record-keeping.
- Whittam Cox Architects – leading the 10-year spatial Vision and town-centre masterplan, providing technical design, zoning and feasibility input.
- Focus Consultants – providing project appraisal, cost planning, funding readiness, risk assurance and pipeline development.
- Thematic Working Groups – including Health & Wellbeing, Safety & Security, Arts & Culture, Visitor Economy, Education & Skills, Heritage, Housing, Social Infrastructure, and Physical Infrastructure.

These groups ensure technical quality, community alignment and evidence-based interventions.

3. Governance and Transparency Requirements

The governance arrangements for Skegness PfN comply with MHCLG expectations for transparency:

- Publication of Board minutes, agendas, membership, Terms of Reference and decisions on the public website.
- Register of interests for Board members and Programme Team officers.
- Clear documentation for:
 - Project appraisals
 - Board recommendations
 - Accountable Body decisions
 - Conflicts of interest mitigations
- Compliance with the Local Government Transparency Code.
- Clear channels for community communication, including online updates, engagement summaries and plain-English progress reporting.
- Transparent, proportionate reporting aligned to the 10-year Vision, 4-year Delivery Plan and annual spend profiles.

4. Nolan Principles and Managing Public Money

All decisions and conduct within the Skegness PfN programme will adhere to:

4.1 The Nolan Principles

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Compliance is supported through declarations of interest, published minutes, transparent decision pathways and separation of roles.

4.2 Managing Public Money

The programme will be managed in accordance with the HMT guidance Managing Public Money, ensuring all decisions meet the four central tests:

- Regularity – lawful spending and compliance with statute and grant conditions.
- Propriety – ethical financial management and robust controls.
- Value for Money – economy, efficiency and effectiveness across all investments.
- Feasibility – deliverable projects supported by sound planning, risk management and realistic assumptions.

All funding awards require formal sign-off by the Section 151 Officer or a delegated authorised officer.

5. Route to Market and Process for Appraising and Approving Investments

5.1 Route to Market

Projects may emerge through:

- Thematic Board-chaired workshops
- Community engagement (including ZenCity insights, workshops, surveys and on-the-ground feedback)
- Work undertaken by Whittam Cox (Vision & Masterplan)
- Partner proposals (ICB, Police, LCC, voluntary and community groups)
- Existing strategic documents (Town Fund Masterplan, Place Strategy, Foreshore plans, Heritage assessments)

5.2 Project Appraisal Process

All project proposals will be subject to a consistent appraisal process including:

1. Eligibility and gateway screening – geographic boundary check, PfN intervention category, alignment with the Vision.
2. Strategic Fit Assessment – alignment with Skegness priority themes (Safety, Health, Visitor Economy, Social Infrastructure, etc.).
3. Technical Appraisal – deliverability, costs, dependencies, match-funding, risk and sequencing.
4. Value for Money Assessment – qualitative or quantitative appraisal, proportional to project scale.

5. Equality, Social Value and Climate Assessment – assessing community impact, inclusion and sustainability.
6. Community insight cross-check – ensuring proposals respond to resident-identified priorities such as ASB, safety, access to services, public realm and youth needs.
7. Programme Manager recommendation – forming a packaged submission to the Board.
8. Neighbourhood Board review and endorsement.
9. Final approval by the Accountable Body – via S151 Officer sign-off, or Cabinet where required by the Constitution.

5.3 Monitoring and Assurance

Once approved, projects will be subject to:

- Quarterly monitoring of outputs, spend, risks and milestones.
- Monthly internal programme reviews.
- Annual reporting to MHCLG.
- Independent audit and verification where appropriate.
- Formal change-control procedures for any project variations.

Section 9: Assurance

For Skegness, East Lindsey District Council (ELDC) operates the programme with the Council acting as the Accountable Body, holding legal and financial responsibility for PfN funds, compliance, returns and drawdowns. Executive Board authority to draw down and allocate capacity funding was secured in July 2025, enabling mobilisation of governance, engagement and technical support workstreams. The Section 151 Officer provides oversight of financial propriety and reporting to Government.

The Skegness PfN Board '*Shaping Skegness Together*' provides strategic leadership and transparent decision-making, with an independent chair and representation from mandated members (MP; Police & Crime Commissioner; Council leadership) alongside thematic leads (e.g., Health & Wellbeing; Skills; Culture; Housing; Visitor Economy; Physical/Social Infrastructure; Work & Productivity). This structure ensures community-led priorities are carried through to project selection and delivery oversight.

Programme team and technical assurance.

- Whittam Cox Architects have been appointed to lead the Skegness spatial vision/masterplanning and four-year investment plan, with a phased programme, regular governance, and fortnightly team meetings.
- Focus Consultants provide programme-level assurance: pipeline development, economics/evidence, funding readiness, deliverability and scrutiny of the Years 1–4 delivery plan.

