



**POLICY AND RESOURCES COMMITTEE - 13 JUNE 2013
ASSET MANAGEMENT - DEPOT STRATEGY**

1 Recommendations

The Policy and Resources Committee is asked to:-

Approve the Depot Strategy including;

- 1.1 The rationalisation of the depot portfolio from 55 facilities to 37 over the next four years linked with the provision of replacement facilities at Macduff, Turriff and Mintlaw.**
- 1.2 The further rationalisation of the depot portfolio from 37 to 32 from year 4 onwards associated with the provision of replacement facilities at Inverurie and Stonehaven.**
- 1.3 The implementation of the Depot Strategy is commenced once a funding solution has been identified and agreed by Policy & Resources Committee.**

2. Discussion

- 2.1 The Council's Depot Strategy has been developed to ensure these facilities support the effective and efficient delivery of services provided by the Council. Further, the implementation of the Depot Strategy will establish facilities that are in the right location for service delivery and fit for purpose.
- 2.2 The proposed strategy identifies recommendations for all depot and workshop facilities within this programme. These recommendations have been developed along with key policies and initiatives to be adopted, to enable implementation of the Depot Strategy. In addition, requirements of services arising from recent reviews into service delivery have also been incorporated within the strategy. A full copy of the draft Depot Strategy is contained within Appendix 1 of this report.
- 2.3 The Council currently has a portfolio of 49 operational depots that support a range of functions delivered by both Housing and Social Work and, primarily, Infrastructure Services. These depots have an annual running cost of circa £1.22 million. A further 6 facilities, no longer used for operational purposes and either vacant or on short term tenancies, are included within this strategy.
- 2.4 Depot strategies have been considered previously, however the amalgamation of former Planning and Environmental Services and Transportation and Infrastructure into one directorate of Infrastructure

Services, has enabled greater opportunity to comprehensively review depots and functions delivered from these facilities at this juncture.

- 2.5 In addition to review of service delivery, the strategy has been developed along with key overarching policies and initiatives that are to be adopted to enable the implementation of the Depot Strategy.
- Develop network of depots supporting functions on an area basis
 - Depots to be multi service orientated
 - Depots to have improved staff welfare facilities
 - Create dedicated secure material storage areas within depots
 - Creation of maintenance areas within depots
 - Carry out Kaizen improvement activities within depots
 - Develop collaborative working/co-location with partner agencies
- 2.6 The review of service delivery highlights the opportunity to develop a “hub and spoke” network of depots by the creation of key depots within strategic locations in Aberdeenshire. These depots support a network of secondary and ancillary depots to meet local needs. In addition to these, a number of facilities are to be retained for winter maintenance purposes for the storage of gritters and the like. Where possible, depots will be shared with other services and, where opportunities exist, with partner agencies.
- 2.7 In support of efficient use of accommodation, where possible, and where functions/activities permit, depots are to be multi service to enable a range of services provided within communities to be supported.
- 2.8 The review of the existing portfolio highlights that in a number of depots, welfare facilities fall short of the standard required to support a modern workforce, both in terms of condition and suitability. Welfare facilities are to be improved across the portfolio as part of the delivery of the strategy. Employees can also use welfare and rest facilities within depots outwith their base location/depot where these facilities are located closer to where work is being undertaken.
- 2.9 In addition to improving welfare facilities throughout the depot portfolio, features which affect the operational performance of these facilities are to be addressed, such as dedicated storage areas, where depots are multi service, with strategic reserves of fuel, road salts/grit to improve the resilience of the Authority. Maintenance areas are also to be created within a number of depots to reduce the need for plant to be returned to a dedicated facility. Coupled with the creation of specialist areas is the requirement to undertake Kaizen activities at locations not previously reviewed to create capacity for such storage, or overnight parking for local fleet such as mini buses.

- 2.10 The proposed Depot Strategy recommends the initial reduction in depot provision from 55 facilities to 37 over the next four years, including those linked to provision of new/replacement facilities in Macduff, Turriff and Mintlaw. This initial reduction includes the release of depots currently vacant or on short term tenancies. Further reduction is reliant upon delivery of new depots at Inverurie and Stonehaven. Consolidation of facilities within these settlements will enable the release of a further 7 depots. Details of depots to be redeveloped, relinquished and new facilities to be established are provided at Appendix 2.
- 2.11 There will be both investment and disinvestment in depots, with investment being made within depots being retained to improve both welfare and operational facilities to enable these facilities to continue to support service delivery.
- 2.12 Disposal of depots declared surplus will be in line with Surplus Property Policy with future uses for facilities being considered to maximise options for disposal, including disposal by site, redevelopment and the like. Wherever possible, disposals are to be undertaken in a phased manner to reduce impact upon settlements. All options for disposal, marketing and future use of surplus accommodation will be addressed to mitigate this impact, with consultations with Economic Development Agencies and Town Centre Partnerships where relevant. Two facilities contained within the strategy currently form joint development sites, whilst a number of others are to be considered for residential purposes.
- 2.13 Analysis of utilisation and future requirements for depots indicates that reduction in the overall depot portfolio is achievable by the adoption of key overarching policies outlined within the strategy and the implementation of alternative methods of service delivery by Services. This reduction is dependent upon the establishment of new facilities at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven.
- 2.14 Review of service requirements within Banff/Macduff and the surrounding area highlights the need to maintain a presence for Roads and Landscape teams and key Waste facilities within the area along with retention of existing Fleet workshop. Existing shared Roads, Landscape and Waste facilities are poor and within a primarily residential area. The review also highlights requirements for a secondary Housing depot, also to serve north-west Aberdeenshire. Review of potential sites highlights Tarlair Business Park as the preferred location which would also accommodate waste transfer facilities.
- 2.15 Review of service delivery requirements within Turriff and surrounding area, highlights the need for Roads and Landscape depot along with facilities to hold strategic stock storage of road salts for North Aberdeenshire. Review highlights a number of potential sites within the Turriff area, with option appraisals currently ongoing to establish the preferred site.

- 2.16 Following review of options to meet service requirements for key facilities within Mintlaw and surrounding areas, the preferred option identified is the development of a new key Housing depot, which will also accommodate local Waste teams. A number of potential Council and privately owned sites within the Mintlaw area have been identified, with option appraisals currently ongoing to establish a preferred site. Associated with this proposal is the relocation of local Landscape teams to Aden Country Park.
- 2.17 All services have identified Inverurie as a strategic location for the establishment of key facilities. Existing facilities have been identified as inadequate to support increased demand upon services and enable rationalisation. A review process to identify suitable and available sites has been undertaken which identifies a number of potential sites within the Inverurie area, with option appraisals currently ongoing to establish preferred site.
- 2.18 All services have identified Stonehaven as a strategic location for the establishment of key depot facilities. Existing facilities are inadequate to support current and future demand upon services. A review process to identify potential sites has been undertaken, which identified a number of potential sites within the Stonehaven area, with option appraisals ongoing to establish a preferred site.
- 2.19 In addition to the key projects at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven, investment is to be made within a number of existing depots to address matters of condition, suitability and to enable facilities to support new methods of service delivery. Investment in the redevelopment of a number of depots in strategic locations will enable the release of facilities elsewhere. Key redevelopment projects are;
- Aboyne, Craigwell Depot – redevelop and extend to create single multi service depot for Fleet, Roads and Waste.
 - Alford, Roads Depot – upgrade existing facilities
 - Ballater, Ballater Brgde Depot – redevelop to enable release of Braichlie Depot.
 - Banchory, Crows Nest – provide additional welfare and other facilities to create key Waste depot.
 - Fraserburgh,– redevelop existing facilities at either West Shore or Maconochie Road to create single multi service secondary depot.
 - Huntly, Depot Road – redevelop to create key roads depot and enable release of King Street Depot
 - Laurencekirk, Roads Depot – redevelop to create secondary Roads and Landscape depot along with accommodating local Waste teams.
 - Mintlaw, Aden Country Park – redevelop to provide additional facilities for Landscape Services
- 2.20 The Depot Strategy will be regularly reviewed to ensure compatibility with Services' requirements whilst allowing future opportunities to be considered. The proposals will have a positive impact on Service delivery with no diminution of service.

- 2.21 In addition to the depot proposals contained within this strategy, it is recommended that the facility currently classed as a training centre at Jackieshillock, Drumoak, is released. Titles are currently being checked.
- 2.22 The relevant Directorate Management Teams have been consulted. Services have been part of the project team in the preparation of the Depot Strategy and their comments have been incorporated.
- 2.23 Area Committees have been consulted and their comments have been incorporated. A summary of comments made and responses are included within an appendix to this report.
- 2.24 The Procurement Business Partner has been consulted and has no comments to make.
- 2.25 The Monitoring Officer has been consulted and has no comments to make.
- 2.26 The Head of Finance has been consulted and specifically points out that there is insufficient provision in the Capital Plan at present to deliver the entire project. There are existing pressures on the Capital Plan as well as new projects being presented by Services which add to the financial imbalance. The Capital Plan Group is currently reviewing the Capital Plan and the Depot Strategy must be part of that review. An affordable, timely and deliverable Depot Strategy is a preferred solution but in order to include it in the Council's financial plans, service delivery will have to be reduced or if possible delayed. At present, the financial accommodation of this project has not been identified and a solution will, therefore, require to be reported back to a future meeting of this Committee if the recommendations are agreed.

