

CABINET

25 May 2021

Title: Future of Roycraft House, Linton Road, Barking	
Report of the Cabinet Member for Regeneration and Social Housing	
Open Report	For Decision
Wards Affected: Abbey	Key Decision: No
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Summary	
<p>The move to home working as a result of Covid-19 has confirmed that the Council is able to operate efficiently with reduced office space and in particular has identified that Roycraft House, a standalone office building in Barking Town Centre, will be surplus to requirements later this year. This opens up various potential opportunities and the chance to deliver a number of Council priorities.</p> <p>Compared to other Major Town Centres of its size/population, Barking has a limited and tired office stock which results in wider implications for daytime footfall/spend and the general economic health of the town centre. A number of office blocks have been converted to residential through permitted development rights further reducing supply and town centre employment. The recently adopted Barking Town Centre Regeneration Strategy recognised the importance of a vibrant town centre with a mix of uses where adaptability and flexibility are key features. The Council has an ambitious jobs target and Barking Town centre will need to play a role in achieving it. There is much debate about the future of town centres with covid quickening existing trends. Barking was already a place in flux and it will be important not to miss out on potential opportunities. The Roycraft House site can play an important role in delivering the objectives of the Strategy improving Barking's offer.</p> <p>A number of related workstreams are underway:</p> <ol style="list-style-type: none">1) Masterplanning wider site: Roycraft House sits within a wider plot with future development opportunities. Initial masterplanning work has been done looking at the medium/long term opportunities for this wider site which includes the Council owned London Road car park.2) Last November a piece of work looking at the future of workspace in Barking town centre was commissioned – this work has now concluded and included an assessment of Roycraft House's potential for new hybrid/mixed use model of workspace.	

- 3) High level feasibility of development options looking at both the potential of the existing building and the site's potential for redevelopment.
- 4) A separate piece of work looking at new ways of working and dispersed working including future needs for Council's accommodation in particular how a range of workspace can be provided across the Borough alongside Council services.
- 5) The Council has been looking at its economic development offer and the role asset management can play in this.

This report summarises those different workstreams and sets out the options considered.

A quick land sale is suggested to be ruled out as it would lose Council control of a high-profile town centre site with the risk that a poor quality residential conversion could come forward. As part of the study into the future of workspace in Barking Town Centre, a feasibility study for the reuse of Roycraft House looked at a 'hybrid' model of managed workspace with ground floor café/event space, backed by in-depth research of local businesses and demand. This highlights an extensive range of benefits that could be achieved for the Council, the business community and for the town centre's offer from the proposal. The report sets out an analysis of the proposal which is recommended as the medium term option for the site should a high quality proposal come forward through a tender process to workspace providers.

There is strong redevelopment potential of the wider site as set out in the masterplan vision but the workspace option would not prevent that work proceeding and being a future redevelopment phase or retained depending on decision making at the time.

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree that tenders be sought for a workspace operator for Roycraft House on the terms set out in the report; and
- (ii) Note that a further report shall be presented to Cabinet on the outcome of the tender process and, if appropriate, seeking approval to enter into lease / contract arrangements with the preferred bidder.

Reason(s)

The reuse of Roycraft House can contribute to each of the Council's priorities of "Inclusive Growth", "Participation and Engagement" and "Well Run Organisation" through utilising Council assets to deliver a wide range of socio-economic benefits.

1. Introduction and Background

- 1.1 Roycraft House is one of the few large office buildings in Barking Town Centre. As it becomes surplus to Council requirements it offers the chance to secure revenue savings alongside delivering a range of positive benefits. Roycraft House is a 5-minute walk from Barking station - as such it is prime opportunity site. This report sets out the context and explores and assesses a range of options for the building/site.

The Building/Site

- 1.2 Roycraft House is a six- storey building of 35,000 sq ft in the Council's freehold ownership which has been used for Council/Elevate services for many years.
- 1.3 The area around Roycraft House is already starting to form a workspace/enterprise quarter with the well-established Barking Enterprise Centre, Maritime House - one of the prime office buildings in the town centre, the House for Artists under construction and the Three Sixty workspace on the ground floor of the Swan Housing development coming forward later this year.
- 1.4 Vacating Roycraft house and passing holding costs to another party would generate revenue savings for the Council. The annual running/maintenance costs for Roycraft are just over £450,000 per annum. Therefore, any option which involves transferring the day-to-day management of the building will make this annual revenue saving. Any closure would also require the building to be cleared of furniture etc which would be funded by the savings.
- 1.5 The relocation of the teams and services located within Roycraft House is included within the Council Dispersed Working Programme so that these services are maintained and delivered differently.

