
Report To:	Policy & Resources Committee	Date:	17 November, 2020
Report By:	Chief Financial Officer	Report No:	FIN/94/20/AP
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Governance of External Organisations – Annual Update		

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 and the Council has extended this to other organisations which meet certain criteria.
- 2.2 As part of the Council's approved framework, reports for relevant organisations are presented to the relevant Service Committee each 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 HSCP Committee combining both qualitative and governance issues, whilst annual reports are presented to the Education & Communities and Environment & Regeneration Committees. The organisations which were subject to this process in 2019/20 are shown in Appendix 1.
- 2.4 The usual governance processes have been severely impacted by the Covid pandemic and the set piece Governance meetings have not taken place in the usual manner. However, due to the pivotal role many of these organisations have played in supporting the Council throughout 2020 there has been very regular contact around the finances and sustainability of the organisations. As a result for this year the Meeting Requirement criteria set out in Appendix 2 has not been applied.
- 2.5 The list of external organisations that are proposed will form part of this framework for the next 12 months are shown in Appendix 3. Based on last year's expenditure, over £43 million was allocated to/spent with these 78 organisations in 2019/20.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the update on the last 12 months' governance of external organisations as shown in Appendix 1 and the impact that the Covid pandemic has had on the usual governance process.

- 3.2 It is recommended that the Committee approves the list of external organisations that will form part of this framework for the period November 2020 – September 2021 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 The Corporate Management Team recognises that as resources become more scarce it is even more important than ever 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 organisations agreed to form part of the 2019/20 Governance process. The usual governance processes have been severely impacted by the Covid pandemic and the set piece Governance meetings have not taken place in the usual manner. However, due to the pivotal role many of these organisations have played in supporting the Council throughout 2020 there has been very regular contact around the finances and sustainability of the organisations. As a result, for this year, the Meeting Requirement criteria set out in Appendix 2 has not been applied.
- 5.2 Accounts have been reviewed for all organisations and discussions are on-going with one provider to clarify any underlying risk from their parent organisation. It is encouraging that this year none of the organisations in Appendix 1 have ceased trading during the period albeit it is appreciated that there are a number who will be in a more financially vulnerable position than 12 months ago.
- 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 Whilst the lower threshold to meet the qualifying criteria is £30,000, where officers become aware of potential problems with an organisation, appropriate governance oversight and support will take place irrespective of this threshold. Appendix 3 lists the 78 organisations proposed for inclusion in the 12 month period starting November 2020.
- 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 2018 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 IMPLICATIONS

6.1 Financial Implications:

The Council has allocated £200,000 from the Anti-Poverty monies to assist community based organisations which require short term one off funding to get through the Covid period. Proposal on the use of this fund are considered by the Education & Communities Committee.

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					

6.2 **Legal**

There are no legal implications arising from this report.

6.3 **Human Resources**

There are no HR implications arising from this report.

6.4 **Equalities**

There are no equalities implications arising from this report.

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	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, no Equality Impact Assessment is required

(b) 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?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) 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.
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X	NO
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6.5 **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.

