

Table 7-1	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Works Cost	170.651	15.842.397	17.920.466	20.326.642
Fees	17.065	2.659.487	2 937 862	3 182 824
Non-works Costs	0	1,588,450	1,633,197	1,746,473
Equipment Costs	0	820,397	847,653	852,708
Quantified Risk Contingency	0	1,695,014	1,885,906	2,102,699
Initial capital costs	187,716	22,605,745	25,225,084	28,211,345
Table 7-2	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Lifecycle costs	0	11,937,726	13,895,307	16,144,404
Table 7-3	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Actual % Upper Bound for this project	46.0%	47.0%	47.0%	47.0%
Mitigated Optimism Bias % for this project	25.3%	22.6%	21.6%	20.2%
Table 7-4	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Equipment Maintenance	0	10,286	10,286	10,286
IT Costs	0	53,231	53,231	53,231
Pay Costs - Estates	31,438	81,192	91,493	107,463
Building Costs - Health Board	9,351	150,139	172,616	207,463
Building Costs - GMS	59,126	37,241	41,046	44,860
Rent	232,835	0	0	0
Income	0	0	-37,403	-69,663
Annual Revenue Costs (2026/27)	332,750	332,089	331,268	353,639
Table 7-XX	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Demand increases at a higher level than anticipated	7,290,758	6,601,092	5,280,873	2,640,437
Unable to continue to deliver current range of services at a local level - GMS sustainability	740,000	335,000	268,000	67,000
Unable to continue to deliver service model and the vision to the required equitable standard	7,290,758	9,901,638	7,921,310	660,109
Workforce unable to adapt new ways of working required to deliver integration and agile working - scale of change	0	2,271,354	3,023,841	3,928,653
Unable to recruit and retain GMS staff	592,000	402,000	402,000	134,000
Unable to recruit and retain key staff to deliver model of care Delays in pusiness case and procurement	5,832,607	7,921,310	5,280,873	2,640,437
processes impact on overall project timescales	0	37,856	57,597	81,847
Unable to secure adequate capital and revenue funding	0	6,309	14,399	24,554
Total Risk Value (Appraisal Period)	21,746,123	27,432,394	22,176,898	10,070,635

	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
Opportunity Costs	165,000	165,000	165,000	165,000
Total Opportunity Costs	165,000	165,000	165,000	165,000
Initial Capital Costs	187,716	22,605,745	25,225,084	28,211,345
Lifecycle Costs	0	11,937,726	13,895,307	16,144,404
Residual Value	0	660,000	660,000	660,000
Total Capital Costs	187,716	33,883,471	38,460,391	43,695,749
Recurring revenue costs	12,311,746	22,337,636	24,538,682	27,822,529
Total Revenue Costs	12,311,746	22,337,636	24,538,682	27,822,529
Optimism Bias	47,492	7,793,007	8,457,829	8,964,297
Expected Risk Value	21,746,123	27,432,394	22,176,898	10,070,635
Total Risk Value	21,793,615	35,225,401	30,634,727	19,034,932
Total Risk-Adjusted Costs	34,458,077	91,611,509	93,798,800	90,718,210
Cash releasing benefits				
Non-cash releasing benefits	0	30,022,628	34,224,860	38,874,399
Total Benefits	0	30,022,628	34,224,860	38,874,399
Total Net Present Cost (Undiscounted)	34,458,077	61,588,881	59,573,940	51,843,811
Total Opportunity Costs	165.000	165.000	165.000	165.000
Total Capital Costs	152,707	22.352.563	25.098.013	28.094.194
Total Revenue Costs	7.094.918	9.094.723	9.861.392	10.998.506
Total Optimism Bias	38.635	5.061.042	5.443.731	5.694.233
Total Expected Risk	12.114.213	10.670.089	8.586.812	3.811.843
Total Risk-Adjusted Costs	19.565.473	47,343,416	49.154.948	48,763,777
Total Benefits	0	10,307,374	11,735,838	13,316,355
Total Net Present Cost (Discounted)	19,565,473	37,036,042	37,419,111	35,447,422
Appraisal period (years)	37	67	67	67
Equivalent annual cost	528,797	552,777	558,494	529,066
Options ranked (Discounted NPC)	1	3	4	2
Benefit Cost Ratio	0.00	0.22	0.24	0.27
Options ranked (Benefit Cost Ratio)	4	3	2	1

