



Build the  
**Lenox**  
The Restoration Warship

# The Lenox Project **Vision**

Working Draft : May 2013

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Kit model of *Lenox*  
designed by Richard Endsor

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Cover image: *The Lenox in a storm*  
by Richard Endsor



# The Lenox Project **Vision** (Working Draft)

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## **1 INTRODUCTION**

This document is intended to set out the aims, objectives and current status of business planning of the Lenox Project, within the scope of our available resources and our limited knowledge of the developer's intentions. Since being established almost two years ago, the Lenox Project has been operating as a completely self-funded organisation, driven by a small number of volunteers all of whom are either in full-time employment, or run their own businesses. We acknowledge that this document needs further development before it constitutes a full business plan, and have indicated in the plan the aspects that we will focus on for our subsequent draft.

### **What is our proposal?**

**Our proposal is to build a replica 17th century warship, over a 7-10 year period, on the very site the original ship was constructed, as part of the Convoys Wharf redevelopment in Deptford, Lewisham.**

**Once the Lenox is launched and completed, we propose to moor her in the restored Great Basin in front of the Olympia Building which will become her home port.**

**We propose to support the creation of an interpretation centre at the site, the Deptford Dockyard Museum, which will focus on the history of the King's Yard as well as the wider history of Deptford.**

**We propose to work in partnership with educational and government agencies to create a skills and training programme as part of the Lenox construction scheme.**

**We propose to support the establishment of a marine enterprise zone in line with the requirement to create a viable use for the protected wharf.**

### **Who are we?**

The Lenox Project currently consists of a small steering group formed of local residents, which evolved from a campaign against a previous planning application for the site. The campaign sought a revision of the masterplan in order to allow the huge national and international significance of the site's heritage to be more clearly acknowledged in any future redevelopment.

The Lenox Project is one of several community-led heritage projects that are being proposed for the site. The remit of the steering group is to build on the awareness-raising work and research that has been done so far, to seek seed funding for further research and development of the project, and to establish partnerships with key stakeholders, in particular the developers and Lewisham Council.

## **What do we want?**

- An agreement with the developer to use part of the site to build the ship. Ideally we want to build the ship in the Double Dry Dock, where she was originally constructed, as the location must be feasible in relation to our planned construction and launch method. The same site could potentially be a shared space with the developer's public park proposal, or returned for this use after the ship build. During informal conversations, the developer's representatives have suggested that the project could be located on the protected wharf. This site is infeasible for our proposed build and launch method; to build here would add greatly to the cost and research requirements of the project and would require extensive reconfiguration of our plans (*see Appendix 4*).

**Aside from practical difficulties, we have been advised by Kevin Reid and James Trimmer, senior planning representatives of the GLA and the PLA, that the Lenox Project is not considered a suitable use of the protected wharf.**

- Space for an interpretation centre and visitor facilities
- Subsequent use of a suitable mooring for the ship at the restored Great Basin. Mooring her at this location will put the Olympia Shed in context and connect it to the river
- A commitment from the developer and Lewisham Council to provide safe, suitable access to the site for visitors during the construction phase
- A commitment from Lewisham Council to establish and develop a proper tourism strategy for the area, which will support and enhance the community-led projects such as the Lenox and Sayes Court Gardens, as well as the redevelopment of the site and the wider Deptford area.
- To gain an understanding of the developer's planned phasing so that we can collaborate on our proposed timescales and construction programme to suit the site and afford the project the strongest chance of success

## **What do we want it for?**

- To build a 17th century replica ship using a combination of traditional and modern methods and to launch it
- To use the ship and its construction as the central focus of a heritage tourist attraction at the site. Along with Sayes Court Gardens, this opportunity signifies perhaps the last chance for Lewisham, as a riparian borough, to make the most of its riverfront
- To establish a future role for the ship both at the site and in an ambassadorial capacity, attracting visitors to the area and representing Deptford and the UK on overseas voyages
- To provide a platform for cultural, historical and educational exploration through collaboration with academic, heritage and scientific groups
- To provide training in manufacturing and maritime skills through apprenticeship programmes

## **2 BACKGROUND**

### **Why the Lenox?**

The ship was the first of the great Thirty Ship building programme of 1677 and attracted more attention than any other ship of her type, being extensively recorded in official records and art. Following a twenty year research programme by marine historian and author, Richard Endsor – whose book *The Restoration Warship* covers the history the *Lenox* in minute detail – it is now possible to construct her exact replica.

The *Lenox* would be the first replica seventeenth century ship built according to known specifications, unlike similar projects such as the *Hermione* in France, the *Zeven Provinciën* and *Batavia* in Holland and the *Catalan* in Spain. These projects, however, are proof that the concept of building replica ships can be successful.

The 70-gun third-rate *Lenox* represents the pinnacle of Restoration shipbuilding practice. During her lifetime, England progressed from a position of inferiority to the French and Dutch to become the world's leading maritime power.

By building this one typical ship, all 'third-rate' ships of the period can be understood. *Lenox* was built by John Shish, the Master Shipwright at Deptford Dockyard and was launched on 12 April 1678. She survived until 1756 and during this period she was rebuilt twice, firstly in 1701 and again in 1723. The design of 1677 was so successful that its form remained virtually unchanged until it was replaced by the 74-gun ship in 1755.

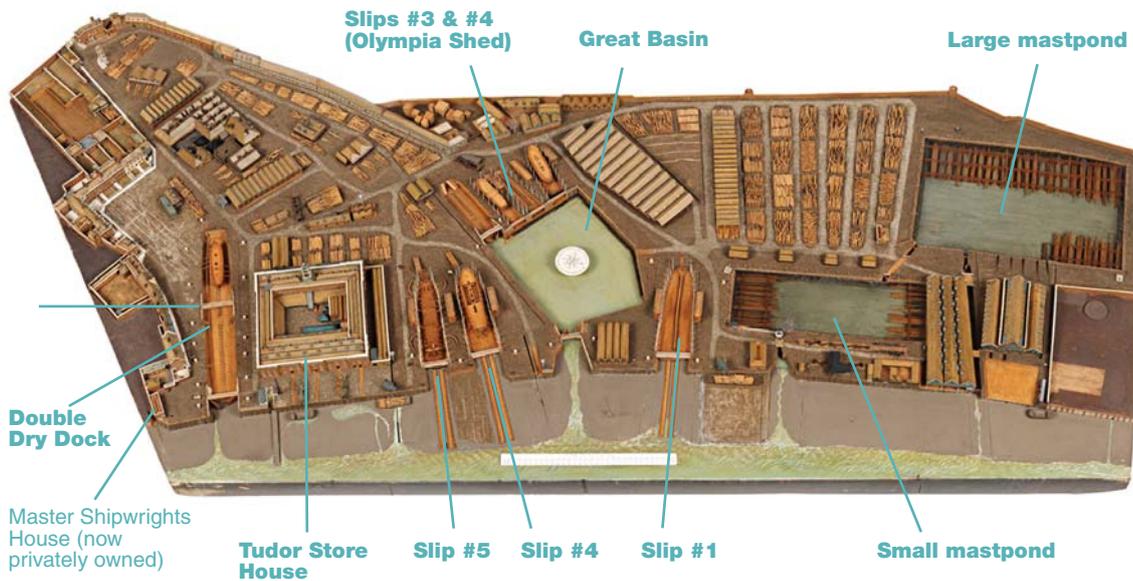
Construction of *Lenox* and her sisters was largely down to Samuel Pepys, the famous diarist and Secretary of the Admiralty, who considered the Thirty Ship programme to be the greatest achievement of his career.

### **Deptford Dockyard**

Founded by Henry VIII in 1513, exactly five hundred years ago, Deptford Dockyard was the most significant royal dockyard of the Tudor period. For 356 years Deptford was the central power house of the nation's navy. Hundreds of warships and countless trading vessels were built here, including ships built for exploration, science and empire. Famous vessels such as the *Golden Hind*, *Mary Rose*, *Discovery*, and *Endeavour* were refitted here and Deptford was associated with the great mariners of the time, including Francis Drake and Walter Raleigh.

Important new technological developments were trialled here; Deptford was the first of the royal naval dockyards to have a wet dock or basin and this technology was exported to outlying dockyards such as Chatham in 1650. Under the administration of Sir George Carteret, Deptford's skilled workmen and naval dockyard officers built the wet dock at Chatham.

The basin is also where John Evelyn carried out his first diving bell experiments in 1661, and where in 1814 John Rennie used the new technology of a caisson gate to rebuild the basin entrance.



Model of Deptford's Royal Dockyard, built in 1774. The model can be viewed at Chatham Dockyard © National Maritime Museum

Deptford's reputation as a centre of shipbuilding excellence spread across Europe and in 1698, the Tsar of Russia, Peter the Great, visited the dockyard to learn more about shipbuilding methods so he could modernise Russia by introducing the latest western technologies and designs.

In the past Deptford itself prospered from the presence of the dockyard, which provided a highly skilled workforce and supported associated industries. This prosperity and success can be seen to underpin the current prominence and heritage status of Greenwich.

**This centre of technological excellence will be re-established with the construction of the Lenox, both by revitalising traditional skills and by introducing new media and technologies.** The Lenox would be built using new techniques from a digital model of the ship through which a numerically-controlled router can be programmed to automatically machine the parts. This would ensure economies in materials and time, and enable apprentices to be trained in modern, transferable skills. The project also intends to encompass research and training in the appropriate heritage crafts, as these skills are also transferable.

