

---

<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>13 November, 2018</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/105/18/AP/CM</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Governance of External Organisations – Annual Update</b>		

---

## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide the annual update in respect of the governance of external organisations.

## 2.0 SUMMARY

- 2.1 In May 2011, the Council approved a risk based approach to the governance of those external organisations with whom the Council had a significant financial relationship. The Accounts Commission has published reports which highlight good practice and governance when delivering services through Arm's Length External Organisations
- 2.2 As part of the Council's approved framework, reports for relevant organisations are presented to the relevant Service Committee throughout the year giving updates and assurances in terms of performance and governance whilst an annual report is presented to the Policy & Resources Committee summarising progress and highlighting any areas where the agreed governance actions have not been delivered.
- 2.3 Overall, the Council's approach to the governance of external organisations is operating well with regular detailed reports going to the Health & Social Care Committee combining both qualitative and governance issues, whilst reports are presented to the Education & Communities and Environment & Regeneration Committees. The annual review has highlighted a number of cases within the HSCP where governance meetings have not taken place in the frequencies required by the Governance Framework or where up to date financial information has not been received. These will be picked up by the next Committee cycle. These are shaded in Appendix 1.
- 2.4 Additionally this year there are a small number of organisations which have ceased trading or which did not transact with the Council and hence the governance meetings were not required. These are also shaded.
- 2.5 The matrix used to appraise the level of governance required is in Appendix 2 and has been reviewed by the CMT. The list of external organisations that it is proposed will form part of this framework for 2018/19 are shown in Appendix 3. Based on last year's expenditure, over £40 million was allocated to/spent with these organisations in 2017/18.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the last 12 months performance in respect of the governance of external organisations as shown in Appendix 1 and that any outstanding issues will be addressed by the next cycle of Committees.

3.2 It is recommended that the Committee approves the list of external organisations that will form part of this framework for the period October 2018 – September 2019 as shown in Appendix 3.

**Alan Puckrin**  
**Chief Financial Officer**

## **4.0 BACKGROUND**

- 4.1 In May 2011, the Committee approved a framework for monitoring the governance of key external organisations with whom the Council has a significant financial relationship.
- 4.2 The purpose of this framework was to provide a formal mechanism for feeding back to the relevant Committee on the organisations performance and to highlight any issues in respect of governance, financial stability or overall performance. This approach was recognised by the Council's External Auditors at the time as being an example of good practice.
- 4.3 In June 2011 the Accounts Commission published a report on Arm's Length External Organisations (ALEOs) as part of their series of improvement reports for Councillors and Officers. During 2013/14, the Council's External Auditors carried out a targeted audit on how the Council has responded to this national performance report which was a positive report. An updated report from the Accounts Commission on ALEOs was considered by the Policy & Resources Committee in September 2018 and one specific action was approved.
- 4.4 Enhancements to the governance process were made in 2014. Reports presented to the relevant Service Committee giving updates on Riverside Inverclyde and Inverclyde Leisure are now clear about the reasons for using these ALEOs. Service risk reporting now take into account more than just financial risk and thought is given to contingency planning in the event of an organisation failing.
- 4.5 The Corporate Management Team recognise that as resources become more scarce, it is even more important that officers monitor those organisations which are reliant on Council funding and which provide vital services to the Council.

## **5.0 CURRENT POSITION**

- 5.1 Appendix 1 shows the position of the 2017/18 organisations from where it can be seen that for the majority, the framework has been fully delivered. There are however a number of instances within the HSCP where officers have not managed to fully adhere to the number of meetings required. This will be addressed during the next Committee cycle. There are also a number of cases where the most recent financial information has not been provided. Officers will continue to press to get this information. Both these circumstances are highlighted by shading in Appendix 1.
- 5.2 Additionally this year there are a small number of organisations which have ceased trading or which did not transact with the Council and hence the governance meetings were not required.
- 5.3 The process continues to have a positive impact on the relationship between organisations and the Council and in particular strengthening the relationships between Care Providers and the Council. This will further support the alternative delivery models available to the community and the Health and Social Care Partnership (HSCP).
- 5.4 It is proposed to increase the lower threshold from £24,999 to £30,000 to reflect the increasing numbers of organisations which form part of the Framework and the available officer capacity. However, where officers become aware of potential problems with an organisation, appropriate governance oversight and support will take place irrespective of the increase in threshold. Appendix 3 lists those organisations proposed for inclusion in 2018/19.
- 5.5 As the Council's service delivery landscape becomes more complex, the need for sound governance processes to manage quality and monitor signs of potential financial stress becomes more important and this was also picked up as part of the recent Best Value Audit. It is clear that a number of organisations are finding the current financial environment challenging and officers will continue to positively support organisations where financial difficulties become apparent.

