
Report To:	Policy & Resources Committee	Date:	17th November 2015
Report By:	Chief Financial Officer	Report No:	FIN/105/15/AP/BH
Contact Officer:	Brendan Hurrell	Contact No:	01475 712223
Subject:	Annual Update in respect of Governance of External Organisations		

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. In June 2011 the Audit Commission published a report as part of the 'are you getting it right?' reports on Arm's Length External Organisations which highlights good practice and governance when delivering services through Arm's Length External Organisations.
- 2.2 As part of the approved framework, reports 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 of concern.
- 2.3 Overall, the Council's approach to the governance of external organisations is operating well with Service Committees commenting positively on the information provided.
- 2.4 The 2014 performance in respect of the governance of external organisations is shown in Appendix 1. The matrix used to appraise the level of governance required is in Appendix 2. The list of external organisations that are proposed will form part of this framework for 2015 are shown in Appendix 3.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the last 12 months performance in respect of the governance of external organisations as shown in Appendix 1.
- 3.2 It is recommended that the Committee approve the list of external organisations that will form part of this framework for the period October 2015 – September 2016 as shown in Appendix 3.

4.0 BACKGROUND

- 4.1 In May 2011, the Committee approved a framework for monitoring the governance of key external organisations with whom which 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 Audit Commission published a 'are you getting it right' report on Arm's Length External Organisations (ALEO's), part of their series of improvement report for Councillors and Officers. During 2013/14 Grant Thornton, the Council's External Auditor, carried out a targeted audit on how the Council has responded to this national performance report which was a positive report placing the Council scoring the Council as 'Basic and better practice' in all areas. The full report was presented to the Audit Committee on 26 August 2014.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows the position of the 2015 organisations from where it can be seen that for the vast majority the framework has been fully adhered to. There are however a small number who have not managed to fully implement the number of meetings required, this will be addressed during coming months.
- 5.2 The scoring matrix which was reviewed and updated for the 2014 process can be found at Appendix 2. No proposed changes to the scoring matrix are recommended for the forthcoming year.
- 5.3 The process has had a positive impact on the relationship between suppliers 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 through Self Directed Support and the new Health and Social Care Partnership (HSCP).
- 5.4 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 takes into account more than just financial risk and some thought is given to contingency planning in the event of an organisation failing. Further enhancements this year will involve automation and tracking using new software available to Procurement.

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 suppliers and the Council.
- 6.2 After almost four 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.
- 6.3 The Procurement Manager 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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments

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 organisations in distress 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.

