

CAPITAL INVESTMENT PROPOSALS

Ref No	Responsible Service Director	Description of Proposal	Total Project Investment 2022/23 onwards	Total Anticipated Funding from Grants or Other Contributions	Proposed Investment in 2022/23	Proposed Investment in 2023/24	Proposed Investment in 2024/25	Proposed Investment in 2025/26	Proposed Investment in 2026/27	Proposed Investment 2027 - 2032	Anticipated Impact of Proposal (on Public/ Customers/ Staff/ Members/ Reputation/Revenue Budget etc.)
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Asset Management and Investment											
NCP1	Service Director - Commercialisation	Former Public Convenience on Portmill Lane, Hitchin	25	-	25	0	0	0	0	0	<p>Officers have been investigating this capital project with an aim to undertake work in 2022/23, however, due to the recent developments of Churchgate and the sale of the Leasehold, the project will not commence until the sale has concluded and the Council fully understand the wider impact.</p> <p>The former public convenience building is currently not lettable due to its poor condition and low Energy Performance Certificate (EPC) Rating of G. To return the property to a basic but lettable standard, the building needs to be made wind and watertight and the existing sanitary ware needs stripping out. By achieving a letting, NHDC would remove itself of annual holding costs in region of £2,600 and potentially stand to achieve an estimated initial rental income of circa £2,700 per annum. NHDC will not be able to lease the building until the work is completed. Revenue impact detailed in corresponding efficiency proposal.</p>
NCP2	Service Director - Commercialisation	Riverside walkway, Biggin Lane Hitchin	53	30	53	0	0	0	0	0	<p>Officers have been investigating this capital project with an aim to undertake work in 2022/23, however, due to the recent developments of Churchgate and the sale of the Leasehold the project will not commence until the sale has concluded and the Council fully understand the wider impact.</p> <p>The construction of a riverside walkway to provide a vital link between Biggin Lane Car Park and Hitchin Town Centre. Subject to planning permission being secured, Section 106 grant funding has been ringfenced for the construction of the pathway and associated infrastructure (fencing & gating for example). The creation of the walkway will also require the relocation of the compactor machine at the car park, the relining of the area of car park where the machine currently stands, and erection of fencing around the relocated compactor. While there are no direct revenue consequences, the new walkway will help regenerate an under-used area of Hitchin by connecting the car park with town centre shops and businesses.</p>
NCP3	Service Director - Commercialisation	Charnwood House, Paynes Park, Hitchin	TBC	-	TBC	0	0	0	0	0	<p>For the modifications and fit out to bring the building up to modern lettable condition. The actual total cost will depend on the exact plans for the building and a detailed current condition survey, which will be subject to an options appraisal. The Council should also expect a contribution from the group taking on the lease. Anticipated revenue impact is detailed in the corresponding revenue efficiency proposal.</p>
ECP1	Service Director - Commercialisation	Acquisition of Property Investments	-	-	0	0	0	0	0	0	<p>Acquisition of property and investments in line with the Commercial Strategy and the Property Investment Strategy to seek revenue and/or capital returns and growth for NHDC.</p> <p>The £4m capital allocations in each of the next three financial years will be removed. Removal of significant capital commitments will broaden treasury investment options which are now being limited by a capital provision that may not actually be spent. The limited opportunities are as a result of general economic conditions and restrictions on scope of investments from borrowing and professional regulations. Investments can still be progressed with Council approval, and will require an update to the treasury investment strategy.</p>

