



The Convoys Wharf Initial Cultural Strategy

Convoys Properties Limited

Approved by Lewisham Council, 8th February 2023

This document is maintained by the development's Chief Project Manager (Jonathan Sarfaty), and the lead consultant for stakeholder engagement and cultural delivery (George Perfect). Contactable by email to info@convoys-wharf.com or via post 5 Hester Rd, London, SW11 4AN.



**REALLY
LOCAL
GROUP™**



THE
TERRAPIN
GROUP



Cultural Strategy

Introduction

This Cultural Strategy outlines an approach for cultural and creative programming and activation across Convoys Wharf. It includes ideas for the successful delivery of placemaking programmes, projects and interventions and a mechanism for delivering them.

Culture, creativity, leisure and entertainment at Convoys Wharf should reflect the character and aspirations of the communities that use the place – either as residents, neighbours, visitors or businesses. This strategy thus outlines how Hutchison Property Group (HPGL) will continue to work with strategic partners and local communities to realise the cultural vision for Convoys Wharf.

Like any historic dock, Convoys Wharf was designed to keep people out. It was – by operational and economic necessity – separated from its surrounding community by walls, fences and barbed wire. The challenge for Convoys Wharf today is to break down these barriers and establish itself as a 'place' in the collective consciousness of residents, Londoners and tourists – Convoys Wharf must be 'Deptford's waterfront'.

The Cultural Strategy contains the following:

Some key destination development principles that describe a general approach to placemaking and an ethos to guide future projects and programmes

A Vision for Convoys Wharf that sets out a long-term ambition on for the site

Specific short and medium-term objectives and the immediate actions taken to deliver them

Initial ideas and proposals based on feedback from local stakeholders and residents.



Cultural Strategy

Aims

- Produce world class **place making** that draws on the site and surrounding area's rich history and archaeological material, natural and built heritage
- Deliver high quality **cultural programming** which celebrates the diversity of Lewisham and produces events with London-wide significance
- Play a leading role in an **inclusive local economy** through affordable workspaces, effective meanwhile use, apprenticeship programmes and other employment opportunities
- Embed **playfulness and delight within the masterplan** and landscape, creating a fun, family friendly environment over and above the requirement for formal play space
- Activate the voice of the existing local **community** to ensure that the planning process and participation in the completed development are **inclusive**

Vision

This cultural strategy is predicated on achieving a frequency, breadth and diversity of programming that establishes it as a vibrant, dynamic and interesting place to be. Though it will take time to build up to that level of intensity, the ultimate measures of success will be the following outcomes:

1. People choose to visit Convoys Wharf, not because they know what is happening there, but simply because they are confident that 'there is always something happening there'
2. Convoys Wharf feels like a natural extension of Deptford, not a wholly separate place
3. Local organisations, artists, businesses and individuals are accustomed to thinking about Convoys Wharf as an option for their own programming and event strategies

Cultural Strategy

Objectives

This strategy builds on the research, consultation and planning that was previously undertaken by Future City (2014 / 15) and, more recently, by Fourth Street (2017).

Among the recommendations of those strategies – with which we aim to be consistent – are the following:

Place making

- Create a world class riverside promenade accessible to all
- Activate and animate 'jetty park'
- Represent local diversity in historical work including social history
- Preserve, celebrate and interpret the site's rich history and its archaeological, material, natural and built heritage through engagement with local experts and residents

Cultural Programming

- Establish key cultural partners e.g. the Albany
- Liaise with Lewisham Borough of Culture team to embed the Borough of Culture Legacy plans and be an active participant in the Cultural Enterprise Zone

Inclusive Local Economy

- Work with Lewisham Jobs and Skills team to plan apprenticeships and other opportunities to contribute to the local cultural economy
- Identify ways of engaging local supply chains
- Deliver Affordable Workspace strategy to embed new and emerging talent within the scheme
- Work to support the Lewisham borough-wide cultural and economic strategy

Playfulness and Delight

- Engage with young people through the development of the scheme to deliver places and spaces that meet their needs. This will include drawing on the Lewisham Play Strategy.
- Include key play types.

