



Build the
Lenox
The Restoration Warship

The Lenox Project **Vision**

Amended May 2014

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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

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1 INTRODUCTION

This document sets out the aims, objectives and current status of the Lenox Project. Since being established in 2011 The Lenox Project CIC has been operating as a completely self-funded organisation managed by a dedicated group of volunteers. The project is now embarking on a new phase, which follows a decision by the Greater London Authority to include a condition as part of the Convoys Wharf outline planning approval that enables the Lenox Project to be implemented within the redevelopment site.



Fig 1. The launching of the Lenox at Deptford on the 12th April 1678 by Richard Endors

The Vision

Our proposal is to build a replica 17th century warship, over a 7-10 year period, on the site that the original ship was constructed, in the Royal Dockyard at Deptford, Lewisham.

Once the Lenox is launched and completed, we propose to moor her on the site, which will in turn 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 at Deptford as well as the wider history of naval shipbuilding.

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 our aim to create a viable legacy for the historic dockyard.

The Project Team

The Lenox Project team comprises a locally based steering group working with other professionals with an interest in the regeneration of Deptford and its maritime history, all of whom operate on a voluntary basis. The current status of the project is the result of a three year campaign to recognise the huge national and international significance of the site's heritage and for it to be clearly acknowledged in the future redevelopment of Convoys Wharf.

The Lenox Project is one of the community led heritage projects being implemented on the site as a result of the planning conditions imposed by the Greater London Council. The other project is Sayes Court Garden. The remit of the Lenox 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.

The Proposals

- To build and launch a 17th century replica ship using a combination of traditional and modern methods
- To use the ship and its construction as the focus of a heritage-based tourist attraction at the site
- In conjunction with Sayes Court Garden, to realise the opportunity that has now been provided by the planning conditions to create a lasting legacy for the site's heritage and its connection to the 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, London and the UK on overseas voyages
- To provide a platform for cultural, historical and educational experiences and collaboration with academic, heritage and scientific groups
- To provide training in maritime and manufacturing skills through a series of apprenticeship programmes
- To establish an internationally important centre of excellence for historic shipbuilding and restoration
- To provide a permanent home for future historic ship building and restoration.

The Project Criteria

- To use part of the Convoys Wharf redevelopment site to build the Lenox where she was originally constructed
- The most suitable location is to be determined by an independent study conducted under the terms of the planning condition
- The site to be selected on its ability to provide the infrastructure necessary to facilitate our planned construction and launch methods and to provide a permanent home for the Lenox Project
- To provide space for an interpretation centre and visitor facilities
- To secure a commitment from the developer and Lewisham Council to provide safe, suitable access to the site for visitors during the construction phase of the redevelopment
- To secure a commitment from Lewisham Council to establish and develop a tourism strategy for the area, which will support and enhance the Lenox Project and Sayes Court Garden and its contribution towards the regeneration of the wider area
- To develop a strategy of cooperation between The Lenox Project CIC and the developer to produce a coordinated approach to the development construction programme and phasing to allow the project to commence at the earliest opportunity and ensure both its short and long term success.



Fig 2. The King's Yard in its heyday. The launch of the 80-gun HMS Cambridge (left) in 1755, depicted by John Cleveley the Elder

2 BACKGROUND

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 Endor – whose book *The Restoration Warship* covers the history of 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 L'Hermione in France, Zeven Provinciën and Batavia in Holland and Catalan in Spain. These projects are nevertheless proof that the concept of building replica ships can be successful.

The Lenox was a 70-gun third-rate and 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 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 was rebuilt twice during this period, firstly in 1701 and again in 1723. The design of 1677 was so successful that its form remained virtually unchanged until it was replaced in 1755 by the 74-gun ship.

Construction of the 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.

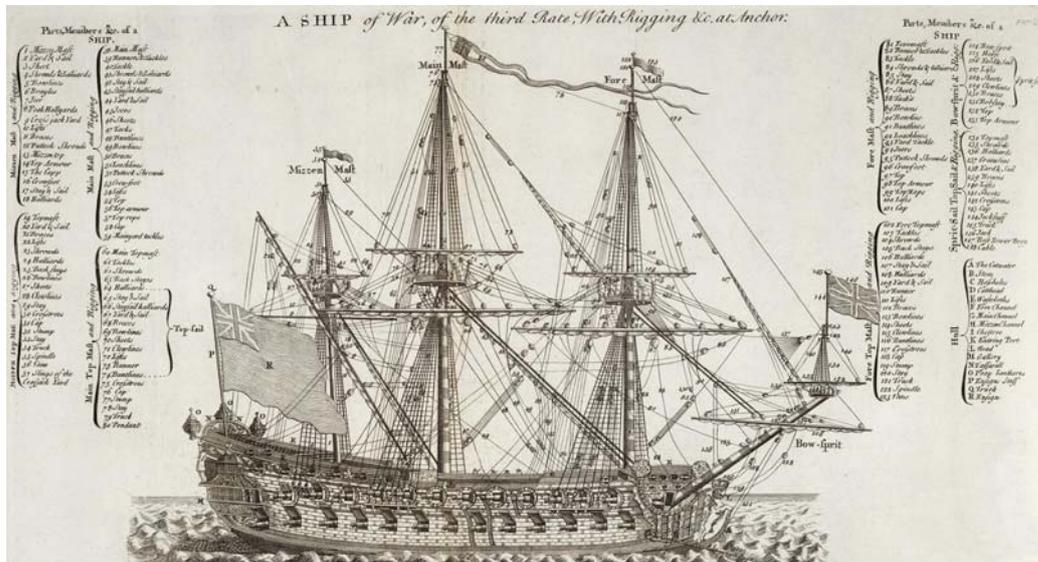


Fig 3. Typical 17th Century Third Rate rigging plan

Deptford Dockyard

Founded by Henry VIII in 1513, 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 expansion of the 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 technologies were developed 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 caisson gate technology to rebuild the basin entrance.

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 that he could modernise Russia by introducing the latest western technology and designs.

In the past Deptford 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.

