
Report To:	Policy & Resources Committee	Date:	15 November 2016
Report By:	Chief Financial Officer	Report No:	FIN/104/16/AP/BH
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. In June 2011 the Audit Commission published a report which highlights 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 the Education & Communities and Environment & Regeneration Committees. The annual review has highlighted a small number of cases where reports were due but have not yet been to Committee and governance meetings have not taken place. These will be picked up by the next Committee cycle.
- 2.4 The 2015/16 performance in respect of the governance of external organisations is show in Appendix 1. 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 2016/17 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 show 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 scoring matrix and governance requirements set out in Appendix 2.
- 3.3 It is recommended that the Committee approve the list of external organisations that will form part of this framework for the period October 2016 – September 2017 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 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 their series of improvement reports 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 scoring the Council as 'Basic and better practice' in all areas. The full report was presented to the Audit Committee on 26 August 2014.
- 4.4 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.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows the position of the 2015/16 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 or the reporting requirements. This will be addressed during the next Committee cycle.
- 5.2 The scoring matrix has been reviewed and updated by the CMT and can be found at Appendix 2. The main change is to increase the threshold for the high level governance actions from 20 to 22 points.
- 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 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.
- 5.5 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.

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.
- 6.2 After five 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 Chief Financial Officer and 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 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

Appendix 1

15-16 Governance List

	<u>Organisations name</u>	<u>14/15 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	INVERCLYDE CARERS CENTRE LTD	£250,280.00	HSCP	November 2016	October 2016	Grant - no SLA	28
2	MUIRSHIEL CENTRE	£290,973.64	HSCP	October 2016	October 2016	Grant - no SLA	28
3	ALT-NA-CRAIG LIMITED	£746,756.56	HSCP	October 2016	October 2016	Commissioned no tende	26
4	BRANCHTON COMMUNITY CENTRE	£117,292.00	E&C		January 2016	Grant - no SLA	26
5	CARE CONCERN LIMITED	£760,670.30	HSCP	October 2016	October 2016	Commissioned no tende	26
6	CRAIGEND RESOURCE CENTRE	£120,000.00	E&C		January 2016	Grant - no SLA	26
7	GREENOCK MEDICAL AID SOCIETY	£939,822.31	HSCP	September 2016	October 2016	Commissioned no tende	26
8	INVERCLYDE ASS FOR MENTAL HEALTH	£499,432.96	HSCP	November 2016	October 2016	Commissioned no tende	26
9	INVERCLYDE VOLUNTARY COUNCIL	£115,463.00	HSCP	February 2017	October 2016	Grant - no SLA	26
10	MEALLMORE LODGE LIMITED	£777,496.53	HSCP	October 2016	October 2016	Commissioned no tende	26
11	PARKLEA ASSOCIATION	£106,457.80	HSCP	October 2016	October 2016	Grant - no SLA	26
12	TRANS-PORT GROUP	£91,090.05	HSCP	October 2016	October 2016	Grant - no SLA	26
13	YOUR VOICE	£120,674.92	HSCP	December 2016	October 2016	Grant - no SLA	26
14	BALCLUTHA COURT	£1,352,389.47	HSCP	December 2016	October 2016	Tendered	24
15	EVERGREEN HOME SUPPORT	£279,966.24	HSCP	November 2016	October 2016	Commissioned no tende	24
16	ICDT LTD	£2,146,320.39	HSCP	October 2016	January 2016	Tendered	24
17	INVERCLYDE COUNCIL ON DISABILITY	£42,966.85	HSCP	November 2016	October 2016	Grant - no SLA	24
18	INVERCLYDE LEISURE	£1,771,492.91	E&C	October 2016	November 2015	Grant with SLA	24
19	INVERCLYDE WOMENS AID	£153,523.08	HSCP	October 2016	October 2016	Commissioned no tende	24
20	RIVERSIDE INVERCLYDE	£1,369,568.97	E&R	October 2016	September 2016	Grant with SLA	24
21	SIR GABRIEL WOOD'S MARINERS HOME	£571,357.08	HSCP	October 2016	October 2016	Commissioned no tende	24
22	ALZHEIMER SCOTLAND-ACTION ON D	£265,703.72	HSCP	September 2016	October 2016	Grant - no SLA	22
23	CLOCH HOUSING ASSOCIATION LTD	£528,184.29	E&C	September 2016	October 2016	Commissioned no tende	22
24	CONFIDENT CARE LTD	£258,463.26	HSCP	October 2016	October 2016	Commissioned no tende	22
25	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£50,168.91	E&R	October 2016		Tendered	22
26	MILLPORT CARE CENTRE	£27,303.34	HSCP	October 2016	October 2016	Commissioned no tende	22
27	THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITE	£76,013.00	E&C			Grant - with SLA	22
28	YOUTH CONNECTIONS	£120,396.00	E&C		January 2016	Grant - no SLA	22
29	ALLIED HEALTHCARE GROUP LIMITED	£1,069,483.82	HSCP	February 2017	October 2016	Commissioned no tende	20
30	BARNARDOS	£501,177.39	HSCP	December 2016	October 2016	Commissioned no tende	20
31	CIRCLES NETWORK	£112,183.38	HSCP	September 2016	October 2016	Grant - no SLA	20
32	CORA FOUNDATION	£867,015.87	HSCP	November 2016	October 2016	Commissioned no tende	20
33	DANSHELL CARE HOMES	£823,026.00	HSCP	October 2016	October 2016	Commissioned no tende	20

