



**One Ilfracombe Closing the Gap Meeting to be held on 11 February 2026 from 1300 – 1400 via MS Teams**

Next Meeting is Wednesday 11 March 2026 from 1300 - 1400

**Present:**

Andrea Beacham	Royal Devon University Healthcare NHS Foundation Trust
Sarah Bentley	North Devon Council
Philip Harris	Devon Mind
Nina Lake	North Devon Council
James Lander	Royal Devon University Healthcare NHS Foundation Trust
Jody Le Bredonchel	Ilfracombe Junior School
Dr Sarah Williams	Combe Coastal Practice

- **Co-Creation of Landlord Charter and Engagement Event:** Nina Lake, James, and Andrea discussed plans for an upcoming event with landlords to co-create a charter supporting the Renters Rights Act, aiming to foster buy-in and provide a platform for landlords to share their views, with James and Ken contributing to agenda development.
  - **Event Planning and Objectives:** Nina Lake outlined the purpose of the event as an opportunity to introduce the team to landlords, explain their support through the Renters Rights Act, and encourage landlords to sign up to or provide input on the charter. Ken contributed ideas for the agenda, and James was tasked with helping to present the benefits and facilitate open discussion.
  - **Landlord Involvement in Charter Creation:** Andrea and Nina Lake agreed that involving landlords in co-creating the charter is essential for achieving buy-in and ensuring the charter reflects issues important to both landlords and tenants. The approach includes allowing landlords to negotiate wording and content to make the charter practical and relevant.
  - **Engagement Strategy and Safe Space:** Nina Lake emphasised the importance of re-engaging landlords in a safe space, allowing them to express concerns and criticisms, including towards the council, as a foundation for building trust and future collaboration.



- **Work Programme and Leadership for Closing the Gap in Inequality:** Andrea, James, and the group reviewed and refined the work programme for the 'Closing the Gap in Inequality' theme, confirming James as the new chair and lead, with Phil supporting, and discussed the focus areas and leadership assignments for 2026.
  - **Programme Goals and Target Groups:** The group agreed the main goal is to reduce inequality of opportunity and outcome, with a focus on fair access, experience, and outcome for the core 20% most deprived and other disadvantaged groups, such as those in the criminal justice system and people experiencing homelessness or domestic abuse.
  - **Project Focus Areas:** The 2026 work programme will focus on the Ilfracombe campus model, the 'No But' approach to service provision, the humanised charter, Bell's Place sustainability, and the health and justice complex needs MDT pilots, with each area assigned a lead for accountability.
  - **Leadership Transition:** Andrea confirmed the transfer of chairmanship for the theme to James, who will continue the work of the Poverty Truth Commission, with Phil supporting, ensuring continuity and alignment with ongoing initiatives.
  - **Oversight and Integration with Other Programmes:** James and Andrea discussed the need for oversight of related programme groups to ensure improvements in access and experience are captured and agreed to add this as a fourth focus area, with future agenda items to review objectives across all themes.
- **Campus Model, 'No But' Approach, and Humanised Charter Development:** James and Phil presented the campus model and 'No But' approach, describing plans to create an integrated network of services in Ilfracombe, foster a culture shift among staff, and develop the humanised charter, with input from lived experience groups and the VCSE sector.
  - **Campus Model Concept:** James explained the vision of Ilfracombe as a 'campus' where any service door is the right door, staff provide a warm and compassionate welcome, and services are integrated to support people holistically, moving away from fragmented provision.
  - **'No But' Service Approach:** The 'No But' approach aims to replace hard refusals with alternative offers, ensuring that even when someone is not eligible for a service, staff help connect them to other support or information, recognising ongoing needs and moral responsibility.
  - **Lived Experience and VCSE Engagement:** Plans include reconvening the lived experience group to gather requirements, engaging with VCSE organisations to build support, and iteratively developing the campus model through ongoing conversations and relationship-building.
  - **Staff Culture Change and Training:** The group discussed the need for a cultural shift among frontline staff, focusing on compassion and flexibility, and acknowledged the importance of involving staff in designing the new approach, with Phil noting the existence of pathways to facilitate these conversations.



