

The Lenox Project Vision

A lasting legacy for Deptford



A project to build and sail a 17th century royal naval ship, create a dockyard museum and establish a centre of excellence for historic shipbuilding and restoration

January 2016

The Lenox Project

PATRONS: **Dame Joan Ruddock, Dan Snow**

The Lenox Project CIC
2a Creekside, Deptford,
London SE8 4SA

Tel +44 (0)7836 268068
info@buildthelenox.org
www.buildthelenox.org

Registered in England & Wales. Company No: 7952149

Cover:

L'Hermione construction; painting of the *Lenox* passing Greenwich on her 1678 maiden voyage from Deptford to Chatham by Richard Endors; *L'Hermione* visitors during construction; *Gothëborg* visitors at her home port; *Gothëborg* sea cadets; *L'Hermione* crew; *Gothëborg* crew.

Illustration acknowledgements:

Richard Endors 1, 3, 5, 17, 26; National Maritime Museum 8, 9, 12;
Hutchison Whampoa 11, 29; Hermione-La Fayette Association 1, 13, 14, 15, 25, 28, 30, 31, 32;
Swedish East India Company (SOIC) 1, 15; National Portrait Gallery 16; The Royal Society 16;
Fram Museum Oslo 21; Royal Albert Memorial Museum 22; National Gallery of Canada 22;
Trustees of the Royal Marines Museum 22; Mary Rose Museum, Portsmouth 23;
Historic Dockyard Poltava 30, 31



Kit model of *the Lenox*
designed by Richard Endsor

CONTENTS

1	Introduction	5
	Our vision	5
	The project team	6
	Our remit	6
2	Background	7
	The Lenox	7
	Deptford Dockyard	8
	National significance	10
	Archaeology	10
	Heritage	12
	Existing models	13
	Project support	16
	Evelyn's legacy	16
3	Our Vision	17
	The Lenox Project	17
	The project site	18
	Legacy	19
	Tourism	19
	Regeneration	20
	Sustainability	21
	Deptford Dockyard Museum	21
	Historic shipbuilding	23
	Site access	24
	Employment and training	25
4	Project Detail	26
	Lenox dimensions	26
	Space requirements	27
	Layout	28
	Planning summary	32
	Project programme	33
5	Appendices	35
	<i>Appendix 1</i> Project plan	35
	<i>Appendix 2</i> Team biographies	38
	<i>Appendix 3</i> Constitution, aims & objectives	41

The Lenox Project **Vision**

January 2016

1 INTRODUCTION

Our vision

- To build and launch the *Lenox*, a replica 17th century ship, on the site of the former Royal Dockyard in Deptford, now known as Convoys Wharf.
- To aid the revitalisation of the economic, cultural and historic heart of Deptford
- To create a permanent home for the *Lenox* on the site, as the centre piece of the Deptford Dockyard Museum, to focus on the history of the King's Yard and naval shipbuilding at Deptford.
- To establish an international centre of excellence for historic shipbuilding and restoration in line with our aim to create a lasting legacy for the historic dockyard.
- 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 work in partnership with educational and government agencies to create a skills and training programme in maritime and manufacturing skills through apprenticeships.
- To provide a platform for cultural, historical and educational experiences and collaboration with academic, heritage and scientific groups.



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

The project team

The Lenox Project team comprises a locally-based steering group in conjunction 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 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 two community-led heritage projects being incorporated on the site as a result of the planning conditions set by the Greater London Authority, the other being Sayes Court Garden. The remit of The Lenox Project 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.

Our remit

- To build the *Lenox* on part of the former Royal Dockyard site where she was originally constructed. An independent study commissioned by the GLA identified the safeguarded wharf on the Convoys Wharf redevelopment site as the most feasible location for The Lenox Project. The site was 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, workshops 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.

2 BACKGROUND

Since being established in 2011 The Lenox Project CIC has operated as a completely self-funded organisation, managed by a dedicated group of volunteers. The project is now embarking on a new phase to develop a business plan and obtain the funding necessary to realise the project.

This is now possible due to a condition granted by the Greater London Authority as part of the Convoys Wharf outline planning approval and associated Section 106 agreement and the successful conclusion of an independent study to determine the most feasible location for the project on the site. As part of his decision to approve the planning application, the Mayor of London made the following provision for The Lenox Project:

A feasibility study should be completed as soon as possible in order to produce clear options for The Lenox Project. The applicant should agree to make a contribution towards whichever option is the most feasible.

The Greater London Authority chose Buro Happold Engineering to conduct the study, which was concluded in December 2015. The proposals outlined in this document are based on the conclusions set out in the feasibility study.



The presentation by The Lenox Project CIC at the Convoys Wharf hearing at City Hall in 2014

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, *De 7 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. The *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.

The 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. The *Lenox* was arguably one of the most beautiful naval vessels ever built, incorporating more carving than ships from any other period.



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

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.

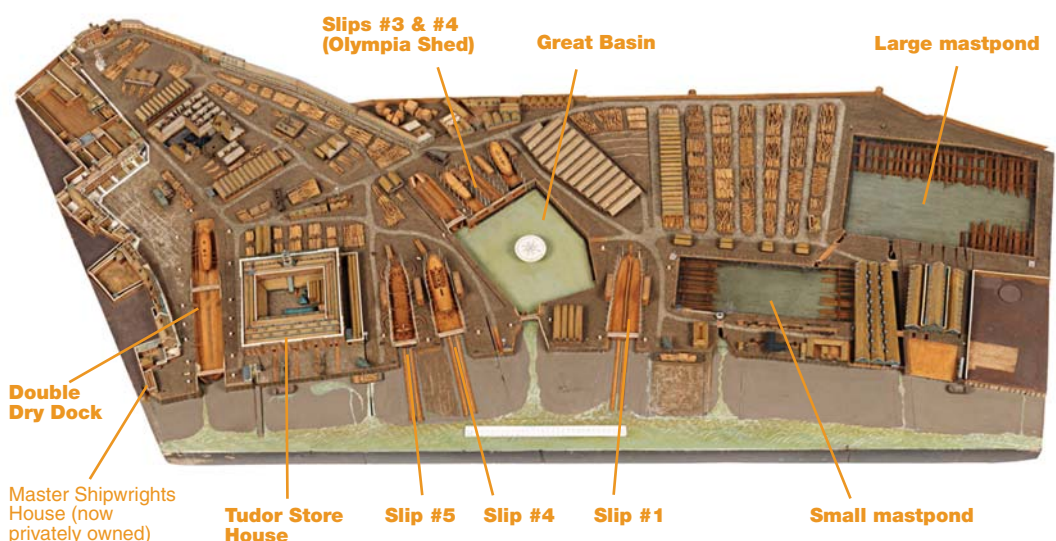
Important new technologies were developed here; Deptford was the first of the royal naval dockyards to have a wet dock or basin and this technology was exported to outlying dockyards such as Chatham in 1650. Under the administration of Sir George Carteret, Deptford's skilled workmen and naval dockyard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



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

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 development site. The mast ponds are the principal heritage assets on the safeguarded wharf, but do not correspond with the proposed site. The feasibility study concluded that the wharf foreshore has no visible heritage assets of significance.



