

Adult Social Care Transformation Update

Adult Social Care and Health Overview and Scrutiny Sub-Board

Meeting	Adult Social Care and Health Overview and Scrutiny Sub-Board
Date	3 rd September 2026
Wards affected	All
Report title	Adult Social Care Transformation Update
Cabinet Member contact	Councillor Hayley Tranter, Cabinet Member for Adult and Community Services, Public Health and Inequalities
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Status	Final

1. Overview

1.1 Purpose of Report

This report provides an update on the Adult Social Care transformation programme and the progress made to date during 2026.

The report focuses on four key areas of transformation:

- Implementation of Liquidlogic as the new Adult Social Care Care Management System (CMS).
- Development of the future Adult Social Care operating model.
- Development of the Adult Social Care Practice Model and Practice Quality Framework.
- Identification of future transformation priorities, including front door redesign, and working-age adults

The report provides assurance that progress continues to be made despite the organisational pressures associated with Local Government Reorganisation, Section 75 transition planning and continuing service demand.

1.2 Recommendations

- That Scrutiny notes the progress made in delivering the Adult Social Care transformation programme during 2026.
- That Scrutiny notes the planned implementation of Liquidlogic on 1 September 2026 and the requirement for a period of early-life support and stabilisation following go-live.
- That Scrutiny notes the progress made in developing the Adult Social Care Practice Model, Practice Quality Framework and future operating model.
- That Scrutiny notes the current financial position and the key programme risks set out in this report.

2. Background and Context

Adult Social Care continues to operate within a period of significant change. Alongside the day-to-day delivery of statutory services, the service has been preparing for the transition of Adult Social Care functions back to Torbay Council, implementing a new Care Management System, developing a future operating model and strengthening professional practice standards. These programmes support the wider ambition of creating a modern Adult Social Care service that is digitally enabled, strengths based, financially sustainable and focused on helping people achieve positive outcomes whilst maintaining independence.

Adult Social Care transformation has also been informed by the Care Quality Commission assessment, peer review recommendations, workforce feedback, performance analysis and learning from comparator authorities.

The most significant transformation activity within Adult Social Care during 2026 has been the implementation of Liquidlogic as the new Adult Social Care Care Management System, which holds information on all those supported and assessed by Adult Social Care. The programme replaces the legacy PARIS system and is designed to strengthen information security, improve workflow management, enhance Adult Social Care functionality, and support future statutory and performance reporting requirements. Although implementation commenced later than originally planned due to contract negotiations, the programme remains on track for a planned go-live date of 1 September 2026. Delivering a programme of this scale within a twelve-month period represents a significant achievement.

Alongside the CMS programme, progress has continued on wider Adult Social Care transformation priorities. Work is underway to explore future operating model options, involving ASC leaders and the wider workforce. Phase one leadership changes have been implemented; however, the next phase of organisational redesign has been paused due to considerations of Local Government Reorganisation, transfer planning, resource pressures and the demands of the Liquidlogic programme.

Development of the Adult Social Care Practice Model has continued. Strengths-based practice training was delivered before the summer and has been positively received by the workforce, with further development sessions planned for autumn 2026. The newly appointed Principal Social Worker has developed a Practice Quality Framework, which is being introduced across services. The framework will provide a foundation for consistent professional practice, supervision, quality assurance and workforce development.

The next phase of transformation will focus on embedding the new IT system, the redesign of the Adult Social Care front door, improving outcomes for working-age adults, embedding the Practice Model and continuing to reduce reliance on avoidable bed-based and restrictive models of care. Delivery will require careful sequencing, clear governance and continued attention to organisational capacity.

3. Care Management System (CMS) Programme

3.1 Overview and rationale

The implementation of Liquidlogic represents the most significant digital transformation undertaken by Adult Social Care in recent years. The legacy PARIS system had become increasingly outdated and was no longer able to support the Council's longer-term ambitions for Adult Social Care transformation. Liquidlogic provides a modern platform to support service redesign, improved information governance, enhanced workflow management, statutory reporting and management information requirements.

Although implementation started later than originally planned due to contract negotiations, the programme remains on track for the revised go-live date of 1 September 2026.

3.2 Programme delivery

Successful delivery has required a significant commitment from staff across both Torbay Council and Torbay and South Devon NHS Foundation Trust. Operational services, Information and Communication Technology (ICT), Information Governance, programme management and support teams have all contributed whilst maintaining business-as-usual responsibilities. Specialist support from Channel 3 and Futures has provided additional expertise in programme delivery, implementation planning and data migration. This additional capacity has been critical in maintaining delivery against an ambitious timetable.