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ECP2	Service Director - Commercialisation	Council property improvements following condition surveys	537	-	537	-	-	0	0	0	Condition surveys have been carried out on a substantial number of the Authority's premises (substantially consists of Community Centres and Pavilions). This bid relates to 29 of those premises which are not currently subject to separate plans or review. The surveys have identified necessary works within priority bands required to ensure the continued use of the premises and to maintain premises in a reasonable condition. Enhancement works of this nature will reduce reliance on reactive maintenance repairs. The level of 'backlog' maintenance is also proposed as a national performance indicator by Central Government. An amount of £150k was approved to undertake the urgent works in 2014/15, based upon surveys carried out to date. In following years a full 5 year programme will be applied, based upon completed condition surveys or the whole estate. this is complementary to the Community Halls strategy (CHS), although covers a larger number of properties than those subject to CHS, i.e., it puts in place funds to allow works to be done that may assist in progressing that strategy (e.g. full repairing/partial repair leases). To help ensure that this project is delivered in the timeframe estimated within the Capital Programme, the investment was allotted over three years with an annual capital allocation of £255k from 2019/20.
Sub-Total: Asset Management and Investment			615	30	615	-	-	-	-	-	
Corporate Items											
NCP4	Service Director - Resources	Service Director - Resources	TBC	-	TBC	0	0	0	0	0	The Council's cars, which were each procured via three-year lease contracts respectively, have to date been classified for accounting purposes as operating leases, with associated lease payments simply charged as a revenue expense. Under the new accounting standard IFRS 16: Leases, effective from April 2022, these leases will have to be recorded on the Council's balance sheet as right-of-use assets with a corresponding lease liability (representing the present value of future lease payments). Details of the existing lease agreements are currently being collated and the value to be capitalised will be updated in due course.
Sub-Total: Corporate Items			-	-	-	-	-	-	-	-	
Grants to Third Parties											
ECP3	Service Director - Regulatory	Private Sector Grants	540	-	60	60	60	60	60	240	HRAGs are a discretionary form of assistance specifically designed to provide practical help through a grant for small-scale works. This grant provides cash limited assistance up to £5K within any three-year period, for minor works for owner / occupiers and private tenants who meet certain criteria. HRAG funding is also used to support the Warm Homes Fund project where homes without central heating are provided with gas central heating. HRAGs are means tested and help to eradicate CAT1 Hazards, such as excess cold. In February 2015 Council approved an increase in the level of funding from £35k to £60k per annum for 2015/16 and future years.
ECP4	Service Director - Regulatory	John Barker Place, Hitchin	1,096	270	1,096	0	0	0	0	0	Cabinet agreed to the commitment to the John Barker Place regeneration scheme in January 2013, subject to the availability of funds. The capital resource required is now earmarked in 2022/23, in line with the scheme timetable.
Sub-Total: Grants to Third Parties			1,636	270	1,156	60	60	60	60	240	

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Green Space Developments											
NCP5	Service Director - Place	Grounds Maintenance Vehicles	TBC	-	TBC	0	0	0	0	0	The incorporation of the accounting standard IFRS 16: Leases in the accounting code, effective from April 2022, will mean that the vehicles used to deliver the Council's greenspace maintenance contract will be considered for accounting purposes to have transferred to the Council under a lease arrangement, with the vehicles therefore recorded on the Council's balance sheet at the end of 2022/23. The change will not affect the cash value of the payments made annually to the contractor under the service contract. Officers are currently liaising with the contractor to establish the details of the relevant vehicles in use and the capital value will be updated in due course.
NCP6	Service Director - Place	Town Centre Parks Play Provision	15	-	15	0	0	0	0	0	Expand play provision in Priory Memorial Gardens, Avenue Park, Howard Gardens and Bancroft by introducing table tennis tables. The introduction of table tennis tables would not increase the existing maintenance costs of the parks in which they are located.
ECP5	Service Director - Place	Playground Renovation District Wide	1,620	-	180	180	180	180	180	720	Moving forward from the previous policy to renovate a single play area annually to undertake a program of undertaking two locations each year. This ensures that each play area is renovated on an 18 year cycle, which still far exceeds manufacturer lifespan guidelines.
Sub-Total: Green Space Developments			1,635	-	195	180	180	180	180	720	
Green Space Developments - Baldock											
NCP7	Service Director - Place	Avenue Park Floodlights	30	-	30	0	0	0	0	0	Replace old halogen floodlights with LED units to provide energy savings and to ensure a more reliable provision of lighting for the hirers of the facility at Avenue Park Baldock.
ECP8	Service Director - Place	Weston Hills LNR Footpath Renovation	20	-	20	0	0	0	0	0	Many of the footpaths around the site are of an informal nature and are not currently compliant with disability access requirements. In order to minimise erosion of the existing footpath network the surfacing needs updating and renovating.
ECP9	Service Director - Place	Ivel Springs Footpaths	10	-	10	0	0	0	0	0	To renovate the footpath around the common on a rotating program of works as per the Greenspace action plan for the site.
ECP10	Service Director - Place	Avenue Park Splash Pad	70	-	0	70	0	0	0	0	To replace the existing mains fed system with a recirculating system as found at our other splashpads. This will reduce water usage and help maintain good levels of water quality. This will also reduce the problem of algae on the surfacing.
Sub-Total: Green Space Developments - Baldock			130	-	60	70	-	-	-	-	
Green Space Developments - Hitchin											

