

**Generic Economic Model**  
v0.2  
**for Small Schemes (<£5 million capital)**

## Small Scheme GEM

Trust Name: NHS EAST BERKSHIRE  
 Scheme Name: BEN LINWOOD MEDICAL CENTRE  
 Project Stage: OBC

### Option Names:

Option 1: Magnolia House , Kings Corner and Green Meadows at Ben Linwood  
 Option 2: Magnolia House , Kings Corner at Ben Linwood  
 Option 3: Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices  
 Option 4: Magnolia House and Kings Corner Plus patient Facing for Green Meadows  
 Option 5: Do Nothing  
 Option 6:

### Inputs

First year end: Mar-20  
 Discount rate: 3.50%  
 Capital Optimism bias (%)  
 Option 1: 0.0%  
 Option 2: 0.0%  
 Option 3: 0.0%  
 Option 4: 0.0%  
 Option 5: 0.0%  
 Option 6:  
 Service Cost optimism bias (%)  
 Option 1:  
 Option 2: 10%  
 Option 3: 10%  
 Option 4: 10%  
 Option 5: 0  
 Option 6:  
 Units (£s/£000s/£m): £000s

### Version Control

Date	Action	Initials
02/11/2018		JB

No Investment  
 Fixed Capital Contribution Developer bears risk  
 Fixed Capital Contribution Developer bears risk  
 Fixed Capital Contribution Developer bears risk  
 Fixed Capital Contribution Developer bears risk

No change  
 Risk from Rental Agreement  
 Risk from Rental Agreement  
 Risk from Rental Agreement

## Small Scheme GEM

Trust Name: NHS EAST BERKSHIRE  
 BEN LINWOOD MEDICAL  
 Scheme Name: CENTRE  
 Project Stage: OBC

### Summary

		NPV £000s	AEC £000s	Points	£ per Point	
Option 1	Magnolia House , Kings Corner and Green Meadows at Ben Linwood					This Option has been discounted as there is insufficient space on the site
Option 2	Magnolia House , Kings Corner at Ben Linwood	9,556	560	81.4	117.4	
<b>Option 3</b>	<b>Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices</b>	<b>8,584</b>	<b>503</b>	<b>80.9</b>	<b>106.1</b>	<b>This is the Preferred Option</b>
Option 4	Magnolia House and Kings Corner Plus patient Facing for Green Meadows					This Option has been discounted as there is insufficient space on the site
Option 5	Do Nothing	2,989	175	50.9	58.7	
Option 6		<b>0</b>				



Small Scheme GEM  
 Title: NHS EAST BEDFORDSHIRE  
 Scheme Name: WELLSWOOD MEDICAL CENTRE  
 Project Stage: SSC  
 Option 2: Magnolia House - Kings Centre at Ben Lincoln

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	
Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Operating Profit











## EAC look-up table

No. of year	EAC factor
1	1
2	1.966184
3	2.899694
4	3.801637
5	4.673079
6	5.515052
7	6.328553
8	7.114544
9	7.873956
10	8.607687
11	9.316605
12	10.00155
13	10.66333
14	11.30274
15	11.92052
16	12.51741
17	13.09412
18	13.65132
19	14.18968
20	14.70984
21	15.2124
22	15.69797
23	16.16712
24	16.62041
25	17.05837
26	17.48151
27	17.89035
28	18.28536
29	18.66702
30	19.03577
31	19.39205
32	19.73628
33	20.06887
34	20.39021
35	20.70068
36	21.00066
37	21.29049
38	21.57053
39	21.84109
40	22.1025
41	22.35507
42	22.5991
43	22.83488
44	23.06269
45	23.28279
46	23.49545
47	23.70092
48	23.89944
49	24.09124

50 24.27656  
51 24.45562  
52 24.62862  
53 24.79576  
54 24.95726  
55 25.1133  
56 25.26405  
57 25.40971  
58 25.55045  
59 25.68642  
60 25.8178  
61 25.94473  
62 26.06738  
63 26.18587  
64 26.30036  
65 26.41097  
66 26.51785



