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THE CABINET

AGENDA

**Wednesday, 7th June, 2023 at 4.00 pm in the Conference Room,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ergin Erbil (Deputy Leader of the Council), Abdul Abdullahi (Cabinet Member for Children's Services), Chinelo Anyanwu (Cabinet Member for Public Spaces, Culture and Local Economy), Alev Cazimoglu (Cabinet Member for Health and Social Care), Susan Erbil (Cabinet Member for Licensing, Planning and Regulatory Services), Rick Jewell (Cabinet Member for Environment), Tim Leaver (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Community Safety and Cohesion), George Savva MBE (Cabinet Member for Social Housing), Mustafa Cetinkaya (Associate Cabinet Member (Enfield South East)), Ayten Guzel (Associate Cabinet Member (Non-geographical)), Ahmet Hasan (Associate Cabinet Member (Enfield North)) and Chris James (Associate Cabinet Member (Enfield West))

Associate Cabinet Members (Invitees)

Councillors : Mustafa Cetinkaya (Enfield South East), Ayten Guzel (Non-geographical), Ahmet Hasan (Enfield North) and Chris James (Enfield West)

Note: Conduct at Meetings of the Cabinet

Members of the public and representatives of the press are entitled to attend meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

PART 1

5. **CLAVERINGS INDUSTRIAL ESTATE - STRATEGIC PROPERTY DISPOSAL** (Pages 1 - 50)

Report from the Executive Director – Housing, Regeneration & Development.
(Key decision – reference number 5624)

(This item contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended).



London Borough of Enfield

Title of Report:	<i>Strategic Property Disposal - The Claverings Industrial Estate</i>
Report to:	Cabinet
Date of Meeting:	7 June 2023
Cabinet Member:	Cllr Leaver, Cabinet Member for Finance & Procurement
Directors:	Sarah Cary – Executive Director Place James Wheeler – Director of Development (Property)
Report Author:	Alister Fawley alister.fawley@enfield.gov.uk
Ward(s) affected:	Lower Edmonton
Key Decision Number	KD 5624
Implementation date, if not called in:	
Classification:	Part I Public
Reason for exemption	NA

Purpose of Report

1. This report sets out the business case and the proposed disposal route for the sale of The Claverings Industrial Estate, Enfield, and provides an update on the initiatives undertaken to date and set out a timeline to complete the sale.

Recommendations

- I. To agree the open marketing for sale of The Claverings Industrial Estate.
- II. To agree that the decision on the weightings for the assessment of bids be delegated to the Executive Director Place, in consultation with the Executive Director of Resources and Director of Law & Governance, as per part II.
- III. To authorise the Director of Property to take necessary action to deal with existing third-party rights affecting the site, including terminating leases and licenses, or surrender or variation of leases and licences and other land interests, to facilitate site optimisation, in accordance with the Council's Property Procedure Rules.
- IV. To authorise the Director of Property to agree the final sale terms in consultation with the Executive Director of Resources.
- V. To note that all agreements to be entered into as contemplated by this report are to be approved by Legal Services on behalf of the Director of Law and Governance.

Background and Options

2. This paper updates Members on the proposed disposal of The Claverings Industrial Estate following the previous Cabinet report of April 2021 (Key Decision 5280 which discussed the Build the Change Programme (BtC). The aims and objectives of that programme were to create a modern Council with fewer but better equipped buildings and the creation of Hubs. An update was provided on the positive progress made in respect of the first phase of the Programme.
3. The report also discussed the next planned phase of the BtC Programme including the reconfiguration and refurbishment of the Civic Centre, the Children and family hub at Thomas Hardy House, and the creation of a Mental Health and Wellbeing hub.
4. For the purposes of the business case, it was assumed that sites released through the works to establish Hubs would be disposed of for a capital receipt and that these receipts would be applied to fund the BtC programme.
5. The April 2021 Cabinet report approved the principles of a disposal of the Claverings site to facilitate its redevelopment. The report noted that the proposed disposal route would be the subject of a future Cabinet report in terms of either development or straightforward sale. For the business case purposes and projected impact on borrowing, the capital receipt for the sale of Claverings was applied to finance the programme.