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NCP8	Service Director - Place	Oughtonhead Common Signage and Interpretation	10	-	10	0	0	0	0	0	Replacement of existing signage and interpretation on site that is now out of date.
NCP9	Service Director - Place	Renovate skate park at KGV Hitchin	250	-	0	250	0	0	0	0	The existing equipment on site is now worn out and in need of replacement. Additionally there is a significant local interest in improving the existing facility for future generations.
ECP11	Service Director - Place	Walsworth Common Pavilion - contribution to scheme	300	287	0	300	0	0	0	0	This project was originally listed as a project for 2016/17 in the Council's adopted Green Space Management Strategy 2014 - 2019. The project was slipped into 2017/18 pending the outcome of the Green Space Strategy review. In the review, the pavilion was identified as being beyond economic repair and the project was earmarked for 2020/21 in the Council's adopted Green Space Management Strategy 2017 - 2021. The project, which is dependent on securing section 106 contributions and/or external grants, has now been deferred to 2023/24.
ECP12	Service Director - Place	Ransoms Rec Footpaths, Gates and Railing	30	-	10	20	0	0	0	0	Many of the footpaths are degrading and becoming uneven and would be greatly enhanced if the footpaths were brought up to a uniform standard throughout the site. The formal gates and railings off Nightingale Road are in need of investment to ensure they remain safe, fit for purpose and of an appropriate standard for the location.
ECP13	Service Director - Place	Bancroft Lighting	45	-	0	45	0	0	0	0	To remove the existing out of date and potentially dangerous lighting around the gardens and replace with new items. This would significantly improve personal safety of the public.
ECP14	Service Director - Place	Oughtonhead Common Footpaths	20	-	0	20	0	0	0	0	To renovate the footpath around the common on a rotating program of works as per the Greenspace action plan for the site.
ECP15	Service Director - Place	St Johns Cemetery Footpath	40	-	0	0	40	0	0	0	Previous investment options were removed from the Greenspace Strategy and the identified works have not been delivered. Planning for the renewal of the Greenspace Management Strategy in 2021. Many of the footpaths are degrading and becoming uneven. As many of the visitors to the cemetery are elderly this poses a significant risk. Additionally the aesthetic appearance of the cemetery would be greatly enhanced if the footpaths were brought up to a uniform standard throughout the site. Due to other priorities and limited staffing resources this is planned for 2024/25. In the meantime urgent repairs will be completed on an adhoc urgency basis.
ECP16	Service Director - Place	Bancroft and Priory Splash Pads	35	-	0	0	35	0	0	0	These two systems were introduced 4 years ago and use the same systems to maintain water quality. Over time the systems wear and require replacement of the filter media and uv systems to ensure that they remain effective.
Sub-Total: Green Space Developments - Hitchin			730	287	20	635	75	-	-	-	
Green Space Developments - Letchworth											

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NCP10	Service Director - Place	Replacement of the timber access bridge at Norton Common	75	-	75	0	0	0	0	0	Condition survey undertaken has identified that replacement of the timber bridge at Norton Common is required. While primarily a foot bridge, it is also used for occasional vehicles to services works in the small marsh area. The small marsh is a county wide rare habitat and access will be required into the future to ensure appropriate maintenance can be undertaken. The proposal is to replace the timber bridge with a bridge made from galvanised steel, as recently built at Walsworth Common, which has the comparative benefits of requiring less maintenance and a longer useful life.
ECP17	Service Director - Place	Howard Gardens Splashpad	35	-	35	0	0	0	0	0	The facilities at Howard Gardens are now over 10 years old since the site was renovated with support of a HLF Grant. The equipment in the plant room is now well worn and is in need of renewal.
ECP18	Service Director - Place	Wilbury Hills Cemetery Footpaths	50	-	0	10	10	0	30	0	Due to high volumes of visitors the existing footpath network through the site are wearing out this program will support an investment program over a period of time to maintain current standards.
ECP19	Service Director - Place	Norton Common Footpaths	10	-	0	10	0	0	0	0	To renovate areas of footpath around the common on a rotating program of works as per the Greenspace action plan for the site.
Sub-Total: Green Space Developments - Letchworth			170	-	110	20	10	-	30	-	
Green Space Developments - Royston											
ECP20	Service Director - Place	Newmarket Road Royston Skatepark and Access	90	-	0	90	0	0	0	0	Following the success of the new facility at Norton Common the existing item at Newmarket Road is in need of renovation and updating. At the same time, now that the site is becoming more popular, access into the site requires improvement and formalising. The Service Manager for Greenspace will investigate options to fund this project from existing or future S106 contributions.
Sub-Total: Green Space Developments - Royston			90	-	-	90	-	-	-	-	
IT Schemes:											
ECP21	Service Director - Customers	Microsoft Enterprise Software Assurance	2,043	-	617	0	0	679	0	747	It is essential NHDC has the correct Microsoft Licences to ensure the Council does not fall foul of F.A.S.T (Fraud Against Software Threat) regulations. When the current three-year contract expires at the end of March 2022, it is proposed to upgrade the MS licences from the MSEA E3 in use currently to the newest version, which is the cloud-based MSEA E5. E5 provides additional features that will enable us to reduce ongoing revenue costs, for items such as Citrix and cyber security software. It also includes the upgrade to the Windows 11 operating system. Soft market testing shows that the costs of licences (both E3 and E5) have increased since 2018 when the E3 licences were procured.

