

Campus Model Approach for Poverty Support in Ilfracombe

Definition & Purpose

The **Campus Model** treats Ilfracombe as a networked hub of support: multiple organisations, services, spaces and residents working in a coordinated, visible, and accessible way — a “community campus.” It combines the **No Wrong Door** culture with a practical “**No... but**” **Alternative Offer**, so every contact leads to help: directly, via a warm handover, or through a co-produced alternative offer.

Related concepts:

- Community appointment days
- Community village

It can be considered as an extension of personalised (person-centred) care, providing vital infrastructure to support individuals and populations, especially those experiencing poverty and at risk of social and health inequality.

Why a Campus (Not Just a Single Hub Building)

A single, purpose-designed ‘hub’ building can be attractive (physical, human, social, institutional capital), but it faces barriers: capital funding, finding/owning the right site, running costs, governance, and outgrowing the space. A **distributed campus** leverages buildings and assets we already have, moves faster from planning to delivery, and can grow organically — while still delivering the “hub” benefits through shared governance and culture.

Key implications

- **Capital expenditure & speed:** lower upfront capital; faster start by using existing sites.
- **Accessibility:** not every site needs every feature; spread specialist access sensibly across the town.
- **Governance & culture:** align independent partners through a Charter and operating standards.

Core Features (Ilfracombe Campus)

1) Place-Based Collaboration

- Services are physically and relationally connected across the town; shared spaces (libraries, community centres, churches) operate as multi-use hubs.

2) Integrated Support Network

- Statutory services (NHS, council, schools) alongside VCSE, faith groups, local businesses, and peer-led initiatives — with clear roles in the ecosystem.

3) No Wrong Door + Alternative Offer Pathways

- If one service can't help, the person is *immediately* connected elsewhere via warm handover; practical alternatives and a scheduled follow-up are standard.

4) Community Navigators

- Trained local volunteers/workers act as navigators and connectors, building trust and reducing barriers to engagement.

5) Shared Values & Culture

- **No Wrong Door**, dignity-first, strengths-based, trauma-informed practice — embedded in a cross-partner Charter and induction.

6) Visibility & Access

- Clear signage, campus map and digital directory (with printable versions); outreach and pop-ups to reach people who don't/can't engage formally.
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Operating Model

Central Hub Function (Anchor)

- **Role:** first point of contact, triage, coordination (e.g., at Ilfracombe centre/The Lantern social hub as a visible anchor).
- **Staffing:** Community Navigators, volunteers, outreach workers.
- **Functions:** initial assessment, warm referrals, crisis support, drop-in advice.

Surrounding Network (Campus “Spokes”)

1. **Health & Wellbeing** – GP surgeries, MH teams, pharmacies; Alternative Offers: wellbeing groups, peer support, walking groups.
2. **Housing & Homelessness** – housing officers, shelters; Alternatives: housing charities, legal aid.

3. **Financial Support** – CAB, debt advice, credit unions; Alternatives: food vouchers, hardship grants, community pantry.
4. **Employment & Skills** – Jobcentre, training providers; Alternatives: volunteering, work experience, informal workshops.
5. **Education & Families** – schools, family hubs; Alternatives: toy libraries, peer parenting groups, youth clubs.
6. **Faith & Community Groups** – churches, community halls; Alternatives: befriending, emergency aid, listening services.
7. **Local Businesses & Social Enterprises** – cafés/shops/trades; Alternatives: discounts, skill-sharing, sponsorships, safe spaces.

(Each spoke uses warm handovers and offers practical alternatives with follow-up.)

Enablers & Infrastructure

A. Campus Charter & Governance

- Partners sign a **Campus Charter** committing to No Wrong Door, warm handovers, Alternative Offers, and information-sharing principles.
- **Ownership rule:** the first organisation keeps responsibility until the receiving service **confirms** acceptance (named contact/time/place).
- Quarterly partner forum for decisions, gap-monitoring and improvement.

B. Digital Directory & Map

- Online + printed guide listing services and Alternative Offers, with update ownership and cycle; includes local “rolodex” knowledge and clear referral info.

C. Training & Culture

- Campus-wide training: trauma-informed practice, poverty awareness, Alternative Offer skills (warm referral, practical alternatives, follow-up), de-escalation, and reflective supervision.

D. Continuous Feedback & Learning

- Regular community forums; data on volumes, warm-handover acceptance times, Alternative Offer follow-through, outcomes, and user experience (“did it feel No Wrong Door?”).

E. Sustainability & Funding

- Shared resourcing for directory upkeep, training, and navigator support; recognise that each partner is reliant on ongoing funding, so spread risk and build collective resilience.
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Benefits (What Improves)

- **Reduces duplication and isolation**; improves day-to-day collaboration and communication through proximity and shared norms.
 - **Builds community resilience and trust**; supports staff wellbeing by enabling peer support even in distributed sites.
 - **Ensures continuity of support — no one left behind** — and speeds up local decision-making.
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Risks & Mitigations (from the draft, made explicit)

Risk (from feedback)	Mitigation in this model
Capital cost / building constraints of a single hub	Use existing estate; phase any new capital later if needed.
Fragmentation across separate sites	Charter + operating standards; navigator role; shared directory; scheduled forums.
Variable partner funding stability	Shared training/resources; diversify offers; anchor org support.
Weak mapping/referral pathways	Warm-handover standard with acceptance confirmation; directory owner + update cadence.
Culture depends on people, not policy	Induction + reflective practice; celebrate good practice; community leadership pillars.

SMART Objectives (initial set for Year 1)

1. **Warm handovers:** $\geq 90\%$ of cross-agency referrals include confirmed acceptance (named contact/time/place) **within 3 working days**.
 2. **Alternative Offers:** $\geq 80\%$ of people unable to access immediate support receive a co-produced Alternative Offer **and** a scheduled follow-up.
 3. **Directory accuracy:** Quarterly review cycle; $\geq 95\%$ entries verified each cycle.
 4. **User experience:** $\geq 75\%$ report a **No Wrong Door** experience (“someone took responsibility and connected me on”).
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First-100-Days Roadmap (Ilfracombe)

- **Weeks 1–4:** Convene partners; agree and sign the **Humanise Charter**; nominate directory owner/editor; map quick-win spokes.
- **Weeks 5–8:** Train first wave of **Community Navigators**; pilot warm-handover workflow; publish alpha directory (print + digital).
- **Weeks 9–14:** Launch at central anchor (e.g., Lantern social hub) with pop-ups; start monthly learning forum; report early metrics and stories.