Appendix 1

Governance - list of organisations for the period of 1/10/14 - 30/9/15

	<u>Organisations name</u>	<u>13/14 Spend</u>	<u>Service</u>	<u>Last or planned Governance Monitoring Date</u>	<u>Date reported to Committee</u>	<u>Nature of Payments</u>	<u>Total</u>
1	MUIRSHIEL CENTRE	£304,851	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	28
2	COTTAGE CARE SERVICES SCOTLAND LTD	£113,499	HSCP	23/04/2015	01/09/2015	Grant - No SLA	26
3	INVERCLYDE CARERS CENTRE LTD	£237,780	HSCP	Planned for 19/11/2015	01/09/2015	Grant - No SLA	26
4	INVERCLYDE COMMUNITY CARE FORUM	£51,854	HSCP	currently being arranged	01/09/2015	Grant - No SLA	26
5	PARKLEA ASSOCIATION	£113,730	HSCP	04/06/2015	01/09/2015	Commissioned - No Tender	26
6	ALT-NA-CRAIG LIMITED	£687,099	HSCP	21/10/2015	01/09/2015	Commissioned - No Tender	24
7	BALCLUTHA COURT	£1,252,722	HSCP	21/10/2015	01/09/2015	Commissioned - No Tender	24
8	CARE CONCERN LIMITED	£670,410	HSCP	24/09/2015	01/09/2015	Commissioned - No Tender	24
9	CRAIGEND RESOURCE CENTRE	£32,719	E&C	ongoing	05/05/2015	Grant - No SLA	24
10	FLAGSHIP TOWER (GREENOCK) LIMITED	£1,344,388	HSCP	24/04/2015	01/09/2015	Commissioned - No Tender	24
11	INVERCLYDE COUNCIL ON DISABILITY	£32,846	HSCP	01/09/2015	01/09/2015	Grant - No SLA	24
12	INVERCLYDE WOMENS AID	£111,196	HSCP	27/10/2014	01/09/2015	Commissioned - No Tender	24
13	MARINER SUPPORT ASSOCIATES LTD	£58,637	HSCP	Planned for Mar 2016	01/09/2015	Commissioned - No Tender	24
14	THE BEACON	£52,183	E&C	ongoing meetings	ongoing reports	Commissioned - No Tender	24
15	EVERGREEN HOME SUPPORT	£253,890	HSCP	Planned for Nov 2015	01/09/2015	Tendered	22
16	GREENOCK MEDICAL AID SOCIETY	£830,823	HSCP	26/06/2015	01/09/2015	Commissioned - No Tender	22
17	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£67,384	E&R	ongoing meetings	ongoing reports	Grant - No SLA	22
18	INVERCLYDE ASS FOR MENTAL HEALTH	£418,064	HSCP	Planned for Nov 2015	01/09/2015	Tendered	22
19	INVERCLYDE COMMUNITY DEV TRUST	£2,297,403	E&R	ongoing meetings	ongoing reports	Tendered	22
20	INVERCLYDE LEISURE	£2,260,143	E&C	28/09/2015	ongoing reports	Grant - With SLA	22
21	MARGARET BLACKWOOD HOUSING ASS	£534,641	HSCP	31/08/2015	01/09/2015	Commissioned - No Tender	22
22	MEALLMORE LODGE LIMITED	£433,086	HSCP	15/06/2015	01/09/2015	Commissioned - No Tender	22
23	MOVING ON (INVERCLYDE)	£73,472	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	22
24	QUARRIERS	£2,631,698	HSCP	26/06/2015	01/09/2015	Commissioned - No Tender	22
25	RIVERSIDE INVERCLYDE	£2,797,487	E&R	17/09/2015	03/09/2015	Grant - With SLA	22
26	SCOTT ASSOC FOR MENTAL HEALTH	£719,570	HSCP	currently being arranged	01/09/2015	Tendered	22
27	ALLIED HEALTHCARE GROUP LIMITED	£725,262	HSCP	24/07/2015	01/09/2015	Commissioned - No Tender	20
28	ALZHEIMER SCOTLAND INVERCLYDE SERVICES	£180,498	HSCP	30/10/2014	01/09/2015	Commissioned - No Tender	20