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ECP22	Service Director - Customers	Tablets - Android Devices	75	-	15	10	10	10	10	20	As part of the IT Strategy and supporting the channel migration programme, the tablets are required to continue the roll-out to identified officers who would benefit from having mobile devices to be more efficient and productive. It is becoming increasingly important for those staff who are mobile working that they have the correct tools to view emails and documents whilst on the move. The tablets also facilitate paperless Committee Meetings. With the provision of laptops to all officers, the reduction in the number of staff requiring tablets has reduced the estimated capital resource required for tablets in the coming years. The original total of £120k over the next ten years is proposed to reduce to £75k.
ECP23	Service Director - Customers	Data Switch Upgrade	74	-	15	0	18	0	18	23	The main data switch within the IT Server estate is a critical piece of hardware that connects the data packets moving between the Network Servers, Data Storage and the fibre infrastructure. It is critical to ensure that these are updated regularly.
ECP24	Service Director - Customers	Additional Data Backup Storage	33	-	15	0	18	0	0	0	As the amount of data being stored is increasing annually, there is a need to ensure we keep adding additional storage to cope with the demands of the back-up storage.
ECP25	Service Director - Customers	Security - Firewalls	66	-	14	0	16	0	18	18	Firewalls are one of the most important pieces of hardware between the NHDC Network and the outside world and it is this equipment that stops cyber attacks from penetrating NHDC systems and data. There is a need to ensure this hardware is kept as current and up to date as possible to ensure the Council's networks and data are kept secure.
ECP26	Service Director - Customers	Additional Storage	13	-	13	0	0	0	0	0	As part of the day to day collection and storage of data within the Information@Works (I@W) which is the Corporate Document Management solution, the amount of data that is being scanned and captured via the Doc's on-line contract provided by Northgate is increasing by the day. There has been a huge push over the past year to work towards enabling every department to have access to I@W as this compliments Home Working.
ECP27	Service Director - Customers	Alternative to safeword tokens for staff/members working remotely	30	-	5	0	3	0	3	19	The technology has changed considerably since we first starting using the Safeword Tokens 7-8 years ago. With the changes in personal technology such as Smart/IOS Phones there are now products on the market that are PSN approved for getting Access Keys delivered for 2 Layer Authentication such as Texts or App's on Smart Phones etc. This enables Members, Staff and Support Agencies to gain access to the remote login site from anywhere with no need to have a physical hardware device to hand. The move across to Microsoft Cloud has allowed IT to enhance security and passwords by moving to MS Authenticator. This means there is a reduced amount of physical tokens required going forward. Requested resource over the next ten years has therefore reduced from a total of £63k to £30k.
ECP28	Service Director - Customers	PC Refresh Programme	69	-	8	7	13	7	8	26	PC's identified as having reached their end of useful life as part of the annual refresh programme. The assets have been used well past their original end of life because of the introduction of the Citrix thin client technology.

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ECP29	Service Director - Customers	Laptops - Refresh Programme	334	-	15	10	15	294	0	0	As part of the Business Transformation changes, the strategy going forward will be for all officers to have a laptop instead of a PC that will be used for both Home Working and Office use. The proposal is now for all Officer laptop purchases, which had previously been across 2 budget lines. Profile of spend amended in line with the assumption that laptops purchased in the current year will remain in operation for five years (previously estimated to have a useful life of three years).
ECP30	Service Director - Customers	Member Laptops - Refresh Programme	90	-	0	30	0	0	30	30	Laptops were purchased for Council Members in 2020 to support the new ways of working during the pandemic. Periodic replacement will ensure that the equipment is fit for purpose and that the software is compliant with PSN regulations.
ECP31	Service Director - Customers	DR Hardware Refresh Inc UPS Battery Pk (Unit 3)	55	-	0	0	0	55	0	0	Hardware upgrade within the Disaster Recovery centre at Unit 3, as part of the hardware refresh programme. This includes the Servers, Switches and UPS at the DR Centre at Unit 3.
ECP32	Service Director - Customers	Back-up 40 KVA Generator (DCO)	25	-	0	25	0	0	0	0	As part of Business Continuity and improving services, the authority purchased a Diesel Generator in 2015/16. The proposed investment in 2023/24 is for the renewal of this hardware.Expected to be with a non-diesel alternative.
ECP33	Service Director - Customers	CCTV at DCO & Hitchin Town Hall	5	-	5	0	0	0	0	0	Replace the existing CCTV Controllers with newer, faster technology including more disc space to capture enhanced images. The cameras will remain. The requested allocation is for installation of CCTV to cover bar facilities, roof area and the balcony at Hitchin Town Hall.
ECP34	Service Director - Customers	40 KVA UPS Device or Battery Replacement	42	-	0	12	0	14	0	16	The operation life of the batteries within the UPS Systems is 3 years and they need to be replaced periodically. The authority has got 3 40 KVA UPS Systems which have varying battery sizes installed.
ECP35	Service Director - Customers	Replacement SAN	115	-	0	0	115	0	0	0	The Storage Area Network (SAN) is used to compliment the data storage and backups across the infrastructure estate. These are a critical element of the data infrastructure network as they also move the data traffic around the servers. The authority replaced the current SAN in 2015/16 and the life of this hardware is 5 years.
ECP36	Service Director - Customers	Dell Servers	145	-	0	0	70	0	0	75	In 2015/16 the authority upgraded the Server Estate with 10 Physical high level Dell Servers which have 179 virtual servers running within them. The hardware has a 5 year shelf life before being unsupported.
ECP38	Service Director - Customers	New Blade Enclosure	92	-	0	0	40	0	0	52	The Blades are an integral part of the Servers and go hand in hand. These formed part of the hardware refresh programme in 2015/16 and have a shelf life of 5 years.

