16 January 2017

# Report_v2

Cleaning contract review

**Cleaning contract review**
**Leicestershire Fire & Rescue Service**

making the **difference**

**Rimko Roelvink**
Associate Director

**Turner & Townsend Consulting Limited**
Low Hall
Calverley Lane
Horsforth
Leeds
LS18 4GH

t: +44 (0) 113 258 4400
e: rimko.roelvink@turntown.co.uk
w: www.turnerandtownsend.com

# Contents



| Rev | Originator | Approved | Date |
|---|---|---|---|
| 1 | Rimko Roelvink | Mark Strachan | 15th of December 2016 |
| 2 | Rimko Roelvink | - | 16th of January 2017 |



DOCUMENT2

# 1 Introduction

## 1.1 Background

The cleaning services at Leicestershire Fire & Rescue Service (LFRS) are delivered on a managed service basis with Leicestershire County Council (LCC). The service operates on an outsourced arrangement with LCC undertaking the operational supervision and performance management obligations on behalf of LFRS.

The contract period is 2 years with an expiry date in March 2017. LFRS is currently considering whether to renew the service arrangements with LCC, with the main driver in this consideration being cost. Senior Management within LFRS perceive the current service arrangement to be expensive.

LFRS wished to commission an independent report to review the current cleaning service arrangements. The independent report is required to provide an objective view as to whether or not the cleaning service is expensive in relation to comparable market rates and provides the correct level of quality expected within the industry.

The independent review was to take cognisance of the "day crew plus" duty system operated by LFRS at 5 Fire stations. The "day crew plus" system operates on a 24/7 presence basis, with fire crews working 12 hour shifts but remaining on the premises for a further 12 hours. During these 12 non-productive hours crews are on-call and required to respond to emergencies. During this period the crew cannot leave the fire station. On average 4 to 5 crew members will be present at the fire station during night hours and as such the fire stations offer a lodge style accommodation with ensuite bathrooms and communal lounge areas. The provision of a "day crew plus" duty system requires a hotel style service where cleaning is undertaken 7 days a week. It must further be noted that the "day crew plus" duty system operates on a voluntary basis where crew members can pull out at any time. It is therefore important that service level standards remain consistently high.

## 1.2 Our methodology

Our review of the cleaning contract is structured on a 3 phased approach:

1 **Phase 1 – review of current service provision**

The review of current service arrangements allows us to gain a better understanding how the services are being provided and at what cost. Through a desktop exercise we have reviewed the service level agreement, available performance data and service cost information.

2 **Phase 2 – benchmarking the service**

Using the information and insight obtained during phase 1 we have compared the cleaning services provided at LFRS to compare against industry benchmarks through a structured process. This process is based on establishing a benchmark comparator from our internal database and industry published data. The benchmarking of the cleaning services has covered cost and quality assessments.

3 **Phase 3 – reporting**

A cleaning contract review report (this document) details the outcome of our review and where appropriate we will make recommendations for future service provisions based on our findings.

# 2 Review of current service provision

## 2.1 Information reviewed

We have received the following documentation upon which we have based our review of the current service provision:

- Leicestershire Fire and Rescue 2015 SLA, appendix F cleaning specification;
- Leicestershire Fire And Rescue Service Cleaning Contract 2016 (bill of quantities);
- Leicestershire Fire And Rescue Service Specialist Cleaning Contract 2016;
- Leicestershire Fire And Rescue Service Window Cleaning Contract 2016;
- Cleaning Contract invoice examples (Jul-15, Oct-15, Jul-16 and Oct-16);
- Fire service cost 2016;
- LCC Fire & Rescue KPI Dashboard - April to October 2016; and
- Central Fire Audit 14th September 2016 1st and 2nd inspections.

## 2.2 Review of cleaning services

This review is structured on three separate elements:

- Qualitative assessment, covering the service specification;
- Performance assessment, covering the level of service provided by the third party contractor; and
- Cost assessment, covering the cost of the service on a site by site basis.

### 2.2.1 Qualitative assessment

*2.2.1.1 Service definition*

The qualitative assessment is based on the review of the cleaning specification in appendix F of the LFRS 2015 SLA. The specification is largely focused on educational facilities with the option for non-educational facilities to tap into the service provision.

The specification defines the cleaning requirements on an elemental basis, linked to a unique coding reference for each elemental requirement. For each of these requirement the specification defines a general service requirement which covers the extent of the service, precautions to be taken by the providers, any limitations to use of solvent based materials where applicable and any specific service exclusions where applicable. The elements covered under the specification are:

- **Floors & stairs**, defining various types of floor coverings such as vinyl, tiled, rubber floor covering, wooden / laminate floors, carpeted areas and cork;
- **Walls**, defining various types of wall coverings such as ceramic tiled, plastic laminate faced panelling, wood panelling, painted wall surfaces and papered wall coverings;
- **Glazing**, defining glass and frames of internal walls / screens and window glass and frames;
- **Sanitary fittings**, covering wash basins, baths, drinking fountains, sinks and sluice sinks, toilets and bidets, urinals and showers;
- **Miscellaneous items**, covering waste bins, dust bins and recycled waste containers, cigarette ash receptacles, door mat and well, venetian blinds, fly screens, vents / grilles, changing beds, unglazed doors and frames, glazed doors and frames, roller shutter and garage doors and frames, hair dryer hood, fridges, microwaves and cupboards; and
- **Replenishment of consumables**, set at a predefined frequency of minimum twice daily.