29	ALZHEIMER SCOTLAND-ACTION ON DISABILITY	£87,704	HSCP	18/09/2015	01/09/2015	Grant - No SLA	20
30	CONFIDENT CARE LTD	£200,527	HSCP	30/10/2014	01/09/2015	Commissioned - No Tender	20
31	CORA FOUNDATION	£430,074	HSCP	Planned for 16/10/2015	01/09/2015	Tendered	20
32	IVCSS	£76,718	HSCP	Planned for December	01/09/2015	Commissioned - No Tender	20
33	KARMA HEALTHCARE	£673,621	HSCP	25/06/2015	01/09/2015	Commissioned - No Tender	20
34	LITTLE SISTERS OF THE POOR	£359,297	HSCP	16/02/2015	01/09/2015	Commissioned - No Tender	20
35	TRANS-PORT GROUP	£84,153	HSCP	Planned for December	01/09/2015	Commissioned - No Tender	20
36	UNITY ENTERPRISE	£78,664	HSCP	Planned for Nov 2015	01/09/2015	Grant - No SLA	20
37	YOUR VOICE	£119,798	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	20
38	BARNARDO SCOTLAND	£282,858	HSCP	16/01/2015	01/09/2015	Commissioned - No Tender	18
39	CAPABILITY SCOTLAND	£86,696	HSCP	06/05/2014	01/09/2015	Commissioned - No Tender	18
40	CAR - GOMM SCOTLAND	£54,140	HSCP	Planned for Nov 2015	01/09/2015	Tendered	18
41	CAREWATCH (INVER & NTH AYRSH)	£176,930	HSCP	14/08/2015	01/09/2015	Commissioned - No Tender	18
42	DANSHELL HEALTHCARE LTD	£99,785	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	18
43	DUNAN HEALTHCARE UK LTD IN ADMINISTRATION	£738,106	HSCP	no longer required	no longer required	Commissioned - No Tender	18
44	HANSEL ALLIANCE	£69,573	HSCP	Planned for Nov 2015	01/09/2015	Commissioned - No Tender	18
45	HC ONE LIMITED	£567,260	HSCP	20/01/2015	01/09/2015	Commissioned - No Tender	18
46	KINCAID HOUSE	£1,449,294	HSCP	15/06/2015	01/09/2015	Commissioned - No Tender	18
47	RIVER CLYDE HOMES	£186,841	HSCP	12/05/2015	01/09/2015	Commissioned - No Tender	18
48	SIR GABRIEL WOOD'S MARINERS HOME	£364,650	HSCP	26/06/2015	01/09/2015	Commissioned - No Tender	18
49	SPARK OF GENIUS	£96,007	HSCP	Planned for 01/12/2015	01/09/2015	Tendered	18
50	STEPWELL CONSULTANCY LIMITED	£107,566	E&R	ongoing meetings	ongoing reports	Tendered	18
51	THE RICHMOND FELLOWSHIP SCTLND	£1,069,389	HSCP	Planned for Oct 2015	01/09/2015	Commissioned - No Tender	18
52	THORNTOUN LTD	£62,922	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	18
53	TRUST HOUSING ASSOCIATION LTD	£208,886	HSCP	31/07/2015	01/09/2015	Commissioned - No Tender	18
54	TURNING POINT SCOTLAND	£873,250	HSCP	20/01/2015	01/09/2015	Tendered	18
55	ACTION FOR CHILDREN SERVICES LIMITED	£142,788	HSCP	Planned for 08/12/2015	01/09/2015	Commissioned - No Tender	16
56	BELLEAIRE HOUSE	£242,124	HSCP	15/06/2015	01/09/2015	Commissioned - No Tender	16
57	BIELD HOUSING ASSOCIATION	£43,934	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
58	CARE UK	£74,154	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
59	CIRCLES NETWORK	£100,878	HSCP	Planned for Oct 2015	01/09/2015	Commissioned - No Tender	16
60	CORBENIC CAMPBILL COMMUNITY	£30,007	HSCP	Planned for Mar 2016	01/09/2015	Commissioned - No Tender	16
61	CORNERSTONE COMMUNITY CARE	£38,910	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16

62	ERSKINE HOSPITAL	£219,132	HSCP	Planned for Dec 2015	01/09/2015	Commissioned - No Tender	16
63	EUROPEAN CARE & LIFESTYLES (UK) LTD	£237,546	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
64	GEILSLAND SCHOOL	£59,160	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
65	KEY HOUSING ASSOCIATION LTD	£1,070,401	HSCP	20/10/2014	01/09/2015	Commissioned - No Tender	16
66	KIBBLE EDUCATION AND CARE CENTRE	£283,286	HSCP	Planned for 20/10/2015	01/09/2015	Commissioned - No Tender	16
67	MILLPORT CARE CENTRE	£40,323	HSCP	Planned for Jan 2016	01/09/2015	Commissioned - No Tender	16
68	PARK HOUSE HEALTHCARE LTD	£44,839	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
69	SALVATION ARMY TERRITORIAL HEADQUARTERS	£76,542	HSCP	11/12/2014	01/09/2015	Commissioned - No Tender	16
70	SCOTTISH CARE COMMERCIAL	£62,765	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
71	SCOTTISH MASONIC HOMES LIMITED	£165,660	HSCP	23/10/2015	01/09/2015	Commissioned - No Tender	16
72	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£85,162	HSCP	21/07/2015	01/09/2015	Commissioned - No Tender	16
73	VOYAGE CARE	£64,980	HSCP	currently being arranged	01/09/2015	Commissioned - No Tender	16
74	WOODSIDE CARE	£83,020	HSCP	06/11/2015	01/09/2015	Commissioned - No Tender	16

Appendix 2

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 £20,000 to £49,999	2
	Payment £19,999 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>
	No Council Presence	6
	Member on Board	4
	Officer's attendance allowed	2

Governance Oversight

Points

20 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) Post Board meeting briefing notes prepared by attendee for 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 register exists which capture all risks and not just financial risk.
- h) Contingency Plans are in place 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

19 - 16

- a) As above
- b) Optional
- c) Optional
- d) Annual documented Governance meetings
- e) As above
- f) As above