7.0 **CONSULTATION**

7.1 The report has been approved by the Corporate Management Team.

8.0 **BACKGROUND PAPERS**

8.1 None

Governance of External Organisations for 19/20

Appendix 1

Supplier / Provider	Payments	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payments	Total
1 INVERCLYDE LEISURE	£1,845,106.55	E&C	Sep-20	Feb-20	Commissioned no tender	24
2 ICDT LTD	£1,814,562.22	E&R	09/10/2020	Oct-19	Tendered	24
3 KEY HOUSING ASSOCIATION LTD	£1,879,528.38	HSCP	06/11/2019	22-Oct-20	Commissioned no tender	24
4 ALT-NA-CRAIG LIMITED	£967,699.80	HSCP	04/02/2020	22-Oct-20	Commissioned no tender	24
5 CARE CONCERN LIMITED	£946,357.57	HSCP	23/04/2020	22-Oct-20	Commissioned no tender	24
6 EVERGREEN HOME SUPPORT	£515,675.32	HSCP	02/12/2019	22-Oct-20	Tendered	24
7 SIR GABRIEL WOOD'S MARINERS HOME	£445,983.74	HSCP	30/10/2019	22-Oct-20	Commissioned no tender	24
8 MUIRSHIEL CENTRE	£332,050.00	HSCP	01/11/2019	22-Oct-20	Tendered	24
9 YOUR VOICE	£307,011.84	HSCP	24/01/2020	22-Oct-20	Commissioned no tender	24
10 INVERCLYDE CARERS CENTRE LTD	£215,280.00	HSCP	16/01/2020	22-Oct-20	Grant no SLA	24
11 PARKLEA BRANCHING OUT	£171,292.50	HSCP	01/05/2020	22-Oct-20	Commissioned no tender	24
12 YOUTH CONNECTIONS	£132,100.00	E&C	Feb-20	Feb-20	Grant no SLA	24
13 BRANCHTON COMMUNITY CENTRE	£118,611.00	E&C	Jan-20	Feb-20	Grant no SLA	24
14 CRAIGEND RESOURCE CENTRE	£118,338.07	E&C	Feb-20	Feb-20	Grant - no SLA	24
15 INVERCLYDE VOLUNTARY COUNCIL	£112,865.37	HSCP	20/08/2019	22-Oct-20	Grant no SLA	24
16 THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£69,293.00	E&C	Sep-19	Feb-20	Grant no SLA	24
17 GIBSHILL COMMUNITY CENTRE	£32,015.00	E&C	Dec-20	Feb-20	Grant - no SLA	24
18 THE BEACON	£402,592.48	E&C	Aug-20	Feb-20	Commissioned no tender	24
19 INVERCLYDE ASSOC FOR MENTAL HEALTH	£374,327.01	HSCP	18/02/2020	22-Oct-20	Tendered	22
20 DRIVE DEVILBISS HEALTHCARE LTD	£120,879.43	HSCP	N/A	22-Oct-20	Commissioned no tender	22
21 INVERKIP COMMUNITY INITIATIVE	£57,830.00	E&C	Jan-20	Feb-20	Commissioned no tender	22
22 WELLINGTON PLAYGROUP	£56,336.57	E&C	Oct-20	Feb-20	Commissioned no tender	22
23 RIVER CLYDE HOMES	£890,750.21	HSCP	06/02/2020	22-Oct-20	Grant with SLA	20
24 CIRCLES NETWORK	£108,340.00	HSCP	04/11/2019	22-Oct-20	Tendered	20
25 MADEIRA NURSERY	£45,532.59	E&C	Oct-20	Feb-20	Commissioned no tender	20