## 6.0 CONCLUSIONS

- 6.1 The Council's approach to the governance of external organisations is working well and has resulted in strengthening relationships with organisations and the Council. After seven years, the process has matured in all areas of the Council and the Corporate Management Team is keeping an overview of compliance with the framework.
- 6.2 The Chief Financial Officer will continue to co-ordinate the monitoring of overall performance and report to Committee on an annual basis.

## 7.0 IMPLICATIONS

### 7.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

### 7.2 **Legal**

There are no legal implications arising from this report.

### 7.3 **Human Resources**

There are no HR implications arising from this report.

### 7.4 **Equalities**

There are no equalities implications arising from this report.

### 7.5 **Repopulation**

Whilst there are no direct impacts in respect of repopulation, the Council's approach to the governance of external organisations should provide early warnings of problems within organisations and therefore provide greater stability to these organisations with a resultant impact on job security.

## 8.0 CONSULTATION

- 8.1 The report has been approved by the Corporate Management Team.

## 9.0 BACKGROUND PAPERS

- 9.1 None

Supplier /Provider	Payments	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payment	Total Score	Comments
1 RIVERSIDE INVERCLYDE	£2,142,838.85	E&R	Sep-18	Nov-18	Grant with SLA	26	External review to report to November E&R Cttee
2 INVERCLYDE CARERS CENTRE LTD	£276,280.00	HSCP	14/06/2018	Oct-18	Grant - no SLA	26	
3 ICDT LTD	£2,997,859.32	E&R	Aug-18	Mar-18	Tendered	24	
4 INVERCLYDE LEISURE	£1,999,166.92	E&C	Sep-18	Jan-18	Grant with SLA	24	
5 BALCLUTHA COURT	£1,600,404.40	HSCP	26/09/2018	Oct-18	Commissioned no tender	24	
6 CARE CONCERN LIMITED	£1,093,938.53	HSCP	09/05/2018	Oct-18	Commissioned no tender	24	Accounts to Dec 2017 due November 2018
7 ALT-NA-CRAIG LIMITED	£894,479.27	HSCP	Oct 18	Oct-18	Commissioned no tender	24	
8 THE BEACON	£442,452.84	E&C	Sep-18	Jan-18	Grant with SLA	24	
9 EVERGREEN HOME SUPPORT	£361,123.26	HSCP	08/10/2018	Oct-18	Tendered	24	
10 MUIRSHIEL CENTRE	£285,718.58	HSCP	01/11/2018	Oct-18	Tendered	24	
11 YOUTH CONNECTIONS	£145,806.03	E&C	Jun-18	Jan-18	Grant - no SLA	24	
12 CRAIGEND RESOURCE CENTRE	£133,390.81	E&C	Sep-18	Jan-18	Grant - no SLA	24	
13 PARKLEA BRANCHING OUT	£132,625.05	HSCP	22/11/2018	Oct-18	Commissioned no tender	24	
14 INVERCLYDE COUNCIL ON DISABILITY	£106,682.71	HSCP	No longer exists	No longer exists	Grant - no SLA	24	
15 BRANCHTON COMMUNITY CENTRE	£90,050.69	E&C	Sep-18	Jan-18	Grant - no SLA	24	
16 Port Glasgow Voluntary Transport	£83,050.57	HSCP	23/10/2018	Oct-18	Commissioned no tender	24	
17 GIBSHILL COMMUNITY CENTRE	£33,126.00	E&C	Jun-18	Jan-18	Grant - no SLA	24	