6. The Claverings Estate is aged and in need of significant investment to meet building regulations, as well as to be compliant with the Councils Strategic Asset Management Plan or Climate Change Action Plan from 2023. The governments Minimum Energy Efficiency Standards (MEES regulations) mean that parts of the industrial estate are struggling to meet compliance regulations. Going forwards with planned increasingly stringent energy performance requirements, it will become uncompliant for a landlord to grant a new tenancy and later to extend or renew an existing tenancy of many units on the estate in their current condition.
7. The refurbishment of the accommodation to reach the required energy efficiency standards was estimated to have a significant capital cost implication (see part II). Renting suitable alternative accommodation for the Council operations at market rents was also known to incur significant revenue cost (see part II). These costs have increased with the passage of time.
8. In parallel to the compliance aspects, the aged nature of the Industrial estate itself has seen it fall further out of step with the external market private occupier demand in terms of modern industrial space. This creates economic under performance of the Council's property asset and without redevelopment, the commercial space will fail to attract and maintain good levels of occupation and market rents. These obsolescence factors will lead to current income levels falling away over time.
9. In optimising the provision of good quality industrial space and sustaining the provision of employment land in this area, a full redevelopment is required. In commercial property market terms, the industrial and logistics sector is currently among the strongest and most attractive to property investors and developers. Notwithstanding wider economic conditions, this is a relatively good time to sell and capitalise on the buoyancy of this property sector.
10. Since the April 2021 cabinet report, market conditions have improved and a recent external appraisal has indicated that a disposal with full vacant possession, at this time could achieve a capital receipt greater than previously estimated. (See part II).
11. In achieving best consideration, it is important to remove any barriers to redevelopment. There are notable site constraints which are being managed, but if left unresolved could adversely impact the capital receipt that could be achieved, including:
 - Current occupation by the Council's own services
 - Current occupation by Voluntary & Community Sector tenants
 - A less than optimal planning policy designation
 - Protected, Long leasehold interests and telecoms mast tenancy
 - Partially compromised developable area/site assembly

12. Since the KD 5280 of April 2021, officers have undertaken work to identify, quantify and where possible undertake solutions to address the above constraints.
13. Work has been undertaken with existing London Borough of Enfield (LBE) operation occupiers to understand their spatial and specification requirement in anticipation of any re-provision. Of the eight operational entities in situ at the time of the 2021 Cabinet:
 - i. two have already moved out to alternative accommodation as anticipated
 - ii. two are no longer active leaving only unused equipment to be removed
 - iii. two have alternative LBE accommodation available within the operational portfolio and,
 - iv. another occupies in the knowledge that it is a temporary arrangement (see part II for more detail)
14. At this time, the Council is unable to find viable alternative accommodation for the Integrated Community Equipment Service, wheelchair, and Enablement Service (known generally as ICES). Accordingly, officers have incorporated a potential re-provision plan for them in a newly constructed building on a redeveloped Claverings site to be built by the site's purchaser, if needed. This is considered a worst-case option, but it still is predicted to have a strong business case. More detail as to these potential solutions is provided in part II.
15. The council will be placing an obligation on a buyer to bid on the basis of both; 1) vacant possession, and 2) To account for the delivery of an LBE service re-provision of space for ICES within the existing Claverings Estate. It is estimated that the second basis will reduce the net capital receipt due to the loss of developable and lettable space and the cost of constructing new facilities. This is considered a worst-case scenario and officers will continue to explore less costly options for service provision.
16. In consideration of the existing LBE operational services currently in occupation, officers have accounted for re-provision solutions. See part II
17. Officers have worked with the Voluntary & Community Sector tenants (hereafter VCS), and 3rd party commercial tenants to adapt their tenures onto more flexible terms which minimise the time and legal processes that would be required to achieve vacant possession.
18. In parallel officers have also maintained relatively good levels of occupation in sustaining income and minimising void costs and risks.
19. Going forwards those external and VCS tenants could negotiate their respective tenures with any incoming developer/site purchaser. The

Council will also offer advisory support to assist the tenants in moving to an alternative location. LBE will consider bidders for the site partly based on their evidencing of strategy in working with the VCS tenants.

20. Specialist advice and positive 3rd party engagement has commenced in respect of the Telecommunications tenancy on site and a small car parking lease, respectively. It should be noted that the regulations concerning telecommunication tenancies result in notice only being able to be served upon redevelopment. In effect, given that LBE will not be developing the site, this means that the site will be sold subject to the telecoms tenancy, where the purchaser who will lead the development, will then serve notice. This is not expected to impact the value of the site.
21. Having undertaken the above initiatives to better understand and improve the industrial estate's readiness for future sale, a disposal is now recommended.
22. Officers have sought external independent consultants' advice in the form of a Viability and Delivery Option Appraisal via Montagu Evans. This work has commenced and will help ensure that the model and format of sale are reflective of the current commercial property market and that the subject property is well prepared for sale to achieve the best outcome.
23. The disposal process will use a sales agent to professionally market the site. Bids received would then be analysed and subject to acceptability, an officer's report would be produced with a recommendation to proceed with a preferred bidder.
24. The timeline for completion of the sale will be somewhat dependent on the conditionality of the sale agreement but would be broadly anticipated as follows:

a) Consultants appointed in a Viability and Delivery Option Appraisal	May to August 23
b) Legal instructed; report on title and sales pack completion	April 23-
c) Telecoms & Stats agreements strategy in place	Autumn 23
d) Relocation strategy of LBE operational occupiers	Summer 23
e) Asset placed on open market	Summer 23
f) Bids reported with recommendation	Late 23
g) Under offer and sale contracts exchanged	Early 24
h) Relocation Plans implemented (from)	Ongoing/early 24
i) Capital receipt if conditional on planning	From 25
j) Phased redevelopment begins, Sub. to Planning	25
k) Scheme completed with re-provision	26

Preferred Option and Reasons for Preferred Option

25. Having regard to the background, the principal options for the future of The Claverings Industrial Estate are as follows:

- A) Do nothing and retain ownership with no major investment – Not viable, as income stream will fall away, value will diminish and the estates' utility as employment land will fade due to compliance and obsolescence.
- B) Refurbish buildings to medium term compliant state – Not viable due to prohibitive cost (see part II).
- C) Sell (with re-provision for ICES by Buyer) to raise capital and facilitate regeneration by private enterprise.
- D) Re-provision of ICES facility either through outright sale and commercial leaseback by the Council or relocation of ICES to alternative facility either purchased or leased.

26. Following on from those on-site principal considerations set out in KD 5280 of April 2021, and updated in this report see part II, namely the costs and practical difficulties in solving compliance and obsolescence, it is recommended that options C and D are pursued and that the Industrial Estate is sold for Industrial redevelopment.

27. Given the further work undertaken by officers since 2021 to identify, quantify and where possible undertake solutions to site constraints, this report seeks to formalise the disposal option.

Relevance to Council Plans and Strategies

28. The proposals set out in this paper to sell the subject property meet the Council's responsibilities, objectives, and priorities under its BtC initiative.

29. The Build the Change programme is a central part of Strategic Asset Management Plan with an aspiration to deliver a modern council providing good quality services to residents. Since the March 2020 (Corporate Property Investment Programme) CPIP report, and more specifically, the BtC Programme, the goals are to support the delivery of the Council's aims as set out in the Council Plan by:

- Creating a modern Council with fewer but better equipped buildings designed to meet the needs of services and the residents that we serve
- Equipping our workforce with the appropriate tools and practices to deliver our ambitious customer focused outcomes
- Improving security for our employees, customers, and data
- Consolidating staff in hubs in town centres to help drive footfall and boost local businesses in those areas. The procurement processes give the Council the opportunity to work with local businesses and partners to develop a stronger local economy

30. The disposal of Claverings will also support the Council Plan goals to support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people, and to transform our industrial land to create modern and low carbon spaces for business. More widely, any disposal will generate a capital receipt and in doing so will support the Council's capital programme.

Financial Implications

31. Options A Do Nothing and B Refurbish not considered viable.

Financial implications and assumptions for Option C Sell with ICES re-provision from Buyer are set out below.

Those for Option D Sell with re-provision by Council leasing or acquiring alternative facility are under construction pending receipt of income and cost estimates.

32. As at the date of this report, the decision to sell would be expected to result in a capital receipt as referred to in part II, if sold with full vacant possession, or proportionately less if any land is withheld and new buildings built on site for LBE retention. The preparation and sale is expected to incur costs as set out in part II to achieve this optimal consideration, mostly due to external consultants, surveys, legal and sales agents' costs. These will be funded from the capital receipt.

Legal Implications

33. Section 123 of the Local Government Act 1972 gives a power of sale or leasing to Councils. Pursuant to this section, the Council has a statutory duty to achieve best consideration reasonably obtainable (save for grants of tenancies of less than seven years), unless it has the benefit of an express or general consent of the Secretary of State. In entering into property transactions, the Council must also comply with the provisions of its Constitution, including but not limited to its Property Procedure Rules, which set out mandatory procedures regarding (amongst other things) the acquisition, management, and disposal of property assets.
34. The Council is also required as a best value authority under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. In this case, it is noted that the intention is for an open marketing exercise to be undertaken for the sale of the Claverings Industrial Estate and it is considered that this duty is fulfilled, to ensure that the Council obtains best consideration reasonably obtainable and market value.
35. A desktop due diligence check has been carried out by Legal Services on the registered titles covering the whole of the Claverings Industrial Estate and a report has been prepared and shared with Strategic Property Services, which raises a number of issues to be worked through prior to sale, to cover occupation arrangements, rights, and other matters. There

are also various unregistered occupational arrangements affecting the Claverings Industrial Estate. Further due diligence is necessary, so as to conclusively assess rights and agree action needed, including serving break notices and agreeing surrenders pursuant to the Landlord and Tenant Act 1954 - see part II.