In addition to the above, the specification also includes a separate "catch-all" section for general cleaning requirements. Within this section the following is defined:

- Cleaning of catering kitchens (twice yearly basis);
- General cleaning standards applicable to all rooms except for hygiene areas, kitchens, main landing areas, libraries, exhibition areas, lifts and telephone kiosks;
- Libraries and exhibition areas; and
- Hygiene areas.

The specification is output based and describes the cleaning standards to be achieved and the definition of a minimum cleaning frequency in specified areas. The specification clearly defines what is deemed an acceptable standard immediately following a cleaning cycle and what is not deemed an acceptable standard. The specification also refers to the types of cleaning agents to be used for specific elements. For certain elemental requirements a different standard is defined for hygiene areas, non-hygiene areas and workshops. Generally the difference between the standards is the frequency of the cleaning cycle and definition of a specific germicidal cleaning agent to be used for hygiene areas.

For certain elements, such as window glass and frames, the specification defines different cleaning frequencies linked to different coding. For example code 303 requires a two-monthly interval of window cleaning; whereas codes 304 to 309 stipulate different intervals but referring to code 303 for the definition of requirements.

In comparison to our own and other cleaning specifications we have seen in recent years, this document in general compares reasonably with regards to its output based principles. Output based specifications are designed to allow the specialist provider to develop the most efficient service delivery methodology that meets defined requirements. Used within a competitive tendering environment, this methodology should further enable the selection of a service provider offering the best value for money service off-set against the qualitative requirements of the specification.

It is however evident that the specification is geared towards educational establishments with add-on options for non-educational establishments to enable a greater number of public sector organisations to tap into the LCC's contract arrangement. The downside of such as specification is that for LFRS, in this occasion being the "add-on", the definition of service requirements is not specifically designed towards its own cleaning requirements. The apparent effect of this becomes clear in the section below.

#### *2.2.1.2 Service provider response*

The only information received regarding the service provider's response to the cleaning specification are the bills of quantity. The bills of quantity define the cleaning cost proposals of the third party service provider, Servest. For each of the fire stations these schedules define the rooms covered under their cleaning regime, the associated floor area and annual service cost.

The bills of quantity make reference to the requirement codes of the cleaning specification, however in general only a small number of codes are used for pricing the cleaning services. The code most frequently used in the bills of quantity is code 702. This code forms part of the catch-all cleaning requirements and defines general cleaning standards applicable to all rooms except for hygiene areas, kitchens, main landing areas, libraries, exhibition areas, lifts and telephone kiosks.

In addition to code 702 a small number of other codes have been used in pricing the cleaning services. These codes do not appear to have been used in a consistent manner across the different fire stations:

- Code 595 which defines cleaning requirements for refrigerators and is used at one fire station only
- Code 655 which defines cleaning requirements for catering kitchens and is used at one fire station only
- Code 720, which defines the cleaning for hygiene areas and is only used at two fire stations and the LFRS HQ
- Codes 730 which defines the cleaning for lifts and is only used at two fire stations and LFRS HQ.
- Codes 715, 726, 727, 750, 751 and 753 are used sporadically in the bills of quantity, but no reference to these codes can be found in the specification.

The bills of quantity are structured to list other codes from the cleaning specification in relation to floor coverings, sanitary fittings, internal glazing, stairs, walls and sundries, but only the internal glazing (code 301) is used within the pricing of the service.

It is evident that the cleaning services for LFRS have been costed using the general "catch-all" cleaning service requirements and it is therefore difficult to determine the exact scope of the service provision. It is unclear why the elemental breakdown of the cleaning requirement has not been used, which would have provided a much clearer overview. A possible reason for not using the elemental requirements could be a mismatch of LFRS areas and internal conditions within the fire stations in relation to those described in the specification. It is here where the effects of a specification which is not relevant to LFRS is most noticeable.

### 2.2.2 Performance assessment

The review of the service provider's performance has been based on the LCC Fire & Rescue KPI Dashboard - April to October 2016 and the central Fire Audit 14th September 2016 1st and 2nd inspections.

The KPI dashboard is based on 15 performance indicators covering a variety of operational service requirements around standards of cleaning, use of PPE, materials and vehicles, financial criteria, value for money, vetting of staff and customer service. Each of these criteria have a specific review frequency ranging between ongoing, monthly or annual. The KPIs have a target percentage against which performance is measured on a monthly basis.