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 Historic England 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 to recognise their immense individual and collective significance.



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.

The terms of the planning approval granted by the Greater London Authority and the current development proposals do not envisage major elements of the archaeology, such as the Double Dry Dock and Great Basin, being restored and displayed.

The Lenox Project will provide the only tangible link to the site's history, creating an immediate and lasting impression on visitors and continuing the legacy of historic ship building. The combination of a ship under construction or moored in its home port, and the recreation of John Evelyn's Sayes Court Garden nearby will provide the development with the opportunity to realise its place-making aspirations.

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



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

Existing models

Despite its prominent role in the development of maritime naval history, the United Kingdom has only one replica ship construction project, the Harwich Mayflower. Similar and larger 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.

The Lenox Project 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.

ROCHEFORT, 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, the *Hermione* welcomes some 250,000 tourists each year.

The plan to build a replica of the *Hermione* started with a small group of dedicated enthusiasts in 1992. 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 *L'Hermione*, as the Royal Navy had captured her sister ship and meticulously detailed her construction. The



L'Hermione: the ship's model; the launch before rigging and masting; receiving visitors in her home berth



L'Hermione: under construction; working on the pulleys, masts and ropes

building programme was tailored to provide the maximum in training opportunities, and skilled specialists were drawn in from across Europe. She was launched in 2012 and in 2015 received a rapturous welcome from the American public when she retraced the original ship's voyage on the occasion when LaFayette used her to harass the British blockade of the American colonists.

www.hermione.com

GOTHENBURG, SWEDEN: 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 by subsequent tours throughout Europe, including visits to the UK in 2015. A world tour is forecast for 2020 to include a second expedition to China, ending in a return to the homeport in time for Gothenburg's own 400-year anniversary in spring 2021.

www.soic.se

ST PETERSBURG, RUSSIA: POLTAVA AND SHTANDART

The *Poltava* was the first ship of the line in the Russian Baltic Fleet. The keel was laid down by Peter the Great in 1709 and launched by the Admiralty in 1712. The ship is similar to a British 4th-rate in size and at 130' in length is smaller than the *Lenox*. A project to build a full scale replica began in 2012 in St Petersburg, and work started in 2013 on assembling the midship frame by a team of shipbuilders who took part in the construction of the replica *Shtandart*, one of Peter the Great's frigates, only 111' in length (33.8m). The *Shtandart* was completed in 2000 and has been taking part in tall ship regattas all around Europe ever since.

www.poltava1712.ru

www.shtandart.ru

GRAVELINES, FRANCE: 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.

<http://www.tourville.asso.fr/en/>



Götheborg receiving visitors in Hong Kong 2006 and returning to her home port in 2007

BATAVIA, HOLLAND: DE 7 PROVINCIEËN AND BATAVIA

De 7 Provinciën was 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 of the Batavia Yard was 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. Work has recently halted while more funding is raised, but visitors can view the progress so far, as well as observe ongoing restoration and maintenance of the *Batavia*, a replica of a Dutch East India Company ship dating from 1628 which was completed in 1995.

www.bataviawerf.nl

HARWICH: MAYFLOWER

A community project to build a sea-worthy replica of the *Mayflower*, which transported a hundred pilgrims from England to Cape Cod in America in 1620 began in 2009. With a budget of £4m it aims to provide NVAs and apprenticeships in marine engineering, construction, business skills and retail, and intends to begin sea trials in 2018 before a replica voyage to the US in 2020. At 110' (33.5m) in length, it is a much smaller ship than the *Lenox*.

www.harwichmayflower.com



L'Hermione arriving in New York, 2015; *Götheborg* sea cadets

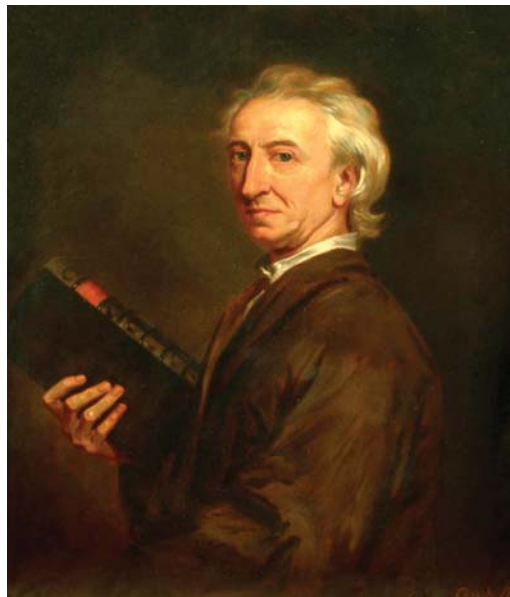
Project support

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

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.

Evelyn's Legacy

John Evelyn bequeathed land in his will for the Admiralty to build the dockyard at Deptford under circumstances which precluded it from ever being sold for purposes of private enterprise. In order to encourage shipbuilding, he gave land to the government at an annual rent of peppercorn, on condition that there should always be a ship on the stocks. The Lenox Project will serve to honour the spirit of John Evelyn's legacy.



Samuel Pepys by J.Hayls (1666); John Evelyn by Sir Godfrey Kneller (1687)

3 OUR 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 sailing ship 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 on the site.

