

# Thriving in Northern Devon

**A partnership strategy**

**2025-2030**

# Our vision

Everyone in Northern Devon has the same opportunity to live a healthy, sustainable and fulfilling life.



# Our mission

We achieve more together.

Through collaboration between public, private and voluntary partners - sharing expertise and resources - we create a vibrant, sustainable Northern Devon that attracts investment and unlocks long-term prosperity.

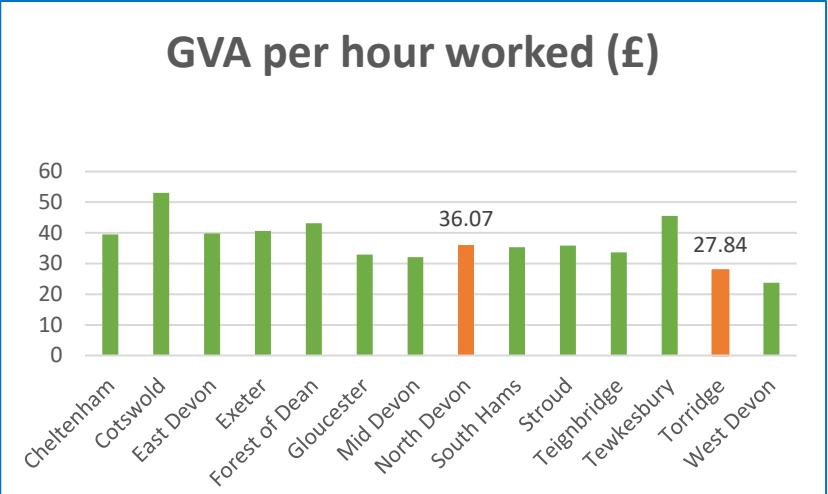
A place where people thrive, businesses grow, opportunities flourish, young people build their future, and culture and nature are celebrated and safeguarded.

# The way we work: Our principles

These principles guide our success in delivery and our approach to collaboration:

- We hold a shared workplan across One Northern Devon and Northern Devon Futures.
- We align national policy (health, economy, education, climate, housing, culture) to improve health, growth and sustainability locally.
- We maintain strong partnerships across the whole community.
- We recognise our power as anchor institutions to connect priorities and agendas.
- We encourage everyone – from citizen to state – to play a role in creating a dynamic, socially just and forward-looking society.
- We value culture and nature as threads that connect communities and inspire shared purpose.
- Every day, our partnership explores successes, innovation and opportunities that can only be delivered by working together.

# Our starting place: KPIs



	2019	2020	2021	2022	2023
North Devon	28.86	31.36	33.66	35.26	36.07
Torridge	24.34	24.77	25.99	27.2	27.84
Mean all districts in SW	32.25	33.65	35.31	36.4	37.07

## Earnings by Place of Work



Source – NOMIS - <https://www.nomisweb.co.uk/reports/lmp/la/1946157364/report.aspx?c1=1946157361&c2=2013265929#id>



### Earnings by place of work (2024)

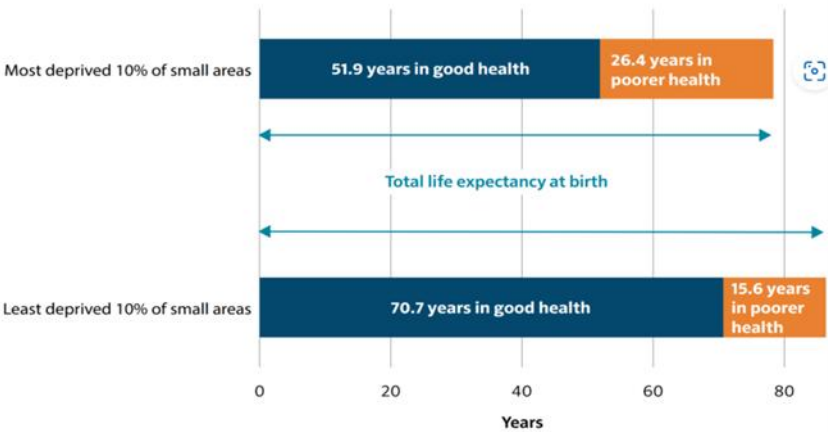
	Torridge (pounds)	North Devon (pounds)	South West (pounds)
Gross weekly pay			
Full-time workers	599.6	630.2	689.9
Male full-time workers	599.9	636.6	734.5
Female full-time workers	595.1	610.9	625.8

