Item 6

22nd August 2023

Glasgow City Council

Environment and Liveable Neighbourhoods City Policy Committee

Report by George Gillespie, Executive Director of Neighbourhoods, Regeneration and Sustainability

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UPDATE ON NRS DEPOT STRATEGY

Purpose of Report:

To provide the Committee with an update on the Depot Strategy.

Recommendations:

Committee are asked to note:

a) The service-led strategic approach to the depot strategy;

b) The progress made in the Easter Queenslie Redevelopment;

c) The interim interventions that are contributing to the ongoing improvement of the estate;

d) The future phase/s of the review.

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1 Background

1.1 The NRS operational property estate supports the delivery of frontline services, including cleansing, waste management and recycling.

1.2 Work has been ongoing to review the existing estate in terms of ascertaining the condition it is in, the operational locations within which they reside, with a view to the development of the services provided and their fitness for purpose of the assets in relation to current and emerging best practice.

1.3 Additionally, the review has looked at the feasibility of extending the service life of existing facilities, improve staff working conditions and provide a service focused approach to property management and investment through a programme of targeted investment works.

1.4 This also provides an opportunity to improve each asset's energy performance, reduce carbon emissions and tackle rising utility costs.

1.5 This report details the significant progress made towards a more fit for purpose and sustainable depot estate.

2 Investment priorities

2.1 A strategic review of the NRS property estate has identified the need to redevelop and improve the assets at key operational locations.

2.2 An early outcome of the review identified a critical aspect of the planned property re-development being the construction of a new Materials Recovery Facility (MRF) to support delivery of the Resource and Recycling Strategy. A new, fit-for-purpose, MRF will provide a processing outlet for separately collected recyclable containers (plastic tubs, bottles, cans, etc) and fibre (paper and cardboard) as the council implements improvements to frontline recycling services.

2.3 The review identified the existing facility at Easter Queenslie as the preferred property for re-development as a centre for recycling excellence. It was agreed at the Depot Review Board, therefore, that phase 1 of the long-term depot review would deliver the new MRF, Material Transfer Station, re-configured Household Waste Recycling Centre (HWRC) and much-improved welfare and amenity facilities for frontline staff at Easter Queenslie.

3 Workforce Engagement

3.1 Investment and development needs were discussed with front line operational staff in a series of workshops prior to commencement of concept designs for a new depot at Easter Queenslie. Valuable feedback was provided by those engaged and was subsequently incorporated as part of the development of proposals.

3.2 The views of statutory consultees, and local residents, were obtained during the pre-planning process. Public exhibitions were held over three days in January 2023. This valuable feedback has also been reflected in the final planning submission design.

3.3 A Planning application was recently submitted on 14th July 2023 which, once validated, will be available to view on the council's planning portal.

4 Design Focus

4.1 Easter Queenslie will be a centre of excellence for waste management and recycling, and sustainability has been a key part of the design. Developments proposed include:

- **Education** – The completed facility will welcome visits from schools and community groups, and tours will be available to educate on the importance of environmental stewardship.

- **Staff wellbeing** – Recognising the value of our people, modern office and welfare accommodation will promote a more pleasant working environment, with the use of natural lighting, green spaces and sustainable transport facilities encouraging better health and wellbeing.

- **Safety** – Improving safety through effective design, with a robust traffic management strategy to protect site users.

- **Renewable energy strategy** – Photovoltaic panels incorporated to reduce the operational Carbon footprint of the facility, and battery storage included to benefit from off-peak power.

- **Sustainable building design** – Office and welfare accommodation is informed by emerging best practice and environmental standards, and each building maximises the use of natural lighting to reduce energy consumption and improve the working environment.

- **Sustainable drainage** – Attenuating surface water will benefit the surrounding community and reduce flooding risk, while enhancing the amenity of the site.

- **Ecology** – Knitting into the surrounding natural environmental conditions, the development will enhance the ecology of the site and positively impact the biodiversity of the area.