Switching analysis		
	Option 1 Do Minimum	Option 2 Less Ambitious
Net Present Cost Actual	37,036,042	37,419,111
Net Present Cost required	35,447,422	35,447,422
Variance	-1,588,620	-1,971,688
NPC	-4.3%	-5.3%
Benefits actual	(10,307,374)	(11,735,838)
Benefits required	(11,895,994)	(13,707,526)
Variance	-1,588,620	-1,971,688
benefits	15.4%	16.8%
Total costs actual	47,343,416	49,154,948
Total costs required	45,754,796	47,183,260
Variance	-1,588,620	-1,971,688
costs	-3.4%	-4.0%
Acutal capital	22,352,563	25,098,013
Required capital	20,763,943	23,126,325
Variance	-1,588,620	-1,971,688
capital	-7.1%	-7.9%
Actual revenue	9,094,723	9,861,392
Required revenue	7,506,102	7,889,704
Variance	-1,588,620	-1,971,688
revenue	-17.5%	-20.0%
Actual risks	10,670,089	8,586,812
Required risks	9,081,469	6,615,124
Variance	-1,588,620	-1,971,688
risks	-14.9%	-23.0%

	Option 1 Do Minimum	Option 2 Less Ambitious
Discounted Net Present Cost (NPC)	-4.3%	-5.3
Initial capital costs	-7.1%	-7.9
Total revenue costs	-17.5%	-20.0
Total financial benefits	15.4%	16.8
Expected risk value	-14.9%	-23.0

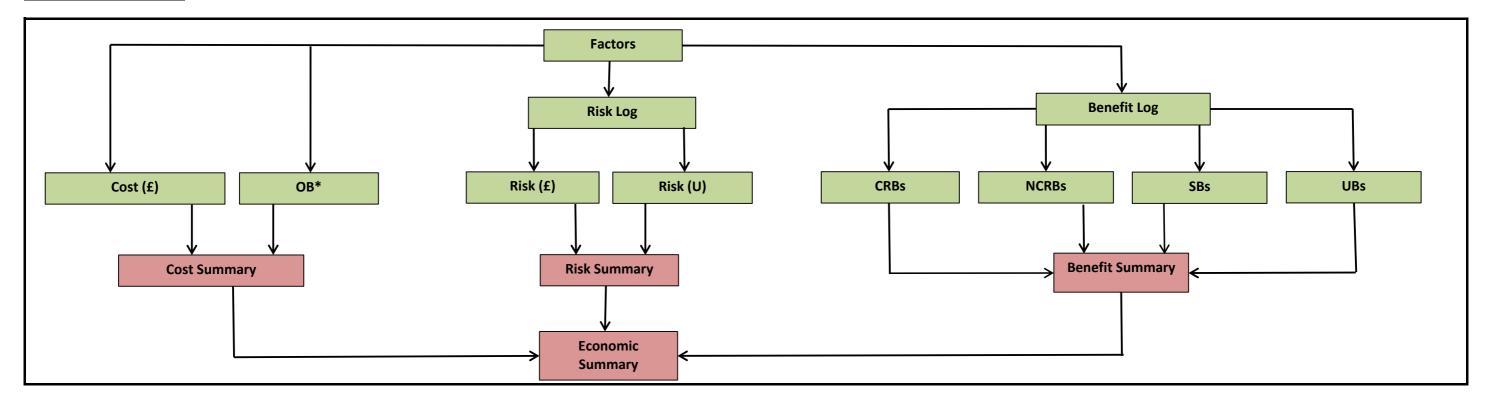
Discounted	Option 0 BAU	Option 1 Do Minimum	Option 2 Less Ambitious	Option 3 PWF
	500 808	554 BBB	550 101	500.00
Equivalent annual cost	528,797	552,777	558,494	529,06
Options ranked (Discounted NPC)	1	3	4	
Financial benefits		-10,307,374	-11,735,838	-13,316,35
Options 1 and 3 equal to Option 3		-13,316,355	-13,316,355	-13,316,35
Impact on NPC (Scenario 1)		3,008,981	1,580,517	
Equivalent annual cost (Scenario 1)	528,797	507,867	534,904	529,06
Options ranked (Scenario 1)	2	1	4	
Expected risk value		10.670.089	8.586.812	3.811.84
Options 1 and 3 equal to Option 3		3.811.843	3.811.843	3.811.84
Impact on NPC (Scenario 2)		6,858,246	4,774,969	
Equivalent annual cost (Scenario 2)	528,797	450,415	487,226	529,06
Options ranked (Scenario 2)	3	1	2	

