

**Managing
the Change**

Deptford.

Socio-Spatial Intervention

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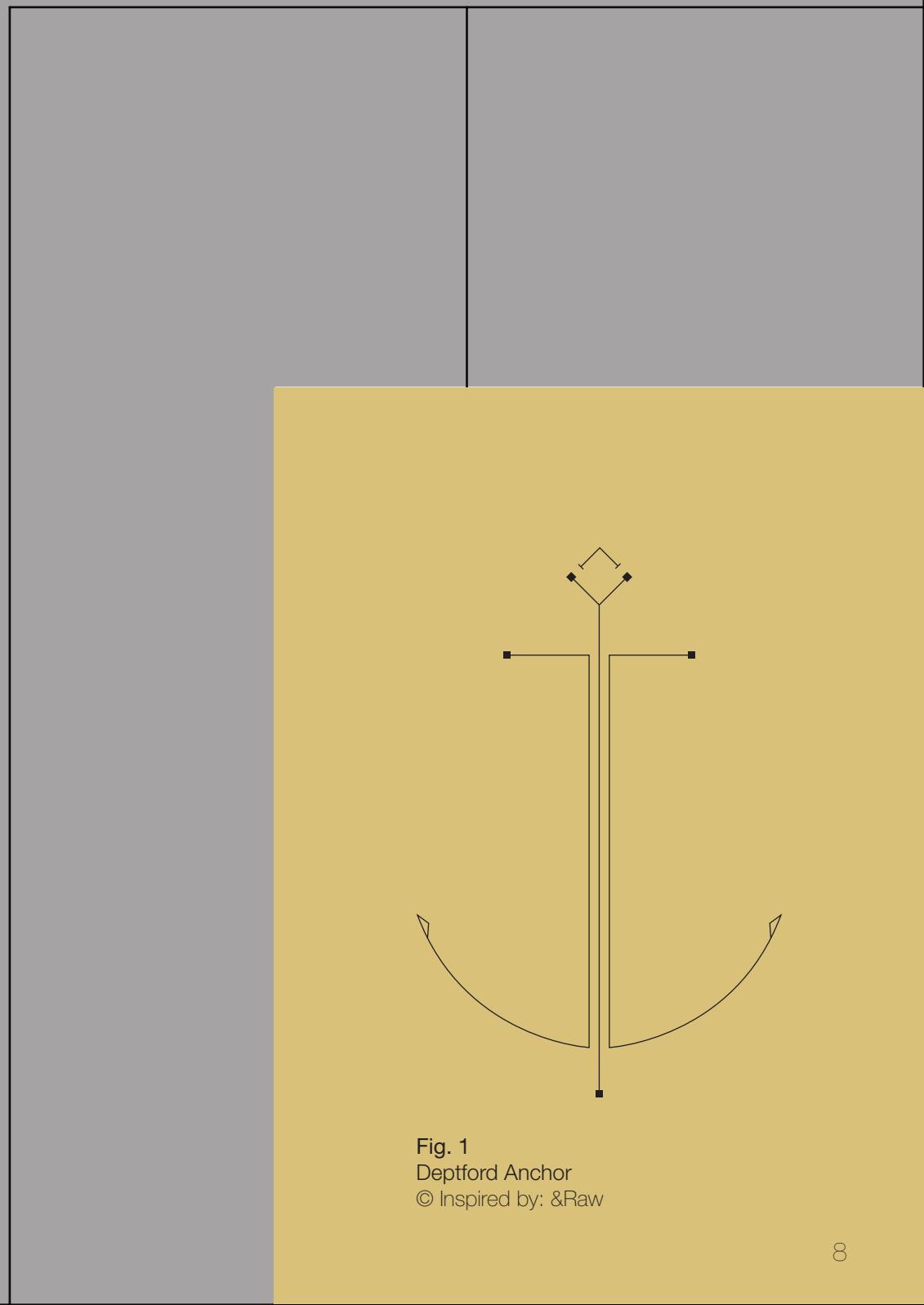


Fig. 1
Deptford Anchor
© Inspired by: &Raw

Managing

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Executive Summary

As London continues to expand and transform its eyes are on the East. Deptford, located on the South East bank of the Thames is an idoneus and attractive site for said transformation. As the imminence of redevelopment lures, with various private projects approved and ready for construction, it is opportune to root a vision in managing the moment of change.

Following the initial Urban Analysis of the area, we start with a synthesis of six lenses of analysis: Infrastructure and mobility, public and open spaces, culture and economies, housing and dwelling, landmarks and urban fabric and leftovers and thresholds. Drawing from the holistic analysis a series of strengths, weaknesses, opportunities and threats of the area of study were determined. The next section provides principles and guidelines that aim to enhance the identified strengths and opportunities and minimise the weaknesses

Managing

and threats. The guidelines act as a framework to three different types of intervention strategies: policy strategies, social strategies and spatial strategies. These strategies, taken individually or as a collective strategy, serve to manage the moment of change in Deptford.

Finally our last section is a conclusion with further recommendations and considerations. We acknowledge the potential limitations of our study but offer it as open source to any and all community members of Deptford for further research and advocacy.

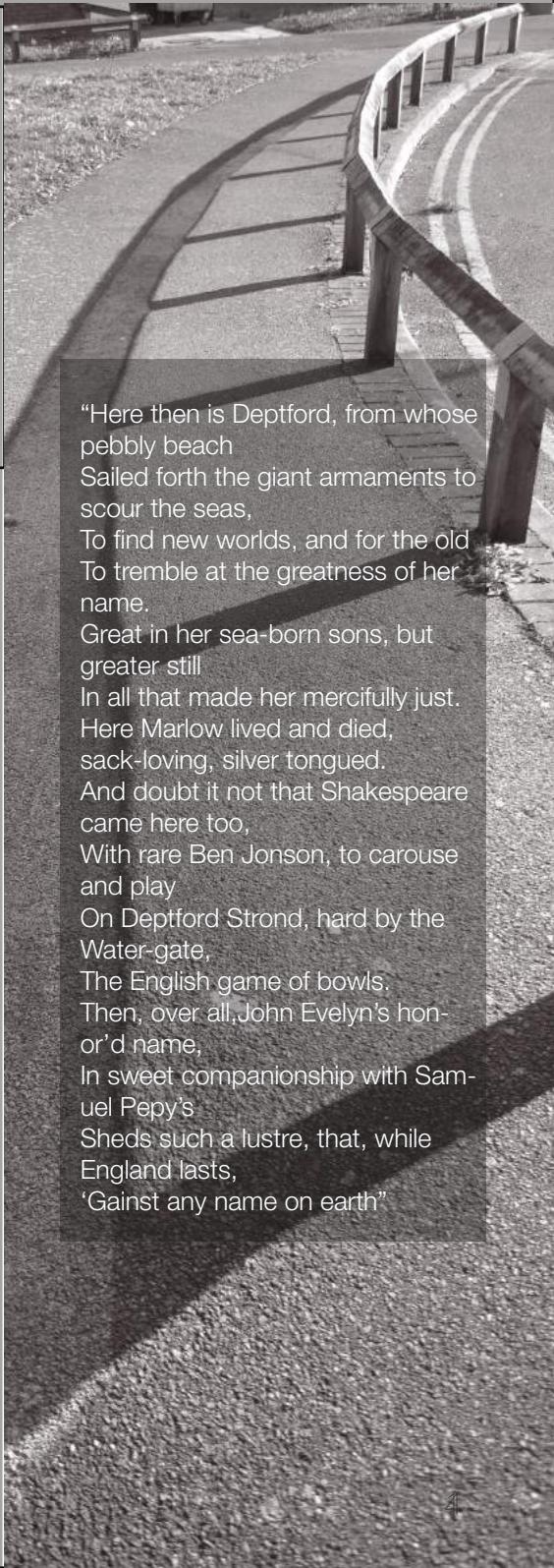
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Elongated

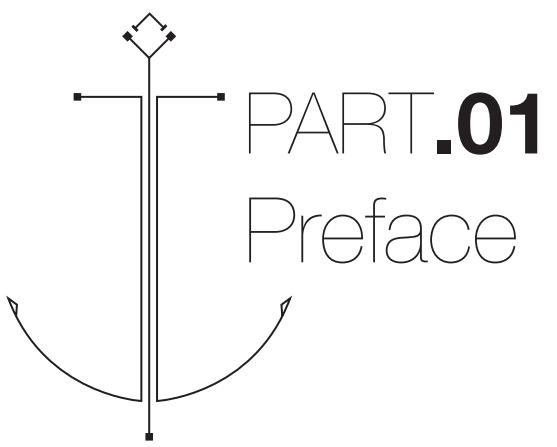
Managing *the Change*





"Here then is Deptford, from whose
pebbly beach
Sailed forth the giant armaments to
scour the seas,
To find new worlds, and for the old
To tremble at the greatness of her
name.
Great in her sea-born sons, but
greater still
In all that made her mercifully just.
Here Marlow lived and died,
sack-loving, silver tongued.
And doubt it not that Shakespeare
came here too,
With rare Ben Jonson, to carouse
and play
On Deptford Strand, hard by the
Water-gate,
The English game of bowls.
Then, over all, John Evelyn's hon-
or'd name,
In sweet companionship with Sam-
uel Pepy's
Sheds such a lustre, that, while
England lasts,
'Gainst any name on earth"





PART.01

Preface

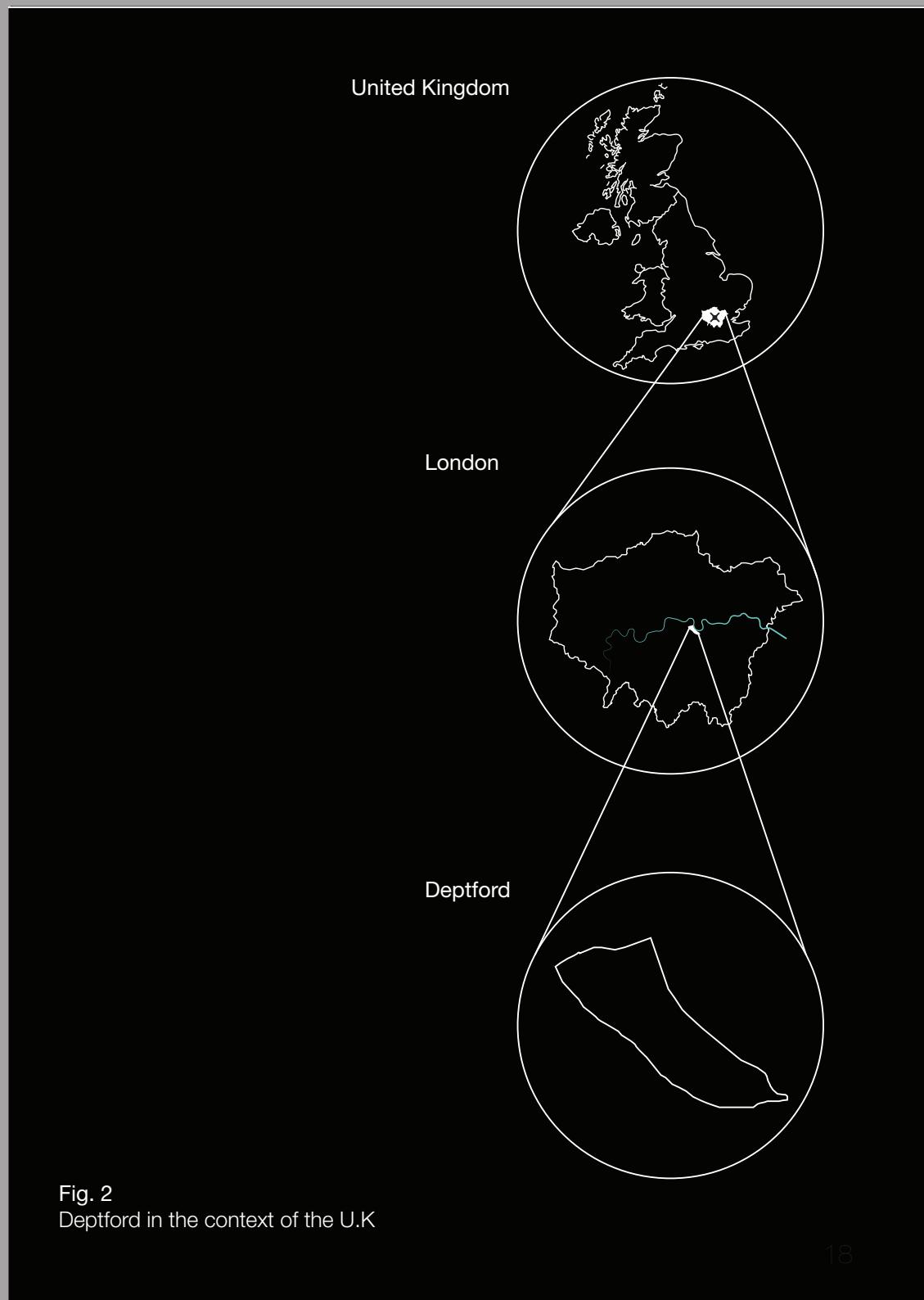
Introduction

Deptford Overview + Re-Cap

Deptford is in a moment of transition, but as our phase one analysis has shown this is not a moment of exception. Rather, this transitional nature, characterised by cycles of demographic displacement and replacement, has been a definitive part of Deptford's long history. The question therefore is not how to stop this change from happening, rather how can we mitigate and negotiate the potentially detrimental effects of this current moment of transition?