26	BALCLUTHA COURT	£2,125,796.83	HSCP	22/10/2019	22-Oct-20	Commissioned no tender	18
27	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,735,793.31	HSCP	21/02/2020	22-Oct-20	Commissioned no tender	18
28	SILVERLINE CARE CALEDONIA LTD	£2,254,090.41	HSCP	05/11/2019	22-Oct-20	Commissioned no tender	18
29	KINCAID HOUSE	£2,046,727.36	HSCP	19/11/2019	22-Oct-20	Commissioned no tender	18
30	GREENOCK MEDICAL AID SOCIETY	£1,294,099.23	HSCP	24/04/2020	22-Oct-20	Commissioned no tender	18
31	HC ONE LIMITED	£1,169,665.60	HSCP	24/04/2020	22-Oct-20	Commissioned no tender	18
32	BARNARDOS	£1,118,274.13	HSCP	05/05/2020	22-Oct-20	Commissioned no tender	18
33	MEALLMORE LODGE LIMITED	£1,055,254.66	HSCP	19/11/2019	22-Oct-20	Commissioned no tender	18
34	MARGARET BLACKWOOD HOUSING ASS	£1,023,823.19	HSCP	14/09/2019	22-Oct-20	Commissioned no tender	18
35	LITTLE SISTERS OF THE POOR	£596,291.98	HSCP	Sep-19	22-Oct-20	Commissioned no tender	18
36	CORA FOUNDATION	£563,473.54	HSCP	N/A	22-Oct-20	Commissioned no tender	18
37	IN-WORK LTD	£393,996.59	HSCP	18/02/2020	22-Oct-20	Commissioned no tender	18
38	CONFIDENT CARE LTD	£337,161.72	HSCP	02/12/2019	22-Oct-20	Tendered	18
39	SPARK OF GENIUS	£334,051.26	HSCP	20/06/2020	22-Oct-20	Commissioned no tender	18
40	ALZHEIMERS SCOTLAND	£295,844.80	HSCP	05/10/2020	22-Oct-20	Commissioned no tender	18
41	CAPABILITY SCOTLAND	£269,556.26	HSCP	N/A	22-Oct-20	Commissioned no tender	18
42	TRUST HOUSING ASSOCIATION LIMITED	£257,269.88	HSCP	04/03/2020	22-Oct-20	Commissioned no tender	18
43	STEPWELL CONSULTANCY LIMITED	£216,052.64	E&R	09/10/2020	Oct-19	Tendered	18
44	FINANCIAL FITNESS	£99,403.48	HSCP	16/01/2020	22-Oct-20	Grant - no SLA	18
45	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£95,325.30	HSCP	12/12/2019	22-Oct-20	Commissioned no tender	18
46	ANGEL CARE SERVICES SCOTLAND LTD	£87,099.60	HSCP	13/02/2020	22-Oct-20	Tendered	18
47	CVS INVERCLYDE	£81,853.44	HSCP	27/10/20 Scheduled	22-Oct-20	Grant - no SLA	18
48	MIND MOSAIC	£40,000.00	E&C	Oct-20	Feb-20	Commissioned no tender	18
49	TURNING POINT SCOTLAND	£2,535,619.98	HSCP	21/10/2019	22-Oct-20	Tendered	16
50	THE RICHMOND FELLOWSHIP SCTLND	£2,352,512.90	HSCP	24/09/2020	22-Oct-20	Tendered	16
51	KARMA HEALTHCARE	£1,678,783.26	HSCP	05/12/2019	22-Oct-20	Tendered	16
52	ALLIED HEALTHCARE GROUP LIMITED	£894,615.86	HSCP	05/12/2019	22-Oct-20	Tendered	16
53	SCOTT ASSOC FOR MENTAL HEALTH	£708,178.76	HSCP	11/02/2020	22-Oct-20	Tendered	16
54	CARE VISIONS RESIDENTIAL SERVICES	£231,391.35	HSCP	24/02/2020	22-Oct-20	Commissioned no tender	16
55	ERSKINE HOSPITAL	£225,782.53	HSCP	19/10/20 Scheduled	22-Oct-20	Commissioned no tender	16
56	COTTAGE CARE SERVICES SCOTLAND LTD	£224,547.77	HSCP	01/07/2020	22-Oct-20	Tendered	16
57	KIBBLE EDUCATION AND CARE CENTRE	£218,206.00	HSCP	22/02/2020	22-Oct-20	Commissioned no tender	16
58	SCOTTISH MASONIC HOMES LIMITED	£212,679.27	HSCP	24/04/2020	22-Oct-20	Commissioned no tender	16
59	OCHIL TOWER SCHOOL	£202,179.00	HSCP	24/09/2020	22-Oct-20	Commissioned no tender	16
60	INVERCLYDE ASS FOR MENTAL HEALTH	£191,841.70	HSCP	18/02/2020	22-Oct-20	Tendered	16
61	INVERCLYDE WOMENS AID	£163,561.16	HSCP	04/04/2020	22-Oct-20	Commissioned no tender	16
62	ENCHANTED FOREST NURSERY	£159,535.13	E&C	Oct-20	Feb-20	Commissioned no tender	16
63	HILLSIDE SCHOOL (ABERDOUR) LTD	£125,884.61	HSCP	20/09/2020	22-Oct-20	Commissioned no tender	16
64	CAREWATCH (INVER & NTH AYRSH)	£103,105.45	HSCP	06/12/2019	22-Oct-20	Tendered	16
65	UNITY ENTERPRISE	£87,279.06	HSCP	10/01/2020	22-Oct-20	Commissioned no tender	16
66	WOODSIDE CARE	£86,311.72	HSCP	N/A	22-Oct-20	Commissioned no tender	16