15 or Under

- 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

Proposed list for October 2015 to October 2016

	<u>Organisations name</u>	<u>14/15 Spend</u>	<u>Service</u>	<u>Nature of Payments</u>	<u>Total</u>
1	INVERCLYDE CARERS CENTRE LTD	£250,280.00	HSCP	Grant - no SLA	28
2	MUIRSHIEL CENTRE	£290,973.64	HSCP	Grant - no SLA	28
3	ALT-NA-CRAIG LIMITED	£746,756.56	HSCP	Commissioned no tender	26
4	BRANCHTON COMMUNITY CENTRE	£117,292.00	HSCP	Grant - no SLA	26
5	CARE CONCERN LIMITED	£760,670.30	HSCP	Commissioned no tender	26
6	CRAIGEND RESOURCE CENTRE	£120,000.00	E&C	Grant - no SLA	26
7	GREENOCK MEDICAL AID SOCIETY	£939,822.31	HSCP	Commissioned no tender	26
8	INVERCLYDE ASS FOR MENTAL HEALTH	£499,432.96	HSCP	Commissioned no tender	26
9	INVERCLYDE VOLUNTARY COUNCIL	£115,463.00	HSCP	Grant - no SLA	26
10	MEALLMORE LODGE LIMITED	£777,496.53	HSCP	Commissioned no tender	26
11	PARKLEA ASSOCIATION	£106,457.80	HSCP	Grant - no SLA	26
12	TRANS-PORT GROUP	£91,090.05	HSCP	Grant - no SLA	26
13	YOUR VOICE	£120,674.92	HSCP	Grant - no SLA	26
14	BALCLUTHA COURT	£1,352,389.47	HSCP	Tendered	24
15	EVERGREEN HOME SUPPORT	£279,966.24	HSCP	Commissioned no tender	24
16	ICDT LTD	£2,146,320.39	HSCP	Tendered	24
17	INVERCLYDE COUNCIL ON DISABILITY	£42,966.85	HSCP	Grant - no SLA	24
18	INVERCLYDE LEISURE	£1,771,492.91	HSCP	Grant with SLA	24
19	INVERCLYDE WOMENS AID	£153,523.08	HSCP	Commissioned no tender	24
20	RIVERSIDE INVERCLYDE	£1,369,568.97	E&R	Grant with SLA	24
21	SIR GABRIEL WOOD'S MARINERS HOME	£571,357.08	HSCP	Commissioned no tender	24
22	ALZHEIMER SCOTLAND-ACTION ON D	£265,703.72	HSCP	Grant - no SLA	22
23	CLOCH HOUSING ASSOCIATION LTD	£528,184.29	E&C	Commissioned no tender	22
24	CONFIDENT CARE LTD	£258,463.26	HSCP	Commissioned no tender	22
25	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£50,168.91	HSCP	Tendered	22
26	MILLPORT CARE CENTRE	£27,303.34	HSCP	Commissioned no tender	22
27	THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£76,013.00	E&C	Grant - with SLA	22
28	YOUTH CONNECTIONS	£120,396.00	E&C	Grant - no SLA	22