The development of Convoy's Wharf and the nature of its relationship with the immediate area presents a critical opportunity to shape this moment of transition that subsumes the entirety of Deptford. As a pivotal development in the area, Convoy's Wharf is at serious risk of decamping from the surrounding urban fabric, becoming a bastion of visual and socio-political exclusion whilst also prefiguring greater demographic displacement and further isolating existing communities. To avoid this, the area must be integrated into the neighbourhood at large and must account for the needs and aspirations of all residents, most notably current residents who are under threat of being priced out of the community.

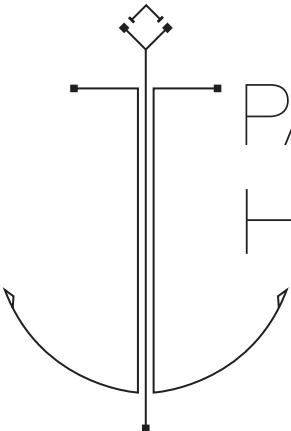
The **Managing the Moment of Change** design strategy builds on the strengths of the current Convoy's Wharf master development plan and aims to leverage spaces of opportunity and connection within that framework but seeks to go beyond the boundaries of the development site proper. This strategy gives new life to the neighbourhood, but does so in a holistic way by blending the site of the new wharf into its surrounding landscape





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Fig. 3
Deptford in the context of London



PART.02

History + Urban Analysis

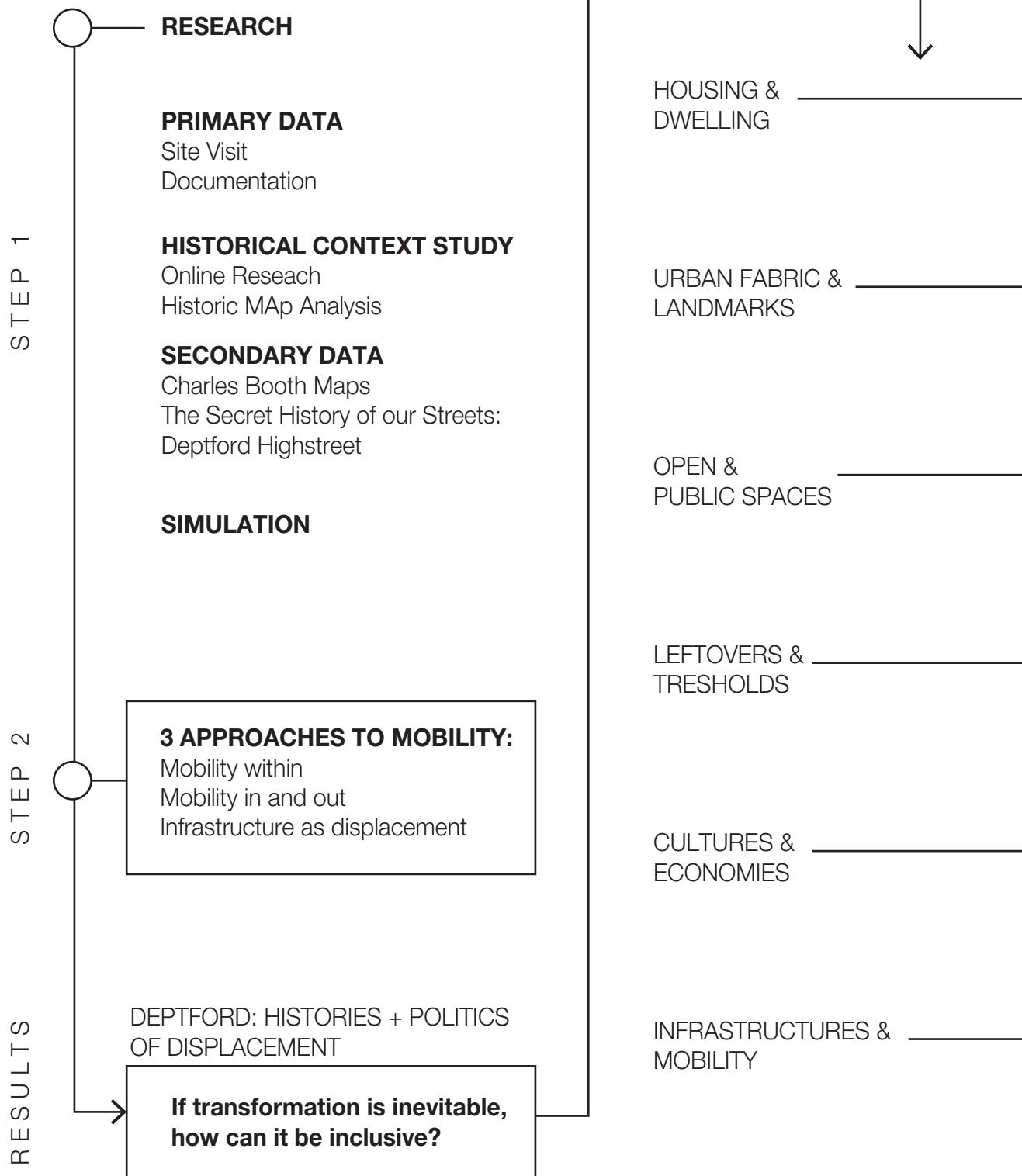
MANAGING THE MOMENT

Phase 1

Urban Analysis
MOBILITY

Phase 2

Urban Analysis
6 LENSES



MENT OF CHANGE

Recalibration
S.W.O.T.

Proposal
INTERVENTION

Principles

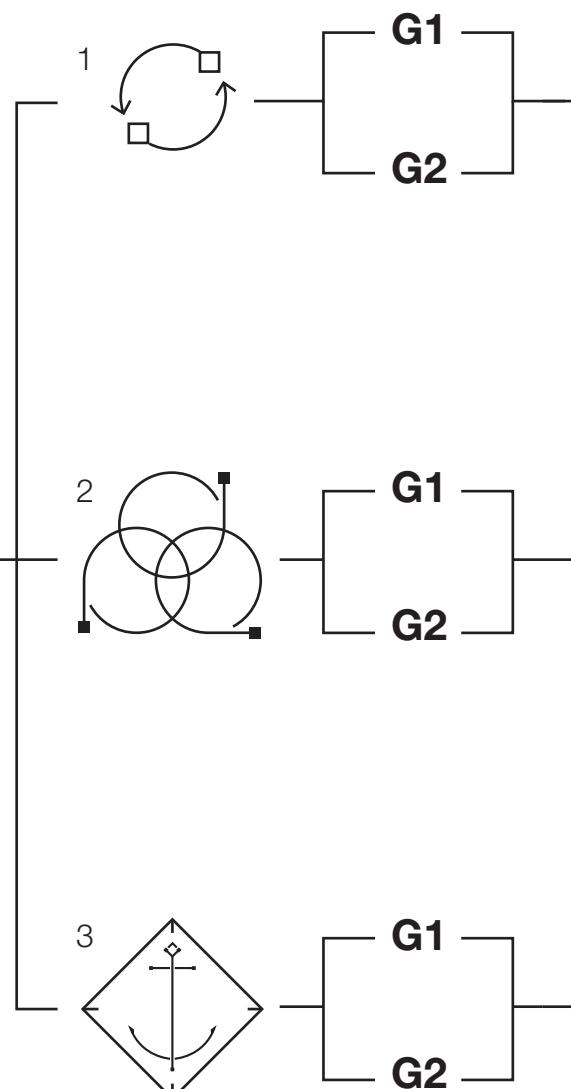
Guidelines

Strategies

S W O T	
T	E P H
R	A P R
E	K O E
N	N R A
G	E T T
T	S S U S
H	S S U N I
S	E I T I
S	E I T I E S

V I S I O N

SPATIAL
||||
+
SOCIAL
|
+
POLICY
||



S106 Agreement
Farrels Architects Convoy's Wharf Masterplan
MP for Lewisham Interview

Deptford Analysis

in Six Lenses

This report takes into account six particular lenses of analysis used to critically examine Deptford and develop a well-rounded understanding of the current situation. They are: **Housing and Dwelling, Urban Fabric and Landmarks, Open and Public Spaces, Thresholds and Leftovers, Cultures and Economies, and Infrastructure and Mobility.** Through studying all six lenses comprehensively we have been able to develop an inclusive strategy that add substance to our overarching theme of urban analysis; the history and politics of displacement.

As our phase one research highlighted, Deptford has experienced rapid changes over its long history. The period of the 1960's/70's saw the testing and building of large modernist housing projects which drastically changed the characteristic of the area. The more recent construction of important infrastructural projects, such as the nearby DLR and Overground rail, have acted as catalysts for the move of an entirely new demographic of resident into South-east London. Now, the current development and building of high-end mixed use developments are once again putting a massive amount of pressure on the neighbourhood and threaten to displace the current population.

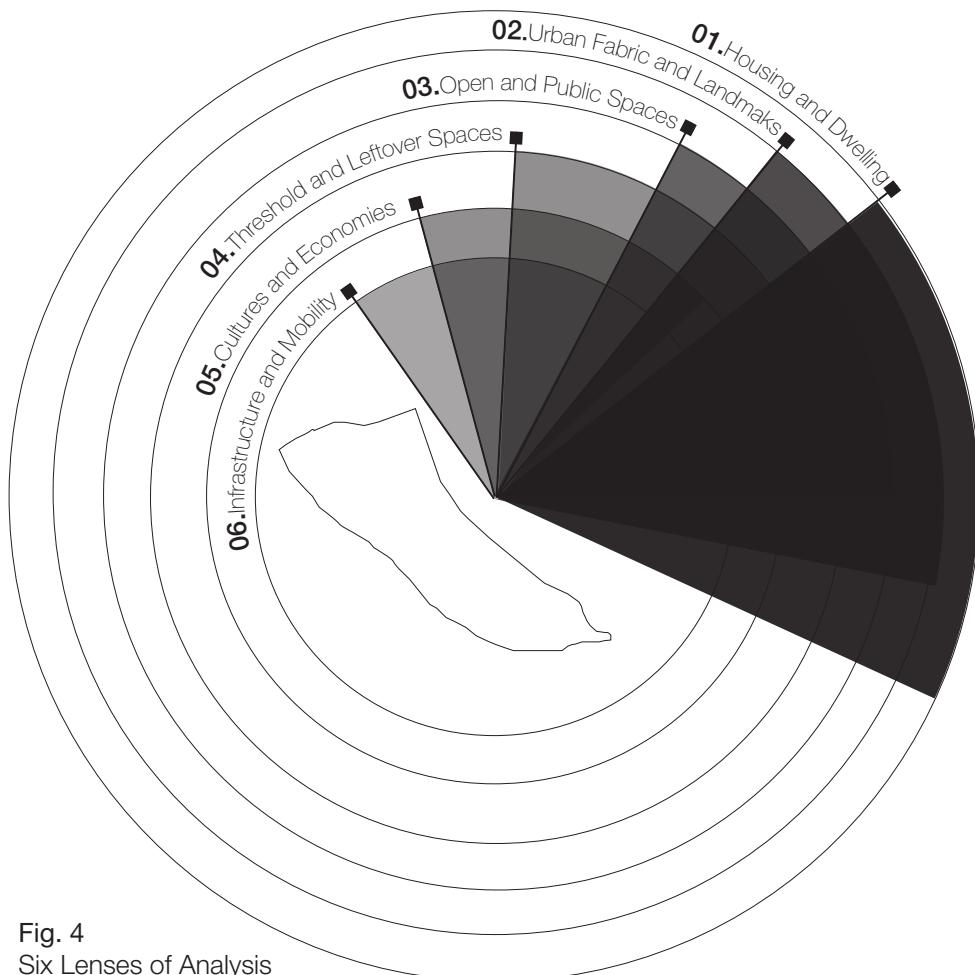


Fig. 4
Six Lenses of Analysis

01.Housing and Dwelling

Since the 1960's Deptford had been characterised by the existence of social affordable housing units. Now, the present arrival of high-end mixed use developments are threatening that identity.

The rich social diversity of income, education, ethnicity and religion which also characterise the area are at risk of being squeezed out as new real estate developments, introduce a large homogeneous population. The challenge of the development of 3,500 new housing units will be to stave off this homogeneity.

By addressing issues around affordability, inclusion and diversity directly there is the potential to smooth the transition of change in the neighbourhood.

02.Urban Fabric and Landmarks

The historical richness of Deptford and its history of multiple transformations have visibly and spatially manifested on the current urban fabric of the neighbourhood and the definition of landmarks.

The variance landmarks range from the river Thames to the local KFC, manifesting in different forms, scales and associations. Landmarks act as anchors of physical space and create emotional connections and responses to lived places. The new development demonstrates a recurrent approach of trying to create 'artificial' landmarks from the aesthetics of new buildings. These aesthetics may visually work but are emotionally detached from current residents experience of where they live.