3. Equalities, Staffing and Financial Implications

- 3.1 The Service will work with the Equalities Team to prepare and review an Equality Impact Assessment for the strategy. If this indicates that any changes are required these will be incorporated prior to the implementation phase.
- 3.2 The approved non-Housing Revenue Account Capital Plan, as approved at Policy and Resources Committee on January 2013, makes provision for investment in depot accommodation of £ 16.42 million to 2025, (£ 6.62 million to 2016/17), with a further £ 15.60 million to 2025 (£ 12.49 million to 2016/17) for Sustainable Environment (Landfill/HWRC) budget that may be drawn upon to provide household waste recycling and waste management facilities linked to the depot investment programme.
- 3.3 Proposals contained within the strategy require capital investment of £ 27.7 million, comprising £ 22.4 million for new facilities at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven and £ 5.3 million for alterations and upgrade of existing facilities to create multi service depots. In addition, a further £ 3.8 million is required for provision of new HWRC facilities at Inverurie and Mintlaw.

- 3.4 Disposal of depots highlighted within the strategy could realise capital receipts of approx £8.15 million. However, this cannot be guaranteed, with receipts being determined by market conditions. Two facilities contained within the strategy currently form joint development sites.
- 3.5 The cost to bring existing depot buildings up to a reasonable standard of repair is estimated at £5.6 million. However, this does not enable, or support, alternative methods of service delivery.
- 3.6 Annually, depots cost the authority approximately £1.22 million in revenue costs. The strategy set out in this report will realise annual expenditure savings of £0.16 million. There is a potential shortfall of up to £ 7.20 million which will require to be funded from additional borrowing.

	<u>Budget</u>	<u>Strategy</u>	<u>Difference</u>
Capital Expenditure	£16.42M	£27.70M	£11.28M
Capital Receipts (@ 50% optimism bias)	£-	(£4.08M)	(£4.08M)
Total	£16.42M	£23.62M	£7.20M

- 3.7 In addition to the above, there will be expenditure from the Repairs and Maintenance budget to address matters of condition within depots being retained.
- 3.8 The Capital Plan Group will be required to consider the alignment of capital expenditure in line with proposals contained within the strategy.
- 3.9 The implementation of the strategy supports services where new methods of service delivery are being introduced.
- 3.10 Proposals contained within the strategy will, in some instances, change base location and settlement for some teams. Further consultation with staff affected within Fleet, Housing Maintenance, Landscape, Roads and Waste Services will require to be undertaken in line with approved procedures at appropriate time. A briefing note was issued to depot staff on 4 March 2013 with briefing sessions undertaken in March 2013. A further briefing note was issued week commencing 29 April 2013. Trade Unions have also been consulted.
- 3.11 A full time Project Manager and Assistant Project Manager (fixed term contracts) are being recruited to manage the implementation of the Strategy.

Stephen Archer
Director of Infrastructure Services

APPENDIX 1 - DEPOT STRATEGY

1 Executive Summary.

- 1.1 The Council's Depot Strategy has been developed to ensure these facilities support the effective and efficient delivery of services provided by the Council. Further, the implementation of the Depot Strategy will deliver facilities that are fit for purpose.
- 1.2 The Council currently has a portfolio of 49 operational depots that support a range of functions delivered by both Housing and Social Work and, primarily, Infrastructure Services. These depots have an annual running cost of circa £1.22 million. This strategy recommends a reduction in this portfolio to 32. In addition, the rationalisation of this portfolio has opportunity to generate revenue savings arising from rationalising the portfolio along with capital receipts to the Council arising from disposal of sites for redevelopment opportunity. Also, a further 6 facilities no longer used for operational purposes and are either vacant or on short term tenancies are included within this strategy, along with facility currently classed as Training Centre at Jackieshillock
- 1.3 Depot strategies have been considered previously, however the amalgamation of former Planning and Environmental Services and Transportation and Infrastructure into one directorate of Infrastructure Services, enables greater opportunity to comprehensively review depots and functions delivered from these facilities at this juncture. In addition, requirements of services arising from recent reviews into service delivery have also been incorporated within the strategy.
- 1.4 In addition to review of service delivery, the strategy has been developed along with key overarching policies and initiatives that are to be adopted to enable the implementation of the Depot Strategy.
- 1.5 The review of service delivery highlights the opportunity to develop a "hub and spoke" network of depots by the creation of key depots within strategic locations in Aberdeenshire. These depots support a network of secondary and ancillary depots to meet local needs. In addition to these, a number of facilities are to be retained for winter maintenance purposes for the storage of gritters, and the like. Where possible depots will be shared with other services and will support new methods of service delivery. Where opportunities exist, sharing with partner agencies is also to be explored
- 1.6 The strategy recommends key areas of investment being in new facilities in Macduff, Turriff, Mintlaw, Inverurie and Stonehaven. In addition, and to enable wider rationalisation of the portfolio, a number of existing facilities are to be upgraded to create depots capable of accommodating a number of services.
- 1.7 Within a number of settlements there will be a reduction, or removal, of depot provision, with services to these settlements being delivered from depots covering a wider geographical area. Where depots are to be released, their disposal will be planned. Possible future uses for facilities or land is to be considered to maximise options for disposal. As such, options for disposal, marketing and future use of surplus

accommodation are to be addressed in consultation with Economic Development, Planning and Town Centre Partnerships where relevant.

- 1.8 The proposals contained within the strategy are estimated as requiring a capital investment of £ 27.7 million. Capital receipts arising from disposal of vacated or surplus depots are estimated at £ 8.15 million, however this cannot be guaranteed with receipts being determined by market conditions.

2 Introduction and Context.

- 2.1 Aberdeenshire Council holds, and operates from, a range of depots which support the delivery of a number of different functions ranging from fleet, housing, landscape and roads maintenance to provision of facilities to support waste collection and management. As at November 2012, this portfolio extended to 49 facilities. In addition, a further 6 facilities are no longer used for operational purposes and are either vacant or on short term tenancies and are included within this strategy, along with facility currently classed as Training Centre at Jackieshillock.
- 2.2 As highlighted within Aberdeenshire Council's approved Corporate Asset Management Plan 2010 – 2015, the property portfolio is to be regularly assessed to ensure its support of service delivery. In addition, facilities provided, and services delivered, from depots contribute to a number of the five Community Planning and Strategic Priority themes within the Council's Strategic Priorities 2007 – 2011. Efficiency and managing our buildings and facilities also form part of the Corporate Improvement theme within Strategic Priorities 2007 – 2011.

3 Asset Strategy.

- 3.1 The development of the strategy is driven by the need to support effective and efficient delivery of services through a network of depots, whilst ensuring that depot facilities are optimised. There are also opportunities for co-location of services within depots to enable rationalisation of the portfolio to be addressed. There has been considerable consultation with Services.

3.1.1 Develop network of depots supporting functions on an area basis.

Generally, current depot provision is based on historical/existing locations. Review, along with Services, highlights the preferred method of supporting services delivered through depot network is the development of a "hub and spoke" approach to depot provision by the creation of a number of key depots within strategic locations throughout Aberdeenshire. These key depots support a network of secondary and ancillary depots within settlements that support the functions of the key depots.

3.1.2 Depots to be multi service orientated.

In support of efficient use of accommodation, where possible, and where functions/activities permit, depots are to be multi service to enable a range of services provided within communities to be supported.

3.1.3 Depots to have improved staff welfare facilities.

Review of existing portfolio highlights that in a number of depots, welfare facilities fall short of the standard required to support a modern workforce, both in terms of condition and suitability. Welfare facilities are to be improved across the portfolio as part of the delivery of the strategy. Employees can also use welfare and rest facilities within depots outwith their base location/depot where these facilities are located closer to where work is being undertaken.

3.1.4 Create dedicated secure material storage areas within depots.

Within multi service/shared depot facilities it is necessary to have dedicated storage areas/facilities to allow for wide range of materials, ranging from sheet materials for housing repairs to roads materials. At a number of locations provision will be required for storage of road salts/grit for winter maintenance purposes. At key locations this provision will also provide a storage of strategic stock to serve wider geographical areas in addition to local operational requirements.

In addition to creation of dedicated storage areas, a number of depots will also have bulk fuel storage facilities to provide resilience to the Authority from fuel markets and supplies over winter months and periods of dispute.