Reviewing the last 6 month's performance reports (April to October 2016) indicates that Servest are delivering a cleaning service which exceeds the target performance of the defined KPIs.

It is however unclear whether these KPIs are contractually defined. No reference of key performance indicators was found in the cleaning services contract documentation we reviewed. It is also unclear what the consequences are in the event that the service provider does not achieve the target score of respective KPIs. Under normal FM contractual arrangements it is common for underperformance to be incentivised in accordance with a payment mechanism in the form of agreed financial deductions from the monthly invoice. It is unclear whether similar mechanisms apply for these cleaning contract arrangements.

We understand that LCC undertake audits of the service provided. These audits are recorded in audit inspection forms. An example audit of a 1st and 2nd inspection was reviewed as part of this overall review. The audits cover a qualitative assessment of cleaning standards, a review of monitoring procedures and a review of service delivery procedures.

Again it is unclear how the content of the audit relates to the contractual requirements of the contract. It is also unclear to what frequency these audits are undertaken and whether these are regularly shared with LFRS.

Notwithstanding all of the above it would certainly appear that Servest are delivering the service they are contractually obliged to deliver.

### 2.2.3 Cost analysis

The document Fire Service Costs 2016 formed the basis for the review of costs associated with the cleaning services at LFRS. To be able to undertake a meaningful cost analysis we adopted an industry standard methodology of calculating the cost / $m^2$ for site specific cleaning costs using the cost information and the building size information included in the bills of quantity.

For a number of sites there appears to be conflicting information between the Gross Internal Area (GIA) of the fire stations and the floor area used by Servest in the pricing of the service. We do however understand that Servest do not clean the entire fire stations, as areas such as appliance rooms are excluded from the scope of services. We have therefore calculated the cleaning cost in a costed per $m^2$ for each of the fire stations.

The full table of site specific cost details has been enclosed in appendix A. Analysing the cost per $m^2$ shows that the cost of service per site varies greatly between different fire stations. The cost variance ranges between £ 5.10 $m^2$ and £ 46.22 $m^2$ as shown in illustration 1 below.

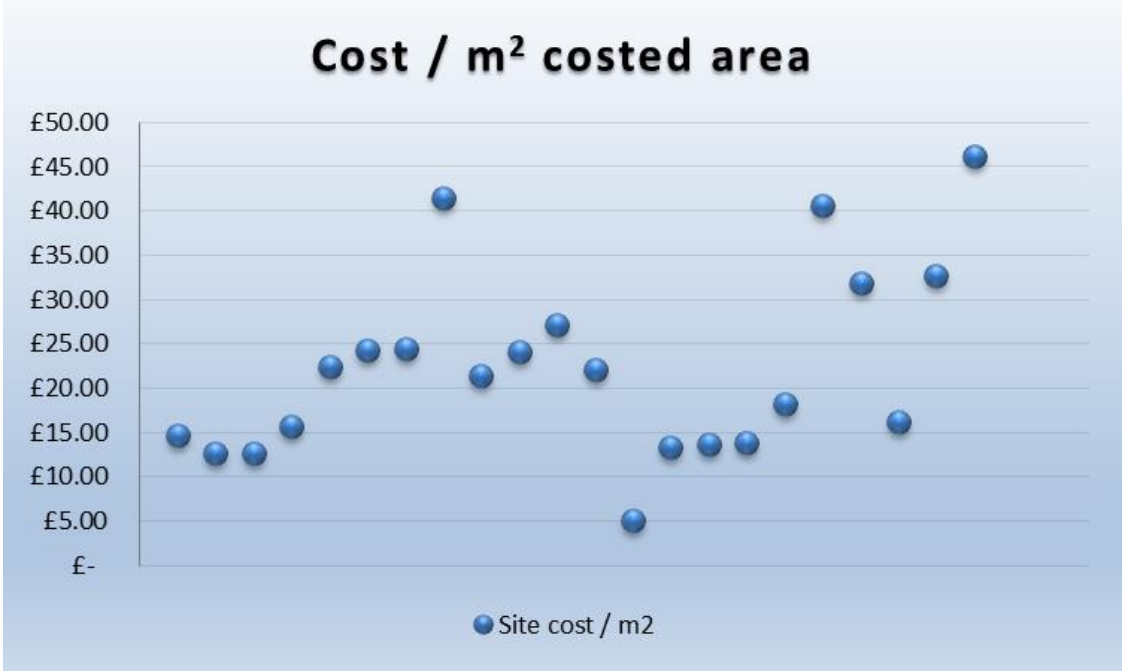



**Illustration 1**

Although the frequency of cleaning cycles across sites does vary between 3 to 7 times per week; the cost difference is still disproportionate when assessed against an annual cost / $m^2$ per cleaning cycle. Service and cost difference across sites is to be expected to take into account site specific requirements and conditions, however the cost fluctuations projected in the above illustration and the full cost information table in appendix A are significant. The cause for these cost difference could only really be explained through different levels of services, however the build-up of the bills of quantity would suggest the same cleaning standard (code 702) is broadly applied across all sites.