Observations of the grain around the proposed development site show a shift from a homogenous residential neighbourhood to a heterogeneous coarse grain with remnants of the Victorian past together with 60's tower blocks. These changes in the grain of the urban fabric have evidently changed the demographic of Deptford and have impacted how people use and relate to the spaces of the neighbourhood. The proposed new development will introduce yet another entirely different grain to the area.

03.Open and Public Spaces

Aside from the parks already considered in the Convoy's Wharf master plan (Sayes Court Park, Pepys Park and Twinkle Park) little consideration has been paid to the improvement of both quantity and quality of existing green spaces in Deptford.

The integration of the neighbourhoods most distinct parks into the new master plan will certainly improve the quality of those parks, however it will also increase the demand in use. The green spaces surrounding high-rise towers currently have no identity within the community and are not accessible. These spaces are very much passive sites surrounding passive buildings, but present an opportunity as assets to be cultivated by giving them identities and connecting them to the community at

at large.

04.Thresholds and Leftover Spaces

Threshold and leftover spaces in Deptford are not just physical manifestations of unused space or an abandoned threshold between two entities. They are spaces which have been diluted in terms of experiences, time and memory of the users and therefore can be greatly influenced by the perception of the user at a certain moment in time. Thus, threshold and leftover spaces can vary greatly according to the individual's level of connection to a specific space and in this variability thresholds and leftovers can act as a potential foundation of transformation. Building on this ideology, Deptford itself can be categorized as a leftover space in relation to London with great potential of transformation in terms of use and experience by the citizens of London.

05.Cultures and Economies

Deptford boasts a host of cultures and subcultures, all of which hinge around the use and delineation of space, whether at a town-scale, a local scale or personal scales. However, these cultures, and their contingent spaces of enactment and cultivation, are contested. Present cultural identities are seemingly challenged not only by future change but current uncertainty.

Likewise, the Deptford economic landscape is that of a multiplicity of smaller economies and sources of employment, but with distinct geographic 'directions'. Economic growth in the surrounding area (namely Canary Wharf/Isle of Dogs) remains an influencing factor and with the development of large future projects like the Asian Business Port, this is set to become only more influential.

06.Infrastructure and Mobility

The current developments at Convoy's Wharf can be seen as disruptions to the neighbourhood primarily through a supplanting effect, however our observations see this disruption as the continuation of a long history of displacement and evolution.

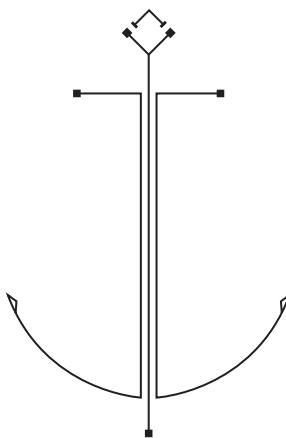
What is worth considering is perhaps not resistance but amicable coexistence and adaptation. What face the current infrastructural changes in the area will bare, a belligerent one or an amicable one, is largely dependant on the forms in which the politics of connectivity are made apparent: the balance of local and global, developer and resident, the mobile and immobile.

S

- ✗ **Proximity** to central London and Canary Wharf and Isle of Dogs
- ✗ **Connectivity:** Overground, DLR, rail and bus routes
- ✗ **Diversity**
- ✗ **Capital** for regeneration

W

- ✗ **Fragmented** community
- ✗ **Underrepresented** members
- ✗ **Limited** funds for development by the Lewisham Council.
- ✗ **Lack** of affordable housing

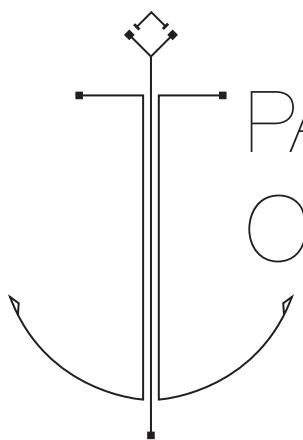


- ✗ **Integrating** the Convoys Wharf project into the greater Deptford neighbourhood.
Job opportunities
Revitalisation of history of locally owned businesses.
- ✗ **Diverse Community:** tolerance is practiced everyday and speaks more broadly to the nature of London
- ✗ **Deptford** as a destination in London.
- ✗ **Sayes Court Park** - integration of communities (historical relevance).
- ✗ **Riverfront** pathway rehabilitation

- ✗ **Erasure** of the community that is there now.
- ✗ **Disappearance** of small local businesses.
- ✗ **Exclusion** of community perspective.
- ✗ Development plans stop at the border of Convoys Wharf and do not address the surrounding neighbourhood
- ✗ Scale of development at Convoys Wharf threatens the ability of the site to blend into the existing urban fabric, resulting in a potential barrier between the new and existing spaces of the neighbourhood.

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PART.03

Convoy's Wharf Master Plan
(Review)

Deptford

Convoy's Wharf



Analysis

This report is largely a response to a thorough reading and analysis of the Convoy's Wharf masterplan developed by Farrells architects (Farrells, 2013). Review of this masterplan reveals a plan which explicitly and thoughtfully accounts for the use and development of the Convoy's Wharf site.

It is clear that the planners are aware of the need to connect the site as they state this as one of their core aims, unfortunately the plan ends at the boundaries of the Convoy's Wharf site proper and does not



tie the development into the surrounding neighbourhood.

This style of planning, which removes the site of development from its larger context, is becoming more and more outdated and therefore this set of interventions is meant to be read in conversation with the masterplan. The strategies introduced are very much informed by the scheduled development of Convoy's Wharf, but seek to push the limits of the site in order to better connect it to the existing neighbourhood.

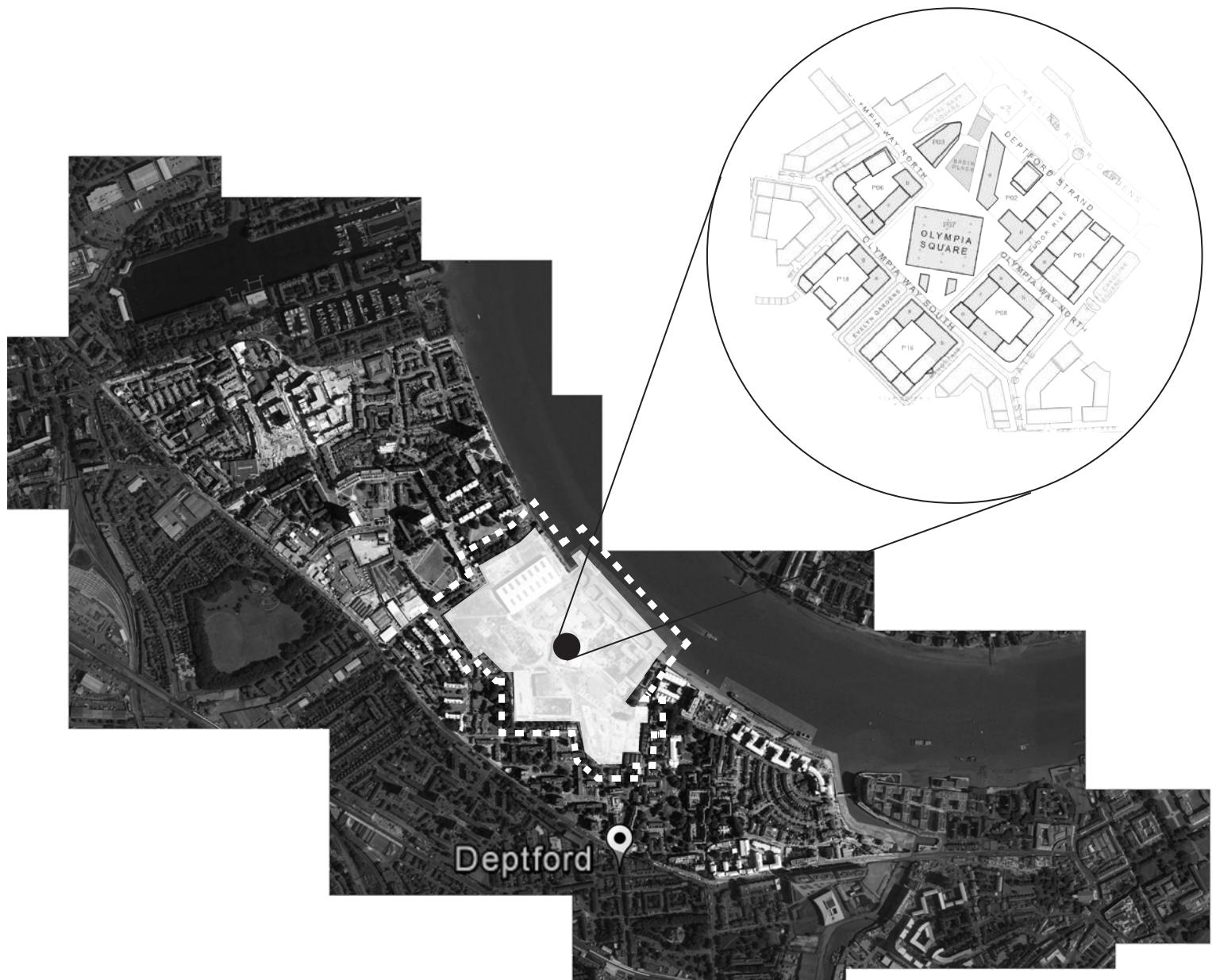
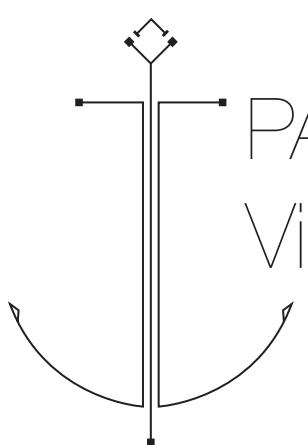


Fig. 6
Comparison of proposed urban grain



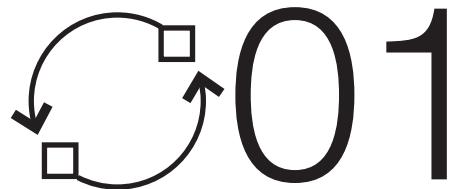
PART.04

Vision | *Managing the Moment of Change*

Design Intervention Principles

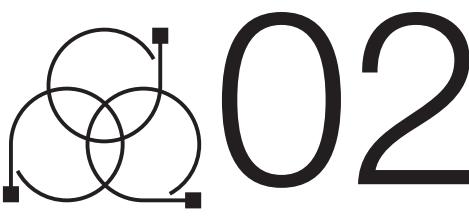
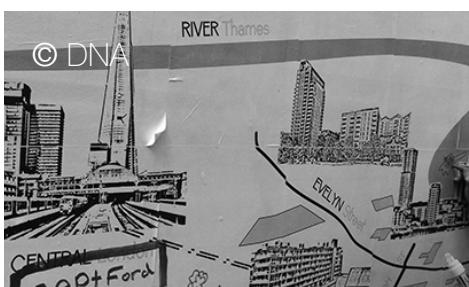


© Deptford Dame



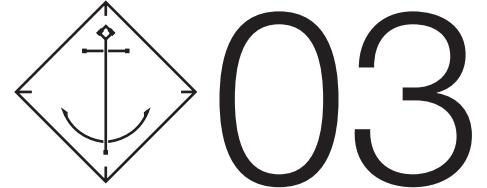
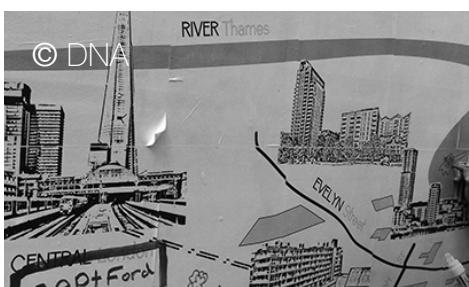
Shared Community Resources

In this context resources can mean access to livelihoods, services, entertainment and leisure activities. We believe that supporting and fostering this type of resource development offers the potential to mitigate the barriers of participation.



Collective Community Engagement

Deptford is made up of many sets of actors that interact within its boundaries. Therefore specific attention must be paid in bringing these actors into the same arena. We believe this is possible primarily through creating spaces and opportunities for open and easy access to information, both about the development of Convoys Wharf but also relating to the neighbourhood more broadly. By creating spaces for communication we seek to acknowledge the multiplicity of visions for Deptford.



History + Heritage

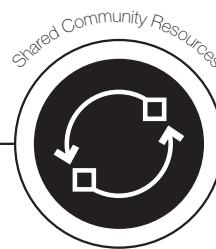
History and heritage form an important identity in communities in general, and by deepening the feelings and connection to Deptford's past we believe there is a potential to strengthen the potential for community cohesion. The use of community heritage and the history of transformation as assets could be a catalyst for welcoming new members to Deptford and ensuring the most vulnerable members of the existing community are not displaced or excluded from the regeneration process.



Design Guidelines

Support the Re-development of Local Business

Alongside the redevelopment of Convoy's Wharf attention to the now derelict Deptford High Street is critical. This redevelopment cannot only give priority to new shops and business, but must also find a way of creating security for the mom-and-pop stores and restaurants that currently occupy the high street. Intervention strategies should look for ways to bring the new activity and economy that will be attracted to Convoy's Wharf out onto the Deptford high street.



Blurring the boundaries

By organically integrating the new developments to the existing urban fabric of Deptford physical and mental boundaries can be blurred.