### **Archaeology**

The vast majority of the dockyard structures remain largely intact below ground at Convoys Wharf, including the Great Basin. Above ground are features such as the Olympia Building, where ships were built under cover before being launched into the Great Basin, and the Master Shipwrights House which is directly adjacent to the Double Dry Dock, just outside the border of the site.

The site has been subjected to an extensive archaeological dig which uncovered the foundations of the Tudor Storehouse, several slipways, the Great Basin in front of the Olympia Building, mast ponds and a number of other features. Most of the remains were more extensive and in better condition than had been predicted by initial surveys, and demonstrate the collective significance of the historical remains at the site. Even so, some parts of the former dockyard – in particular the Double Dry Dock – remain largely unexcavated.

While the remains of the Tudor Storehouse are protected as a Scheduled Ancient Monument, and the Olympia Building is listed, no statutory protection has so far been afforded the buried dockyard structures despite their immense individual and collective significance.

Museum of London Archaeology, which led the investigative work at the site, is due to publish its report on the Convoys Wharf archaeology at the end of May. English Heritage initially rejected an application to have the significant dockyard remains scheduled collectively, but this decision was questioned given that the archaeological investigations were incomplete when the decision was made.

**At the Naval Dockyards Society conference in April 2013, EH head of archaeology for the region, Mark Stevenson, stated clearly that the listing application would be reviewed once the report is published.**

### **National significance of the site**

From the medieval period onwards, Deptford was an important place for shipbuilding and fishing. It was used as a repair yard and as an anchorage for the king's ships in the reign of Henry VII. In 1513, as part of Henry VIII's overhaul of the English navy, he chose Deptford as the site for his chief Thames dockyard for building and repairing warships. It was not until 1542, however, that proper dock facilities were completed and the Deptford yard could carry out a wider range of work.

Elizabeth I knighted Francis Drake in Deptford in 1581 after he returned from the great circumnavigation of the globe in the Golden Hind. In the Tudor period, Deptford was also an important trading centre. In 1514, Henry VIII established Trinity House in the parish church at Deptford Strand. Trinity House was an association of 'shipmen and mariners', working to support English shipping. In the reign of Elizabeth I, it became responsible for the maintenance of buoys, lighthouses and other aids to navigation.



The King's Yard in its heyday. The launch of the 80-gun HMS Cambridge (left) in 1755, depicted by John Cleveley the Elder (Wikipedia)

## Heritage

The loss – or building over – of these significant historical remains would represent a huge blow not only to the largely untold local history of Deptford, but also to the history of Britain's shipbuilding and maritime prowess, the development and civil engineering of Royal Navy dockyards and the national significance of this site in terms of exploration, international trade and the creation of the British Empire.

**Retained and restored, these features would have huge potential in terms of attracting tourists to the site and generating revenue – and could be exploited by both Lewisham Council and the developers as a unique selling point. It would enable the story of Deptford Dockyard to be brought to life using actual artefacts, such as the restored Double Dry Dock and the Great Basin, rather than having to create models and storyboards for use as archival materials for current and future generations.**

In 2011 a feature by architecture critic Kieran Long in the *Evening Standard* summed up this potential loss of heritage succinctly: *'When Convoys Wharf has been re-developed, the history of the King's Yard will lie in a shallow grave underneath shiny apartment blocks and cappuccino bars. Professionals will move into the residential towers, which will probably be named after Drake's Golden Hinde. And when their dinner party guests ask them where the docks used to be, they will reply: "I don't know."*

<http://www.standard.co.uk/arts/architecture/battle-of-convoys-wharf-6361469.html>

## Our supporters

Our proposal has already gained support in principal from a large number of individuals and potential partners including our patrons Dame Joan Ruddock MP and the historian and broadcaster Dan Snow; Lewisham College (now Lesoco); the Ahoy Centre; Creekside Forum; The Shipwreck Museum in Hastings; Charles Gordon-Lennox, the Earl of March; Lloyd Grossman; Lord Alan West; Len Duvall; Julian Fellowes; the Council of British Archaeology.

**The office of HRH Prince Andrew, the Duke of York has confirmed that he has expressed an interest in the project and intends to give consideration to supporting it in his next patronage review.**



### **3 VISION**

#### **Build the Lenox**

The Lenox Project aims to profitably revitalise the economic, cultural, and historic heart of Deptford, London through the re-use of two of the most dramatic features of Britain's former Royal Dockyard.

We intend to build, to known specifications, a 17th century man-o-war in the Double Dry Dock at Deptford, using traditional and cutting edge maritime technologies, over a 7–10 year period, after which she will be commissioned and floated out of the dock and into the Great Basin – her home port.

The visitor experience at the Lenox will be far wider than just seeing a ship being built. Her construction in the restored Double Dry Dock in front of the Master Shipwrights House will create an historic backdrop that will bring the glory days of the King's Yard to life in an instant.

Special open days featuring re-enactments and costumed character actors; staged theatre, dance, music and other art-based events both contemporary and historic; and technical tours of the workshops, craft demonstrations and educational visits will also drive visitation. We intend to create a 'virtual' tour for those unable to travel to the site.

As well as land-based attractions, the site could be the focus for river activities such as races of small craft, in partnership with The Company of Waterman and Lightermen, the Ahoy Centre and Greenwich Yacht Club. It could even be a venue for the Great River Race, London's river marathon.

#### **Why we need the Double Dry Dock**

Lenox was originally built in the Double Dry Dock, but this is not the only reason that the Double Dry Dock is the preferred location for our project.

Building the Lenox in either the renovated Double Dry Dock or on a slipway in the Olympia building would have the least risk for the project in terms of the technicalities of the construction; under these circumstances building the ship would follow a well-documented, tried and tested procedure. A 20-year study of the original ship has revealed every detail of its construction, allowing us to build an accurate replica without any need to extensively adapt the vessel to suit the construction method.

Another practical benefit of using the double dry dock is that it is close to the site boundary, hence visitors could be brought to the Lenox Project with minimum impact on the other redevelopment work. (See Navigation to the site in Key strands below).

The proximity of the Master Shipwrights House is a further significant consideration for use of the double dry dock, given both the historical context, and the inextricable connection between this building and the Lenox.

While construction of the Lenox on land at the west end of the site might be possible, this would need further study to investigate the practicalities of such a procedure, not least, the problems of craning a wooden vessel of over 1100 tons safely into the river. Marine architects would need to be employed at an early stage to review the site and the plans of the vessel, and may need to adapt the latter to suit a non-traditional construction method. This will increase the cost and time required for the planning phase, may require new plans to be drafted before construction can begin, and carries the added risk of use of an unproven construction process, defeating much of the core ethos of the project.

**Building the Lenox on the protected wharf would not be an acceptable use of this facility, as has been made clear by the GLA and PLA (see page 4).**

### **Deptford Dockyard Museum**

There is a strong case for the history of the dockyard to be emphasised in the creation of an interpretation centre. This could be an annexe to the National Maritime Museum in Greenwich and the Museum of London Docklands. As well as those artefacts held by the Lewisham Local History Archive, there are a great many held in storage by the National Maritime Museum relating specifically to Deptford, which could bring the history of the site alive for local residents and visitors alike.

### **A continued presence**

Once built, the Lenox will be a tourist attraction in her own right. When moored at her home port of Deptford she will present a dramatic spectacle, making sense of the Olympia Building's ship-building history, creating a direct and visible link between the former dockyard and the River Thames, acting as a beacon and landmark for passing tourist boats and with her masts on the skyline providing a counterpoint to those of the Cutty Sark.

As a seagoing vessel which will take paying crew, she will embark on occasional voyages to European ports and beyond. In her absence visiting ships (see page 19) will take her place to drive continued tourism to the site, as part of a newly formed association between the various projects by which they can jointly promote and publicise themselves. Lenox will act as an ambassador for Deptford, raising awareness and supporting the ongoing tourism strategy.



*The launching of the Lenox at Deptford on the 12th April 1678 by Richard Endors*

## **Regeneration and rejuvenation**

The project will have wider benefits of regeneration and rejuvenation, not just in the local area but also beyond. As well as contributing to the existing maritime cluster along this part of the Thames, the Lenox will become established as a viable and sustainable local business entity, contributing to the local economy and promoting volunteer and community inclusion. During construction, the use of sustainable materials will drive reforestation and responsible woodland management, and being a ship-building project will support the reinvigoration of UK maritime links and businesses.

The process of construction will encourage best practice through research and practical experience of traditional and modern ship-building techniques. By forging links with similar European projects, cross-disciplinary connections will be made and a wider exploration of cultural practices examined.

## **Driving visitors to the site**

Our vision regards the Lenox Project as just one of a number of strands that will bring visitors to Convoys Wharf. With related visitor attractions within walking distance that complement rather than compete with the Lenox, the site will be well-placed to attract tourists from the UK and abroad. The historic setting of the Lenox Project, the presence of Sayes Court Gardens and the proximity to transport links – in particular the new Thames Clipper pier proposed for the site – will create a critical mass of attractions to drive visitors to the site.

