
Report To:	Inverclyde Integration Joint Board	Date:	8 September 2025
Report By:	Kate Rocks Chief Officer Inverclyde HSCP	Report No:	IJB/93/2025/MW
Contact Officer:	Maxine Ward Head of Addiction and Homelessness Services Inverclyde HSCP	Contact No:	01475 715365
Subject:	Closure of Inverclyde Centre – Transition Planning		

1.0 PURPOSE AND SUMMARY

- 1.1 ☒ For Decision ☐ For Information/Noting
- 1.2 To advise of the programme of works that intends to see the closure of the Inverclyde Centre in January 2026,

2.0 RECOMMENDATIONS

- 2.1 Note the programme of works in place to finalise the closure of the Inverclyde Centre by January 2026.
- 2.2 Endorse the comprehensive Decommissioning and Transition Plan
- 2.3 Support continued governance, oversight, and monitoring through the Programme Board.
- 2.4 Agree arrangements for reporting progress updates on the implementation milestones, service user outcomes, and staff restructuring process

Kate Rocks
Chief Officer
Inverclyde Health and Social Care Partnership

3.0 BACKGROUND AND CONTEXT

3.1 The Inverclyde Centre has historically provided congregate emergency accommodation for individuals experiencing homelessness. However, the existing model has been identified as increasingly out of step with national policy, local strategic ambitions, and best practice in homelessness services.

3.2 Key drivers for the proposed closure include:

- Persistent challenges in congregate settings, including trauma exposure, anti-social behaviour, and risks to vulnerable groups and staff.
- Alignment with the Scottish Government's 'Ending Homelessness Together' Action Plan and Inverclyde's Rapid Rehousing Transition Plan (RRTP).
- Evidence from staff consultation, service user feedback, and research highlighting the need for personalised, community-integrated support.

3.3 Robust staff consultation has been carried out between December 2024 and May 2025 that concluded with delivery of a new staffing structure and delivery model although no agreement had been reached in relation to the delivery of an out of hours service i.e. from 5pm to 8am on weekdays and at the weekends. However, recent work concluded with an agreement that Glasgow City Council will provide this service from January 2026, as part of the broader standby service they already operate on behalf of Inverclyde's HSCP.

4.0 Comprehensive Transition Plan

4.1 The transition plan (Appendix 1) is structured around the workstreams to align with the new model of care and have been mapped to specific tasks, milestones, and responsibilities under the following themes: -

- **Decommissioning Plan**
- **Staffing Restructure**
- **Office Relocation**
- **Policies, Procedures, and Operational Standards**
- **Performance Management & Monitoring.**
- **Governance & Reporting**

4.2 Governance and Oversight

A dedicated Decommissioning Programme Board has been established to oversee all aspects of the transition, including monitoring progress, managing risks, ensuring communication strategies are effective, and facilitating accountability to the IJB.

4.3 Equality Impact Assessment

An EQIA conducted in July 2025 identified the following impacts:

Positive Impacts:

- Safer, personalised temporary accommodation in community settings
- Enhanced privacy, dignity, and autonomy for residents.
- Trauma-informed services for women, those with mental health needs, and carers.
- Supporting the reduction of socio-economic inequalities through streamlined access to stable housing.

Potential Negative Impacts:

- Transitional disruption for current residents.
- Increased risk of short-term capacity issues on community-based accommodation.
- Staff uncertainty during restructuring phases.

Mitigation actions will include intensive multi-agency coordination, comprehensive change management for staff, and robust communication strategies.