The aim is for Deptford to prosper once again, with the Lenox Project located at the heart of the former Royal Dockyard as the catalyst.

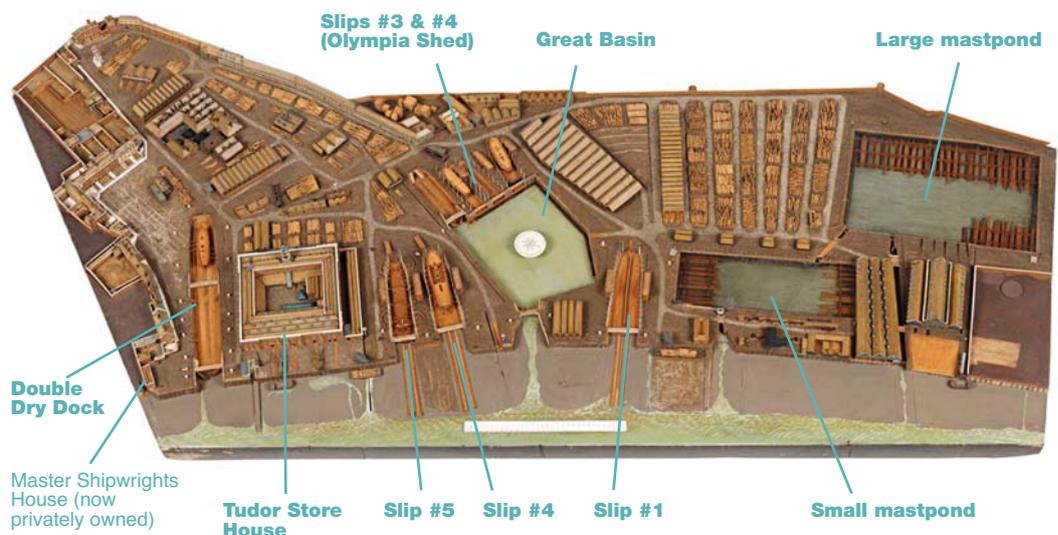


Fig 4. Model of Deptford's Royal Dockyard, built in 1774. The model can be viewed at Chatham Dockyard © National Maritime Museum

National significance

From the medieval period onwards, Deptford was an important place for shipbuilding. 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. The original foundations of the Tudor Store House remain today.

Elizabeth I knighted Francis Drake in Deptford in 1581, after he returned from his 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.

Archaeology

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



Fig 5. The Convoys Wharf site showing the archaeology with the Olympia Shed in the background

The site has been subjected to an extensive archaeological dig which uncovered the foundations of the Tudor Store House, several slipways, the Great Basin in front of the Olympia Shed, 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. Some significant parts of the former dockyard, such as the Double Dry Dock, Great Basin and Olympia Shed slipways, remain largely unexcavated and require further investigation.

The Tudor Store House is a Scheduled Ancient Monument and the Olympia Shed is a Grade 2 listed building, affording both protected status. Museum of London Archaeology led investigative work at the site and the report on the Convoys Wharf archaeology was published by Lewisham Council in November 2013. The Naval Dockyards Society conference in April 2013 included a statement by English Heritage regional head of archaeology that the listing application would be reviewed once the report had been published, although no statutory protection has so far been afforded to the remaining buried dockyard structures in recognition of their immense individual and collective significance.

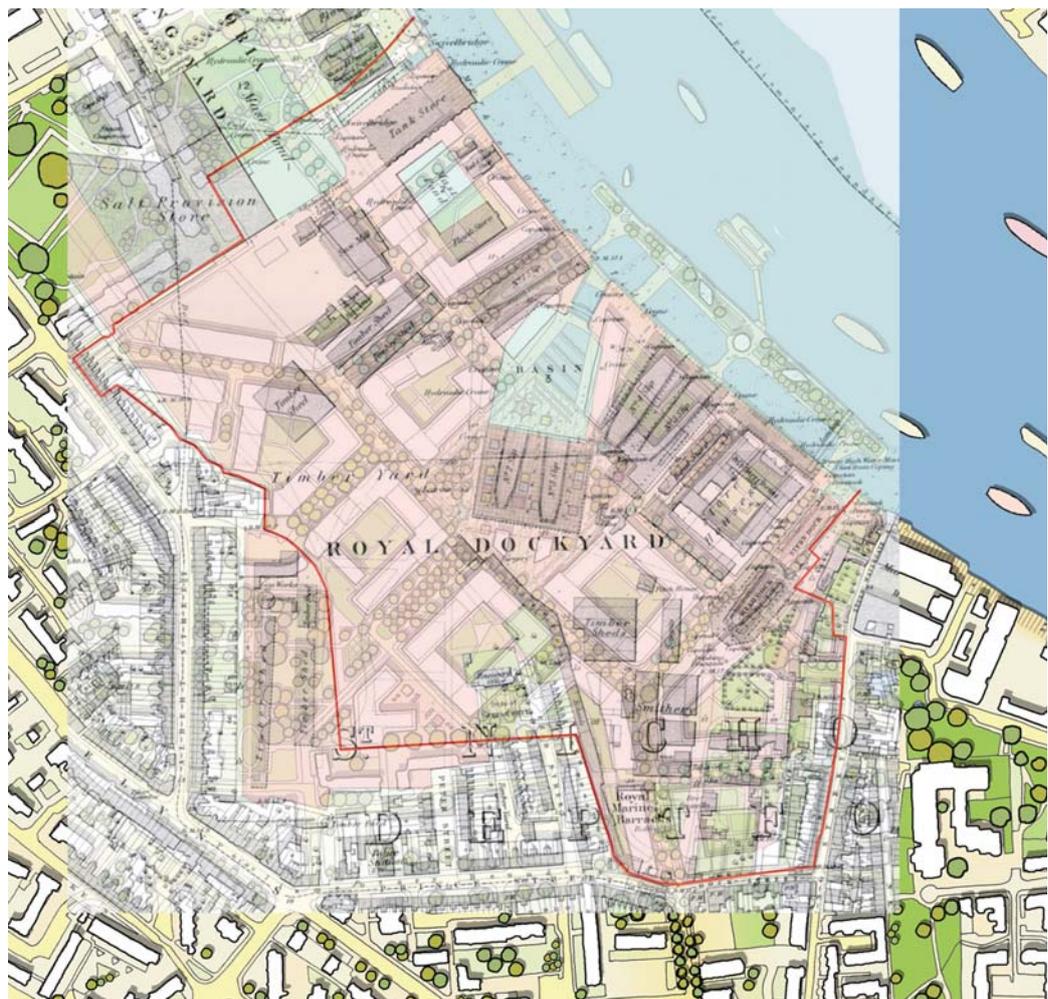


Fig 6. Masterplan and Historic Map Overlay showing the relationship of the dockyard archaeology to the masterplan. Plans reproduced from Convoys Wharf Heritage Statement and Design & Access Statement.