**Lewisham Council would support these aims through a new tourism strategy which would position Deptford firmly on the London-wide tourist trail.**



Construction of L'Hermione at Rochefort © Hermione.com

## **4 KEY STRANDS OF THE PROJECT**

### **Heritage and place-making**

Building the Lenox at Convoys Wharf would create a tangible and undeniable link to the site's history that would have an immediate and lasting impression on visitors. With a ship in construction in the Double Dry Dock, or moored in the Great Basin, and the recreation of John Evelyn's Sayes Court Gardens nearby, the place-making aspirations of the redevelopment could be realised in a single stroke.

Not only would the ship be a breathtaking focus for the site, complementing the Olympia Building and being highly visible from the river, she would have a relevance that could not be replicated by interpretation boards or contemporary art commissions alone.

Such a presence would reflect the rich heritage of the former King's Yard while creating a sense of place among the new residential buildings. She would bring a human scale to the development and lend credibility to the stated aim of preserving Deptford's ship-building past.

### **Tourism**

Tourism is fundamental to the success of the Lenox Project. Income will be generated by paying visitors coming to view the progress on the ship's construction. However, the presence of the ship, and the other heritage projects proposed for the site, create a motivating factor that will drive visitation to the site.

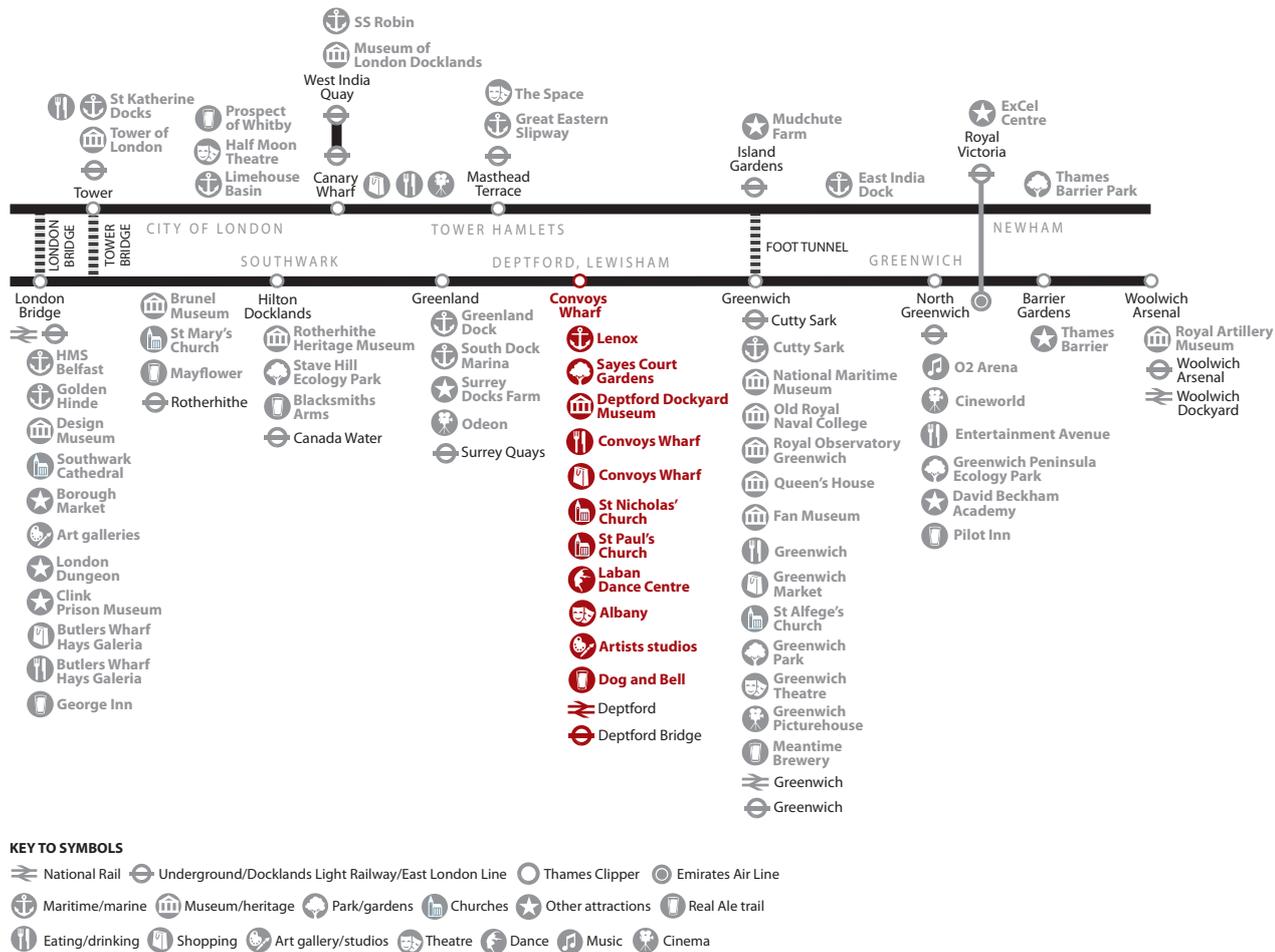
#### **A new tourism strategy for Lewisham**

The projects will present an opportunity for Lewisham to create a new, cohesive tourism strategy, which focuses on the north of the borough. This will put Lewisham on the London tourist trail for the first time, a position strengthened by its proximity to the World Heritage site and the Cutty Sark at Greenwich.

There are complementary attractions along the river, such as the Brunel Museum, Museum of London Docklands, HMS Belfast and the replica ship Golden Hinde. Only a short walk from Convoys Wharf are the historic churches of St Nicholas and St Paul's. Although the founding date of St Nicholas' Church is unknown there has been a church on this site for 800 years, and the carved skulls on the gateposts are said to be the inspiration for the pirate flag, since many pirate ships would have set out from Deptford. The playwright Christopher Marlowe is buried in St Nicholas' churchyard.

St Paul's is described by the Royal Commission on the Historical Monuments of England as one of the finest Baroque churches in the country. Designed by Thomas Archer and built between 1712 and 1730, it is designated a Grade 1 listed building. Fans of architecture will also want to visit the Trinity Laban Conservatoire of Music & Dance nearby, designed by Herzog & de Meuron.

The illustration overleaf shows the quality of product that could be on offer to visitors using the Thames Clipper or following the Thames Path National Trail.



## Deptford Dockyard Museum

The museum would specialise in naval and local history of the 17th century period in particular and Deptford history around the docks. In addition to its repair and building functions, the dockyard at Deptford undertook certain other tasks that resulted from its proximity to London. The yard was most frequently chosen for any new experimental work, with members of the London-based Navy Board able to visit the yard in order to monitor progress. Deptford was also responsible for supplying naval equipment to other Royal dockyards, both home and abroad.

The Honourable East India Company's first voyages departed from Deptford. By 1607 the company was building its own East Indiamen ships in docks on Greenwich Reach between the Royal Dockyard and Deptford Creek. Later the company reverted to hiring vessels, many of which were built in other private yards at Deptford. Excavations at Greenwich Reach revealed archaeological remains associated with the growth of international trade and shipping throughout the post-medieval period.

The origins of many of Britain's Black and Asian population lie in the search for profit around the globe, as millions of people from Africa and Asia were uprooted and scattered across the world as enslaved or indentured labourers. Sailors from Africa, the West Indies, India and China contributed to life on board British ships during times of peace and war, when they might also double as soldiers.

Olaudah Equiano, a slave who played an important role in the abolition of the slave trade, was sold by one ship's captain to another in Deptford in around 1760. Ignatius Sancho was born on a slave ship and brought up in Greenwich. These histories are given little prominence at the National Maritime Museum, but should find a home in the Deptford Dockyard Museum as a resource for the local community, schools and visitors alike, reflecting the rich diversity of Deptford's multi-racial past and present.

In contrast to Greenwich's royal naval quarters, Deptford's docks and markets thrived on a much more loosely-organised labour of privateers, slave traders and entrepreneurs. Deptford has a history of piracy, and the mythical inspiration for the Jolly Roger can be found in St Nicholas's churchyard, whilst the mutiny-bound *Bounty* was outfitted here. Although Sir Francis Drake is known for circumnavigating the world, in the company of John Hawkins he was also a slave trader and privateer, and to the Spanish, a pirate.

Mary Lacy dressed as a man and ran away to sea in 1759. She wrote an autobiography of her life in the Royal Navy, *The Female Shipwright*, which was recently republished by the National Maritime Museum, and concludes with her marriage to a 'Mr Slade' at St Nicholas' Church. She built a house for herself, the terrace of which survives on Deptford High Street. Louise de Keroualle was the mistress of Charles II. The ship was named after their illegitimate son Charles Lenox. Other women involved with the dockyard include Mrs Bagwell, who helped promote her husband's career as a shipwright through a licentious relationship with Samuel Pepys, and Susan Beckford, an approved supplier of ships' ironwork.

Around 40 Royal Navy ships were converted for use as prison hulks, a common form of internment in Britain and elsewhere in the 18th and 19th centuries. HMS *Discovery* became a prison ship and was moored at Deptford in 1824.

### **Focus for historic ships**

The *Lenox* and the *Cutty Sark* are radically different types of ship, and from a tourism perspective can be regarded as complementary rather than competitive.

The recently-restored *Cutty Sark* is now a national monument in a spectacular setting, however she is stationary and immobile. *Lenox*, in her exciting, accessible and ever-changing construction period will afford a step-by-step insight into 17th century ship construction as never seen before. This will encourage repeat visits, and tourists will also be able to see skilled craftsmen and women at work on the ship's construction as well as being able to observe progress from a promenade gallery around the ship itself. At weekends and lay-off periods during the week there will be 'hard hat' tours of the ship.

