
Report To:	Policy & Resources Committee	Date:	19 November, 2019
Report By:	Chief Financial Officer	Report No:	FIN/91/19/AP/CM
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 have 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 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 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 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 are proposed will form part of this framework for 2019/20 are shown in Appendix 3. Based on last year's expenditure, over £40 million was allocated to/spent with these organisations in 2018/19.

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 2019 – September 2020 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 Over the years the Accounts Commission has published various reports on Arm's Length External Organisations (ALEOs) as part of their series of improvement reports for Councillors and Officers, in addition to which several years ago the Council's External Auditors carried out a targeted audit on how the Council has responded to these national performance reports. 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 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 2018/19 organisations from where it can be seen that for the majority the framework has been fully delivered. There are however a number of instances where officers have not managed to fully adhere to the number of meetings required. This will be addressed during the next Committee cycle. 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 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 those organisations proposed for inclusion in 2019/20.
- 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 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 eight 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.

(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.
X	NO

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 Payments	Total	Comments
1	RIVERSIDE INVERCLYDE	£901,749.13	E&R	Sept 19	June 19	Single Operating Plan	24	Council ALEO
2	ICDT LTD	£3,828,495.75	E&R	Sept 19	Oct 19	Tendered	24	
3	CRAIGEND RESOURCE CENTRE	£136,982.37	E&C	Aug 19	Oct 18	Grant - no SLA	24	Head of Term in place
4	EVERGREEN HOME SUPPORT	£366,633.99	HSCP	Apr 19	Sep 19	Tendered	24	
5	GIBSHILL COMMUNITY CENTRE	£30,328.00	E&C	Jul 19	Oct 18	Grant - no SLA	24	Head of Term in place
6	BALCLUTHA COURT	£1,742,360.70	HSCP	May 19	Sep 19	Commissioned no tender	24	
7	INVERCLYDE LEISURE	£1,655,819.73	E&C	Sep 19	Oct 18	Funding Agreement	24	Council ALEO
8	KEY HOUSING ASSOCIATION LTD	£1,417,028.83	HSCP	Apr 19	Sep 19	Commissioned no tender	24	
9	ALT-NA-CRAIG LIMITED	£930,044.36	HSCP	Sept 19	Sep 19	Commissioned no tender	24	
10	CARE CONCERN LIMITED (NOW MARCHMONT CARE)	£822,797.02	HSCP	Sept 19	Sep 19	Commissioned no tender	24	Only one meeting rather than two