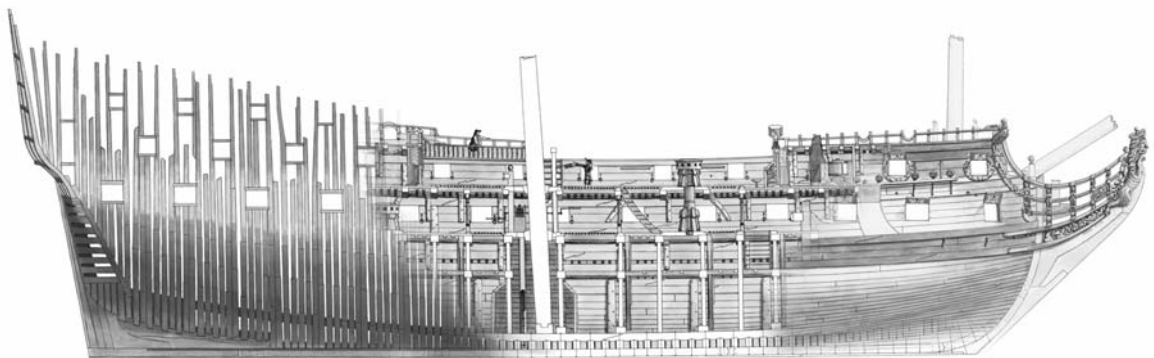
The historic dockyard was a centre for innovation and technological excellence, which will be re-established with the construction of the *Lenox*, both by revitalising traditional skills and introducing new media tools and technologies.

The *Lenox* will 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 will 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. A 'virtual' tour will be created for those unable to visit the site.

As well as land-based attractions, the site will 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 under construction; it will recreate a setting that will bring the glory days of the King's Yard to life for all.



Lenox section



Convoys Wharf aerial photograph with location of Safeguarded Wharf and Olympia Shed highlighted

The project site

The *Lenox* was originally built in the Double Dry Dock. This was initially the preferred location for the project for reasons of historical continuity and its relationship to the adjoining Master Shipwright's House, the only surviving dockyard building from the period when the *Lenox* was built.

However, the developer and the Greater London Authority agreed that only the Olympia Shed and safeguarded wharf would be considered in the feasibility study. The study was completed in December 2015 and concluded that the most feasible location for The Lenox Project is on the riverfront on the safeguarded wharf.

The wharf site offers the opportunity to construct the *Lenox* in a new dry dock, enabling the ship to be built in the original manner, adopting 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 adapting the vessel to suit an alternative construction method.

Another benefit of locating the project on the safeguarded wharf is that the site will include the ship's home berth in a new wet dock, creating a self-contained visitor attraction.



Project site viewed from river

Legacy

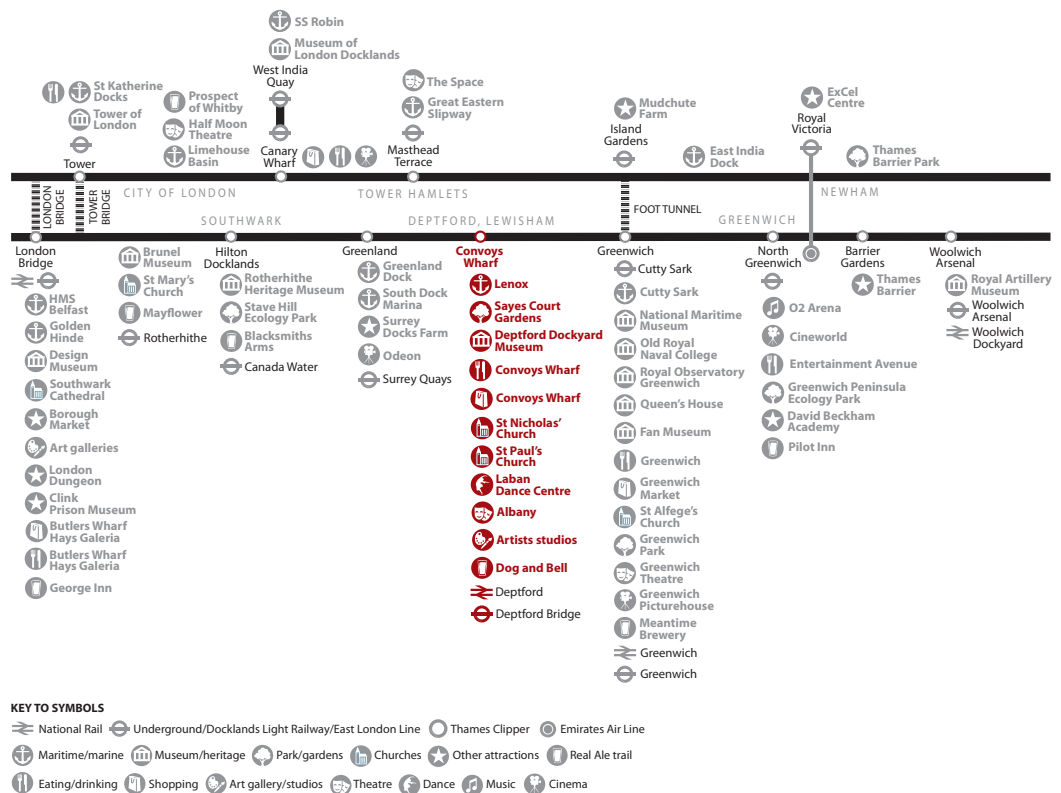
The *Lenox* will be a tourist attraction in her own right, either under construction or when eventually moored at her home port of Deptford. The ship will present a dramatic spectacle, making sense of the historic dockyard's shipbuilding history, creating a direct and visible link between the former 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*.

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

Tourism

Tourism is fundamental to the success of The Lenox Project. Income will be generated by paying visitors coming to view the ship's construction progress.

However, The Lenox Project is just one of a number of strands that will bring visitors to Deptford. 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 will also benefit from improved



Thames-side visitor attraction diagram

transport links, such as the new Thames Clipper pier proposed for the site, making the *Lenox* an essential part of any visit to London.

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 has recently been restored and redeveloped.

The Lenox Project vision is supported by Lewisham Council and a new tourism strategy would 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.

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 heritage 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.

The independent study published in December 2015 highlighted the benefits that The Lenox Project would bring to the Convoys Wharf development and the wider community. The study concluded that the project will enhance the overall attractiveness of the development and is anticipated to have positive regenerative impacts on the local community. The location of the project will create a standalone visitor attraction within the development and present opportunities for supporting commercial facilities to develop around it. The commercial uses around the *Lenox* would gain from the induced spending impact of The Lenox Project visitors.