67	THISTLE HEALTHCARE LTD	£85,620.21	HSCP	21/10/20 Scheduled	22-Oct-20	Commissioed no tender	16
68	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£78,274.92	E&R	09/10/2020	Oct-19	Commissioned no tender	16
69	MOVING ON (INVERCLYDE)	£71,500.00	HSCP	04/02/2019	22-Oct-20	Commissioned no tender	16
70	SCOTTISH MARRIAGE CARE	£64,500.00	HSCP	N/A	22-Oct-20	Commissioned no tender	16
71	ENABLE SCOTLAND	£57,151.75	HSCP	20/01/2020	22-Oct-20	Commissioned no tender	16
72	MARINER SUPPORT ASSOCIATES LTD	£55,845.00	HSCP	15/11/2019	22-Oct-20	Commissioned no tender	16
73	PACIFIC CARE	£55,700.29	HSCP	06/11/2009	22-Oct-20	Commissioned no tender	16
74	EMBRACE (COMBINED) LIMITED	£52,912.91	HSCP	01/07/2020	22-Oct-20	Commissioned no tender	16
75	LIVING AMBITIONS	£50,558.40	HSCP	N/A	22-Oct-20	Commissioned no tender	16
76	GREENOCK MORTON COMMUNITY TRUST	£32,395.76	E&C	Oct-20	Feb-20	Grant - no SLA	16
77	RIVERSIDE INVERCLYDE	£1,050,200.00	E&R	13/08/2020	Aug-20	Single Operating Plan	24
		£42,627,938.61					

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

Note –

Formal Council Arms Length External Organisations, (ALEOs) are part of this Framework irrespective of the points scored.

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

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- 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.