3.1.5 Creation of maintenance areas within depots.

Currently, maintenance of fleet and other plant generally requires the item being brought to one of the existing dedicated fleet depots for service/repair. The provision of maintenance area, with associated wash bay facilities within a depot in strategic locations will enable an element of repairs to plant to be undertaken at its home location, reducing the period of time plant is out of commission.

3.1.6 Carry out Kaizen improvement activities within depots.

Review of existing depot facilities suggests that, in some locations, materials, equipment and plant stored and retained have been historic. By undertaking Kaizen activities at locations not reviewed before, true storage requirements to meet local needs can be established along with identifying any potential capacity to permit co-location between services and/or provide secure overnight storage for local fleet i.e. mini buses, mobile library vehicles etc.

3.1.7 Develop collaborative working/co-location with partner agencies.

In line with the approved Corporate Asset Management Plan 2010 – 2015, and ongoing work within the North East Scotland Joint Public Sector Group and its sub groups, collaborative working arrangements are to be explored. Where possible, and where operational requirements permit, co-location of depot and storage facilities with partner agencies is to be explored.

3.1.8 Corporate Asset Management Plan and Asset Reduction.

In line with corporate strategies and approved Corporate Asset Management Plan 2010 – 2015, property is managed as a corporate resource to support service delivery. In addition there is a requirement to ensure that all assets are effectively utilised across all levels, which includes depot provision.

3.1.9 Carbon Reduction and Renewable Energy Sources.

As identified within the approved Corporate Asset Management Plan 2010 – 2015, the Council has committed to minimise the impact on the environment from the operation of its properties. Use of solar panels and wind turbines will be investigated and utilised where practicable at new and redeveloped depot sites.

4 Changes in External Environment and Implications for Property.

- 4.1 The ongoing pressure to ensure best value in service delivery and to satisfy policies above reinforces the need for effective asset management of the depot portfolio.
- 4.2 As highlighted above, there is pressure upon public sector agencies to collaboratively deliver services to the public along with co-location of these agencies. Currently there is little opportunity to release Aberdeenshire Council depot facilities by co-locating within partner agency facilities, with these generally being smaller and to meet specific need i.e. local base for retained fire fighting, ambulance station etc. Benefit in co-location will be with partner agencies sharing suitable Aberdeenshire Council facilities as local bases/storage of locally based vehicles, and in some instances, equipment.
- 4.3 The development of collaborative working with partner agencies is generally limited to Fleet Services and Housing Maintenance by extending the range of services offered to include delivery to partner agencies. Currently Fleet Services provide a maintenance service to Aberdeenshire's own fleet along with providing an MOT service and Taxi/hackney checks, partner agencies (Ambulance, Fire and Police) currently have their own maintenance facilities/arrangements in place. Housing Maintenance currently provide a response maintenance service to Aberdeenshire Councils housing portfolio, potential opportunities exist to extend this to provide similar service to partner agencies/housing associations that have stock within Aberdeenshire. Discussions have taken place with partners of the North East Scotland Joint Public Sector Group to explore opportunities for co-location which will continue to be reviewed as implementation of the strategy progresses.

5 Service Delivery and Accommodation Needs.

- 5.1 The Council's decentralisation policy and geographical area creates the need to maintain presence of front line service in major settlements. Consultation with Services highlights the following;

5.1.1 Fleet.

Fleet services operate from 5 repair depots/workshop facilities with these located in Aboyne, Inverurie, Macduff, Mintlaw and Stonehaven. This dispersal supports maintenance of fleet and plant within surrounding areas with equipment returning to workshops for service and/or repair. In addition, facility at Inverurie acts as key workshop with new items of fleet and plant being delivered to this facility in advance of being delivered to final base depot.

Recent service reviews have been undertaken proposing alternative methods of service delivery and work patterns, however these do not propose any change to current provision of 5 repair depots/workshops.

As noted above, maintenance areas are to be established within depots at strategic locations to support basic repairs to vehicles/plant being undertaken locally, this reduces need for item to be returned to dedicated fleet workshop thereby reducing period of time plant is out of commission.

5.1.2 Housing Maintenance.

Housing Maintenance service currently operates from 7 depot/workshop facilities with these located in Fraserburgh, Inverurie, Macduff (2), Peterhead, Stonehaven and Turriff. Currently, facilities are not required within Deeside with repairs service in this area being provided by appointed term contractor.

The introduction of mobile teams enables current portfolio to be reduced to 3 key depots/workshops on a North, South and Central basis with Mintlaw, Stonehaven and Inverurie identified as locations for these facilities. In addition a secondary Housing depot is to be established within Macduff to serve North/North West Aberdeenshire, along with ancillary storage being provided at Huntly. The selection of these locations is based on concentration of stock to be maintained and their central location to service wider geographical areas.

5.1.3 Roads and Landscape Services.

Roads and Landscape Services currently operate from 31 facilities throughout Aberdeenshire with these supporting a wide range of functions delivered by service. Generally, all depots are manned and dedicated to service, however, a number are shared facilities with Waste Management as a base for local teams and plant.

In addition to providing depot facilities, Roads and Landscape Services currently operate 2 sign manufacturing workshops within Banff and Inverurie. These facilities provide some duplication, however scale of existing facilities are insufficient to enable reduction to one workshop. It is preferred that one larger manufacturing workshop be established within other depot facilities with Inverurie or Turriff preferred.

5.1.4 Waste Management.

Waste Management currently operate from 17 facilities throughout Aberdeenshire, with these being either stand alone depots – as bases for local teams and plant, or within other Waste Management facilities such as Waste Transfer Stations where separation of waste is undertaken and processed.

Current operation/delivery of service involves locally based plant unloading collected waste at Waste Transfer Stations for processing; as such it is beneficial for depots to be located at, or local to, these facilities to limit distances travelled between depots and transfer facilities. To limit distances travelled and to effectively

deliver a waste collection service, it is preferential to have transfer facilities serving a 15 mile radius.

Within a number of settlements and areas, street cleaning is carried out by locally based staff and, in some areas, volunteers using locally stored barrows and sweepers with waste collected by these teams collected by trucks on a regular basis.

5.2 Existing depot locations and numbers are indicated in table 1 below;

Table 1: Existing Depot Locations and Numbers

	Operational	Vacant
Banff and Buchan – population 35,245. Land Area 238 sq miles		
Aberchirder (population 1,190)	1	
Banff incl Boyndie (population 3,931)	4	
Fraserburgh (population 12,446)	4	
Macduff (population 3,711)	3	2
Portsoy (population 1,727)	1	
Buchan – population 39,879. Land Area 227 sq miles		
Mintlaw (population 2,756)	5	
Peterhead (population 17,873)	3	1
Strichen (population 954)	1	
Formartine – population 40,279. Land Area 319 sq miles		
Ellon (population 9,633)	1	
Turriff (population 4,804)	2	
Garioch – population 50,523. Land Area 225 sq miles		
Insch (population 2,023)		1
Inverurie (population 12,447)	6	
Kemnay (population 3,744)	1	
Westhill (population 11,274)	1	1
Kincardine & Mearns – population 41,105. Land Area 292 sq miles		
Laurencekirk (population 2,476)	2	
Portlethen (population 7,327)	1	
Stonehaven (population 10,451)	2	
Marr - population 36,968. Land Area 1,136 sq miles		
Aboyne (population 2,774)	1	
Alford (population 2,395)	1	
Ballater (population 1,753)	2	
Banchory (population 7,111)	3 *	
Bellabeg	1	
Braemar (population 546)	1	
Huntly (population 4,461)	3	
Rhynie (population 400 approx)		1

* includes Jackieshillock Training Centre

6 Likely Future Requirements.

- 6.1 Discussions with Services, have resulted in the development of a “hub and spoke” depot network being proposed, which consists of four depot types to match area and service need. These being;

6.1.1 Key Depot

Key/core depot required to support service delivery on an area basis whilst also providing facilities for services within a settlement. Key depots, depending upon service/location, to have bulk fuel storage and strategic storage for road salts/grit for winter maintenance purposes.

6.1.2 Secondary Depot

Secondary depot required for service delivery on a settlement basis. Generally located within larger settlements where key depots are not provided. Secondary depots support, at settlement level, the functions and operations of key depots at an area level. Where secondary depot forms major depot facility within settlement, depot is to include wash bay and service areas. A number of these facilities may also have requirement for bulk fuel storage and strategic salt storage.

6.1.3 Ancillary Depot

Ancillary facilities provide for locally based plant/equipment and services, i.e. grounds maintenance, local street cleaning equipment. Ancillary depots also provide limited staff facilities.