36. Public law principles will apply to the decisions made by the Council, including the Council's duty to take account of its fiduciary duty and to act prudently. The Council is also under a general duty to act reasonably and show that its decisions are made after having given due and proper consideration to all relevant factors. Furthermore, the Council is required as a best value authority under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.
37. The Council is required to act in accordance with the Public Sector Equality Duty under section 149 of the Equality Act 2010 and have due regard to this when carrying out its functions. It is noted that corporate advice has been taken on this issue.
38. Any legal agreements arising from the matters described in this report must be approved by Legal Services on behalf of the Director of Law and Governance.

Equalities Implications

LBE Operational Occupiers

39. The proposal to relocate Council services that are currently based in a range of outlying buildings including Claverings Industrial Estate into hubs, including Thomas Hardy House, was previously supported by Cabinet under the BtC initiative. In this regard and as referred to in paragraph 13 above, two of the services have already moved and been collocated.
40. The strategy of collocation in a reduced number of buildings was designed to offer benefits to a wide range of service users and their families who accessed services at a number of different locations across the borough. Some of these properties are no longer fit for purpose such as Claverings Industrial Estate.
41. While some of the intended relocations of community facilities have already occurred as identified in Table 1 see part II, others are still in progress. Where moves have already occurred or it is simply a matter of removing some items from premises at Claverings, an equalities impact assessment would not be appropriate.
42. Having regard to the nine protected characteristics of the Public Sector Equality Duty under s149 of the Equality Act 2010, there are two cases where the proposed changes to the LBE services operating at the subject site are deemed to necessitate a full EQIA.

- 1) The reprovision of space on site for ICES – while there was a perceived risk that this could disproportionately impact disabled persons, the reprovision would in fact result in an overall improved situation / positive impact for service users with modern energy compliant premises in better repair and condition and a more sustainable future. Accordingly, it is not anticipated that this proposal will have a disproportionate impact on any of the groups of protected characteristics identified in the Equalities Act.
- 2) Moving the Drug and Alcohol Service to an alternative operational building presented a potential risk to disabled users. Having explored the logistics of the new alternative location, the move is seen on balance as a net improved result as the alternative accommodation broadly befits the size and specifications required as identified in a review by property officers and staff in 2022. It also has closer access to public transport. Accordingly, it is not anticipated that this proposal will have a disproportionate impact on any of the groups of protected characteristics identified in the Equalities Act.

43. The risks of not moving LBE services were discussed in the April 2021 Cabinet paper. In summary it remains the case that by not seeing through the agreed strategy, this would trigger contradictions to regulatory and self-imposed compliance standards (potentially forcing moves into other buildings), may fail to achieve several savings identified within MTFP, may fail to retain quality staff, or attract new staff to the council and would fail to introduce the new ways of working intended.

Third Party and VCS Tenants

44. A large number of third-party commercial tenants occupy Claverings Industrial Estate on development leases with flexible landlord's termination rights. Accordingly, it is clear to both landlord and tenant that these commercially based tenancies are inherently short term and that it is LBE's intention to see the estate redeveloped. These tenants have therefore made the choice of continuing their operation from the subject property on flexible terms but could have relocated instead.

45. Officers have considered whether any protected characteristic groups within the third party and VCS tenants are likely to be disproportionality affected by a redeveloped scheme. No potential equalities impacts have been identified at this stage, but further monitoring will be undertaken.

46. Outside of the LBE services operating from the subject site and in addition to those protected characteristics, officers have considered the cross-cutting elements of the proposed disposal and redevelopment in terms of the social, economic, and environmental impact. Overall, the scheme has the potential to achieve the following positive equality effects:

- Potential positive equality effect on improved personal safety and security in operation

- Potential positive equality effect due to an improved public realm environment
- Potential positive equality effect due to the delivery of additional jobs and local employment
- opportunities in both construction and operation.

In principle the scheme also has the potential to result in the following residual adverse equality effects:

- Potential adverse equality effect due to the potential loss of business
- Potential adverse equality effect due to financial implications associated with relocation
- Potential adverse equality effect due to the possible redundancy of employees associated with business loss or relocation
- Potential adverse effect due to the impact of redundancy on health and wellbeing
- Potential adverse equality effects on both businesses losing their local customer base and impacts on local customers themselves

47. Most of the potential adverse equality effects that could occur through disposal and redevelopment of the subject property would be equally as likely to occur if the site were retained without refurbishment in any case due to the deterioration of the subject industrial estate and its lack of regulatory compliance, negating its sustained ongoing use as employment land.