These benefits will have a wider impact on the local community, once the project is established as a major tourist attraction. The Lenox Project is expected to attract huge visitor numbers when it operates as a working museum, which will support a wide range of local businesses and will become a prime catalyst for the regeneration of Deptford.

Sustainability

The demand for sustainable materials for the construction of the ship will be spread over several years, enabling a programme of responsible woodland management to be implemented; as a shipbuilding project it 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.

Deptford Dockyard Museum

The proposals include creating a museum and interpretation centre of 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 the museum to be located in a new building incorporating a dry dock for constructing the *Lenox*. This will be a working museum with workshops and supporting commercial uses. Visitors will witness all of the crafts employed in historic shipbuilding. There will also be opportunities for more widespread participation in the construction process, through adult and higher education courses.



Exhibition space at Fram Museum Oslo

The museum would specialise in naval and local history of the 17th and 18th centuries, 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.

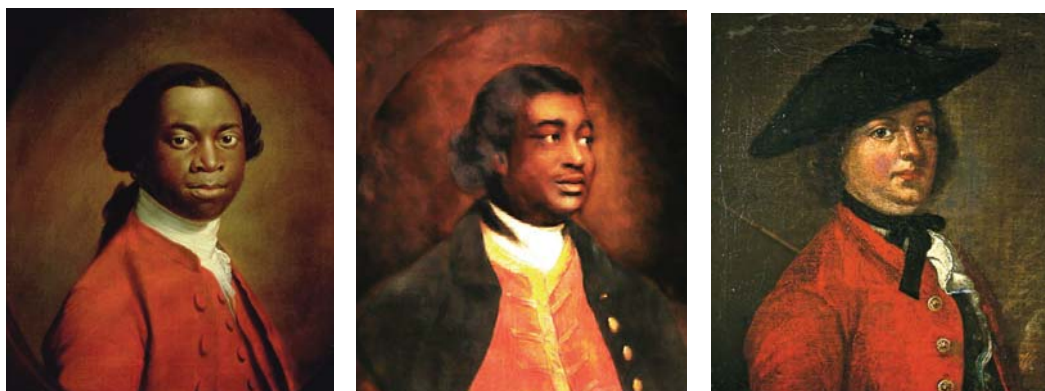
The Honourable East India Company's first voyages departed from Deptford. By 1607 the company was building its own East Indiaman ships in docks on Greenwich Reach between the Royal Dockyard and Deptford Creek. Later the company reverted to hiring vessels, many of which were built in other private yards 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



Olaudah Equiano, Ignatius Sancho and Hannah Snell

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 Lenox* 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.

Historic shipbuilding

The *Lenox* and the *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



Mary Rose Museum, Portsmouth

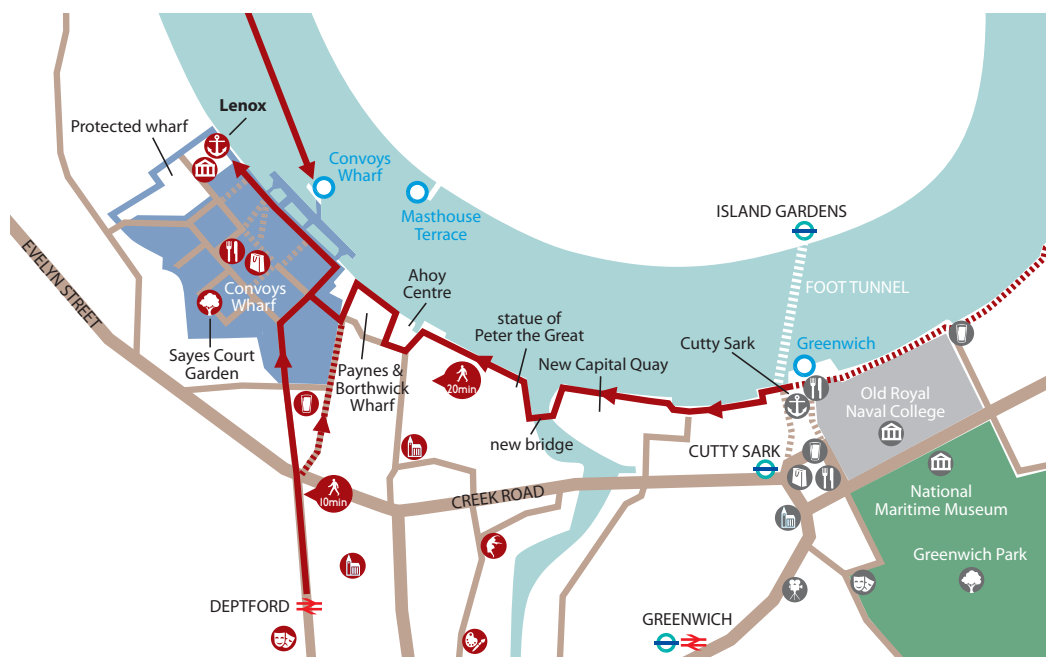
experience would be available to anyone wishing to enroll in classes to learn traditional crafts associated with historic ship construction, including carpentry, joinery, blacksmithing, sail making, rope making, decorative wood carving, gilding, costume making, painting and model making. These classes would generate income and provide a source of trained volunteers.

In the post construction phase the *Lenox* will be berthed in a new wet dock adjoining the museum, where she will continue to welcome visitors daily. There would then be an opportunity to construct or restore other historic ships, 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. The *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 20 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 path will pass immediately in front of the project site and provide one of the links to the adjoining Pepys Park, providing space for public events centred on



The Thames Path National Trail – and route from Deptford rail station when the development is complete (key to symbols on p.19)

the project. The developer will also expand the local network of cycle routes through the site to link the new public squares and the waterfront. The project site is 10 minutes walk from Deptford Station, which is only one stop from either London Bridge or Greenwich. A strong commitment from Lewisham Council and the developer is needed to provide a comprehensive signage and way-finding scheme in the immediate area.

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 Lewisham & Southwark College, 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 the 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 development 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. 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.