11	MUIRSHIEL CENTRE	£274,367.19	HSCP	Nov 19	Sep 19	Tendered	24	Meeting scheduled 01/11/19. Should meet twice annually.
12	INVERCLYDE CARERS CENTRE LTD	£225,280.00	HSCP	Jul 19	Sep 19	Grant no SLA	24	
13	PARKLEA BRANCHING OUT	£164,049.76	HSCP	Sept 19	Sep 19	Commissioned no tender	24	
14	YOUTH CONNECTIONS	£126,012.00	E&C	Mar 19	Oct 18	Grant no SLA	24	Head of Term in place
15	BRANCHTON COMMUNITY CENTRE	£99,844.00	E&C	Jun 19	Oct 18	Grant no SLA	24	Head of Term in place
16	SIR GABRIEL WOOD'S MARINERS HOME	£511,950.08	HSCP	Apr 19	Sep 19	Commissioned no tender	24	
17	THE BEACON	£254,466.21	E&C	Sep 19	May 19	Commissioned no tender	24	Funding agreement currently being revised
18	YOUR VOICE	£214,599.92	HSCP	Jan 19	Sep 19	Commissioned no tender	22	Next meeting scheduled 07/11/19.
19	KNCC	£78,375.00	E&C	Mar 19	Oct 18	Grant no SLA	22	Head of Term in place
20	INVERKIP COMMUNITY INITIATIVE	£50,820.85	E&C	Jul 19	Oct 18	Commissioned no tender	22	
21	RIVER CLYDE HOMES	£754,321.00	E&C/HSCP	May 19	Sep 19	Grant with SLA	20	
22	CIRCLES NETWORK	£108,342.00	HSCP	Feb 19	Sep 19	Tendered	18	
23	TRUST HOUSING ASSOCIATION LIMITED	£270,997.83	HSCP	Aug 19	Sep 19	Commissioned no tender	18	
24	CORA FOUNDATION	£456,683.82	HSCP	Jul 19	Sep 19	Commissioned no tender	18	
25	CONFIDENT CARE LTD	£260,738.18	HSCP	Apr 19	Sep 19	Tendered	18	
26	CVS INVERCLYDE	£78,918.98	E&C			Grant - no SLA	18	Meeting scheduled for November, 2019
27	ANGEL CARE SERVICES SCOTLAND LTD	£62,533.36	HSCP	Nov 18	Sep 19	Tendered	18	
28	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,043,460.11	HSCP	Apr 19	Sep 19	Commissioned no tender	18	
29	HC ONE LIMITED	£1,152,893.48	HSCP	Jan 19	Sep 19	Commissioned no tender	18	
30	GREENOCK MEDICAL AID SOCIETY	£1,019,501.92	HSCP	Apr 19	Sep 19	Commissioned no tender	18	
31	KINCAID HOUSE	£1,803,664.97	HSCP	Jun 19	Sep 19	Commissioned no tender	18	
32	SILVERLINE CARE CALEDONIA LTD	£1,384,404.58	HSCP	May 19	Sep 19	Commissioned no tender	18	
33	BARNARDOS	£1,144,179.87	HSCP	Aug 19	Sep 19	Commissioned no tender	18	
34	MEALLMORE LODGE LIMITED	£962,762.10	HSCP	Nov 18	Sep 19	Commissioned no tender	18	
35	IN-WORK LTD	£370,943.00	HSCP	(see No.37)		Commissioned no tender	18	Part of Inv Assoc for Mental Health (see No.37 below)
36	MARGARET BLACKWOOD HOUSING ASS	£546,126.20	HSCP	Jan 19	Sep 19	Commissioned no tender	18	
37	INVERCLYDE ASS FOR MENTAL HEALTH	£465,498.01	HSCP	Jun 19	Sep 19	Tendered	18	
38	LITTLE SISTERS OF THE POOR	£464,526.71	HSCP	May 19	Sep 19	Commissioned no tender	18	
39	CAPABILITY SCOTLAND	£285,314.85	HSCP	Oct 18	Sep 19	Commissioned no tender	18	
40	STEPWELL CONSULTANCY LIMITED	£204,882.00	E&R			Tendered	18	
41	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£84,038.90	HSCP	Nov 18	Sep 19	Commissioned no tender	18	