18 KEY HOUSING ASSOCIATION LTD	£1,269,049.40	HSCP	01/08/2018	Oct-18	Commissioned no tender	22	
19 SIR GABRIEL WOOD'S MARINERS HOME	£588,501.96	HSCP	15/09/2018	Oct-18	Commissioned no tender	22	Accounts to Dec 2017 due November 2018
20 IVCSS	£121,096.40	HSCP	Nov-18	Oct-18	Commissioned no tender	22	
21 CIRCLES NETWORK	£108,342.00	HSCP	29/10/2018	Oct-18	Commissioned no tender	22	
22 KNCC	£73,343.00	E&C	Planned Oct 18	Jan-18	Grant - no SLA	22	
23 RIVER CLYDE HOMES	£1,590,916.58	E&C/HSCP	16/05/2018	Apr-18	Grant with SLA	20	
24 INVERCLYDE ASS FOR MENTAL HEALTH	£487,420.95	HSCP	18/10/2018	Oct-18	Commissioned no tender	20	
25 YOUR VOICE	£172,719.25	HSCP	Various since Feb 18	Oct-18	Commissioned no tender	20	
26 INVERKIP COMMUNITY INITIATIVE	£38,878.33	E&C	Sep-18	Jan-18	Commissioned no tender	20	
27 FLAGSHIP TOWER (GREENOCK) LIMITED	£1,810,051.87	HSCP	05/02/2018	Oct-18	Commissioned no tender	18	
28 KINCAID HOUSE	£1,765,136.34	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
29 DANSHELL CARE HOMES	£1,364,691.71	HSCP	23/10/2018		Commissioned no tender	18	Accounts to Dec 2017 due November 2018. Out of area placement.
30 HC ONE LIMITED	£1,146,439.20	HSCP	10/05/2018	Oct-18	Commissioned no tender	18	
31 GREENOCK MEDICAL AID SOCIETY	£1,045,009.42	HSCP	29/03/2018	Oct-18	Commissioned no tender	18	
32 BARNARDOS	£834,055.48	HSCP	13/03/2018	Oct-18	Commissioned no tender	18	
33 MEALLMORE LODGE LIMITED	£793,433.88	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
34 IN-WORK LTD	£602,052.08	HSCP	17/04/2018	Oct-18	Commissioned no tender	18	
35 MARGARET BLACKWOOD HOUSING ASS	£599,453.28	HSCP	23/03/2018	Oct-18	Commissioned no tender	18	
36 CORA FOUNDATION	£543,789.44	HSCP	10/01/2018	Oct-18	Commissioned no tender	18	
37 LITTLE SISTERS OF THE POOR	£490,732.36	HSCP	20/12/2017	Oct-18	Commissioned no tender	18	
38 KIBBLE EDUCATION AND CARE CENTRE	£313,831.00	HSCP	14/12/2017	Oct-18	Commissioned no tender	18	
39 CLOCH HOUSING ASSOCIATION LTD	£292,940.74	E&C	Omitted from Governance process in error.	Jan-18	Tendered	18	Officers will reinstate meetings if the organisation is on the Governance list for 2018/19
40 SCOTTISH MASONIC HOMES LIMITED	£266,352.36	HSCP	24/01/2018	Oct-18	Commissioned no tender	18	
41 ACTION FOR CHILDREN	£263,210.00	HSCP	No longer funded	No longer funded	Commissioned no tender	18	No payments made 2017/18
42 CONFIDENT CARE LTD	£242,825.16	HSCP	26/03/2018	Oct-18	Tendered	18	
43 STEPWELL CONSULTANCY LIMITED	£160,278.95	E&R	Jun-18	Mar-18	Tendered	18	
44 BELLEAIRE HOUSE	£150,296.85	HSCP	22/02/2018	Oct-18	Commissioned no tender	18	
45 TRUST HOUSING ASSOCIATION LTD	£67,141.02	HSCP	03/05/2018	Oct-18	Commissioned no tender	18	
46 OAK TREE HOUSING ASSOCIATION	£64,569.30	HSCP	Should be excluded		No contract	18	Relates to rent etc.

