

Highlight Report - July 2026

No wrong door' Integrated Community Team (Ilfracombe Campus) workstream |Northern Devon (Ilfracombe) | Reporting period 1–31 July 2026 | Programme Board 7 August 2026

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| Date (version)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 07 August 2026 | Project Name    | No wrong door' Integrated Community Team (Ilfracombe Campus)                                                                                                         | Lead Manager | Andrea Beacham |
| Period covering                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Jul-26         | Project Manager | James Lander                                                                                                                                                         |              |                |
| Overall RAG status and reason                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                 |                                                                                                                                                                      |              |                |
| AMBER — AT RISK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                 |                                                                                                                                                                      |              |                |
| Amber: Whilst core design work is progressing, including the scope, logic model, product set and RACI. Delivery remains at risk because partner accountability is not yet finalised, trust-building takes time, and visible progress is needed to maintain confidence.                                                                                                                                                                                                                                                                                                   |                |                 |                                                                                                                                                                      |              |                |
| Overview                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                 |                                                                                                                                                                      |              |                |
| The Ilfracombe Campus aims to bring together statutory, voluntary, community and private-sector organisations to provide accessible, compassionate and connected support for people experiencing poverty (the Campus). Additionally, we will create a 'no-wrong-door' referral approach ("No, but"), using warm handovers so people are not turned away without an alternative offer.                                                                                                                                                                                    |                |                 |                                                                                                                                                                      |              |                |
| Approach: Co-production follows a design approach with distint stages: Discover, Define, Develop and Deliver. Lived experience (staff and people experiencing poverty) is central to the work.                                                                                                                                                                                                                                                                                                                                                                           |                |                 |                                                                                                                                                                      |              |                |
| Intended outcomes include reduced health and social inequalities, improved access to healthcare, prevention and wider community support, stronger integrated pathways and better user, staff and volunteer experience.                                                                                                                                                                                                                                                                                                                                                   |                |                 |                                                                                                                                                                      |              |                |
| Key deliverables and achievements in reporting period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                 |                                                                                                                                                                      |              |                |
| <ul style="list-style-type: none"><li>Project scope statement and logic model created.</li><li>Discover: Community Commissioners and social prescribers engaged — the first staff group engaged.</li><li>Define: Community Commissioners defining user requirements for the directory and map.</li><li>Develop and Deliver: a set of Campus products and enablers defined. Work has begun on a directory and Map.</li><li>Steering group began building a RACI matrix to determine lead partners and shared accountability for delivery.</li></ul>                       |                |                 |                                                                                                                                                                      |              |                |
| Key deliverables and achievements planned in next reporting period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                 |                                                                                                                                                                      |              |                |
| <ul style="list-style-type: none"><li>Identify outcomes and benefits for a shared progress dashboard / evaluation framework.</li><li>Finalise the RACI, assigning accountability and responsibility for key Campus products and enablers.</li><li>Set up or identify the related working groups.</li><li>Include barriers and learning to product development (outputs) in working group progress reports - to be completed by accountable partner (to promote shared learning)</li><li>Establish whether Health Innovation South West can support evaluation.</li></ul> |                |                 |                                                                                                                                                                      |              |                |
| Key risks and issues and mitigations in place                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                 |                                                                                                                                                                      |              |                |
| What are the key risks and issues that you need to highlight that are affecting your project?                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                 |                                                                                                                                                                      |              |                |
| Risk/ Issue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                 | Mitigations in place/ planned                                                                                                                                        |              |                |
| Building relationships and trust takes time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                 | Invite existing Poverty Truth Commission civic leaders to the Campus steering group, alongside their nominated leads, to increase confidence and dismantle barriers. |              |                |
| No budget for product development, delivery or embedding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                 | Assign accountability and responsibility for fundraising to partner organisations.                                                                                   |              |                |
| Lack of accountability for delivering Campus products and enablers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                 | Develop and finalise the RACI, assigning lead organisation(s) to develop and deliver the products and enablers.                                                      |              |                |
| Risk of disillusionment: people need to see progress or understand why progress has not occurred.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                 | Require accountable partners to include progress, barriers and learning in regular reports so delays are visible and learning is valued.                             |              |                |

Issues for escalation

Seek agreement from the One Ilfracombe Board on: (1) partner ownership and timescales for finalising the RACI

| Key deliverable milestones                                            | Date required | Date completed    | Status      | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------|---------------|-------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Define shared outcomes, benefits and dashboard / evaluation framework | 31-Aug-26     | Not yet completed | Planned     | Draft logic model created for sharing - need to request feedback to 'discover and define' benefits.                                                                                                                                                                                                                                                                                                                                        |
| Finalise RACI and assign accountable lead partners                    | 31-Aug-26     | Not yet completed | In progress | Steering group is already building the RACI.                                                                                                                                                                                                                                                                                                                                                                                               |
| Identify a cohort that can be tracked through the Campus (Evaluation) | 31-Aug-26     | Not yet completed | Planned     | Richard Blackwell creating 'Intersectionality' modelling approach using 'Iterative Proportional Fitting' on census data (related to NIHR INCLUDE Improving the inclusion of underserved groups in research). Create form based on domains, variables and categories (from Richard/PTC data) - Ask current cohort tho complete form. Use insight to refine data points for a 'person who might be experiencing poverty' (to create a score) |
| Set up or identify product and enabler working groups                 | 31-Aug-26     | Not yet completed | Planned     | To follow assignment of accountability and responsibility.                                                                                                                                                                                                                                                                                                                                                                                 |
| Confirm whether Health Innovation South West can support evaluation   | 31-Aug-26     | Not yet completed | Planned     | Evaluation support is to be explored next month.                                                                                                                                                                                                                                                                                                                                                                                           |

Finance - High level overview

|                         |      |                                                                                               |
|-------------------------|------|-----------------------------------------------------------------------------------------------|
| Original savings target | £Tbc | Confirm whether a savings target applies                                                      |
| Forecast savings        | £Tbc | Add the latest forecast if this workstream has a financial savings requirement.               |
| Actual savings          | £Tbc | Add actual savings to date, or state "Not applicable" if the programme is non-cash-releasing. |
| Variance to forecast    | £Tbc | Calculate variance once forecast and actual savings are confirmed.                            |
| Workforce / funding     | £Tbc | Confirm the workforce capacity and funding needed for delivery, including evaluation support. |