6.1.4 Winter Depot

Facilities/garaging provided for storage of winter maintenance vehicles and materials only. Generally these facilities are provided in remote/rural areas along winter maintenance routes where key/secondary/ancillary facilities are not provided

- 6.2 The depot portfolio will need to satisfy, and support, the requirements of alternative methods of service delivery to be adopted by some services. Where facilities are to be reduced or rationalised, a number of retained facilities will require upgrade to enable them to become multi service depots.
- 6.3 Locations and projected scale of provision on settlement basis are indicated on table 2 below;

Table 2: Future Depot Locations and Scale

	Fleet	Housing	Roads and Landscape	Waste
Banff and Buchan – population 35,245. Land Area 238 sq miles				
Aberchirder (population 1,190)			Ancillary	
Banff (population 3,931)				
Fraserburgh (population 12,446)			Secondary	Ancillary
Portsoy (population 1,727)			Ancillary	
Macduff (population 3,711)	Key	Secondary	Key	Key
Buchan – population 39,879. Land Area 227 sq miles				
Mintlaw (population 2,756)	Key	Key	Secondary	Key
Peterhead (population 17,873)			Secondary	Ancillary
Strichen (population 954)			Key	
Formartine – population 40,279. Land Area 319 sq miles				
Ellon (population 9,633)			Secondary	Secondary
Turriff (population 4,804)			Secondary	Ancillary
Garioch – population 50,523. Land Area 225 sq miles				
Insch (population 2,023)				
Inverurie (population 12,447)	Key	Key	Key	Key
Kemnay (population 3,744)				
Westhill (population 11,274)			Ancillary	Ancillary
Kincardine & Mearns – population 41,105. Land Area 292 sq miles				
Laurencekirk (population 2,476)			Secondary	
Portlethen (population 7,327)			Ancillary	
Stonehaven (population 10,451)	Key	Key	Key	Key
Marr - population 36,968. Land Area 1,136 sq miles				
Aboyne (population 2,774)	Key		Secondary	Secondary
Alford (population 2,395)			Secondary	Ancillary
Ballater (population 1,753)			Ancillary	
Banchory (population 7,111)			Key	Key
Bellabeg			Winter	
Braemar (population 546)			Winter	
Huntly (population 4,461)		Ancillary*	Key	Secondary
Rhynie (population 400 approx)				

* Housing ancillary facility to be used for storage only.

7 Existing Portfolio and Current Performance.

- 7.1 As summarised above, the council currently operate from a network of 49 depots/storage areas across Aberdeenshire with these locations being historical rather than developed to satisfy service delivery.
- 7.2 Condition assessments of the depot portfolio, initially undertaken in 2007 and updated as works have been completed, highlight that of the 49 operational depots, 24 have been assessed as being in satisfactory condition, whilst 25 have been assessed as being in poor condition.

7.3 Suitability assessments of the operational portfolio, initially undertaken in 2007 and updated as works have been completed, highlight that of the 49 operational depots, 9 have been assessed as being satisfactory for their current use, whilst 40 have been assessed as being unsuitable for their current use.

7.4 Utilisation review of depots was undertaken on during November 2011 which assessed areas utilised for storage of both plant and materials along with assessment of facilities for staff based within the depot.

8 Option Appraisal.

8.1 From review of condition, suitability and utilisation of the existing depot portfolio along with running costs and the portfolios ability to support the delivery of services in future years, the “do nothing” option is not sustainable.

8.2 Review of existing depots against proposed locations and scale of provision, indicates that opportunities exist for co-location of services delivered through depots in a number of settlements, or, the reduction in scale of facilities to align with Services future requirements. The recommendations for each depot/facility included within this strategy are identified within appendix to this strategy.

9 Financial Information.

9.1 The approved non-housing Capital Plan, as approved at Policy and Resources Committee in January 2013, makes provision for investment in depot accommodation of £ 16.42 million to 2025, (£ 6.62 million to 2016/17), with a further £ 15.60 million to 2025 (£ 12.49 million to 2016/17) for Sustainable Environment (Landfill/HWRC) budget that may be drawn upon to provide household waste recycling and waste management facilities.

9.2 Annually depot accommodation costs the authority approx £ 1.22 million, with facilities highlighted for release within the strategy having revenue cost of £ 0.59 million. Revenue costs for new facilities at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven contained within the strategy are estimated at £ 0.43 million.

9.3 Disposal of depots highlighted within the strategy will realise capital receipts of approx £ 8.15 million, however this cannot be guaranteed with receipts being determined by market conditions. Two facilities contained within the strategy currently form joint development sites.

9.4 Proposals contained within the strategy require capital investment of £ 27.7 million, comprising £ 22.4 million for new facilities at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven and £ 5.3 million for alterations and upgrade of existing facilities to create multi service depots.

9.5 Proposals for new HWRC facilities at Inverurie, comprising new facility within new key depot and redeveloped Souterford Road and Mintlaw are estimated at £ 3.8 million.

9.6 The cost to bring the building fabric of the existing operational depot portfolio up to a reasonable standard is estimated at £5.6 million. This addresses the poor condition of some buildings but does not enable or support alternative methods of service delivery

being adopted by some teams. In addition, this does not address need for increased facilities within area of population growth and increased demand upon services.

10 Asset Management Programme

- 10.1 Analysis of utilisation and future requirements for depots indicates that reduction in the overall depot portfolio is achievable by the adoption of key overarching policies outlined within the strategy and the implementation of alternative methods of service delivery by Services. This reduction is dependant upon the establishment of new key facilities at Macduff, Turriff, Mintlaw, Inverurie and Stonehaven.

Macduff

- 10.2 Following review of service requirements within Banff/Macduff and surrounding area, highlights need to maintain a presence for roads teams and key waste facilities within the area along with retention of existing fleet workshop. Existing shared roads and waste facilities are poor and within a primarily residential area. Review also highlights requirements for secondary housing depot, also to serve North west Aberdeenshire. Review of potential sites highlight Tarlair Business Park as preferred location which would also accommodate transfer facilities.
- 10.3 Development of new shared facility at Macduff enables release of depots at Tannery Street Banff, Inverboyndie and Boyndie for redevelopment, however replacement facility at Macduff requires completion in advance of release of current facilities.
- 10.4 Costs associated with provision of new facility at Macduff are estimated at circa £ 3.8 million, including waste transfer facilities.

Turriff

- 10.5 Review of service delivery requirements within Turriff and surrounding area, highlights need for roads depot along with strategic stock storage of road salts for North Aberdeenshire. Review highlights a number of potential sites within the Turriff area, with option appraisals currently ongoing to establish preferred site.
- 10.6 Development of new facility at Turriff enables release of existing depot at Markethill Turriff which currently forms joint development site along with depot at Crown Street. The provision of new facility also supports Housings implementation of new working practices.
- 10.7 Costs associated with provision of new depot facility at Turriff are estimated at circa £ 2.5 million including site acquisition costs.

Mintlaw

- 10.8 Following review of options to meet service requirements for key facilities within Mintlaw and surrounding areas, the preferred option identified is the development of a new key Housing depot, which will also accommodate local waste teams. A number of potential Council and privately owned sites within the Mintlaw area have been identified, with option appraisals currently ongoing to establish preferred site. Associated with this proposal is the relocation of local Landscape teams to Aden Country Park.
- 10.9 The development of new key Housing depot at Mintlaw, coupled with development of secondary Housing depot facilities at Macduff, enables release of existing facilities at

Albert Street Fraserburgh, Crown Street Turriff and Manner Street Macduff, linked with implementation of new working practices within Housing repair service, along with enabling current facilities at South Street Mintlaw to be redeveloped as HWRC. Internally leased facilities at Dales Industrial Estate would also be released and made available through the investment portfolio for lease to provide income to the council.

- 10.10 Existing depot facilities at Strichen and Fleet depot at Mintlaw are to be retained, given their current condition and suitability, limited operational benefit being gained if co-located along with costs associated with development of such facility.
- 10.11 Costs associated with provision of new depot facility at Mintlaw are estimated at circa £ 2.0 million including site acquisition. An additional £ 0.9 million is required for development of new HWRC at existing South Street facility.

Inverurie

- 10.12 All services have identified Inverurie as a strategic location for the establishment of key facilities. Existing facilities have been identified as inadequate to support increased demand upon services and enable rationalisation. A review process to identify suitable and available sites has been undertaken which identifies a number of potential sites within the Inverurie area, with option appraisals currently ongoing to establish preferred site.
- 10.13 The development of new multi service depot will permit the release of existing facilities at Harlaw Drive, which currently forms joint development site, Harlaw Way and Birley Bush Kemnay. Internally leased facilities at Harlaw Industrial Estate would also be released and made available through the investment portfolio for lease to provide income to the council.
- 10.14 Existing Fleet depot at Harlaw Road is to be retained, given its current condition and suitability along with costs associated with its relocation, existing Waste facilities at Souterford Road are to be redeveloped to provide improved HWRC with bulk storage of recyclables.
- 10.15 Costs associated with provision of new depot facility at Inverurie are estimated at circa £ 8.1 million. With a further £ 0.9 million to redevelop HWRC facilities at Souterford Road. An additional £ 2.0 million (including land cost) is required for development of new HWRC facilities at new key depot.