42	MIND MOSAIC	£48,540.00	E&C	None	None	Commissioned no tender	18	Meeting to be set up
43	INVERCARE SERVICES LTD	£285,491.94	HSCP	Jun 19	Sep 19	Commissioned no tender	16	
44	GREENOCK MORTON COMMUNITY TRUST	£34,263.43	E&C	None	None	Grant - no SLA	16	Meeting to be set up
45	QUARRIERS	£3,175,010.60	HSCP	Aug 19	Sep 19	Tendered	16	
46	ALLIED HEALTHCARE GROUP LIMITED	£824,166.89	HSCP	May 19	Sep 19	Tendered	16	
47	COTTAGE CARE SERVICES SCOTLAND LTD	£206,949.38	HSCP	Nov 18	Sep 19	Tendered	16	
48	DANSHELL GROUP	£60,990.64	HSCP	No longer used		Commissioned no tender	16	No longer used
49	ERSKINE HOSPITAL	£186,040.25	HSCP	Jul 19	Sep 19	Commissioned no tender	16	
50	FINANCIAL FITNESS	£44,010.00	HSCP	Oct 19	Sep 19	Grant - no SLA	16	
51	ARDGOWAN HOSPICE	£31,952.64	HSCP	Sept 19	Sep 19	Grant - no SLA	16	
52	TURNING POINT SCOTLAND	£2,280,889.68	HSCP	Sept 19	Sep 19	Tendered	16	
53	THE RICHMOND FELLOWSHIP SCTLND	£1,861,216.78	HSCP	Apr 19	Sep 19	Tendered	16	
54	KARMA HEALTHCARE	£1,466,229.25	HSCP	May 19	Sep 19	Tendered	16	
55	SCOTT ASSOC FOR MENTAL HEALTH	£889,794.18	HSCP	Jun 19	Sep 19	Tendered	16	
56	SPARK OF GENIUS	£465,175.98	HSCP	Mar 19	Sep 19	Commissioned no tender	16	
57	SCOTTISH MASONIC HOMES LIMITED	£233,932.47	HSCP	Jan 19	Sep 19	Commissioned no tender	16	
58	KIBBLE EDUCATION AND CARE CENTRE	£217,289.00	HSCP	Feb 19	Sep 19	Commissioned no tender	16	
59	WOODSIDE CARE	£185,789.18	HSCP			Commissioned no tender	16	No longer used - home closed
60	OCHIL TOWER SCHOOL	£179,782.00	HSCP	Jun 19	Sep 19	Commissioned no tender	16	
61	INVERCLYDE WOMENS AID	£167,701.93	HSCP	Jun 19	Sep 19	Commissioned no tender	16	
62	ALZHEIMERS SCOTLAND	£295,812.00	HSCP	May 19	Sep 19	Commissioned no tender	16	
63	CAREWATCH (INVER & NTH AYRSH)	£137,079.92	HSCP	Apr 19	Sep 19	Tendered	16	
64	ENCHANTED FOREST NURSERY	£116,220.13	E&C	Sep 19	Oct 18	Commissioned no tender	16	
65	BIELD HOUSING ASSOCIATION	£107,943.48	HSCP	N/A	N/A	Commissioned no tender	16	No longer used
66	MOVING ON (INVERCLYDE)	£85,500.00	HSCP	Feb 19	Sep 19	Commissioned no tender	16	
67	ABERLOUR CHILD CARE TRUST	£82,011.60	HSCP	Oct 18	Sep 19	Commissioned no tender	16	No meeting has taken place
68	UNITY ENTERPRISE	£79,929.59	HSCP	Apr 19	Sep 19	Commissioned no tender	16	
69	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£64,083.30	E&R	Sept 19	Oct 19	Commissioned no tender	16	
70	PACIFIC CARE	£61,289.57	HSCP	May 19	Sep 19	Commissioned no tender	16	
		£42,381,003.99						

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.

Supplier / Provider	Payments	Service	Payment Points	Proportion of Turnover	Nature of Payments	Nature of Payments score	Council Representation at Meetings	Total
1 INVERCLYDE LEISURE	£1,845,106.55	E&C	6	6	Commissioned no tender	6	6	24
2 ICDT LTD	£1,814,562.22	E&R	6	8	Tendered	4	6	24