Town Centre Context

- 1.6 There is much debate about the future of town centres/High Streets and a recognition that covid has hastened the trends already underway. Last October Cabinet approved a new Barking Town centre strategy for 2020-30 setting out a clear vision and the steps to achieve it. Barking Town Centre will also play a key role in generating new jobs and helping council to meet its ambitious employment target. Adaptability and flexibility are key to success. The Council/Be First has always taken a strong interventionist approach to unlocking the full potential and there is much recognition that the best use of public assets is critical to successful town centres and even more so with the proposed change to Permitted Development Rights (PDR) allowing a number of town centre uses to change to residential without need for planning permission.
- 1.7 In June the Compulsory Purchase Order process will commence to facilitate the redevelopment of the Vicarage Field site and surrounding land.
- 1.8 It is important for the town centre economy that there are uses which attract daytime footfall otherwise retail, food and beverage and services would struggle. It is not currently possible to quantify the impact of the loss of Council staff at Roycraft House on the town centre economy given covid lockdowns and many businesses not trading however the benefits of locating footfall generating uses in town centres is well documented and often a focus of public policy. Covid-19 has also seen people's way of work changing and their preference to work more locally. The provision of local employment space is therefore key to build a more resilient town centre and reverse the trend of the loss of local talent to other boroughs.

Masterplan

- 1.9 Barking Town Centre is changing fast – within 200m of Roycraft House there are cranes up building the Crown House scheme and the House for Artists whilst the London Road (former White Horse scheme) has recently secured planning approval. The London Road car park and the London Road/James Street block have development potential. As such Be First's Design team have carried out some initial masterplanning looking at the area's potential. This identifies the existing and emerging employment/workspace/creative clustering in the area.
- 1.10 The masterplan work has identified how the Roycraft House land area can form the first phase of a masterplan (largely regardless of which option is chosen). It identifies the broad parameters of potential development. It identifies the importance of a new public space roughly where Roycraft House parking currently is which would be opposite the Listed Baptist Church and form the focal point for the masterplan. The rest of the site in the masterplan area offers the potential to deliver a mixed-use scheme including revised parking facilities, new homes and workspace and potentially a primary school.

2. Proposal and Issues

- 2.1 Be First and Inclusive growth team commissioned a piece of work looking at the future of workspace in the town centre. A team led by Workwild, who have hands on experience of delivering workspace, was commissioned in November 2020. Even without covid, they identified Barking was a place in flux. As part of their research they spoke to existing workspace operators in the town centre and a range of local businesses. They identified the local demand for workspace that is not currently being served, in particular for young people.
- 2.2 It is clear that more people will work from home than pre-covid however this is more likely to impact office space of large employers (like the Council) than smaller scale businesses. There is potential for a 'suburban expansion' of flexible workspace with some evidence to suggest demand for localised shared workspace may increase as companies/individuals move away from long leases to more flexible arrangements and a greater desire for more 'hybrid' type spaces than traditional offices. Aside from covid this aligns to the strategy of encouraging more of this type of employment in the town centre with the growth of entrepreneurship. Barking Enterprise Centres CIC now have three town centre locations and offer a range of business support. The Roycraft House proposal aims to complement rather than compete with BEC's offer providing a different and distinct offer overall increasing the workspace in the town centre aligned to the population growth for the benefit of all parties.
- 2.3 Whilst this would be a first for Barking and Dagenham there are similar examples across London and indeed a new GLA publication on '[Flexible Workspace in the High Street](#)' identifies the potential of surplus Council buildings to deliver such strong social and economic benefits particularly in the current climate. The selection process for an operator would ensure local engagement and partnerships so the model fits the needs and aspirations of the Borough.
- 2.4 Workwild, as part of its study into the future of workspace in Barking Town Centre, produced a feasibility study for the reuse of Roycraft House looking at a 'hybrid'