Heritage

These significant historical remains represent an important legacy, not only for the largely untold local history of Deptford, but also the history of Britain's shipbuilding and maritime prowess. They encompass the development of dockyard civil engineering in the Royal Navy and underpin the national importance of the site in terms of exploration, international trade and the creation of the British Empire.

These features have huge commercial potential in terms of attracting tourists to the site and generating revenue – and could be exploited by both Lewisham Council and the developer. They would enable the story of Deptford Dockyard to be brought to life using actual artefacts, such as the restored Double Dry Dock and Great Basin, rather than relying on models and storyboards to describe the legacy for current and future generations. 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 under construction or moored in its home port, and the recreation of John Evelyn's Sayes Court Garden nearby, the place-making aspirations of the redevelopment could be realised in a single stroke.

The presence of the Lenox Project would reflect the rich heritage of the former King's Yard while creating a sense of place within the new development, lending credibility to the aim of preserving a legacy for Deptford's shipbuilding past.



Fig 7. A late 18th century painting of the Royal Dockyard by Joseph Farington

Project Support

The Lenox Project proposals are supported by a large number of individuals, organisations and potential partners, including our patrons Dame Joan Ruddock MP and the historian and broadcaster Dan Snow; London Borough of Lewisham Council; Greater London Authority; English Heritage; Council of British Archaeology; The World Monuments Fund, Naval Dockyard Society; The Shipwreck Museum (Hastings); Museum of London; Lewisham College (now Lesoco); Sayes Court Garden (with support from The National Trust); Creekside Forum (Deptford); Ahoy Centre (Deptford); Charles Gordon-Lennox, Earl of March; Boris Johnson, Greater London Mayor; Lloyd Grossman; Lord Alan West; Len Duvall; Julian Fellowes.

The Lenox Project CIC is actively seeking to broaden support and develop sponsorship partnerships with commercial organisations who wish to be associated with such a prestigious project.



Fig 8. Aerial view of Deptford showing Convoys Wharf (bottom right) and Greenwich

3 VISION

The Lenox Project

The Lenox Project aims to aid the revitalisation of the economic, cultural and historic heart of Deptford.

We intend to build a 17th century man-o-war in the former Royal Dockyard, using both traditional and cutting edge maritime technologies. The construction of the ship will take place over a 7-10 year period, after which she will be commissioned and berthed in her home port.

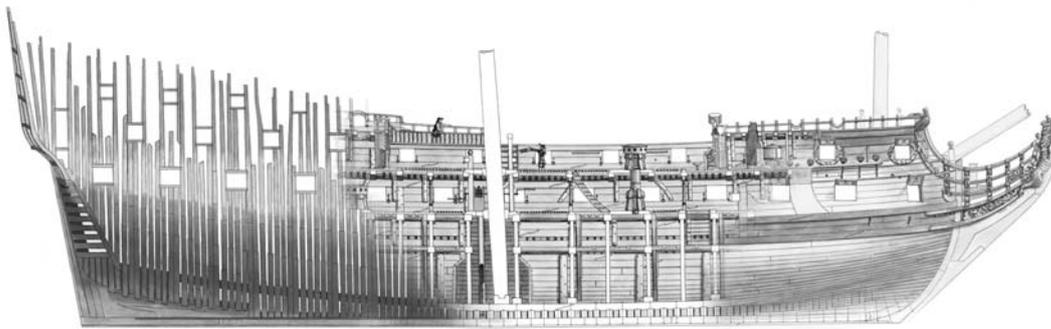


Fig 9. Plan of Lenox © Richard Endsor

The historic dockyard was a centre for innovation and technological excellence, which will be re-established with the construction of the Lenox, both by revitalising traditional skills and introducing new media tools and technologies.

The Lenox would be built using new techniques involving 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 appropriate heritage crafts, and to develop skills that are transferable to other areas of restoration, such as historic buildings.

There will be special open days featuring re-enactments and costumed character actors; staged theatre, dance, music and other artistic events both contemporary and historic; and technical tours of the workshops, craft demonstrations and educational workshops will also boost visitor numbers. We also intend to create a 'virtual' tour for those unable to visit the site.

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

The visitor experience will be far greater than simply seeing an historic ship being built and her construction will recreate a setting that will bring the glory days of the King's Yard to life for all.



Fig 10. Construction of L'Hermione at Rochefort © Hermione.com

The Site

Lenox was originally built in the Double Dry Dock, which is why it is being considered as one of our preferred locations for the project, with the other being the Olympia Shed. The merits of locating the project on the protected or safeguarded wharf will also be considered in order to provide a broad range of options within the study that will be implemented as part of the planning condition.

Building the Lenox in either the renovated Double Dry Dock or on a slipway in the Olympia Shed 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 an accurate replica to be built 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 development construction works.

The proximity of the Master Shipwright's House is significant with regard to use of the Double Dry Dock, given both its historical context and inextricable connection to building the Lenox.

The Olympia Shed, on the other hand, would provide a ready-made building in which to construct the Lenox. It would also return the Grade 2 listed building to its original use.



Fig 11. Historic Dockyard and Site Development Plan Overlay showing the relationship of the Olympia Shed and Great Basin. Site Plan reproduced from Convoys Wharf Design & Access Statement.