3 KEY HOUSING ASSOCIATION LTD	£1,879,528.38	HSCP	6	8	Commissioned no tender	6	4	24
4 ALT-NA-CRAIG LIMITED	£967,699.80	HSCP	6	8	Commissioned no tender	6	4	24
5 CARE CONCERN LIMITED	£946,357.57	HSCP	6	8	Commissioned no tender	6	4	24
6 EVERGREEN HOME SUPPORT	£515,675.32	HSCP	6	8	Tendered	4	6	24
7 SIR GABRIEL WOOD'S MARINERS HOME	£445,983.74	HSCP	6	6	Commissioned no tender	6	6	24
8 MUIRSHIEL CENTRE	£332,050.00	HSCP	6	8	Tendered	4	6	24
9 YOUR VOICE	£307,011.84	HSCP	6	8	Commissioned no tender	6	4	24
10 INVERCLYDE CARERS CENTRE LTD	£215,280.00	HSCP	4	8	Grant no SLA	8	4	24
11 PARKLEA BRANCHING OUT	£171,292.50	HSCP	4	8	Commissioned no tender	6	6	24
12 YOUTH CONNECTIONS	£132,100.00	E&C	4	8	Grant no SLA	8	4	24
13 BRANCHTON COMMUNITY CENTRE	£118,611.00	E&C	4	8	Grant no SLA	8	4	24
14 CRAIGEND RESOURCE CENTRE	£118,338.07	E&C	4	8	Grant - no SLA	8	4	24
15 INVERCLYDE VOLUNTARY COUNCIL	£112,865.37	HSCP	4	8	Grant no SLA	8	4	24
16 THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£69,293.00	E&C	4	8	Grant no SLA	8	4	24
17 GIBSHILL COMMUNITY CENTRE	£32,015.00	E&C	2	8	Grant - no SLA	8	6	24
18 THE BEACON	£402,592.48	E&C	6	6	Commissioned no tender	6	6	24
19 INVERCLYDE ASSOC FOR MENTAL HEALTH	£374,327.01	HSCP	6	8	Tendered	4	4	22
20 DRIVE DEVILBISS HEALTHCARE LTD	£120,879.43	HSCP	4	8	Commissioned no tender	6	4	22
21 INVERKIP COMMUNITY INITIATIVE	£57,830.00	E&C	4	8	Commissioned no tender	6	4	22
22 WELLINGTON PLAYGROUP	£56,336.57	E&C	4	8	Commissioned no tender	6	4	22
23 RIVER CLYDE HOMES	£890,750.21	HSCP	6	2	Grant with SLA	6	6	20
24 CIRCLES NETWORK	£108,340.00	HSCP	4	8	Tendered	4	4	20
25 MADEIRA NURSERY	£45,532.59	E&C	2	8	Commissioned no tender	6	4	20
26 BALCLUTHA COURT	£2,125,796.83	HSCP	6	2	Commissioned no tender	6	4	18
27 FLAGSHIP TOWER (GREENOCK) LIMITED	£2,735,793.31	HSCP	6	2	Commissioned no tender	6	4	18
28 SILVERLINE CARE CALEDONIA LTD	£2,254,090.41	HSCP	6	2	Commissioned no tender	6	4	18
29 KINCAID HOUSE	£2,046,727.36	HSCP	6	2	Commissioned no tender	6	4	18
30 GREENOCK MEDICAL AID SOCIETY	£1,294,099.23	HSCP	6	2	Commissioned no tender	6	4	18
31 HC ONE LIMITED	£1,169,665.60	HSCP	6	2	Commissioned no tender	6	4	18
32 BARNARDOS	£1,118,274.13	HSCP	6	2	Commissioned no tender	6	4	18
33 MEALLMORE LODGE LIMITED	£1,055,254.66	HSCP	6	2	Commissioned no tender	6	4	18
34 MARGARET BLACKWOOD HOUSING ASS	£1,023,823.19	HSCP	6	2	Commissioned no tender	6	4	18
35 LITTLE SISTERS OF THE POOR	£596,291.98	HSCP	6	2	Commissioned no tender	6	4	18
36 CORA FOUNDATION	£563,473.54	HSCP	6	2	Commissioned no tender	6	4	18
37 IN-WORK LTD	£393,996.59	HSCP	6	2	Commissioned no tender	6	4	18
38 CONFIDENT CARE LTD	£337,161.72	HSCP	6	4	Tendered	4	4	18
39 SPARK OF GENIUS	£334,051.26	HSCP	6	2	Commissioned no tender	6	4	18

40	ALZHEIMERS SCOTLAND	£295,844.80	HSCP	6	2	Commissioned no tender	6	4	18