Working on *L'Hermione*

4 PROJECT DETAIL

Lenox dimensions

Overall length: 178' 4" (54.35m)

Beam: 39' 10" (12m)

Touch keel: 131' (40m)

Gun deck: 151' 6" (46m)

Keel to fore-deck: 36' (11m)

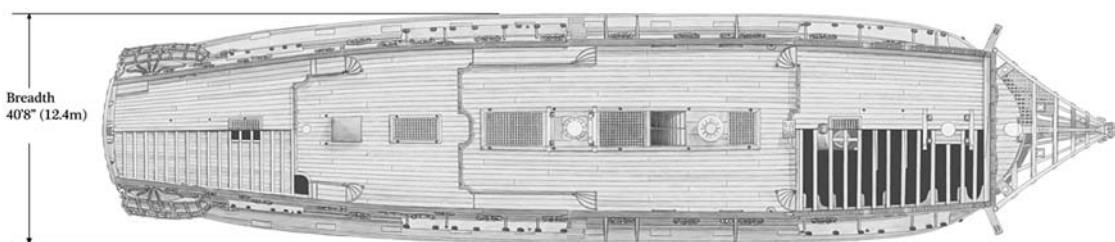
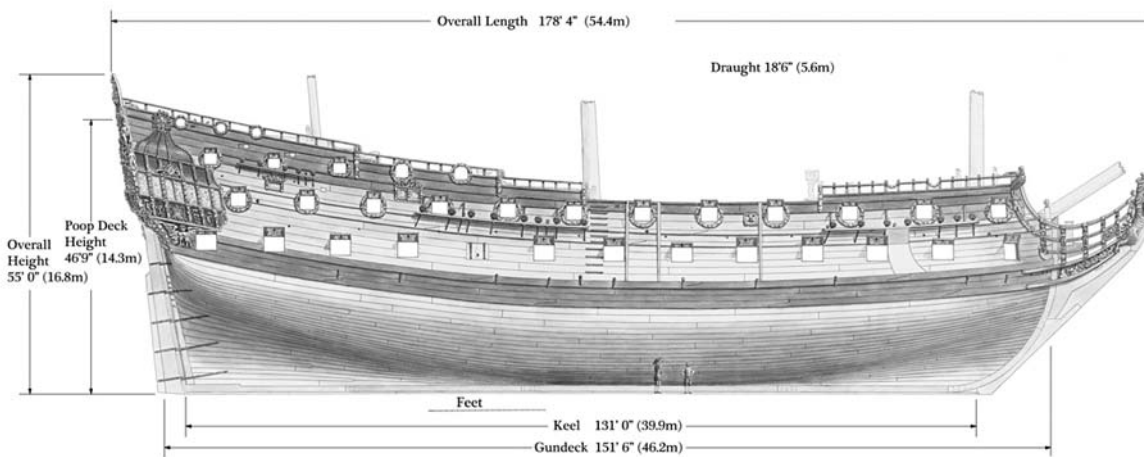
Overall stern height: 55' (16.8m)

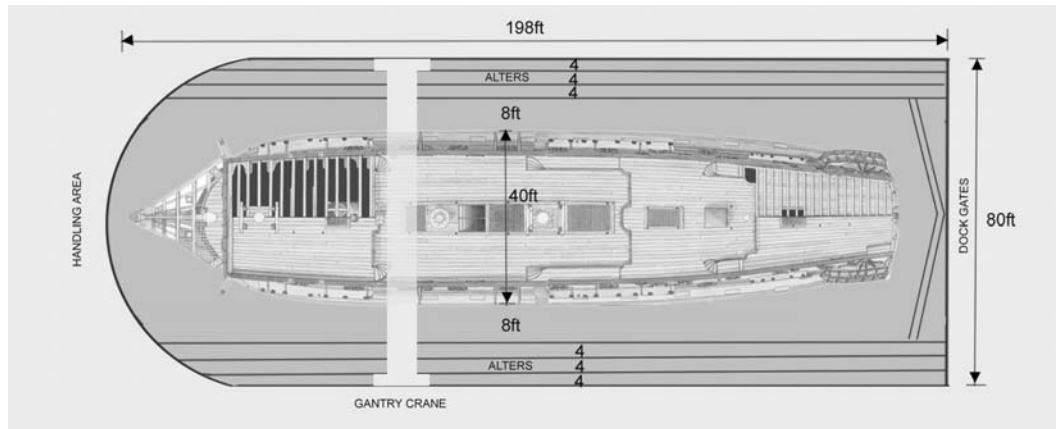
Stern height to poop deck (build): 46' 9" (14.2m)

The *Lenox* water draft at launch was 14' 11" (4.5m) aft and 10' 6" (3m) fore with an approximate weight of 600 tons (including 8 tons of ballast for launch). The *Lenox* when fully rigged and laden weighed 1100 tons with a stern draft of 20' (6.2m).

The *Lenox* was built in the Great Double Dock. The dimensions of the original dock were 320' (97.5m) by 53' (16m) with a landward depth of 8' (2.4m) and a riverward depth of 19' (5.8m).

For a more detailed description of the *Lenox* construction, see *The Restoration Warship: The design, construction and career of a third rate of Charles II's navy* by Richard Endor.





Dry Dock Layout

Space requirements

The space required to accommodate The Lenox Project on the safeguarded wharf is as follows:

Shipbuilding space

The space required to build the *Lenox* is:

Length of space: 200' (61m); Width of space: 72' (22m); Height: 55' (16.8m)

The height of space required is measured from the bottom of the dry dock and should provide clearance for a gantry crane (ie. spanning dock). The actual height above ground level is dependent on the depth of the dock. The length and width is based on the minimum space needed for a working scaffold and does not include the space required for an enclosing structure or public access. The area required to build the *Lenox* in a dry dock including public access is approximately 1500m² (excluding all other buildings, storage and ancillary spaces).

Dry dock

The construction of a purpose-built dry dock would require a minimum water-draft of 18' (5.5m) and minimum length of 198' (60m) with a floor width of 75' (22.1m) including alter sides plus a further 6' each side for a gantry crane track or an overall width of 87' (26.5m). This is the minimum requirement for building the *Lenox* and also allows onward use of the dock to service, restore and build other historic wooden vessels.

Enclosure

The Lenox Project requires space for storage, workshops and a visitor centre comprising a museum of historic shipbuilding and the history of the Royal Dockyard, including education, training, offices and catering facilities. These facilities will be located on the project site and centred on the shipbuilding operation in order to create a self-contained visitor attraction which can operate independently from the wider development.