47	ANGEL CARE SERVICES SCOTLAND LTD	£43,433.93	HSCP	01/05/2018	Oct-18	Tendered	18	
48	QUARRIERS	£3,123,854.46	HSCP	09/05/2018	Oct-18	Tendered	16	
49	TURNING POINT SCOTLAND	£1,821,614.83	HSCP	08/02/2018	Oct-18	Tendered	16	
50	THE RICHMOND FELLOWSHIP SCTLND	£1,390,398.05	HSCP	23/11/2017	Oct-18	Tendered	16	
51	ALLIED HEALTHCARE GROUP LIMITED	£921,704.26	HSCP	23/03/2018	Oct-18	Tendered	16	Accounts to Dec 2017 due November 2018
52	KARMA HEALTHCARE	£889,265.30	HSCP	28/03/2018	Oct-18	Tendered	16	
53	SCOTT ASSOC FOR MENTAL HEALTH	£713,694.76	HSCP	14/05/2018	Oct-18	Tendered/Grant	16	
54	SPARK OF GENIUS	£448,875.42	HSCP	15/02/2018	Oct-18	Tendered	16	
55	WOODSIDE CARE	£220,794.81	HSCP	Sept 2018 (meeting on weekly basis)	Oct-18	Commissioned no tender	16	
56	CAPABILITY SCOTLAND	£202,948.96	HSCP	05/09/2017	Oct-18	Commissioned no tender	16	No response from company re next annual meeting
4	ERSKINE HOSPITAL	£189,725.70	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	
58	INVERCLYDE WOMENS AID	£183,683.40	HSCP	03/05/2018	Oct-18	Commissioned no tender	16	
59	COTTAGE CARE SERVICES SCOTLAND LTD	£164,315.92	HSCP	18/01/2018	Oct-18	Commissioned no tender	16	
60	OCHIL TOWER SCHOOL	£158,244.00	HSCP	26/04/2018	Oct-18	Commissioned no tender	16	
61	STEP DOWN	£141,083.03	HSCP	Not being used since Nov 2016	Not being used since Nov 2016	Grant - no SLA	16	
62	CAREWATCH (INVER & NTH AYRSH)	£140,629.12	HSCP	28/03/2018	Oct-18	Tendered	16	
63	ENCHANTED FOREST NURSERY	£125,250.17	E&C	Jun-18	Jan-18	Commissioned no tender	16	
64	ENABLE SCOTLAND	£124,906.92	HSCP	23/04/2018	Oct-18	Grant - no SLA	16	
65	INVERCARE SERVICES LTD	£113,110.70	HSCP	04/06/2018	Oct-18	Commissioned no tender	16	
66	HANSEL ALLIANCE	£111,372.01	HSCP	01/08/2018	Oct-18	Commissioned no tender	16	
67	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£108,677.21	HSCP	11/01/2018	Oct-18	Commissioned no tender	16	
68	WHO CARES (SCOTLAND)	£91,109.00	HSCP	Dec-18	Oct-18	Commissioned no tender	16	
69	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£85,166.64	E&R	Jul-18	Mar-18	Commissioned no tender	16	
70	THE SALVATION ARMY	£80,642.44	HSCP	26/03/2018	Oct-18	Tendered	16	
71	PACIFIC CARE	£76,027.70	HSCP	29/10/2018	Oct-18	Commissioned no tender	16	Out of area placement.
72	ABERLOUR CHILD CARE TRUST	£75,591.50	HSCP	01/05/2017 (not being used)	Not being used	Commissioned no tender	16	
73	MOVING ON (INVERCLYDE)	£71,250.00	HSCP	Omitted from Governance process in error. Meetings currently being scheduled and Committee report to be amended to incorporate organisation.		Commissioned no tender	16	
74	BIELD HOUSING ASSOCIATION	£60,686.55	HSCP	20/09/17 ( No longer contracts with HSCP)	No longer contracts with HSCP	Commissioned no tender	16	
75	BERTINALEY CARE LIMITED	£56,579.60	HSCP	Care home now in administration	Oct-18	Commissioned no tender	16	Accounts to Dec 2017 due November 2018
76	CVS INVERCLYDE	£54,775.00	HSCP	Omitted from Governance process in error. Meetings currently being scheduled and Committee report to be amended to incorporate organisation.		Grant - no SLA	16	
77	LIVING AMBITIONS	£54,504.80	HSCP	01/05/2018 (not being used)	Not being used	Commissioned no tender	16	
78	ABBIEFIELD SCOTLAND LIMITED	£39,852.42	HSCP	27/04/2018	Oct-18	Commissioned no tender	16	
79	MCFARLANE HOMES	£32,456.56	HSCP	Nov-18	Oct-18	Commissioned no tender	16	Out of area placement.
80	FOSTER CARE CONNECT	£31,429.75	HSCP	Oct-18	Oct-18	Grant - no SLA	16	Out of area placement.
81	FOUR SEASONS HEALTHCARE	£31,245.18	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	Accounts to Dec 2017 due November 2018
82	LANCEFIELD CARE HOME	£30,002.08	HSCP	12/10/2018	Oct-18	Commissioned no tender	16	
83	HARVEYS HEALTHCARE LIMITED	£29,628.70	HSCP	No longer used	No longer used	Commissioned no tender	16	