34	ENCHANTED FOREST NURSERY	£103,502.56	E&C			Commissioned no tende	20
35	ERSKINE HOSPITAL	£257,577.16	HSCP	October 2016	October 2016	Commissioned no tende	20
36	FLAGSHIP TOWER (GREENOCK) LIMITED	£1,469,134.72	HSCP	February 2017	October 2016	Commissioned no tende	20
37	HC ONE LIMITED	£863,088.85	HSCP	October 2016	October 2016	Commissioned no tende	20
38	KARMA HEALTHCARE	£923,920.55	HSCP	October 2016	October 2016	Commissioned no tende	20
39	KINCAID HOUSE	£1,659,711.52	HSCP	October 2016	October 2016	Commissioned no tende	20
40	LITTLE SISTERS OF THE POOR	£442,020.09	HSCP	September 2016	October 2016	Commissioned no tende	20
41	MARGARET BLACKWOOD HOUSING ASS	£605,582.29	HSCP	September 2016	October 2016	Commissioned no tende	20
42	MARINER SUPPORT ASSOCIATES LTD	£109,186.19	HSCP	February 2017	October 2016	Commissioned no tende	20
43	SPARK OF GENIUS	£533,584.54	HSCP	January 2017	October 2016	Commissioned no tende	20
44	STEPWELL CONSULTANCY LIMITED	£143,145.09	E&R	October 2016		Tendered	20
45	THE BEACON	£78,703.74	E&C	October 2016		Grant - no SLA	20
46	UNITY ENTERPRISE	£79,864.79	HSCP	November 2016	October 2016	Grant - no SLA	20
47	BELLEAIRE HOUSE	£137,305.55	HSCP	October 2016	October 2016	Commissioned no tende	18
48	BIELD RESPONSE 24	£151,894.00	HSCP	December 2016	October 2016	Commissioned no tende	18
49	CAPABILITY SCOTLAND	£210,331.92	HSCP	August 2017	October 2016	Commissioned no tende	18
50	CAR - GOMM SCOTLAND	£74,442.72	HSCP	October 2016	October 2016	Commissioned no tende	18
51	CAREWATCH (INVER & NTH AYRSH)	£230,017.38	HSCP	November 2016	October 2016	Commissioned no tende	18
52	COTTAGE CARE SERVICES SCOTLAND LTD	£213,825.00	HSCP	October 2016	October 2016	Commissioned no tende	18
53	EMBRACE ALL LIMITED COLLECTIONS	£212,642.37	HSCP	October 2016	October 2016	Commissioned no tende	18
54	ENABLE SCOTLAND	£55,574.88	HSCP	January 2017	October 2016	Commissioned no tende	18
55	EUROPEAN CARE & LIFESTYLES (UK) LTD	£80,027.75	HSCP	October 2016	October 2016	Commissioned no tende	18
56	HANSEL ALLIANCE	£82,624.60	HSCP	September 2016	October 2016	Commissioned no tende	18
57	KEY HOUSING ASSOCIATION LTD	£1,199,034.96	HSCP	September 2016	October 2016	Tendered	18
58	MADEIRA NURSERY	£44,403.02	E&C		Not Required	Commissioned no tende	18
59	MOVING ON (INVERCLYDE)	£78,193.00	HSCP	To be arranged		Commissioned no tende	18
60	NAS SERVICES LIMITED	£33,813.88	E&C	No longer used	No longer used	Grant - no SLA	18
61	PARK HOUSE HEALTHCARE LTD	£101,706.09	HSCP	To be arranged		Commissioned no tende	18
62	QUARRIERS	£2,957,973.13	HSCP	December 2016	October 2016	Tendered	18
63	RIVER CLYDE HOMES	£2,517,854.27	HSCP	December 2016	October 2016	Grant with SLA	18
64	SCOTT ASSOC FOR MENTAL HEALTH	£837,540.41	HSCP	January 2017	October 2016	Tendered/Grant	18
65	SCOTTISH MASONIC HOMES LIMITED	£220,050.90	HSCP	November 2016	October 2016	Commissioned no tende	18
66	ST ANDREW'S CHILDREN'S SOCIETY	£22,000.00	HSCP	No longer used	No longer used	Grant - no SLA	18
67	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£142,110.76	HSCP	November 2016	October 2016	Commissioned no tende	18
68	THE RICHMOND FELLOWSHIP SCTLND	£1,287,144.34	HSCP	January 2017	October 2016	Tendered	18