Cohesive Community Engagement

Enhancing a sense of community through interactions in physical spaces.

- Town halls
- Better use of Deptford Lounge space
- Community message boards
- Better online platforms for interaction



Integrated Communication

Multiple platforms that maximise the circulation of information

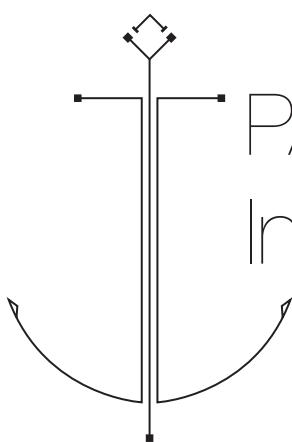
Encouraging Co-production of History

The history of Deptford as a space of constant transformation has seen the emergence of new narratives that contribute to the creation of a collective identity that will be relevant in the construction of a new community identity.



Inclusive Representation

To harness the multiple visions and backgrounds of inhabitants as an asset.



PART.05

Intervention Strategies

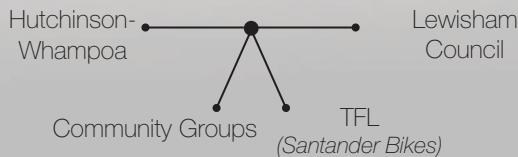
Spatial Interventions

These spatial interventions mainly consist of interweaving the urban and social tissue of new developments with the neighborhood along the continuous process of transformation of the area.

The main aim is to manage the urban and material consequences of this moment of change in the neighborhood, circumventing potentially isolating morphologies and encouraging spaces of inclusion and shared identity.

The interventions are divided into the following categories: Connectivity, Integration, Managing Transformation and Green regeneration to counteract pollution.

Facilitators



Connectivity

Integration

Managing
Transformation

Green
Regeneration



Fig.7

Proposal of Santander Bicycle stations

Fig.8

Lines of Visibility for proposed river-boat station



Connectivity

This intervention aims to improve the potential for mobility in Deptford, considering both the future increase of population with new developments and the current mobility deficiencies of the existing residents.

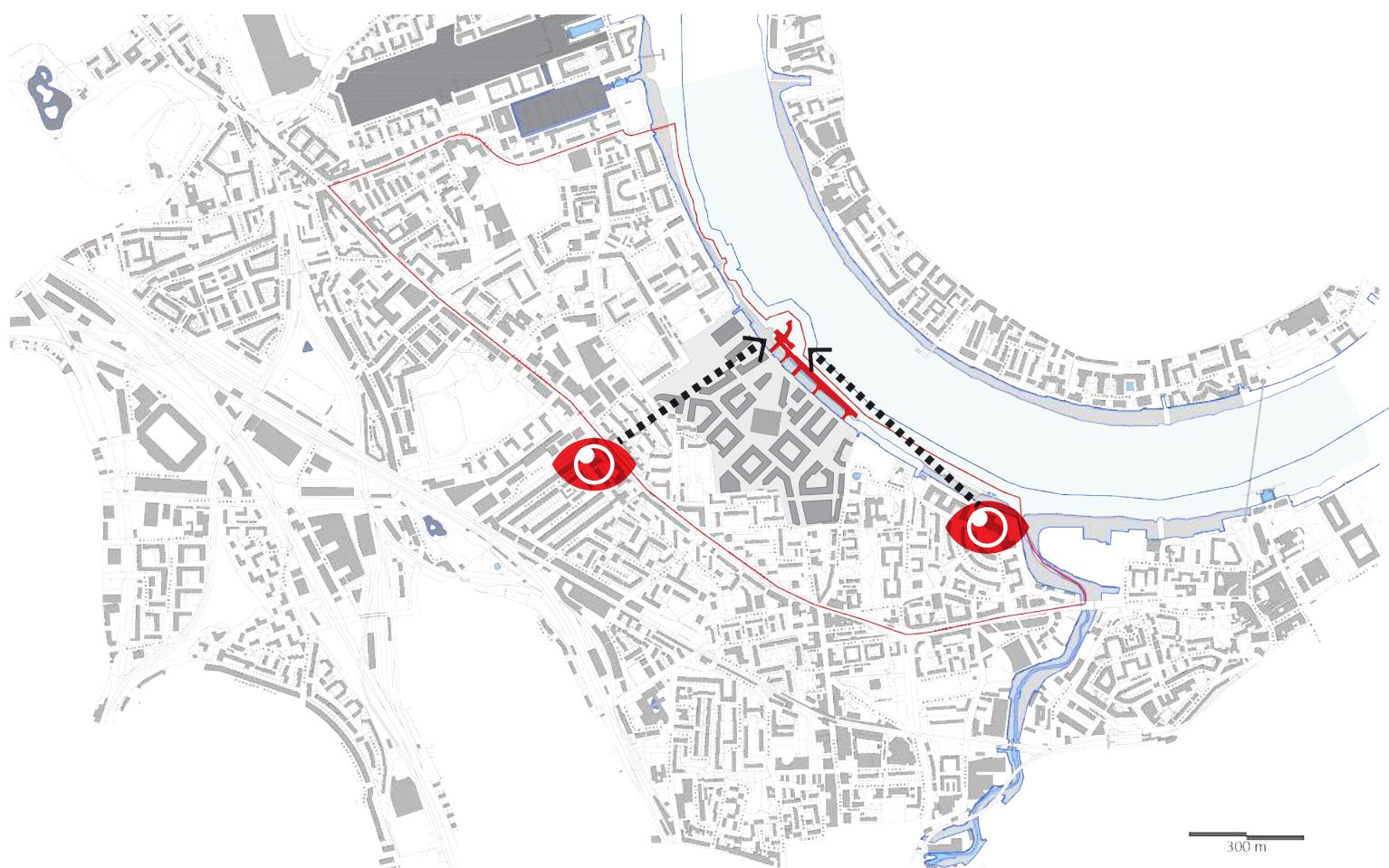
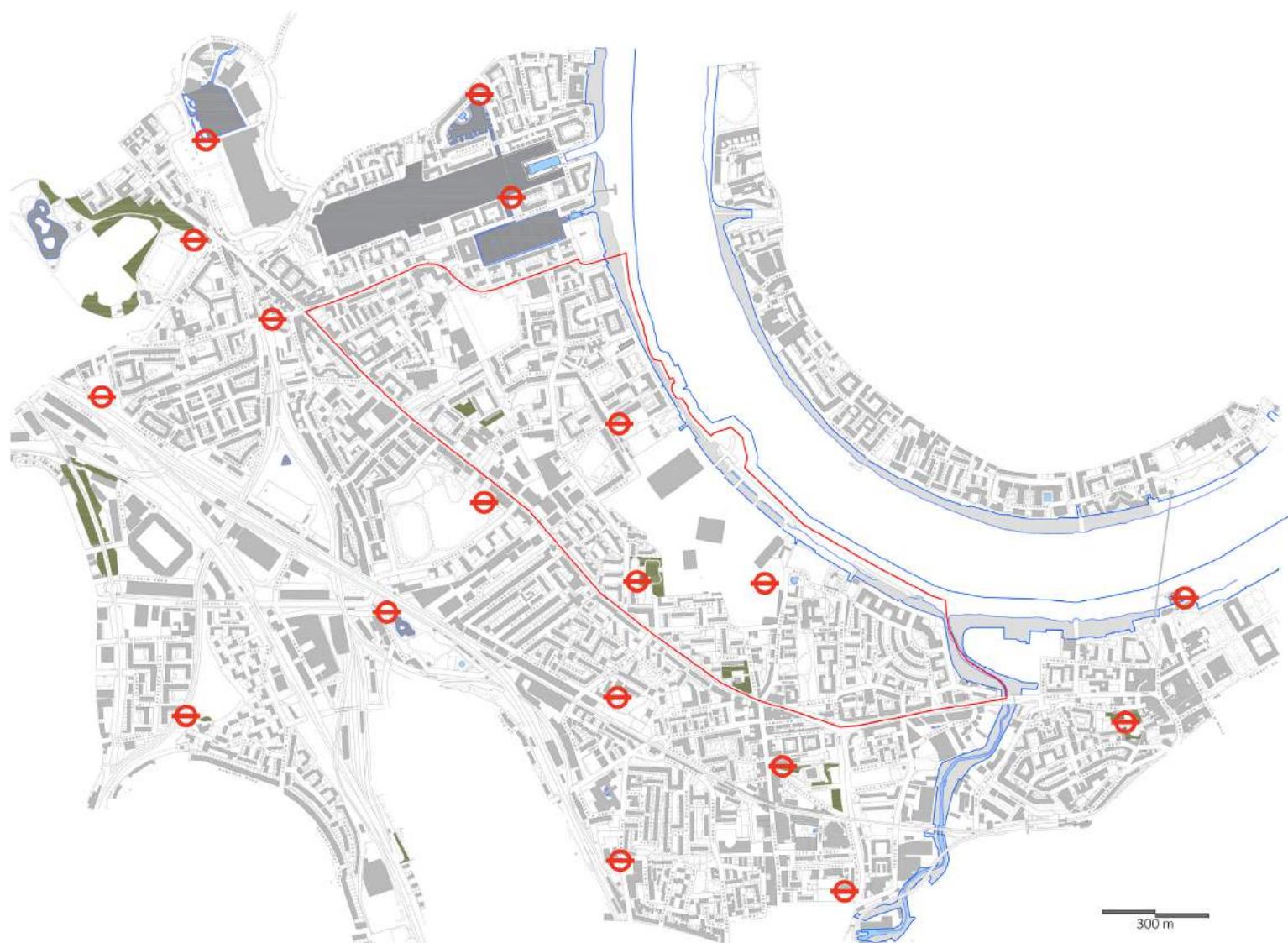
1. Prioritizing non motorized forms of displacement within the area, this strategy centers on improving cycling and pedestrian infrastructure.
2. Riverboat Accessibility Measures for residence within the area (not restricted to the development alone).

Santander Bikes

Currently the TFL Santander Network does not extend to the Southeastern part of London. Therefore it is proposed to extend such network into Deptford. The new stations will be located in strategic spaces considering density, public space and economic activities in the area.

River Boat Accessibility

A section of the development that explicitly deals with transport and infrastructure in the area is the of a regular riverboat service that transports people along a stretch of the south bank of the Thames. The enclaving of spatial and infrastructural enhancements in urban space is often contingent with the displacing effects that can bring sharp demographic and cultural shifts to an area (rising rents, increased ‘mobility of the mobile’ etc.). This intervention aims to mitigate these effects by reducing the physical and visual exclusion of the riverboat service, as a proposed infrastructural development, from the extended site. In order to do this, this intervention proposes two axes of visibility are ensured from Evelyn Street and Glashier Street to the riverboat service. By this, the service will be visually decoupled from the development and through its appearance, will be more likely to be perceived by existing residents as an accessible, inclusive service.





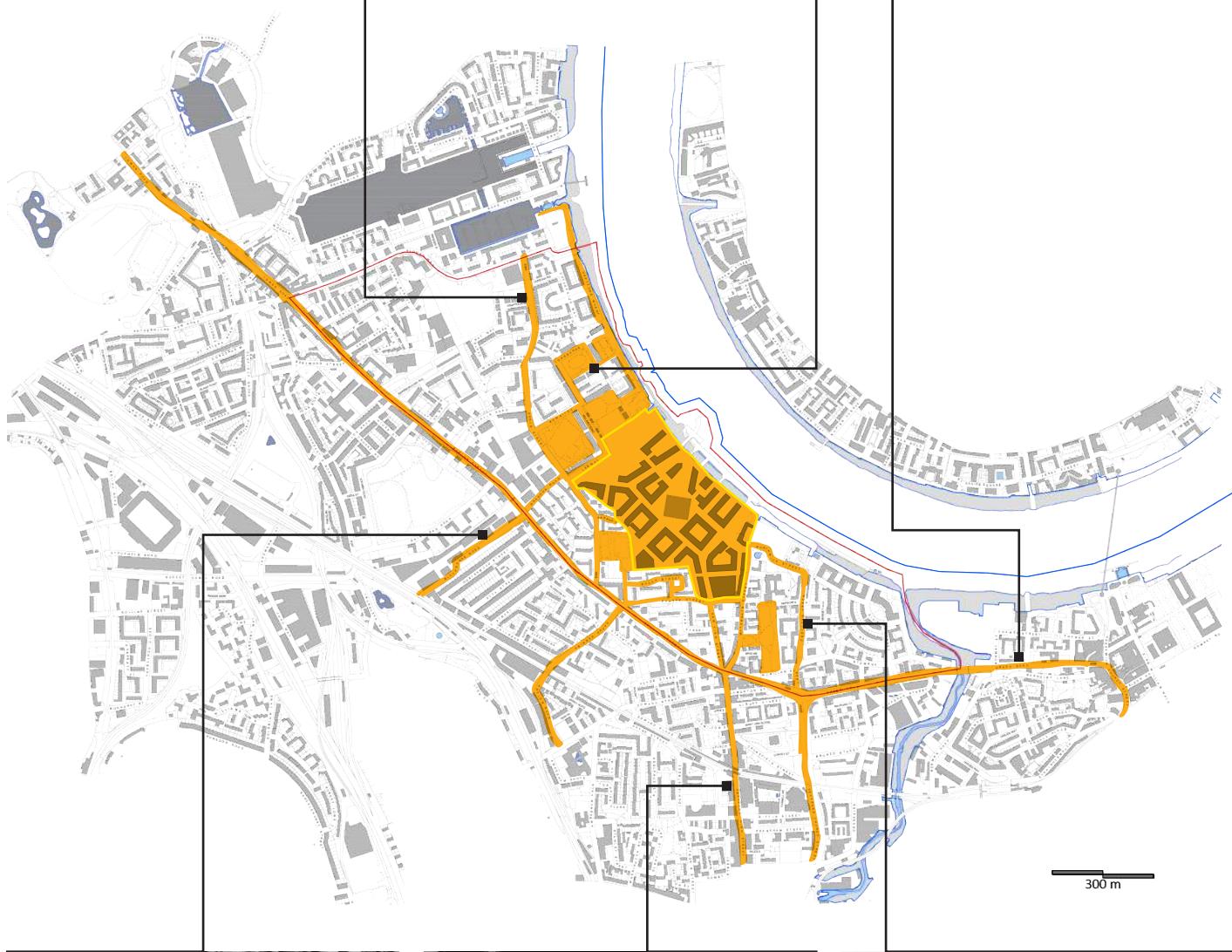
Integration (Interweaving urban structures)

This strategy refers to the spatial integration of new developments into the neighborhood in a way that both communities and developers can benefit.