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ECP39	Service Director - Customers	Core Backbone Switch	75	-	0	0	35	0	0	40	Dual processor switch, which links the virtual servers to the SAN.
ECP40	Service Director - Customers	Cabinet Switches - 4 Floors	36	-	0	0	18	0	0	18	This hardware connects each floor across the DCO to each other and back to the IT Data Centre on the ground floor. This hardware is the essential piece of kit that routes the traffic from desktops to the data servers and hence keeping this technology up to date and modern is essential to ensure data speeds are maintained.
ECP41	Service Director - Customers	WiFi Upgrade	40	-	0	0	0	40	0	0	WiFi upgrade within District Council Offices, Hitchin Town Hall/ North Hertfordshire Museum and Buntingford Depot. As part of the ongoing Transformation programme, the upgrade will ensure staff and Members will have full Internet access via their laptops when operating from these Council buildings.
Sub-Total: IT			3,457	-	722	94	371	1,099	87	1,084	
Leisure Related Proposals											
NCP11	Service Director - Place	Environmental Improvements	115	-	115	0	0	0	0	0	Various works required to deliver the environmental enhancements highlighted within the North Herts Greenhouse Gas Reduction Report to reduce energy consumption and carbon emissions at the three main Council leisure facilities. Works include the installation of Variable Speed Drives at Hitchin Swim Centre (HSC) and North Herts Leisure Centre (NHLC) and a Variable Frequency Drive at NHLC to control the frequency of electrical power supplied to pumps or fans; replacement of Air Handling Units Fans with direct drive Electrically Commutated fans at Royston Leisure Centre; cavity wall insulation at NHLC and HSC; the review and update of the Building Management Systems across all sites; insulation to pipework across all sites and burner optimisation to reduce fuel use at all sites. The financial saving from the reduction in energy consumption is expected to accrue to the Council, rather than the Leisure contractor, but the saving may not be realised until after the management contract(s) is re-tendered and a new contract is awarded.
ECP42	Service Director - Place	Leisure Condition Survey Enhancements	80	-	0	80	0	0	0	0	A physical condition survey was carried out at all four leisure facilities in 2018. This funding is to deliver the remainder of the works that are needed from that survey.
Sub-Total: Leisure			195	-	115	80	-	-	-	-	
Leisure - Hitchin Swim Centre											
NCP12	Service Director - Place	Solar PV installation at Hitchin Swim Centre	115	-	0	115	0	0	0	0	The installation of solar arrays at the leisure facility would provide significant environmental benefits. Consideration to be given to any Government funding that can contribute toward the capital cost. The resulting saving in ongoing energy costs will accrue to the Council, rather than the Leisure contractor, but this saving may not be realised until after the management contract is re-tendered and a new contract is awarded.
ECP43	Service Director - Place	Hitchin Swim Centre Reception Toilet Refurbishment	30	-	0	30	0	0	0	0	To ensure customer satisfaction is maintained, a project to fully refurbish the male, female and disabled toilets in the reception area is proposed. The current condition of the reception toilets is considered acceptable. It is therefore proposed to defer the investment from 2022/23 to 2023/24.