Understandably there is also a cleaning cost difference between regular fire stations and fire stations operating under a Day Crew Plus approach. The Day Crew Plus fire stations demand a higher level of cleaning standards more akin to a hotel service rather than a standard fire station. For Day Crew Plus fire stations the $m^2$ costed area ranges between £ 21.44 and £ 41.55 $m^2$ with an average of £ 30.96 $m^2$. The range of costs for regular fire stations is the range depicted in illustration 1. The average cleaning cost for regular fire stations however is £ 19.82 $m^2$ costed area. The full cost information tables have been enclosed in Appendix A.

# 3 Benchmarking the service

## 3.1 Cost comparison

### 3.1.1 Establishing a benchmark cost comparator

To enable the cost assessment of the LFRS cleaning cost, an appropriate and relevant benchmark comparator needed to be established first. Drawing upon our own internal database we accessed cleaning costs from a number of blue light projects. Due to confidentiality we are unable to reveal the specific organisations we have used in the benchmark. Instead we have provided a broad description below:

- Benchmark 1 – fire services in Northwest England;
- Benchmark 2 – fire services in the Southwest England and
- Benchmark 3 – fire services in the South of England

In addition to our own internal database we have access to the Building Cost Information Services (BCIS) which contain industry recognised cost data. We have used the BCIS data to establish a secondary benchmark range to cover hotel / accommodation facilities and office environments.

To enable an as like for like comparison as possible between the LFRS cleaning costs and the benchmark projects we have rightsized the benchmark projects' cost data to allow for:

- Indexation to level the costs to 2016 values;
- Service scope adjustments in line with the scope of cleaning services at LFRS; and
- Considerations for regional cost variations.

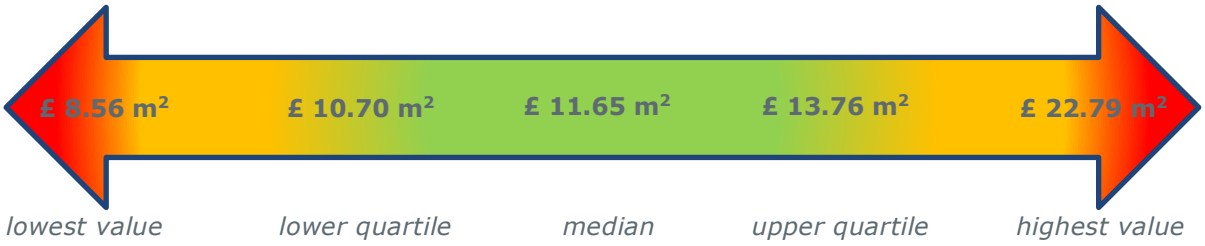
### 3.1.2 The benchmark parameter

*3.1.2.1 Turner & Townsend benchmark database*

**Benchmark 1**

Each of the 3 benchmark project consist of multiple fire stations. Following the rightsizing of benchmark costs, a cost per $m^2$ was calculated for each of the fire stations in the benchmark projects. All of the individual fire stations have subsequently been combined in one benchmark comparator. From this comparator we have established a quartile benchmark range in cost per $m^2$ for cleaning services.

Our benchmark range for cleaning costs in fire stations is as follows:




For the purpose of benchmarking we have used a benchmark range comparison between the lower and upper quartile - £ 10.70 to £ 13.76 $m^2$, representing the midrange of the benchmark.

*3.1.2.2 Building Cost Information Service*

**Benchmark 2**

We have used published data from the BCIS to provide a benchmark cost for the Day Crew Plus fire stations, which we understand operate a hotel style cleaning service. We have therefore established a benchmark range consisting of "accommodation" based facilities indexed to 2016 values and regionalised.

The BCIS provides a cleaning cost range between £ 17.88 $m^2$ for staff residential accommodation and £ 27.34 $m^2$ for hotels. Combined with a third benchmark cost for Nurses residences at a cost of £ 18.93 $m^2$, provides an average cost of £ 21.38 per $m^2$ for cleaning accommodation based facilities.

**Benchmark 3**

We have also used BCIS cost data for office space as a comparison against the LFRS HQ building. BCIS cleaning costs for office space (Non-air conditioned and general offices) provides a range between £ 14.64 and £ 19.87 $m^2$ indexed linked to 2016 values and regionalised.

### 3.1.3 Benchmarking LFRS cleaning costs

As the site specific cleaning costs at LFRS vary so greatly it is difficult to benchmark these costs as one. As previously stated for the purpose of this benchmarking exercise we have used the costed area data on the basis that this aligns to the areas included in the service provider's cleaning scope. Illustration 3 below depicts the spread of cost per $m^2$ for the costed area for all sites but this time in direct comparison to the range of benchmark 1 above.