69	THISTLE HEALTHCARE LTD	£24,522.26	HSCP	No longer used	No longer used	Grant - no SLA	18
70	TRUST HOUSING ASSOCIATION LIMITED	£298,985.73	HSCP	October 2016	October 2016	Commissioned no tende	18
71	TURNING POINT SCOTLAND	£1,104,456.79	HSCP	September 2016	October 2016	Tendered	18
72	WOODSIDE CARE	£123,797.92	HSCP	December 2016	October 2016	Commissioned no tende	18
73	WRVS	£41,834.00	HSCP	October 2016	October 2016	Grant - no SLA	18
74	ACTION FOR CHILDREN	£164,267.00	HSCP	January 2017	October 2016	Tendered	16
75	ARDFERN LEARNING CENTRE	£31,881.00	E&C	No longer used	No longer used	Commissioned no tende	16
76	BEARSDEN CARE LLP	£27,822.22	HSCP	October 2016	October 2016	Commissioned no tende	16
77	CARE UK	£47,761.95	HSCP	September 2016	October 2016	Commissioned no tende	16
78	CORBENIC CAMPHILL COMMUNITY	£42,517.32	HSCP	October 2016	October 2016	Commissioned no tende	16
79	CURO SALUS LTD	£26,004.00	E&C	No longer used	No longer used	Commissioned no tende	16
80	KIBBLE EDUCATION AND CARE CENTRE	£101,772.00	HSCP	October 2016	October 2016	Tendered	16
81	ORCHARD CARE HOMES	£41,095.56	HSCP	October 2016	October 2016	Commissioned no tende	16
82	SALVATION ARMY TERRITORIAL HEADQUARTERS	£77,872.81	HSCP	October 2016	October 2016	Tendered	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>
	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