The Lenox Project's preferred location for berthing the Lenox between voyages would be in the restored Great Basin or a smaller basin constructed within the original. This would provide a direct relationship to the continuation of historic ship building and restoration within the Olympia Shed.

The option of constructing the Lenox on the protected or safeguarded wharf at the western end of the site is also being considered. A new dry dock and slipway would be a minimum requirement, as otherwise a comprehensive study would need to be carried out to investigate the practicalities of an alternative procedure. This would involve researching the problems associated with craning a wooden vessel of more than 1100 tons safely into the river. In addition, marine architects would need to be employed at an early stage to review the site and the plans of the vessel, which may have to be adapted to suit a non-traditional construction and launch method. This would potentially increase the cost and the time required at the planning stage, and may require new plans to be drafted before construction can begin. This option has the added risk that use of an unproven construction process might defeat the core ethos of the project.

Legacy

The Lenox would be a tourist attraction in her own right, either under construction or when eventually moored at her home port of Deptford. The ship will present a dramatic spectacle, making sense of the historic dockyard's shipbuilding 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.



Fig 12. The Olympia Shed and Great Basin as proposed by The Lenox Project in context with the masterplan showing the Lenox in the Great Basin and The Deptford Dockyard Museum in the Olympia Shed.

The ship would also embark on voyages to European ports and beyond with a fee paying crew. In her absence visiting ships would take her place to promote continued tourism to the site and develop associations between various historic ship projects and mutual publicity. The Lenox would act as an ambassador for Deptford, raising awareness and supporting its ongoing tourism strategy.



Fig 13. The Olympia Shed and Great Basin as proposed by The Lenox Project viewed from the river.

Regeneration

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.

Sustainability

The demand for sustainable materials for the construction of the ship to be spread over a period of several years will enable a programme of responsible woodland management to be implemented, and being a shipbuilding 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 shipbuilding techniques. The creation of links to similar European projects will engender cross-disciplinary connections and a wider exploration and understanding of different cultural practices.

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 Lenox Project is just one of a number of strands that will bring visitors to Convoys Wharf. There are related visitor attractions within walking distance that will complement rather than compete with the Lenox. The proximity of the site to central London makes it well placed to attract visiting tourists from elsewhere in the UK and abroad. The project would also benefit from improved transport links, such as the new Thames Clipper pier proposed for the site, making the Lenox an essential part of any visit to London.

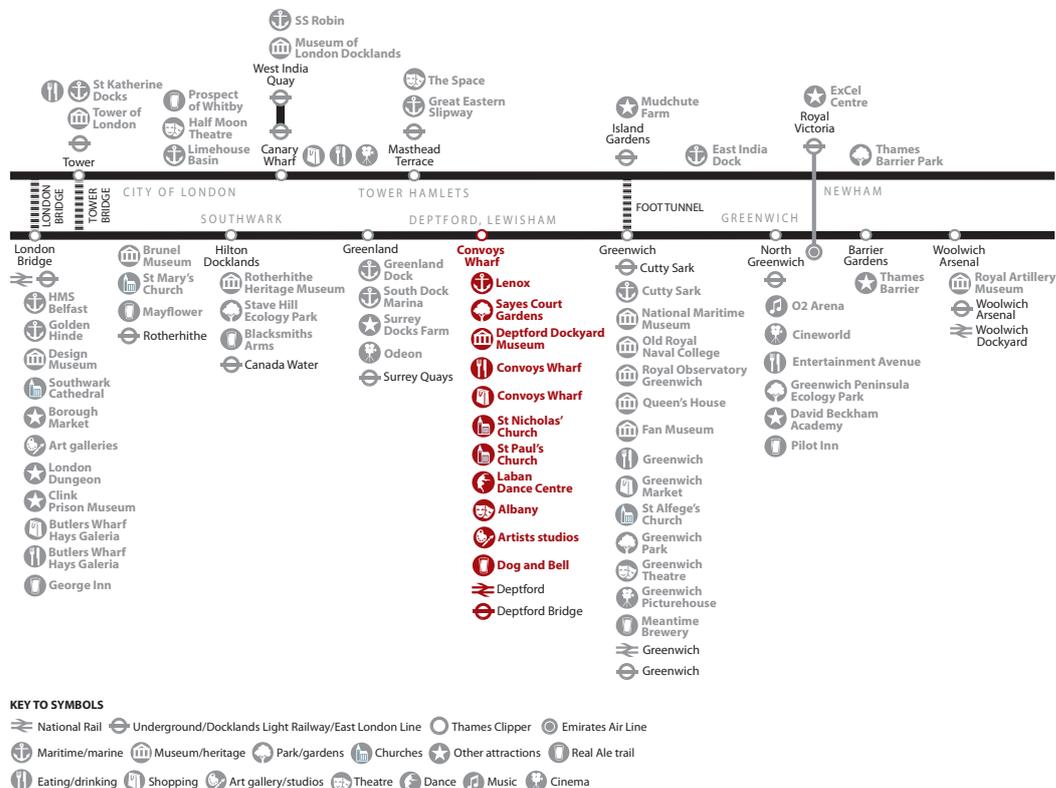


Fig 14. Thames side visitor attraction diagram

The historic setting of the Lenox Project and Sayes Court Garden and their close proximity to the National Maritime Museum at Greenwich and the Cutty Sark will create a concentration of attractions. Other complementary attractions along the river include the Brunel Museum, Museum of London Docklands, HMS Belfast and the replica ship Golden Hinde.

The historic churches of St Nicholas and St Paul's are a short walk from Convoys Wharf. 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. The Grade 1 listed church was built between 1712 and 1730 and designed by Thomas Archer. There has been a church on the site of St Nicholas for 800 years. The playwright Christopher Marlowe is buried in the churchyard and the skulls carved on the gatepost are said to be the inspiration for the Jolly Roger, reflecting Deptford's history as a staging post for piracy.

Deptford station and viaduct, built in 1836, is reputedly the oldest railway station in London and the oldest suburban station in the world to survive on its existing site. The station features an historic carriage ramp connecting Deptford High Street to the station platform, which after a long period of dereliction is now undergoing restoration and will be reopened in 2015.