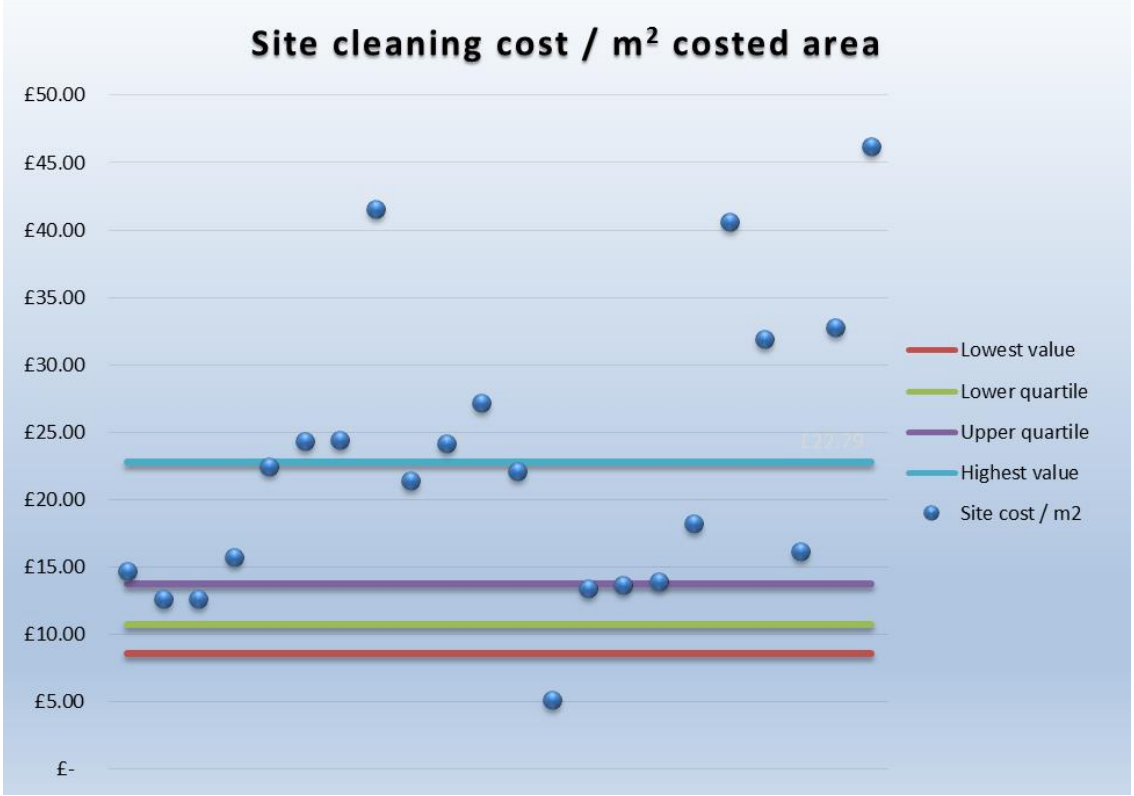



**Illustration 3**

From the above illustrations it is evident that the majority of cleaning costs at LFRS are higher than the benchmark range. Only four sites have a cleaning cost / $m^2$ falling within the lower to upper quartile range of the benchmark.

Eight sites return a cost between the upper quartile and highest value of the benchmark range. The cost / $m^2$ for a further nine sites returns a cost higher than the highest value of the benchmark range. On the flip side the cleaning cost for one site falls significantly below the benchmark range.

Reviewing the cleaning costs specifically at Day Crew Plus fire stations against benchmark 2 (taking into account the hotel style cleaning services), provides the following comparison in illustration 4:

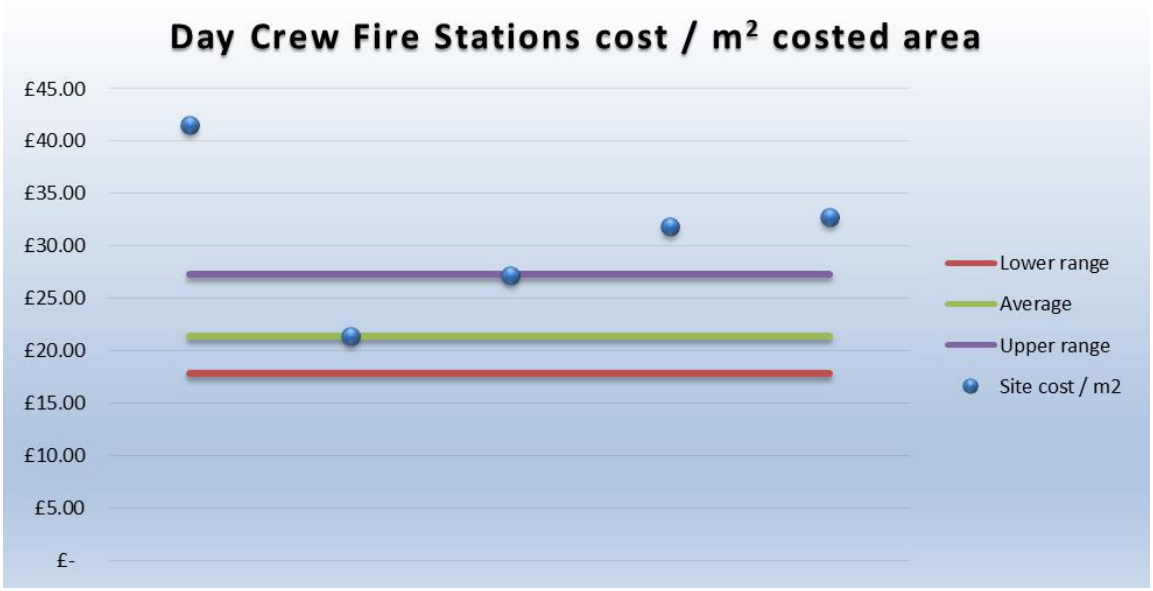



**Illustration 4**

The above illustration confirms that the cost per $m^2$ for cleaning varies greatly across the Day Crew Plus fire stations. It further shows that four out of the five fire stations are on or above the upper range value of the benchmark range for "accommodation" based facilities.

Assessing the cleaning costs at the LFRS HQ against benchmark 3 (general offices), shows that the current cost fall perfectly within the benchmark range as depicted in illustration 5 below:

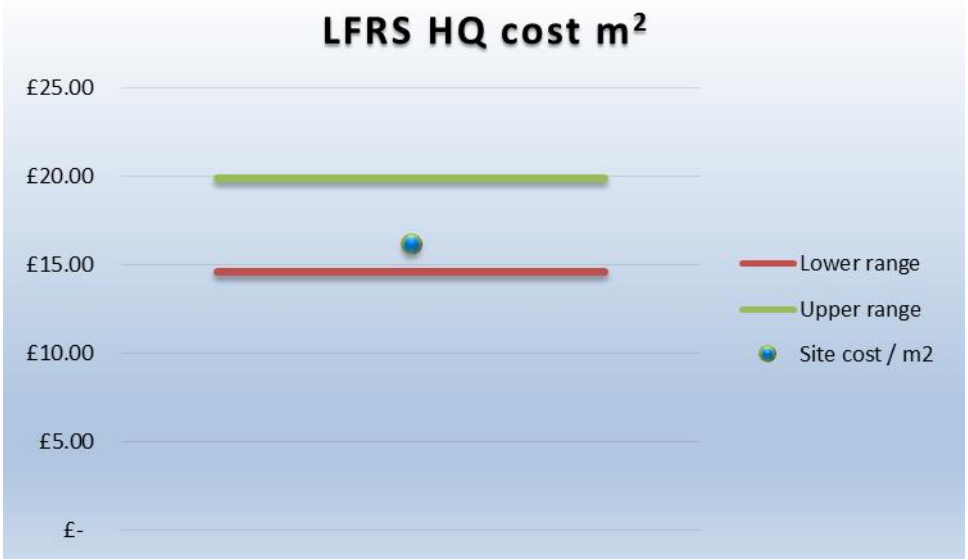



**Illustration 5**

## 3.2 Qualitative comparison

As stated previously in paragraph 2.2; the specification is output based and describes the cleaning standards to be achieved and the definition of a minimum cleaning frequency in places. The specification clearly defines what is deemed an acceptable standard immediately following a cleaning cycle and what is not deemed an acceptable standard.

Elemental cleaning services requirements are good for the pricing of services, however in isolation they make it difficult to define an overall service expectations from a building / room area perspective. It requires the service provider to build-up the cleaning requirements similar to using a schedule of rates approach for maintenance which carries the risk of becoming more costly.

Typically we would expect an output based cleaning specification to describe:

- the overall definition of service in the form of types of cleaning and general requirements;
- the scope requirements outlining the expectations of the service which may dictate cleaning requirements per room type or service type, the envisaged cleaning hours and priority categorisation and expected response times for any reactive cleaning service;
- Stipulations and limitations of materials, equipment and consumables used;
- The required quality standards, covering elements such as ISO9001 accreditation, legislative compliance, reference to industry cleaning standards such as BICS etc.;
- Contract management and monitoring requirements, covering elements such as performance regimes, regular reporting and review meetings;
- Service level agreements in the form of KPIs; and
- Elemental cleaning requirements as an appendix in support of the definition of service expectations.

For information, the service specifications of the blue light benchmark projects have been structured similarly to the above bullet points.

The main difference between the aforementioned and the LFRS cleaning contract is the absence of LFRS specific requirements. The current specification does not include a definition of service and outline of scope specific to LFRS cleaning requirements, most notably the service description and service standards for the Day Crew Plus stations. This can make it difficult to match the service provider supply with LFRS customer demand.

Additionally although KPI’s have been agreed between all parties, these do not appear to be contractually binding. As such no mechanism for management of performance is available to incentivise the service provider to improve performance.