Appendix 3

Supplier/Prover	Payments	Services	Payment Points	Proportion of Turnover	Contract Arrangement	Nature of Payments	Council Representation at meetings	Total
ICDT LTD	£1,891,824.87	E&R	6	8	Tendered	4	6	24
ALT-NA-CRAIG LIMITED	£949,013.04	HSCP	6	8	Commissioned no tender	6	4	24
CARE CONCERN LIMITED	£924,375.92	HSCP	6	8	Commissioned no tender	6	4	24
INVERCLYDE ASSOC FOR MENTAL HEALTH	£516,966.18	HSCP	6	8	Tendered	6	4	24
INVERCARE SERVICES LTD	£376,403.52	HSCP	6	8	Tendered	6	4	24
CVS INVERCLYDE	£352,908.95	HSCP	6	8	Commissioned no tender	6	4	24
CROSSREACH	£319,841.12	HSCP	6	8	Commissioned no tender	6	4	24
INVERCLYDE LEISURE	£1,512,199.14	E&C	6	6	Commissioned no tender	6	6	24
KEY HOUSING ASSOCIATION LTD	£1,805,836.20	HSCP	6	8	Tendered	6	4	24
YOUR VOICE	£360,396.36	HSCP	6	8	Commissioned no tender	6	4	24
RIVERSIDE INVERCLYDE	£1,267,882.16	E&R	6	6	Commissioned no tender	6	6	24
INVERCLYDE VOLUNTARY COUNCIL	£120,113.59	HSCP	4	8	Commissioned no tender	6	6	24
BRANCHTON COMMUNITY CENTRE	£128,191.00	E&C	4	8	Grant - SLA	6	4	22
THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£76,320.00	E&C	4	8	Grant- SLA	6	4	22
ENCHANTED FOREST NURSERY	£190,460.73	E&C	4	8	Commissioned no tender	6	4	22
CRAIGEND RESOURCE CENTRE	£158,991.24	E&C	4	8	Grant-SLA	6	4	22
FINANCIAL FITNESS	£87,436.67	HSCP	4	8	Commissioned no tender	6	4	22
INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£69,196.53	E&R	4	8	Commissioned no tender	6	4	22
RIVER CLYDE HOMES	£980,612.81	HSCP	6	4	Commissioned no tender	6	6	22
MUIRSHIEL CENTRE	£255,462.20	HSCP	6	8	Tendered	4	4	22
PARKLEA BRANCHING OUT	£155,863.18	HSCP	4	8	Commissioned no tender	6	4	22
MOVING ON (INVERCLYDE)	£106,875.00	HSCP	4	8	Commissioned no tender	6	4	22
INVERCLYDE WOMENS AID	£163,465.88	HSCP	4	8	Commissioned no tender	6	4	22
GIBSHILL COMMUNITY CENTRE	£32,775.00	E&C	2	8	Grant- SLA	6	6	22
INVERKIP COMMUNITY INITIATIVE	£55,574.69	E&C	4	6	Grant-SLA	6	6	22
THE BEACON	£167,374.53	E&C	4	6	Grant-SLA	6	4	20
ANGEL CARE SERVICES SCOTLAND LTD	£116,408.24	HSCP	4	8	Tendered	4	4	20
HILLEND VIEW CARE HOME	£49,787.32	HSCP	2	8	Commissioned no tender	6	4	20
FOSTER CARE CONNECT	£45,442.82	HSCP	2	8	Commissioned no tender	6	4	20
TRUST HOUSING ASSOCIATION LIMITED	£339,538.44	HSCP	6	2	Commissioned no tender	6	4	18
SILVERLINE CARE CALEDONIA LTD	£1,553,210.42	HSCP	6	2	Commissioned no tender	6	4	18
SIR GABRIEL WOOD'S MARINERS HOME	£483,393.45	HSCP	6	2	Commissioned no tender	6	4	18
MEALLMORE LODGE LIMITED	£1,120,786.65	HSCP	6	2	Commissioned no tender	6	4	18
QUARRIERS	£2,681,944.33	HSCP	6	2	Commissioned no tender	6	4	18
CONFIDENT CARE LTD	£344,373.85	HSCP	6	4	Tendered	4	4	18
COTTAGE CARE SERVICES SCOTLAND LTD	£218,426.84	HSCP	4	4	Commissioned no tender	6	4	18
FLAGSHIP TOWER (GREENOCK) LIMITED	£2,189,030.06	HSCP	6	2	Commissioned no tender	6	4	18
GREENOCK MEDICAL AID SOCIETY	£1,255,328.87	HSCP	6	2	Commissioned no tender	6	4	18
HC ONE LIMITED	£1,241,181.11	HSCP	6	2	Commissioned no tender	6	4	18