## Life Expectancy

Devon’s Life Expectancy average is male 83.5y; female 85.2y

Devon’s healthy average Life Expectancy is male 76y; female 77y

Years of life spent in good health reduces to 51 years in deprived populations.



These KPIs are used by the Ministry of Local Government and Communities to determine the regeneration opportunities.

## Qualifications - Source ONS annual population survey (via NOMIS)

	Torridge	North Devon	South West	England
	(%)	(%)	(%)	(%)
RQF4 and above	27.3	39.1	45.8	46.8
RQF3 and above	44.8	61.1	68.4	67.3
RQF2 and above	85	85.2	89.8	86.5
RQF1 and above	86.5	85.2	92.5	89

RQF/NVQ 4 equivalent and above - e.g. HND, Degree and Higher Degree level qualifications or equivalent.

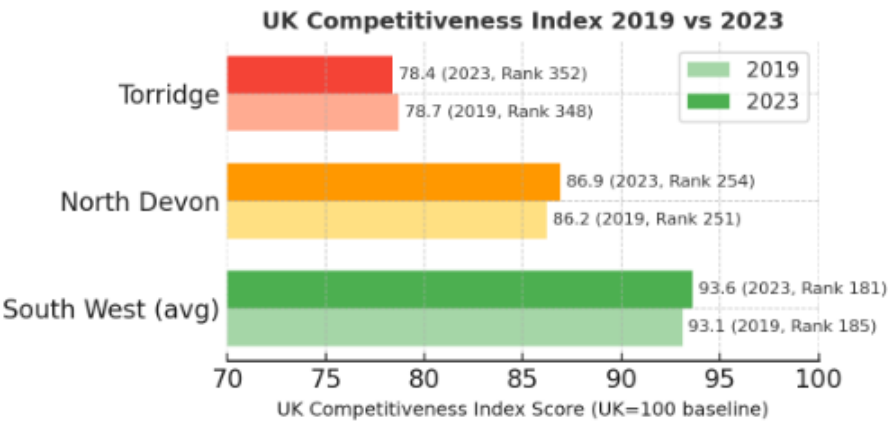
RQF/NVQ 3 equivalent - e.g. 2 or more A levels, advanced GNVQ, NVQ 3, 2 or more higher or advanced higher national qualifications (Scotland) or equivalent.

RQF/NVQ 2 equivalent - e.g. 5 or more GCSEs at grades A-C, intermediate GNVQ, NVQ 2, intermediate 2 national qualification (Scotland) or equivalent.

RQF/NVQ 1 equivalent - e.g. fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ 1, intermediate 1 national qualification (Scotland) or equivalent.