Post construction we propose that the *Lenox* be berthed in a restored Great Basin in front of the Olympia Shed. There she will continue to welcome visitors daily; also attracting them to the proposed retail space within the Olympia shed. Failing this, she could continue to occupy the flooded Double Dock, affording the visitor an authentic 'ship afloat' experience.

This formula of a cluster of historic vessels has proven success and is more likely to attract visitors from further afield. Good examples of this are Portsmouth Historic Dockyard, Chatham Dockyard and Bristol. Further afield in Europe examples such as Bataviawerf, Bremerhaven, and La Rochelle enjoy equal success.

In all instances the successes enjoyed by these vessels have been made possible not just by the visions of the groups involved but also by clear and decisive tourism policies on the part of local government to protect these areas.

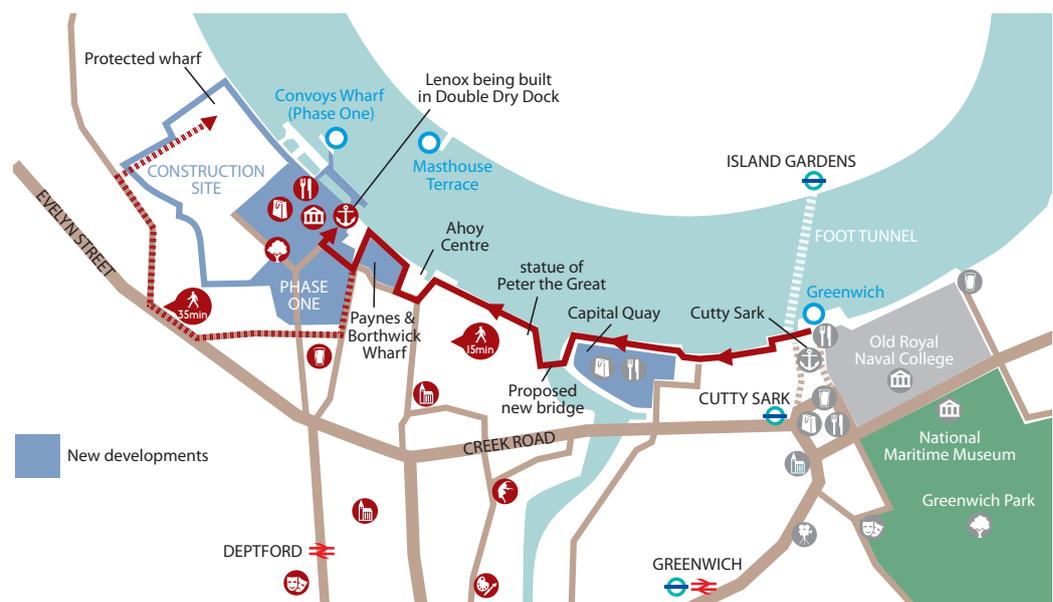
### Navigation to the site

The developers have committed to providing a new stop on the Thames Clipper service, and have stated that this will be up and running within the first phase of their works. Like the Cutty Sark, Lenox will be directly served by Thames Clipper services where the visitor will be able to alight at the jetty of Hutchison Whampoa's exciting development and walk a similarly short distance to that at Greenwich pier when visiting the Cutty Sark. The two vessels will be a pleasant 15 minute riverside walk apart.

**If Lenox was sited in the protected wharf, there would be no access from the riverboat and a much longer walk around the construction site.**

The Thames Path National Trail, a long distance footpath and cycle route, will go through the site along a new riverside promenade. The developers will also expand the local network of cycle routes through the site, to link the new public squares and the waterfront. Wayfinding to the site and within it will be particularly critical and we will need a strong commitment from Lewisham Council and the developers to provide this in a timely fashion.

Expectations of the Thames Path National Trail are in line with the visual below:



## Employment & training

Central to the Lenox Project is the opportunity to provide meaningful training and employment opportunities to local people, in collaboration with partner organisations in the area such as Lesoco, Greenwich Community College, Greenwich University and the Ahoy Centre. The chance to work on a live ship-building project which is also a visitor attraction represents a unique opportunity with exciting possibilities for learning and development.

Key skills that we will be able to offer training and apprenticeships in include the creation and manipulation of digital models from drawn plans, and knowledge of computer-aided design and computer-aided manufacturing software. Construction of the ship will begin with the digitisation of the plans to create a full 3D model of the Lenox. Trainees who learn to create and manipulate such a model in order to produce data suitable for the CNC Routers which will be used to cut the wood will have valuable skills that can be transferred to almost any modern manufacturing business.

In addition to these high-tech processes, some parts of the ship will require traditional skills such as woodcarving and other woodworking skills, blacksmithing, sailmaking, rope-making, block making, caulking and painting and leadwork. The project will employ specialists who will be required as part of their contracts to train apprentices in these heritage skills, which are in growing demand in the restoration industry around the country and abroad.

We are making links with the Ahoy Centre, just a few minutes' walk from the site, which is now running courses in small boat building. We anticipate the centre will be a key partner for training in both boat building and seamanship skills.



Working on L'Hermione © Hermione.com

The visitor centre will provide opportunities for apprenticeships, training and employment in hospitality, retail and tourism.

With our partner organisations we will carry out a mapping exercise of training provision available in the locality and undertake employment workshops with the key groups. We will ensure our approach is aligned with Job Centre Plus, National Apprenticeship Service frameworks and Skills Funding Agency requirements.

## **Marine Enterprise Zone**

A protected wharf exists at the west end of the Convoys Wharf site, and the Lenox Project strongly supports the aspiration that a Marine Enterprise Zone be established on the wharf by Lewisham Council and the GLA. The presence of the Lenox Project would draw attention to the site, making it easier for newly-established marine-sector businesses to attract and retain custom, and would benefit by sharing plant and equipment with these businesses.

### **Boatyard assessment (CW6-Annex\_2\_Boatyard\_Assessment)**

This report, which was drafted in 2010 to accompany the Aedas scheme planning application, argues that there is no demand for the services that a marine enterprise zone and boat yard facilities could provide. The contents of the report are outdated, and we recommend that this aspect of the project be thoroughly reassessed before the potential viability of such a zone is dismissed.

The relevant area that would be served by a facility at Convoys Wharf extends from Teddington to Gravesend, although the right facility could attract custom from the Medway and beyond. The report states that there are 40 boatyards servicing 1000 vessels. Even from Lechlade to Gravesend there are fewer than 40 boatyards with any meaningful docking facilities.

For vessels under 10m, facilities are just about adequate; for any longer craft they are seriously lacking. Since the original report, more yards have gone out of business; however this is not from a lack of demand but from loss of facilities to new developments.

At the same time there has been a dramatic increase in private residential vessels over 20m, most notably converted Dutch barges and Humber keels. All marine insurers require that these vessels are docked every five years for inspection. The larger dock facilities that remain are taken up for most of the year by the annual inspections/repairs required of commercial and passenger vessels on the river. Even the PLA's repair facility at Gravesend does not have the capacity (ie a large enough travel hoist) to lift out its own lighters and larger barges.

One of the best-placed dry dock facilities on the river, Cory's of Charlton, no longer takes outside work due to the maintenance requirements of its own large fleet. It is now estimated that there are more than 300 private vessels over 20m long in the area. At any one time there are more than 90 passenger vessels operating on the Thames – not counting the Thames Clipper fleet.

The average through-put in any dock is, at best, 12 per annum and at present there are four operational yards with five docks in total in the target area. Each year approximately 60 private craft will need their 5-year service, and there are 90 commercial passenger vessels that require an annual service, so a total of 150 per year of this size. Existing facilities can handle approximately 60 vessels per year (five docks each handling 12 vessels per year) leaving a surplus of 90 craft per year with nowhere to easily dock. The Mayor's Boatyard Report 2007 states that commercial craft have to travel to Rochester, Ramsgate, Faversham and even Ipswich.

A travelhoist-based facility on the protected wharf area at Convoys Wharf would go a long way to addressing this problem and would provide a facility for emergency repairs such as damaged stern gear.

### **South East London Marine Cluster**

Placing the Lenox Project in the historic Double Dry Dock at the south-eastern end of Convoys Wharf and a marine enterprise zone/travel-hoist operation in the protected western end will create an exciting and symbiotic marine cluster, at the same time revitalising Lewisham's modest Thames waterfront.

This cluster will be part of a ribbon of complementary marine facilities and operations stretching from Greenland and South Docks, home to a large range of vessels from high-end luxury yachts and large residential barges through to smaller private craft.

The crane and cradles at South Dock only have a capacity of 16 tons and the hardstanding is under threat of development, discouraging any increase in this capacity.

While the PLA's chief planner James Trimmer sees the protected wharf area on Convoys Wharf primarily as having potential for handling of bulk cargoes, this could co-exist with both an enterprise zone and a docking facility. The proposed deepwater jetty could accommodate most of the handling space and, with the addition of an extra finger, facilitate the boat docking operations of a travel-hoist, hence sharing infrastructure costs.

