
Report To:	Policy & Resources Committee	Date:	14 November, 2017
Report By:	Chief Financial Officer	Report No:	FIN/86/17/AP
Contact Officer:	Alan Puckrin	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. 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 of concern.
- 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 individual reports are presented to Education & Communities and Environment & Regeneration Committees. The annual review has highlighted a small number of cases where governance meetings have not taken place in the frequencies required by the Governance Framework. These will be picked up by the next Committee cycle. These are shaded in Appendix 1.
- 2.4 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 are proposed will form part of this framework for 2017/18 are shown in Appendix 3.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the last 12 months good performance in respect of the governance of external organisations as shown in Appendix 1 and that any outstanding issues will be addressed at the next cycle of Committees.
- 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 2017 – September 2018 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 (ALEO's) as part of its 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. The full report was presented to the Audit Committee on 26 August 2014.
- 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 heavily 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 2016/17 organisations from where it can be seen that for the vast majority the framework has been fully delivered. There are however a small number who have not managed to fully adhere to the number of meetings required. This will be addressed during the next Committee cycle.
- 5.2 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).
- 5.3 It is proposed to increase the lower threshold from £19,999 to £24,999 to reflect the increasing numbers of organisations which form part of the Framework and the available officer capacity. The Committee is asked to note that the number of organisations proposed to be monitored has increased by 20 (28%) between 2016/17 and 2017/18 even with the increased threshold. 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.
- 5.4 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

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 six 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

Governance - 2016/17 Performance

Organisations name	15/16 Spend	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payments	Total Score
1 Muirshiel (Block)	£252,600	HSCP	25/07/2017	19/10/2017	Commissioned - No Tender	26
2 KNCC	£78,218	E&C	15/11/17, last meeting November 2016	17/01/2017	Grant - no SLA	26
3 Riverside Inverclyde	£4,849,000	E&R	21/09/2017	June 2017	Commissioned - No Tender	26
4 Alt-Na-Craig Limited (NCHC Framework)	£787,591	HSCP	04/04/2017	19/10/2017	Commissioned - No Tender	24
5 Balclutha Court (NCHC Framework)	£1,474,193	HSCP	13/10/2017	19/10/2017	Commissioned - No Tender	24
6 Care Concern Ltd Marchmont House (NCHC Framework)	£823,344	HSCP	09/06/2017	19/10/2017	Commissioned - No Tender	24