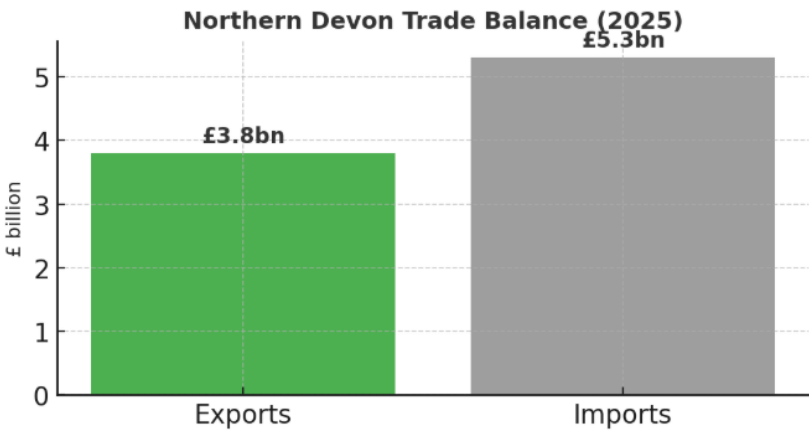
# Our starting place: KPIs

The **UK Competitiveness Index (UKCI)** shows how well areas create jobs, attract businesses, and support living standards. North Devon and Torridge rank in the lower third of 362 UK regions - showing clear room for growth.



Source UKCI 2023 report - <https://cforic.org/wp-content/uploads/2023/08/UKCI-2023.pdf>

## Northern Devon Trade Balance (2025)

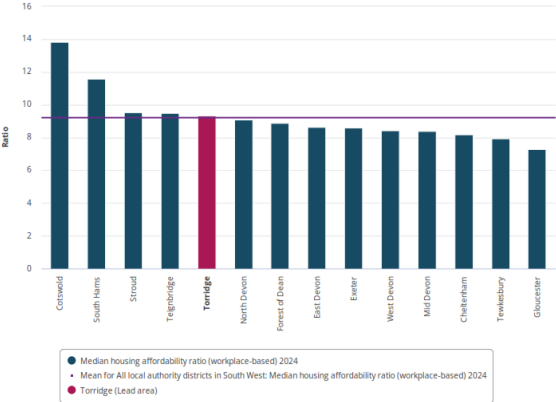


Northern Devon imports £1.5bn more that it exports – closing this gap is a major opportunity for growth and building local prosperity.

Source – Lightcast Import / Export Model using the ONS national account data for the Country

## House Affordability

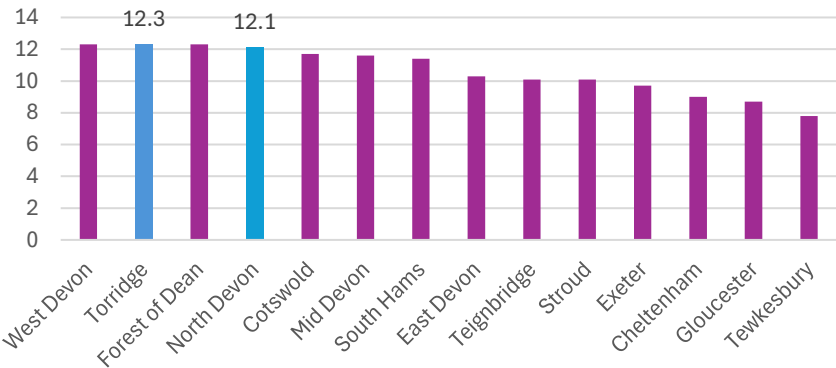
Ratio of median house price to median gross annual (workplace-based) earnings (2024) for All local authority districts in South West



Median House Price to Median Gross Annual (workplace-based) earnings

	2019	2020	2021	2022	2023	2024
North Devon	10.38	10.33	10.62	10.33	10.10	9.07
Torridge	9.52	9.17	10.29	10.28	10.48	9.31
South West (mean of all SW districts)	6.86	7.02	7.54	7.96	7.59	7.27