MODEL STRUCTURE (hyperlinked)

Back to User Instructions

User Input Required

No Input Required



* the OB worksheets should only be filled out if Optimism Bias percentages are being calculated within the CIA Model. If they are being calculated outside of the model, the Optimism Bias uplift (£) should be added to the Cost sheet under Optimism Bias.

USER INSTRUCTIONS

To note:

All values should be entered as a positive number, including costs and risks (the summary sheets will convert these to negative numbers where necessary)
 All values should be entered as real numbers (i.e excluding inflation)

- Cells in which data should be entered are unshaded whereas cells that should not be edited are shaded and locked

- If copying and pasting text or figures from another document, please ensure that data is pasted 'Matching destination formatting'. Otherwise the cells might become protected and

impossible to edit in the future. If this happens accidentally, please use the 'undo' button

- If you have unused risk rows or unused years, simply leave the relevant cells blank

- The User Guide provides more information on the approaches that should be taken with economic appraisal, and provides further information on how to use this model

Worksheet	Explanation	Instructions
User Instructions	Summarises the purpose of each worksheet and provides guidance on how to complete them.	Use the hyperlinks (column A) to navigate the workbook; the "Back to User Instructions" hyperlinks located on each worksheet will allow the user to return to this worksheet.
Model Structure	Provides a visual guide to the structure of the model.	This worksheet requires no input from the user.
Factors	Used to insert specific values for various factors that are used throughout the workbook.	Insert values and information into unshaded cells. The information in shaded cells (e.g. discount rates) will feed into other worksheets automatically.
Economic Summary	Summarises the benefits, costs and risks worksheets, and concludes with an overall value for money position for all options assessed.	Do not edit this worksheet. All cells will be updated automatically from the costs, risks and benefits summary worksheets.
Cost Summary	Presents a summary of the economic costs, comparing each type of cost (opportunity, capital, revenue, transitional, externality & net contribution) for all options assessed.	Do not edit this worksheet. All cells will be updated automatically from cost worksheets.
Cost Option 0		
Cost Option 1		
Cost Option 2		
Cost Option 3	Evaluate the economic costs for up to 6 options, assessed using undiscounted and discounted cashflows.	Enter cashflow description (column A) and values (column D onwards). Use one worksheet per option that is assessed - if you have just a single option then just use a single worksheet.
Cost Option 4	anaiscountea ana aiscountea casiniows.	
Cost Option 5	1	
Cost Option 6		
OB Mitigation	Provides information on how to apply mitigation factors.	For information, not for completion.
OB Option 0		
OB Option 1		Answer questions 1-5 by selecting from the drop down menus in column D. Apply mitigation
OB Option 2		factors (column I) with appropriate justification/evidence (column J).
OB Option 3	Calculate optimism bias (OB) and apply mitigation factors.	
OB Option 4		The OB worksheets should only be filled out if Optimism Bias percentages are being calculated within the CIA Model. If they are being calculated outside of the model, the Optimism Bias uplift
OB Option 5		(£) should be added to the Cost sheet under Optimism Bias.
OB Option 6		
Risk Summary	Presents a summary of the quantitative risks, comparing each type of risk (design, construction, performance, operating, revenue, termination, technology, control, residual value & other) for all options assessed.	Do not edit this worksheet. All cells will be updated automatically from risk worksheets.
<u>Risk Log</u>	Presents an overview of the quantitative risks before exploring each one in detail within the relevant risk worksheet [Risk (£) Option 0-6].	Populate columns C and D. There are some suggested risks included under each category. This is not an exhaustive list - there is space below to add additional risks (column B). If a suggested risk is not applicable then leave the row blank.
Risk (£) Option 0		
Risk (£) Option 1		
Risk (£) Option 2		Enter a percentage for each risk scenario (columns C-F) and a corresponding monetary value
Risk (£) Option 3	Evaluate economic risks for each option using undiscounted and discounted cashflows of expected risk values.	(columns H-J) to calculate an expected value per annum. Enter the year in which the risk commences (column M) and finishes (column N) to calculate the discounted risk value (column
Risk (£) Option 4		R).
Risk (£) Option 5		
Risk (£) Option 6		
<u>Risk (U)</u>	Evaluates unmonetisable risks for all options using a weighted scoring system.	Populate columns B-E to explain each unmonetised risk. Enter percentage values in the probability columns (e.g. column K for option 1) and scores in the impact columns (e.g. columns L - N for option 1) to calculate unmonetised risk scores for each option.
Benefit Summary	Presents a summary of the benefits, comparing each type of benefit (CRBs, NCRBs, SBs & UBs) for all options assessed.	Do not edit this worksheet. All cells will be updated automatically from benefit worksheets.
Benefit Log	Presents an overview of the economic benefits for all options assessed.	Populate columns B-H. This information will populate the subsequent benefit worksheets automatically.
CRBs	Evaluates economic cash releasing benefits (CRB) for all options using undiscounted and discounted values.	
NCRBs	Evaluates economic non-cash releasing benefits (NCRB) for all options using undiscounted and discounted values.	Enter monetised values for benefits in column G onwards.
<u>SBs</u>	Evaluates economic societal benefits (SB) for all options using undiscounted and discounted values.	
<u>UBs</u>	Evaluates unmonetisable benefits (UB) for all options using a weighted scoring system.	Provide detail on unmonetisable benefits and use the dropdowns from columns D to J to select which unmonetisable benefit applies to which option.