48. In consideration of the equalities impact on our VCS tenants, officers have taken steps to mitigate risks by indicating that bids (from parties looking to acquire the site) should include a strategy of how the buyer intends to negotiate tenancy options for those VCS tenants. This means that such occupiers would have the opportunity to lease space on the regenerated land. See part II recommendations.

49. Given that the existing scheme has an increasing level of obsolescence in its sustainable functionality as employment land, and any redevelopment will be subject to planning and building regulation, it is considered that the overall equalities impact of regenerated employment land will be positive.

HR and Workforce Implications

50. This report informs and supports proposed actions agreed in principle previously under the BtC initiative. The implementation of build the change programme introduces new ways of working across the entire workforce. The changes will impact on where and how officers currently working out of premises on the subject site, will in future discharge their duties from alternative premises and LBE will help facilitate this by providing a range

of different working arrangements to ensure officer resources are deployed to achieve enhanced efficiency and effectiveness.

In addition to helping fund the BtC programme through the sale of Claverings, there will be a need to support the LBE workforce that move into alternative premises in adjusting to the new ways of working

Environmental and Climate Change Implications

51. The property is to be redeveloped, any redevelopment would be subject to the prevailing building regulations and energy efficiency standards. As such it is anticipated that this will increase the energy efficiency of the site.
52. The site generally has an EPC of E (with some parts having been rated lower), demonstrating the site would benefit from energy and decarbonisation upgrades, it is unknown if the future bidders will propose to make energy or decarbonisation improvements to the site of their own volition, but they will be required to construct to minimum standards which are better than they current buildings on site. Alternative options, such as a change of use, may have had a better or worse energy cost impact for but it is important to note that this site represents key employment land for the Borough and as such its planning use should continue which also represents the best land value.
53. This proposal emanates from The Build the Change Programme which will support the Council's aim to become carbon neutral by 2030, as set out in the Climate Action Plan. By moving services out of old non energy efficient buildings the Council will be able to reduce its direct carbon emissions by disposing of buildings and making improvements to the energy consumption in the buildings that staff occupy. A separate report details the Building Sector Decarbonisation Fund which will assist in reducing the carbon emissions from the Civic and other Council buildings.

Property Implications

54. Property implications are within the main body of this report.
55. The freehold interest is being sold either with Vacant Possession or subject to some retained LBE operational service on site, and a build back requirement to accommodate them.

Conclusions

56. The sale of Claverings Industrial Estate was envisaged as part of the working style strategy and the funding strategy of the Build the Change programme, which is a central part of the SAMP and the delivery of a modern council providing good quality services to residents
57. Since the March 2020 CPIP report, the programme has progressed with works to facilitate new LBE occupation at the Housing Hub at Edmonton and the Children & Families Hub in the Thomas Hardy Hub.

58. Property officers have worked to identify any constraints to achieving best consideration and where possible optimise the site before its marketing for sale.
59. Having undertaken initiatives to better understand and improve the industrial estate's readiness pending future sale, a disposal is now recommended as per the recommendations in the first section.
60. This report has set out the business case and the proposed disposal route for the sale of The Claverings Industrial Estate and provided an update on the initiatives undertaken to date and set out a timeline to complete the sale.

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Appendices

Part II Report - Confidential

Background Papers

EQIA's for: Drug and Alcohol move to Rose Taylor and ICES re-provision on site.

April 2021 Cabinet

#Departmental reference number, if relevant:

Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents, and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected e.g., equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Enfield Drug and Alcohol
Lead officer(s) name(s) and contact details	James Wheeler
Team/ Department	Development/Housing Regeneration Development
Executive Director	Sarah Carey
Cabinet Member	Cllr Leaver
Date of EqIA completion	23/5/ 2023

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

A Strategic disposal of the Claverings Industrial Estate is proposed to achieve a capital receipt and regenerate employment land.

The Enfield Drug and Alcohol Service currently occupy a shared space at 12 Centre Way of circa 12,900 sq. ft. In terms of utilisation, approximately 2/3rd of the space is actually used and is shared with the NHS and the Police. There is also a Café within the same unit.

The space on the industrial estate has where possible, been repurposed to be Customer facing, with clinical interventions prescribing substitutes where necessary, group work programmes, health assessments as part health and well-being. The shared service professionals from the NHS and Police include doctors, a clinical

team, and a criminal justice team.