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

Governance - list of new organisations for the period of 1/10/16 - 30/9/17

	Organisations name	15/16 Spend	Service	Nature of Payments	Total Score
1	Muirshiel (Block)	£252,600.00	HSCP	Commissioned - No Tender	26
2	KNCC	£78,218.00	E&C	Grant - no SLA	26
3	Riverside Inverclyde	£4,849,000.00	E&R	Commissioned - No Tender	26
4	Alt-Na-Craig Limited (NCHC Framework)	£787,591.00	HSCP	Commissioned - No Tender	24
5	Balclutha Court (NCHC Framework)	£1,474,193.00	HSCP	Commissioned - No Tender	24
6	Care Concern Ltd Marchmont House (NCHC Framework)	£823,344.00	HSCP	Commissioned - No Tender	24
7	The Beacon (including payment to Grahams construction)	£2,292,651.00	E&C	Grant - with SLA	24
8	Evergreen Home Support (Call Off)	£320,012.78	HSCP	Tendered	24
9	Inverclyde Carers Centre	£120,280.00	HSCP	Grant - No SLA	24
10	Parklea Association (Supported Employment)	£109,474.00	HSCP	Commissioned - No Tender	24
11	Port Glasgow Voluntary Transport (Call Off)	£89,405.00	HSCP	Commissioned - No Tender	24
12	Sir Gabriel Wood's Mariners Home (NCHC Framework)	£612,733.00	HSCP	Commissioned - No Tender	24
13	ICDT (Employability Inverclyde, Employability City Deal, Shopping, Homecare, Volunteer Network)	£4,556,988.00	E&R	Tendered	24
14	Inverclyde Council on Disability	£35,588.70	HSCP	Grant - no SLA	24
15	Inverclyde Leisure	£3,140,497.62	E&C	Grant - with SLA	24
16	Branchton Community Centre	£107,987.00	E&C	Grant - no SLA	24
17	Youth Connections	£135,639.00	E&C	Grant - no SLA	24
18	Craigend Resource Centre	£120,000.00	E&C	Grant - No SLA	24
19	ICCF - Stakeholder/Your Voice	£102,000.00	HSCP	Commissioned - No Tender	22
20	Inverclyde Association for Mental Health (SLS Framework, In-work, Lynedoch House)	£501,059.00	HSCP	Tendered	22
21	IVCSS (Call Off)	£58,538.00	HSCP	Commissioned - No Tender	22
22	Greenock Medical Aid Society Glenfield and Bagatelle (NCHC Framework)	£1,017,675.00	HSCP	Commissioned - No Tender	22
23	Inverclyde Advice And Employment Rights	£87,797.76	E&R	Tendered	22
24	River Clyde Homes (Housing Support)	£2,601,000.00	E&C/HSCP	Commissioned - No Tender	22
25	Cottage Care (Call Off)	£277,976.00	HSCP	Tendered	20
26	Stepwell	£205,874.90	E&R	Tendered	20
27	Barnardos	£378,134.00	HSCP	Commissioned - No Tender	18
28	Blackwood Care (Call Off)	£600,697.97	HSCP	Tendered	18
29	Confident Care (Call Off)	£232,768.30	HSCP	Tendered	18
30	CORA Foundation	£656,608.00	HSCP	Tendered	18
31	Daviot Care (Kincaid House and Belleaire)	£2,633,456.00	HSCP	Commissioned - No Tender	18
32	Embrace - Millport Care Centre (Out of Area Placement)	£263,978.00	HSCP	Commissioned - No Tender	18
33	Flagship Tower Ltd Larkfield View (NCHC Framework)	£1,578,621.00	HSCP	Commissioned - No Tender	18
34	HC-One Merino Court (NCHC Framework)	£944,309.00	HSCP	Commissioned - No Tender	18
35	Karma Healthcare (Call Off)	£783,483.10	HSCP	Tendered	18
36	Little Sisters of the Poor (NCHC Framework and Housing Support)	£553,394.16	HSCP	Commissioned - No Tender	18
37	Scottish Masonic Homes Ltd (Daycare, NCHC Framework)	£260,100.00	HSCP	Commissioned - No Tender	18
38	Silverline Caledonian Newark (NCHC Framework)	£1,309,686.00	HSCP	Commissioned - No Tender	18
39	Trust Housing (St Margaret's Court (call off) and Housing Support)	£301,261.20	HSCP	Commissioned - No Tender	18
40	Wellington pre-5	£43,593.78	E&C	Commissioned - No Tender	18
41	Madeira Nursery	£38,227.06	E&C	Commissioned - No Tender	18
42	Aberlour Fostering Service	£50,532.00	HSCP	Commissioned - No Tender	16
43	Action for Children	£139,390.00	HSCP	Commissioned - No Tender	16
44	Alzheimer Scotland	£233,940.00	HSCP	Grant - No SLA	16
45	Capability Scotland Stanmore House (Out of Area Placement)	£102,886.00	HSCP	Commissioned - No Tender	16
46	Care UK Hollybank Care Centre (Out of Area Placement)	£50,825.00	HSCP	Commissioned - No Tender	16