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ECP44	Service Director - Place	Hitchin Swim Centre Outdoor Pool Boiler Replacement	40	-	0	40	0	0	0	0	Hitchin outdoor pool is currently operating with one boiler due to an irreparable fault with the second boiler. A replacement of the redundant boilers is proposed to ensure the facility remains operational.
ECP45	Service Director - Place	HSC: Boiler Replacement	200	-	0	0	200	0	0	0	Boilers are 15+ years old and are at the end of their economic lifespan. While repair works are carried out on a regular basis there is a risk that, if they are not replaced, they may fail which could result in pool closure.
ECP46	Service Director - Place	HSC: Archers Member Change and Relaxation Area Refurbishment	300	-	0	0	0	300	0	0	Refurbishment of the changing rooms and relaxation areas at Archers Health and Fitness Club to ensure customer satisfaction is maintained.
ECP47	Service Director - Place	HSC: Change Village Refurbishment	225	-	0	0	0	0	225	0	Full refurbishment of the change village, which has not been refurbished since 2005.
ECP48	Service Director - Place	HSC: Fitness Equipment Replacement	300	-	0	0	0	0	300	0	Replacement of the cardio and resistance fitness equipment to maintain membership levels and ensure customer satisfaction.
ECP49	Service Director - Place	HSC: Fitness Facility Refurbishment	50	-	0	0	0	0	50	0	Refurbishment of the gym area in preparation for the new cardio and resistance fitness equipment
ECP50	Service Director - Place	HSC: Outdoor Pool Cover Replacement	30	-	0	0	0	0	30	0	The outdoor pool covers are over 20 years old and require replacement to ensure they remain efficient at reducing energy consumption and costs.
Sub-Total: Leisure - Hitchin Swim Centre			1,290	-	-	185	200	300	605	-	
Leisure - Letchworth											
NCP13	Service Director - Place	Solar PV installation at North Herts Leisure Centre	260	-	0	260	0	0	0	0	The installation of solar arrays at the leisure facility would provide significant environmental benefits. Consideration to be given to any Government funding that can contribute toward the capital cost. The resulting saving in ongoing energy costs will accrue to the Council, rather than the Leisure contractor, but this saving may not be realised until after the management contract is re-tendered and a new contract is awarded.

CAPITAL INVESTMENT PROPOSALS

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			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ECP51	Service Director - Place	NHLC Boiler Replacement	200	-	0	200	0	0	0	0	<p>The two boilers are 15+ years old and are at the end of their economic lifespan. Repair works are carried out on a regular basis, however there is a high risk if they are not replaced they may fail which could result in a closure. The installation of a Combined Heat Power (CHP) unit in 2020 has however reduced pressure on the boilers. Officers have since reviewed the Capital replacement project on an annual basis.</p> <p>Due to the pandemic, the demand on the boilers has been low, while the recently installed new CHP (Combined heat and power unit) continues to reduce pressure on the boilers. Some general maintenance repair works have been required however a full replacement project can be reviewed again next year. The investment planned for 2022/23 is therefore now earmarked in 2023/24.</p>
ECP52	Service Director - Place	NHLC Dryside Changing Area	100	-	0	100	0	0	0	0	<p>To ensure customer satisfaction is maintained a project to fully refurbish the male, female and disabled dry side changing areas is proposed.</p> <p>Trend in recent years has been a significant reduction in the demand for dry side change facilities. Consideration will therefore be given to an alternative use of this area if this trend continues. On this basis, it is recommended to defer existing allocation in 2022/23 to 2023/24.</p>
ECP54	Service Director - Place	NHLC: Sauna Steam Refurbishment	250	-	0	250	0	0	0	0	<p>The steam and sauna area was last refurbished in 2006. To ensure customer satisfaction is maintained a proposal to fully refurbish the area is proposed.</p>
ECP55	Service Director - Place	Letchworth Outdoor Pool Boiler Replacement	40	-	0	40	0	0	0	0	<p>Letchworth outdoor pool is currently operating with one boiler due to an irreparable fault with the second boiler. A replacement of the redundant boilers is proposed to ensure the facility remains operational.</p>
ECP56	Service Director - Place	NHLC: Interactive Water Feature	120	-	0	0	0	0	0	120	<p>Investment proposal earmarked for 2027/28. To ensure continued improvements and customer satisfaction within our leisure facilities, a project to transform the small pool into a highly interactive water play area for children of all age and ability groups is proposed. The proposed features for this area allow children to explore and discover their watery environment, and teaches them how to manipulate the flow of water through channels and interactive jets.</p>
ECP57	Service Director - Place	NHLC: Pool Flume Replacement	150	-	0	0	0	0	0	150	<p>Investment proposal earmarked for 2028/29. The pool flume was installed in 1992 and due to its age a proposal to replace the flume with a newer model is proposed. This will ensure continued customer satisfaction for users of the leisure pool.</p>
Sub-Total: Leisure - Letchworth			1,120	-	-	850	-	-	-	270	