5.0 Next Steps

5.1 Following approval by the Inverclyde Integration Joint Board, the following actions will be undertaken:

Action	Timeline	Lead
Formal communication to staff, residents, and stakeholders on IJB decision	August 2025	Chief Officer / Head of Service
Finalisation of staffing restructure proposals and initiation of HR processes	Sept – Dec 2025	HR & Service Management
Implementation of Glasgow City Council standby service for out-of-hours provision	Jan 2026	Service Management
Developing a Standard Operating Procedure for the out of Hours service	Dec 2025	Service Management with approval through the Programme Board
Continued phased decommissioning of the Inverclyde Centre facilities	Jan – Mar 2026	Facilities & Estates Service Management
Relocation of office and operational functions	Jan 2026	Service Management
Establish monitoring framework for service user outcomes & system capacity	Jan 2026 onwards	Programme Board
Continued engagement with accommodation providers & support services	Throughout 2025-2026	Service Management
Progress reporting to the IJB on milestones and impacts	Sep 2025-Mar 2026	Programme Board

6.0 IMPLICATIONS

6.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial	X	
Legal/Risk	X	
Human Resources	X	
Strategic Plan Priorities	X	
Equalities, Fairer Scotland Duty & Children and Young People	X	
Clinical or Care Governance	X	
National Wellbeing Outcomes	X	
Environmental & Sustainability		X
Data Protection		X

6.2 Finance

Decommissioning costs for staff restructuring and facility closure; long-term savings anticipated, however there may be some risk of additional costs during the 'overlap' period of transition from one model to another.

6.3 Legal/Risk

The risk of transitional disruption may create continuity risks and the redesign of the staff restructure requires careful planning around our legal employment obligations. Risks, however, will be managed through the Programme Board

6.4 Human Resources

Restructuring involves redeployment, consultations, voluntary early retirement, and wellbeing support. HR and Trade Unions are integrated across all processes.

6.5 Strategic Plan Priorities

Aligns with prevention, early intervention and effective integration of services per Strategic Plan and Rapid Re-housing Transition Plan.

6.6 Equalities

(a) Equalities

This progress report is aligned to the Corporate Equalities Impact Assessment (EqIA) process undertaken as part of the original report with the following outcome:

To progress with the preferred proposal. No adverse impacts have been assessed against any group as a result of this proposal.

X	YES – Assessed as relevant and an EqlA is required a copy of which will be made available on the Council's website: https://www.inverclyde.gov.uk/health-and-social-care/equality-impact-assess-me
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqlA is required. Provide any other relevant reasons why an EqlA is not necessary/screening statement.

(b) Equality Outcomes

How does this report address our Equality Outcomes?

Equalities Outcome	Implications
We have improved our knowledge of the local population who identify as belonging to protected groups and have a better understanding of the challenges they face.	
Children and Young People who are at risk due to local inequalities, are identified early and supported to achieve positive health outcomes.	
Inverclyde's most vulnerable and often excluded people are supported to be active and respected members of their community.	Positive
People that are New to Scotland, through resettlement or asylum, who make Inverclyde their home, feel welcomed, are safe, and able to access the Health and Social Care Partnership services they may need.	

(c) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

X	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(d) **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
x	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

6.7 Clinical or Care Governance

Quality, safety, trauma-informed care to be maintained

6.8 National Wellbeing Outcomes

Supports outcomes: quality of life, dignity, health inequalities reduction, safer environments.

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	Positive
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	Positive
People who use health and social care services have positive experiences of those services, and have their dignity respected.	Positive
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Positive
Health and social care services contribute to reducing health inequalities.	Positive
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	
People using health and social care services are safe from harm.	Positive
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Positive
Resources are used effectively in the provision of health and social care services.	Positive

6.9 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
X	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

6.10 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

7.0 DIRECTIONS

7.1	Direction Required to Council, Health Board or Both	Direction to:	
		1. No Direction Required	X
		2. Inverclyde Council	
		3. NHS Greater Glasgow & Clyde (GG&C)	
		4. Inverclyde Council and NHS GG&C	

8.0 CONSULTATION

- 8.1 This, and previous reports, describe the significant consultation process to date and confirms further planned consultation with staff and stakeholders.

9.0 BACKGROUND PAPERS

9.1 Scottish Government's 'Ending Homelessness Together' Action Plan

- This national strategy sets the policy framework for homelessness services in Scotland and drives the shift away from congregate settings to community-based solutions.

Inverclyde Rapid Rehousing Transition Plan (RRTP)

- The local strategic plan for transforming temporary accommodation and accelerating access to permanent housing options.