

## One Ilfracombe Closing the Gap held on Wednesday 8 April 2026

Present:	James Lander	RDUH	(Chair)
	Phil Harris	Devon Mind	
	Angela Kearns	Devon County Council	
	Joey Lester	Devon and Cornwall Police	
	Steve Seatherton	Ilfracombe County Council	
	Cllr Sara Wilseon	Councillor	

- **Administrative Updates and Action Log Management:** James, as the new chair, outlined the meeting agenda, addressed the lack of admin support, and discussed the transition to a shared action log and project management tools, with input from Steve and Phil regarding access and software solutions.
  - **Agenda and Admin Support:** James explained the absence of a formal agenda due to lack of admin support and not owning the meeting invite, and provided a verbal overview of the agenda, which included reviewing previous minutes, the action log, project updates, crosscutting themes, and group membership.
  - **Action Log Transition:** James noted the absence of a handover from the previous chair and created a new action log, but recognised access issues as it was stored on their SharePoint; James and Steve agreed to move the action log to Google Drive for shared access and updates by all group members.
  - **Project Management Software Adoption:** Phil and James reported meeting with Nina and purchasing monday.com as a project management tool, which will be used to create a dashboard for the group to track tasks, risks, and progress, with the next step being the creation of a dashboard specific to this group.
- **Theme Packs and Reporting Framework:** Steve Seatherton updated the group on the development of theme packs and a reporting template, with the aim to provide more detailed project overviews and facilitate cross-project reporting by the next board meeting, supported by James and Andrea's offer to create an infographic.
  - **Theme Pack Development:** Steve described the initial creation of theme packs for board reporting, noting that future iterations will include a dedicated page for each project with monthly updates, outcomes, outputs, risks, and cross-project work, to be ready for the next board meeting on 27th May.
  - **Infographic Offer:** James relayed Andrea's offer to create an infographic summarising all objectives across theme groups once the theme packs are finalised, to provide a clear, accessible overview for all members.
  - **Reporting Template:** Steve committed to developing a new, user-friendly reporting template for all groups within the next few weeks, to standardise project updates and facilitate easier reporting.
- **Baseline Data and Measurement of Progress:** James and Steve discussed the need for baseline data to identify and measure the 'gaps' the group aims to close, agreeing to place this as a major agenda item for the next meeting and to gather initial input from project leads.
  - **Identifying Gaps:** James emphasised the importance of defining what 'gaps' the group is addressing, proposing a focused discussion at the next meeting to clarify which gaps are being closed and how progress will be measured.
  - **Data Collection Approach:** Steve agreed that all groups need to establish clear metrics and baseline data, suggesting that each project lead provide initial ideas to inform a group-wide conversation on measurement and reporting.

- **Health and Justice Project Update:** James, with input from Phil and LESTER, provided an update on the Health and Justice project, including funding extension, multi-agency information governance, and the project's focus on supporting offenders re-entering the community, with Sarah and Phil clarifying the project's target population and links to other networks.
  - **Funding and Governance:** James reported that the Health and Justice project received funding until September 2026 and has established an information governance agreement for stage two, involving partners such as Police, Probation, Royal Donovan District Council, Together Drug and Alcohol, and Encompass.
  - **Project Model and Evaluation:** The project aims to enable multi-agency meetings and develop a repeatable multidisciplinary team model for complex needs, with Health Innovation Southwest evaluating the pilot and planning a summer 2026 event to gather perspectives and agree on changes.
  - **Target Population Clarification:** In response to Sarah's question, Phil and LESTER clarified that the project targets offenders on probation, focusing on providing immediate access to health, dental, and alcohol services upon release from prison to support meaningful recovery and reintegration.
  - **Network Linkages:** Phil and James confirmed the project's connection to the National Coastal Navigators Network, which focuses on coastal health and justice, ensuring alignment with broader initiatives.
  - **GP Surgery Update:** Phil shared a real-time update that the local GP surgery may halt participation in the pilot due to risk, with James noting the need to gather more context for future updates.
- **Bell's Place and Link Centre Asset Management:** Steve Seatherton provided a detailed update on the challenges facing the acquisition and sustainability of the Link Centre and Bell's Place, including financial constraints, required remedial works, and the need for sensitive discussions with stakeholders such as Carol, the Freedom Centre, and local authorities.
  - **Link Centre Acquisition Challenges:** Steve explained that Ilfham Town Council cannot afford the estimated £100,000 in remedial works required for the Link Centre, especially given only a 10-year lease is offered by Devon County Council, making the acquisition financially unviable without further support.
  - **Bell's Place Sustainability:** Steve noted that Bell's Place has approximately two years of funding remaining, which covers current overheads but does not support expansion or relocation; discussions with Carol are planned to address long-term sustainability, governance, and service offer.
  - **Stakeholder Engagement:** Steve highlighted the need to involve the Freedom Centre and Salvation Army in discussions about outreach services, ensuring collaboration without overlapping or causing friction with existing providers.
  - **Commissioner and Agency Concerns:** Steve reported that while service users value Bell's Place, commissioners have concerns about health and safety and governance, limiting their ability to fund or commission services there, and raising questions about the effectiveness of the current model in supporting long-term outcomes.
  - **Next Steps and Decision Points:** Steve will present a report to the town council for a decision on the Link Centre, after which further negotiations with Devon County Council may occur; updates will be provided at the next meeting, and the business case for Bell's Place will be revisited depending on the outcome.
- **Public Sector Estate and Campus Model Development:** Phil and James updated the group on the campus model and public sector estate discussions, highlighting the