7 The Beacon (including payment to Girahams construction)	£2,292,651	E&C	09/10/2017	17/01/2017	Grant - with SLA	24
8 Evergreen Home Support (Call Off)	£320,013	HSCP	02/03/2017	19/10/2017	Tendered	24
9 Inverclyde Carers Centre	£120,280	HSCP	02/06/2017	19/10/2017	Grant - No SLA	24
10 Parklea Association (Supported Employment)	£109,474	HSCP	30/08/2017	19/10/2017	Commissioned - No Tender	24
11 Port Glasgow Voluntary Transport (Call Off)	£89,405	HSCP	21/08/2017	19/10/2017	Commissioned - No Tender	24
12 Sir Gabriel Wood's Mariners Home (NCHC Framework)	£612,733	HSCP	05/09/2017	19/10/2017	Commissioned - No Tender	24
13 ICTD (Employability inverclyde, Employability City Deal, Shopping, Homecare, Volunteer Network)	£4,556,988	E&R	25/10/2017	Jan 2017	Tendered	24
14 Inverclyde Council on Disability (No longer Operating)	£35,589	HSCP	23/03/2017	19/10/2017	Grant - no SLA	24
15 Inverclyde Leisure	£3,140,498	E&C	23/08/2017	17/01/2017	Grant - with SLA	24
16 Brantton Community Centre	£107,987	E&C	11/09/2017	17/01/2017	Grant - no SLA	24
17 Youth Connections	£135,639	E&C	11/09/2017	17/01/2017	Grant - no SLA	24
18 Craighend Resource Centre	£120,000	E&C	15/09/2017	17/01/2017	Grant - No SLA	24
19 ICCF - Stakeholder/Your Voice	£102,000	HSCP	27/03/2017	19/10/2017	Commissioned - No Tender	22
20 Inverclyde Association for Mental Health (SLS Framework, in-work, Lynedoch House)	£501,059	HSCP	11/04/2017	19/10/2017	Tendered	22
21 IWCS (Call Off)	£58,538	HSCP	13/09/2017, met only once in 16/17	19/10/2017	Commissioned - No Tender	22
22 Greenock Medical Aid Society Glenfield and Bagatelle (NCHC Framework)			06/04/2017	19/10/2017		
23 Inverclyde Advice And Employment Rights	£1,017,675	HSCP			Commissioned - No Tender	22
24 River Clyde Homes (Housing Support)	£87,798	E&R	By 31/10/17	Jan 2017	Tendered	22
25 Cottage Care (Call Off)	£2,601,000	E&C/HSCP	10/08/2017	17/10/2017 19/10/2017	Commissioned - No Tender	22
26 Stepwell	£277,976	HSCP	15/06/2017	19/10/2017	Tendered	20
27 Barnardos	£205,875	E&R	By 31/10/17	Jan 2017	Tendered	20
28 Blackwood Care (Call Off)	£378,134	HSCP	24/11/2016	19/10/2017	Commissioned - No Tender	18
29 Confident Care (Call Off)	£600,698	HSCP	22/11/2016	19/10/2017	Tendered	18
30 CORA Foundation	£232,768	HSCP	02/03/2017	19/10/2017	Tendered	18
31 Daviot Care (Kincaid House and Belleaire)	£656,608	HSCP	14/11/2016	19/10/2017	Tendered	18
32 Embrace - Millport Care Centre (Out of Area Placement)	£2,633,456	HSCP	12/01/2017	19/10/2017	Commissioned - No Tender	18
33 Flagship Tower Ltd Larkfield View (NCHC Framework)	£263,978	HSCP	04/04/2017	19/10/2017	Commissioned - No Tender	18
34 HC-One Merino Court (NCHC Framework)	£1,578,621	HSCP	05/06/2017	19/10/2017	Commissioned - No Tender	18
35 Karma Healthcare (Call Off)	£944,309	HSCP	17/11/2016	19/10/2017	Commissioned - No Tender	18
36 Little Sisters of the Poor (NCHC Framework and Housing Support)	£783,483	HSCP	22/02/2017	19/10/2017	Tendered	18
37 Scottish Masonic Homes Ltd (Daycare, NCHC Framework)	£553,394	HSCP	21/04/2017	19/10/2017	Commissioned - No Tender	18
38 Silverline Caledonian Newark (NCHC Framework)	£260,100	HSCP	24/11/2016	19/10/2017	Commissioned - No Tender	18