The Lenox Project vision would be supported by Lewisham Council through a new tourism strategy that would focus on the north of the borough and position Deptford on the London-wide tourist trail for the first time, a position that would be strengthened by its proximity to the Cutty Sark and World Heritage site at Greenwich, making Deptford an essential link on the Thames Path National Trail.



Fig 15. The Olympia Shed Exterior View as proposed by The Lenox Project.

Deptford Dockyard Museum

The proposals include creating a museum and interpretation centre to explain the history of the Royal Dockyard. This would complement the National Maritime Museum in Greenwich and the Museum of London Docklands. The museum would be able to display those artefacts held by the Lewisham Local History Archive, in addition to part of the collection held in storage by the National Maritime Museum that relates specifically to Deptford, bringing the history of the site alive for local residents and visitors alike.

The Lenox Project proposal is for proposes that the museum to be located in a new building adjacent to where the Lenox would be constructed. The options being considered include using the Grade 2 Listed Olympia Shed to house the museum in one half and build the Lenox on a restored slipway or new dry dock in the other, using the existing side aisles to accommodate workshops and supporting commercial uses.

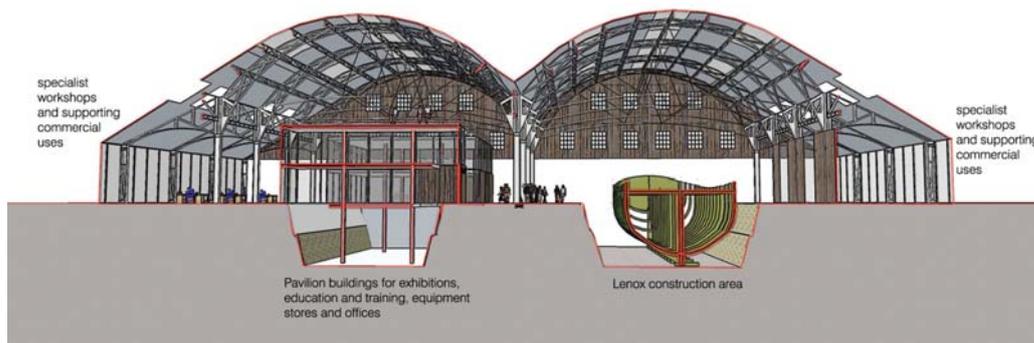


Fig 16. The Olympia Shed Section as proposed by The Lenox Project showing the Lenox under construction and Deptford Dockyard Museum.

The museum would specialise in naval and local history of the 17th century period, in particular Deptford's history around the docks. In addition to its repair and building functions, the dockyard at Deptford undertook other tasks resulting from its close 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 dockyards, both home and abroad.



Fig 17. The Olympia Shed interior view as proposed by The Lenox Project.

The Honourable East India Company's first voyages departed from Deptford. By 1607 the company was building its own East Indiaman 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 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 as 'William Cavendish' in 1759. She wrote an autobiography of her life in the Royal Navy, *The Female Shipwright*, which ends with her marriage to a Mr Slade at St Nicholas' Church and was recently republished by the National Maritime Museum. She built a house for herself, the terrace of which survives on Deptford High Street. Many women escaped their troubles by becoming sailors, the most famous being Hannah Snell who served as 'James Gray' aboard HMS *Swallow* and on her return wrote *The Widow in Masquerade* which earned her enough money to buy a pub.

Louise de Keroualle was the mistress of Charles II. The ship was named after their illegitimate son Charles Lennox. 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.



Fig 18. Olaudah Equiano, Ignatius Sancho and Hannah Snell

Historic Shipbuilding

The Lenox and Cutty Sark are radically different types of ship, and can be regarded as complementary rather than competitive.

The restored Cutty Sark is now a national monument in a spectacular setting; however she is stationary and immobile. The Lenox will on the other hand involve the visitor in an exciting, accessible and ever-changing period of construction, providing a step-by-step insight into 17th century shipbuilding 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.

There will also be opportunities at weekends, Bank Holidays and lay-off periods during the week at peak periods of the tourist season for 'hard hat' tours of the ship. A more intensive hands-on experience would be available to anyone wishing to enroll in classes to learn traditional crafts associated with historic ship construction, including carpentry, joinery, blacksmithing, sail making, rope making, gilding; costume making; painting and model making. These classes would generate income and provide a source of trained volunteers.

In the post construction phase we propose that the Lenox be berthed at Convoys Wharf, where she will continue to welcome visitors daily. There would then be an opportunity to construct or restore other historic ships on the site where the Lenox was built, providing a lasting return on the infrastructure investment. This formula, which provides a cluster of historic vessels along the riverfront, has proven successful elsewhere and is more likely to attract visitors from further afield.

Good examples of this are Portsmouth Historic Dockyard, Chatham Dockyard and Bristol Docks. 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 vision of the groups involved, but also by clear and decisive tourism policies on the part of local government to protect these areas through re-use of their existing heritage structures.

Site Access

The developer has committed to providing a new stop for the Thames Clipper service, and has stated that this will be up and running within the first phase of their development. Lenox would therefore be directly served by Thames Clipper services, where the visitor will be able to alight at the jetty, visit the museum and ship under construction, and then walk to Greenwich pier to visit the Cutty Sark. These vessels will be 15 minutes apart via the riverside walk.

The Thames Path National Trail, a long distance footpath and cycle route, will go through the site along a new riverside promenade. The developer will also expand the local network of cycle routes through the site to link the new public squares and the waterfront. There should be a strong commitment from Lewisham Council and the developer to provide a comprehensive signage and way finding scheme in the immediate area (see Fig 19).