## % households in fuel poverty

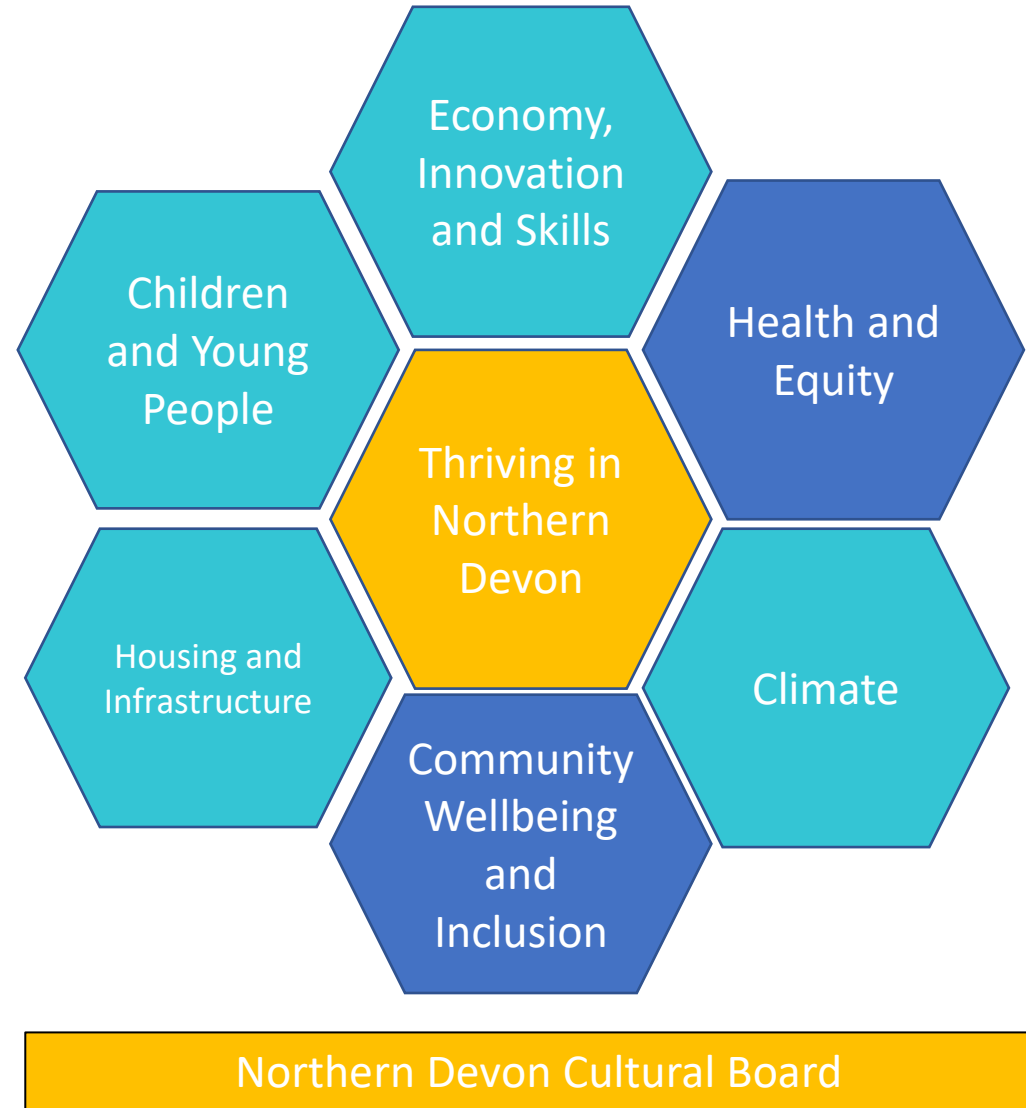
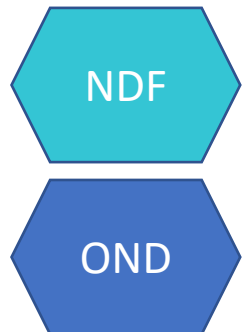


	2019	2020	2021	2022	2023
North Devon	11.5	12.3	14.4	15.6	12.1
Torridge	11.8	12.8	14.6	15.7	12.3
Mean for all districts in SW	10.7	11.4	12.4	13.4	10.7

# Our action groups

As partners we commit to working together on shared objectives within these six action groups.