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ECONOMIC SUMMARY - £

Back to User Instructions

Back to Model Structure

Economic Summary (Discounted) - £ Option 1 - Core Clinical Services Option 2 - Supplementary Services Option 3 - Other Services (Scope B) C) Option 5 - N/A Option 0 - Business as Usual Option 6 - N/A Incremental costs - total £0.00 £0.00 £0.00 £0.00 -£29,222,067.00 -£33,116,876.54 -£37,500,674.23 £11,751,497.38 -£17,470,569.62 £16,040,340.67 £23,052,388.65 £19,565,472.75 £19,565,472.75 £19,565,472.75 Incremental benefits - total £0.00 Risk-adjusted Net Present Social Value (NPSV) £0.00 -£17,076,535.87 -£14,448,285.58 £19,565,472.75 £19,565,472.75 £19,565,472.75 Benefit-cost ratio 0.40 0.61 #DIV/0! #DIV/0! #DIV/0! 0.48

Detailed Economic Summary (Discounted) - £							
	Option 0 - Business as Usual	Option 1 - Core Clinical Services (Scope A)	Option 2 - Supplementary Services (Scope B)	Option 3 - Other Services (Scope C)	Option 4 - N/A	Option 5 - N/A	Option 6 - N/A
Costs						· · · · ·	
Incremental cost increase - opportunity cost	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost increase - capital (including optimism bias)	£0.00	-£27,222,262.19	-£30,350,402.16	-£33,597,085.84	£0.00	£0.00	£0.00
Incremental cost increase - revenue	£0.00	-£1,999,804.81	-£2,766,474.38	-£3,903,588.39	£0.00	£0.00	£0.00
Incremental cost increase - transitional	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost increase - externality	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost increase - net contribution	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost increase - risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental costs - total	£0.00	-£29,222,067.00	-£33,116,876.54	-£37,500,674.23	£0.00	£0.00	£0.00
Benefits							
Incremental cost reduction - opportunity cost	£0.00	£0.00	£0.00	£0.00	£165,000.00	£165,000.00	£165,000.00
Incremental cost reduction - capital (including optimism bias)	£0.00	£0.00	£0.00	£0.00	£191,341.98	£191,341.98	£191,341.98
Incremental cost reduction - revenue	£0.00	£0.00	£0.00	£0.00	£7,094,917.74	£7,094,917.74	£7,094,917.74
Incremental cost reduction - transitional	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost reduction - externality	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental cost reduction - net contribution	£0.00	£0.00	£777,102.10	£1,433,663.95	£0.00	£0.00	£0.00
Incremental cost reduction - risks	£0.00	£1,444,123.80	£3,527,400.93	£8,302,369.70	£12,114,213.03	£12,114,213.03	£12,114,213.03
Incremental benefit - cash releasing	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental benefit - non-cash releasing	£0.00	£10,307,373.58	£11,735,837.64	£13,316,355.01	£0.00	£0.00	£0.00
Incremental benefit - societal	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Incremental benefits - total	£0.00	£11,751,497.38	£16,040,340.67	£23,052,388.65	£19,565,472.75	£19,565,472.75	£19,565,472.75
Value for Money							