L'Hermione under construction showing enclosure

The construction area needs to be protected from the weather, but also well ventilated and could be open-sided. However, side screening is essential to restrict the public view in order to generate income from paying visitors. The visitor centre and museum will include viewing galleries each side of the construction site. This will be a single building providing all of the facilities under the same roof, including the space to build the *Lenox*.

Layout

The layout of the visitor centre and workshops will be organised to provide visitors with direct experience of historic shipbuilding within a working museum environment. There will be opportunities for the public to participate directly in the construction process by attending specialist courses, in addition to the apprenticeships on offer. It is important that visitors will be able to witness all aspects of the work in progress so the educational benefits of the project can be maximised.



L'Hermione: carpentry; demonstrating sail making to visitors

The following areas represent the space required for each operation excluding all external circulation:

Visitor centre (incorporating museum, education and training facilities)

The internal area required is approximately 3600m² accommodated on four levels with a minimum footprint* of 1200m². The nominal breakdown of internal areas is as follows:

- Gallery space (The Royal Dockyard & Historic Shipbuilding Museum): 1600m².
The gallery space will include a full height void for permanently displaying a mock-up section of the *Lenox* hull to demonstrate 17th century shipbuilding methods (levels 1 to 3).
- Education suite and meeting rooms: 250m²
- Offices (administration/research and drawing office) and staff facilities: 200m²
- Entrance foyer/café/shop: 500m²
- Public toilets: 100m²
- Storage: 250m²
- Plant room and services: 350m²
- Circulation (including stairs/ lifts and viewing gallery): 350m²

LEVEL	GALLERY	VOID	FOYER	EDUCATION	OFFICES	CIRCULATION	WCs	STORAGE	PLANT	TOTAL
3				250	200	100			50	600
2	900	150				100	50			1200*
1	400	150	500			100	50			1200*
0						50		250	300	600
TOTAL	1300	300	500	250	200	350	100	250	350	3600

Level 0 denotes basement level. The inclusion of a basement is subject to ground conditions and archaeology. The plant and storage areas would otherwise be accommodated on level 4.



The safeguarded wharf with the project site area superimposed onto the Convoy Wharf development plan



Clockwise: *Poltava* under construction; *L'Hermione* workshops – with longboat being built, masts and top under construction and the smithery

Workshops

The internal area required is approximately 1800m² (including 600m² which could be provided at an upper level), giving a minimum footprint for workshops of 1200m² excluding circulation. The workshops will be required early on in the construction process to enable manufacture of the fixtures and fittings to proceed in parallel with the main hull in order to provide a comprehensive visitor experience encompassing a wide range of crafts.

This will include building the ship's boats, which will start ahead of the ship construction and will be an essential part of the education, training and employment programme. The workshops will include a sail loft (on an upper level) and a blacksmith workshop. There will be a joinery workshop for making the ship's carved decorations, including the figurehead, and a costume workshop.

Storage

Space is also needed for bulk storage of materials. This will vary during the construction, but will be at its greatest when the ship's hull is being built and storage space is needed for large sections of timber. There will be a similar increase in the bulk storage requirement towards the end of the construction period when the masts are being made.

Mobile sawmill technology has advanced to a degree where almost all machining can take place off-site and would be harvested as needed, depending on the source. The areas for storing raw materials should be accessible to the public so that the visitor experience encompasses all aspects of the construction process.



Poltava oak delivery and storage; L'Hermione – stepping a mast with a mobile crane

The minimum area required is 30m by 13m in plan (390m²) with storage racking served by a forklift. There should be an adjacent machining area of 14m by 15m (210m²) for larger shaped timbers, giving a combined storage and handling area of 600m². These areas are in addition to the minimum 1800m² of workshop area adjacent to the space required for shipbuilding.

The masts can be stored in any water other than seawater. They can also be stepped using a mobile crane. The masts will be stored in the wet dock; the *Lenox* will be moved to the dock after launch, where the masts will be stepped and the ship rigged.

Vehicle access

The workshop and storage areas must have direct vehicular access for deliveries, including large timber sections delivered direct from the saw mill during the early period of construction and other heavy duty fixtures and fittings made off site, such as rigging and cannons. There must be adequate access for emergency vehicles.

Home berth

This involves constructing a wet dock as a home berth. The dock will require new dock gates in the river wall, incorporating a pedestrian bridge, and will be located on the site of the canal which connected the original mast pond to the river. The wet dock may also be used for delivering bulk materials by barge to the adjoining storage area.



L'Hermione in pre-launch dock with enclosure dismantled; in post-launch berth with masts being installed

Public access

Easy pedestrian access for the public must be maintained at all times and comply with all statutory requirements for disabled access. The adjoining public park and river path will provide overspill areas for public viewing of special events.

Planning summary

The Lenox Project requires the following minimum areas to operate:

1. **Visitor Centre** Internal area: 3600m² Footprint: 1200m²
 2. **Workshops** Internal area: 1800m² Footprint: 1200m²
 3. **Shipbuilding Space** Footprint: 1500m²
 4. **Bulk Storage & Handling** Footprint: 600m²
 5. **Home Berth** Footprint: 2400m²
- Total Site Area:** 6900m²

The combined area of the project site and a home berth will occupy the full width of the safeguarded wharf riverfront, with the home berth in a new wet dock on the site of the original canal, created by enlarging the existing inlet from the river.



L'Hermione in section shown under construction; visitors during the construction period

Project programme

The initial programme to build the *Lenox* and establish a permanent visitor centre and museum on the site will span a period of up to 13 years. The following programme outlines the time required to complete each of the main activities and when the site will need to be made available for commencing the project infrastructure.