It consists of merging and extending the new developments with their surroundings areas by enhancing streets, pavements, improving cycling and pedestrian infrastructure, and adding lighting, trees, and urban furniture. This will also help create an attractive, secure, night time environment in the zone.

On one hand, developments such as Convoy's Wharf will be benefitted by attracting people into the center of activity. On the other, the current neighborhoods will be benefitted by the regeneration and maintenance of streets, pavements and public spaces.

Fig. 9
Interweaving Urban Structures and examples





Managing Transformation

This intervention consists of smoothing the transition for both development and neighbourhood and mitigating the inconvenience of having construction work done through a long period of time.

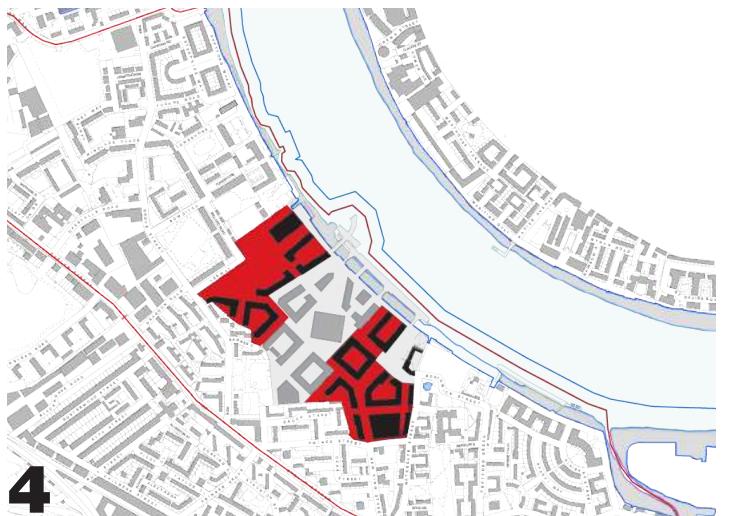
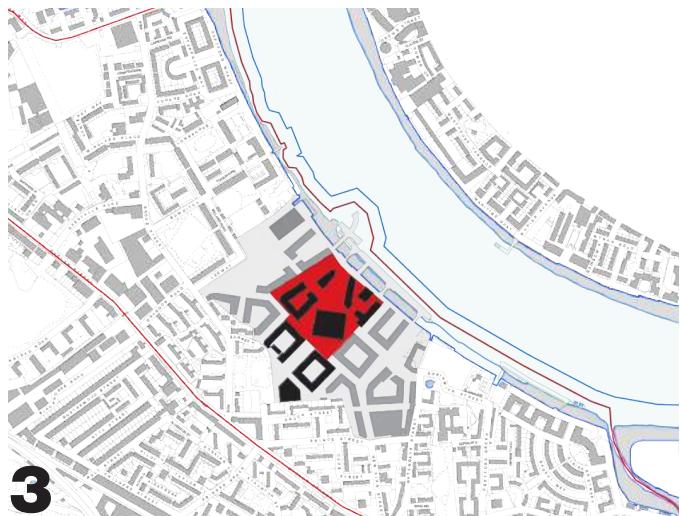
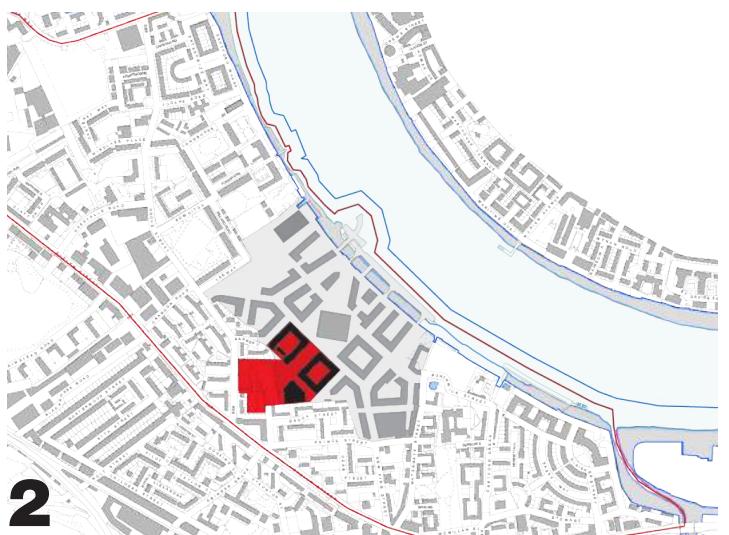
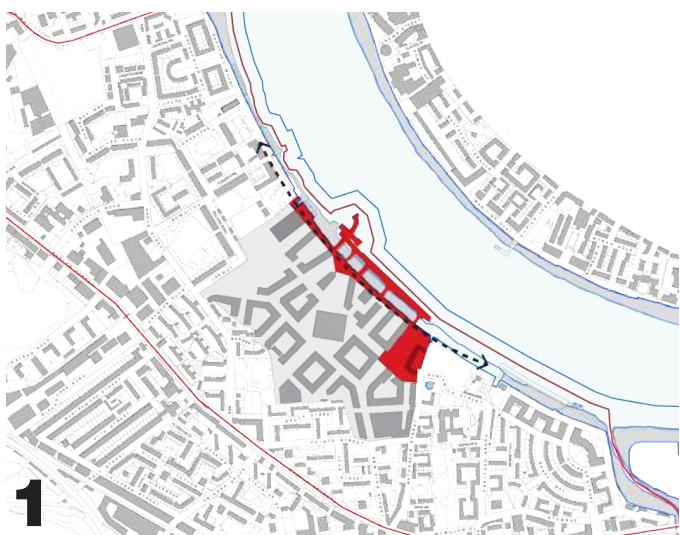
This will be done by changing the order of priorities in the construction phases of Convoy's Wharf development in order to finish first the areas that can potentially directly benefit the neighbourhood. In this way, even when the whole development is not entirely built, the community of Deptford can start profiting from the new areas, and at the same time, Convoy's Wharf can attract the attention of potential users.

The construction should prioritize 3 areas:

1. The riverfront: Connecting Upper Pepys Park with Twinkle Park
2. Evelyn Gardens: Extending Sayes Court Gardens
3. Olympia Square: Opening the most important heritage site to the public

Fig. 10
Current Convoy's Wharf Site

Fig. 11
Stages of Convoy's Wharf Development





Green Regeneration

1. This intervention consists of the regeneration of the existing parks, squares and public places while at the same time providing a solution to counteract the pollution levels in the area caused by the increase in traffic. This also includes expanding green areas to regenerate decayed housing buildings and as a consequence create a safe and agreeable environment. Similarly, many green areas belonging to the housing estates are currently fenced, blocking the access of both residents and public. Therefore it is proposed to open such spaces in order to be accessible to anyone.
2. Larger pedestrianized zone for enhancements of Deptford High Street northside (detailed in Section 106 Appendix 3 & TFL Plans for Deptford infrastructural development 2017)
3. Public consultations on the pedestrianized zones and further pedestrian crossings along Evelyn Street, with also a Low Carbon Emission Zone that covers Evelyn Street for the length of the site (will need map to detail this)

Fig. 12

Currently fences surround green areas in many estates, making them accessible to either residents or neighbours. It is planned to integrate these areas into the regeneration of green public spaces.

Fig. 13

Green development of the district

Fig. 14

References of park regeneration



Policy Interventions

Based on s.106 Guidelines

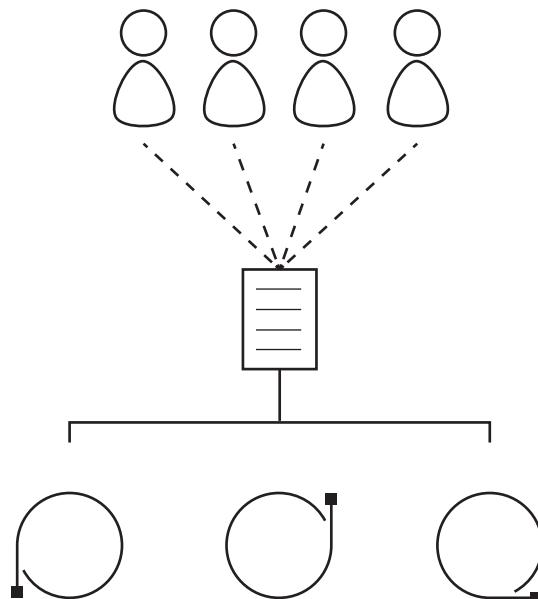
Policy History Surrounding Development

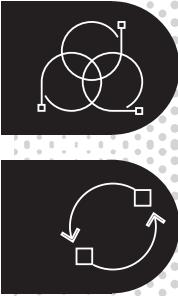
On the 31st of March 2014, the former Mayor of London, Boris Johnson approved plans to build a prospective 3,500 new homes whilst creating over 2,000 new jobs on the Convoy's Wharf site in Deptford. Since 2004 the site has been subject to a series of unsuccessful proposals to regenerate the Convoy's Wharf area and kickstart more Deptford-wide change (Lewisham Council, 2013). At the request of Hutchison Whampoa, the Mayor implemented Part 1 Section 2A of the Town and Country Planning Act 1990, which affords him the role of planning authority, in an attempt to bring the plans to fruition. Once the Mayor granted planning approval the development was subject to a Section 106 agreement, part of the Town and Country Planning Act 1990, a legal mechanism that makes a development proposal, that would not otherwise be acceptable in planning terms, acceptable (Pas.gov.uk).

01// SMALL BUSINESS INCUBATION HUB

02// ENGINEERING YOUTH PROGRAM

Process of Analysis and Evaluation





The **SMALL BUSINESS INCUBATION HUB** will activate the 1,300 sq/m of “affordable business space allocated within the development” as per the s106 terms. The aim of this intervention is to draft a detailed agreement based on agreed s106 commitments in order to create spaces of potential for the larger Deptford community within the new Convoy’s Wharf development. This will be achieved through the creation of:

- Free business “testing space”
- Pop-up (short-term) rental space for new/small business
- Longer term affordable rental space for more established business
- Future development of co-working space

Small Incubation-Business Hub

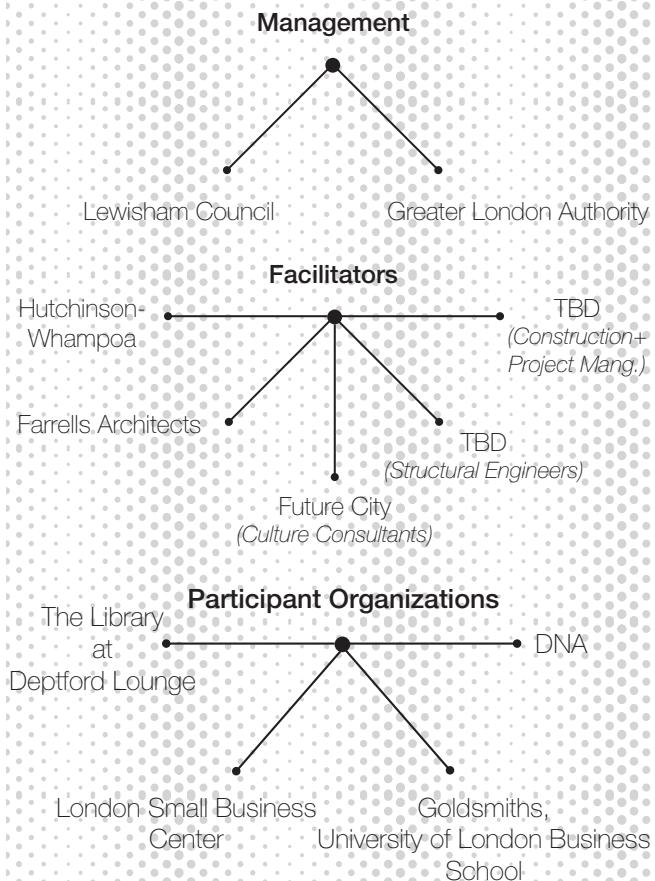
Based on Second Schedule

Affordable Business Space, Employment and Training, Local Labour and Business and Retail Operator Restrictions

1. Affordable Business Space

1.1. The Owner shall provide not less than 1,330 square metres of Affordable Business Space within the Development [...]

ACTORS



The creation of the hub, in addition to making space for the “testing” of new business can also act as a natural community nexus that connects Convoys Wharf to the greater Deptford neighbourhood. A feasibility study of the Olympia Shed and the Lenox Project has explored the idea of “peppercorn rent”, a scheme that sets the rent of the ground floor of a property at max £50/year for the first 10 years. By pairing the findings of this feasibility study with the allocated affordable business provisions of the s106 agreement, there is a unique opportunity for Deptford to create an authentic space for the entrepreneurial spirit to thrive.