model of managed workspace with ground floor café/event space, backed by in-depth research of local businesses and demand. The proposal is substantially different from standard office space - indeed its whole success relies on successful curation of the space with associated branding/marketing. Rather than long leases occupiers would pay for licences or memberships. Whilst unique to Barking there are numerous examples across London with an established range of providers ranging from more socially orientated ones to more commercial ones. The model is recognised as having very strong economic and social benefits – it is more than workspace it is a destination – therefore ideal for improving Barking town centre’s offer. The Mayor of London’s [website](#) identifies a few case studies of Council assets converted into workspace and their emerging High Street Challenge Fund is likely to support similar projects as part of reimagining town centres. It is recognised as critical that there is strong local engagement as the scheme is developed and that it serves local needs rather than being ‘dropped in’ - as such it would be a unique facility meeting Barking’s needs.

2.5 Whilst Roycraft House’s physical appearance is an acquired taste, there are some interventions that could be made to enhance its look and make it more welcoming. The analysis recognises the current unwelcoming nature of the building’s entrance and recommends an alternative central entrance using the car park area as a welcoming gateway with outside space for activities. The building is an asset with value and its reuse with repurposing would be a more sustainable option than demolition. In an area of significant change, some retention and reinvention is recognised as being important even if the building has no particular heritage or aesthetic value.

2.6 Workwild identified the following benefits:

For the Council:

- A viable project with a financial return*
- Creating 282-398 jobs and 60-90 SMEs
- Interim solution to allow future masterplan allowing Council to retain control
- More sustainable option on retrofitting
- Testbed for different types of business demand and typologies

(*Workwild indicate that a scheme following a WSP’s model is viable – we will only know the rent offered via a tender process – it is unlikely to be substantial but would add to the savings made by not having the running costs.)

For businesses:

- An authentic and representative hub
- An ambitious and proud statement of intent
- Right type of space meeting existing and evolving demand
- Inbuilt flexibility for times of flux
- Builds breath and strength of WSP sector

For Barking:

- Building a brand/place recognition for BTC
- Next stage of workspace in Barking’s emerging enterprise quarter
- New public space and activity

- Pilot project in promoting workspace delivery and attracting further private sector investment.

Demand

- 2.7 As well as assessing local demand, as part of their work 'speed dating' type sessions were held with nine London based workspace providers (WSPs) - the general consensus was that Barking is one of the next places they were intending to focus on and that the site has real potential (location, size, condition). There is a strong recognition that 'hybrid' spaces (ie mix of uses) are the future but that curation, management and local engagement (and associated branding/look & feel) are critical to making these workspaces succeed. Whilst the WSPs want to be able to give the facility an independent and distinct identity they all highlighted the importance of working with the Council and local partners making it a local collaborative project.
- 2.8 If the Council is minded to proceed with the workspace option by seeing what responses WSPs make to a tender, then to ensure meaningful responses are received, it is critical that the tender pack includes a detailed package of information including survey information about the existing building. Tenderers will need to be clear about the building's utilities, conditions of mechanic and engineering (M&E) systems and structural condition to understand the fit-out costs in order to make informed tender responses.
- 2.9 There are a number of potential competitive grant funding opportunities this year and potentially this scheme may work as part of a comprehensive town centre regeneration scheme potentially providing capex or revenue funding.

Selection Process

- 2.10 The team will seek to secure an innovative and high-quality workspace operator to deliver an exciting workspace aimed at a range of types of businesses at Roycraft House. Discussions will be held internally to identify the most efficient and commercial attractive route for the operator selection e.g. via a lease bidding and/or contract procurement. The opportunity will be openly marketed and will be a selection based on both quality and price. Subject to approval by Cabinet on the appointment, the successful operator will be expected to enter into a lease and service level agreement.

Option for loan funding

- 2.11 The Council could offer loan funding towards the capital cost of the fit out works. This will increase the attractiveness of the offer to interest a wider range of bidders, it will also help to support smaller quality operators to achieve a fairer competition. There is also potential in making a small return for the Council. It is proposed to offer loan funding of up to 75% of the fit-out costs with repayment during the lease period with an interest rate to be agreed with Council at appointment.