ITEM	ACTIVITY	DURATION
1.00	Project planning	
1.01	Feasibility study (completed December 2015)	6 mths
1.02	Community Fund application: The Lenox Project (TLP) to submit an application to LB Lewisham / GLA for release of funds to appoint consultants (see below) to prepare the project proposals, submit a project planning application (independent of the Convoys Wharf development planning application), negotiate legal agreements, prepare a business plan and apply for funding Consultant appointments: TLP to appoint consultants with the preliminary stage fees paid from the Community Fund and subsequent stage fees paid from long term project funding (ie. Lottery Fund / other heritage grants and sponsorships etc). The following consultants to be appointed: Project coordinator (inc. financial planning) / architect (including CDM) / civil & structural engineer / M&E engineer / legal advisor / business planning & funding consultant	6 mths
1.03	Project planning brief: Prepared by architect Project technical brief: Prepared by civil & structural engineer with preliminary input from M&E engineer Consultations (ie. with statutory organisations inc. LB Lewisham / GLA and heritage organisations) Legal agreements: Legal advisor to negotiate agreements (including GLA and Hutchison Whampoa (HWP)) Planning application: Prepared by architect and submitted to LB Lewisham Planning decision: LB Lewisham to issue planning decision	6 mths
1.04	Project tender information (post-planning): Project infrastructure specification and pricing information prepared by architect / civil & structural engineer / M&E engineer and QS	6 mths
	Research & development: TLP to digitise drawings / create 3D working model of the ship / establish partnerships with museums and colleges	12 mths
2.00	Funding	
2.01	Prepare business plan: consultant to prepare business plan to include identifying funding sources and establishing charitable status for the project Funding applications: submit application to Lottery Fund and other grant aid organisations Publicity & Marketing: consultant to provide advice on publicity and marketing strategies including community liaison and establishing sponsorships from commercial organisations Sponsorship: TLP to develop a public and corporate sponsorship scheme to launch and sail the ship Secure funding	18 mths

ITEM	ACTIVITY	DURATION
3.00	Project Enabling Works (subject to funding approval programme)	
3.01	Lenox construction infrastructure: Build dry dock and enclosure for construction of the Lenox	18 mths
3.02	The Lenox Project infrastructure: Build the museum / workshops / storage and supporting educational and employment facilities	24 mths
3.03	Lenox launch and home berth infrastructure: Build the wet dock (including river access) for launch and a permanent berth for the Lenox	36 mths
4.00	Lenox Construction	
4.01	Build the Lenox (including launch)	84 mths
5.00	Lenox Fitting Out	
5.01	Lenox post-launch fitting out (including masts /rigging and armaments assembled during the Lenox construction period).	12 mths
6.00	Lenox Post-Construction	
6.01	Lenox occupies home berth	
6.02	Lenox conducts sea trials	12 mths
6.03	Lenox celebrates 350th anniversary of 1678 launch in April 2028	

5 APPENDICES

Appendix 1 PROJECT PLAN

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 following the granting of the planning approval and conclusion of the feasibility study.

The project plan was originally based on our ideal model for construction of the *Lenox*. With the safeguarded wharf now identified as the location, we have a better understanding of the development construction programme and phasing which enables us to produce a more accurate assessment of the period required to build the ship. This requires a coordinated approach to programming the construction of the infrastructure needed to build the ship with that of the development.

The safeguarded wharf has the advantage of being relatively self-contained and providing a greater degree of independence from the surrounding development. The proximity of the project site to the western boundary will provide easier public access.

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.

	RESEARCH & DEVELOPMENT	CAPITAL WORKS IMPLEMENTATION	CONSTRUCTION & LAUNCHING	LEGACY
FUNDRAISING				
Fund the construction of a scale model of the ship	●			
Appoint professional consultants to assist the project team in the preparation of a business plan and submit applications for funding	●			
Select an architect and other construction consultants to prepare a planning application	●			
Develop and maintain a launch sponsorship scheme	●	●	●	
Source funding from the private and public sector for enabling works		●	●	
Develop and maintain income streaming from tourism			●	●
Develop and maintain income from hospitality, sales and corporate events			●	●
Manage and maintain sponsorship and media rights			●	●
Instigate income from paying crew				●
LENOX PRE-CONSTRUCTION				
Develop a strategy for cooperation between the project and developer	●			
Identify any additional archaeological investigations that may be required on the project site	●			
Digitise the Lenox drawings	●			
Build and display a scale model of the Lenox	●			
Recruit additional members to the project team	●			
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	●			

	RESEARCH & DEVELOPMENT	CAPITAL WORKS IMPLEMENTATION	CONSTRUCTION & LAUNCHING	LEGACY
LENOX PRE-CONSTRUCTION <i>continued</i>				
Research the requirements for adapting the vessel to sail: liaise with the Maritime & Coastguard Agency to establish requirements				
Acquire permissions from statutory authorities: Port of London Authority; London Borough of Lewisham; English Heritage; Environment Agency; Marine Management Organisation; The Maritime & Coastguard Agency	●			
LENOX CONSTRUCTION				
Build a dry dock including dock gates within the river wall		●		
Provide a bulk storage area		●		
Build a new visitors centre, workshops and ship construction enclosure		●		
Assess availability and practicality of using large CNC routers		●		
Investigate methods of construction using original methods compared with whole frame assembly used by most modern replica shipbuilders		●		
Provide assembly lifting gear		●		
Construct temporary or permanent workshops		●		
Build a wet dock (home berth) including new dock gates in the river wall			●	
Build the ship			●	
Launch the ship and berth it in the wet dock			●	
Install the masts and rigging and complete the fitting out			●	
PARTNERING				
Create links with community groups, local colleges, schools and heritage bodies to develop community involvement	●			
Create and develop links with similar projects in Europe (ie. Götheborg, L'Hermione, Batavia, De 7 Provinciën) and the USA	●			
Promote education programmes to schools involving live history and key stage learning packs	●			
Develop partnerships with other museums to design a brief for the Deptford Dockyard Museum and visitor facilities	●			
Establish a safe route to the site for public access		●		
Manage museum, catering and conference facilities		●		
Establish the museum as an annex to Museum of London in Docklands		●		
Involve arts projects		●	●	●
Build the ship's boats as a means of engaging local students in the preliminary stages of planning, constructing and launching the ship		●		
Use the ship's boats to offer training and experience in maritime skills		●		
Set up training schemes in collaboration with local colleges and universities		●		
Recruit skilled companies and personnel to carry out the work			●	
Establish marine skills educational facilities on site			●	
Train apprentices in transferable shipbuilding skills			●	
Set up a mini foundry and blacksmith shop			●	
Source rope making from Chatham Historic Dockyard			●	
Maintain partnerships, apprenticeships, tourism and hospitality events				●

