



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

**Present:**

Charmain Lovett	North Devon Council
James Lander	Royal Devon University Healthcare NHS Foundation Trust
Joey Lester	Devon and Cornwall Police
Nina Lake	North Devon Council
CLlr Sara Wilson	North Devon Council
Dr Sarah Williams	Combe Coastal Practice
Steve Seatherton	North Devon Council

- **Review of Previous Actions and Meeting Notes:** James led the group, including Steve, Nina, and others, in reviewing the previous meeting's action log, confirming completion of two actions, discussing outstanding items such as circulating programme objectives and creating an infographic, and assigning Steve to finalise materials for Andrea to produce the infographic.
  - **Circulation of Programme Objectives:** James confirmed that the action to circulate the objectives of other programmes was initiated, with a link provided for access, and noted that Steve's themed packs are in draft format and not for public sharing but available for internal review.
  - **Review of Other Groups' Objectives:** James added to the agenda the review of objectives from other groups to identify potential gaps, with Nina and Kelly tasked to mock up linkages using project management tools, and Steve to add lead names for clarity.
  - **Benefits Realisation Plan:** Nina arranged to meet with Philip and James to develop a benefits realisation plan for the campus work, with the aim to roll out the approach to other projects if successful, starting with a meeting scheduled for 19 March.
  - **Infographic Creation:** Steve was assigned to finalise project plans and share them with Andrea, who will create an infographic overlaying all five themes for clarity, aiming for a 'plan on a page' style logic model.
- **Project Management Tools and Collaboration:** Nina, Steve, and James discussed the use of project management software, with Nina demonstrating johnmomentumdevonorguk, Steve considering its adoption, and the group agreeing to explore collaborative tools to streamline partnership work and reduce administrative burden.
  - **Demonstration of Project Management Tool:** Nina presented johnmomentumdevonorguk, explaining its features such as activity tracking,



owner assignment, Gantt charts, and automations, and highlighted its use in North Devon Council for housing strategy and Healthy Homes projects.

- **Potential Adoption and Funding:** Steve and Nina agreed to meet to assess the suitability of johnmomentumdevonorguk for their programmes, with discussion about possible shared funding among partners to cover software costs.
- **Current Tools and Limitations:** James described current reliance on Microsoft Planner and Miro due to budget constraints, noting the lack of advanced features like Gantt charts and the challenge of assigning tasks outside his organisation.
- **PMO Support Offer:** Nina offered PMO support from the District Council to help set up and manage the project management tool, facilitating easier collaboration and oversight across partnership projects.
- **Bell's Place and Homelessness Support Discussion:** Steve, supported by Sarah, Nina, Cllr Sara Wilson, and Joey Lester, provided an update on Bell's Place, outlining challenges with the facility, funding uncertainties, potential collaboration with the Freedom Centre, and the need for sensitive stakeholder engagement to strengthen homelessness outreach in Ilfracombe.
  - **Facility and Funding Challenges:** Steve reported concerns about Bell's Place's suitability and health and safety, ongoing funding from the town council, and uncertainty about continued support from other partners due to grant limitations and building conditions.
  - **Freedom Centre Collaboration:** Steve described discussions with the Freedom Centre about possibly expanding their services to Ilfracombe, emphasising their reluctance to replace Bell's Place and the need for a distinct offering focused on homelessness, while being mindful of Belle's Place central role.
  - **Stakeholder Perspectives:** Sarah and Joey Lester highlighted the importance of the differences between Bell's Place and the Freedom Centre, and the need for joint conversations to explore complementary roles without diluting local provision.
  - **Funding Opportunities:** Nina shared information about the Ending Homelessness in Communities Fund, noting it requires district council support and suggesting Steve and Carol explore this funding, possibly in partnership with the Freedom Centre.
  - **Belles place:** Carol is tired of having to continually exist from month to month (in terms of whether she will have the funding to open the doors the next week). Sarah felt she would be open to having discussions about additional support, be it from Freedom Centre or elsewhere.
  - **Baseline Data and Impact Measurement:** James and Nina agreed on the need to collect baseline data on homelessness, drug and alcohol issues, and related indicators to measure programme impact, with actions assigned to gather data from district and public health sources.
- **Link Centre Proposal and Asset Transfer:** Steve and Cllr updated the group on the Link Centre proposal, including building surveys, business case development, negotiations



with Devon County Council, and efforts to secure a favourable asset transfer to maintain the site as a community asset.