Stonehaven

- 10.16 All services have identified Stonehaven as a strategic location for the establishment of key depot facilities. Existing facilities are inadequate to support current and future demand upon services. A review process to identify potential sites has been undertaken, which identifies a number of potential sites within the Stonehaven area, with option appraisals ongoing to establish preferred site.
Review also highlights potential to redevelop a number of sites under council ownership within Spurryhillock Industrial Estate to create additional capacity and enable redevelopment of existing facilities as an alternative option. Currently, these alternative sites are leased to private tenants and provide a source of income to the council.

- 10.17 The development of new multi service depot will enable the release of existing facilities at Spurryhillock, which is identified for potential retail purposes in the LDP, and Broomhill Road.
- 10.18 Costs associated with provision of new depot facility at Stonehaven are estimated at circa £ 5.95 million.
- 10.19 Following review of available sites and scale of provision, the establishment of new facilities, and associated supplementary projects, are deliverable in the short term, i.e. 0 – 4 years, at Macduff, Turriff and Mintlaw. Delivery of projects at Inverurie and Stonehaven would be undertaken from years 4 onwards.

General

- 10.20 In addition to the above key projects, investment is to be made within a number of existing depots to address matters of condition, suitability and to enable facilities to support new methods of service delivery. Investment in the redevelopment of a number of depots in strategic locations will enable the release of facilities elsewhere. Key redevelopment projects are noted below;
- Aboyne, Craigwell Depot – redevelop and extend to create single multi service depot for Fleet, Roads and Waste.
 - Alford, Roads Depot – upgrade existing facilities
 - Ballater, Ballater Bdrge Depot – redevelop to enable release of Braichlie Depot.
 - Banchory, Crows Nest – provide additional welfare and other facilities to create key waste depot.
 - Fraserburgh,– redevelop existing facilities at either West Shore or Maconochie Road to create single multi service secondary depot.
 - Huntly, Depot Road – redevelop to create key roads depot and enable release of King Street Depot
 - Laurencekirk, Roads Depot – redevelop to create secondary roads and landscape depot along with accommodating local waste teams.
 - Mintlaw, Aden Country park – redevelop to provide additional facilities for Landscape Services
- 10.21 The adoption of recommendations contained within appendix to this strategy will result in the short term, i.e. 0 - 4 years, in the release of 21 depots extending to 12,266 sqm with a combined running cost of £ 262,000, along with releasing existing facilities for redevelopment as HWRC in Mintlaw. Whilst vacant properties can be released immediately, release of current operational depots is reliant upon redevelopment of existing or development of new facilities and implementation of new methods of service delivery.
- 10.22 Longer term reduction is reliant upon delivery of new facilities at Inverurie and Stonehaven with consolidation of facilities within these settlements enabling the release of a further 7 depots having a total area of 6,123 sqm and combined running cost of £ 336,000, along with releasing existing facilities as HWRC in Inverurie.
- 10.23 Depots vacated as part of the strategy will be appraised to establish if the asset should be sold or added to the Council's investment portfolio to generate an income stream. Disposal of depots declared surplus will be in line with the Surplus Property Strategy and protocol between partner agencies within North East Scotland Joint Public Sector

Group, with capital receipts generated from sales generally being added to the General Fund to support the Corporate Asset Management Plan

- 10.24 Where depots are to be released, future uses for facilities or land is to be considered to maximise options for disposal. This particularly affects settlements where limited demand for commercial premises exists. In such cases options for disposal, marketing and future use of surplus accommodation are to be addressed in consultations with Economic Development agencies and Town Centre Partnerships where relevant.
- 10.25 The Depot Strategy is to be regularly reviewed to ensure compatibility with Services strategies and requirements, whilst also allowing any future opportunities that become available to be considered.
- 10.26 In addition to the depot proposals contained within this strategy, it is recommended that the facility currently classed as a training centre at Jackieshillock, Drumoak is released with capacity for on-site training being incorporated at a number of new depots.

Appendix 2 - Summary of Proposals

Notes;

Phase1 – Projects to be undertaken in years 0 – 3

Phase 2 – Projects to be undertaken from year 3 onwards

Dates given are for guidance only and may be subject to change as the Strategy is implemented.

The Depot Strategy is to be regularly reviewed to ensure compatibility with Services strategies and requirements, whilst also allowing any future opportunities that become available to be considered.

Address	Proposal/Date	Details
Banff and Buchan		
Aberchirder		
Roads and Landscape Service to maintain presence in area, retain existing depot meantime. Review scale of future provision on completion of new key depot at Turriff. Possible relocation to smaller facility at Industrial Estate.		
Depot, Off North Street - <i>Owned facility</i>	Retain meantime	Roads and Landscape Service to maintain presence in area, retain existing depot meantime. Review scale of future provision on completion of new key depot at Turriff. Possible relocation to smaller facility at Industrial Estate.
Banff		
Existing facilities to be released on completion of new Roads, Landscape and Waste depot facility at Macduff.		
Tannery Street Depot - <i>Owned facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new depot facility at Macduff.	Services to relocate to new Macduff depot facility. Sign Shop provision currently under review with preferred locations for single Sign Shop to serve Aberdeenshire being either Turriff or Inverurie. Staffing – Employees to relocate to new depot at Macduff. Sign Shop staff to be consulted regarding location of single Sign Shop with preferred location being Turriff or Inverurie.
Inverboyndie Industrial Estate - <i>Owned facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new depot facility at Macduff.	Service to relocate to new Macduff depot facility. Staffing – Employees to relocate to new depot at Macduff.
Storage Area, Inverboyndie Industrial Estate - <i>Leased facility</i>	Release Phase 1 Release Autumn 2013	Early release of leased storage area, interim storage to be provided at Waste Transfer Station.
Boyndie Depot - <i>Internally leased facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new depot facility at Macduff.	Service to relocate to new Macduff depot facility. Staffing – Employees to relocate to new depot at Macduff.
Fraserburgh		
Park Street to be released to form part of Fraserburgh redevelopment project. Landscape, Property and Waste to collocate within new secondary depot facility with West Shore Industrial Estate and Maconochie Road currently under review. Adopt/implement mobile arrangements for delivery of housing repairs to enable release of site at Albert St along with provision of central/key depot in Mintlaw with secondary facilities at Macduff.		
Park Street Depot - <i>Owned facility</i>	Release Phase 1 Vacate Winter 2015 on completion of new secondary depot facility within Fraserburgh	Depot to be released to form part of Fraserburgh redevelopment project. Existing Services to relocate to redeveloped secondary depot facility within Fraserburgh. Staffing – Employees to relocate to new multi service secondary depot within Fraserburgh

Repair Workshop, Albert Street - Owned facility	Release Phase 1 Vacate Summer 2016 on completion of new key depot facility within Mintlaw	Housing to relocate to new key Housing depot at Mintlaw. Staffing – Service introducing mobile working arrangements. Depot/admin base for Housing Repairs for North Aberdeenshire to be Mintlaw with secondary facilities at Macduff. Welfare facilities to be available for Housing personnel at Fraserburgh secondary depot.
Units 2 + 3, West Shore Industrial Estate - Internally leased facility	Potential Retain and Redevelop Complete Winter 2013	Potential redevelopment of existing depot to establish secondary multi service depot. Staffing – Employees to be included within new multi service secondary depot within Fraserburgh.
Maconochie Road Depot - Owned facility	Potential Retain and Redevelop Complete Winter 2013	Property cleaning store relocated to enable facility to be redeveloped as expansion to Customer Contact Centre. Potential redevelopment of existing rear depot/yard space to establish secondary multi service depot albeit recommendation is for West Shore. Staffing – Employees to be included within new multi service secondary depot within Fraserburgh.
Macduff		
Existing vacant facilities at Mill Street to be released. Facilities at Manner Street to be released on completion of new key Housing depot facility at Mintlaw linked with implementation of mobile arrangements for service delivery. New depot facility to be developed to accommodate Housing, Roads, Landscape and Waste Teams. Existing Fleet repair workshop to be retained.		
Depot 10 Manner Street - Owned facility	Release Phase 1 Vacate Summer 2016 on completion of new key depot facility within Mintlaw and secondary facilities at Macduff.	Services to relocate to new key facility at Mintlaw with functions delivered locally by mobile teams. Staffing – Service introducing mobile working arrangements. Depot base for Housing Repairs for North Aberdeenshire to be Mintlaw with secondary facilities at Macduff.
Depot 6 Manner Street - Owned facility	Release Phase 1 Vacate Summer 2016 on completion of new key depot facility within Mintlaw and secondary facilities at Macduff.	Services to relocate to new key facility at Mintlaw with functions delivered locally by mobile teams. Staffing – Service introducing mobile working arrangements. Depot base for Housing Repairs for North Aberdeenshire to be Mintlaw with secondary facilities at Macduff.
Macduff Repair Depot, Old Gamrie Road - Owned facility	Retain	Existing Fleet repair workshop to be retained.
Mill Street Depot - Non operational facility	Release Phase 1 Release Autumn 2013	Surplus facility to be released.
8 Manner Street - Non operational facility	Release Phase 1 Vacate Summer 2016 along with adjoining Manner Street depot facilities.	Surplus facility to be released along with adjoining facilities at Manner Street on completion of new key facility at Mintlaw.
New Key Depot	Develop in Macduff area New facility to be completed Summer 2016	New key Roads and Waste depot to be established along with secondary facilities for Housing to accommodate teams from Banff, Boyndie, Inverboyndie and Macduff. To be completed Summer 2016
Portsoy		
Retain meantime, review feasibility of new ancillary facility for local Landscape teams at Loch of Soy/HWRC.		
Shorehead Portsoy - Owned facility	Retain meantime	Retain meantime, review feasibility of new ancillary facility for local Landscape teams at Loch of Soy/HWRC.