39 Trust Housing (St Margaret's Court (call off) and Housing Support)	£1,309,686	HSCP	04/05/2017	19/10/2017	Commissioned - No Tender	18
40 Wellington pre-5	£301,261	HSCP	13/10/2016	19/10/2017	Commissioned - No Tender	18
41 Madeira Nursery	£43,594	E&C	17/03/2017	17/01/2017	Commissioned - No Tender	18
42 Aberlour Fostering Service	£38,227	E&C	17/03/2017	17/01/2017	Commissioned - No Tender	18
43 Action for Children	£50,532	HSCP	03/05/2017	19/10/2017	Commissioned - No Tender	16
44 Alzheimer Scotland	£139,390	HSCP	Since 1st April 2017 - Inverclyde HSCP no longer fund Action for Children	19/10/2017	Commissioned - No Tender	16
	£233,940	HSCP	15/03/2017	19/10/2017	Grant - No SLA	16

45	Capability Scotland Stanmore House (Out of Area Placement)		£102,886	HSCP	30/09/2017	19/10/2017	Commissioned - No Tender	16
46	Care UK Hollybank Care Centre (Out of Area Placement)		£50,825	HSCP	05/04/2017	19/10/2017	Commissioned - No Tender	16
47	Erskine Home (NCHC Framework)				No meeting held - In communication with 'Out of Area' service provider to access information required. Latest accounts are being requested from provider	19/10/2017		
48	Hansel Alliance (Out of Area Placement)		£215,665	HSCP	20/08/2017	19/10/2017	Commissioned - No Tender	16
49	Hillside View (NCHC Framework)		£95,726	HSCP	13/10/2016	19/10/2017	Commissioned - No Tender	16
50	Key Community Supports (SLS Framework)		£50,825	HSCP	17/01/2017	19/10/2017	Tendered	16
51	Kibble (Secure and Residential)		£1,448,486	HSCP	17/01/2017	19/10/2017	Tendered	16
52	Mariner Support Agency (Out of Area Placement)		£237,510	HSCP	17/11/2016	19/10/2017	Commissioned - No Tender	16
53	Moorburn Manor (NCHC Framework)		£53,201	HSCP	09/08/2017	19/10/2017	Commissioned - No Tender	16
					No meeting held - In communication with 'Out of Area' service provider to access information required. Latest accounts being requested from Service provider			
54	Mosswood Care Home (NCHC Framework)		£58,133	HSCP	15/06/2017	19/10/2017	Commissioned - No Tender	16
55	Nestor Primicare Trading as Allied (Call Off)		£66,544	HSCP	23/01/2017	19/10/2017	Commissioned - No Tender	16
56	Oakview Estates Ellen Mhor (Out of Area Placement)		£768,480	HSCP	10/08/2017	19/10/2017	Tendered	16
57	Ochill Tower School (Out of Area) Children's Residential Non Framework		£103,976	HSCP	09/03/2017	19/10/2017	Commissioned - No Tender	16
58	Quarriers (SLS, Merrybrook, Davidson/ Parklands/ Kelly, Rivendell, Finnart Street, Octavia/ West View, Riverview, Glenvalley)		£154,921	HSCP	14/02/2017	19/10/2017	Commissioned - No Tender	16
59	Richmond Fellowship Scotland (SLS Framework)		£3,086,925	HSCP			Tendered	16
60	Scottish Association for Mental Health (SLS Framework)		£1,517,374	HSCP	20/04/2017	19/10/2017	Tendered	16
61	Scottish Masonic Homes Ltd Marcus Humphrey House (Day Care)		£538,415	HSCP	14/03/2017	19/10/2017	Tendered	16
62	Spark of Genius Sunderland (Out of Area) Children's Residential Framework		£78,252	HSCP	24/11/2016	19/10/2017	Commissioned - No Tender	16
63	The Abbeyfield Strathgryffe Society Ltd Campbell Snowdon (NCHC Framework)		£411,748	HSCP	26/01/2017	19/10/2017	Tendered	16