With imaginative leadership from Lewisham Council in the form of favourable rate deals for marine-based commerce, a broad range of both cutting edge and traditional businesses could be drawn to the site, serving the vessel repair operations. Local colleges such as Lesoco (formerly Lewisham College) have shown keen interest in tailoring courses around these proposals.

The presence of Lenox in the Double Dry Dock will only serve to enhance and attract both tourism, training, and further related business.

Heading eastwards to Greenwich past the sail training Ahoy centre-of-excellence and over historic Deptford Creek, visitors arrive at the Cutty Sark, the National Maritime Museum and the former Naval College having experienced every nuance of maritime London.

## 5 EXISTING MODELS

Despite its prominent role in the development of maritime technology and naval history, the UK does not have a replica ship construction project. Similar schemes exist in several European countries, in the USA, Russia and Australia, and the experience that has been gained on these schemes will offer valuable guidance to inform the development of the Lenox Project business model.

**This is a wholly unique opportunity for Deptford and London. It not only reinvigorates Deptford's maritime history but creates a global platform for Deptford, alongside other internationally successful projects.**

**France: L'Hermione** <http://www.hermione.com/>

This scheme is claimed by the local mayor to have literally turned around the fortunes of this small town on the west coast of France. A source of local pride, boosting aspirations and creating jobs, in summer 2012 the Hermione welcomed its three millionth visitor and opens its doors to 250,000 tourists each year.

The plan to build a replica of the Hermione started with a small group of dedicated enthusiasts 18 years ago. With sound and steady management and a great deal of creativity, they persuaded national government, regional and town councils and the public that nothing is impossible and the benefits can be enormous. The dock was excavated, temporary buildings sourced, funding secured, shares sold, and challenge after challenge overcome.

The National Maritime Museum in Greenwich provided the drawings used to build the Hermione, as the Royal Navy had captured her sister ship and meticulously detailed her construction. The building programme was tailored to provide the maximum in training opportunities, and skilled specialists were drawn in from across Europe. In 2012 she was floated out of the dry-dock and masted and rigged. The plan for 2013 is to retrace the voyage the original Hermione took when LaFayette used her to harass the English Navy's blockade of the American colonists.

**France: Le Jean Bart** <http://www.tourville.asso.fr/>

A 17th century Louis XIV naval ship being rebuilt in a yard at Gravelines on the north coast of France between Dunkirk and Calais.

**Sweden: The Swedish Ship Götheborg** <http://www.soic.se>

This replica 18th century sailing vessel was completed in 2005 in Gothenburg, which is now her home port. She is the largest sailing wooden ship in the world. On her maiden voyage she sailed to China as part of a two-year world tour; in May 2013 she will start a four-month tour around northern Europe.

**Holland: De 7 Provinciën** <http://www.bataviawerf.nl/>

De 7 Provinciën is a replica of the battleship which was built in 1665 for the Admiralty of Rotterdam as part of a larger fleet intended to strengthen the maritime power of the Dutch in relation to the English. The aim is to make as authentic a reconstruction as possible, using existing source materials. Although built in the same era as the Lenox, no records of the Dutch ship exist, and its reconstruction is based on specifications and paintings of the time. The Batavia Yard, where the boat is being built, is also home to the Batavia, a replica of a Dutch East India Company ship from 1628 which was completed at the yard in 1995.

## 6 PROJECT DEVELOPMENT, OPERATION AND LOGISTICS

This project plan is based on our ideal model for the construction of the *Lenox* but until we gain a full understanding of the proposed phasing and timing of the Convoys Wharf development it can only be regarded as a draft and is subject to change. As yet there is no timeline and we are unable to develop one without access to the proposed timings for the site redevelopment. We very much intend to work with the developers to fit in with the timings and location of proposed activity on the site throughout their construction work.

Much of our work so far has been in raising awareness of the project, and communicating our plans to potential partners and supporters. We are unable to move forward and furnish further details of our project and financial model until we fully understand the developer's plans for the site.

Our project plan includes the main activities that we intend to undertake, as well as additional activities that could be undertaken in collaboration with partners as enhancements to the main work.

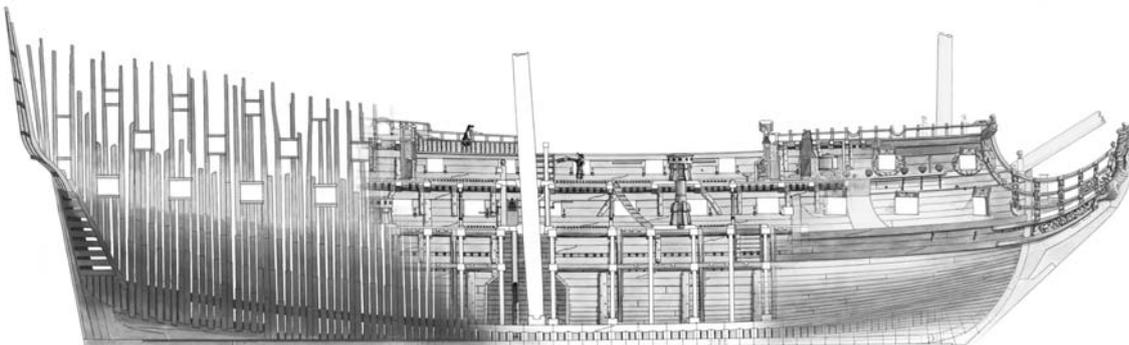
### Phase One: RESEARCH, DEVELOPMENT AND PLANNING

#### FUNDRAISING

- Source funding from both private and public sector to construct scale model
- Source funding for fundraiser and project team,
- Source funding for architectural competition
- Launch sponsorship scheme

#### LENOX BUILD

- Agree basis of cooperation with site owner HW
- Establish the feasibility of the different project locations on the site
- Archaeological investigations of the top end of the Double Dry Dock (could be combined with full excavation and funded through archaeological grants; work requires input from English Heritage)
- Source materials required – mainly timber. There is a fundamental intention to source them sustainably, using one of the following options or a combination of them:
  - go to UK market
  - work with local authorities to secure timber cleared by parks and highways departments, in exchange for educational opportunities for their schools
  - approach projects such as HS2 for trees to be cleared from their route



Plans of Lenox © Richard Endsor

- donation (from large landowners eg Charles March, Lenox descendant)
- source from Europe or elsewhere (which was the original solution – timber from England and the Baltic was used).
- Investigate the feasibility of adapting the vessel so she is able to sail – liaise with Maritime & Coastguard Agency to establish the requirements and practicalities
- Acquire appropriate permissions from statutory authorities (Port of London Authority, London Borough of Lewisham, English Heritage, Maritime & Coastguard Agency etc)
- Restoration of the dock – remedial work as goodwill publicity from larger partnerships or contracts such as with Crossrail
- Digitise the ship's drawings
- Build a scale model of the Lenox
- Construct display area in temporary accommodation on site and install the model
- Recruit project team

#### PR & MARKETING

- Design branding, build website and advertise the vision
- Schedule visits to view the scale model for VIPs, funders, schools, academics etc
- Organise an architectural competition for visitor centre/workshop buildings etc
- Create a 'virtual tour' from the ship's drawings for those unable to travel to the site for display on the website and at the temporary accommodation

#### VISITOR EXPERIENCE

- Visitors at this stage will be VIPs, potential funders, schools and maritime historians and academics

#### WORK WITH PARTNERS TO

- Create links with community groups, local colleges, schools, heritage bodies etc to explore ways of community involvement (*ongoing*)
- Establish links with similar projects in Europe (Göteborg, L'Hermione, Batavia, Zeven Provinciën) and the USA (*ongoing*)
- Education programme to schools; cannon and other live history, keystone learning packs
- Engage partners to plan Deptford Dockyard Museum and visitor facilities



Clockwise: Model of L'Hermione; one of the ship's boats; building the keel © Hermione.com

## Phase Two: CAPITAL WORKS AND PREPARATION

### FUNDRAISING

- Source funding from both private and public sector: excavation, temporary/permanent cover, lifting gear etc

### LENOX BUILD

- Excavate the dock (fully or partially as funding allows)
- Build the temporary/permanent cover
- Assess availability and practicality of using large CNC routers
- Carry out feasibility study of frame construction using original method against whole frame assembly used by most modern replica builders
- Add assembly lifting gear
- Build temporary/permanent workshops

### PR & MARKETING

- Ongoing marketing
- Launch visitors membership scheme

### VISITOR EXPERIENCE

- Plan river activities in partnership with Watermans Hall, Ahoy Centre and Greenwich Yacht Club
- Organise races of small craft
- Research costumes and involve re-enactment groups
- Establish site and wharf as venue for Great River Race

### WORK WITH PARTNERS TO

- Establish access route to the site
- Plan and construct visitor facilities
- Construct catering/conference and museum facilities
- Create a replica 'Great Cabin' restaurant



*Clockwise:* Samuel Pepys managed Charles II's 'Thirty Ships Programme' (National Portrait Gallery); a young woman demonstrates sail making to L'Hermione visitors; Théâtre du Tacot entertain visitors; filming aboard ship; an example of merchandise (© Hermione.com)

- Establish the Deptford Dockyard Museum as an annexe to Museum of London in Docklands
- Involve arts projects
- Build the ship's boats as a means of engaging local students in the planning, construction and launch, and once afloat, offer training and experience in maritime skills
- Set up training schemes in collaboration with local colleges and universities