The programme has operated through a weekly governance framework involving staff from both organisations, providing oversight, risk management and decision-making. Financial monitoring has remained a key area of focus. The current programme financial envelope is £2.032 million, with forecast expenditure of £2.232 million, resulting in a forecast overspend of £200,000. This is a significant improvement from the position at the outset of the programme, when the forecast overspend was approximately £325,000. The current figure is a point-in-time forecast rather than the final project outturn. The improvement reflects active management of programme scope, implementation planning, procurement discussions and continued financial oversight. The position remains subject to completion of implementation activity and should therefore be treated as a point-in-time forecast rather than the final outturn.

The programme has been delivered through a weekly governance structure involving staff from Torbay Council and Torbay and South Devon NHS Foundation Trust. This has provided a regular route for monitoring delivery, reviewing risks and issues, taking decisions and escalating matters where required.

Programme risks have been actively managed through the established governance arrangements. The most significant remaining risk relates to integration with the NHS SBS finance system. This system receives information from Liquidlogic and makes the payments to our providers. The original implementation plan assumed that the new NHS finance system would be operational before the Adult Social Care go-live. Delays to the NHS programme have required an interim solution, enabling Liquidlogic to interface initially with the existing Agresso finance system before a later transition to SBS. End-to-end testing between Liquidlogic and SBS has not yet taken place. The timing of the SBS implementation remains under review, with a decision expected later in August 2026.

It is important to recognise that implementation does not conclude at go-live. Liquidlogic introduces new workflows, authorisation processes and recording requirements which will require a period of organisational adjustment. Post-implementation support will be required to address defects, refine workflows, support staff confidence and ensure consistent practice. Intensive support during the early-life phase is an expected part of implementation for a programme of this complexity.

3.3 Expected benefits

Area	Expected benefit
Security and resilience	Replacement of an ageing legacy system with a more modern and secure platform.
Workflow and accountability	Clearer sequencing, authorisation and management oversight within statutory pathways.
Adult Social Care functionality	Functionality designed around Adult Social Care recording and workflow requirements.
Statutory and performance reporting	A stronger platform for statutory returns, operational reporting and future performance management.
Service transformation	A digital foundation to support future pathway and operating model redesign.

3.4 Key residual risk: finance system integration

The most significant residual risk relates to implementation of the NHS Shared Business Services finance system. The original design assumed that SBS would be available before the Adult Social Care go-live. Delays to the NHS programme have required an interim interface between Liquidlogic and the existing Agresso finance platform.

The current position is that Liquidlogic is intended to interface with Agresso from the September go-live. A further interface change may then be required when SBS is implemented at the beginning of October 2026. End-to-end testing between Liquidlogic and SBS has not yet taken place. The decision on whether to continue with the proposed SBS implementation during October 2026 remains under consideration, with a decision expected later in August 2026. The SBS system received information from Liquidlogic and makes the payments to our providers in the independent sector.

Risk	Potential impact	Mitigation and oversight
SBS finance system dependency	A further interface change may be required after go-live, without completed end-to-end testing between Liquidlogic and SBS.	Maintain the interim Agresso interface, complete technical assurance, and await a formal decision on SBS timing through programme governance.
Operational capacity	Implementation, go-live support compete with business-as-usual and transfer activity.	Sequence change, protect critical capacity and prioritise activity required for safe go-live and statutory delivery.
Post-go-live stability	Defects, workflow issues or low user confidence could affect recording quality and productivity.	Early-life support, rapid issue triage, staff coaching, manager oversight and regular governance review.
Financial pressure	Costs may change as implementation activity	Continue formal financial monitoring and report the final

Risk	Potential impact	Mitigation and oversight
	completes and further interface work becomes clear.	position through programme governance.
Benefits realisation	The system could be implemented technically without delivering the intended practice and performance improvements.	Link system adoption to the Practice Quality Framework, supervision, quality assurance, reporting and benefits tracking.

3.5 Go-live, stabilisation and benefits realisation

Implementation does not conclude on the go-live date. Liquidlogic introduces new workflows, recording requirements, authorisation processes and management controls that will need to become embedded in day-to-day practice. The programme will therefore move into an early-life support and stabilisation phase following go-live. This phase will focus on:

- Defect identification, prioritisation and resolution.
- Timely support for staff and managers.
- Workflow refinement where practical experience identifies improvements.
- Data quality monitoring and consistent recording practice.
- Development and validation of operational and performance reporting.
- Benefits tracking and assurance through programme governance.