	<u>Organisations name</u>	<u>14/15 Spend</u>	<u>Service</u>	<u>Nature of Payments</u>	<u>Total</u>
29	ALLIED HEALTHCARE GROUP LIMITED	£1,069,483.82	HSCP	Commissioned no tender	20
30	BARNARDOS	£501,177.39	HSCP	Commissioned no tender	20
31	CIRCLES NETWORK	£112,183.38	HSCP	Grant - no SLA	20
32	CORA FOUNDATION	£867,015.87	CHJCP	Commissioned no tender	20
33	DANSHELL CARE HOMES	£823,026.00	HSCP	Commissioned no tender	20
34	ENCHANTED FOREST NURSERY	£103,502.56	E&C	Commissioned no tender	20
35	ERSKINE HOSPITAL	£257,577.16	HSCP	Commissioned no tender	20
36	FLAGSHIP TOWER (GREENOCK) LIMITED	£1,469,134.72	HSCP	Commissioned no tender	20
37	HC ONE LIMITED	£863,088.85	HSCP	Commissioned no tender	20
38	KARMA HEALTHCARE	£923,920.55	HSCP	Commissioned no tender	20
39	KINCAID HOUSE	£1,659,711.52	HSCP	Commissioned no tender	20
40	LITTLE SISTERS OF THE POOR	£442,020.09	HSCP	Commissioned no tender	20
41	MARGARET BLACKWOOD HOUSING ASS	£605,582.29	HSCP	Commissioned no tender	20
42	MARINER SUPPORT ASSOCIATES LTD	£109,186.19	HSCP	Commissioned no tender	20
43	SPARK OF GENIUS	£533,584.54	HSCP	Commissioned no tender	20
44	STEPWELL CONSULTANCY LIMITED	£143,145.09	E&R	Tendered	20
45	THE BEACON	£78,703.74	HSCP	Grant - no SLA	20
46	UNITY ENTERPRISE	£79,864.79	HSCP	Grant - no SLA	20
47	BELLEAIRE HOUSE	£137,305.55	HSCP	Commissioned no tender	18
48	BIELD RESPONSE 24	£151,894.00	HSCP	Commissioned no tender	18
49	CAPABILITY SCOTLAND	£210,331.92	HSCP	Commissioned no tender	18
50	CAR - GOMM SCOTLAND	£74,442.72	HSCP	Commissioned no tender	18
51	CAREWATCH (INVER & NTH AYRSH)	£230,017.38	HSCP	Commissioned no tender	18
52	COTTAGE CARE SERVICES SCOTLAND LTD	£213,825.00	HSCP	Commissioned no tender	18
53	EMBRACE ALL LIMITED COLLECTIONS	£212,642.37	HSCP	Commissioned no tender	18
54	ENABLE SCOTLAND	£55,574.88	HSCP	Commissioned no tender	18
55	EUROPEAN CARE & LIFESTYLES (UK) LTD	£80,027.75	HSCP	Commissioned no tender	18
56	HANSEL ALLIANCE	£82,624.60	HSCP	Commissioned no tender	18
57	KEY HOUSING ASSOCIATION LTD	£1,199,034.96	HSCP	Tendered	18
58	MADEIRA NURSERY	£44,403.02	E&C	Commissioned no tender	18
59	MOVING ON (INVERCLYDE)	£78,193.00	HSCP	Commissioned no tender	18
60	NAS SERVICES LIMITED	£33,813.88	HSCP	Grant - no SLA	18

	<u>Organisations name</u>	<u>14/15 Spend</u>	<u>Service</u>	<u>Nature of Payments</u>	<u>Total</u>
61	PARK HOUSE HEALTHCARE LTD	£101,706.09	HSCP	Commissioned no tender	18
62	QUARRIERS	£2,957,973.13	HSCP	Tendered	18
63	RIVER CLYDE HOMES	£2,517,854.27	HSCP	Grant with SLA	18
64	SCOTT ASSOC FOR MENTAL HEALTH	£837,540.41	HSCP	Tendered/Grant	18
65	SCOTTISH MASONIC HOMES LIMITED	£220,050.90	HSCP	Commissioned no tender	18
66	ST ANDREW'S CHILDREN'S SOCIETY	£22,000.00	HSCP	Grant - no SLA	18
67	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£142,110.76	HSCP	Commissioned no tender	18
68	THE RICHMOND FELLOWSHIP SCTLND	£1,287,144.34	HSCP	Tendered	18
69	THISTLE HEALTHCARE LTD	£24,522.26	HSCP	Grant - no SLA	18
70	TRUST HOUSING ASSOCIATION LIMITED	£298,985.73	HSCP	Commissioned no tender	18
71	TURNING POINT SCOTLAND	£1,104,456.79	HSCP	Tendered	18
72	WOODSIDE CARE	£123,797.92	HSCP	Commissioned no tender	18
73	WRVS	£41,834.00	HSCP	Grant - no SLA	18
74	ACTION FOR CHILDREN	£164,267.00	HSCP	Tendered	16
75	ARDFERN LEARNING CENTRE	£31,881.00	E&C	Commissioned no tender	16
76	BEARSDEN CARE LLP	£27,822.22	HSCP	Commissioned no tender	16
77	CARE UK	£47,761.95	HSCP	Commissioned no tender	16
78	CORBENIC CAMPHILL COMMUNITY	£42,517.32	HSCP	Commissioned no tender	16
79	CURO SALUS LTD	£26,004.00	E&C	Commissioned no tender	16
80	KIBBLE EDUCATION AND CARE CENTRE	£101,772.00	HSCP	Tendered	16
81	ORCHARD CARE HOMES	£41,095.56	HSCP	Commissioned no tender	16
82	SALVATION ARMY TERRITORIAL HEADQUARTERS	£77,872.81	HSCP	Tendered	16