**Financial Impact**

	2019/20 Year 0	2020/21 Year 1	2021/22 Year 2	2022/23 Year 3	2023/24 Year 4	2024/25 Year 5	2025/26- 2029/30 Yr 6-10	2030/31- 2034/35 Yr 11- 15	2035/36- 2039/40 Yr 16- 20	2040/41- 2044/45 Yr 21 -25	TOTAL	2044/45 Year 25
Capital Contribution	1,358										1,358	
ETTF Funding	(1,358)										(1,358)	
Revenue												
New costs	239	367	369	371	373	374	1,922	2,025	2,133	2,247	10,419	465
Less current costs	(239)	(240)	(241)	(241)	(242)	(242)	(1,220)	(1,236)	(1,254)	(1,230)	(6,384)	(247)
<b>Incremental Impact</b>	-	127	128	130	131	132	702	789	879	1,017	4,034	218
<b>Cumulative</b>	-	127	255	385	516	648	1,350	2,138	3,018	4,034		

Percentage increase  
Increase in Capacity 35%

DV CALCULATIONS

Option 3	Full FRI Rent	Abated FRI Rent				External Repairs Insurance	Reimbursement Rent Excludes VAT		
		25 Years		25 plus 15			25 Years	40 years	
		Abatement	£1m abated over 25 years @4%	Abatement	£1m abated over 40 years @4%		5% adl to FRI	Total	
		£	£	£	£		£	£	
DV Costs with nil land value	FULL rent GMS 3rd Party	309,727 206,485 103,242	(64,012)	245,715 163,810 81,905	(50,523)	259,204 172,803 86,401	15,486 10,324 5,162	261,201 174,135 87,067	274,690 183,127 91,563
DV Costs Land value @E 500000 This is just an example	FULL rent GMS 3rd Party	340,893 227,262 113,631	(64,012)	276,881 184,587 92,294	(50,523)	290,370 193,580 96,790	17,045 11,363 5,682	293,926 195,950 97,975	307,415 204,943 102,472
BEN Costs NIL Land Value	FULL rent GMS 3rd Party	391,783 261,189 130,594	(64,012)	327,771 218,514 109,257	(50,523)	341,260 227,507 113,753	19,589 13,059 6,530	347,360 231,574 115,786	360,949 240,566 120,283

BEN COSTS

£6.6m      £7.392

12%

BEN Costs NIL Land Value      **BEN LINWOOD**

	GIA	NIA
Space available	1,984	1,786
SQM	1,323	1,191
GMS	661	595
3rd party		

Full FRI Rent	Abated FRI Rent				External Repairs Insurance	Reimbursement Rent Excludes VAT			
	25 Years		25 plus 15			25 Years	40 years		
	Abatement	£1m abated over 25 years @4%	Abatement	£1m abated over 40 years @4%		5% adl to FRI	Total		
	£	£	£	£		£	£		
310	-	64	246	-	51	259	15	261	275
206	-	164	-	-	173	10	10	174	183
103	-	82	-	-	86	5	5	87	92
-	-	-	-	-	-	-	-	-	-
341	-	64	277	-	51	290	17	294	307
227	-	185	-	-	194	11	11	196	205
114	-	92	-	-	97	6	6	98	102
392	-	64	328	-	51	341	20	347	361
261	-	219	-	-	228	13	13	232	241
131	-	109	-	-	114	7	7	116	120

Valuation and Methodology Comparables on a TIR basis 1. Ascot 1970/80 basic converted and purpose built premises valued 1/4/2016 £190 E200/space

- Ascot 1970/80 basic converted and purpose built premises valued 1/4/2016 £190 E200/space
- Ascot 1990s purpose built basic with a poor layout valued 9/9/2016 £206/m2 and £200/space
- Sunningdale period property converted in the 1960s valued 1/10/2015 £198/m2 and £250/space
- Beaconsfield proposed scheme £243/m2 and £265/space We have looked at comparable evidence in the first instance and the comparables above suggest that a full reimbursement valuation assuming a fully fitted, BREAM excellent primary care centre would be in the region of £230 to £245/m2 on a Tenant Internal Repairing basis plus parking at £200 - £250/m2. The appraisal I have run on my costs with a land value equivalent to Beaconsfield equates to a full rent of £241.58/m2 plus parking at £210/space. This, although appearing high, does also tie in with the comparable evidence and so this is my start point of reference on full rent. This site however is on greenbelt and the land may be given at nil cost which may subsidise this value.