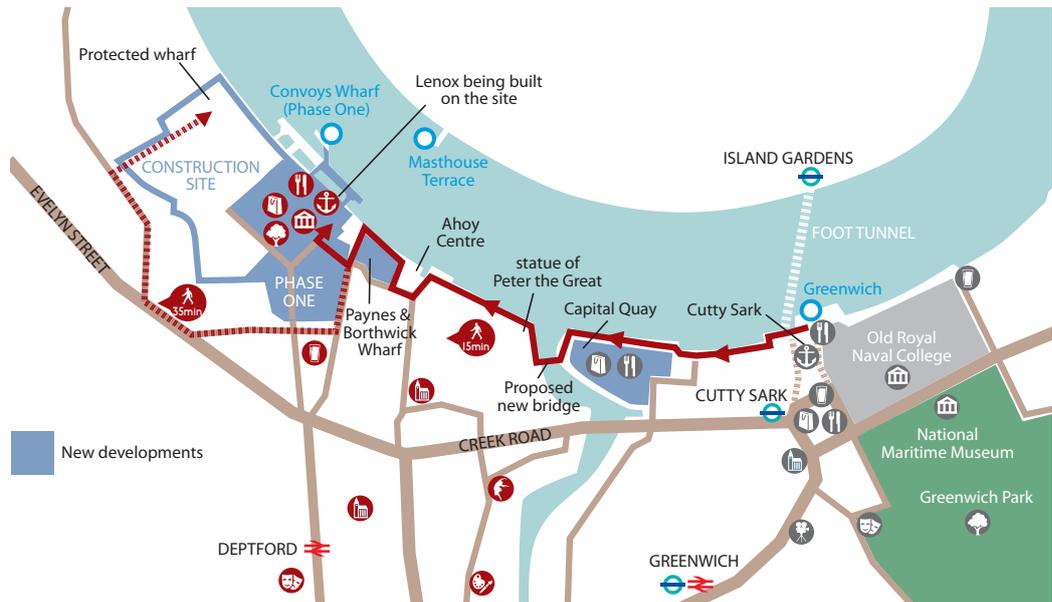


Fig 19. The Thames Path National Trail

Employment and Training

Central to the Lenox Project is the opportunity to provide meaningful training and employment opportunities, in particular for 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 shipbuilding project which is also a visitor attraction represents a unique opportunity with exciting possibilities for learning and development.

Key skills on offer will be training and apprenticeships in 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 to use of traditional skills such as carpentry, woodcarving, blacksmithing, sail making, rope-making, block making, lead working, caulking, painting and gilding. 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 already have links with the Ahoy Centre, which is now running courses in small boat building and is close to the proposed Lenox site. We anticipate the centre will be a key partner for training in both boat building and seamanship skills, particularly for the smaller boats that would be carried by the Lenox.

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



Fig 20. Working on L'Hermione © Hermione.com

In conjunction 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 and Skills Funding Agency recommendations.

Marine Enterprise Zone

The protected or safeguarded wharf exists at the western end of Convoys Wharf. The Lenox Project strongly supports the proposal that a Marine Enterprise Zone should be established on the wharf by Lewisham Council and the Greater London Authority. The presence of the Lenox Project would draw attention to the opportunities available on the protected wharf, making it easier for newly established marine sector businesses to become successful and would benefit by sharing plant and equipment with these operations.

The combination of the Lenox Project on the site of the historic Royal Dockyard at Convoys Wharf and a marine enterprise zone at the western end will create an exciting and symbiotic marine cluster, at the same time revitalising Lewisham's modest Thames waterfront.

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

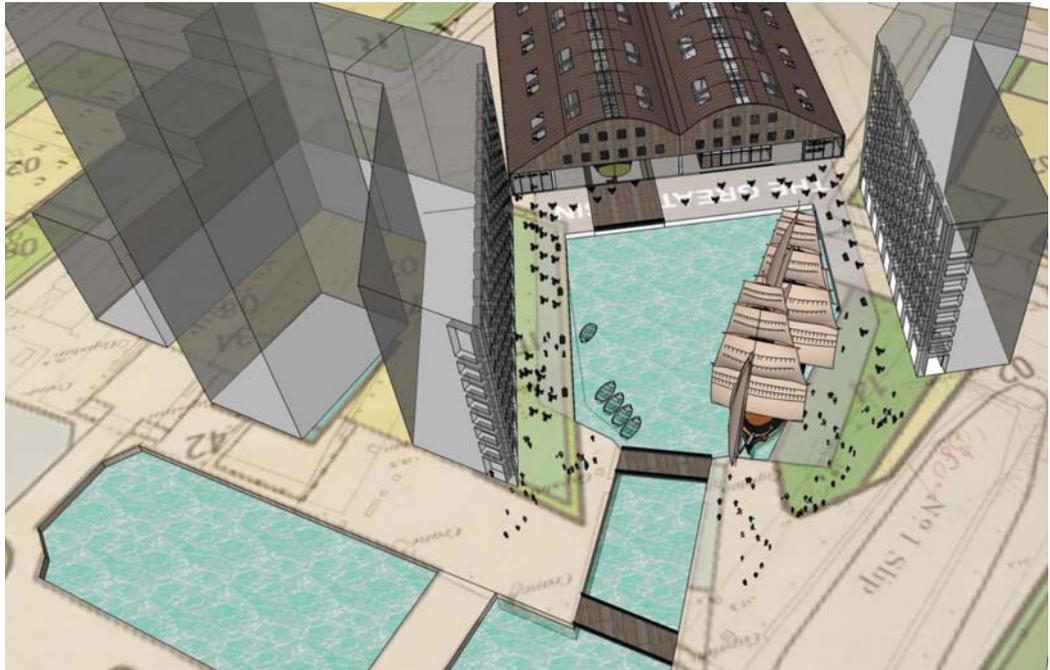


Fig 21. The Olympia Shed and Great Basin as proposed by The Lenox Project shown in context with the masterplan.

The protected wharf area on Convoys Wharf is currently seen as being used primarily for handling bulk cargoes, which is likely to continue in the short term by servicing requirements for the redevelopment to use the river to transport bulk materials. In the longer term such a use could co-exist with both an enterprise zone and a docking facility. The proposed deepwater jetty would also accommodate most of the handling space and could be adapted to provide facilities for boat docking operations involving a travel-hoist, hence sharing infrastructure costs.