Risk-adjusted Net Present Social Value (NPSV)		-£17,470,569.62	-£17,076,535.87	-£14,448,285.58	£19,565,472.75	£19,565,472.75	£19,565,472.75
Benefit-cost ratio		0.40	0.48	0.61	#DIV/0!	#DIV/0!	#DIV/0!

Cost and Risk Summary (Discounted) - £							
	Option 0 - Business as Usual	Option 1 - Core Clinical Services (Scope A)	Option 2 - Supplementary Services (Scope B)	Option 3 - Other Services (Scope C)	Option 4 - N/A	Option 5 - N/A	Option 6 - N/A
Present Cost	-£7,451,259.72	-£36,673,326.72	-£39,791,034.16	-£43,518,270.00	£0.00	£0.00	£0.00
Total Risk	-£12,114,213.03	-£10,670,089.24	-£8,586,812.11	-£3,811,843.34	£0.00	£0.00	£0.00
Risk-adjusted Present Cost	-£19,565,472.75	-£47,343,415.96	-£48,377,846.26	-£47,330,113.34	£0.00	£0.00	£0.00

	Option 0 - Business as Usual	Option 1 - Core Clinical Services (Scope A)	Option 2 - Supplementary Services (Scope B)	Option 3 - Other Services (Scope C)	Option 4 - N/A	Option 5 - N/A	Option 6 - N/A
Opportunity Costs	-£165,000.00	-£165,000.00	-£165,000.00	-£165,000.00	£0.00	£0.00	£0.00
Capital Expenditure	-£152,707.09	-£22,352,562.61	-£25,098,012.95	-£28,094,194.33	£0.00	£0.00	£0.00
Capital Expenditure Optimism Bias Uplift	-£38,634.89	-£5,061,041.55	-£5,443,731.19	-£5,694,233.49	£0.00	£0.00	£0.0
Revenue Expenditure	-£7,094,917.74	-£9,094,722.55	-£9,861,392.12	-£10,998,506.13	£0.00	£0.00	£0.0
Transitional Costs	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Externality Costs	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Net Contribution Costs	£0.00	£0.00	-£777,102.10	-£1,433,663.95	£0.00	£0.00	£0.00
Present Cost	-£7,451,259.72	-£36,673,326.72	-£39,791,034.16	-£43,518,270.00	£0.00	£0.00	£0.00
Design Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Construction Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Performance Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Operating Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Revenue Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Termination Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Technology Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Control Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Residual Value Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Other Risks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Additional Risks	-£12,114,213.03	-£10,670,089.24	-£8,586,812.11	-£3,811,843.34	£0.00	£0.00	£0.0
Total Risk	-£12,114,213.03	-£10,670,089.24	-£8,586,812.11	-£3,811,843.34	£0.00	£0.00	£0.0
Unmonetised Risk Score	0	0	0	0	0	0	
Risk-adjusted Present Cost	-£19,565,472.75	-£47,343,415.96	-£48,377,846.26	-£47,330,113.34	£0.00	£0.00	£0.0
Cash Releasing Benefits	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Non-Cash Releasing Benefits	£0.00	£10,307,373.58	£11,735,837.64	£13,316,355.01	£0.00	£0.00	£0.0
Societal Benefits	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.0
Total Benefits	£0.00	£10,307,373.58	£11,735,837.64	£13,316,355.01	£0.00	£0.00	£0.00