Buchan		
Mintlaw		
New key Housing depot serving North Aberdeenshire to be developed within Mintlaw along with provision of facility for local Waste teams. Landscape Services to relocate to existing facilities at Aden Country Park. On completion of new key depot and relocations, existing facility at South Street to be redeveloped to create HWRC supported by waste transfer facility at Kininmonth. Existing Fleet repair workshop to be retained.		
Repair Depot, Mintlaw Industrial Estate - <i>Owned facility</i>	Retain	Existing Fleet repair workshop to be retained..
Depot 54 South Street - <i>Owned facility</i>	Retain and Redevelop as HWRC New HWRC to be completed Spring 2017	Relocate Landscape Services to Aden Park, local Waste Services to relocate to new key Housing depot. Redevelop existing site to provide a HWRC. Staffing – <i>Employees to relocate to alternative facilities within Mintlaw</i>
Material Store, Mintlaw Industrial Estate - <i>Internally leased facility</i>	Retain	Retain
Kirkhill Waste Transfer Station, Kininmonth - <i>Owned facility</i>	Retain	Retain
Aden Country Park - <i>Owned facility</i>	Retain and Redevelop Complete Spring 2015	Retain and redevelop existing facilities to accommodate Landscape Services from South Street along with development of additional welfare facilities.
New Key Depot	Develop in Mintlaw area New facility to be completed Summer 2016	New key Housing depot with facilities for local waste teams to be established. To accommodate teams from Peterhead, Fraserburgh, Macduff and Mintlaw. To be completed Summer 2016
Peterhead		
Existing facilities at Ugie Street and storage area at North Street to be retained as secondary depot facilities for local Roads, Landscape and Waste Services. Existing vacant facilities at Clerkhill to be released. Facilities at Dales Industrial Estate to be released on completion of new key Housing depot at Mintlaw with secondary facilities at Macduff.		
Building Maintenance, Units 1 – 3 Dales Industrial Estate - <i>Internally leased facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new key depot facility within Mintlaw and secondary facilities at Macduff.	Housing to relocate to Mintlaw Industrial Estate on completion of new key Housing depot. Staffing – <i>Service introducing mobile working arrangements. Depot base for Housing Repairs for North Aberdeenshire to be Mintlaw with secondary facilities at Macduff. Welfare facilities to be available for Housing personnel at Peterhead secondary depot.</i>
Workshop Ugie Street - <i>Owned facility</i>	Retain	Retain existing facility as secondary depot for Roads, Landscape and Waste Services.
Clerkhill Farm Depot - <i>Non operational facility</i>	Release Phase 1 Release Autumn 2013	Surplus facility to be released.
North Street Depot - <i>Owned facility</i>	Retain	Retain existing facility as secondary storage area for local Roads Services.
Strichen		
Existing key Roads depot facilities to be retained to serve Central Buchan/Fraserburgh and Peterhead areas.		
Strichen Depot, High Street - <i>Owned facility</i>	Retain	Existing key depot to be retained.

Formartine		
Ellon		
Retain meantime as secondary depot for Roads and Landscape Services, investigate options relocate to new site out of town in longer term. Alternative uses for area previously occupied by HWRC to be considered in line with other strategies.		
Depot, Hospital Road - <i>Owned facility</i>	Retain meantime	Retain meantime as secondary depot for Roads and Landscape Services, investigate option to relocate to alternative site at Balmacassie in longer term. Alternative uses for area previously occupied by HWRC to be considered in line with other strategies.
Turriff		
Establish new secondary Roads Depot with capacity for local Waste Teams. Existing facilities at Markethill Industrial Estate and Crown Street to be released on completion of new depot at Turriff. Potential location for establishment of single Sign Shop to serve Aberdeenshire currently under review with alternative location at Inverurie also being considered.		
Markethill Depot, Markethill Industrial Estate - <i>Owned facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new multi service depot facility at Turriff.	Existing depot to be released on completion of new key depot facility at Turriff. Staffing – <i>Employees to relocate to new multi service depot facility within Turriff.</i>
Depot Crown Street - <i>Owned facility</i>	Release Phase 1 Vacate Summer 2016 on completion of new key Housing depot facility within Mintlaw and secondary/ancillary facilities at Macduff.	Existing depot to be released on completion of new key Housing depot facility at Mintlaw and multi service depot facility within Turriff. Staffing – <i>Local waste teams to relocate to new multi service depot facility within Turriff. Housing Service introducing mobile working arrangements. Depot/admin base for Housing Repairs for North Aberdeenshire to be Mintlaw with secondary/ancillary facilities for service provided within Macduff multi service depot facility.</i>
New Depot	Develop in Turriff area New facility to be completed Summer 2016	New secondary Roads depot to be established along with capacity for local waste teams, to accommodate teams from Turriff. To be completed Summer 2016
Garioch		
Insch		
No Operational depot provision (HWRC located at Market Square)		
65 Commerce Street - <i>Non operational facility</i>	Release Phase 1 Release Autumn 2013	Surplus facility to be released
Inverurie		
Develop new multi service key depot for Housing, Landscape, Roads and Waste Services. Existing facilities at Harlaw Drive and Harlaw Way to be released on completion of new key facility. Existing Waste depots at Souterford Road to be redeveloped as HWRC on completion of new key depot facility. Existing Fleet workshop to be retained as key facility for Central Aberdeenshire and co-ordinating hub for management of fleet/plant. Potential location for establishment of single Sign Shop to serve Aberdeenshire currently under review with alternative location at Turriff also being considered.		
Harlaw Repair Depot, Harlaw Road - <i>Owned facility</i>	Retain	Retain existing facility as key workshop serving Central Aberdeenshire.
Refuse Disposal Depot, Souterford Road - <i>Owned facility</i>	Retain and Redevelop as HWRC Following development of new multi service key depot within Inverurie. Complete Summer 2018	Existing facilities to be redeveloped as HWRC and associated bulk storage of recyclables on completion of new key multi service depot. Staffing – <i>Waste depot employees to relocate to new key multi service key depot within Inverurie</i>

Construction Depot, Harlaw Drive - <i>Owned facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Inverurie	Construction depot to be incorporated within new key multi service depot within Inverurie. Site forms part of joint venture development site. Pending timescale interim relocation may be necessary to facilitate release of site. Staffing – <i>Employees to relocate to new key multi service key depot within Inverurie</i>
Depot/Signshop Units 1 – 2 Harlaw Way - <i>Owned facility</i>	Release Phase 1 Vacate Winter 2017 on completion of new multi service key depot, including Sign Shop.	Existing depot to be released on completion of new key multi service depot at Inverurie. Provision currently under review with preferred locations for single Sign Shop to serve Aberdeenshire being either Turriff or Inverurie. Staffing – <i>Sign Shop staff to be consulted regarding location of single Sign Shop with preferred location being Turriff or Inverurie.</i>
DLO Depot, Harlaw Way - <i>Owned facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Inverurie	Existing depot to be released on completion of new key multi service depot at Inverurie. Staffing – <i>Employees to relocate to new key multi service key depot within Inverurie</i>
Housing Depot, Unit 3 Harlaw Way - <i>Internally leased facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Inverurie	Existing depot to be released on completion of new key multi service depot at Inverurie. Staffing – <i>Service introducing mobile working arrangements. Depot/admin base for Housing Repairs for Central Aberdeenshire to be Inverurie.</i>
New Key Depot	Develop in Inverurie area New facility to be completed Winter 2017	New multi service key depot to be established to accommodate services and teams from Inverurie and Kemnay. To be completed Winter 2017
Kemnay		
Existing facilities to be released on completion of new key multi service depot at Inverurie.		
Birley Bush Nursery and Depot - <i>Owned facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Inverurie	Existing facilities to be released on completion of new key multi service depot at Inverurie. Staffing – <i>Employees to relocate to new key multi service key depot within Inverurie</i>
Westhill		
Existing surplus depot at Laughmuir to be released. Existing facilities at Westdyke to be retained for local teams		
Depot, Westdyke Avenue, Elrick - <i>Owned facility</i>	Retain	Retain existing facility for local teams.
Depot, Lighthmuir, Skene - <i>Non operational facility</i>	Release Phase 1 Release Autumn 2013	Surplus facility to be released.
Kincardine and Mearns		
Laurencekirk		
Existing Roads depot to be redeveloped to form secondary depots for Roads, Landscape and Waste teams. Landscape depot to be released on completion of redeveloped facility.		
Roads Depot, Fordoun Road - <i>Owned facility</i>	Retain and Redevelop Complete Autumn 2015	Retain and redevelop existing to create secondary depot for Roads and Landscape Services along with facilities for local Waste teams.
Landscape Service Depot, Fordoun Road - <i>Owned facility</i>	Release Phase 1 Vacate Autumn 2015 on completion of redevelopment of secondary depot facility in Laurencekirk	Existing depot to be released on completion of new secondary depot. Staffing – <i>Employees to relocate to secondary depot within Laurencekirk</i>