In 2022 Property Officers, working with the service undertook a review of the service needs in assessing current space use and future space requirements. The results are depicted in the table below table 1.

Table 1.

SPACE REQUIRED		Special Features	Number Required	Existing NIA	Proposed NIA
Admin Office – (move from GF?)	1.35	Capacity 4	1	18.35	18
Team Leaders Office	1.1	Capacity 2-3	1	10.75	10.75
Open Plan Office Space Staff desks (Based on 24 staff accessing 1 st floor, applying 2:2) apply 2.5	1.09 1.45	24 staff (= 14 desks)	1 (10 sq m pp)	93.98	140
Supervision Staff Room / (currently Interview Room)	1.12	1-1 Room	1	10.53	9
Police Computer	1.19	Server for police	1	23.03	6?
Police Desk Area	incl.	2 desks. could incl. in open plan	1	incl	20
Breakout Space/ Staff room, incl Kitchenette?	1.2	Breakout for collaboration/informal meetings (capacity 6)	1	26.35	30
Staff Room/ incl kitchenette ?	1.24+	Capacity 6 (where is current staff room?) (move into breakout space above)	1	8.26 (kitch)	0
WCs including: (staff only or public too?) -Unisex -Accessible	1.21-23	Same as GF ? or different reqt? (public or staff only?)	1 Toilet Block	14.75	20
Shower for staff ?	?	Reqd ? (cycle to work/ shower) Optional	1	0	4
Sub total				284	252
Public facing services					
Café – fully fitted	1.28	8 covers	1	53.71	54
Tea Point ? what is this ?		not required (staff kitchenette instead)	1	0	0
Complementary Therapy/ Physio Room	1.26/ 25	Capacity 2	1	44.69	35
Group Therapy room	1.27	Capacity 10	1	41.4	42
Another group room	1.3	Surplus – not required.	1	28.2	0
Sub total				168	131
1st Floor Total NIA				452	383
TOTAL ROOM AREAS - NIA				810	688

Having regard to the previous exercise, officers have considered the existing LBE operational portfolio. The Enfield Business Centre, in Hertford Road, Enfield Lock, can accommodate the Drug and Alcohol service as it vacates The Claverings Industrial Estate.

Internally, the space within The Enfield Business Centre (EBC) amounts to 1,242 sq. m of net internal area over ground, basement, first second and third floors. The building can accommodate the C. 688 sq. m NIA required by the D&A Service and its current layout is also relatively conducive to the service requirements albeit with the requirement for some small adaptations required inherent with a new occupier.

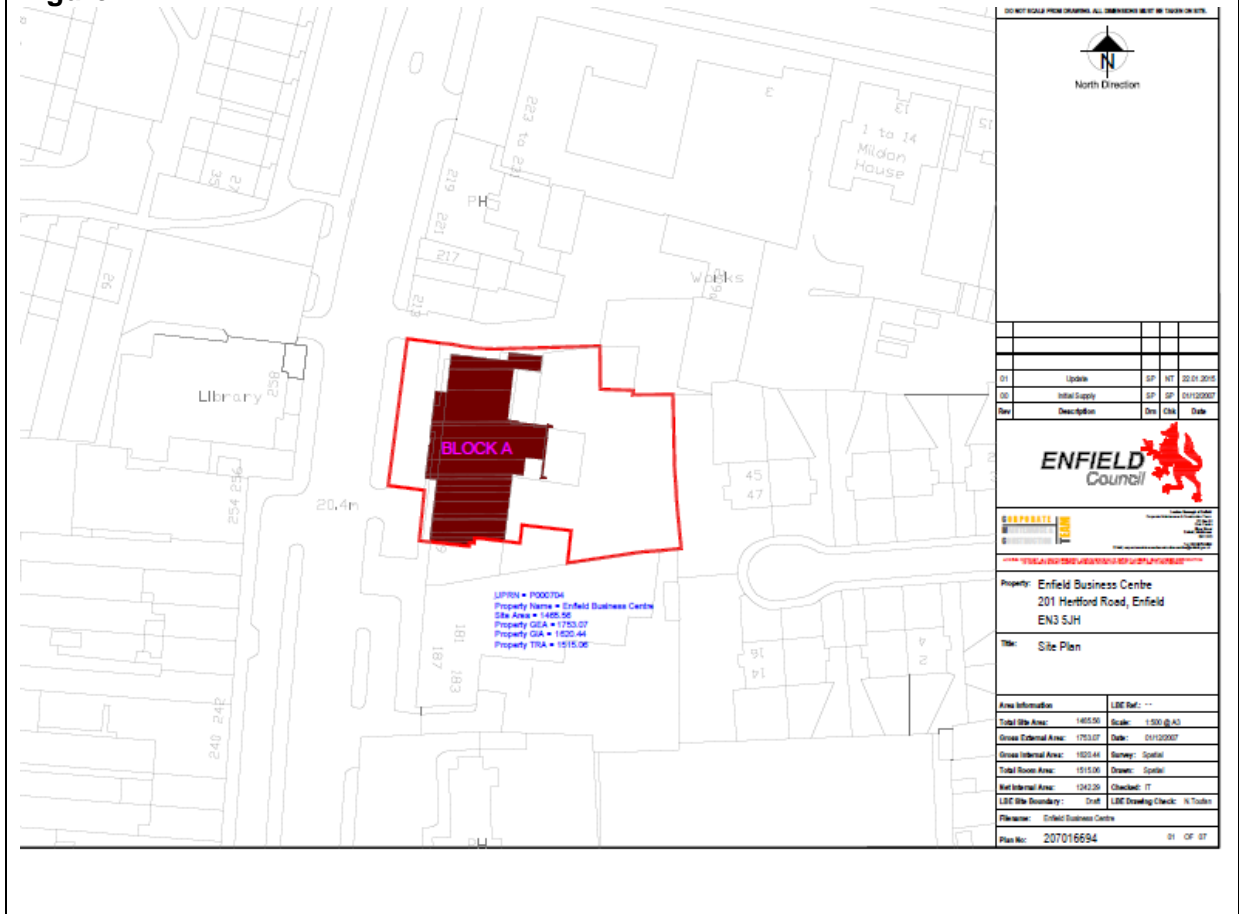
On balance then EBC appears to offer a good degree of parity both spatially and in terms of the special feature ideals identified in the above table 1.