Positively, LFRS is benefitting from a contract management function delivered by LCC which negates the need for an internal intelligent client function to perform the associated duties. There is no additional charge to LFRS as all costs are included in the service costs. However as far as we can see there are no defined and contractually agreed contract management / performance monitoring arrangements between LFRS and LCC. Again this would leave LFRS powerless in the event it does not believe it is receiving the expected service from LCC.

# 4 Conclusion and recommendations

## 4.1 Conclusion

Firstly on paper it appears that Servest are delivering an acceptable cleaning service and LCC are providing contract management to agreed principles. Unfortunately due to time restrictions it has not been possible to undertake physical site visits to a number of fire stations to test this statement.

In addition the cleaning service SLA is based on output based principles. The cleaning schedules clearly defines what is perceived as acceptable and not acceptable cleaning standards. Output based specifications transfer the risk of service delivery to the third party service provider, which in our view represents industry best practice. Output based specifications are designed to allow the specialist providers to develop the most efficient service delivery methodology that meets defined requirements. Used within a competitive tendering environment enables the selection of a service provider offering the best value for more service off-set against the qualitative requirements of the specification.

As previously stated, the specification is geared towards educational establishments with add-on options for non-educational establishments to enable a greater number of public sector organisations to tap into the LCC's contract arrangement. The downside of such a specification is that for "add-on" services, the definition of service requirements is not specifically designed towards those requirements.

As the cleaning at LFRS is delivered under the "add-on" arrangement through LFRS non-specific cleaning schedules, the financial aspect of the cleaning arrangement is questionable. The benchmarked cost of service appears high for a number of fire stations. In addition the significant variances on a site by site basis is a concern. We have been unable to determine the reasons for the cost difference between individual sites and can therefore only assume that this is due to different levels of service being provided at each station. As the specification does not define any specific service levels we cannot match the service provision with site specific costs.

From a contract management and performance monitoring perspective, the arrangement through LCC has its benefits. It negates the need for LFRS to establish an intelligent client function to manage and monitor the contract. There is no apparent charge for this service as these cost are included in the service costs. It is however unclear whether LFRS is therefore paying inflated charges to cover such costs or whether this is delivered free of charge through a form of public sector partnership efficiency (i.e. driving efficiencies from a centralised function). It is further unclear whether the contract management arrangements adopted are contractually binding between LCC and LFRS. Regardless of whether the contract management services is charged, it leaves LFRS powerless in the event it believes it does not receive the service it expects from LCC.

In a similar vein, the absence of contractually agreed KPIs and related deduction mechanism is also a concern. Although current service provision makes this less prevalent, we would always recommend the inclusion of KPIs in any FM service contract managed through the application of a performance management mechanism. This will incentivise any service provider to continue to deliver high levels of service to prevent incurring financial deductions as a result of underperformance.

## 4.2 Recommendations

We have set out a number of recommendations as a result of our findings and conclusions from our cleaning contract review. We have split these in short and medium term.

**Short term**

Our main concern of the current service arrangements are the great variances in service costs between fire stations. Although we can reasonably assume this is dictated by different levels of service, there is no discernible pattern in these differences. In the first instance we would therefore recommend for LFRS to undertake some further investigations as to the reasons for these cost differences.

The outcome of these investigations will provide greater clarity of the actual services provided and whether these are fit for purpose for the requirements of LFRS.

**Medium term**

A decision to maintain a contract arrangement through LCC clearly has its benefits. At an apparent zero charge, LFRS is benefitting from a contract management function, which under different circumstances they would have to fund and deliver themselves. Arguably being part of a larger public sector contracting entity should in theory drive further cost efficiency as a result of a more lucrative service contract being tendered. The emphasis here is on the theory, as it is evident that in practice this is currently not the case for LFRS.

We would therefore recommend for any future cleaning services arrangement the incorporation of the following:

- Clear definition of LFRS cleaning services requirements described on an area / room type basis supported with elemental cleaning standards;
- Consideration of different service levels (gold, silver, and bronze) for different fire stations. A gold standard service for example would be delivered at Day Crew Plus fire stations, incorporating the "hotel style" cleaning service. This is an industry standard methodology to ensure that a consistent and high level of service is delivered at the DCP stations yet being able to drive value for money from the contract in other locations;
- Contractually defined Key Performance Indicators applied through a performance management mechanism and
- Contractually defined contract management arrangement in the event of a "managed solution".

In the first instance we would recommend LFRS to engage in discussions with LCC regarding the above recommendations to determine whether there is an appetite to incorporate these in any future cleaning tender.