ECONOMIC COSTS ANALYSIS - E							
	Bud to Model Brance						
Summary (Discounted) - 6	Option 8 - Russieness, as URusal (Scope A) (Scope A)	c) operations operations operations	**				
Capital costs	E182,001.00 E182,001.00 E182,001.00 E192,707.09 E22.392.562.61 E25.098.012.91	20 23 20 20 20 20 20 20 20 20 20 20 20 20 20	10.00 0.00				
Capital costs optinism bias uplift	E38.634.89 E5.061.041.55 E5.443.721.19	EX.494.233.49 EI.00 EI.00	22.25				
Capital costs + optinism bias uplit	£191,341.98 £27,413,604.17 £30,541,744.14	£33,788,627.92 £1.00 £1.00	42.95				
Receive code	67.0H.017.70 EX.0H.722.50 EX.0H.1.392.12	£12.998.508.12 E2.00 E2.00					
Externativ costs	E100 E100 E100	00.23 00.23 00.23	45.30 47.40				
Net Contribution costs	62.00 62.00 6777.102.10	67.633.663.95 62.00 62.00					
Total costs	67,651,258,72 636,873,336,72 638,791,034,16	£43,518,278.00 £2.00 £2.00	42.35				
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Option 1 - Care Clinical Services (Scope A)	6765.008.00 102% 1	£165.000 62.00	63 63 63 63 63 63 63 63 63 63 63	839 633 633 633 63 633 633 633 633 633 63			
Option 2 - Supplementary Services (Scope 8)	£165.005.00 102%	£765.002.00 £2.00	201 201 201 201 201 201 201 201 201 201	*** *** *** *** *** *** *** *** *** *** ***	xa 20 20 20 20 20 20 20 20 20 20 20 20 20	80 80 80 80 80 80 80 80 80 80 80 80 80 8	
Option 3 - Other Services (Scope C) Option 4 - NA	£165,000.00 1025	E765.001.00 E1.00	80.63 80.63 80.63 80.63 80.63 80.63 80.63 80.63 80.63 80.63	E201 E201 E203 E203 E203 E203 E205 E205 E205 E205 E205 E205	8.03 5103 5103 5103 5103 5103 5103 5103 51	0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	
Ceden 5 - N/A	100						
Option 4 - N/A	11.00	62.00 62.00	11.00 11.00 11.00 11.00 10.00	100 100 100 100 100 100 100 100 100 100	x33 243 243 243 243 243 243 243 243 253 253 253 253 253 253 253 253 253 25		
Capital costs - £		Discounted Cavits					
Overlage	Present Cost Ted highest cest Park	YF 0 YF 1	772 772 774 775 774 777 758 753 753 753 752 752	Te 14 Te 15 Te 15 Te 17 Te 18 Te 19 Te 20 Te 21 Te 22 Te 22 Te 23 Te 24	16.26 16.27 16.28 16.29 16.22 16.22 16.23 16.23 16.24 17.28 17.28 17.28	19-28 19-48 19-48 19-48 19-48 19-48 19-48 19-48 19-48 19-48 19-48 19-48	
Option 8 - Business as Usual Option 1 - Care Clinical Services (Score A)	6152707.00 11 1	20 E9 00 E9					
Option 2 - Supplementary Services (Scope 8)	432 352 562 547 82% 2 435 286 012 55 82% 20% 20% 20% 20% 20% 20% 20% 20% 20% 2	193.227.16 £85.6.298.08 193.227.16 £85.6.298.08	11 20 20 20 20 20 20 20 20 20 20 20 20 20		CONTRACT	225648 (22732) (23476 (17382) (17322) (13228) (13260 (1326) (13263) (13263) (13461) (12261 (137767 (137767 (137767 (13787) (13	