3. Options Appraisal

- 3.1 There are different options for delivery with varying degrees of Council control but a tender process to select an experienced workspace provider (WSP) who would

convert, market and run the facility would be the simplest option. If the Council did want to pursue this option in the event that tender responses did not give the Council sufficient comfort of an experienced operator with robust business plan or satisfactory commercial return, then other options for Roycraft below obviously remain open. Similarly, if a lease was entered into for 7 or 10 years (suggested as a suitable length to ensure WSP make a return on capex costs), then after this date the Council has the opportunity to reconsider the site's future development options with higher values likely, with the asset remaining in the Council's control. Fit out/conversion funding would be required for the workspace and there are options whether the Council wants to contribute towards this to increase the rent or require the operator to fund it with likely decrease in rent offered. There may also be grant funding opportunities for the works.

- 3.2 The proposal is unlikely to result in a substantial rent for the Council especially in the initial years. There may be options for a turnover rent benefitting more from a successful scheme compared to a likely lower set rent. The rent will only be known through a tender process as WSPs produce business plans as part of their tender response. In addition to any rent, the Council would achieve the £450K saving set out in paragraph 1.4 as well as the growth in the value of the asset over the lease length.

Alternative Options

Land Sale

- 3.3 The Council could put the site on the market. There are very limited meaningful comparison figures for town centre sites of a similar size/nature but £6-7m would seem achievable. Given the accessible location, there would be interest however (subject to surveys of the building) the best returns for a purchaser would probably be by converting to residential plus potentially also adding additional storeys. The Council would have limited control over the quality and type of development other than planning controls which themselves may be limited due to Permitted Development rights. There are numerous examples (including in the Borough) of poor-quality conversions and the negative impact they have on their locality. This option would secure the revenue savings/holding costs swiftly and secure a capital receipt.
- 3.4 If the Council did want to avoid a poor-quality conversion it could of course demolish the building before selling resulting in the need for any purchaser to submit a planning application for new development.
- 3.5 Selling the site will reduce the council's control in delivering the longer-term coordinated masterplan and realising the real value of the site as such this option is not recommended.

Redevelopment by Be First

- 3.6 The existing Roycraft House could be demolished and the site redeveloped. A high-level appraisal suggests a residential scheme in excess of 150 units/ 7 floors is currently needed to justify the costs of redevelopment compared to reuse of the existing building which has a value. The Roycraft House site does not offer the scope for a very tall building on the corner due to adjacent sites and orientation. There is however the potential for taller buildings as shown in the wider masterplan area (up to 25 storeys). As such redevelopment at the moment is not

recommended but that further work should take place on developing the masterplan opportunities. Should no strong tender responses be returned for the workspace proposal obviously this option remains.

Primary School

- 3.7 There is requirement for a new 3 Form entry primary school serving the town centre catchment area. Whilst the actual square footage of Roycraft House is similar to the needs of a 3 Form entry school, conversions of existing buildings are not great for schools and it would be challenging and costly to address the requirements needed.
- 3.8 The wider masterplan however offers the scope for a larger redevelopment on the London Road car park site including the chance to create a mixed-use development which includes a modern urban primary school more easily meeting the specific requirements of the school as part of a well-designed scheme rationalising the use of space. This would also mean the school would not need to be in the prominent corner location.

Summary Table

Outcome	Option	Advantages	Disadvantages
New homes, long-term transformation	Land Sale (no restrictions)	Capital receipt in year with limited additional costs	Only planning control of site's future. High likelihood of residential conversion under Permitted Development Rights
	Land sale post demolition	Prevents poor quality conversion. Control via planning	Capital cost of demolition
	Land Sale with Turnkey option	Additional	Procurement needed – additional capital required
	Residential Conversion/additional storeys By Be First (1b and 1C)	New homes. Better control of design and quality than selling site.	No capital receipt. Additional capital funding required. Constraints of existing building.
	Redevelopment of site – residential/mixed use.	Chance to deliver new building with high quality design, maximising	Limited scope for a significantly taller building. Likely to be higher cost than turnkey.
New employment space, interim solution	Refurbished offices (1a)	Lower cost interim solution if considering medium term redevelopment	Unlikely to be demand to fill whole block as standard offices at once - void costs for Council. Demand risk. No capital receipt.
	'Hybrid' type Workspace	Highest level of socio-economic benefits. Destination facility improving town centre offer. Does not prevent sale/redevelopment in 10 years time	Whilst making revenue savings on operating / holding costs, rental income likely to be limited esp in early years. No capital receipt. Reliant on strong tender response.

