



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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Item 2

30th April 2024

UPDATE ON NRS PROPERTY STRATEGY

Purpose of Report:

To provide the Committee with an update on the NRS Property Strategy.

Recommendations:

Committee are asked to note the considerable progress made in:

- a) Addressing legacy maintenance issues and improving staff working conditions across the NRS property estate.
- b) The delivery of strategic projects, including the re-development of Easter Queenslie as a Centre of Excellence for Waste Management & Recycling.

Ward No(s):

Citywide: ✓

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

1 Background

- 1.1. The NRS property estate consists of several depots and buildings that support the delivery of core frontline services, including, Waste management and Recycling, Roads, Transport, Parks, and open spaces.
- 1.2. NRS continues to prioritise investment into key areas which protects and preserves these assets, however with operational use over a prolonged period this has resulted in significant repairs and upgrading works required across the council estate.
- 1.3. As policy, legislation, working practices, and service requirements have evolved, targeted and strategic investment is required to futureproof and provide a more sustainable property estate and work is ongoing to rationalise the estate and optimize those buildings.
- 1.4. This report provides an update to Committee on:
 - 1.4.1. The progress made by NRS in addressing legacy maintenance issues and improving staff working conditions throughout a reduced NRS property estate.
 - 1.4.2. The delivery of strategic projects, including, the re-development of Easter Queenslie as a Centre of Excellence for Waste Management & Recycling, for which we received funding of £17m for property and machinery from Zero Waste Scotland (Recycling Improvement Fund) and a further £20m has been funded by GCC towards this property investment.

2 NRS Estate Strategy Board

- 2.1. NRS Leadership have established a NRS Estate Strategy Board to provide operational property governance, set strategic priorities across the property estate, and ensure that future service requirements are achieved, as cost effectively as possible.
- 2.2. Given the diversity and scale of frontline services provided by NRS, the multidisciplinary Board ensures that property investment is targeted to deliver the maximum long-term service benefit; taking cognisance of how initiatives across NRS are planned to develop in future.

3 Strategic Projects Update

Easter Queenslie re-development

- 3.1. As reported to Committee on 22nd August 2023, the Easter Queenslie property is undergoing significant re-development as a Centre of Excellence for Waste Management & Recycling.
- 3.2. With respect to the works at Easter Queenslie, significant progress has been made since the last Committee report, which is summarised below:

- 3.2.1. Staff, plant and equipment have been successfully re-located to a property at Blairtummock Road, where they will remain until the re-development work is completed, planned for the end of 2026.
- 3.2.2. City Property LLP are managing the demolition and clearance at Easter Queenslie. Several buildings have already been demolished, with final demolition works planned for completion in summer 2024.
- 3.2.3. Further advance works are anticipated to commence in summer 2024, including a major upgrade of the existing Household Waste Recycling Centre (HWRC) which will provide an improved recycling service to residents, as well as addressing recent legislative requirements.
- 3.2.4. A tender for the design and installation of the foundations for the main buildings has been issued and will be evaluated in the coming weeks, with these works scheduled to begin during summer 2024.
- 3.2.5. The design of the main construction project is progressing through RIBA Stage 4 Technical Design. Following conclusion of technical design, it is anticipated that award of the construction contract will be made to then facilitate commencement of construction in early 2025, with completion targeted at the end of 2026. As part of the design and development works, extensive engagement was undertaken with staff over the proposed design and facilities which was well received. It is also worth noting that compliance with the very latest building standards will be a default for this new construction, there will be a significant improvement in equality, socio/economic and climate outcomes.
- 3.2.6. Part of the re-development of Easter Queenslie is the installation of a new Materials Recovery Facility (MRF) which will process the projected increase in recyclable materials collected as part of the council's new twin-stream recycling project. Procurement is already underway for the MRF, with award expected by the end of 2024.

Future fleet maintenance service model

- 3.3. The Board is currently overseeing the early stages of the development of a business case considering the centralisation of fleet maintenance within a new, purpose-built, workshop. Further updates on this project will be presented to Committee in due course.

Critical infrastructure repairs

- 3.4. In addition to the above strategic project priorities, the Board has overseen a programme of significant priority maintenance investment across the NRS property estate and business critical repairs will continue to be prioritized aligned to the rationalization of the estate. A summary of notable work is provided below:

- 3.4.1. **Shieldhall waste transfer station** – large-scale infrastructure repairs are progressing at Shieldhall waste transfer station, which are due for completion in spring 2024. These works will extend the service life of the building and thereby preserve a key asset which will complement the Easter Queenslie re-development. These works include; replacement retaining wall, floor slab remedial

- works, structural roof repairs, electrical upgrade, and a new fire detection system.
- 3.4.2. **Polmadie** - essential repairs are being undertaken throughout the Polmadie property. These repairs will address structural issues identified within the existing Refuse Collection Vehicle garage, and critical repairs to the council's Heavy Goods Vehicle MOT station, small plant workshop, and Taxi MOT station . These works are planned for completion in Spring 2024.
- 3.4.3. **Nitshill** –works have been completed to enable this property to act as an operational hub and support the rollout of bins as part of the new twin-stream recycling service. These works have included protective ceiling netting, improved lighting, and upgraded staff welfare and amenity facilities.
- 3.4.4. **Daldowie training centre** – a new temporary heating plant has been installed to improve staff welfare. Furthermore, new vehicle parking is being constructed to create additional parking for the council's fleet of Assisted Supported Learning (ASL) vehicles, which provide a critical service to schools throughout Glasgow.
- 3.4.5. **Jessie Street vehicle maintenance workshop** – Repairs to the roof and drainage are currently underway and due for completion in Spring 2024.

4 Policy and resource implications

Resource Implications:

Financial: Not applicable.

Legal: Not applicable.

Personnel: Not applicable.

Procurement: Any procurement activities required for the delivery of work detailed within this Committee report will be undertaken via the council's Corporate Procurement Unit.

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

Yes – given that the new construction will meet the latest standards of accessibility, we anticipate improved outcomes under these headings. Future reports will present these in more detail.

2021-25? Please specify.

What are the potential equality impacts as a result of this report?

No negative impacts anticipated.

Please highlight if the policy/proposal will help address socio-economic disadvantage.

No negative impacts anticipated.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

A key element of the strategy relates to the construction of a new MRF at Easter Queenslie which is intended to improve the overall quantity and quality of recyclables managed by the council.

What are the potential climate impacts as a result of this proposal?

The activities detailed within this Committee report will support a more effective and efficient property estate; better energy efficiency within buildings, reduced maintenance, and promoting the capture of high-quality recyclables within a new MRF at Easter Queenslie.

Will the proposal contribute to Glasgow's net zero carbon target?

Yes, more a more efficient and effective property estate, combined with a new MRF to improve recycling in Glasgow, will contribute towards the City becoming a Net Zero City.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N

No.

5 Recommendations

Committee are asked to note the considerable progress made in:

- 5.1. Addressing legacy maintenance issues and improving staff working conditions throughout the NRS property estate.
- 5.2. The delivery of strategic projects, including the re-development of Easter Queenslie as a Centre of Excellence for Waste Management & Recycling.