Option 3 - Other Services (Scope C)	(28,096,196,32) 102%	(93.227.16) (9564.898.06)	03.0139 [20.27.10] [72.46.2 (minimum minimum minimum minimum (12.80.4) [07.67.27] [85.50.2 (01.28.6) [72.46.7] [83.47.7] [93.47.7]	72.51 (27.15.6) (16.16.7) (16.27.2) (17.00.3) (16.06.1) (16.06.1) (16.06.1) (16.06.1) (17.05.0) (17.05.0)	CTATE CONT 1 CON	0.0 0.00	
Option 4 - NA Option 5 - NA	62.05	62.00 62.00	00.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03	0.01 0.01 0.03 0.03 0.03 0.00 0.03 0.00 0.03 0.03 0.03	8.03 8.03 8.03 8.03 8.03 8.03 8.03 8.03	20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03 20.03	
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Option 0 - Business as Usual	CILIZED 11 11	62.00 62.00	62.00 62.00 62.00 62.00 63.00 63.00 63.00 63.00 63.00 63.00	8.01 80.01 80.01 80.01 80.01 80.01 80.01 80.01 80.01 80.01 80.01	8.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03 00.03	තාක තළ තර	
Option 1 - Care Clinical Services (Scope A)	65,013,013,55 875 22	(21 991 19 01/27 201 05					
Option 2 - Supplementary Services (Scope II) Option 2 - Other Services (Scope C)	£5.463.725.19 98% 3	(20.1144) £141.588.96	C3.228.13 C33.411.57 C728.278.48 C348.147.49 REFERENCES C50.488.44 C3.028.16 C38.496.38 C72.406.39 C73.877.58 C73.577.58 C73.577.58 C73.577.58 C73.577.58 C73.577.58 C73.577.58 C73.5777.5777.577.5777.5777.5777.	27.19 (23.8%3) OK484.88 (19.79.72 (19.8%8) (11.2%.07 (25.05.09 (23.2%2.9) (13.7%3? (17.3%8) (28.25.10	01.823.0 C8-07.37 (15286.0 C7-01117 (11.87.20 (13.87.30 (13.87.38 (6.586.76 (22.86.40 (14.66.76 (16.26.76 (16.76)))))))))))))))))))))))))))))))))))	6.55.6 6.55.6 7.75.7 7.15.6 7.15.7 7.15.6 7.15.7 7.15.6 7.15.7 7.15.6 7.15.7 <th7.15.7< th=""> <th7.15.7< th=""> <th 7.15.7<="" t<="" th=""></th></th7.15.7<></th7.15.7<>	
Option 3 - Other Services (Scope C) Option 4 - N/A	65 896 223.69 102% 6	£18,802,81 £132,364.90	13.721.42 D8.715.11 D56.28.22 D87.30.27 EMERGENEY D67.205.00 D56.322.47 D565.38 D73.467.36 D73.847.30 D73.847.38 D73.8477	P338 D3.884.09 D3.486.38 D3.521.40 E11.885.30 E12.146.21 D2.347.07 D3.173.50 D5.887.46 E13.724.00 E1.852.38 D3.887.01	DE-BEER C24.08.10 CE-CEP C73064 C230C23 C5-2913 033546 E0392 F C5308-2 D53268 10308-34 0234034 0234034	D.474.66 D.367.77 E7305.02 E4760.27 E338.16 E2388.06 E2388.06 E2382.08 E45.063.77 E2382.07 E42787.07 E2388.38 E4.06.78	
Ceden 5 - NA	100	100 000					
Option 4 - N/A	(10)	62.00 62.00	11.01 11.02 11.01 11.01 10.01 10.00	100 100 100 100 100 100 100 100 100 100	1	2013 603 603 603 803 803 803 803 803 803 803 803 803 8	
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Option 1 - Care Clinical Services (Scope A)	67,096317,710 6375 1	C322 745.89 C321-697-69 C332 745.89 C321-697-69	CT1142538 (2001173) (2883723) (2813648 (27049238 (2813964) (2813964) (2824941) (2913968 (2253928) (2273954) (2013932 (212394) (201394) (20		CHARGE COLORS CONTRACT CONTRACTOR CONTRACT	100.075 38 108.018.03 105.05.25 102.964.66 105.567.63 171.221.00 175.962.75 171.755.00 171.363.30 108.08.36 107.071.2 105.501.10 105.365.01 107.983.30	