- **Peer Support and Practical Initiatives:** James highlighted practical steps already underway, such as Encompass's peer support network funded by Wards for All, and Phil described collaboration with COMBE COASTAL to provide clinical supervision, illustrating early examples of integrated working.
- **Programme Management, Benefits Realisation, and Governance Alignment:** Nina Lake, Andrea, and James discussed the need for clear briefs, deliverables, and a benefits realisation plan for the programme, with Nina offering PMO resources to support structure and oversight, and the group agreeing to align work with broader governance and the Ilfracombe Town Council's strategy.
  - **Need for Clear Briefs and Deliverables:** Nina Lake emphasised the importance of having clear direction, action lists, and deliverables for each meeting, so participants can add value and track progress, and requested that leads consolidate actions for the next six months.
  - **Benefits Realisation Planning:** Nina Lake advocated for the development of a benefits realisation plan to articulate the programme's vision, ensure all work contributes to agreed outcomes, and enable consistent communication of objectives across meetings and stakeholders.
  - **PMO Support and Resource Offer:** Nina offered project management office (PMO) resources, including process mapping and use of tools like monday.com, to help structure the programme and create visual representations of how workstreams fit together, with James and Phil accepting the offer for the campus model work.
  - **Governance and Strategic Alignment:** The group discussed the need to align the programme with the Ilfracombe Town Council's 20-point plan, reduce duplication, and ensure all relevant work is captured under the One Ilfracombe banner, with suggestions to review and potentially consolidate strategic plans.
- **Integration of Hubs, Campus, and Physical Estate Planning:** Andrea, Nina Lake, Jody, and James clarified the relationship between the campus model, youth and community hubs, and the One Devon Estate planning, agreeing to coordinate these elements through upcoming workshops and ongoing programme integration.
  - **Hub and Campus Coordination:** Andrea explained that discussions about service provision standards and physical locations for hubs (such as Bell's Place and the Link Centre) are being integrated with the One Devon Estate planning, with a workshop scheduled to map out optimal use of buildings and service co-location.
  - **Youth Hub Interim Arrangements:** Jody reported that the youth hub will be temporarily located in Slade as a scaled-back version of the original plan, with the ambition to expand as part of the broader campus model, and updates to be provided through the Nield scheme futures group.
- **Health and Justice MDT Pilot and Multi-Agency Working:** Sarah WILLIAMS, Andrea, and the group discussed the health and justice MDT pilot as a demonstrator for multi-agency working with vulnerable groups, agreeing to frame it as a learning opportunity for developing integrated approaches to complex needs.

- **MDT Demonstrator Projects:** Andrea described three MDT demonstrators being developed for neighbourhood health plans: frailty (Bideford), respiratory (Exmouth), and complex needs for the core 20 plus group, with the health and justice pilot serving as a test bed for integrated working.
- **Goal Clarification and Framing:** Sarah Williams suggested reframing the pilot's goal to focus on developing multi-agency, cross-sector working with vulnerable individuals, with the pilot providing initial learning to inform broader practice.
- **Programme Oversight, Feedback Loops, and Next Steps:** Andrea, Nina Lake, and the group agreed to establish clearer feedback loops and review objectives across all programme themes at the next meeting, with Steve Seatherton identified as the programme manager responsible for coordination.
  - **Feedback and Coordination Mechanisms:** The group agreed to clarify processes for keeping all members informed about workstreams and progress, with Steve Seatherton to be consulted on establishing effective feedback loops and ensuring alignment across themes.
  - **Agenda Planning for Next Meeting:** It was agreed to circulate objectives from all programme themes ahead of the next meeting and include a review as the first agenda item, allowing the group to identify gaps and challenge or suggest additions as needed.

## Action log – updated 9-3-26

#	Item	Responsible	Due	Outcome / RAG
1	<b>Programme Oversight and Gaps:</b> Circulate the objectives of the other programme groups ahead of the next meeting for review to identify any gaps or overlaps.	(James, Steve)	9/3/26	See <a href="https://oneilfracombe.org.uk/closing-the-gap-temporary-page/">https://oneilfracombe.org.uk/closing-the-gap-temporary-page/</a>
2	<b>Programme Oversight and Gaps:</b> Add an agenda item for the next meeting to review the objectives of the other programme groups and discuss any potential gaps.	(James)	9/3/26	Done
3	<b>Benefits Realisation Planning for the campus:</b> Arrange a session with the PMO to develop a benefits realisation plan for the campus project as an example for the wider programme.	(James, Phil, Nina Lake)	11/3/26	Initial meeting with PMO booked for Thu 19/03/2026



4	<b>Programme Visualisation:</b> Create an infographic overlaying the One Ilfracombe five themes for clarity and share with the group.	(Andrea)	11/3/26	Steve to finalise and share with Andrea
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