### **Phase Three: BUILD & LAUNCH**

#### FUNDRAISING

- Source funding from both private and public sector (*ongoing*)
- Tourism income stream begins
- Income from hospitality, sales and corporate events

#### LENOX BUILD

- Install an intermediate gate between the two sections of the dry dock
- Build ship
- Build and install new dock gates at river wall
- Excavate remaining sections of the dry dock as appropriate
- Open the gates and flood the dock
- Float the ship, relocate into front dock
- Install the masts and rigging
- Remove end of pier to enable formal international launch

#### PR & MARKETING

- Ongoing marketing, specialist marketing for hospitality, sales and corporate events
- International marketing for float celebration and international launch
- Maintain visitors membership scheme
- Maintain calendar of hospitality, sales and corporate events
- Media coverage

#### WORK WITH PARTNERS TO

- Recruit skilled companies and personnel to carry out the work
- Marine skills college on site?
- Train apprentices – woodwork, carving, CNC routers etc
- Support the establishment of the Marine Enterprise Zone and high-tech marine businesses to service London's modern marine leisure industry
- Ropemaking at Chatham
- Set up mini foundry, blacksmith's shop etc



Visitors to L'Hermione during construction © Hermione.com

#### VISITOR EXPERIENCE

- Stage events during construction
- Sail making demonstrations etc
- Visitors can view skilled craftsmen and women at work on the ship's construction
- Visitors can observed progress from promenade gallery
- 'Hard hat' tours of the ship
- Float celebration and international launch

#### **Phase Four: LEGACY & BUSINESS CONTINUATION**

#### FUNDRAISING

- Tourism income (*ongoing*)
- Sponsorship and media rights
- Income from paying crew
- Income from hospitality, sales and corporate events

#### LEGACY

- Lenox is berthed in a restored Great Basin in front of Olympia Shed or in flooded Double Dry Dock
- Appointment and training of professional crew for sea trials
- Ambassadorial and trade voyages to Europe and Asia Pacific
- Visiting ships take her berth when she's on tour

#### VISITOR EXPERIENCE

- Tours onboard the Lenox and visiting ships
- Opportunities for paying crews

#### PR, MARKETING, FUNDRAISING

- Maintain visitor stream and calendar of hospitality, sales and corporate events
- Ongoing marketing, specialist marketing for launches

#### WORK WITH PARTNERS TO

- Maintain ongoing partnerships and apprenticeships in tourism and hospitality sectors
- Continue to offer a maritime/seamanship training course
- Set up an association between various replica ship projects to jointly promote and publicise their work



L'Hermione during construction © Hermione.com; Göteborg receiving visitors in Sweden and Hong Kong (Wikipedia)

## 7 FINANCIAL FORECASTS

### Projections and cashflows

Our financial forecasts at this stage are limited by not having a formal agreement with the developers regarding a site for the project, nor any information on the proposed phasing or timescales of the redevelopment of the site. Until we have agreed the basis of our cooperation with the developer, and established how the build time fits with the phasing and construction programme of the redevelopment, we are unable to make such forecasts with any greater certainty.

### Estimated project expenditure

We have compiled an estimate of the costs of building the ship based on a working knowledge of the current material and labour costs in the industry, and it assumes a build time of seven years. Our estimate is purely for the ship build, it does not include any costs for subsequent operation, for training, education, outreach, social enterprises, marketing, PR and other complementary activities. Nor does it include cover for the ship to be built under, or workshop buildings.

Item	Estimated cost (£)
Planning & research	140,000
Project team [project fees] depending on chosen structure	2,000,000
Consultation	25,000
Licences and permits/legal	40,000
Financial [bank account/accountant]	400,000
Governance [meetings etc]	50,000
Project overheads [office/IT/travel]	48,000
Capital works [excavation/lining/structural works and erection etc]	1,800,000
Build phase [materials, transport etc]	4,500,000
Health & safety	250,000
Build labour	9,000,000
Launch costs	750,000
Property/leasing	3,000,000
<b>TOTAL</b>	<b>22,003,000</b>

### Income

We are in the process of exploring a range of grants from various sources including heritage lottery funds and local seed funding. Initially a relatively modest level of funding will be sought to enable us to carry out more in-depth research and planning, awareness-raising, to establish a proper governance structure and to employ paid staff. While grant funding will be essential at the offset, once a site is agreed and access to it is provided, this will give us the leverage to launch a proper fund-raising operation. Having a formal commitment from the developer and the support of the council will strengthen our fund-raising ability and enable us to confidently seek financial contributions from corporate sources and private donors.

Visitor income is regarded as a major source of funding throughout the build period; this is not merely an assumption, it is based on the experience of similar projects elsewhere in Europe.

- **Private investment**

Sales of shares in the project

- **Grant funding**

*For example:* range of seed funding via local and national grants; larger grants from sources such as the National Lottery, Heritage Lottery, European Development Fund, the National Monuments Fund as well as national and international trusts and foundations.

- **Section 106**

Contributions to support specific training, education and community involvement initiatives. Given the part the project will play in improving employment opportunities, offering education and training, and addressing social cohesion in Deptford, we anticipate that a wide range of other grant funding sources will be available.

- **Philanthropic or business donors**

We have already secured interest from high-profile patrons whose support will be instrumental in 'opening doors' to philanthropic and corporate donors, as well as securing 'cash' donations.

- **Sponsorship**

- **Media (photography/film works), membership scheme, goodwill services**

From phase two onwards, an income stream will be derived from tourism, hospitality and supporting activities:

- **Admission fees**

This would be a high priority for market research and surveys once the developer has confirmed a commitment to a site for the project. Potential visitor numbers and spend would be explored, and admission fee levels market-tested.

- **Secondary income**

From catering, cultural and arts activities, schools programme

- **Corporate hire**

Venue hire for weddings, events, conferences, film locations

## 8 ORGANISATION AND GOVERNANCE STRUCTURE

### Legal structure

The present structure of The Lenox Project is in the form of a community interest company with a bank account, a constitution, and a small and dynamic steering committee which meets regularly. See Appendices 1, 2 & 3.

### Organisational structure

After initial research (still ongoing) into existing projects in Europe such as Götheborg, L'Hermione, Batavia, and Zeven Provinciën we perceive there are two main options for organisational structures:

- **L'Hermione**  
L'Hermione has a small management/fundraising group which is the conduit for all public, voluntary, and central government input. This group then invites tenders for contracts for the various elements of the build. There are beneficial terms for the community attached to these tenders in the form of compulsory local training and employment elements and also sharing of insurable liabilities.
- **Götheborg**  
Here the management group was the direct employer, fundraiser, liaison with government and all other funding bodies and a trading company. Though staffing levels were a little higher this enabled the project to react and adapt to problems with far greater speed.

Our assessment is that there are weaknesses in L'Hermione model of governance in that visitor access to the vessel is controlled by the contractors during construction, possibly limiting income at peak periods; there are inevitable clashes of interest and lack of cooperation when more than one contractor is on site and sharing issues as regards project-owned plant etc; there are difficulties in integrating volunteers and there is reduced flexibility of process during the build.

The Lenox Project would carry out a thorough assessment of these two management models, in order to establish the most appropriate organisational structure for optimum success.



The Götheborg on tour in Hong Kong 2006 (Wikipedia); Götheborg's European tour 2012 © Jakob Rempe

## **Managing the project**

The following key posts will be recruited as permanent staff or outsourced:

- Project and operations director
- Financial director
- Marketing & sales manager
- Fundraiser
- Personnel and recruitment manager
- General manager
- Community outreach and education officer
- Volunteer development officer
- Hospitality manager
- Event programmer
- Historical consultant

## **Stakeholders**

There are key stakeholders who may be involved with the project at various stages and at different levels of decision making.

**Financial** Hutchison Whampoa/News International; project funders/investors; organisations issuing grants

**Patrons** At present, Dame Joan Ruddock MP; Dan Snow (historian & broadcaster)

**Public sector** Lewisham Council, Royal Borough of Greenwich, Greater London Authority, Port of London Authority, Environment Agency, English Heritage, Museum of London Archaeology, Maritime & Coastguard Agency, Royal Museums Greenwich, University of Greenwich, Greenwich Maritime Institute, National Trust, Department of Media, Culture & Sport, Heritage Alliance, Hastings Wreck Museum

**Community** Deptford Is..., Pepys Community Forum, Master Shipwright's House (Chris Mazeika & William Richards), The Ahoy Centre, University of Greenwich, Lewisham College, Friends of Deptford Creek, Sayes Court Garden, The Albany, Deptford X.

**Media** South London Press, Newshopper, East London Lines

**Consultants & expertise** Richard Endor (historian & writer), Andrew Peters (specialist ships wood carver), Peter Goodwin (former curator of HMS Victory and published author), David Davies (historian & writer), Steve Martin (expert on black maritime history), Professor Kimberley Monk (maritime archaeologist), Naval Dockyard Society, Greenwich Industrial Society, Greenwich History Society

## **9 MARKETING**

The marketing requirements of the project break down into four distinct areas: creating a campaign to bring visitors to the site; undertaking low-level marketing activity on a continual basis; marketing special events and programme initiatives as they arise; marketing the launch.