# Appendix A – Site specific cost information

**Table A1 –Site service cost information all stations**

| Site | Annual cleaning cost | Costed area in $m^2$ | Cost in £ /$m^2$ |
|---|---|---|---|
| LEICESTER CENTRAL FIRE & RESCUE STATION | £ 18,837.43 | 1,279 | £ 14.73 |
| LOUGHBOROUGH FIRE AND RESCUE STATION | £ 7,232.93 | 573 | £ 12.62 |
| LOUGHBOROUGH FIRE TRAINING CENTRE | £ 4,767.91 | 377 | £ 12.65 |
| WIGSTON FIRE AND RESCUE STATION | £ 7,444.59 | 473 | £ 15.74 |
| WIGSTON OCCUPATIONAL HEALTH UNIT | £ 4,222.79 | 188 | £ 22.46 |
| GLENFIELD FIRE WORKSHOP | £ 6,012.78 | 247 | £ 24.34 |
| HINCKLEY FIRE AND RESCUE STATION | £ 9,806.47 | 402 | £ 24.39 |
| HINCKLEY LFRS DCP | £ 9,672.96 | 233 | £ 41.51 |
| OAKHAM FIRE AND RESCUE STATION + DCP | £ 13,891.41 | 648 | £ 21.44 |
| COALVILLE FIRE AND RESCUE STATION | £ 9,439.21 | 390 | £ 24.20 |
| COALVILLE DAY CREW PLUS | £ 9,912.80 | 365 | £ 27.16 |
| MELTON MOWBRAY FIRE AND RESCUE STATION | £ 7,161.31 | 324 | £ 22.10 |
| SHEPSHED FIRE AND RESCUE STATION | £ 4,746.38 | 931 | £ 5.10 |
| MARKET HARBOROUGH FIRE AND RESCUE STATION | £ 2,703.50 | 202 | £ 13.38 |
| WESTERN FIRE & RESCUE STATION | £ 7,564.49 | 554 | £ 13.65 |
| EASTERN FIRE & RESCUE STATION | £ 6,430.04 | 463 | £ 13.89 |
| SOUTHERN FIRE AND RESCUE STATION LEICEST | £ 25,464.67 | 1,401 | £ 18.18 |
| CASTLE DONINGTON FIRE & RESCUE STATION | £ 8,526.86 | 210 | £ 40.60 |
| CASTLE DONINGTON FIRE DCP | £ 8,748.79 | 274 | £ 31.93 |
| BIRSTALL FIRE AND RESCUE SERVICE HQ | £ 42,947.04 | 2,656 | £ 16.17 |
| BIRSTALL FIRE & RESCUE SERVICE DCP | £ 18,870.65 | 576 | £ 32.76 |
| BIRSTALL OPERATIONAL FIRE STATION | £ 16,824.83 | 364 | £ 46.22 |

**Table A2 – Cleaning cost / m² Day Crew Plus stations only**

| LFRS Day crew stations | Annual cleaning costs | GIFA cost allocation / m² | Cost / m² costed area |
|---|---|---|---|
| HINCKLEY LFRS DCP | £ 9,672.96 | 233 | £ 41.51 |
| OAKHAM FIRE AND RESCUE STATION + DCP | £ 13,891.41 | 648 | £ 21.44 |
| COALVILLE DAY CREW PLUS | £ 9,912.80 | 365 | £ 27.16 |
| CASTLE DONINGTON FIRE DCP | £ 8,748.79 | 274 | £ 31.93 |
| BIRSTALL FIRE & RESCUE SERVICE DCP | £ 18,870.65 | 576 | £ 32.76 |
| **Average cost per site** | | | **£ 30.96** |

**Table A3 – Cleaning cost / m² regular fire stations only**

| LFRS Day crew stations | Annual cleaning costs | GIFA cost allocation / m² | Cost / m² costed area |
|---|---|---|---|
| LEICESTER CENTRAL FIRE & RESCUE STATION | £ 18,837.43 | 1,279 | £ 14.73 |
| LOUGHBOROUGH FIRE AND RESCUE STATION | £ 7,232.93 | 573 | £ 12.62 |
| LOUGHBOROUGH FIRE TRAINING CENTRE | £ 4,767.91 | 377 | £ 12.65 |
| WIGSTON FIRE AND RESCUE STATION | £ 7,444.59 | 473 | £ 15.74 |
| HINCKLEY FIRE AND RESCUE STATION | £ 9,806.47 | 402 | £ 24.39 |
| COALVILLE FIRE AND RESCUE STATION | £ 9,439.21 | 390 | £ 24.20 |
| MELTON MOWBRAY FIRE AND RESCUE STATION | £ 7,161.31 | 324 | £ 22.10 |
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| MARKET HARBOROUGH FIRE AND RESCUE STATION | £ 2,703.50 | 202 | £ 13.38 |
| WESTERN FIRE & RESCUE STATION | £ 7,564.49 | 554 | £ 13.65 |
| EASTERN FIRE & RESCUE STATION | £ 6,430.04 | 463 | £ 13.89 |
| SOUTHERN FIRE AND RESCUE STATION LEICEST | £ 25,464.67 | 1,401 | £ 18.18 |
| CASTLE DONINGTON FIRE & RESCUE STATION | £ 8,526.86 | 210 | £ 40.60 |
| BIRSTALL OPERATIONAL FIRE STATION | £ 16,824.83 | 364 | £ 46.22 |
| **Average cost per site** | | | **£ 19.82** |