



Torbay ASC Programme

June 2026

ASC PROGRAMME STRUCTURE

S75 Executive Board

Health & Care O&S sub-board

ASC Programme Board

SAFE TRANSITION /
DUE DILIGENCE

TRANSFORMATION

IMPROVEMENT /
ASSURANCE

COST RECOVERY

Transition Project
Board

Transformation Project
Board

Assurance Board

Recovery Project
Board

WORKSTREAMS:

- Staffing & Human Resources
- Operations & Data
- Finance
- Contracts & Commissioning
- Estates
- Legal & Governance
- Communication/Engagement
- IT and Infrastructure
- Customer Services

WORKSTREAMS:

- ASC Change Project
- Development of Universal Front Door
- Working Age Adults New Model of Care
- New care management system

WORKSTREAMS:

- High Quality ASC Practice
- Quality Performance Reporting and Management
- Equality, Diversity and Inclusion
- Engagement and Feedback
- CQC Inspection Readiness

WORKSTREAMS:

- Policy & Protocols
- Correction and Recovery
- Enabling self-support
- ASC Funding
- Independence First/Managing Demand
- Community Reablement
- Residential Provision
- Contract Payments
- Care Market Frameworks

Transition / Due Diligence

WORKSTREAM	LEAD	Overall	DOT	Budget	Resources	Schedule	Benefits	Risks / Issues
Communication and Engagement	Chris Gomm	G	▲	G	G	G	G	G
Contracts & Commissioning	Emma Crowther	G	▬	G	A	G	G	G
Customer Services	Jon Bell	A	▬	G	A	G	A	A
Estates	Paul Palmer	A	▬	A	A	A	A	A
Finance	Helen Foote	A	▬	R	R	A	A	A
HR and Staffing	Emma Dudley	R	▼	A	R	R	A	R
IT and Infrastructure	Pauline Godfrey	A	▬	A	R	A	A	A
Legal and Governance	Sam Goodwin	A	▼	A	A	A	A	A
Operations and Data	Gary Patch	A	▬	A	R	A	A	A

Transformation

WORKSTREAM	LEAD	Overall	DOT	Budget	Resources	Schedule	Benefits	Risks / Issues
ASC Change Project	Anna Coles	G	—	G	G	G	G	G
Development of universal front door	TBC	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Working Age Adults New Model of Care	TBC	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Implementation of new care management system	Gary Patch	G	▲	G	A	G	G	A

Improvement and Assurance

WORKSTREAM	LEAD	Overall	DOT	Budget	Resources	Schedule	Benefits	Risks / Issues
High Quality ASC Practice	L Baxter	A	—	G	A	A	A	A
Quality Performance Reporting and Management	L Baxter	A	—	G	A	A	A	A
Equality, Diversity and Inclusion Development	L Baxter	A	—	G	A	A	A	A
Engagement and Feedback	L Baxter	A	—	G	A	A	A	A
CQC Inspection Readiness	L Baxter	A	—	G	A	A	A	A

Cost Recovery

WORKSTREAM	LEAD	Overall	DOT	Budget	Resources	Schedule	Benefits	Risks / Issues
Policy & Protocols - Scheme of delegation.	Lee Baxter	G	▲	G	G	A	G	A
Correction and Recovery	Lee Baxter	A	▬	G	G	A	A	A
Enabling self-support (including under 500s)	Lee Baxter	A	▬	G	G	A	A	A
Appropriate and proportionate ASC funding	Gary Patch	A	▬	R	A	A	A	R
Independence First/ Managing Demand	Gary Patch	A	▬	G	A	A	A	A
Community Reablement Provision	Emma Crowther	G	▲	G	G	A	G	A
Residential Provision Demand Management	Emma Crowther	A	▬	R	A	A	A	R
Improving commercial grip for contract payments	Emma Crowther	A	▬	R	A	A	A	R
Development of care market frameworks	Emma Crowther	R	▼	R	A	R	A	R

Membership of ASC Programme Board

Member	Member Job Title
Anne-Marie Bond	Chief Executive Officer (Chair)
Anna Coles	Director of Adult & Comm Svcs (SRO/Deputy)
Malcolm Coe	Director of Finance
Matthew Fairclough-Kay	Director of Corporate Services
Emma Crowther	Divisional Director, ASC Strategic Commissioning
Gary Patch	Divisional Director ASC Operations
Lee Baxter	Divisional Director ASC Quality Assurance
Amanda Barlow	Head of Legal Services
Tracey Field	Head of Commercial Services
Sam Wharton	Senior Auditor
Joe Teape	Chief Executive (TSDFT)
Simon Tapley	Chief Strategy and Planning Officer (TSDFT)
James Corrigan	Chief Finance Officer (TSDFT)
Nicola McMinn	Chief Nurse & Dir Infection Prevention (TSDFT)
Jess Piper	Director for People (TSDFT)
Allison Grant	Project Manager (Due Diligence / Transition)
Selvia Thekkel	Project Manager (Transformation)

Headline Risks

TRANSITION:

- Availability of information to support proposals
- Availability of resources (financial and human)
- Engagement and communications
- Interdependencies between workstreams
- Challenges meeting IT, procurement and legal requirements within 12-month notice period

TRANSFORMATION:

- Trust HR capacity to deliver restructures
- Delays in scoping all the workstreams resulting in duplicated work elsewhere

IMPROVEMENT / ASSURANCE:

- Resources across ASC programme to deliver improvement areas alongside other priorities.

COST CONTAINMENT:

- Trust Operational Teams aligned to support standing up project
- Agency tracking and review
- Commissioning capacity to support fee frameworks