EBC Centre is situated less than 2.5 miles away from the current location and occupies a relatively opaque location given the mix of businesses and uses in the locality offering a degree of discretion for visitors.

In terms of public transport, users would have a 1-minute walk from the nearest bus stop (Carterhatch Lane stop EL) as opposed to the current 3-minute walk at The Claverings,

The site layout is depicted in Figure 2. below.

Figure 2.



Picture 1.



SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (e.g., people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative

impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Age

This can refer to people of a specific age e.g., 18-year-olds, or age range e.g., 0–18-year-olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g., older, or younger people)?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group. There is a 2-minute decreased normal walking time to public transport as compared to the current service location which takes 3 minutes for an able-bodied person.

Mitigating actions to be taken

NA

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group. There is a 2-minute decreased normal walking time to public transport as compared to the current service location which takes 3 minutes for an able-bodied person.

Mitigating actions to be taken

NA

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

NA

It is not anticipated that this proposal will have a disproportionate impact on this group. There is a 2-minute decreased normal walking time to public transport as compared to the current service location which takes 3 minutes for an able-bodied person.

Mitigating actions to be taken
NA

Race
This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.
Will this change to service/policy/budget have a differential impact [positive or negative] on people of a certain race?
Please provide evidence to explain why this group may be particularly affected
NA
It is not anticipated that this proposal will have a disproportionate impact on this group.
Mitigating actions to be taken
NA

Religion and belief
Religion refers to a person's faith (e.g., Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g., Atheism). Generally, a belief should affect your life choices or the way you live.
Will this change to service/policy/budget have a differential impact [positive or negative] on people who follow a religion or belief, including lack of belief?
Please provide evidence to explain why this group may be particularly affected.
NA
It is not anticipated that this proposal will have a disproportionate impact

on this group.

Mitigating actions to be taken

NA

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as

heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g., unemployment, low income, low academic qualifications or living in a deprived area, social housing, or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

NA

While it is difficult to say whether this proposal will have a disproportionate impact on this group, the utility is simply to be re-provided at another location.

Mitigating actions to be taken.

NA

SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

Property officers have liaised with the subject service in 2022 to establish the needs and aspirations for accommodation re-provision in the knowledge that The Claverings Industrial Estate was to be re-developed / disposed of in raising a capital receipt.

The outturn of that work is included in this assessment and an alternative location has been found within the operational estate which meets a significant amount of the criteria required.

The successful operation of the service from the new location will be a matter for the service staff, in co-operation with any partnering entities and the service users.

Three of the protected characteristics groups have been identified as possibly being affected. However, it is felt that on balance if persons are unable to travel that distance unassisted for the new location, they are likely unable to travel the distance between public transport and the current service building.