New school, long-term transformation	Primary School	Addressing identified need.	Sub optimal school if reusing existing building. No capital receipt or income
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4. Consultation

- 4.1 Workwild's feasibility study involved consultation with a range of Barking Town centre stakeholders. The Barking Town Centre Stakeholder Group also endorsed the project.
- 4.2 The proposals in this report were considered and endorsed by the Corporate Strategy Group at its meeting on 18 March 2021.

5. Commissioning implications

Implication completed by Darren Mackin, Head of Commissioning and Place, Inclusive Growth

- 5.1 The potential to repurpose Roycraft house as affordable workspace provides an opportunity to diversify the borough's workspace offer in a key town centre location bringing new jobs and opportunities to the borough. Alongside this the proposals would also make a contribution to place making in the town centre, by improving the physical environment around the building and opening up space that is currently under used. The council we need to work closely with Be First through the procurement and selection of a potential partner. This will ensure that the space operates in line with our wider strategy for delivering Inclusive Growth. For example, the council will want to ensure that local residents and businesses are supported to access and benefit from the workspace. Adopting the proposed approach set out here in the short to medium term also leaves open options for a more comprehensive redevelopment of the area in the long term. This would allow the council to benefit from any value uplift of land in area as the wider town centre regeneration progresses.

6. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 6.1 The report outlines a number of options that have been considered when Roycraft House becomes surplus to requirement. Roycraft House is a six-storey building of 35,000 sq ft and the Council owns the freehold.
- 6.2 When Roycraft is vacant, if it can either be sold or let out there will be savings of approximately £456,500 available to the Council.
- 6.3 An option for an immediate sale would mean the Council lose control of a key site within the Barking Town Centre and it is recommended that this option is ruled out. However, holding the site vacant for an extended period would have issues around not fully meeting the savings as the Council would still need to manage the site and ensure that it is secure.
- 6.4 The report recommends that the Council tenders for a workspace operator for a lease of up to 10 years. The Council will benefit from the savings outlined in the

report and potentially an additional financial return, although this is dependent on the outcome of the tender. The Council would maintain ownership of the key site, allowing flexibility and control with any future developments. A further positive outcome would be, depending on the tender responses, a high-quality operator could attract a range of different types of business to support the local economy.

- 6.5 The report does include an option for loan funding, which could progress a number of options, but careful consideration and due diligence would be required prior to any loan agreement to ensure that there is sufficient security and risk is mitigated.
- 6.6 Roycraft House is surplus to requirement due to the Council requiring less office space as a result of staff working from home. There are costs that the Council will incur when changing the way it delivers its services, with investment in dispersed working and hubs. The savings from Roycraft should be considered alongside these additional costs.

7. Legal Implications

Implications completed by: Dr Paul Feild Senior Governance and Standards Solicitor and Sayida Hafeez, Senior Property Solicitor

- 7.1 The Council is the freehold owner of the site both the building and its land including the attached ground level car park. The preferred option proposal in this report is to seek an occupier to take control of the building and site for a period of time potentially for up to ten years. At end of which the site may be developed according to a future master plan for the locality.
- 7.2 The preferred option would be to seek by tender an occupier which could deliver the use of the site as a workspace as envisaged by the Workwild consultancy in paragraph 2.4 above. Such activities will need to be regulated by use clauses. To achieve a necessary fit-out it may be necessary to carry out refurbishment works which would be financed either within the lease conditions or by means of a loan.
- 7.3 As observed the Council is the owner of the site and the granting of a lease is a disposal of land assets is and governed by the Local Government Act 1972, section 123. This provides that (subject to consent of the Secretary of State) a Local Authority should not dispose of its land for other than the best that can be reasonably obtained, unless the lease is for a term that does not exceed seven years. The proposed head lease would exclude the right to extend a commercial lease under the Landlord and Tenant Act 1954.
- 7.4 The procurement process is designed to get the best outcome to ensure value for money as required by the Best Value duty required by the Local Government Act 1999. The Council further has to power to enter the arrangements by virtue of the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction and enter into the various proposed agreements, further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