2) Statutory and Regulatory Compliance

The programme will comply with the following core frameworks (applied via local financial regulations and the S151 system of control):

Local government governance and finance

- Local Government Acts 1972 & 2000 (decision-making & delegation)
- Local Government Finance Act 1988 & 1992 (financial administration, collection fund context)
- Accounts and Audit Regulations 2015 (internal control, internal audit, annual governance statement)
- CIPFA: Local Government Accounting Code; Prudential Code; Treasury Management in the Public Services
- HM Treasury—Managing Public Money (regularity, propriety, value for money)
- Nolan Principles and the Local Government Transparency Code 2015

Procurement, grant making and competition

- Public Contracts Regulations 2015 (PCR2015) and Council Contract Procedure Rules
- Subsidy Control Act 2022 (assessment, principles, exemptions/minimis, referral where required)
- Public Services (Social Value) Act 2012 (consideration of social, economic and environmental benefit)

Equality, safeguarding and data

- Equality Act 2010 (Public Sector Equality Duty; EqlAs for all projects)
- Data Protection Act 2018 / UK GDPR (lawful basis, DPIAs where appropriate)
- Freedom of Information Act 2000 (publication scheme; responsiveness)

- Safeguarding duties (children and adults) through existing Council policies and partner protocols

3) Financial Management, Controls and Assurance

Capacity and programme funds. Executive Board approval in July 2025 delegated officer authority to apply and manage PfN capacity funding and to mobilise support functions. Year-by-year capacity amounts are recorded and governed under the Accountable Body arrangements.

Internal control framework.

- S151 oversight; scheme of delegation; budget virement rules; monthly monitoring; quarterly returns to MHCLG; and annual closedown in line with CIPFA Code.
- Segregation of duties for initiation-approval-payment; use of corporate grants system with signed funding agreements, milestones, deliverables, claims verification and clawback provisions.
- Gateway approvals: all projects must (i) align to PfN menu interventions; (ii) present a proportionate business case (strategic case; VfM; commercial/procurement route; financial affordability; management plan); (iii) pass due diligence (company/charity checks; subsidy control; state-aid legacy risk; match and revenue sustainability checks).

Focus Consultants will provide independent review of deliverability, cost reasonableness and programme risk across the four-year plan prior to funding commitment, with issues escalated to S151 and the Board during the Project Selection phase which will commence upon submission & conclude by 1st April 2026.

4) Procurement, Contracts and Subsidy Control

Procurement: Good, works & services will be let under PCR2015 using the Council's Contract Procedure Rules (open, restricted, framework call-offs, or competitive quotes as applicable). Specifications will embed outcome measures, carbon/climate requirements where proportionate, SME access, and Social Value Act considerations.

Contract management: Contracts will include: milestone schedules; KPI sets; reporting packs; right to audit; change control; retention/withhold mechanisms; IP and data clauses; termination for breach/non-delivery; and step-in where relevant (for capital schemes).

Subsidy Control: Each grant to an external recipient will undergo a documented Subsidy Control assessment (subsidy, no-subsidy or exemption route). De minimis/Minimal Financial Assistance tracking will be maintained; referrals or transparency publications will be made where thresholds require.

5) Risk Management and Internal Audit

Risk framework: A live Programme Risk Register (delivery, financial, legal/compliance, engagement/reputation, benefits) is maintained by the Programme Manager, reviewed at officer level monthly and by the Board quarterly; red/amber issues escalate to S151/Monitoring Officer as needed. (Quality-assurance practice mirrors the stage-gate and risk-log approach used in your consultant briefs.)

Internal audit: The Council's Internal Audit will include PfN within annual planning (governance, procurement, grants management, monitoring and outcomes). Audit findings trigger action plans monitored by the Programme Board and reported through the Audit and Governance Committee via the Annual Governance Statement.

6) Engagement, Outcomes and Evaluation

Programme priorities and project choices will be grounded in (i) local engagement (Board-led thematic workshops, VCS partners, businesses and residents) and (ii) the MHCLG/Zencity Pulse Survey, which provides statistically robust, town-level baselines (online, April–May 2025; expected town-level sampling error $<\pm 10\%$).

Measurement and reporting.

- Annual benefits reports will track delivery progress, outputs/outcomes, and movement against the Zencity baseline (e.g., safety, satisfaction, civic voice).
- Quarterly returns to MHCLG will evidence regularity, propriety and VfM, with corrective actions agreed through Programme Board and S151 where variances arise.

7) Transparency, Equality and Information Governance

- Transparency: Publication of Board membership, meeting notes/decisions (as appropriate), funding agreements above disclosure thresholds, and contract award notices in line with PCR2015 and the Transparency Code.
- Equality & safeguarding: Each project will complete an Equality Impact Assessment; safeguarding risks are addressed via partner policies and grant terms.
- Information governance: DPIAs where required; data minimisation, secure processing and retention schedules compliant with UK GDPR/DPA 2018; FOI/Environmental Information Regulations routes available to the public