	RESEARCH & DEVELOPMENT	CAPITAL WORKS IMPLEMENTATION	CONSTRUCTION & LAUNCHING	LEGACY
PARTNERING <i>continued</i>				
Continue to offer seamanship training courses				●
Set up an association of replica ship projects to jointly promote and publicise their achievements				
MARKETING				
Design and copyright the Lenox brand	●			
Build an interactive website	●			
Advertise and promote the project	●	●	●	●
Promote media coverage, maintain, manage and broaden internationally	●	●	●	●
Design material for educational and promotional presentations	●	●	●	●
Arrange visits to the site and scale model for education and fundraising	●			
Create a 'virtual tour' of the ship from drawings for use on the website	●			
Launch a visitor membership scheme		●		
Devise ongoing marketing strategies, including specialist marketing for hospitality, sales and corporate events			●	
Devise a marketing strategy for the launch celebrations and international launch			●	
Maintain the membership scheme and general visitor numbers for the ship in dock			●	●
Maintain and manage an ongoing calendar of hospitality, sales and corporate events			●	●
VISITOR EXPERIENCE				
Organise site visits by the public, VIPs, potential funders, schools, maritime historians and research academics		●		
Organise river activities in partnership with other bodies (ie. Watermans Hall, Ahoy Centre and Greenwich Yacht Club)		●		
Organise small craft races		●		
Research costumes and involve historic re-enactment groups		●		
Promote the site and wharf as a venue for the Great River Race		●		
Stage events during construction			●	
Organise sail making and other craft demonstrations			●	
Provide facilities for visitors to view skilled craftsmen and women at work on the construction			●	
Provide for visitors observing viewing progress from a promenade gallery			●	
Organise 'hard hat' tours of the ship under construction			●	
Organise the float celebrations and international launch			●	
Organise tours onboard the Lenox and visiting ships				●
Promote opportunities for paying crews				●
LEGACY				
Maintain a permanent home berth for the Lenox				●
Appoint and train a professional crew for sea trials				●
Promote ambassadorial and trade voyages to Europe and worldwide				●
Provide a berth for visiting sailing ships when the Lenox is on tour				●
Construct, restore and maintain other historic sailing ships				●

Appendix 2 TEAM BIOGRAPHIES

PATRONS

Dame Joan Ruddock Member of Parliament (retired)

Joan was the Labour Member of Parliament for Lewisham Deptford from 1987 until her retirement in 2015. She 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 sat on a wide range of select committees, in addition to holding a number of positions on Parliamentary groups and introducing bills to Parliament. 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 given continuing support to The Lenox Project.

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 and worked in antique furniture restoration.

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 Director

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

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

CONSULTANTS

Richard Endors 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. Endors'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 Endors's own drawings and paintings.

www.richardendors.co.uk

Florian Mertens is a software engineer assisting the project with all activities related to computer aided processes. He brings with him experience from small digital businesses across Europe, and has worked for over ten years with communities in volunteer training and recruitment.

Genevieve St George is the London and south east secretary of The Nelson Society. Born in New Zealand, she has a lifelong passion for maritime history and Captain Cook in particular, and has, like Cook, circumnavigated the world. As a Greenwich resident and retired history teacher, she is an Angel for the Old Royal Naval College, a member of Royal Museums Greenwich, has assisted the Ahoy Centre in Deptford, and recently organised the planting of the Hardy Oak, a memorial to Admiral Hardy at the Greenwich world heritage site.

Jacqueline Stanford is a business consultant with more than 30 years' business consultancy and management experience in the legal profession. She joined the Shipwreck Museum Hastings in 2008 as business director and has made huge changes which have improved the look, income and visitor figures at the museum. She founded the Friends of the Mary Stanford Lifeboat House, which secured Grade II listing for the boat house in Rye Harbour Nature Reserve, and took over its ownership. She is also the licensee of the *Anne*, sister ship of the *Lenox* and the last of the original 30 Restoration Warships of Charles II. The *Anne* was lost at the Battle of Beachy Head in 1690 and now lies on the shore at Pett Level in East Sussex. Jacqueline is a qualified diver, a parish councillor for Rye Harbour and a member of the Harbour of Rye Advisory Committee.

Adrienne Copithorne is an environmental and public law practitioner. She joined Richard Buxton Environmental & Public Law in 2008 and was made a partner in 2014. She became a solicitor-advocate in 2011 and was named an 'associate to watch' by Chambers & Partners Legal Guide 2014 and an 'up and coming' environmental claimant lawyer in the 2016 guide. Adrienne represents residents' groups, parish councils and individuals in planning and environmental judicial reviews, planning inquiries, statutory nuisance (including successfully defending recipients of abatement notices) and private nuisance. She has also acted for clients defending prosecutions by the Environment Agency and for farmers whose land has been wrongly designated Nitrate Vulnerable Zones.

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; five titles have been published to date, namely *Gentleman Captain* (2009), *The Mountain of Gold* (2011), *The Blast That Tears The Skies* (2012), *The Lion at Midnight* (2013) and *The Battle of All the Ages* (2014). *Britannia's Dragon: A Naval History of Wales* was published in 2013 and he is currently writing *Kings of the Sea: Charles II, James II and the Royal Navy*, to be published in 2017. 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, a former Vice-President of the Navy Records Society and a member of the committee of the Samuel Pepys Club.

www.jddavies.com

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).

S I Martin is a British author, historian, journalist and teacher, specialising in the history of people of African origin in Britain. He is Learning Manager at the Black Cultural Archives and actively promotes the knowledge of Black British history through his work with London schools, English Heritage, borough councils, the National Maritime Museum, the Museum of London, the Museum of London Docklands, the Imperial War Museum and the Public Record Office. His sustained and serious engagement 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.

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 have included researching, designing and carving stem decorations, quarter galleries and the figurehead for the *Götheborg* replica ship in Sweden, and the design and carving of a lion figurehead for the French replica ship *L'Hermione*.

www.maritimawoodcarving.co.uk

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 has written a blog about Deptford's history and the redevelopment of the Royal Dockyard which has an international following (shipwrightspalace.blogspot.com). He has curated numerous exhibitions and performances at the Master Shipwrights House in Deptford 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.

Appendix 3

CONSTITUTION

THE LENOX PROJECT CIC

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

Directors: Julian Kingston, Sue Lawes
Secretary: Helena Russell

AIMS & OBJECTIVES

Overall aims

- To build an historic vessel using traditional techniques and modern transferrable skills
- To reconnect Deptford with its maritime heritage
- To exhibit the dockyard 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

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