A period of intensive support is expected for an implementation of this size and complexity. It should not be interpreted as an indication of programme failure. The key assurance will be whether issues are visible, prioritised and resolved through clear governance and support arrangements.

4. Practice Model and Practice Framework

4.1 Practice transformation

The introduction of a new Care Management System is one element of Adult Social Care transformation. Equal emphasis is being placed on establishing a clear and consistent approach to professional practice across all teams.

Strengths-based practice training was delivered before summer 2026 and has been well received by the workforce. Further training and development are scheduled for autumn 2026 to support continued learning and application in practice.

4.2 Practice Framework

Our newly appointed Principal Social Worker (PSW), with support from the Principal Occupational Therapist (POT), has developed a Practice Quality Framework to support delivery of the Torbay Adult Social Care Vision by providing a clear professional framework for high-quality practice across the organisation. The framework is currently in draft and is being consulted on with leaders and managers. It sets out how professional practice will operate across Adult Social Care and provides a foundation for:

- Consistent professional standards and expectations.
- Strengths-based, trauma informed and person-centred practice.
- Reflective supervision and management oversight.
- Quality assurance and audit.
- Workforce development and continuous improvement.

This new framework is inter-professional and applies to all staff across Adult Social Care, including practitioners, managers and senior leaders, ensuring a shared understanding of our practice expectations, standards and ways of working.

Importantly, the framework aligns with and complements other key documents currently in development, including relevant practice standards and guidance, and a new Quality Assurance Framework for Torbay ASC. Together, these will create a coherent approach to professional practice, quality assurance, workforce development and continuous improvement.

The framework helps to connect the work being undertaken through digital, workforce and operating model changes across the service, ensuring that transformation results in improved practice and outcomes for people, rather than being limited to structural or system change.

6. Future transformation priorities

6.1 Priorities

The next phase of the programme will increasingly move from system implementation towards service and pathway transformation. The following areas have been identified as priorities, subject to confirmed governance, capacity and sequencing.

Priority	Proposed direction	Potential Benefits
Front door	Review the Adult Social Care customer journey so people can more consistently access timely information, advice, prevention and community support, with clearer routes into statutory assessment where required.	Improved access to information and support, greater consistency of customer experience, earlier Identification of need, stronger focus on prevention and increased independence for residents.
Working-age adults	Review pathway design, support models and outcomes for working-age adults, to maximise our support for people to live well in their communities for as long as possible.	Improved outcomes and quality of life, greater independence, support that is better aligned to individual strengths and aspirations, and stronger community inclusion.
Practice Model	Continue to embed the Practice Quality Framework, strengths-based practice, supervision and quality	Greater consistency of practice, improved quality assurance, a more confident and skilled workforce, and

Priority	Proposed direction	Potential Benefits
	assurance arrangements to support our workforce to deliver a high quality service to the residents of Torbay.	improved experiences and outcomes for people drawing on support.
Data and performance	Use Liquidlogic to strengthen recording quality, operational insight, statutory reporting and performance oversight.	Better information to support decision-making, improved oversight of services, stronger assurance regarding statutory duties and enhanced ability to identify opportunities for service improvement.

7. Key risks and mitigations

Risk	Potential impact	Mitigation and oversight
Cumulative change pressure	Local Government Reorganisation, Section 75 transition and operating model work may create workforce fatigue or delay delivery.	Careful sequencing, clear communication, visible leadership and staged implementation.

8. Equality, inclusion and accessibility

The report does not seek a decision that directly changes eligibility or access to support. However, each transformation workstream has equality and accessibility considerations that will be addressed through design, implementation and review.

9. Conclusion

Adult Social Care has delivered substantial transformation activity during 2026. The implementation of Liquidlogic is a significant achievement and provides the digital foundation for future service improvement. Alongside the digital programme, progress has been made in developing the future operating model, strengthening professional practice and introducing a new Practice Quality Framework. The programme has managed significant financial, organisational and technical challenges. The forecast overspend has reduced since the outset of the programme, and the remaining risks, particularly the SBS finance system dependency and post-go-live stabilisation, are understood and subject to active oversight.

The focus for the remainder of 2026 and into 2027 will increasingly move from system implementation towards embedding new ways of working, strengthening practice quality, reviewing key pathways and delivering the wider transformation ambitions for Adult Social Care. This will require careful sequencing, clear ownership and continued oversight of capacity, risk and benefits for the people of Torbay.