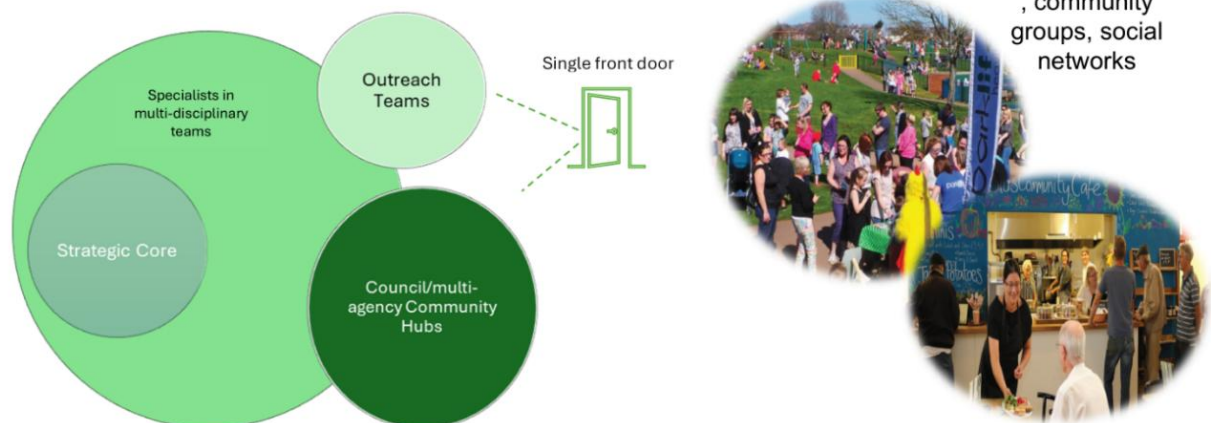


Appendix Two: Putting People First in Exeter and Devon

Reforming Public Service Delivery: Proposed Target Operating Model

Target Operating Model

Early Intervention and prevention



The system will operate through five core functions that align data, people, and services around residents. Predictive analytics, supported by AI, will identify households, streets, and communities at risk 12 to 18 months before crisis, guiding timely interventions such as stabilising family life under safeguarding pressures; sustaining tenancies to avoid eviction and homelessness or supporting carers before they reach breaking point.

The Strategic Leadership core will set strategic direction and ensure the council is outcomes-focused, prevention-led, guided by evidence, effective commissioning, and strong partnerships. Leveraging data to spot emerging risks, target investment, and coordinate efforts across the unitary, while tailoring commissioning to the needs of urban, suburban, rural and priority communities.

Specialists in multi-disciplinary teams will provide targeted expertise, from safeguarding and mental health to housing and school engagement, within collaborative case management. They will work alongside universal and community-based staff to ensure timely, appropriate interventions for complex or escalating needs.

Outreach Teams will bring early intervention directly to those with limited access, especially in priority and hard-to-reach communities. They will provide home visits, school-based programmes, and proactive outreach to identify hidden needs and address them before they escalate.

Single front door will be a unified access point by phone, online, email for self-referral, referral by partners, or because of proactive outreach. Customer Services Officers handle routine queries, provide low-complexity information, assistance and guidance, and connect residents to the right support or partner, ensuring people get support quickly without navigating complex systems.

Council/multi-agency hubs will be local, integrated service points in neighbourhoods and schools offering in-person support such as homelessness prevention and benefits advice, parenting programmes, and well-being initiatives. Trusted local staff working closely with

schools, health professionals, and community partners.

For staff and partners, the model enables flexible team working with shared data, stronger collaboration, and less duplication. For residents, it means earlier, more connected help that strengthens families, supports carers, and improves wellbeing. For the Council, over time, this will reduce demand for costly statutory interventions, delivering better outcomes for residents and a more sustainable system for Greater Exeter.

In practice, this will look and feel like:

Resident Journey Family with Housing and Social Support Needs	Resident Journey Individual on Assisted Waste Collections
<p>Strategic Core – Intelligence and Targeting</p> <ul style="list-style-type: none"> • Data and insight teams identify families at risk of homelessness or living in unsuitable housing, using predictive analytics and community profiles. • Outreach is prioritised for families in priority neighbourhoods, especially those with overlapping needs (e.g., low income, school attendance issues, health concerns). <p>Mobile Outreach Teams – Proactive Contact</p> <ul style="list-style-type: none"> • Outreach teams work with schools, health visitors, and voluntary sector partners to identify families who may need housing support. • Home visits and community events are used to engage families, explain available services, and build trust. <p>Single Front Door – First Formal Contact</p> <ul style="list-style-type: none"> • The family contacts the council via the unified access point (phone, online, email, or in-person at a community hub). • Customer Services Officers triage the enquiry, provide initial advice, and connect the family to the right support (housing, benefits, parenting advice). <p>Multidisciplinary Team – Coordinated Support</p> <ul style="list-style-type: none"> • The family's needs are assessed holistically by a multidisciplinary team (housing officers, social workers, benefits advisors). • A coordinated plan is developed, including support for tenancy sustainment, financial advice, and links to community resources. <p>Community Hub – Holistic Support</p> <ul style="list-style-type: none"> • The family attends sessions at a local community hub, accessing parenting programmes, wellbeing initiatives, and advice on employment or education. • Ongoing support is provided, with regular reviews and adjustments as the family's situation evolves. 	<p>Strategic Core – Intelligence and Targeting</p> <ul style="list-style-type: none"> • Data systems flag individuals who have requested assisted waste collections, cross-referencing with other indicators of vulnerability (e.g., disability, age, health status). • Predictive analytics identify households where additional needs may be present but not yet formally recognised. <p>Mobile Outreach Teams – Proactive Contact</p> <ul style="list-style-type: none"> • Outreach teams proactively contact individuals on the assisted waste register, offering home visits to review their needs. • During visits, staff assess for additional support requirements (e.g., adaptations, social care, benefits advice). <p>Single Front Door – First Formal Contact</p> <ul style="list-style-type: none"> • The individual can contact the council via the unified access point to request changes to their waste collection service or flag new needs. • Customer Services Officers handle the request, provide information and advice, and refer to relevant services (e.g. community connector, occupational therapy, social care). <p>Multidisciplinary Team – Coordinated Support</p> <ul style="list-style-type: none"> • If additional needs are identified, a multidisciplinary team (waste services, social care, occupational therapy) develops a tailored support plan. • This may include home adaptations, referral to community support, or linking with care and health services. <p>Community Hub – Holistic Support</p> <ul style="list-style-type: none"> • The individual is invited to attend local community hub sessions for advice on independent living, wellbeing, and social inclusion. • Staff at the hub monitor progress and offer ongoing support, ensuring the individual's needs are met holistically.

Resident Journey Family with Housing and Social Support Needs	Resident Journey Individual on Assisted Waste Collections
<p>Stepping Down to Community-Led Support</p> <ul style="list-style-type: none"> • As the family's housing situation stabilises, support is gradually stepped down. • Community connectors and voluntary groups continue to provide informal support, helping the family build resilience and independence 	<p>Stepping Down to Community-Led Support</p> <ul style="list-style-type: none"> • As the individual's situation stabilises, formal support is reduced. Community connectors and voluntary groups provide ongoing informal support, helping the individual maintain independence and wellbeing