Each action group has aims, objectives and KPIs and we report on progress to the OND or NDF Boards



one northern devon



The Northern Devon Cultural Partnership Board works across all action groups, connecting and strengthening our partnerships.



# 1. Economy, Innovation and Skills

## Aims

1. Improve productivity and strengthen regional competitiveness.
2. Build on Northern Devon's established local industry clusters to drive export expansion beyond regional borders.
3. Capitalise on blue-green innovation opportunities to be at the heart of the net zero economy.
4. Retain, retrain and inspire-skills and aspiration for all.

## Objectives

1. Improve productivity, increasing qualification and skills rates and increase the average wage.
2. Support and develop innovation in our key industrial clusters.
3. Improve visibility of Northern Devon to potential customers, investors and partners
4. Strengthen regional appeal to workforce relocation, visitors, and potential investors.

## Key Performance Measures

- GVA per hour worked (£)
- Median full-time gross annual earnings
- % of residents with Level 4+ qualifications
- Universal Credit claimant data

**Reports progress to: North Devon Futures Board**



## 2. Climate

### Aims

1. Prepare Northern Devon communities for the consequences of a warmer world.
2. Progress a just transition to a carbon net-zero Northern Devon.

### Objectives

1. Shift energy usage to renewable sources.
2. Align planning policy with a just transition to net zero and adaptation.
3. Support residents, businesses, visitors and partner organisations to reduce their carbon emissions
4. Implement adaptation strategies and actions to minimise the negative impacts
5. Stimulate innovation in the business sector to lead the transition

### Key Performance Measures

- Percentage of households with renewable energy schemes registered on the MCS Installations Database (<https://datadashboard.mcscertified.com/InstallationInsights>) Greenhouse gas emissions by area in kt CO2 equivalent Department for Energy Security and Net Zero <https://assets.publishing.service.gov.uk/media/64a67b3a4dd8b3000f7fa546/2005-21-uk-local-authority-ghg-emissions-update-060723.xlsx>
- (Department for Energy Security and Net Zero) CO2 emissions by Sector – Transport in kt CO2 equivalent. Department for Energy Security and Net Zero <https://assets.publishing.service.gov.uk/media/64a67b3a4dd8b3000f7fa546/2005-21-uk-local-authority-ghg-emissions-update-060723.xlsx>

**Reports progress to: North Devon Futures Board**

## 3 Housing & Infrastructure

### Aims

The Action Group will reach into housing and infrastructure issues where partner collaboration will achieve successful outcomes where individual efforts may not succeed. Bringing together strategic data with lived experience intelligence to inform policy makers and budget holders of the needs and solutions across northern Devon in relation to housing and associated infrastructure.

### Objectives

1. Develop a structure to gather intelligence from local stakeholders and residents to feed into the Northern Devon Futures board to help shape local responses to **housing** and **infrastructure** needs.
2. To keep a focus on the Devon Housing Commission findings and partnership response.
3. To highlight where infrastructure is missing now and, in the future, so the board is aware of the gaps that need to be addressed to support housing, communities, and businesses.
4. Influence the development of and support the implementation of the Local Plan.

### Key Performance Measures

- KP01 Housing Affordability
- KP02 % of Households in Fuel Poverty
- KP03 Number of houses/units built annually in North Devon & Torridge

**Reports progress to: North Devon Futures Board**

## 4. Children and Young People

### Aims

Provide an environment where children and young people thrive.

Ensure all interventions are informed by the lived experience of children and young people

### Objectives

- Digital Access: Access to internet & devices
- Access to Work experience: 2000 Futures One Community Four Months
- Access to an Apprenticeship: Delivery of 100 apprentices in 100 days
- Access to support for SEND
- Access “Aim Higher” – ambition for all

### Key Performance Measures

- Increased employer engagement
- Uptake of government incentives on apprentices in Northern Devon
- NEET rates

Reports progress to: North Devon Futures Board

## 5. Community wellbeing and inclusion

### Vision: Thriving communities for everyone

**Aim:** Within each community, local people, groups and organisations are supported to come together, develop a shared voice that reflects what matters to different groups, build on their strengths and take collective action. This shared voice is connected into the wider system so that communities in Northern Devon are equal partners in decision-making.