The hub is a space geared towards existing deptford residents and small business owners who are looking to a) expand existing operations; or b) begin the process of formalising businesses that are currently operating from within the home. By creating access to cheap commercial rents the hub will alleviate the pressure that small business face and provide a testing ground for new ideas. The Small Business Incubation Hub will capitalise on the new economies that will be living in or spending time in Convoy’s Wharf, thereby offering further support to the establishment of a new business.

The spatial design and development of this project will be facilitated by parties on behalf of Hutchison-Whampoa, including the developers themselves, Farrell Architects, relevant engineering, construction and project management companies and consultants. In order to embed this as a programme aimed at nurturing the development of business in Deptford the project will be further supported by skill building and small business workshops organised by the DNA in partnership with the London Small Business Center, The Library at Deptford Lounge and Goldsmiths, University of London.

The proceedings should be overseen by the local council, the DNA and with the ongoing support of the GLA to ensure the sustained involvement of actors and participants in the programmes. In the very long term we see the “testing space” having the potential to transition from a subsidised space into a co-working space which could sustain itself through memberships and provide the space for a range of business communities to network in Deptford.

"Testing Spaces"

Testing spaces on rent-free 6 month periods can act as the kickstart programme for small business involvement from the community. Existing local businesses and businesses run by residents of the Deptford area will be heavily prioritised and considered for the eventual short term and long term rental periods with the implementation of a 'peppercorn rent' system.

Long Term

The long term spaces will operate still with peppercorn rental and high priority/exclusivity to local businesses. These businesses should receive all the benefits of other chain or international businesses in the development.

1

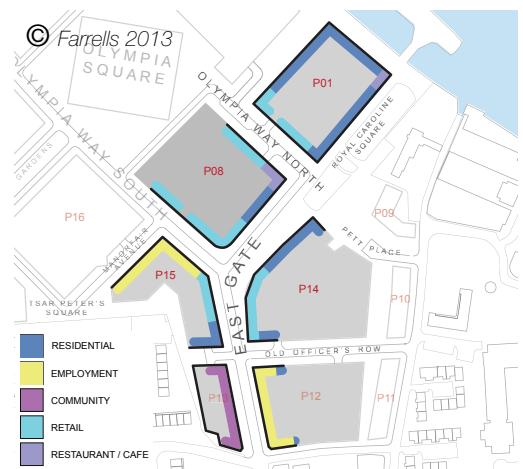
2

3

Time →

Short Term

Having gone through the 'test-space' period (which could also qualify as a meanwhile use at the right stage of development) local businesses can immediately apply for short term rental contracts or alternatively apply directly for long term rent without having to go through the "test space" phase. These short term rents will run in tandem with future long term rental periods, which will take over the role of the 'testing spaces'.



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Fig. 15

Farrells Master Plan: The eastern gateway is the natural place for affordable rental units to be developed as it is an already planned corridor linking the new development to Deptford high street

Fig. 16

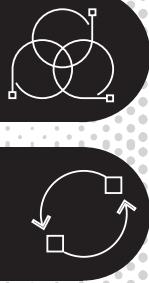
New flows of Pedestrian Traffic at shop level

Fig. 17

Example of pop-up incremental and affordable business spaces



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Engineering Youth Program

Based on

Second Schedule

LENOX PROJECT FEASIBILITY STUDY

Wet Docks Installation

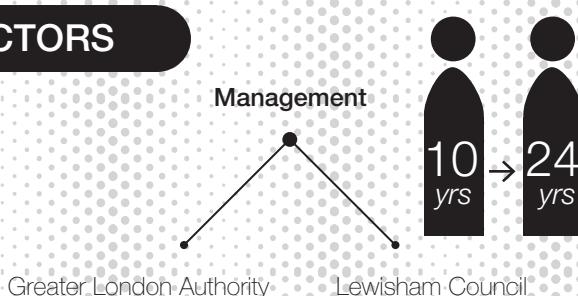
Employment and Training Contribution

The Owner shall pay the Employment and Training Contribution to the Council in the following instalments:

2.2

- £50,000 prior to the carrying out of any works pursuant to the Development;
- £150,000 prior to the Commencement Date;
- £100,000 prior to Occupation of 450 Dwellings or, if greater, 30% of the Dwellings in Phase 1;
- £100,000 prior to Occupation of 300 Dwellings or, if greater, 30% of the Dwellings in Phase 2; and
- £100,000 prior to Occupation of 300 Dwellings or, if greater, 30% of the Dwellings in Phase 3

ACTORS



Participant Organizations

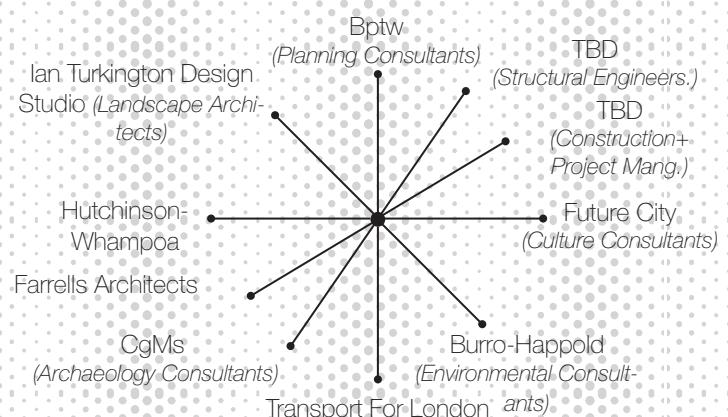
- The Albany Institute
- Pepys Community Forum
- Cavendish School
- Marathon Science School
- Deptford Park Primary School
- Sir Francis Drake Primary School
- Invicta Primary School
- Grinling Gibbons Primary School
- Bellerbys College London
- Tropics Global College
- London Community College
- Addey and Stanhope School
- Goldschmidt, University of London
- University of East London
- Camberwell College of Arts
- South London Gallery

In this moment of change, Deptford is set to become the site of large physical and infrastructural shifts that may alter the area's social characteristics. Two important facets of mitigating negative (displacing) shifts whilst broadening the scope/reach of positive ones are transparency and accessibility of process. The coincidence of wider scale infrastructural developments in Deptford, like the enhancement of the north side of Deptford High Street (see Annex 3), alongside the Convoy's Wharf development and intra-site projects (the John Evelyn Garden Centre and the Lenox Project specifically), make Deptford the perfect environment for hands on, real-time education in engineering, project management, architecture and a range of social sciences.

This intervention suggests the push to draft an agreement, under provisions detailed in the 'second schedule' of the s106 agreement, between involved parties on behalf of the developers and local education and community institutions for a PROGRAMME OF WORK EXPERIENCE, PLACEMENTS, WORKSHOPS AND SUMMER SCHOOLS for young people aged 24 and under (intersecting demographics in education and of working-age) in the immediate area. These programmes will give young people a unique opportunity to gain critical skills from their changing area, as well as have a closer insight into the machinations of the change in order to eventually gain the competence in a relevant of knowledge to help manage moments of change elsewhere or even influence the present one. This programme will capitalise on the wealth of expertise that will be present in Deptford during the period of redevelopment and will leverage it for the benefit of the existing community.

The programmes will be facilitated by parties on behalf of Hutchison-Whampoa, including the developers themselves, Farrell Architects, relevant engineering, construction and project management companies and consultants. The proceedings should be overseen by the local council and with the support of the GLA to ensure the sustained involvement of actors and participants in the programmes throughout the lifespan of the various developments (Convoy's Wharf, Lenox Project, Deptford High Street etc.) which should act as the project's minimum length.

Facilitators



SCENARIO ‘DRY DOCK’:

In the feasibility study (appendix C) for the Lenox Project, which was carried out by BuroHappold and funded by Hutchison-Whampoa, there is a section illustrating the potential construction sequencing for a building of a ‘Safeguarded Wharf Dry Dock’, an outcome put forward by members of the Lenox Project. The section highlights seven stages of development in which the dry dock could be constructed whilst in the following section the speculative costs of the project are listed, coming to a total of £25,796,400.00, just over 2.5% of the projected costs of the entire Convoy’s Wharf site. An intervention scenario here could be the periodic and/or continuous involvement of a Convoy’s Wharf specific youth group in the construction of the dry dock as part of an extended programme introducing young people from the area to large scale infrastructural projects. This would kick start after-school pro-

grammes and weekend/summer workshops where young people can shadow the project’s engineers, make their own documentation of its progression and gaining basic to advanced working knowledge in marine engineering, which could result in a form of formal qualification awarded by the University of London, as ‘universities’ are organisations that the s106 highlights as germane to the site’s cultural projects and ‘meanwhile use’ (annex 3).

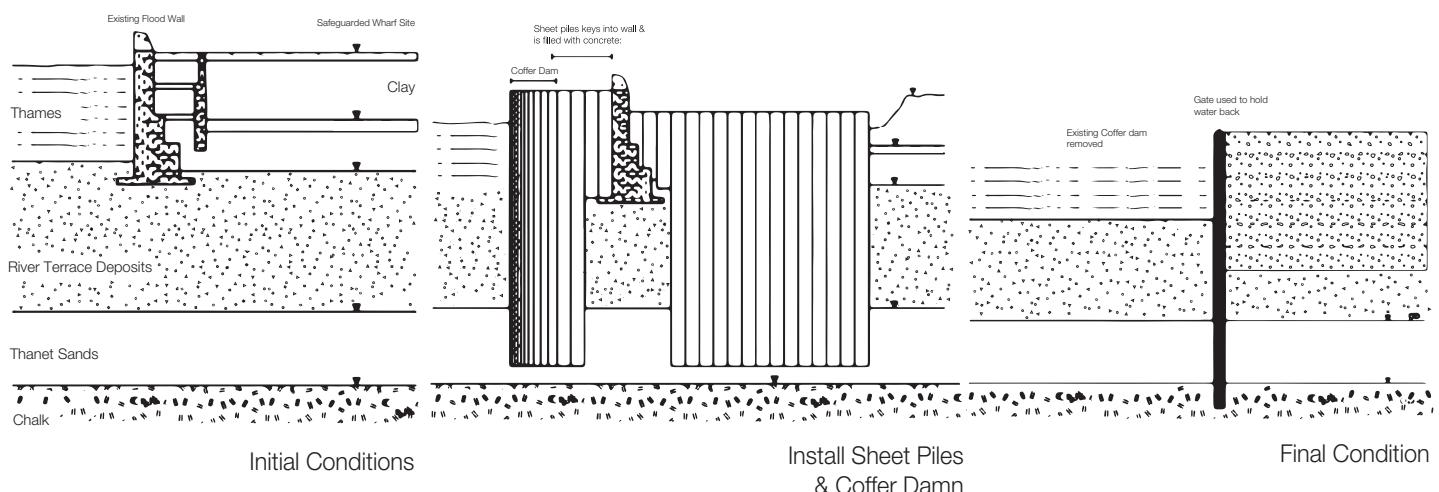
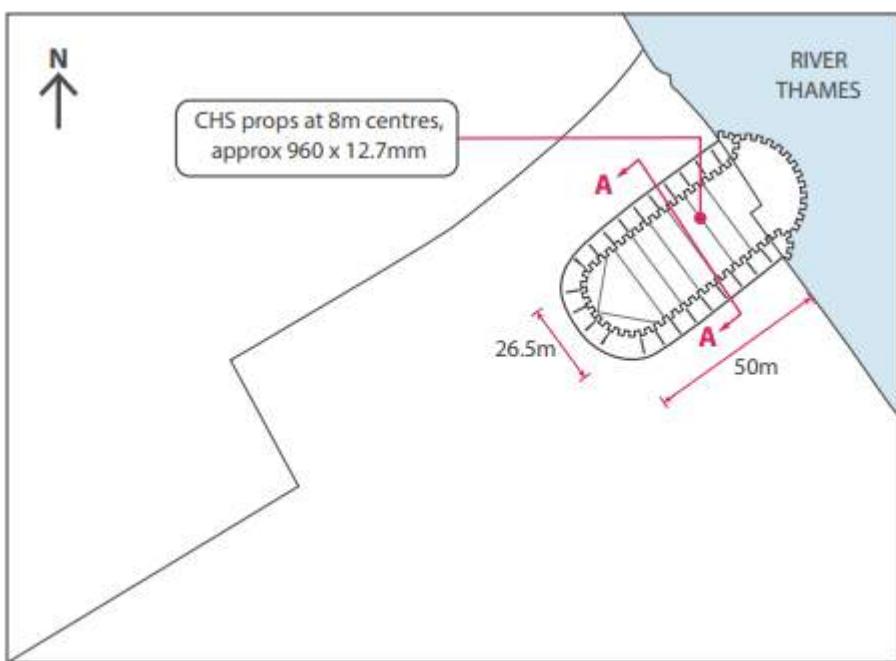