complexity of coordinating public and VCSE partners, the need for clear prioritisation, and the impact of broader changes such as the Neighbourhood Health Framework and local government reorganisation.

- **Campus Model Progress:** Phil described ongoing meetings with Poverty Truth Commission commissioners and the process of identifying community 'champions' and partners from both public and VCSE sectors to join the campus, with a focus on prioritising essential features using a Moscow prioritisation approach.
- **Lived Experience Integration:** James explained that lived experience has been central to the campus model's development, with commitment forms sent to public sector and VCSE partners, and prioritisation of features based on input from people with lived experience.
- **Project Management and Overview:** A project management plan has been created, but a concise overview is still needed; James and Phil committed to developing a one-page summary to clarify objectives and outcomes, to be iteratively updated as the project evolves.
- **Neighbourhood Health Framework Context:** Phil and James discussed the recently published Neighbourhood Health Framework, which emphasises person-centred, integrated care and iterative development, noting its influence on local planning and the challenges of making decisions amid ongoing sector changes.
- **Decision-Making Challenges:** Phil, Sarah, and Steve acknowledged the difficulty of making long-term decisions about assets and services in a volatile, uncertain, complex, and ambiguous (VUCA) environment, with pressures from funding, maintenance costs, and impending local government reorganisation.
- **Group Membership and Stakeholder Involvement:** James, Steve, and LESTER discussed the composition of the group, the importance of involving relevant project leads and stakeholders such as Keir, Andrea, Carol, and representatives from the Salvation Army and Freedom Centre, and the need to review membership as project priorities and baseline data become clearer.
  - **Stakeholder Participation:** James noted the absence of key leads Keir and Andrea, emphasising the need for their or suitable replacements' involvement to ensure effective project discussions and progress.
  - **Fire Service Involvement:** LESTER inquired about the fire service's role, with Steve explaining that their community safety officer's limited capacity has led to their withdrawal from regular participation in board meetings.
  - **Future Membership Review:** Phil suggested that once baseline data and project gaps are defined, the group can review and adjust its membership to ensure all necessary stakeholders are included for meaningful, action-oriented discussions.

#### **Follow-up tasks:**

- **Distribution of Previous Minutes:** Organise the distribution method for previous meeting minutes to ensure all members receive them appropriately. (James)
- **Shared Action Log Accessibility:** Work with Steve to create a shared action log on Google Drive that all group members can access and update. (James, Steve)
- **Project Dashboard Creation:** Create a project dashboard for the group using monday.com to track progress and updates. (James)
- **Baseline Data Discussion:** Add a discussion on baseline data and gap identification to the next meeting agenda and request initial ideas from project leads. (James)

- **Report Target Population:** Add information on the population being served to support gap identification and measurement. (Steve)
- **Review membership** – Require proactive members related to projects and for project leads to attend or secure replacement (Keir, Andrea)

### **Projects**

- **Health and Justice Pilot:** Review the recent email from Sabrina at the GP surgery regarding the GP's involvement in the Health and Justice pilot and provide context to the group. (James)
- **Belles place** - One Ilfracombe (Steve) to speak to Carol about long-term sustainability, governance, service offer and health & safety requirements of commissioners.
- **Campus** - Developing a project management plan and aim to create a plan on a page logic model to share the vision
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