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

Further east towards Greenwich, the visitor would pass the sail training Ahoy Centre and continue over historic Deptford Creek to arrive at the Cutty Sark, the National Maritime Museum and the former Naval College, having experienced every aspect of London's maritime history.

The presence of the Lenox Project at Convoys Wharf will serve to enhance these other facilities by attracting tourism, training and additional business opportunities to the locality.

4 EXISTING MODELS

The United Kingdom does not have a replica ship construction project, despite its prominent role in the development of maritime naval history. Similar schemes exist in several European countries, in the USA, Russia and Australia, and the experience that has been gained on these schemes will provide valuable guidance for 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

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.



Fig 22. L'Hermione © Hermione.com

Gravelines: Le Jean Bart

The 17th century Louis XIV Le Jean Bart is an 84 gun 'first rate' naval ship currently being built at Gravelines, a shipyard on the north coast of France between Dunkirk and Calais. The construction commenced in 2002 and it is estimated it will take up to 20 years to complete.

Gothenburg: The Götheborg

The Swedish 18th century replica East Indiaman was built in Gothenburg over an eight year period starting in 1995, with her masts and rigging completed in 2005. Gothenburg is now her home port. The Götheborg is the largest sailing wooden ship in the world and in 2005 sailed to China via Cape Town on her maiden voyage as part of a world tour lasting 18 months, returning to Gothenburg in 2007. This was followed in May 2013 by a tour around northern Europe.

Batavia: De Zeven Provinciën

The De Zeven Provinciën is a replica of a sailing ship built in 1664-1665 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 construct 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 ship is being built in the Batavia Yard, which is also home to the Batavia, a replica of a Dutch East India Company ship dating from 1628 that was completed in 1995.



Fig 23. The Swedish Ship Götheborg © soic.se

5 PROJECT PLAN

The Project Plan is based on our ideal model for the construction of the Lenox. However, until we select a site within the Convoys Wharf and have a better understanding of the development construction programme and phasing, we can only produce an outline assessment of the period required to build the Lenox which is therefore subject to change. This will require a coordinated approach to programming the construction of the infrastructure needed to build the ship with phased construction activities on the site for the development.

The aim so far has been to raise awareness of the project and communicate our plans to potential partners and supporters. We now need to move forward and develop our proposals for the project and its financial model more fully as we gain an understanding of the development plans for the site following the granting of the planning approval.

The Project Plan outlines the main activities 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 AND DEVELOPMENT

The project requires source funding from the private and public sector to carry out the following operations:

FUNDRAISING

- To construct a scale model of the ship
- To appoint professional consultants to assist the project team
- To run an architectural competition for the project
- To develop a launch sponsorship scheme



Fig 24. Clockwise: Model of L'Hermione; one of the ship's boats; building the keel © Hermione.com

LENOX PRE-CONSTRUCTION

- To develop a strategy for cooperation between the project and developer
- To carry out a study to determine the best location for the project on the site
- To complete archaeological investigations necessary to conclude the study
- To digitise the Lenox drawings
- To build a scale model of the Lenox
- To construct a temporary display area on site to install the model
- To recruit additional members to the project team
- To source materials required for the project by one of the following means:
 - The UK market sources for sustainable materials
 - Local Authorities: Timber cleared by parks and highways departments
 - National infrastructure projects (HS2) for trees clearance from their route
 - Timber donated by large landowners with sustainable reserves
 - Europe sustainable sources for timber
- To research the requirements for adapting the vessel to sail
 - Liaise with the Maritime & Coastguard Agency to establish requirements
- To acquire permissions from statutory authorities:
 - Port of London Authority
 - London Borough of Lewisham
 - English Heritage
 - The Maritime & Coastguard Agency

MARKETING

- To design and copyright the Lenox brand
- To build an interactive website
- To advertise and promote the project
- To promote media coverage
- To design material for educational and promotional presentations
- To arrange visits to the site and scale model for education and fundraising
- To create a 'virtual tour' of the ship from drawings for use on the website



Fig 25. Demonstrating sail making to L'Hermione visitors; Théâtre du Tacot entertain visitors; filming aboard ship
© Hermione.com

PARTNERING

- To create links with community groups, local colleges, schools and heritage bodies to develop community involvement
- To create and develop links with similar projects in Europe (ie. Götheborg, L'Hermione, Batavia, De Zeven Provinciën) and the USA
- To promote education programmes to schools involving live history and key stage learning packs
- To develop partnerships with other museums to design a brief for the Deptford Dockyard Museum and visitor facilities

Phase Two: CAPITAL WORKS IMPLEMENTATION

FUNDRAISING

- To source funding from the private and public sector for enabling works

LENOX CONSTRUCTION

- To restore for reuse or build a double dry dock or dock and slipway
- To construct a temporary or permanent cover
- To assess availability and practicality of using large CNC routers
- To investigate methods of construction using original methods compared with whole frame assembly used by most modern replica shipbuilders
- To provide assembly lifting gear
- To construct temporary or permanent workshops

MARKETING

- To develop and broaden marketing strategies
- To launch a visitor membership scheme
- To continue media coverage

VISITOR EXPERIENCE

- To organise site visits by the public, VIPs, potential funders, schools, maritime historians and research academics
- To organise river activities in partnership with other bodies (ie. Watermans Hall, Ahoy Centre and Greenwich Yacht Club)
- To organise small craft races
- To research costumes and involve historic re-enactment groups
- To promote the site and wharf as a venue for the Great River Race



Fig 26. Visitors to L'Hermione during construction © Hermione.com

PARTNERING

- To establish a safe route to the site for public access
- To plan and construct visitor facilities
- To construct museum, catering and conference facilities
- To create a replica 'Great Cabin' restaurant
- To establish the museum as an annex to Museum of London in Docklands
- To involve arts projects
- To build the ship's boats as a means of engaging local students in the preliminary stages of planning, constructing and launching the ship
- To use the ship's boats to offer training and experience in maritime skills
- To set up training schemes in collaboration with local colleges and universities

Phase Three: CONSTRUCTION AND LAUNCHING

FUNDRAISING

- To continue sourcing funding from the private and public sectors
- To develop income streaming from tourism
- To develop income from hospitality, sales and corporate events