External Organisations Governance

Matrix

1/	<u>Annual Payment to the Organisation (Ex-Vat)</u>	<u>Points</u>
	Payment over £250,000	6
	Payment £50,000 to £250,000	4
	Payment £30,000 to £49,999	2
	Payment £29,999 and below	Exclude
2/	<u>Proportion of turnover funded by Council</u>	<u>Points</u>
	51% to 100%	8
	26% to 50%	6
	10% to 25%	4
	Below 10%	2
3/	<u>Nature of Payment to Organisation</u>	<u>Points</u>
	Grant – No SLA	8
	Grant – With SLA	6
	Commissioned – No Tender	6
	Tendered	4
4/	<u>Council Representation at Meetings</u>	<u>Points</u>
	Member on Board	6
	No Council Presence	4
	Officer's attendance allowed	2

Governance Oversight

Points

22 plus

- a) Annual Accounts received by Service and reviewed by Finance.
- b) Briefing prepared where appropriate for Council Board Member in advance of any Board Meetings.
- c) Minutes circulated by attendee to Corporate Director, Head of Service, Finance and Procurement.
- d) Half yearly documented Governance meetings with organisations.
- e) Annual Committee report covering performance and quality issues.
- f) The Council identify, review and monitor specific governance, finance and performance indicators which will give early warning of any potential problems and acts accordingly.
- g) Evidence that risks associated with these organisations are considered as part of the Service/Directorate risk register.
- h) Contingency Plans are in place within the service to ensure continuity of service delivery if the agreement ends.
- i) Where services are delivered through ALEOs, the Council has well-developed and sound based strategy for the delivery of services which is linked to the wider Council's strategic objective and priorities

20 - 16

- a) As above
- b) Optional
- c) Optional
- d) Annual documented Governance meetings
- e) As above
- f) As above
- g) Optional
- h) As above
- i) Not Applicable

Under 16

- a) No action

Note: 1. The above are the minimum requirements however Services may decide on more frequent meetings / reporting based on specific risks / intelligence.