Community and Inclusivity

- Develop an effective community engagement model to ensure opportunities are co-developed
- Agree on process for Youth Engagement (and budget)
- Accessibility for all across the development

Both Lewisham Council and the Convoys Cultural Steering Group have expressed their desire to see the site "opened up" for a wide range of accessible cultural activities, reaching as many residents as possible.

We believe successful implementation of this proposal will achieve this whilst improving the tone of the relationship between HPGL and the local community.

We are committed to the continual process of active community engagement as the underlying principle of everything we do. We will also draw on expertise from LB Lewisham Council.

Cultural Strategy

Development Principles

HPGL has established a set of key principles that will come to define Convoys. These inform our approach to the cultural strategy, including but not limited to the meanwhile uses.

These basic principles are a consistent extension of the history and heritage of the site and the character of the existing Deptford community. They are anchored in stories that are unique to the place. They all – nevertheless – allow for a contemporary and forward-looking approach to placemaking that will add character and depth to the local offer.

1. Re-establish Convoys Wharf as Deptford's waterfront, meaning that the whole site should be highly 'permeable' and welcoming.
2. Create a highly versatile programming-based destination that has a built-in capacity for change and renewal.
3. All cultural and placemaking interventions need to fit – individually and collectively – within a viable business model.
4. The destination should complement, not compete with local businesses and operators.
5. Residents and visitors alike should feel a sense of 'ownership' of the public space.
6. Create a space for residents and new businesses to engage with each other and with their markets.
7. Tourism should be a consequence rather than a primary goal of placemaking at Convoys Wharf – its primary target market should be repeat and regular visits by nearby residents and communities.

Cultural Strategy

Actions

Since the production of the 2019 draft initial cultural strategy, HPGL has undertaken a series of actions to deliver these objectives and realise the cultural vision for Convoys Wharf. These include:

1. Reconstituted the Cultural Steering Group, comprising individuals with experience in the cultural sector and delivery of large-scale long-term projects as required to ensure the consistent application of the principals set out in this strategy. Individuals representing tertiary institutions (Goldsmiths and Trinity Laban), delivery of public realm uses, and local youth organisations make up the steering group.
2. Local consultation specialist The Terrapin Group was appointed by HPG to:
 - a. Consult locally and provide feedback on the communities views, interests and priorities of the community and
 - b. Facilitate local forums for community, specialist youth and neighbouring developers to ensure all community voices are heard and do deliver a strong link between theCSG and the local community.
3. HPGL has commenced work on the vast majority of its S106 cultural commitments. These can be seen on the S106 tracker.
4. Appointment of a specialist agent to curate a tenant mix that will maximise opportunities for local people to access jobs, apprenticeships, training, and educational opportunities.
5. Eventual appointment of a specialist curator of public art to work with both local artists and galleries, as well as artists of national / international renown to deliver a bespoke public art strategy that is being separately drafted as a complement to the cultural strategy.

HPGL has also engaged Really Local Group (RLG) to implement this strategy, beginning with a meanwhile use programme and ongoing creative programming of the place.

Extensive community consultation is underway.

This programme should elicit, encourage, and enable local participation with case studies outlined within this document.

HPGL will eventually transition these plans into a long-term creative programme, including a permanent use for the Olympia Building as the anchor of a new cultural quarter.

Cultural Commitments

Timeline

Ongoing

Outreach / Reconstituting the Cultural Steering Group

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, festival, skills and education that may include;

Develop communication materials on Convoys Wharf including a publication on the history and heritage of the site and its archaeology

Promote a naming strategy for squares, streets and buildings

Providing a programme of available spaces

Work with available historical archives and local experts to develop history and heritage principles to assist the project team and create a commissioning programme

Encourage design team to reference the Site’s ecology, history and heritage in their proposals

Community engagement with local people, community groups and others.