LENOX CONSTRUCTION

- To restore The Great Basin or build a smaller basin within the original
- To install an intermediate gate between the two sections of the dry dock or dock and slipway
- To build the ship
- To build and install new dock gates in the river wall
- To flood the dock, float the ship and relocate it either the front dock or Great Basin dependent on location
- To install the masts and rigging and complete the fitting out
- To modify the pier to enable a formal launch

MARKETING

- To devise ongoing marketing strategies, including specialist marketing for hospitality, sales and corporate events
- To devise a marketing strategy for the launch celebrations and international launch
- To maintain the visitors membership scheme for the ship in dock
- To maintain a calendar of hospitality, sales and corporate events
- To manage and broaden media coverage internationally

PARTNERING

- To recruit skilled companies and personnel to carry out the work
- To establish marine skills educational facilities on site
- To train apprentices in transferable shipbuilding skills
- To set up a mini foundry and blacksmith shop
- To source rope making from Chatham Historic Dockyard
- To support the establishment of the Marine Enterprise Zone and high-tech marine businesses to service London's modern marine leisure industry

VISITOR EXPERIENCE

- To stage events during construction
- To organise sail making and other craft demonstrations
- To provide facilities for visitors to view skilled craftsmen and women at work on the construction
- To provide for visitors observing viewing progress from a promenade gallery
- To organise 'hard hat' tours of the ship under construction
- To organise the float celebrations and international launch

Phase Four: LEGACY

FUNDRAISING

- To maintain income from tourism
- To manage sponsorship and media rights
- To instigate income from paying crew
- To continue income revenues from hospitality, sales and corporate events

LEGACY

- To maintain a permanent home berth for the Lenox
- To appoint and train a professional crew for sea trials
- To promote ambassadorial and trade voyages to Europe and worldwide
- To provide a berth for visiting sailing ships when the Lenox is on tour

VISITOR EXPERIENCE

- To organise tours onboard the Lenox and visiting ships
- To promote opportunities for paying crews

MARKETING

- To maintain and enhance visitor numbers and manage a calendar of hospitality, sales and corporate events
- To organise specialist marketing events

PARTNERING

- To maintain partnerships, apprenticeships, tourism and hospitality events
- To continue to offer seamanship training courses
- To set up an association of replica ship projects to jointly promote and publicise their achievements



Fig 27. L'Hermione during construction © Hermione.com; Götheborg receiving visitors in Sweden and Hong Kong

6 APPENDICES

Appendix 1 TEAM BIOGRAPHIES

PATRONS

Rt Hon Dame Joan Ruddock MP: Member of Parliament

Joan has been the Labour Member of Parliament for Lewisham Deptford since 1987. She has held posts in Government and Opposition as Minister for State at the Department for Energy and Climate Change (DECC) in 2008; Minister in the Department for Environment, Food and Rural Affairs (DEFRA) in 2007. Minister for Women (1997-1998), Shadow Minister for Home Affairs (1992-1994) and Shadow Transport Minister (1989-1992). From 1998 she has sat on a wide range of select committees, in addition to holding a number of positions on Parliamentary groups and introducing bills to Parliament. She is currently a Vice-President of the Socialist Environment and Resources Association (SERA). In 2010 Joan was appointed as a Privy Councillor and received a DBE in recognition of her public and political service. Since 2010 Joan has concentrated on constituency issues, which include her continuing support since inception of The Lenox Project.

www.joanruddock.org

Dan Snow: Historian

Dan studied at Balliol College, Oxford, where he graduated in 2002 with a first-class honours degree in Modern History. He is best known for his career as a broadcaster, presenting a wide range of history programmes for the BBC, including *The Birth of Empire: The East India Company* in 2014.

THE LENOX PROJECT CIC CORE TEAM

Julian Kingston: Director

Julian 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 residential barges up to 33 metres 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

Helena 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.

David Graham: Architectural Advisor

David qualified as an architect in 1974 and has 40 years' experience of working with London based practices in various sectors, including affordable housing for local authorities and housing associations, health care, schools and public buildings, including both new and refurbishment projects and listed building restoration. He has more recently been involved in several regeneration projects in Deptford.

Sue Lawes: Graphics + admin support

Sue is a graphic designer and contemporary artist who has lived and worked in Deptford for more than 30 years. She has collaborated with many local stakeholders, national and international arts companies, as well as London-wide local authorities, businesses, arts and educational organisations.

David Aylward: Artistic Advisor + Events Manager

David 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 has extensive experience in art direction and production on music videos, commercials, festivals, TV and film productions.

CONSULTANTS

Richard Endsor 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

Andrew Peters 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

Peter Goodwin is widely recognised as an authority on wooden warship construction. He 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 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

ADVISORS

Willi Richards 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 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

Steve Martin 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.

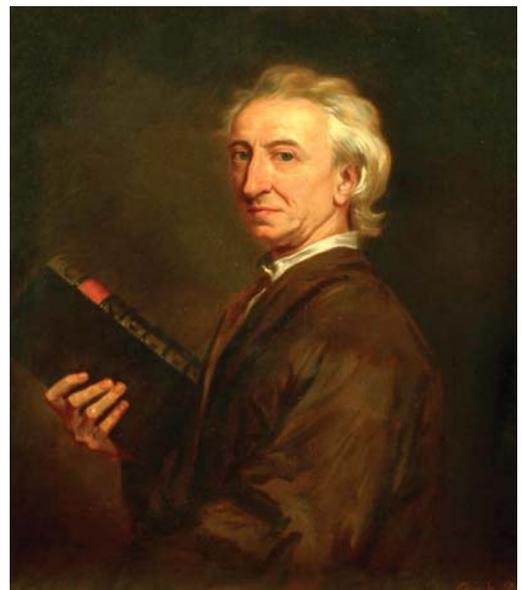


Fig 28. Portrait of Samuel Pepys by J.Hayls, 1666, and Portrait of John Evelyn by Sir Godfrey Kneller, 1687

Appendix 2 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 3 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