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			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Leisure - Royston Leisure Centre											
NCP14	Service Director - Place	Solar PV installation at Royston Leisure Centre	185	-	0	185	0	0	0	0	The installation of solar arrays at the leisure facility would provide significant environmental benefits. Consideration to be given to any Government funding that can contribute toward the capital cost. The resulting saving in ongoing energy costs will accrue to the Council, rather than the Leisure contractor, but this saving may not be realised until after the management contract is re-tendered and a new contract is awarded.
ECP58	Service Director - Place	Royston Leisure Centre extension	1,000	170	0	1,000	0	0	0	0	To extend the front of the Royston Leisure Centre. This will provide a new multi functional room and increase the size of the fitness room. The gym membership at Royston Leisure Centre is close to capacity and a recent latent demand survey demonstrated there is a demand to increase the size of this facility. By undertaking the capital work the Council will renegotiate the Leisure Management contract and SLL would increase their management fee to the Council. With operations at the leisure centre continuing to recover from the pandemic, it is proposed that this development project is deferred from 2022/23 to 2023/24, when the situation can be reviewed again. Consideration needs to be given to the next contract change during 2024.
ECP59	Service Director - Place	Royston Leisure Centre Changing Village Refurbishment	225	-	0	225	0	0	0	0	The change village is over 17 years old and has not been refurbished since opening in 2005. A full refurbishment of the change village is proposed to ensure customer satisfaction is maintained. The current condition of the Changing Village is considered acceptable. It is therefore proposed to defer the investment from 2022/23 to 2023/24.
ECP60	Service Director - Place	Royston Leisure Centre Dry Side Toilet Refurbishment	30	-	0	0	0	30	0	0	To ensure customer satisfaction is maintained a project to fully refurbish the male, female and disabled dry side toilet areas is proposed. The current condition of the dry side toilets is considered acceptable. It is therefore proposed to defer the investment from 2022/23 to 2025/26 .
ECP61	Service Director - Place	RLC: Members Change Refurbishment	150	-	0	0	150	0	0	0	The members changing room is over 17 years old and has not refurbished since opening in 2005. To ensure customer satisfaction is maintained a proposal to fully refurbish the male, female and disabled areas is proposed.
ECP62	Service Director - Place	RLC: Fitness Equipment Replacement	150	-	0	0	0	0	150	0	Replacement of the cardio and resistance fitness equipment to maintain membership levels and customer satisfaction.
ECP63	Service Director - Place	RLC: Fitness Facility Refurbishment	50	-	0	0	0	0	50	0	Refurbishment of the gym area in preparation for new cardio and resistance fitness equipment.
ECP64	Service Director - Place	RLC: Boiler Replacement	100	-	0	0	0	0	0	100	Investment earmarked in 2027/28. Boilers will be 20+ years old and will be at the end of their economic lifespan. Repair works are carried out on a regular basis, however there is a high risk that, if they are not replaced, they may fail which could result in a closure.
Sub-Total: Leisure - Royston Leisure Centre			1,890	170	-	1,410	150	30	200	100	

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			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Museum and Arts Development											
NCP15	Service Director - Commercialisation	Museum and Commercial Storage Facility at Burymead Hitchin	4,000	-	2,000	2,000	0	0	0	0	The Museum Store in Burymead is no longer fit for purpose. Objects from the collection are being held in make shift storage units, garages and dilapidated structures which are increasingly posing a health and safety risk to our staff. This project will involve relocating parts of the museum collection whilst the previously mentioned storage units are levelled and a new purpose built storage unit is built on the site. The storage unit will comprise of space saving roller racking, climate controlled spaces for fragile items of the collection and a small amount of office space for museum staff to utilise when on site. This office space could also be used under supervision to assist with third party research such as students or historians. The completion of this work would see the former Hitchin Museum and Letchworth Museum sites be completely cleared of museum storage. This new Capital request replaces the existing £1.2million capital allocation for this project in 2021/22 approved by Council last February, which was based on the best estimate at that time. It also includes an allocation for building a commercial storage venture on this site alongside the museum storage facility. Officers continue to seek grant funding towards the museum element of the project but applications made to date have not been successful. There is already a basic revenue budget for the Burymead site however this may need to be reviewed and increased to cover the upkeep and operation of a new, larger facility. See revenue investment bid (R29) for an estimate of the linked temporary storage costs.
Sub-Total: Museum and Arts Development			4,000	-	2,000	2,000	-	-	-	-	
Parking Related Proposals											
ECP65	Service Director - Resources	Off Street Car Parks resurfacing and enhancement	194	-	186	8	0	0	0	0	Condition surveys have identified the need for a proactive programme of resurfacing for the council's off street car parking. Resurfacing, re-lining and enhancing the lighting enables the car parks to be used safely, reducing insurance claims for trips and falls, and allows the continued enforcement of the relevant traffic regulation orders. A. Planned maintenance programme should enable reduction in reactive repairs. B. No programme of repairs will require additional revenue maintenance funds for responsive repairs, and loss of income as Traffic regulation orders will become unenforceable.
ECP66	Service Director - Resources	Lairage Multi-Storey Car Park - Structural wall repairs	107	-	107	0	0	0	0	0	Works to preserve this income generating asset in usable condition. Works are necessary to protect surface following experience at Letchworth Multi-Storey Car Park.
ECP67	Service Director - Resources	Hitchin Lairage car park - cosmetic coating to four stairwells and replacement windows and doors.	75	-	75	0	0	0	0	0	The current stair wells are aesthetically unsightly uncoated concrete, which are difficult to keep clean and stain. At least two of the four stairwells suffer anti-social behaviour, and this compounds the staining and cleaning requirements. The proposed coating will improve the appearance and make cleaning the stairwells less onerous. Replacement of windows and doors where required.
ECP68	Service Director - Regulatory	Parking Machines Upgrade - Contactless Payment Facility Installation	20	7	20	0	0	0	0	0	The upgrade of the current chip and pin card readers in the parking machines to include contactless payments, mostly financed from uncommitted GAF funding, is required for PCI compliance. This will also allow maximum flexibility for the customer, as it is anticipated that the use of coins will further reduce, and help to mitigate the risk of theft and vandalism to the machines as less cash will be retained in the machines.