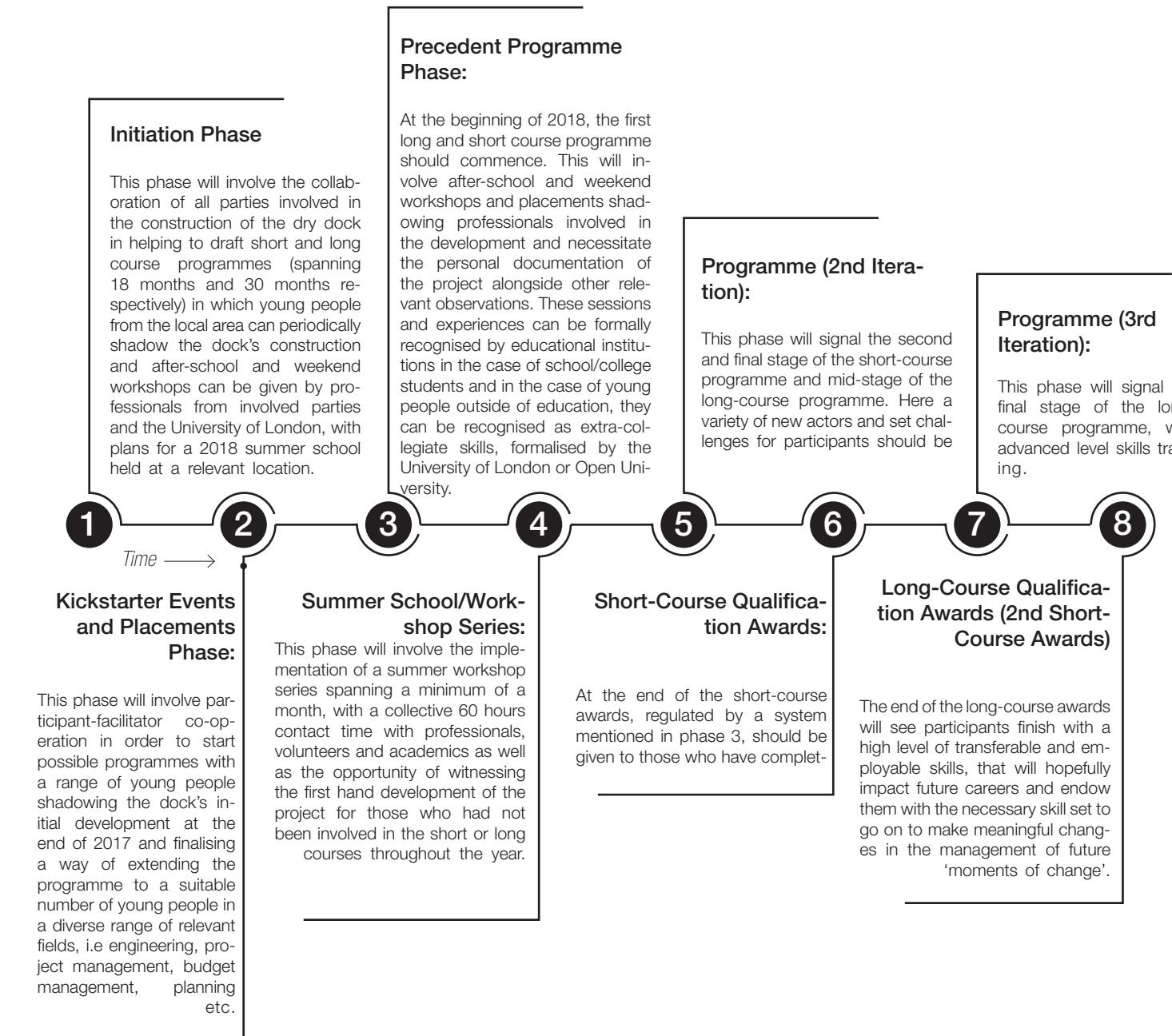
Fig. 18
Dry Dock illustrative process



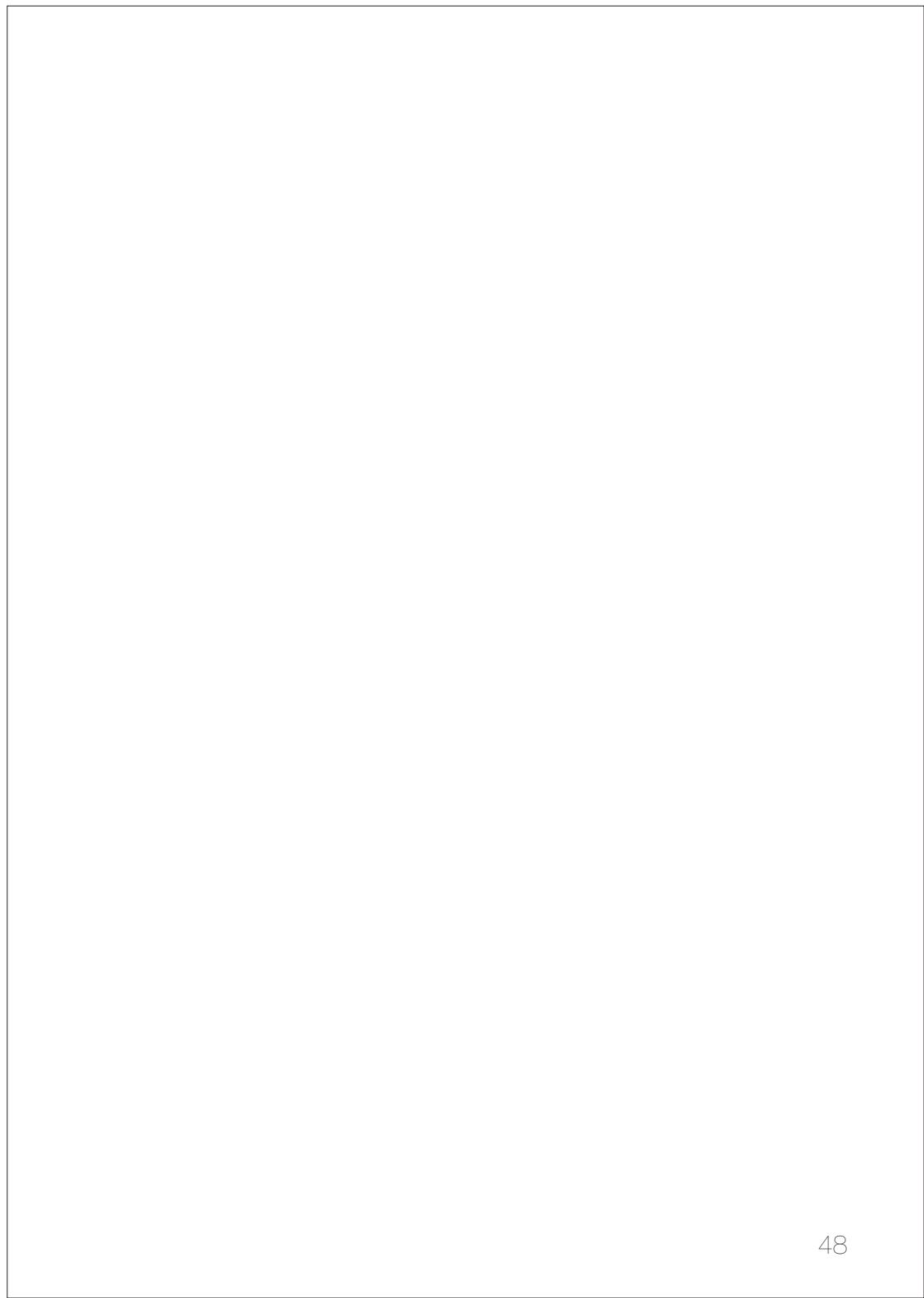
STAGE 4: EXCAVATE USING DOUBLE PROPS

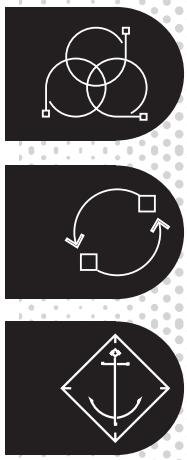
Fig. 19
Location of Dry Dock

Proposed Timeline:



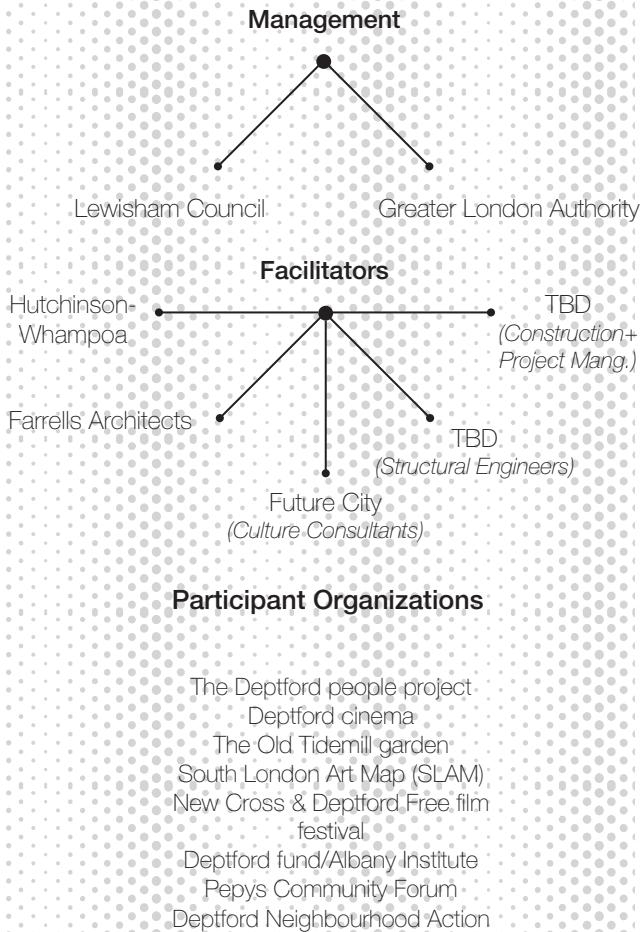
Social Interventions





'Meanwhile Spaces'

ACTORS



'Meanwhile Spaces' in Policy

In October 2013, under Part 1 Section 2A of the Town and Country Planning Act 1990, the Mayor took on the position of local planning authority for the Convoys Wharf site. As a result of the multi-scalar interest (international, national, city-level, local) in a site that held significant cultural value, an appreciable consideration was shown not only for the development qua final output but for how the site was to be developed, and the various intermediate usages during the development.

Present in the Section 106 Agreement for the development, under 'Interim Use and Urban Development' is a suggestive outline for 'meanwhile uses' at Convoy's Wharf that emphasises their pertinence to the "correct formation" of the site's development.

Both of these legal documents directly address the 'critical' need for communal interim or meanwhile uses. Whilst notable concern was voiced on the nature of many of the agreements in the S106, namely how binding the more nuanced terms were (see 'community project issues outstanding' appendix 1, page 9), the explicit allusion to community-need actually creates a space for appropriation. Having these legally binding documents available for the community effectively constructs a platform of negotiation and proposal for a use of the space pertaining to Convoy's Wharf. However, this platform is equivocal and in many ways hidden beneath/bound to the pages of a legal document that is inherently esoteric both linguistically and in terms of how and to whom it is made available.

This platform needs to be made available to relevant local groups in order for the greatest opportunity to take advantage of the opportunities inherent in the agreement. Secondly, whilst the S106 involves only large-scale beneficiaries (the developer, TfL, GLA and the council), the relevant sections of the agreement should be at the very least managed by appropriate actors or an appropriate community body, the specifics of which should be determined by those in the immediate area. Lastly, what can be inferred from the agreement as a social contract is a latent asymmetry of power involving who decides and who is affected. Although this intervention is not suggesting the arduous rehaul of this significant part of Town and Country Planning Act 1990, what should be considered in the future is a more equitable process in its drafting and implementation.

Intervention:

The detailed section of the s. 106 agreement presents really strong opportunity for the residents to manage the changing environment. However this opportunity can only be substantiated and leveraged when led by the community. Therefore this section seeks to provide an awareness of the possibilities of such types of meanwhile uses in an effort to inspire further thought and development of such types of uses of Convoy's Wharf.

Due to the nature of the intervention we propose, where we expose the information of the availability of the space but do not specify who or what should be done in the space and rather the citizens that want to do so, it is impossible to set a specific time frame. However there are different stages of interim uses across time.



• Low development uses

With the space of Convoys Wharf vacant the time frame for intervention can begin immediately until constructions of the development initiate. According to Vincent (2008) low development interim uses refer to those that are exclusively limited by the needs and abilities of the community.

Long Term Effect

The sense of place, networks and initiatives cultivated during the interim uses developed in the site would transcend the physical materiality of these. These meanwhile uses would act as catalysts of initiatives that can strengthen community.