Portlethen		
Existing depot facilities to be retained meantime with minor alterations/upgrade to enable additional use pending delivery of new key facilities at Stonehaven.		
Crossroads Depot, Schoolhill Road - <i>Owned facility</i>	Retain meantime and Redevelop Complete Autumn 2015	Existing depot facilities to be retained meantime with minor alterations/upgrade to enable additional use pending delivery of new key facilities at Stonehaven.
Stonehaven		
Develop new multi service key depot accommodating Fleet, Housing, Landscape, Roads and Waste Services. Existing facilities at Kirkton and Spurryhillock to be released on completion of new multi service key depot.		
Spurryhillock Repair Depot, Kirkton Road - <i>Owned facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Stonehaven	Existing depot to be released on completion of new key multi service depot at Stonehaven. Staffing – All services to relocate to new key multi service depot facility within Stonehaven. Key Fleet Depot/Workshop to cover South Aberdeenshire.
Kirkton Depot, Unit 21 - 22 Broomhill Road - <i>Owned facility</i>	Release Phase 2 Vacate Winter 2017 on completion of new multi service key depot in Stonehaven	Existing depot to be released on completion of new key multi service depot at Stonehaven. Staffing – Service introducing mobile working arrangements. Depot/admin base for Housing Repairs for South Aberdeenshire to be Stonehaven.
New Key Depot	Develop in Stonehaven area New facility to be completed Winter 2017	New multi service key depot to be established to accommodate services and teams from Stonehaven. To be completed Winter 2017
Marr		
Aboyne		
Existing Fleet repair workshop to be retained to serve West Aberdeenshire. New facilities to be developed on existing site for Roads and Waste Services.		
Craigwell Repair Depot - <i>Owned facility</i>	Retain and Redevelop Complete Autumn 2015	Existing Fleet repair workshop to be retained to serve West Aberdeenshire. New facilities to be developed on existing site for Roads and Waste Services.
Alford		
Existing depot to be retained and redeveloped to maintain secondary Roads depot and ancillary Waste facilities.		
Roads Depot, Alford - <i>Owned facility</i>	Retain and Redevelop Complete Autumn 2015	Existing depot to be retained and redeveloped to maintain secondary Roads depot and ancillary Waste facilities.
Ballater		
Existing depot at Ballater Bridge to be redeveloped to create ancillary Roads and Landscape depot. Existing depot at Braichlie Road to be released on completion of redevelopment of Ballater Bridge.		
Ballater Bridge Depot - <i>Owned facility</i>	Retain and Redevelop Complete Spring 2015	Existing depot at Ballater Bridge to be redeveloped to create ancillary Roads and Landscape depot.
Garage.Store, Braichlie Road - <i>Owned facility</i>	Release Phase 1 Vacate Spring 2015 on completion of ancillary depot in Ballater	Existing depot to be released on completion of redevelopment of Ballater Bridge. Staffing – Employees to relocate to ancillary depot within Ballater
Banchory		
Existing facilities at Silverbank to be retained as key Roads and Landscape depot, additional facilities to be provided at Crows Nest to create key Waste facility. Review Jackieshillock training centre.		
Silverbank Depot, North Deeside Road - <i>Owned facility</i>	Retain Waste to relocate Winter 2015	Existing depot to be retained as key Roads and Landscape depot. Waste to relocate to Crows Nest on completion of additional facilities. Staffing – Waste employees to relocate to waste facility in Banchory.

Crows Nest - Owned facility	Retain and Redevelop Complete Winter 2015	Additional welfare and other facilities to be provided to establish key Waste depot.
Jackieshillock Training Unit, Drumoak - Owned facility	Release	Assess as part of wider training facilities review, potential to release facility and deliver training requirements from existing/new depot facilities.
Bellabeg		
Retain single vehicle storage depot for winter maintenance purposes. Salt stored at Lonach Quarry.		
Depot, Bellabeg, Strathdon - Owned facility	Retain	Retain for winter maintenance purposes
Braemar		
Retain single vehicle storage depot for winter maintenance purposes. Salt stored at Lions Face Quarry.		
Depot, Castleton Place - Owned facility	Retain	Retain for winter maintenance purposes
Huntly		
Existing facilities at Steven Road to be retained. Depot at Depot Road to be redeveloped to create key Roads and Landscape depot to accommodate Roads Service from King Street. King Street depot to be released following redevelopment of Depot Road.		
Depot, Steven Road - Owned facility	Retain	Existing facilities to be retained for Waste teams
Depot, King Street - Owned facility	Release Phase 1 Vacate Spring 2015 on completion of new key Roads and landscape depot in Huntly	Roads to relocate to redeveloped facility at Depot Road. Staffing – Employees to relocate to redeveloped key depot within Huntly
Depot, Depot Road - Owned facility	Retain and Redevelop Complete Spring 2015	Existing depot to be redeveloped to create key Roads and Landscape depot.
Rhynie		
No operational depot provision.		
Depot, Bogie Bridge, Rhynie - Non operational facility	Release Phase 1 Release Autumn 2013	Surplus depot to be released, currently on short term lease.

**APPENDIX 3
DEPOT STRATEGY**

Area Committee Comments and Responses

Comment	Action/Response
<p>Banff and Buchan Area Committee – 7.05.13 (a) There should be retention of a Key depot in Fraserburgh.</p>	<p>Review of service delivery from all functions suggest that there is not a requirement for key depot within Fraserburgh, with existing facilities for Roads being delivered from Strichen, whilst key Waste is delivered from Kinmonth. The presence of these key facilities, in close proximity to Fraserburgh, result in the requirement for only existing local teams (Waste, Landscape, Housing and Building Cleaning) to be within the settlement.</p> <p>Housing are to introduce new methods of service delivery which enables services to be delivered from a reduced number of facilities, with Mintlaw proposed to serve North Aberdeenshire, including major settlements of Fraserburgh and Peterhead. These new methods of service delivery reduce the need for employees to return to a core Housing depot for work orders and materials, with orders being issued electronically and materials being delivered to local pick up point/store/depot or held within vehicles. Employees will also have option to either take vehicle home, as currently happens in a number of locations, or leave within alternative council facility closer to their home address. The provision of a key Housing facility within Fraserburgh will also impact upon preferred proposals for a new key Housing depot facility to be located within Mintlaw, along with having impact upon scale of provision for secondary depot facility at Fraserburgh. The Service has highlighted that, when new methods of service delivery are introduced, there is</p>

	<p>insufficient demand for two core Housing facilities within North East Aberdeenshire, with any increase on number currently proposed resulting in increased cost to the implementation of the strategy. Employees can also use welfare and rest facilities within depots outwith their “base” location/depot where these facilities are located closer to where work is being undertaken.</p>
<p>(b) There should be retention of a Key depot in Macduff.</p>	<p>Proposals contained within the strategy recommend the establishment of a key Roads & Landscape and Waste depot along with retention of existing key Fleet workshop. In keeping with the hub and spoke principle, the proposal is to create a secondary Housing facility at Macduff to support activities from a primary Housing Depot. Housing are to introduce new methods of service delivery which enables services to be delivered from a reduced number of facilities. These new methods of service delivery reduce the need for employees to return to Housing depot for work orders and materials, with orders being issued electronically and materials being delivered to local pick up point/store/depot or held within vehicles. Once introduced, there will be insufficient demand for a key Housing depot to be located within Macduff. An increase in the scale of provision currently proposed at Macduff will result in an increased cost in the implementation of the strategy.</p>
<p>(c) All depots should be upgraded or new depots should be built if the existing depots cannot be made fit for purpose.</p>	<p>Proposed strategy sets out investment required to establish new facilities, along with required upgrade of depots being retained to address matters of condition and suitability.</p>
<p>(d) No staff should be compelled to relocate.</p>	<p>Depot presence is being retained within key settlements. During consultations, to be undertaken as strategy is implemented, there will be the opportunity to look at local solutions where possible.</p>
<p>(e) No staff should be made redundant.</p>	<p>The purpose of the strategy is to review service provision and facilities required to deliver services. There is no</p>