2023 and beyond

Implementation and operation of venue/activities

Work with Visit London and others to attract visitors to Deptford

Destination strategy

Riverside “Promenade experience”

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.

Post 2026

Further site involvement/re-purpose leading to permanent operations within the Olympia building. Olympia Building to become new cultural quarter

Programme of temporary and permanent cultural interventions and education projects on the Jetty Park

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.

The themes



S106: Annex Three

Cultural Commitments

Please refer to the accompanying workbook "CW CSG tracker & workplan" for further details on progress made for each commitment. This commitment tracker will be updated on a monthly basis and serves as a live annex of this report.

The Convoys Wharf - Cultural Commitments		
Commitment	Commitment progress	Comment
1	Programme of temporary and permanent cultural interventions and education projects on the Jetty Park	
	Intent	The Jetty Park is fully activated with a range of cultural and temporary uses, making the Jetty Park something that is accessible and available for all within Deptford.
	Undertaken activities	<ul style="list-style-type: none"> - Plot designs are in for the Jetty Park. - Spoken with local groups about access to the Park, including Young Mayors, Dog and Bell Pub, and others.
	In progress	<ul style="list-style-type: none"> - Marketing suite to open upon opening of the Jetty in 2024. - The Marketing suite will also have meeting space which it is planned will be available for the cultural steering group and others. Jetty park provides infrastructure to support cultural; and community events. Programme to be developed to align with opening. - Uber Thames Clipper Service plans being developed and will come on opening of the park. - Concepts for hoardings are being developed.
	Still to be delivered	<ul style="list-style-type: none"> - Wider temporary and permanent uses on Jetty Park. - Plans for school tours around the Jetty and access to the park once it opens. - Restaurant/hospitality space planned for the Jetty Park as part of long term delivery of the park. - Clipper Service and Park to open for the public. - Delivery of Marketing suite and community room.
	Work with Visit London and others to attract visitors to Deptford.	
	Intent	Convoys Wharf will provide significant economic development for the people of Deptford. HPGL will work with Visit London and others to develop a marketing strategy around how to attract visitors.
	Undertaken activities	<ul style="list-style-type: none"> - Detailed commercial strategy is being developed which will include working with Visit London. - Discussions with Youth First, Dog & Bell Pub, and others about how best to encourage those from around wider Lewisham area into Deptford town centre.

Community Outreach

Overview

We intend to establish Convoys Wharf as "Deptford's Waterfront". This will require more than making physical interventions.

This will be in two forms – planning and consultation, and participation. Creating a true sense of place requires extensive engagement with community stakeholders, both formally through the Cultural Steering Group, and informally, through on-site drop-in sessions and workshops.

Community Outreach Cultural Institutions

The community surrounding Convoys Wharf is bustling with talent and creativity, much of which nurtures and supported by these local institutions.

Encompassing a wide range of activities, our early outreach will act as the building blocks through which we develop a wide range of cultural programming.

We will work with a range of cultural institutions including The Albany, The Horniman Museum and those listed on the right of this document, and maintain a list of these.

TRINITY LABAN CONSERVATOIRE
OF MUSIC & DANCE

Goldsmiths
UNIVERSITY OF LONDON



SAYES
COURT
GARDEN

MONTAGE
THEATRE
ARTS



Community Outreach

Listening to the Community

Over the past 36 months, HPGL have received a huge number of ideas and suggestions for meanwhile uses from the local community through the following engagement activities. This feedback will be used in the development of Plot RMAs, as well as the delivery of S106 commitments, to further enrich the scheme.

- A dedicated feedback form on the project website – www.convoys-wharf.com. Since its launch in October 2020, the website has received over 50,000 views.
- Regular e-bulletins sent to neighbouring residents and local groups.
- Meetings with local stakeholder groups and online consultation events.
- Community Forum, Youth Forum, and Cultural Steering Group meetings.



Listening to the community

What does the community want to see at Convoys?