1

Time →

2

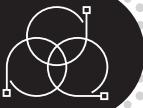
3

Medium development uses

Medium development uses involve a greater investment in time, resources and normally involve more permanent structures, thus there is a need for an agreement between the landowner the municipality and the developer.



(See images right) Making visible information that has become invisible could act as a catalyst of possible interventions on the short and long term. It also acts as legal precedent for future developments and the opportunity for meanwhile uses.



'Meanwhile Spaces'

Possible scenarios:

It is difficult to predict specifically what initiatives for interim uses come from the community once they hold the information and the authorities accountable, however we are presenting possible scenarios for uses of the space before construction initiates. These possible uses could help develop a greater sense of belonging for residents that transcends these immediate uses.

The images on this page are examples of such uses, interpolated from sources listed in the bibliography.



| interim |

adverb

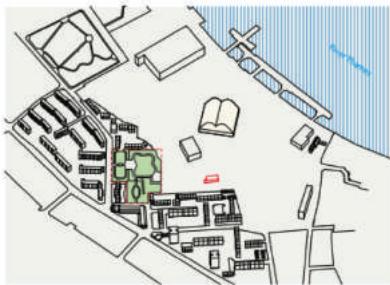
meanwhile.

S16o AGREEMENT: SPACE AVAILABLE FOR 'MEANWHILE' USE

Interim Use and Urban Development

In recent years there have been many examples of interim use projects on urban vacant sites. These projects have enabled designers and practitioners to work more directly with spaces and communities in engaging and challenging ways. As an alternative model for small-scale regeneration, interim use is now being considered by developers and planners as a way to activate empty sites with a minimum of resources. 'Interim use' has become a key aspect of contemporary city planning and urban development strategy.

We regard Interim and meanwhile uses at Convoys Wharf as being critical to the correct formation of an appropriate approach to the conception and development of Sayes Court and we stand ready to engage fully with the appointed Cultural Steering Group for Convoys Wharf in indentifying locations that can be used for interim projects, devising programme and formulating briefs and suggesting suitable partners.

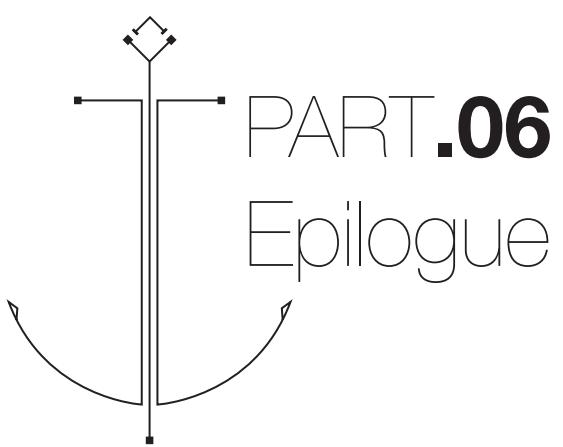


"Interim uses can have a significant role in a variety of situations and overcome challenging site conditions to enable temporary inhabitation. These uses can vary in duration, in audience and most importantly, can be instrumental in testing ideas and approaches, whilst engaging with communities and land owners, on the long term vision and aspirations for an area."

ANNEX 3 Cultural Strategy Commitments

- Programme of temporary and permanent cultural interventions and education projects on the Jetty Park.
- Work with Visit London and others to attract visitors to Deptford.
- Destination strategy.
- Riverside "promenade experience".
- Spaces for start ups, incubators, creative industries, offices and studios in Phase 1.
- Work with universities and colleges to provide affordable creative industry units as part of a commitment to provide 8,000 square metres of cultural space.
- "Creative Deptford" programme.
- A "meanwhile programme" of temporary uses that will encourage ideas for projects that promote, celebrate and interpret the Site's history, including ideas for the hoardings, live events, festivals, skills and education that may include:
 - Providing a forum for receiving ideas and proposals that appeal to the community.
 - Establishing a meanwhile ideas competition and provide a website to hold the best ideas.
 - Appointing a co-ordinator developer to manage the programme.
 - Providing logistical management support.
 - Actively engaging and encouraging the participation of local people, schools, business organisations, the cultural sector and other parties.
 - Providing a programme of available spaces.
- Encourage design team to reference the Site's ecology, history and heritage in their proposals.
- Work with available historical archives and local experts to develop history and heritage principles to assist the project team and create a commissioning programme.
- Develop a series of cultural projects that celebrate the key archaeological sites and other heritage assets.
- Appoint curators and artists to work alongside the architects, engineers and landscape architects on the public spaces, buildings, river edge and foreshore.
- Promote a naming strategy for squares, streets and buildings.
- Develop communication materials on Convoys Wharf including a publication on the history and heritage of the site and its archaeology.

Contact your local authorities for more information regarding the S106 and how you can occupy this space.



PART.06

Epilogue

Conclusion

The development of Convoy's Wharf presents, for Deptford, a moment of change that was in many ways inevitable. Reflecting on our position as academics and the time in which we have happened upon these changes, it is easy to over emphasise the limitation on our efficacy and perhaps a distinct futility in any effort to bring about cataclysmic changes. Similarly, what is made apparent by the detail and comprehensibility of the s106 agreement and Farrell's masterplan respectively are the immediate judicial, physical and practical limitations to the changes that one, who is outside of the relevant groups of decision-makers and community activists, can make. In light of this, what we have attempted to do in this project is not focus on what is limited but the limits themselves. Every intervention described in the report above attempts to build on or reframe specifics of the development, looking for ways in which ambiguous details can be utilised to aid the needs of the existing community. As a result the projected outcomes signal only small, incremental changes to the overall site development of Convoy's Wharf and instead point toward changes and opportunities that can be directed from the site outwards to the immediate neighbourhood.

A pivotal part of our methodology was ensuring the feasibility of our interventions. Consequently, what significantly shaped this report was the conversation we had with Vicky Foxcroft, MP for Lewisham Deptford, with whom we discussed the practicality of our intervention and the veritability of what we had determined from our analysis of the s106 agreement, the development masterplan, information we had received from DNA and various secondary sources. The outcome of this conversation was confirmation that the s106, although 98% final, has spaces of opportunity within it and furthermore the developer has already expressed a desire to renegotiate terms more in their favour. Thus the moment of opportunity is now, and the community of Deptford must mobilise to make use of it.

By offer of a final conclusion we can comment that this study has led us to ask larger questions about the space for urban designers in urban planning. As a practice, planning has made shifts towards more holistic frameworks, but more often than not the power lies in the hands of the politically and financially able. This report is an effort to find the spaces for potential design that can operate outside these frameworks. This however is not an insurgent design, it is design from within the cracks and is grounded by the legal structures

that govern planning in the United Kingdom. It speaks not just to the moment of urban sprawl in London but more broadly to the types of interventions that we believe make the difference between the survival and erasure of communities. These communities cannot remain static, this goes against the very nature of cities, however they can find their place within the ever changing dynamics. We offer this report as a starting point.

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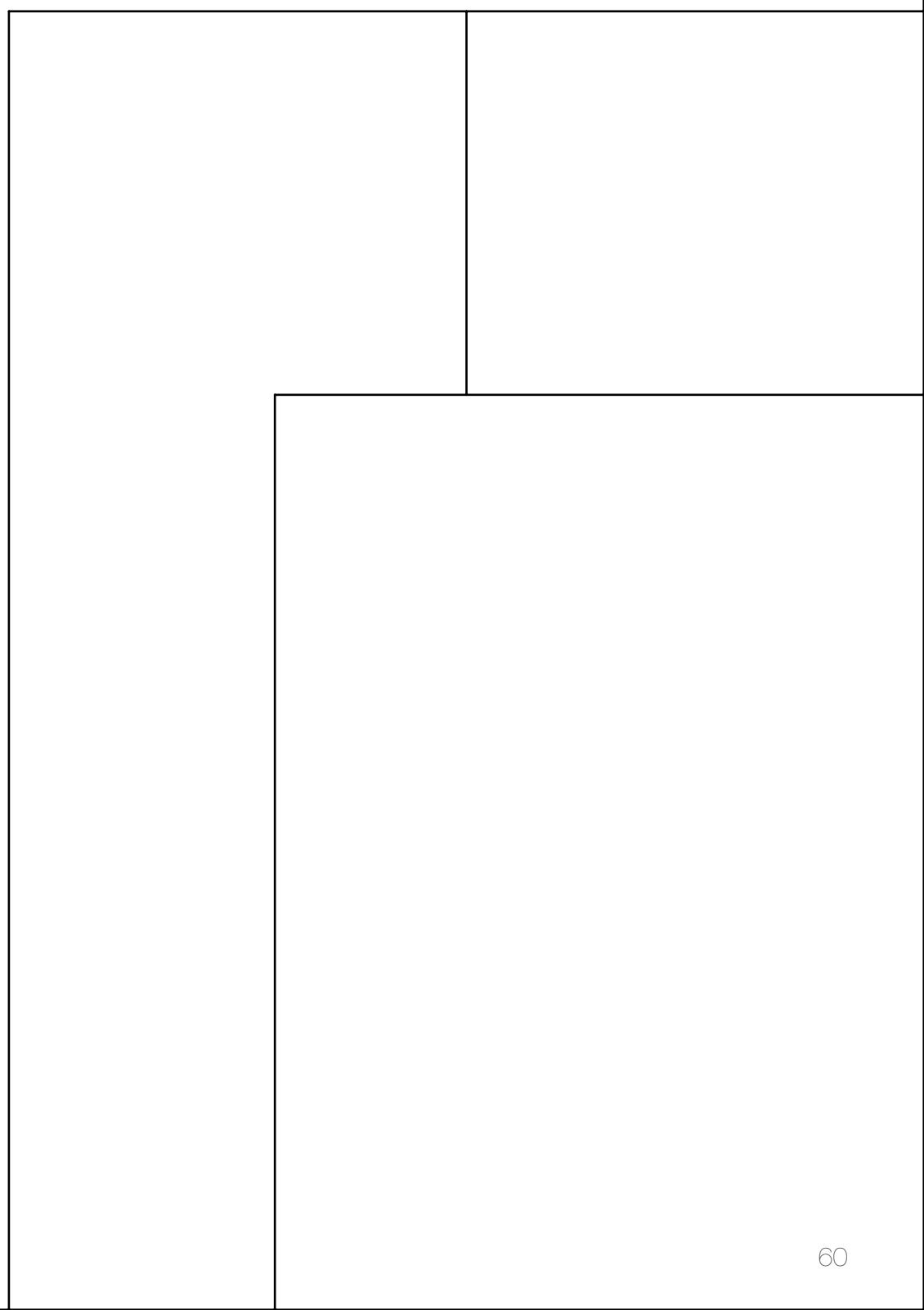
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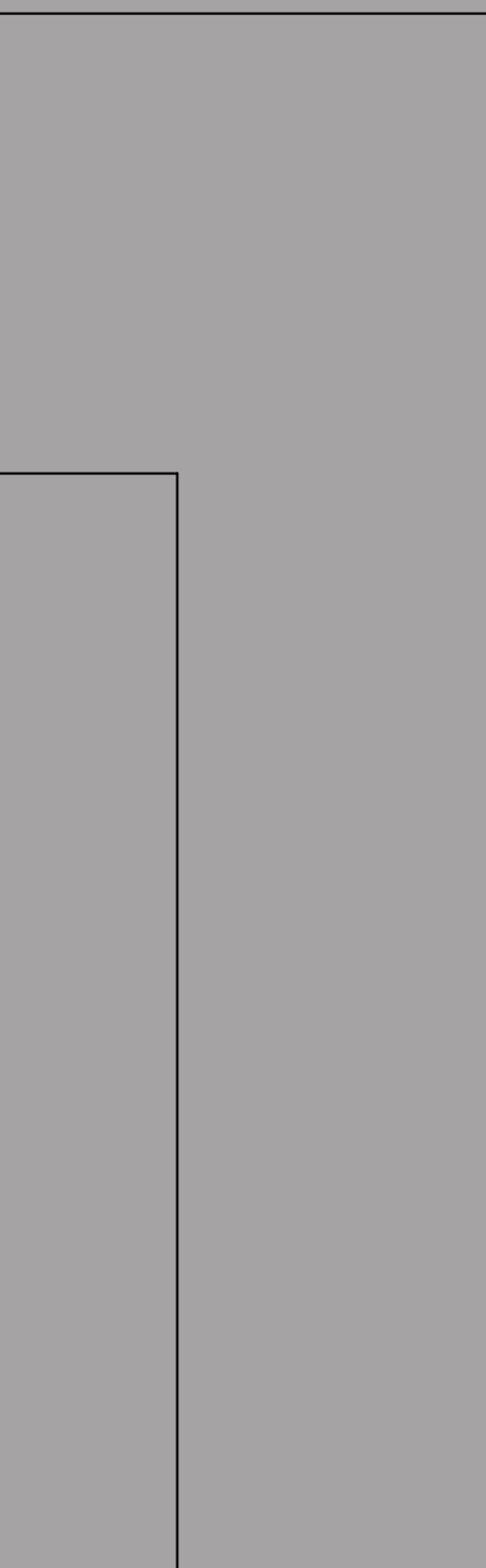












The Victoria.
177 Grove Street, Deptford,
London, SE8
January 2007