We have run appraisals which provide the following figures all of which are just initial estimates to enable discussions with the charity and to see if there is any prospect of the scheme being affordable from both sides. At this stage we have assumed that the £1m EITF will not be subject to VAT and the charity will have to take advice on this. The charity may also have to show a value for the land element but this will be subject to negotiation as the site is on greenbelt and would have a very low value were planning not granted for the primary care centre which will benefit both the charity and the CCG I assume. I have assumed that any benefit from a reduced or nil land value will be spread across the whole building. If this is not the case the 3rd party space may have a higher rent therefore subsidising the GMS space. Any subleases on the third party space should therefore also reflect this saving otherwise the GPs as head lessees may serve to gain from the benefit rather than the public sector, assuming that is who the tenant will be. This may require further investigation. The following figures are initial estimates based on the information provided and are likely to be subject to change.

## Small Scheme GEM

Trust Name: NHS EAST BERKSHIRE  
 Scheme Name: BEN LINWOOD MEDICAL CENTRE  
 Project Stage: OBC  
 Summary: Summary pre- sensitivity

		NPV	AEC	BENEFIT SCORES	COST PER BENEFIT POINT	Rank
		£	£			
Option 2	Magnolia House , Kings Corner at Ben Linwood	9,556	560	81	117	3
<b>Option 3</b>	<b>Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices</b>	<b>8,584</b>	<b>503</b>	<b>81</b>	<b>106</b>	<b>2</b>
Option 5	Do Nothing	2,989	175	51	59	1

### Sensitivity 1

		NPV	AEC	BENEFIT SCORES	COST PER BENEFIT POINT	Rank
		£	£			
Option 2	Magnolia House , Kings Corner at Ben Linwood					
Option 3	Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices					
Option 5	Do Nothing					

### Sensitivity 2

		NPV	AEC	BENEFIT SCORES	COST PER BENEFIT POINT	Rank
		£	£			
Option 2	Magnolia House , Kings Corner at Ben Linwood					2

Option 5	Do Nothing				

4  
1

**Sensitivity 2 'Do minimum' (option 5) increase Capital costs and New Build revenue costs by 10% and 5%**

		NPV	AEC	BENEFIT SCORES	COST PER BENEFIT POINT
		£	£		
Option 2	Magnolia House , Kings Corner at Ben Linwood				
Option 3	Magnolia House and Kings Corner Patient Facing Plus Non Patient Facing for all four practices				
Option 5	Do Nothing				

Rank

2

4

1







Construction

Order no	net value	VAT	gross	Invoices YTD	Forecast total (net)	Forecast total (gross)	JW Notes	JB NOTES
Construction value	£1,500,000	£300,000	£1,800,000	0	£0.0	£0	Construction value is rather high especially for refurbishment works would expect to see a figure around 1.5 million	Amended to £1.5
Contingency	£150,000	£30,000	£180,000	£0	£0.0	£0		
Project risk	0%	£0	£0	£0	£0.0	£0	Why do we need contingency and project risks?	
		<b>£1,650,000</b>	<b>£330,000</b>	<b>£1,980,000</b>	<b>£0</b>	<b>£0.0</b>		

VAT Recovery

Non-construction

Group 2&3	£50,000	£10,000	£60,000	£0	£0.0	£0
Decant & commissioning	£20,000	£4,000	£24,000	£0	£0.0	£0
Cleaning	£5,000	£1,000	£6,000	£0	£0.0	£0
		<b>£75,000</b>	<b>£15,000</b>	<b>£90,000</b>	<b>£0</b>	<b>£0.0</b>

M&E cost (non-specialist) £1

Professional fees

Architect (feasibility)	4.5	£74,250	£0	£74,250	£0	£0.0	£0	Bit concerned with this as it states feasibility, what about full design? Assume full design
Principle Designer	1.5	£24,750	£0	£24,750	£0	£0.0	£0	
Quantity Surveyor	2.5	£41,250	£0	£41,250	£0	£0.0	£0	
Project Manager	n/a	£0	£0	£0	£0	£0.0	£0	

M&E Engineers	3	£49,500	£0	£49,500	£0	£0.0	£0	7.5% is a lot for M&E should be lower than Architect JB COMMENT NB calculation is not 7.5% only takes half so 3.75% but still possibly high assume 3%
---------------	---	---------	----	---------	----	------	----	---