64	The Salvation Army		£114,464	HSCP	09/11/2016	19/10/2017	Commissioned - No Tender	16
65	Thornhoun Estates The Laurels (Out of Area Placement)		£87,098	HSCP	27/02/2017	19/10/2017	Commissioned - No Tender	16
66	Turning Point Scotland (SLS Framework, Day Ops, Caladh Adult Residential)		£50,583	HSCP	06/09/2017	19/10/2017	Commissioned - No Tender	16
67	Unity Enterprise (Block Contract)		£1,512,907	HSCP	13/02/2017	19/10/2017	Tendered	16
68	Women's Aid (Housing Support)		£69,710	HSCP	07/12/2016	19/10/2017	Commissioned - No Tender	16
69	Woodside Care (NCHC Framework)		£132,136	HSCP	27/04/2017	19/10/2017	Commissioned - No Tender	16
70	Pacific Care		£184,533	HSCP	08/07/2017	19/10/2017	Commissioned - No Tender	16
			£70,498	HSCP	15/06/2017	19/10/2017	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 £25,000 to £49,999	2
	Payment £24,999 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	Nature of Payment	Total Score
1 RIVERSIDE INVERCLYDE	£2,142,838.85	E&R	Grant with SLA	26
2 INVERCLYDE CARERS CENTRE LTD	£276,280.00	HSCP	Grant - no SLA	26
3 ICDT LTD	£2,997,859.32	E&R	Tendered	24
4 INVERCLYDE LEISURE	£1,999,166.92	E&C	Grant with SLA	24
5 BALCLUTHA COURT	£1,600,404.40	HSCP	Commissioned no tender	24
6 CARE CONCERN LIMITED	£1,093,938.53	HSCP	Commissioned no tender	24
7 ALT-NA-CRAIG LIMITED	£894,479.27	HSCP	Commissioned no tender	24
8 THE BEACON	£442,452.84	E&C	Grant with SLA	24
9 EVERGREEN HOME SUPPORT	£361,123.26	HSCP	Tendered	24
10 MUIRSHIEL CENTRE	£285,718.58	HSCP	Tendered	24
11 YOUTH CONNECTIONS	£145,806.03	HSCP	Grant - no SLA	24
12 CRAIGEND RESOURCE CENTRE	£133,390.81	E&C	Grant - no SLA	24
13 PARKLEA BRANCHING OUT	£132,625.05	HSCP	Commissioned no tender	24
14 INVERCLYDE COUNCIL ON DISABILITY	£106,682.71	HSCP	Grant - no SLA	24
15 BRANCHTON COMMUNITY CENTRE	£90,050.69	E&C	Grant - no SLA	24
16 Port Glasgow Voluntary Transport	£83,050.57	HSCP	Commissioned no tender	24
17 GIBSHILL COMMUNITY CENTRE	£33,126.00	E&C	Grant - no SLA	24
18 KEY HOUSING ASSOCIATION LTD	£1,269,049.40	HSCP	Commissioned no tender	22
19 SIR GABRIEL WOOD'S MARINERS HOME	£588,501.96	HSCP	Commissioned no tender	22
20 IVCSS	£121,096.40	HSCP	Commissioned no tender	22
21 CIRCLES NETWORK	£108,342.00	HSCP	Commissioned no tender	22
22 KNCC	£73,343.00	E&C	Grant - no SLA	22
23 RIVER CLYDE HOMES	£1,590,916.58	E&C/HSCP	Grant with SLA	20
24 INVERCLYDE ASS FOR MENTAL HEALTH	£487,420.95	HSCP	Commissioned no tender	20
25 YOUR VOICE	£172,719.25	HSCP	Commissioned no tender	20
26 INVERKIP COMMUNITY INITIATIVE	£38,878.33	E&C	Commissioned no tender	20
27 FLAGSHIP TOWER (GREENOCK) LIMITED	£1,810,051.87	HSCP	Commissioned no tender	18
28 KINCAID HOUSE	£1,765,136.34	HSCP	Commissioned no tender	18
29 DANSELL CARE HOMES	£1,364,691.71	HSCP	Commissioned no tender	18
30 HC ONE LIMITED	£1,146,439.20	HSCP	Commissioned no tender	18
31 GREENOCK MEDICAL AID SOCIETY	£1,045,009.42	HSCP	Commissioned no tender	18
32 BARNARDOS	£834,055.48	HSCP	Commissioned no tender	18
33 MEALLMORE LODGE LIMITED	£793,433.88	HSCP	Commissioned no tender	18

34	IN-WORK LTD	£602,052.08	HSCP	Commissioned no tender	18
35	MARGARET BLACKWOOD HOUSING ASS	£599,453.28	HSCP	Commissioned no tender	18