4.2 In addition to the £20m of capital funding approved as part of the Council's 22/23 capital budget for the Easter Queenslie project, Glasgow City Council has secured approximately £21m of external grant funding through the Scottish Government's Recycling Improvement Fund, which is administered by Zero Waste Scotland. The grant will support improved recycling services in Glasgow

through a combination of frontline recycling service changes and new treatment infrastructure. This is the largest grant allocation to any single Local Authority in Scotland. £17m of this grant is specifically allocated for the construction of a new Materials Recovery Facility Building and associated processing equipment as part of the wider re-development of the council's Easter Queenslie property.

4.3 This key investment will not only showcase Glasgow's commitment to becoming carbon neutral by 2030, but also deliver on the City's wider grand challenges as outlined in the Strategic Plan.

5 Phase 1 - Timeline

5.1 Demolition and enabling works have commenced on site, and will continue on a phased basis in tandem with ongoing design development.

5.2 Decant of operational staff based at Easter Queenslie will commence in late Autumn 2023. This will facilitate site enabling and clearance works, priming the area for re-development.

5.3 Construction of the new depot commences autumn 2024, with full completion planned autumn 2026.

6 Interim Investments & Future Phases

6.1 Notwithstanding the progress being made on phase 1 (Easter Queenslie redevelopment) of the depot programme, officers within the property team continue to undertake additional investments and interventions that are improving the quality and effectiveness of the existing estate.

6.2 Examples of these investments can be listed as follows:

- Shieldhall depot – electrics/lighting/fire alarm, new waste loft floor & wall replacement (est. £1m)
- Blochairn depot – Provision of new Weighbridge Cabin & Welfare facilities - £100k
- Queens Park Nursery – Refurbishment of Welfare Facilities Within the Complex - £90k
- Tollcross Farm – Repairs to animal walkways/gates and livestock shed - £100k
- Pollok Park – Refurbishment of toilet area - £10k.
- QP depot – Refurbishment of toilet/welfare area in stables - £10k
- Western depot – Renewing of Air Handling Unit in Lockeroom - £23k
- Greenfield depot – Repairs to roofs and upgrade portacabins - £23k
- Western depot – Upgrading & Refurbishment of Gents Toilets & internal decoration - £60k

6.3 The programme team, along with the design team, are also considering the next large-scale phase of redevelopment as part of the programme and which

is likely to be the creation of a centre of excellence in vehicle maintenance and repair.

6.4 The current vehicle maintenance facilities at Jessie Street are limited in their size, scale, and future relevance. The nature of the future fleet is changing significantly with the current and future requirements for the servicing and repair of electric and hydrogen fuelled vehicles and therefore a new centre of excellence for vehicle maintenance will be required.

6.5 The programme team, whilst continuing to develop the plans for phase 1 (Easter Queenslie) are also active in the preparation of a "brief" for a new vehicle maintenance facility and are exploring the current and emerging best practice in terms of techniques, facilities, tools, and equipment required in order to service and maintain a fleet for the future.

6.6 Updates on the development of phase 2 will form a future progress report for committee.

7 Policy and Resource Implications

Resource Implications:

Financial:	There are no direct financial impacts in providing this progress update. The project team continues to work within the financial parameters of funding already secured.
Legal:	No legal implications on the update on the depot strategy, but compliance with existing and new legislation will be required throughout the duration of this strategy.
Personnel:	N/A for this update.
Procurement:	N/A for this update.
Council Strategic Plan:	Support for Grand Challenge 3, Mission 2, Commitment 8. Support for Grand Challenge 4, Mission 1, Commitments 3, 6, 10, 11.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes	N/A for this update.

2021-25? Please specify. *What are the potential equality impacts as a result of this report?* *Please highlight if the policy/proposal will help address socio-economic disadvantage.*	

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: *What are the potential climate impacts as a result of this proposal?* *Will the proposal contribute to Glasgow's net zero carbon target?*	N/A for this update.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report Y/N	No.

8 Recommendations

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