Accordingly, this will be an ongoing matter for the Enfield Drug and Alcohol Service to be sighted on in a case-by-case fashion.

SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
Slightly longer distance between public transport and service building. May affect elderly, disabled, pregnant	Service to monitor, not thought to require any material action over and above that which would be provided at the current location the service are decanting from.		Ongoing		23/05/2023

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Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents, and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected e.g., equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	ICES
Lead officer(s) name(s) and contact details	James Wheeler
Team/ Department	Development/Housing Regeneration Development
Executive Director	Sarah Carey
Cabinet Member	Cllr Leaver
Date of EqIA completion	27/4/ 2022

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

A Strategic disposal of the Claverings Industrial Estate is proposed to achieve a capital receipt and regenerate employment land. The Integrated Community Equipment Service (ICES) currently occupy circa 15,600 sq. ft (albeit in combination with the wheelchair service its slightly more) of somewhat outdated space on the industrial estate. This space is likely to soon become non-compliant with Minimum Energy Efficiency Standards and LBE has resolved in a 2021 Cabinet to generally move operational services from locations such as Claverings.

The service provides equipment and adaptations which enable vulnerable people to live as independently as possible. The service is run in partnership with the NHS Enfield Clinical Commissioning Group for both Paediatric and Adults Services and is responsible for the management of Enfield's community equipment loan service. This includes procurement, delivery/collection, recycling, storage,

decontamination, maintenance, and disposal. Equipment includes hoists, foam/dynamic mattresses, profiling beds, seating, shower chairs and toileting equipment. The service is also responsible for arranging and providing minor adaptations including stand-alone assistive technology, grab rails, portable ramps, and concrete steps. Equipment is provided on a short or long-term basis to individuals to use in their own homes to either aid their independence, maintain, or improve their state of health, to facilitate hospital discharge, or to assist others to provide care.

The Industrial Estate that ICES are currently located at will be sold with a condition on the buyer will re-provide modern space up to 20,000 sq. ft for the subject service at the same general location.

The resultant re-provision will benefit the service staff and service users/general public.

SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (e.g., people of a particular age, people with a disability, people of a particular gender, or

people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Age
This can refer to people of a specific age e.g., 18-year-olds, or age range e.g., 0–18-year-olds.
Will the proposed change to service/policy/budget have a differential impact [positive or negative] on people of a specific age or age group (e.g., older, or younger people)?
Please provide evidence to explain why this group may be particularly affected.
N/A Given that the service is concerned with the provision and training to use mobility equipment it may be that demographically, the elder population is more effected, but that is not necessarily the case. It is not anticipated that this proposal will manifestly have a disproportionate impact on this group.
Mitigating actions to be taken
The service provision is mainly concerned with mobility equipment and if there are any changes to provision it is anticipated that new premises would improve that facility.

Disability
A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.
This could include: Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.
Will the proposed change to service/policy/budget have a differential impact

[positive or negative] on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

The main purpose of the service is concerned with mobility equipment, which benefits persons of reduced mobility / disabled.

Mitigating actions to be taken

The provision of modern compliant space would not be of detriment to the service and in fact can be seen as an improvement.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The

formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Religion and belief

Religion refers to a person's faith (e.g., Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g., Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

Please provide evidence to explain why this group may be particularly affected.

NA

It is not anticipated that this proposal will have a disproportionate impact on this group.

Mitigating actions to be taken

NA

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

<p>NA</p> <p>It is not anticipated that this proposal will have a disproportionate impact on this group.</p>
Mitigating actions to be taken
<p>NA</p>

Socio-economic deprivation
<p>This refers to people who are disadvantaged due to socio-economic factors e.g., unemployment, low income, low academic qualifications or living in a deprived area, social housing, or unstable housing.</p>
<p>Will this change to service/policy/budget have a differential impact [positive or negative] on people who are socio-economically disadvantaged?</p> <p>Please provide evidence to explain why this group may be particularly affected.</p>
<p>NA – the utility is to be re-provided at the same location.</p> <p>It is not anticipated that this proposal will have a disproportionate impact on this group.</p>
Mitigating actions to be taken.
<p>NA</p>



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SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

Officers previously commissioned a workplace assessment and briefing regarding the occupational needs of ICES and the Integrated Wheelchair service in 2022.

The resulting report indicated a need of up to 20,000 sq. ft. Officers have made provision in the recommendations at Cabinet concerning the key decision to dispose of The Claverings Industrial Estate, can be subject to a requirement that any purchaser undertakes a re-provision of modern space for the subject service.

This would sustain its continuity with no detrimental effect and therefore no monitoring or review are seen, as necessary.

SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
NA					

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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