	Supplier / Provider	Payments	Service	Payment Points	Proportion of Turnover	Nature of Payments	Nature of Payments score	Council Representation at Meetings	Total
1	RIVERSIDE INVERCLYDE	£901,749.13	E&R	6	6	Grant with SLA	6	6	24
2	ICDT LTD	£3,828,495.75	E&R	6	8	Tendered	4	6	24
3	CRAIGEND RESOURCE CENTRE	£136,982.37	E&C	4	8	Grant - no SLA	8	4	24
4	EVERGREEN HOME SUPPORT	£366,633.99	HSCP	6	8	Tendered	4	6	24
5	GIBSHILL COMMUNITY CENTRE	£30,328.00	E&C	2	8	Grant - no SLA	8	6	24
6	BALCLUTHA COURT	£1,742,360.70	HSCP	6	8	Commissioned no tender	6	4	24
7	INVERCLYDE LEISURE	£1,655,819.73	E&C	6	6	Commissioned no tender	6	6	24
8	KEY HOUSING ASSOCIATION LTD	£1,417,028.83	HSCP	6	8	Commissioned no tender	6	4	24
9	ALT-NA-CRAIG LIMITED	£930,044.36	HSCP	6	8	Commissioned no tender	6	4	24
10	CARE CONCERN LIMITED	£822,797.02	HSCP	6	8	Commissioned no tender	6	4	24
11	MUIRSHIEL CENTRE	£274,367.19	HSCP	6	8	Tendered	4	6	24
12	INVERCLYDE CARERS CENTRE LTD	£225,280.00	HSCP	4	8	Grant no SLA	8	4	24
13	PARKLEA BRANCHING OUT	£164,049.76	HSCP	4	8	Commissioned no tender	6	6	24
14	YOUTH CONNECTIONS	£126,012.00	E&C	4	8	Grant no SLA	8	4	24
15	BRANCHTON COMMUNITY CENTRE	£99,844.00	E&C	4	8	Grant no SLA	8	4	24
16	SIR GABRIEL WOOD'S MARINERS HOME	£511,950.08	HSCP	6	6	Commissioned no tender	6	6	24
17	THE BEACON	£254,466.21	E&C	6	6	Commissioned no tender	6	4	22
18	YOUR VOICE	£214,599.92	HSCP	4	8	Commissioned no tender	6	4	22
19	KNCC	£78,375.00	E&C	4	4	Grant no SLA	8	6	22
20	INVERKIP COMMUNITY INITIATIVE	£50,820.85	E&C	4	8	Commissioned no tender	6	4	22
21	RIVER CLYDE HOMES	£754,321.00	E&C/HSCP	6	2	Grant with SLA	6	6	20
22	CIRCLES NETWORK	£108,342.00	HSCP	4	8	Tendered	4	4	18
23	TRUST HOUSING ASSOCIATION LIMITED	£270,997.83	HSCP	6	2	Commissioned no tender	6	4	18
24	CORA FOUNDATION	£456,683.82	HSCP	6	2	Commissioned no tender	6	4	18
25	CONFIDENT CARE LTD	£260,738.18	HSCP	6	4	Tendered	4	4	18
26	CVS INVERCLYDE	£78,918.98	HSCP	4	2	Grant - no SLA	8	4	18
27	ANGEL CARE SERVICES SCOTLAND LTD	£62,533.36	HSCP	4	6	Tendered	4	4	18
28	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,043,460.11	HSCP	6	2	Commissioned no tender	6	4	18
29	HC ONE LIMITED	£1,152,893.48	HSCP	6	2	Commissioned no tender	6	4	18
30	GREENOCK MEDICAL AID SOCIETY	£1,019,501.92	HSCP	6	2	Commissioned no tender	6	4	18
31	KINCAID HOUSE	£1,803,664.97	HSCP	6	2	Commissioned no tender	6	4	18
32	SILVERLINE CARE CALEDONIA LTD	£1,384,404.58	HSCP	6	2	Commissioned no tender	6	4	18
33	BARNARDOS	£1,144,179.87	HSCP	6	2	Commissioned no tender	6	4	18
34	MEALLMORE LODGE LIMITED	£962,762.10	HSCP	6	2	Commissioned no tender	6	4	18
35	IN-WORK LTD	£370,943.00	HSCP	6	2	Commissioned no tender	6	4	18
36	MARGARET BLACKWOOD HOUSING ASS	£546,126.20	HSCP	6	2	Commissioned no tender	6	4	18
37	INVERCLYDE ASS FOR MENTAL HEALTH	£465,498.01	HSCP	6	2	Tendered	4	6	18
38	LITTLE SISTERS OF THE POOR	£464,526.71	HSCP	6	2	Commissioned no tender	6	4	18
39	CAPABILITY SCOTLAND	£285,314.85	HSCP	6	2	Commissioned no tender	6	4	18
40	STEPWELL CONSULTANCY LIMITED	£204,882.00	E&R	4	6	Tendered	4	4	18
41	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£84,038.90	HSCP	4	4	Commissioned no tender	6	4	18
42	MIND MOSAIC	£48,540.00	E&C	2	6	Commissioned no tender	6	4	18
43	INVERCARE SERVICES LTD	£285,491.94	HSCP	6	2	Commissioned no tender	4	4	16
44	GREENOCK MORTON COMMUNITY TRUST	£34,263.43	E&C	2	2	Grant - no SLA	8	4	16
45	QUARRIERS	£3,175,010.60	HSCP	6	2	Tendered	4	4	16
46	ALLIED HEALTHCARE GROUP LIMITED	£824,166.89	HSCP	6	2	Tendered	4	4	16
47	COTTAGE CARE SERVICES SCOTLAND LTD	£206,949.38	HSCP	4	4	Tendered	4	4	16
48	DANSHELL GROUP	£60,990.64	HSCP	4	2	Commissioned no tender	6	4	16