KINCAID HOUSE	£1,909,933.92	HSCP	6	2	Commissioned no tender	6	4	18
BALCLUTHA COURT	£1,631,871.23	HSCP	6	2	Commissioned no tender	6	4	18
BARNARDOS	£1,276,954.14	HSCP	6	2	Commissioned no tender	6	4	18
MARGARET BLACKWOOD HOUSING ASS	£860,218.78	HSCP	6	2	Commissioned no tender	6	4	18
LITTLE SISTERS OF THE POOR	£402,619.95	HSCP	6	2	Commissioned no tender	6	4	18
LOCHWYND LTD	£269,290.32	HSCP	6	2	Commissioned no tender	6	4	18
ALZHEIMERS SCOTLAND	£265,797.59	HSCP	6	2	Commissioned no tender	6	4	18
IN-WORKS ENTERPRISES LTD	£253,552.64	HSCP	6	2	Commissioned no tender	6	4	18
CAPABILITY SCOTLAND	£215,432.21	HSCP	6	2	Commissioned no tender	6	4	18
INVERCLYDE CARERS CENTRE LTD	£205,643.30	HSCP	4	2	Commissioned no tender	6	6	18
THE RICHMOND FELLOWSHIP SCOTLAND	£2,715,301.55	HSCP	6	2	Tendered	4	4	16
KARMA HEALTHCARE	£1,983,606.42	HSCP	6	2	Tendered	4	4	16
WELLINGTON PLAYGROUP	£125,616.49	E&C	4	2	Commissioned no tender	6	4	16
UNITY ENTERPRISE	£94,399.33	HSCP	4	2	Commissioned no tender	6	4	16
THE ABBEYFIELD STRATHGRYFFE SOC LTD	£68,811.43	HSCP	4	2	Commissioned no tender	6	4	16
THISTLE HEALTHCARE LTD	£64,688.62	HSCP	4	2	Commissioned no tender	6	4	16
WHO CARES (SCOTLAND)	£58,586.00	HSCP	4	2	Commissioned no tender	6	4	16
YOUTH CONNECTIONS	£114,249.94	E&C	4	2	Grant-SLA	6	4	16
TURNING POINT SCOTLAND	£2,246,329.49	HSCP	6	2	Tendered	4	4	16
SPARK OF GENIUS	£524,755.09	HSCP	6	2	Tendered	4	4	16
CAREWATCH (INVER & NTH AYRSH)	£76,047.01	HSCP	4	4	Tendered	4	4	16
SCOTT ASSOC FOR MENTAL HEALTH	£696,347.89	HSCP	6	2	Tendered	4	4	16
SCOTTISH MASONIC HOMES LIMITED	£192,574.40	HSCP	4	2	Commissioned no tender	6	4	16
SALVATION ARMY TERRITORIAL HEADQUARTERS	£155,428.92	HSCP	4	2	Tendered	6	4	16
NAS SERVICES LTD	£151,038.68	HSCP	4	2	Commissioned no tender	6	4	16
OCHIL TOWER SCHOOL	£127,531.54	HSCP	4	2	Commissioned no tender	6	4	16
PACIFIC CARE	£69,429.94	HSCP	4	2	Commissioned no tender	6	4	16
OAK TREE HOUSING ASSOCIATION	£69,385.70	HSCP	4	2	Commissioned no tender	6	4	16
MARINER SUPPORT ASSOCIATES LTD	£67,647.20	HSCP	4	2	Commissioned no tender	6	4	16
REAL LIFE OPTIONS	£66,842.65	HSCP	4	2	Commissioned no tender	6	4	16
HILLSIDE SCHOOL (ABERDOUR) LTD	£146,719.29	HSCP	4	2	Commissioned no tender	6	4	16
HANSEL ALLIANCE	£58,453.95	HSCP	4	2	Commissioned no tender	6	4	16
ERSKINE HOSPITAL	£223,584.01	HSCP	4	2	Commissioned no tender	6	4	16
ENABLE SCOTLAND	£197,937.21	HSCP	4	2	Commissioned no tender	6	4	16
CORA FOUNDATION	£131,194.14	HSCP	4	2	Commissioned no tender	6	4	16
ALLIED HEALTHCARE GROUP LIMITED	£592,100.08	HSCP	6	2	Tendered	4	4	16
KIBBLE EDUCATION AND CARE CENTRE	£237,295.86	HSCP	4	2	Commissioned no tender	6	4	16
MADEIRA NURSERY	£54,253.18	E&C	4	2	Commissioned no tender	6	4	16
STEPWELL CONSULTANCY LIMITED	£181,212.76	E&R	4	2	Tendered	6	4	16

Total £43,447,896