- **Building Survey and Costing:** Steve reported that contractors were appointed to survey the Link Centre due to high-cost estimates from Devon County Council, with results expected in the coming weeks to inform the business case.
- **Business Case and Social Return:** The business plan, which includes Bell's Place as the main option, aims to demonstrate social return on investment to negotiate a reduced purchase price, with the town council unable to proceed if the cost exceeds £50,000.
- **Asset Transfer Advocacy:** Cllr Sarah Wilson is engaging with Cabinet Members to advocate for the importance of the Link Centre to Ilfracombe, referencing proposals for zero-cost asset transfer and building condition support in future unitary arrangements.
- **Sharing Draft Proposals:** Steve agreed to share the draft business plan with Cllr Sara Wilson to support advocacy efforts and inform discussions with Devon County Council and other stakeholders.
- **Campus Model Development and Stakeholder Engagement:** James provided an update on the campus model, describing outreach to public sector, voluntary, and community partners, the involvement of people with lived experience, and the development of a three-pillar framework (place, process, people) underpinned by shared principles and a charter.
  - **Stakeholder Commitment:** James outlined efforts to secure commitment from civic leaders, voluntary sector partners, and community commissioners, seeking both sponsorship and officer time to ensure active participation in campus development.
  - **Three-Pillar Framework:** The campus model is structured around three pillars: physical infrastructure improvements, process and governance (including data sharing), and people (staff and volunteer support and training), all bound by a charter and shared principles from the Poverty Truth Commission.
  - **Benefits Realisation and Logic Model:** Nina is supporting the creation of an overview plan, logic model, and benefits realisation framework to clarify objectives and outcomes for both internal and external stakeholders.
  - **Risk of Duplication:** James noted the risk of different groups interpreting the campus concept differently, emphasising the need for alignment and clear communication among all involved parties.
- **Transport as a Cross-Cutting Theme:** James, with input from the group, discussed the proposal to elevate transport to a cross-cutting theme across all programme areas, aiming to improve coordination, evidence gathering, and advocacy at board level, with unanimous support from participants.
  - **Proposal for Cross-Cutting Theme:** James proposed that transport be recognised as a cross-cutting theme, rather than being confined to a single programme area, to ensure its relevance is addressed across all projects.



- **Evidence Collection and Feedback Loops:** The group agreed to collect and store evidence of transport-related bids and outcomes, facilitating two-way feedback among the group, board, councillors, and external partners.
- **Health Inequality and Transport:** Sarah highlighted the impact of transport on health inequalities, particularly in accessing specialist healthcare, and suggested further work to map transport barriers against key health outcomes.
- **Consensus and Next Steps:** A show of hands confirmed group consensus to recommend transport as a cross-cutting theme to the board, with details to be developed in future meetings.

#### Follow-up tasks:

##### Admin

- **Assess theme pack for suitability** for managing the CtG programme, adding lead names to each project (Steve / James)
- **reviewing potential PM software** options for partnership use. (Nina, Kelly, Steve)
- **Infographic Creation for Themed Packs:** Share finalised theme packs with Andrea to enable creation of an infographic overlaying all five themes for clarity of shared outcomes/benefits (Steve)
- **Project Reporting template:** Establish a reporting method for collecting project updates from leads prior to meetings to allow meeting time to focus on project asks and support needs. (Steve)
- **Baseline Data:** Provide available baseline data on health and social inequalities (the gaps we want to close) and related issues in Ilfracombe to support programme evaluation and benefits realisation planning. (Steve/James)

##### Projects

- **Bell's Place Support and Partnership Options:** Explore options for supporting Belle's Place, including partnership opportunities and sensitive discussions with Carol and relevant agencies, ensuring a 'done with' rather than 'done to' approach, and consider responsibilities and protection for Carol. (Steve)
- **Homelessness in Communities Fund Opportunity:** Review the Ending Homelessness in Communities Fund prospectus and discuss with Carol whether Bell's Place could benefit from this funding, including potential collaboration with the Freedom Centre. (Steve/Nina)