Fire Engineer	est	£2,500	£0	£2,500	£0	£0.0	£0
Infrastructure survey	n/a	£0	£0	£0	£0	£0.0	£0
Structural Engineer	n/a	£0	£0	£0	£0	£0.0	£0
Asbestos Consultant	est	£1,500	£0	£1,500	£0	£0.0	£0
Acoustic Engineer	n/a	£0	£0	£0	£0	£0.0	£0
Public Health Engineer	n/a	£0	£0	£0	£0	£0.0	£0
Building Control	est	£2,000	£0	£2,000	£0	£0.0	£0
BREEAM	n/a	£0	£0	£0	£0	£0.0	£0
Health & Safety	est	£0	£0	£0	£0	£0.0	£0
Additional fees	n/a	£0	£0	£0	£0	£0.0	£0
Estates recharge	n/a	£0	£0	£0	£0	£0.0	£0
Equality Act assessor	n/a	£0	£0	£0	£0	£0.0	£0

	£195,750	£0	£195,750	£0	£0	£0
--	----------	----	----------	----	----	----

A total of 16% for fees is on the high side especially for refurbishment work would expect around 12% of refurbishment costs JB COMMENT NB the M&E costs were only included at 50% of the 7.5% so not as high as 16% to start off with only 12%

Now reduced to 3% from the 3.75% in the original estimate reduction of M&E

<b>Total</b>	% fee	11.86%	<b>£1,920,750</b>	<b>£345,000</b>	<b>£2,265,750</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
--------------	-------	--------	-------------------	-----------------	-------------------	-----------	-----------	-----------

Status

2511000  
 £25.00 -£160,734.04  
 4%

BEN LINWOOD

CAPITAL 1,188 1000000  
 Years 25 -£76.01 40 -£50,523.49  
 Yield 4% 4%

Rent 310 £233.99 -£50,213.49 261189 391783 9794575 660000  
 SQm 1190 1190 7392000  
 Persqm 0.260504 219.4865546

HEATHERWOOD

1200  
 25 -£76.81  
 4%  
 Rent and rates combine 167.425 £90.61  
 SQM 905  
 Per sqm 0.185  
 Rates 66.97  
 £157.58

OPTION SUMMARY	W'ting	1	2	3	4	5	Max
<b>A: Access to the facility and services</b>	15	33	51	45	30	37.5	75
<b>B: Range of Services for patients</b>	15	52.5	58.5	60	60	60	75
<b>C: Transformation in line with National and Local Strategies</b>	12.5	48.75	55	62.5	62.5	12.5	62.5
<b>D: Environment</b>	12.5	62.5	62.5	62.5	62.5	18.75	62.5
<b>F: Deliverability</b>	12.5	21.25	42.5	43.75	31.25	62.5	62.5
<b>G: Sustainability</b>	12.5	37.5	56.25	50	62.5	12.5	62.5
		<b>255.5</b>	<b>325.75</b>	<b>323.75</b>	<b>308.75</b>	<b>203.75</b>	<b>400</b>
		63.90%	81.40%	80.90%	77.20%	50.90%	

CURRENT

PRACTICE	Registered List Size	GP FTE	Nurse Fte	HCA Fte	Sessions	Appts Per Wk	Appts pa	Ave Appts per session
Kings Corner	7,652	3.4	0.7	0.9	51	828	43,056	16
Magnolia House	9,210	5.3	2.9	0.4	40	548	28,496	14
	<b>16,862</b>	<b>8.7</b>	<b>3.6</b>	<b>1.3</b>	<b>91</b>	<b>1376</b>	<b>71,552</b>	<b>15</b>
Green Meadows	9,932	5.87	4	0.9	50	1350	70,200	27
Ascot MC /Radnor House	5,175	3.9	1.33	0.75	30	336	17,472	11
	<b>15,107</b>	<b>9.77</b>	<b>5.33</b>	<b>1.65</b>	<b>80</b>	<b>1686</b>	<b>87,672</b>	<b>38.2</b>

<b>ASCOT TOTAL</b>	<b>31969</b>	<b>18.47</b>	<b>8.93</b>	<b>2.95</b>	<b>171</b>	<b>3062</b>	<b>159,224</b>	<b>18</b>
--------------------	--------------	--------------	-------------	-------------	------------	-------------	----------------	-----------