36	CORA FOUNDATION	£543,789.44	HSCP	Commissioned no tender	18
37	LITTLE SISTERS OF THE POOR	£490,732.36	HSCP	Commissioned no tender	18
38	KIBBLE EDUCATION AND CARE CENTRE	£313,831.00	HSCP	Commissioned no tender	18
39	CLOCH HOUSING ASSOCIATION LTD	£292,940.74	E&C	Tendered	18
40	SCOTTISH MASONIC HOMES LIMITED	£266,352.36	HSCP	Commissioned no tender	18
41	ACTION FOR CHILDREN	£263,210.00	HSCP	Commissioned no tender	18
42	CONFIDENT CARE LTD	£242,825.16	HSCP	Tendered	18
43	STEPWELL CONSULTANCY LIMITED	£160,278.95	E&R	Tendered	18
44	BELLEAIRE HOUSE	£150,296.85	HSCP	Commissioned no tender	18
45	TRUST HOUSING ASSOCIATION LTD	£67,141.02	HSCP	Commissioned no tender	18
46	OAK TREE HOUSING ASSOCIATION	£64,569.30	HSCP	Commissioned no tender	18
47	ANGEL CARE SERVICES SCOTLAND LTD	£43,433.93	HSCP	Tendered	18
48	QUARRIERS	£3,123,854.46	HSCP	Tendered	16
49	TURNING POINT SCOTLAND	£1,821,614.83	HSCP	Tendered	16
50	THE RICHMOND FELLOWSHIP SCTLND	£1,390,398.05	HSCP	Tendered	16
51	ALLIED HEALTHCARE GROUP LIMITED	£921,704.26	HSCP	Tendered	16
52	KARMA HEALTHCARE	£889,265.30	HSCP	Tendered	16
53	SCOTT ASSOC FOR MENTAL HEALTH	£713,694.76	HSCP	Tendered/Grant	16
54	SPARK OF GENIUS	£448,875.42	HSCP	Tendered	16
55	WOODSIDE CARE	£220,794.81	HSCP	Commissioned no tender	16
56	CAPABILITY SCOTLAND	£202,948.96	HSCP	Commissioned no tender	16
57	ERSKINE HOSPITAL	£189,725.70	HSCP	Commissioned no tender	16
58	INVERCLYDE WOMENS AID	£183,683.40	HSCP	Commissioned no tender	16
59	COTTAGE CARE SERVICES SCOTLAND LTD	£164,315.92	HSCP	Commissioned no tender	16
60	OCHIL TOWER SCHOOL	£158,244.00	HSCP	Commissioned no tender	16
61	STEP DOWN	£141,083.03	HSCP	Grant - no SLA	16
62	CAREWATCH (INVER & NTH AYRSH)	£140,629.12	HSCP	Tendered	16
63	ENCHANTED FOREST NURSERY	£125,250.17	E&C	Commissioned no tender	16
64	ENABLE SCOTLAND	£124,906.92	HSCP	Grant - no SLA	16
65	INVERCARE SERVICES LTD	£113,110.70	HSCP	Commissioned no tender	16
66	HANSEL ALLIANCE	£111,372.01	HSCP	Commissioned no tender	16
67	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£108,677.21	HSCP	Commissioned no tender	16
68	WHO CARES (SCOTLAND)	£91,109.00	HSCP	Commissioned no tender	16
69	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£85,166.64	HSCP	Commissioned no tender	16
70	THE SALVATION ARMY	£80,642.44	HSCP	Tendered	16
71	PACIFIC CARE	£76,027.70	HSCP	Commissioned no tender	16

72	ABERLOUR CHILD CARE TRUST		£75,591.50	HSCP	Commissioned no tender	16
73	MOVING ON (INVERCLYDE)		£71,250.00	HSCP	Commissioned no tender	16
74	BIELD HOUSING ASSOCIATION		£60,686.55	HSCP	Commissioned no tender	16
75	BERTINALEY CARE LIMITED		£56,579.60	HSCP	Commissioned no tender	16
76	CVS INVERCLYDE		£54,775.00	HSCP	Grant - no SLA	16
77	LIVING AMBITIONS		£54,504.80	HSCP	Commissioned no tender	16
78	ABBIEFIELD SCOTLAND LIMITED		£39,852.42	HSCP	Commissioned no tender	16
79	MCFARLANE HOMES		£32,456.56	HSCP	Commissioned no tender	16
80	FOSTER CARE CONNECT		£31,429.75	HSCP	Grant - no SLA	16
81	FOUR SEASONS HEALTHCARE		£31,245.18	HSCP	Commissioned no tender	16
82	LANCEFIELD CARE HOME		£30,002.08	HSCP	Commissioned no tender	16
83	HARVEYS HEALTHCARE LIMITED		£29,628.70	HSCP	Commissioned no tender	16