Listening to the community

What does the community want to see at Convoys?

**Meanwhile
allotments and/or
horticultural centre**

**Outdoor space and
community space**

**Flexible and multi-
use space for events
and cultural activities**



**Publicly accessible
space**

Listening to the community

What does the community want to see at Convoys?

Pop-up cafés



Hospitality

Historical outreach
sessions for local
schools.

Listening to the community

What does the community want to see at Convoys?

Outdoor play
space for
children

Outdoor
space for
sports

Lido with
art/music
spaces

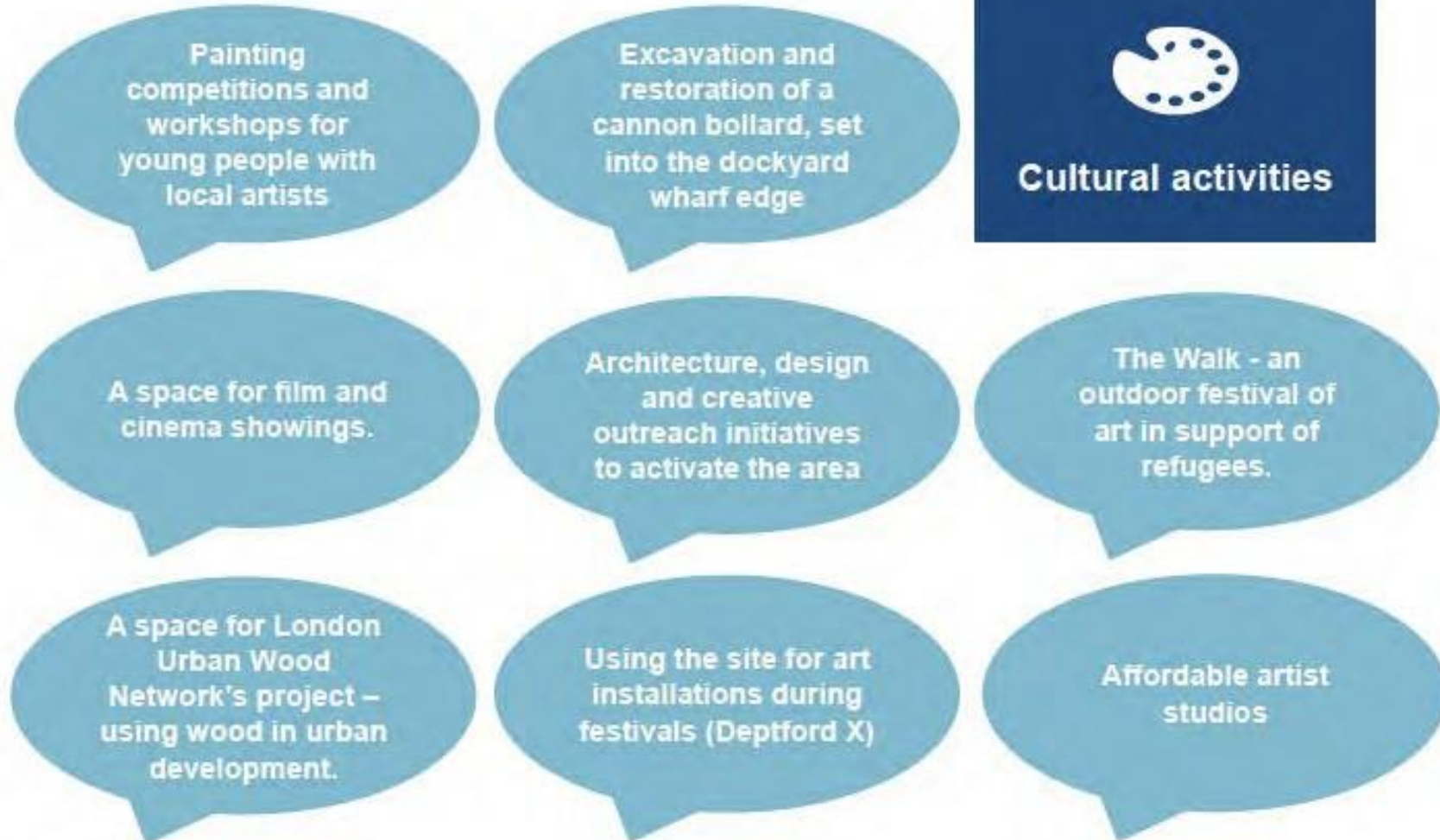
Water sports
centre



Sport/leisure

Listening to the community

What does the community want to see at Convoys?



Listening to the community

What does the community want to see at Convoys?

**Workshops for
residents**




Employment

**Long-term and
permanent affordable
workspaces.**

Listening to the community


What does the community want to see at Convoys?



**Public guided site
walks
(Charles Booth
Walks)**



Site heritage



**Historical outreach
sessions for local
schools.**

Case studies

Case study: "Green Shed"

The home for large scale commercial events, concerts and other relevant uses, "Green Shed" will act as a meanwhile anchor for much of Convoy's cultural activities in the 2023- 2027 period.

INDICATIVE OPERATOR: BROADWICK LIVE

Heads of terms have been agreed with Broadwick Live, the operator of Printworks London and The Depot in Mayfield, Manchester, amongst other venues.

Their placemaking proposal, attached to this paper, highlights a number of proposed activities, including:

- Large scale culture experiences
- Large scale sport / well-being experiences. Large scale F&B experiences
- Brand experiences
- Product launches
- Cinema experiences
- Filming & photoshoots
- Car reveals

A formal agreement between the operator and HPG is expected to be executed by Q1 '23 with activations occurring thereafter.



Case Study: Cultural Institutions

John Milton's *Paradise Lost*

Shipwright is delighted to present the World Premiere production of Bertie Baigent & Joseph Winters' exciting new opera PARADISE LOST, based on John Milton's epic poem.

The production will have its premiere across the joint sites of the Master Shipwright's House and Convoy's Wharf for a 6-performance run.