PRACTICE	Registered List Size	GP FTE	Nurse Fte	HCA Fte	Sessions	Appts Per Wk	Appts pa	Ave Appts per session
Kings Corner	7,652	3.4	0.7	0.90	51	828	43,056	16
Magnolia House	9,210	5.3	2.9	0.40	40	548	28,496	14
Green Meadows	9,932	5.87	4	0.90	50	1350	70,200	27
	<b>26,794</b>	<b>15</b>	<b>8</b>	<b>2</b>	<b>141</b>	<b>2,726</b>	<b>141,752</b>	<b>57</b>
Ascot MC /Radnor House	5,175	3.9	1.33	0.75	30	336	17,472	11
	<b>5,175</b>	<b>3.9</b>	<b>1.33</b>	<b>0.75</b>	<b>30</b>	<b>336</b>	<b>17,472</b>	<b>11.2</b>

<b>ASCOT TOTAL</b>	<b>31969</b>	<b>18.47</b>	<b>8.93</b>	<b>2.95</b>	<b>171</b>	<b>3062</b>	<b>159,224</b>	<b>18</b>
--------------------	--------------	--------------	-------------	-------------	------------	-------------	----------------	-----------

PRACTICE	Registered List Size	Demographic Growth	Aging and Complex population	Housing Growth	Forecast	GP FTE	Nurse Fte	HCA Fte	Sessions	Appts PA
Kings Corner	7,652	9%	10%	6160	10,580	1800				6
Magnolia House	9,210	829	921	1,775	12,735	7.07				63,482
	<b>16,862</b>	<b>1,518</b>	<b>1,686</b>	<b>3,249</b>	<b>23,315</b>	<b>12.95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>139,889</b>
Green Meadows	9,932	894	993	1,914	13,733	7.63				82,397
Ascot MC /Radnor House	5,175	466	518	997	7,155	3.98				42,932
	<b>15,107</b>	<b>1,360</b>	<b>1,511</b>	<b>2,911</b>	<b>20,888</b>	<b>11.60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,329</b>
	<b>31,969</b>	<b>2,877</b>	<b>3,197</b>	<b>6,160</b>	<b>44,203</b>	<b>24.56</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265,219</b>

PRACTICE	Registered List Size	Demographic Growth	Aging and Complex population	Housing Growth	Forecast	GP FTE	Nurse Fte	HCA Fte	Sessions	Appts PA
Kings Corner	7,652	689	765	1,474	10,580	5.88	0.7	0.9		6
Magnolia House	9,210	829	921	1,775	12,735	7.07	2.9	0.4		63,482
Green Meadows	9,932	894	993	1,914	13,733	7.63	4	0.9		82,397
	<b>26,794</b>	<b>2,411</b>	<b>2,679</b>	<b>5,163</b>	<b>37,048</b>	<b>21</b>	<b>8</b>	<b>2</b>	<b>-</b>	<b>222,286</b>
Ascot MC /Radnor House	5,175	466	518	997	7,155	3.98	1.33	0.75		
	<b>5,175</b>	<b>466</b>	<b>518</b>	<b>997</b>	<b>7,155</b>	<b>3.975224</b>	<b>1.33</b>	<b>0.75</b>	<b>0</b>	<b>0</b>
	<b>31,969</b>	<b>2,877</b>	<b>3,197</b>	<b>6,160</b>	<b>44,203</b>	<b>24.56</b>	<b>8.93</b>	<b>2.95</b>	<b>-</b>	<b>222,286</b>

41990  
- 2,213

40000      2165      40000    2165  
32000      1750      30000    1665  
            415                          500  
7000      259.375      7000      350  
37000      2009.375      37000      2015

BEN LINWOOD

Space available      SQM      GIA      NIA  
   1,984      1,786

Practice	Registered List Size	GP fte	Nurse fte	HCA fte	Sessions offered per week	Appointments per week	Appointments per session (average)
Kings Corner	7,652	3.4	0.7	0.9	51	828	16
Magnolia House	9,210	5.3	2.9	0.4	40	548	14
Green Meadows	9,932	5.87	4	0.9	50	1350	27
Ascot MC & Radnor House	5,175	3.9	1.33	0.75	30	336	11
<b>Total</b>	<b>31,969</b>	<b>18.47</b>	<b>8.93</b>	<b>2.95</b>	<b>171</b>	<b>3062</b>	<b>18</b>

GMS	1,323	1,191
3rd party	661	595