### **6.1 Objectives**

Core marketing objectives for the construction are:

- Creating a corporate identity for the project (ongoing)
- Launching the construction to the media, heritage sector and broader public
- Profiling the partnership between Lenox and key stakeholders
- Positioning the Lenox in the heritage sector in London, the UK and internationally
- Positioning the construction works within the overall framework of education and training provision

Ongoing marketing objectives are:

- Promoting the availability of the visitor centre and hospitality facilities for hire
- Promoting the accessibility of the project to disabled and hard-to-reach audiences
- Promoting the site and training opportunities to local residents

Marketing objectives for special events and programme initiatives are:

- Developing a core audience for events via initiatives to engage visitors from Greenwich World Heritage site, other London heritage attractions, Portsmouth and Chatham dockyards
- Ensuring that events and initiatives attract as wide an audience as possible, especially local residents

### **6.2 Markets**

Target markets include:

- Heritage visitors
- Other cultural tourists
- People working in the education sector including lecturers, teachers and researchers
- Primary schools, secondary and university students, both locally and nationally
- Residents of Lewisham, Greenwich and adjacent boroughs
- Visitors interested in the sustainable, environmental and eco-technological aspects of the project, including students and others working in these sectors
- Supporters of Lenox membership scheme
- Visitors interested in heritage skills and crafts
- Ship, maritime and naval enthusiasts

### **6.3 Strategy**

Within a traditional marketing strategy, key selling points will include:

- the enormous significance of the site to national and international naval heritage
- the accessibility, ethos and environmentally-friendly nature of the construction
- easy-to-access location next to the Greenwich heritage zone
- competitive ticket price

Ongoing marketing will need to be undertaken to ensure that the building is listed in all relevant directories, guides and publications. Each special event or programme initiative will be marketed separately and all directly related marketing costs included in the project budget.

### **6.4 Tools and resources**

Marketing tools will include:

- Developing a website with links to the key stakeholders including LB Lewisham, Royal Museums Greenwich, the Convoys Wharf website and others
- Social media and other web-based publicity tools
- Print and other promotional material, advertising the construction programme and hospitality services and distributed widely across Lewisham, Greenwich, Southwark, London, nationally and internationally
- Press and PR coverage, especially in the period immediately prior to opening
- Use of a dedicated mailing list and other organisations' lists
- Inclusion in directories, newsletters and other services offered by partner organisations including educational outreach
- Membership activities

## 10 APPENDICES

### Appendix 1 CONSTITUTION

#### BUILD THE LENOX • DEPTFORD DOCKYARD

##### OBJECTS & AIMS

- TO build the replica of the restoration warship Lenox and repair and build other appropriate vessels in the future.
- TO revitalise Deptford's marine and maritime heritage.
- TO create education, training, and employment opportunities in both traditional crafts and modern transferrable skills.
- TO support the creation of a marine enterprise zone on Deptford's waterfront.
- TO improve the waterfront environment.
- TO where feasible, take vessels to sea to generate training and employment and trading opportunities.
- TO support the restoration of Sayes Court Gardens.
- TO work in partnership with other organisations to address issues of social and economic deprivation in Deptford and encourage social cohesion.

##### POWERS

- TO raise money for the above aims, employ paid staff and recruit volunteers.
- TO manage, monitor, and award contracts and tenders to build ships and forward aims and objectives.
- TO set terms of such tenders and contracts.
- TO buy / rent premises and equipment.
- TO conduct and finance research to forward aims and objectives.
- TO receive funding contributions through a membership / "crew" scheme.

##### MEMBERSHIP

Chair: Julian. A. H. Kingston  
Secretary: Helena Russell

### Appendix 2 AIMS & OBJECTIVES

#### Overall aims

- To build an historic vessel using traditional techniques and modern transferrable skills
- To open the Double Dry Dock and re-activate it for vessel construction
- To reconnect Deptford with its maritime heritage
- To exhibit that heritage through viable and profitable tourism facilities
- To develop the vessel's seagoing programme

#### Social and economic

- To stimulate the economic life and growth of the area
- To contribute to the employment opportunities of the area through recruitment of local work-force
- To bring social benefit by engaging and including hard-to-reach groups, community enterprises and individuals
- To stimulate and support the development of a Maritime Enterprise Zone within the dockyard area
- To set up and manage a sustainable business within the Maritime Zone
- To encourage, and give purpose to, the restoration of the Great Basin as a focal point of the proposed development.

#### Cultural, heritage, education

- To provide a platform for cultural, historical and educational exploration through collaboration with academic, heritage and scientific groups.
- To provide training in maritime techniques through an apprenticeship programme

### **Appendix 3** TEAM BIOGRAPHIES

**Julian Kingston** (*Director, The Lenox Project CIC*) has been repairing and building boats for more than 35 years and has been resident in Deptford since 1988, and has since founded his company Creek Boats. He has built and restored traditional cargo narrowboats, refitted the French schooner Natanael, built a 100ft-long residential barge Ochilt and been involved with the restoration of the Massey-Shaw, London's oldest fire-boat. He is also involved in the renovation of HMS Warrior in Portsmouth. During his varied career he has also been transport and locations manager on international film sets across Europe and in Russia, worked in antique furniture restoration, and managed a shoemaking factory.

**Helena Russell** (*Secretary, The Lenox Project CIC*) is a technical editor with 22 years' experience of business-to-business publishing in the international civil engineering sector. She has extensive experience of print and online publishing, and has authored and project-managed publication of books for clients in the UK, USA and Scandinavia.

**Sue Lawes** (*The Lenox Project CIC*) is a graphic designer and contemporary artist who has lived in Deptford for more than 30 years. She has worked with and for many local stakeholders (including Deptford X, The Albany, APT Gallery, Second Wave Youth Arts, Creekside Education Trust), national and international arts companies, as well as London-wide local authorities, businesses and arts & educational organisations.

**David Aylward** (*The Lenox Project CIC*) was born and grew up in Deptford, and is founder and director of Rediscovered Urban Rituals, an ongoing platform for experimental performance. He has performed on the national and international stage since the late 1970s both working solo and in collaboration with artists such as Cholmondeley Dance Theatre, Featherstonehaughs, William Burroughs and Julian Cope. He also has extensive experience in art direction, production and technical work on music videos, commercials, festivals, TV and film productions, and photo shoots for *Vogue*, *Tatler* and *Vanity Fair*.

**Richard Endsor** (*consultant*) is a British naval historian and maritime artist whose 2009 publication *Restoration Warship: the design, construction and career of a third rate of Charles II's navy* is a comprehensive history of the Lenox. Endsor's professional career spans 30 years as production engineer and computer programmer for international engineering firms, but his lifelong enthusiasm for all things maritime led him to devote many years to researching the ships and shipbuilding techniques of the 17th century. He has also forged a successful career in naval illustration, and *Restoration Warship* is lavishly illustrated by Endsor's own drawings and paintings. [www.richardendsor.co.uk](http://www.richardendsor.co.uk)

**Andrew Peters** (*consultant*) is an experienced wood carver who specialises in high-quality decorative work for maritime environments such as ships figureheads, nameboards and yacht interiors. He founded Maritima in 1990 in an effort to keep the art of the ship's carver alive, and his recent commissions include researching, designing and carving stem decorations, quarter galleries and figurehead for the Götheborg replica ship in Sweden, and the design and carving of a lion figurehead for the replica ship L'Hermione, currently under construction in Rochefort, France. [www.maritimawoodcarving.co.uk](http://www.maritimawoodcarving.co.uk)

**Peter Goodwin** (*consultant*) worked as keeper and curator of HMS Victory in Portsmouth for two decades following a 25-year career as a marine engineer for the Royal Navy. He acted as historian and technical advisor to the Royal Navy for the restoration, conservation and interpretation of this iconic historic ship. His work included researching and designing replica items such as gun carriages for interpretation requirements, and advising on the ship's rigging. As well as being a published author, Goodwin has acted as consultant for the restoration of the British frigate Trincomalee and the Portuguese frigate Don Fernando et Gloria II, and as advisor for numerous film and TV productions including *Master & Commander* (20th Century Fox) and *Persuasion* (BBC).

**Dr David Davies** (consultant) is an independent historian and author who obtained a doctorate from the University of Oxford for his work on the seagoing personnel of the Restoration navy. He won the Samuel Pepys prize (2009) for *Pepys's Navy: Ships, Men and Warfare 1649-89*, and has written extensively on many aspects of the history of the sailing navy. He is also the author of *The Journals of Matthew Quinton*, a series of naval historical fiction set during the era of the Anglo-Dutch wars; three titles have been published to date, namely *Gentleman Captain*, *The Mountain of Gold* and *The Blast That Tears The Skies*. David is a Fellow of the Royal Historical Society, Chairman of the Naval Dockyards Society, a member of the Council of the Society for Nautical Research, and a former Vice-President of the Navy Records Society. His next non-fiction book, *Britannia's Dragon: A Naval History of Wales*, will be published in July 2013, and he is editing a volume on the third Anglo-Dutch war for the Navy Records Society. [www.jddavies.com](http://www.jddavies.com)

**Willi Richards** (*advisor*) has lived in Deptford for more than 25 years and has been keenly and creatively involved in the regeneration of the area. His involvement in the City Challenge process and the Creekside SRB programmes continued alongside a private regeneration project on three buildings, all of which have been used for arts projects, generation of architecture and the built environment. Richards was a member of the development committee during the funding and construction of the Laban Centre and is currently a member of the board of the Twinkle Park Trust and the RADA Enterprises board.