Cotion 2 - Bupplementary Bervices (Boope 81	ER 054 722 55 82% 2 ER 861 292 12 92% 3	EX2.745.00 EX2.747.40					
Option 3 - Other Services (Scope C)	£15,398,506,13 102% 4	£321.528.50 £315.87	D015070 E2800047 E28150.0 E2717170 E82348.0 E2271136 E21-862E E75386.0 E3008.0	03.0 G22.06.32 G94.321.07 G28.06.78 G27.08.40 G25.10.22 G71.777.47 G26.543.0 C98.392.6 C91.393.6 C18.383.8 C75.375.71	CTARGE DEF2848 D9136.20 C162822 C162938 D6.608 D6.962 C1829.30 C10385.8 C10393.0 C263032 C163034	113.384.00 1132.294.40 D08.950.00 D08.777.50 D124.94.40 D19.763.20 D14.871.40 D03.92.20 D17.244.40 D08.387.47 D16.09.88 B03.01181 D01.927 D24.04.40	
Option 4 - NIA	62.00	82.00 82.00	8.00 800 800 800 800 800 800 800 800 800	828 828 828 828 828 828 828 828 828 828	xa	*** *** *** *** *** *** *** *** *** *** *** *** ***	
Option 5 - N/A	12.05	62.00 62.00	201 201 201 201 201 201 201 201 201 201	*** *** *** *** *** *** *** *** *** *** ***	xa 20 20 20 20 20 20 20 20 20 20 20 20 20	$ \begin{array}{cccccccccccccccccccccccccccccccccccc$	
Option 4 - N/A	11.05	82.00 82.00	82.8 80.8 80.8 80.8 80.8 80.8 80.8 80.8	E3.01 E3.03 E3.03 E3.03 E3.03 E3.00	8.0 0.00 00.01 00.00 00.00 00.00 00.00 00.00 00.00 00.00 00.00	80.83 80.8	
Transitional costs - £		Discounted Casta					
Cotion	Present Cost TLof highest cost Rank	Yrd Yrd	192 192 194 1923 194 1927 1928 1928 1928 1928 1921 1923 1923	1914 1915 1918 1917 1918 1918 1928 1921 1922 1923 1928 1928	19.24 19.27 19.28 19.29 19.20 19.27 19.22 19.23 19.24 19.25 19.28 19.27 19.28	17.28 17.48 17.41 17.42 17.43 17.44 17.45 17.48 17.47 17.48 17.49 17.49 17.50 17.51 17.51	
Option 0 - Rusiness as Usual	62.00	82.00 82.00	8.00 800 800 800 800 800 800 800 800 800	8.21 8.21 823 823 823 823 823 823 828 828 828 823 823		10.28 10.48 10.47 10.42 10.42 10.46 10.46 10.48 10.47 10.48	
Option 1 - Care Clinical Services (Scope A)	(1.05	62.00 62.00	12.0 12.0 12.0 12.0 12.0 12.0 12.0 12.0	EN		201 201 201 201 201 201 201 201 201 201	
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Option 3 - Other Services (Scope C) Option 4 - NA	11.01	62.05					
Option 5 - NA	12.00	62.00 62.00		101 0.0 10.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0			
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Option 9 - Business & Usual Option 1 - Care Chinizal Services (Scope A)	Present Cost Tod highest cast Rank E8.00 E8.00	Discussed Gent N1 45:30 45:30 45:30 45:30	101 102 103 103 104 104 104 104 104 102 102 102 104 104 104 104 104 102 102 103 104 104 104 104 104 103 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104 104	20 20 20 20 20 20 20 20 20 20 20 20 20 2	80 20 20 80 80 80 80 60 20 20 80 80 80 80 80 80 80 80 80 80 80 80 80		
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