	<p>proposal as part of this strategy to reduce employee numbers.</p>
<p>(f) There should be a clear link between this Strategy and the Regeneration strategy as, at present, these appear to conflict.</p>	<p>The strategy reviews existing facilities along with requirements for depots to support future service delivery, whilst also considering new methods of delivering services. The depot strategy highlights depots that are to be released which, in a number of locations, will enable wider redevelopment schemes within settlements to progress. The strategy does not take employment out of existing settlements, with teams delivering services from depots, serving the wider geographical area.</p>
<p>(g) Park Street Depot in Fraserburgh should be released to form part of the Fraserburgh redevelopment project.</p>	<p>Release of Park Street depot in Fraserburgh is proposed within the strategy with site being released to form part of wider Fraserburgh redevelopment project.</p>
<p>(h) Further information is required on the condition of the depots at Portsoy and Aberchirder</p>	<p>Local landscape depots at Aberchirder and Portsoy are to be retained in the short term, however it is proposed that these will be relocated to more suitable facilities within these settlements. Both Aberchirder and Portsoy depots have been assessed as being D (bad) condition and C (poor) suitability.</p>
<p>(i) Investment into the depot at Tarlair, Macduff, is welcomed.</p>	<p>New key Roads & Landscape and Waste depot is proposed at this location (including Waste transfer facilities) along with facilities for Housing.</p>
<p>(j) Assurance is sought that there will be timely and efficient redevelopments of vacated buildings to stop them becoming derelict.</p>	<p>Disposal will be in line with Disposal Strategy along with early involvement with Economic Development Agencies and Town Centre Partnerships where necessary. A number of sites currently form part of joint venture developments, regeneration schemes or are to be promoted for residential purposes (subject to Planning).</p>
<p>(k) Reassurance is sought that vans will not have to travel back to a central depot on numerous occasions for each job, and</p>	<p>Housing Repairs are to introduce new methods of service delivery which reduce the need for employees to return to core Housing depot for work orders and materials, with orders being issued electronically and orders being delivered</p>

		to local pick up point/store/depot or held within vehicles. Employees can also use welfare and rest facilities within depots outwith their "base" location/depot where these facilities are located closer to where work is being undertaken.
Buchan Area Committee – 14.05.13		
	Agreed to recommend to Policy and Resources Committee approval of the Depot Strategy as submitted	Noted.
Formartine Area Committee – 21.05.13		
	Services be careful to ensure there are no unintended consequences of changes to or reductions in depots. For instance when a previous rationalisation took place, road sweepers were unable to offload their sweepings at a local roads depot, as they had previously, and having to travel further to a main depot this led to a reduction in the overall sweeping undertaken.	The Depot Strategy has been developed between Property and all Services that operate from depots. The requirements of Services have been incorporated to ensure that new, or upgraded, depots support ongoing and future service delivery which includes requirements of governing bodies/agencies, ie Operators Licences, SEPA Licences etc.
	Request that plans for Ellon be brought forward as soon as practicable	Noted. Programme of implementation to be further developed which takes account of Services priorities and deliverability of projects. Ellon replacement to be further reviewed as part of this implantation plan.
Garioch Area Committee – 14.05.13		
	Officer to provide information to Councillors on:-	
	(1) the process to be undertaken for the disposal of Insch depot;	Facility formally declared surplus by service, with disposal being in line with approved Disposal Policy. Title is currently being reviewed to enable marketing to progress.
	(2) the tenure of the depots identified for release	Tenure of depots to be released included within Summary of Proposals.
Marr Area Committee – 7.05.13		
	(1) welcome and commend the strategy which has been extremely well carried out.	Noted.
	(2) concerned that there did not appear to be much recognition of the importance of river valleys as service areas.	Strategy proposes retention of facilities within most key settlements/strategic locations. Where service is to be

	<p>delivered from alternative settlement, consideration will be given to routes required to deliver service/access customers with any redesign of routes taking cognisance of all mitigating factors.</p> <p>Existing Aboyne Fleet workshop is being retained with additional accommodation being provided to replace facilities used by Roads and Waste.</p> <p>Noted.</p> <p>This depot is to remain as key Roads and Landscape depot serving Deeside.</p> <p>Welfare facilities will be reviewed and upgraded as part of the implantation of the strategy.</p> <p>Options for collaborative working/collocation with partner agencies will continue as implementation of the strategy progresses to enable any opportunities that become available to be explored. Discussions with partner agencies to date highlight that, currently, limited options exist.</p> <p>Welfare facilities are to be improved to enable Crows Nest facility to be used as Waste depot, creating capacity at Silverbank for Roads and Landscape.</p> <p>Additional traffic movement to be established along with any impact this may have on access road.</p> <p>Briefing sessions were undertaken within all settlements; feedback from employees was used to inform the Depot Strategy.</p> <p>Development appraisal to be undertaken to ascertain if this land is required for depot use.</p> <p>Regular briefing notes are to be produced for depot employees as implementation of strategy progresses. In addition, individual teams will be consulted and briefed as projects which directly affect them are being undertaken.</p> <p>Huntly will continue to be served from Housing depot based within Inverurie.</p>
(3) suggest that when redevelopment of the Aboyne Depot takes place, adequate space is maintained for vehicles.	
(4) commend the work that is carried out by the staff at the Aboyne Depot.	
(5) welcome the retention of Silverbank Depot, Banchory.	
(6) expressed concern at state of welfare facilities at Silverbank Depot, Banchory, and suggest investment be made to upgrade facilities.	
(7) sought reassurance that exploration of collaborative working would continue to be explored and that the opportunity to amalgamate another Service's depot would still be possible.	
(8) welcome the plans to retain and redevelop the Crows Nest waste facility.	
(9) highlighted the narrow width of the road leading to the Crows Nest and that this should be taken into account when redeveloping the facility.	
(10) welcome and commend the Service in engaging with staff and Unions and that their input into the process has been taken into account.	
(11) highlighted an area of ground allocated in the Local Development Plan for future expansion of the Aboyne Depot should it be required.	
(12) request that all depot employees are kept up-to-date as the strategy develops.	
(13) clarification sought on which depot will cover housing maintenance for Huntly.	

<p>(14) clarification sought on the mechanism used to distribute signs throughout Aberdeenshire from the two manufacturing workshops at Banff and Inverurie.</p>	<p>All internal sign orders are logged into the maintenance management system, CONFIRM. On completion of the signs, an email notification is sent to the person that placed the order. The area then arranges for collection of the signs and for their erection. This is done internally by our own transport and arranged to fit in with other journeys as far as possible.</p>
<p>Kincardine and Mearns Area Committee – 21.05.13</p>	
<p>The Committee agreed to:</p>	
<p>(1) Adoption of the rationalisation of the depot portfolio from 55 facilities to 37 over the next four years linked with the provision of replacement facilities at Macduff, Turriff and Mintlaw.</p>	<p>Noted.</p>
<p>(2) Further rationalisation of the depot portfolio from 37 to 32 from year 4 onwards associated with the provision of replacement facilities at Inverurie and Stonehaven.</p>	<p>Noted.</p>
<p>(3) Forward the following comments to the Policy and Resources Committee for their consideration:</p>	
<p>(a) A new key depot for Stonehaven would require a new site therefore freeing up the current sites at Spurryhillock and Kirkton. In this regard, the appropriate Council Service or agency should be advised of the potential development of these sites giving consideration to:</p> <ul style="list-style-type: none"> o A Supermarket, as agreed in the Local Development Plan, o Car Parking for the Railway Station, and o Council Housing. 	<p>Disposal of sites will be in line with Disposal Strategy and include, where necessary, involvement with Economic Development Agencies and Town Centre Partnerships. Disposal of sites will be based upon review of all potential uses, to either maximise capital receipt, or to address specific needs within settlements.</p>
<p>(b) A new key depot in Stonehaven could be advanced more quickly than the proposed 2017.</p>	<p>Timescale for delivery is dependant upon site acquisition and statutory consents. Proposed date of 2017 has taken cognisance of these factors.</p>
<p>(4) Instruct officers to clarify progress regarding the proposed HWRC facilities at Portlethen as they are omitted from the report.</p>	<p>Site at Badentoy has been identified and agreed with developers, with formal acquisition ongoing. Design teams are to commence development of scheme along with service.</p>