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ECP69	Service Director - Regulatory	Parking Machines Replacement	300	-	0	0	0	150	150	0	Replacement of all parking machines over a 2 year period, with the roll out commencing in late 2025/26 . Please note that this is an estimated cost based on the current full replacement cost of a machine taken from the ESPO framework adjusted for inflation. The type of machine replacement would be dependent on the latest technology and this estimate may need to be reviewed nearer the time.
Sub-Total: Parking			696	7	388	8	-	150	150	-	
Waste Collection											
NCP16	Service Director - Place	Bury Mead Road Transfer Facility	30	-	30	0	0	-	0	0	Reinforcement of the push walls at Bury Mead Road to ensure the site is safe and fit for purpose to at least 2026.
NCP17	Service Director - Place	Refuse and Recycling Bins	50	-	10	10	10	10	10	0	Wheeled bins are considered to have on average a 10-12 year life. The bin replacement cycle for the purple residual waste bins means we are likely to see increased bin purchases over the coming years.
ECP70	Service Director - Place	Recyclable material transfer facility, vehicle depot and offer facility co-located with a residual waste transfer facility	6,000	-	0	0	3,000	3,000	0	0	Herts County Council are planning to build a waste and recycling transfer station which could accommodate both North and East Herts Councils residual, food and garden waste. The existing NHDC depot is leased by our contractor and will not be fit for purpose within the next 5 years due to it's limited size and current buildings. The proposal is to build a purpose built depot and sub station co-located with HCC transfer facilities to provide operational efficiencies and support the aim of fleet decarbonisation. It is expected that the facility will use the latest PV technology to support the decarbonisation of the fleet. Estimated capital resource required increased from £1.6million in 2024/25 to a total of £6million over 2024/25 and 2025/26. This reflects the latest cost estimates for the facilities required, which has been subject to review and challenge.
ECP71	Service Director - Place	Vehicle fleet replacement program (Waste and Recycling)	4,000	3,200	0	0	0	4,000	0	0	The Council is committed to responding to the climate change emergency and will be looking at options for lower emission vehicles when the current vehicles need replacing at the start of the new contract period. At this stage it is not possible to know what will be the most appropriate options at the time and the cost of those options. Therefore the costs at this stage reflect a broadly equivalent replacement. The estimates will be updated in future years. It is anticipated that the cost of replacing the current fleet of vehicles will have increased due to inflation by the time of required purchase in 2025/26. The vehicles currently in operation are held on the Council's balance sheet under a finance lease arrangement embedded within the waste contract, with the associated charge for their use met from the Council's cash reserves rather than the General Fund. As such the annual saving to the General Fund is transferred to an earmarked reserve with the intention that this will be used to help finance the cost of the new vehicles.
Sub-Total: Waste Collection			10,080	3,200	40	10	3,010	7,010	10	-	
TOTAL			27,734	3,964	5,421	5,692	4,056	8,829	1,322	2,414	

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TOTAL CONSISTS OF:											
PROPOSALS ALREADY IN THE CAPITAL PROGRAMME:			22,521	3,934	3,058	2,872	4,046	8,819	1,312	2,414	
NET CHANGE IN THE 2022/23 PROCESS			5,213	30	2,363	2,820	10	10	10	0	

These totals exclude those capital projects planned to complete in 2021/22.