47	Erskine Home (NCHC Framework)	£215,664.66	HSCP	Commissioned - No Tender	16
48	Hansel Alliance (Out of Area Placement)	£95,726.00	HSCP	Commissioned - No Tender	16
49	Hillside View (NCHC Framework)	£50,825.00	HSCP	Tendered	16
50	Key Community Supports (SLS Framework)	£1,448,486.00	HSCP	Tendered	16
51	Kibble (Secure and Residential)	£237,510.00	HSCP	Commissioned - No Tender	16
52	Mariner Support Agency (Out of Area Placement)	£53,201.00	HSCP	Commissioned - No Tender	16
53	Moorburn Manor (NCHC Framework)	£58,133.00	HSCP	Commissioned - No Tender	16
54	Mosswood Care Home (NCHC Framework)	£66,544.00	HSCP	Commissioned - No Tender	16
55	Nestor Primecare Trading as Allied (Call Off)	£768,479.71	HSCP	Tendered	16
56	Oakview Estates Ellen Mhor (Out of Area Placement)	£103,976.00	HSCP	Commissioned - No Tender	16
57	Ochill Tower School (Out of Area) Children's Residential Non Framework	£154,921.00	HSCP	Commissioned - No Tender	16
58	Quarriers (SLS, Merrybrook, Davidson/ Parklands/ Kelly, Rivendell, Finnart Street, Octavia/ West View, Riverview)	£3,086,925.06	HSCP	Tendered	16
59	Richmond Fellowship Scotland (SLS Framework)	£1,517,374.00	HSCP	Tendered	16
60	Scottish Association for Mental Health (SLS Framework)	£538,415.00	HSCP	Tendered	16
61	Scottish Masonic Homes Ltd Marcus Humphrey House (Day Care)	£78,252.00	HSCP	Commissioned - No Tender	16
62	Spark of Genius Sunderland (Out of Area) Children's Residential Framework	£411,748.00	HSCP	Tendered	16
63	The Abbeyfield Strathgryffe Society Ltd Campbell Snowdon (NCHC Framework)	£114,464.00	HSCP	Commissioned - No Tender	16
64	The Salvation Army	£87,098.00	HSCP	Commissioned - No Tender	16
65	Thorntoun Estates The Laurels (Out of Area Placement)	£50,583.00	HSCP	Commissioned - No Tender	16
66	Turning Point Scotland (SLS Framework, Day Ops, Caladh Adult Residential)	£1,512,907.00	HSCP	Tendered	16
67	Unity Enterprise (Block Contract)	£69,710.00	HSCP	Commissioned - No Tender	16
68	Women's Aid (Housing Support)	£132,136.00	HSCP	Commissioned - No Tender	16
69	Woodside Care (NCHC Framework)	£184,533.00	HSCP	Commissioned - No Tender	16
70	Pacific Care	£70,497.70	HSCP	Commissioned - No Tender	16