### Objectives of the CW&I Group

1. **Support** communities to deliver the **PLANT** objectives
2. **Share** the strengths, needs, priorities, outputs and outcomes of each of our local communities to OND & NDF
3. **Shape** recommendations for system-level partners based on what we have learned from our communities
4. **Strengthen** two-way communication and feedback loops so that community insight informs system-level decision-making

### Communities will be supported by the CW&I Group to enable the following PLANT objectives:

- **Partnership facilitation:** Local people & services supported to work as one team, underpinned by community infrastructure & well-trained community development workforce.
- **Listening & learning:** Actively engage the community, especially disadvantaged & seldom-heard, to learn from their experiences and understand what matters locally.
- **Analysis and agreement:** Develop a shared understanding of local strengths, needs and priorities.
- **Nurture community assets:** support VCSE groups and organisations to work in partnership with public services, and build financial resilience
- **Take action and track:** Create and deliver a collective action plan that addresses identified needs, priorities and gaps. Monitoring progress against shared outcomes.

### Key Performance Measures (delivered through case studies showing delivery of objectives as well as informing partners as to the enablers of community wellbeing and inclusion)

- 7 case studies (one per community) showing how Community Developers help One Community partnerships listen and take collective action.
- Case studies showing how learning from community engagement and lived experience has improved community development practice.
- 2 case studies showing how the VCSE sector meets neighbourhood health objectives through prevention and by filling gaps that would otherwise harm health and wellbeing.
- 3 case studies showing how community intelligence is shaping Neighbourhood Health decisions and wider system change, including the preventive impact of the VCSE sector.

### Reports to One Northern Devon

## 6. Health & Equity

### Aims

Increase healthy life expectancy and reduce health inequalities in the population of Northern Devon.

Align national policy (from Housing, DWP, Local Government and environment) to improve health

### Objectives

- **Support the shift of care closer to individuals and communities through the Neighbourhood Health Service**
  - Ensure that people in Northern Devon can access timely, coordinated care within their neighbourhood, reducing reliance on hospital-based services.
- **Improve support for those most at risk of poor physical and mental health**
  - Ensure focus on Core20PLUS and coastal/rural disadvantage.
  - Use population health management to enable the neighbourhood risk stratification to inform effective intervention.
  - Improved access, experience and outcomes for most at-risk individuals (health inclusion groups, 20% most deprived, people with multiple long-term conditions)
- **Prioritise Prevention**
  - Proactively address the causes of poor health through targeted prevention and early intervention strategies
- **Strengthen integration through Integrated Neighbourhood Teams**
  - Build multi-disciplinary, community-rooted teams that reflect the needs and strengths of local people and places.
- **Do what matters**
  - Align local funding, commissioning, and service design around what matters most to people and communities.

### Key Performance Measures

- Reduction in avoidable A&E attendances especially in the top 20% most deprived neighbourhoods
- Reduction in avoidable hospital admissions especially in the top 20% most deprived neighbourhoods
- All partners have identified their own health inequality indicator as partners in the OND Closing the Gap programme

### Reports to One Northern Devon

## AMS

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### PLANT objectives:

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## ECONOMY, INNOVATION & SKILLS

## HEALTH & EQUITY

## CHILDREN & YOUNG PEOPLE

## measures of a thriving place

## COMMUNITY WELLBEING & INCLUSION

## CLIMATE & ENVIRONMENT

## HOUSING & INFRASTRUCTURE

## AMS

- 1.Support the shift of care closer to people & communities through the Neighbourhood Health Service
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- 5.Do the things that matter to people and communities

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