49	ERSKINE HOSPITAL	£186,040.25	HSCP	4	2	Commissioned no tender	6	4	16
50	FINANCIAL FITNESS	£44,010.00	HSCP	2	2	Grant - no SLA	8	4	16
51	ARDGOWAN HOSPICE	£31,952.64	HSCP	2	2	Grant - no SLA	8	4	16
52	TURNING POINT SCOTLAND	£2,280,889.68	HSCP	6	2	Tendered	4	4	16
53	THE RICHMOND FELLOWSHIP SCTLND	£1,861,216.78	HSCP	6	2	Tendered	4	4	16
54	KARMA HEALTHCARE	£1,466,229.25	HSCP	6	2	Tendered	4	4	16
55	SCOTT ASSOC FOR MENTAL HEALTH	£889,794.18	HSCP	6	2	Tendered	4	4	16
56	SPARK OF GENIUS	£465,175.98	HSCP	6	2	Commissioned no tender	4	4	16
57	SCOTTISH MASONIC HOMES LIMITED	£233,932.47	HSCP	4	2	Commissioned no tender	6	4	16
58	KIBBLE EDUCATION AND CARE CENTRE	£217,289.00	HSCP	4	2	Commissioned no tender	6	4	16
59	LINK GROUP	£200,000.00	HSCP	4	2	Commissioned no tender	6	4	16
60	WOODSIDE CARE	£185,789.18	HSCP	4	2	Commissioned no tender	6	4	16
61	OCHIL TOWER SCHOOL	£179,782.00	HSCP	4	2	Commissioned no tender	6	4	16
62	INVERCLYDE WOMENS AID	£167,701.93	HSCP	4	2	Commissioned no tender	6	4	16
63	ALZHEIMERS SCOTLAND	£295,812.00	HSCP	4	2	Commissioned no tender	6	4	16
64	CAREWATCH (INVER & NTH AYRSH)	£137,079.92	HSCP	4	4	Tendered	4	4	16
65	ENCHANTED FOREST NURSERY	£116,220.13	E&C	4	2	Commissioned no tender	6	4	16
66	BIELD HOUSING ASSOCIATION	£107,943.48	HSCP	4	2	Commissioned no tender	6	4	16
67	MOVING ON (INVERCLYDE)	£85,500.00	HSCP	4	2	Commissioned no tender	6	4	16
68	ABERLOUR CHILD CARE TRUST	£82,011.60	HSCP	4	2	Commissioned no tender	6	4	16
69	UNITY ENTERPRISE	£79,929.59	HSCP	4	2	Commissioned no tender	6	4	16
70	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£64,083.30	E&R	4	2	Commissioned no tender	6	4	16
71	PACIFIC CARE	£61,289.57	HSCP	4	2	Commissioned no tender	6	4	16
		£42,581,003.99							