41	CAPABILITY SCOTLAND	£269,556.26	HSCP	6	2	Commissioned no tender	6	4	18
42	TRUST HOUSING ASSOCIATION LIMITED	£257,269.88	HSCP	6	2	Commissioned no tender	6	4	18
43	STEPWELL CONSULTANCY LIMITED	£216,052.64	E&R	4	6	Tendered	4	4	18
44	FINANCIAL FITNESS	£99,403.48	HSCP	4	2	Grant - no SLA	8	4	18
45	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£95,325.30	HSCP	4	4	Commissioned no tender	6	4	18
46	ANGEL CARE SERVICES SCOTLAND LTD	£87,099.60	HSCP	4	6	Tendered	4	4	18
47	CVS INVERCLYDE	£81,853.44	HSCP	4	2	Grant - no SLA	8	4	18
48	MIND MOSAIC	£40,000.00	E&C	2	6	Commissioned no tender	6	4	18
49	TURNING POINT SCOTLAND	£2,535,619.98	HSCP	6	2	Tendered	4	4	16
50	THE RICHMOND FELLOWSHIP SCTLND	£2,352,512.90	HSCP	6	2	Tendered	4	4	16
51	KARMA HEALTHCARE	£1,678,783.26	HSCP	6	2	Tendered	4	4	16
52	ALLIED HEALTHCARE GROUP LIMITED	£894,615.86	HSCP	6	2	Tendered	4	4	16
53	SCOTT ASSOC FOR MENTAL HEALTH	£708,178.76	HSCP	6	2	Tendered	4	4	16
54	CARE VISIONS RESIDENTIAL SERVICES	£231,391.35	HSCP	4	2	Commissioned no tender	6	4	16
55	ERSKINE HOSPITAL	£225,782.53	HSCP	4	2	Commissioned no tender	6	4	16
56	COTTAGE CARE SERVICES SCOTLAND LTD	£224,547.77	HSCP	4	4	Tendered	4	4	16
57	KIBBLE EDUCATION AND CARE CENTRE	£218,206.00	HSCP	4	2	Commissioned no tender	6	4	16
58	SCOTTISH MASONIC HOMES LIMITED	£212,679.27	HSCP	4	2	Commissioned no tender	6	4	16
59	OCHIL TOWER SCHOOL	£202,179.00	HSCP	4	2	Commissioned no tender	6	4	16
60	INVERCLYDE ASS FOR MENTAL HEALTH	£191,841.70	HSCP	4	2	Tendered	4	6	16
61	INVERCLYDE WOMENS AID	£163,561.16	HSCP	4	2	Commissioned no tender	6	4	16
62	ENCHANTED FOREST NURSERY	£159,535.13	E&C	4	2	Commissioned no tender	6	4	16
63	HILLSIDE SCHOOL (ABERDOUR) LTD	£125,884.61	HSCP	4	2	Commissioned no tender	6	4	16
64	CAREWATCH (INVER & NTH AYRSH)	£103,105.45	HSCP	4	4	Tendered	4	4	16
65	UNITY ENTERPRISE	£87,279.06	HSCP	4	2	Commissioned no tender	6	4	16
66	WOODSIDE CARE	£86,311.72	HSCP	4	2	Commissioned no tender	6	4	16
67	THISTLE HEALTHCARE LTD	£85,620.21	HSCP	4	2	Commissioned no tender	6	4	16
68	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£78,274.92	E&R	4	2	Commissioned no tender	6	4	16
69	MOVING ON (INVERCLYDE)	£71,500.00	HSCP	4	2	Commissioned no tender	6	4	16
70	SCOTTISH MARRIAGE CARE	£64,500.00	HSCP	4	2	Commissioned no tender	6	4	16
71	ENABLE SCOTLAND	£57,151.75	HSCP	4	2	Commissioned no tender	6	4	16
72	MARINER SUPPORT ASSOCIATES LTD	£55,845.00	HSCP	4	2	Commissioned no tender	6	4	16
73	PACIFIC CARE	£55,700.29	HSCP	4	2	Commissioned no tender	6	4	16
74	EMBRACE (COMBINED) LIMITED	£52,912.91	HSCP	4	2	Commissioned no tender	6	4	16
75	LIVING AMBITIONS	£50,558.40	HSCP	4	2	Commissioned no tender	6	4	16
76	GREENOCK MORTON COMMUNITY TRUST	£32,395.76	E&C	2	2	Grant - no SLA	8	4	16
77	RIVERSIDE INVERCLYDE	£1,050,200.00	E&R	6	6	Single Operating Plan	6	6	24
		£42,627,938.61							