7.5 Any loan by the Council would need to be secured on the property and against the company taking it out. The Council would need to satisfy itself that the borrower is of sound financial standing and able to repay the loan. It would also need to ensure that the loan itself did not breach state aid rules (referred to below). As the Council is part of local government it is an emanation of the state, the Council must comply with UK Law regarding giving subsidies. This means that local authorities cannot subsidise commercial undertakings or confer upon them an unfair economic advantage. While last year the UK left the European Union (EU), issues regarding state aid have not ceased. For example, there remains the EU-UK Trade and Cooperation Agreement and the UK membership of the World Trade Organisations agreement on trade. So, requirements regarding state assistance albeit somewhat less prescriptive than the EU remain. Nevertheless, under the proposals the Council will be entering into the arrangements mainly for financial purposes. The leasing and letting of Roycraft House are market activities and in agreeing final terms for the occupier and financial arrangements regarding any refurbishment/ alteration works the Council should be satisfied they are state aid compliant that is that there is no unlawful subsidy. To do this the Council should ensure it acts as a market operator would, meaning the terms it agrees should be such that an operator or investor in the private sector would agree to those terms given the same or similar circumstances and that the borrower would in fact be able to access such loans.

7.6 As a potential option the Council could seek evidence from a commercial adviser whether in their opinion market/private sector parties in the same circumstances would be likely to do agree to the same or broadly comparable terms which constitute the market norm. Such a report (confirming that private/market sector parties will do so) will evidence conformity and compliance.

8. Other Implications

8.1 Risk Management

Risk/Issue	Description/Mitigation
Risk (1)	Risk: Unable to attract quality bidder Mitigation: Discussing will be held internally to identify the most efficient and commercial attractive route for the operator selection. The selection process will also be supported by Workwild who has good knowledge of London and local operator market.
Risk (2)	Risk: Unable to secure a preferred operator Mitigation: This workspace option would not prevent that work proceeding and being a future redevelopment phase or retained depending on decision making at the time. This may however mean time are being lost in undertaking the bidding process. Officer should flag up the risk of limited high-quality bidder during the bidding stage.
Risk (3)	Risk: Preferred operator not delivering as intended Mitigation: The operator will enter into a lease and service level agreement which will capture all social and commercial output as per their returned bid. Provision can also be added to the lease to tie the failure of delivery of social value output with the termination of lease.

- 8.2 **Contractual Issues** - Discussing will be held internally to identify the most efficient and commercial attractive route for the operator selection. Officers will also look at examples from other boroughs on best practice.
- 8.3 **Staffing Issues** – The selection process would be managed by Be First working with Inclusive Growth with the support of Workwild.
- 8.4 **Corporate Policy and Equality Impact** – The proposal to reuse Roycraft House as a hybrid workspace links to the corporate priorities of Well Run Organisation, Inclusive Growth, and Participation and Engagement. The building is now recognised to be surplus to requirements, as the Council has demonstrated it is able to work efficiently with reduced office space, and the proposal to change the usage will result in an annual revenue saving. The proposal also creates commercial and community spaces, based on research of local need and demand, bringing a range of socio-economic benefits to Barking Town Centre.

The equality impacts of the plan to vacate Roycraft House and the dispersed working arrangements for Council staff who worked there are being considered through a thorough Equality Impact Assessment process. The tendering process for choosing a provider to convert and operate the new workspace will need to ensure that a commitment to equality and diversity is considered as part of the evaluation of bids, so that the workspaces created are inclusive and accessible to all.

- 8.5 **Safeguarding Adults and Children** - The proposal has the potential to provide new commercial and community space in Barking town centre.
- 8.6 **Health Issues** - The proposal has the potential to provide new commercial and community space in Barking town centre, including public realm improvement to the ground floor space surrounding Roycraft House.
- 8.7 **Crime and Disorder Issues** – Any works and design will be reviewed to reduce any potential crime or disorder arising from the new development.
- 8.8 **Property / Asset Issues** – The property has been identified surplus to Council's requirement. The paper proposed the preferred option for the council to fully utilise and unlock the potential of the building. The refurbishment option is also the most sustainable option.

Public Background Papers Used in the Preparation of the Report: None

List of appendices: None