**Chris Mazeika** (*advisor*) has lived in Deptford for nearly 30 years during which time he has carried out extensive research into the relationship between heritage and the built environment, a subject on which he also lectures. He writes a blog about Deptford's history and the redevelopment of the Royal Dockyard which has an international following. He has curated numerous exhibitions and performances at the Shipwrights Palace and at galleries on Deptford High Street involving local stakeholders as well as internationally renowned artists. Mazeika was a board member at the Laban Centre during the commissioning and delivery of the new Deptford site. [shipwrightspalace.blogspot.co.uk](http://shipwrightspalace.blogspot.co.uk)

**Steve Martin** (*advisor*) is an historian, author and researcher, specialising in the history of people of African origin in Britain. He is Learning Manager at the Black Cultural Archives and freelances at the National Maritime Museum. His sustained and serious engagement with black British history is captured in his three works of historical fiction *Incomparable World*, *Jupiter Williams* and *Jupiter Amidships*, journalism for *The Voice* and *Bulletin*, and a non-fictional account of the slave trade, *Britain's Slave Trade*, produced in conjunction with Channel 4. He is also the founder of the 500 Years of Black London walking tours.

**Professor Kimberley Monk** (*advisor*) is a lecturer in maritime archaeology and history at the University of Bristol where she specialises in post medieval shipwrecks. Previously employed as a maritime archaeologist in Canada, the United States and the Caribbean, she has more recently spearheaded archaeological investigations of the fireship Firebrand (1694) in the Isles of Scilly, and is currently the project archaeologist on the Warship Anne (1678) in Sussex.

# The Lenox Project

BUILD THE LENOX AT CONVOYS WHARF : FARRELL & PARTNERS : JUNE 2012

## Build The Lenox

### Our vision

We believe that our proposal to build a replica 17th century warship, at the very site on which the ship was originally constructed, offers a unique opportunity to bring economic, educational, social, heritage and cultural benefits to a deprived part of London's inner city.

The project will see the construction and launch of an exact replica of the Lenox, which was built in Deptford Dockyard in 1678. Through careful planning and collaboration with local and national stakeholders, we intend to offer training, education and apprenticeship opportunities in a variety of transferable skills ranging from marine skills and computer-aided manufacturing to tourism and hospitality.

Following its launch, the vessel's continued presence in the reconstructed Great Basin in front of the Olympia Building will make it a focal point for the development, attract sustainable tourism, and help create footfall to support businesses both in the new development and in the marine enterprise zone.

### Our aims and objectives

- To build a replica of the Lenox and repair and build other appropriate vessels in the future.
- To revitalise Deptford's marine and maritime heritage.
- To create education, training and employment opportunities in both traditional crafts and modern transferable skills.
- To support the creation of a marine enterprise zone on Deptford's waterfront.
- To improve the waterfront environment.
- To, where feasible, take vessels to sea to generate training and employment, and trading opportunities.
- To support the restoration of Sayes Court Gardens.
- To work in partnership with other organisations to address issues of social and economic deprivation in Deptford and encourage social cohesion.

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Registered in England & Wales. Company No: 7952149

# The Lenox Project

## Associated benefits

There are many benefits to be gained from siting the Lenox project in a renovated double dry dock or on a slipway in the Olympia building, which complement the development of a Marine Enterprise Zone.

### **Benefits to developers**

- Reopening the Great Basin and its connection to the River Thames would offer benefits to the developers, by providing a ready-made route for spoil out and materials in to the site.
- Using the basin (with a restored gate) during the construction process would allow contractors to carry out loading and unloading independently of the tide, and away from the strong currents that are prevalent on this part of the river.

### **Supporting the Marine Enterprise Zone**

- Build the Lenox strongly supports the establishment of a Marine Enterprise Zone on the Convoys Wharf site, which should be within Lewisham Council's remit. The presence of the Lenox Project would draw attention to the site, making it easier for newly-established marine-sector businesses to attract and retain custom.
- The site's proximity to Canary Wharf makes it well-placed to serve the potential market for repair and maintenance of vessels owned by financial sector employees. Docking facilities for smaller vessels (for example in a renovated Great Basin) would further support its viability.

### **Reducing the project's costs**

- With such businesses present, it would be possible for the Lenox Project to make cost savings by sharing plant and equipment – a travel hoist for example.
- With facilities for up to 400 ton vessels, businesses in the marine enterprise zone could also service commercial boats such as high speed passenger vessels, coasters, aggregate barges and the larger vessels in the luxury residential sector.

# The Lenox Project

## Site practicalities

The benefits of building the Lenox in the double dry dock far outweigh the alternatives.

- Building the Lenox in either the renovated double dry dock or on a slipway in the Olympia building would have the least risk for the project in terms of the technicalities of the construction; under these circumstances building the boat would follow a well-documented, tried and tested procedure. A 20-year study of the original ship has revealed every detail of its construction, allowing us to build an accurate replica without any need to extensively adapt the vessel to suit the construction method.
- The proximity of the Master Shipwrights House is a further significant consideration for use of the double dry dock, given both the historical context, and the inextricable connection between this building and the Lenox.
- A further benefit of using the double dry dock is that it is close to the site boundary, hence visitors could be brought to the Lenox Project with minimum impact on the other redevelopment work.

While construction of the Lenox on land at the west end of the site might be possible, this would need further study to investigate the practicalities of such a procedure, not least, the problems of craning a wooden vessel of over 1100 tons safely into the river. Marine architects would need to be employed at an early stage to review the site and the plans of the vessel, and may need to adapt the latter to suit a non-traditional construction method. This will increase the cost and time required for the planning phase, may require new plans to be drafted before construction can begin, and carries the added risk of use of an unproven construction process, defeating much of the core ethos of the project.

It is also unclear as to how the project would fit within the constraints of use regarding the protected wharf and understand that any decision to site the Lenox there would involve consultation with the Mayor's office and the Port of London Authority.

## Training, educational and employment opportunities

*Build the Lenox* will offer unrivalled opportunities for training and education in a wide variety of skills, as well as apprenticeships for local people.

Initial approaches to nearby further education establishments such as Greenwich University and Lewisham College have been well received, and will be built upon once the project moves into the planning phase. Links with construction, architecture, civil engineering, events management, tourism and hospitality departments will enable the project to offer work experience opportunities to these students.

# The Lenox Project

- All contracts let by *Build the Lenox* will demand inclusion of a training or apprenticeship aspect.
- Additionally, apprenticeship schemes will be developed in collaboration with organisations such as the Worshipful Company of Shipwrights, to provide meaningful opportunities for local people to learn trades and professions, some of which will be transferable to other industries.
- Training and apprenticeships in computer numerical control systems, for example, will provide skills that can be transferred to a wide range of high-tech industries.
- Other opportunities include, but are not limited to, marine skills; traditional crafts such as carving, joinery, rope making and metal forging; woodland management and forestry; marketing, tourism and hospitality.

The site's proximity to the National Maritime Museum, the former Royal Naval College and the Cutty Sark will enable us to establish strong links to academia which will lend the project weight and authority, and will support further academic research into the Dockyard's history.

## Costs and funding

### Costs

At this stage it is difficult to give an accurate estimate of the project cost, since one of the most significant costs (preparation of the site) will vary depending on the site at which the boat will be built. Hence the estimate below is only approximate.

#### Initial two-year start-up period:

Project management (2 staff in year one, 5 in year two)	£280k
Excavation & initial construction works	£950k
Plant and tools	£130k
Gantry/travelhoist share with boat-repair operation	£80k-100k

#### Materials for construction:

Max 2,300 oak trees at market value	£2,760k
Other contracts	£1,300k

### Funding

We would need to raise initial seed funding to enable the detailed planning and project management to be carried out. For the first year we would employ two members of staff – one to undertake project management and planning, the other to focus on marketing and ongoing fundraising.

# The Lenox Project

## Potential funding sources

- **Grant funding**

*For example:* Deptford Challenge Trust, Worshipful Company of Shipwrights Apprenticeship Scheme, Deutsche Bank Small Grants Fund, Comic Relief Local Communities Programme, National Lottery, Heritage Lottery and other local, national and European sources such as the European Development Fund and the National Monuments Fund.

Given the part the project will play in improving employment opportunities, offering education and training, and addressing social cohesion in Deptford we anticipate that a wide range of other grant funding sources will be available.

- **Admission fees**

Once construction of the boat is under way we believe it will attract between 300,000 and 400,000 visitors per year. Experience from the Hermione project in Rochefort, France, suggests they will be willing pay around £10 per head for guided tours of the site. This will be an important funding stream for the project, and achieving the anticipated footfall will be heavily dependent on the site being as close as possible to Greenwich and the Cutty Sark.

- **Section 106** contributions to support specific training, education and community involvement initiatives.

- **Sale of shares** in project, conferring membership benefits.

- **Sponsorship**

Certain items of the ship will be available for direct sponsorship by businesses.

- **Corporate hire** as a venue for weddings, hospitality, film location etc

- **Philanthropic or business donors**

We have already secured interest from potential high-profile patrons whose support we believe will be instrumental in attracting funding from these sources.

## Timescales

We estimate that planning, preparation and fund-raising of anywhere between 6 months to a year will be necessary before anything can physically happen on site. Site preparation will take an estimated six months. The time required for the ship construction will depend heavily on the availability of funding; a minimum of six years, supporting an average of 20-30 trainees or apprentices each year along with a core of experts.