PARADISE LOST is a bold new piece of theatre that combines the story of humanity's fall into the modern world with Milton's own political awakening. Adding a defiant sound to a well-known story, this ambitious new production rediscovers one of literature's most popular epics and brings it firmly into the twenty-first century.

Beginning in the gardens of the Master Shipwright's House, audiences will discover a second performance space on Convoy's Wharf, where the second half takes place.



Case Study: The Lenox Project

Meanwhile cannon project

The Lenox Project (TLP) Cannon Project is for the restoration of an historic cannon located at Convoys Wharf on the site of the old Royal Naval Dockyard, where it had been used as a mooring bollard.

The age of the cannon could be anything between late 16th and early 18th century, which will be determined once it has been extracted and examined. The cannon is in the ownership of HPG and its restoration would be carried out by Julian Kingston, Director of The Lenox Project, as a 'meanwhile use' on the Safeguarded Wharf at Convoys Wharf.

The project could be funded by either party and would be carried out in conjunction with local youth groups and provide training for young people in restoration techniques.

The Lenox Project



Case Study: Cultural Institutions

Contemporary Dance & Theatre

Block9 is creating an exciting contemporary dance / theatre project with artist Anohni and Hercules & Love Affair, set within a giant immersive theatrical installation. A brutalist concrete Stonehenge-like sacred space, complete with ambisonic 3D spatial audio. See visualisation below.

It has been selected by Grace Jones to form part of her programme for Meltdown Festival at the Southbank Centre in London in 2022. We are in advanced talks with Adobe about collaboration and brand partnership. There are no venues on the Southbank big enough to host this production and Convoys Wharf would be ideal.

We are working towards the choreography being created in association with Akram Khan Company

The show features a live central dancer in a motion capture suit who controls a series of computer generated digital avatars powered by EPIC Games' Unreal Engine on giant screens in the performance space.

The show aims to tour several European cities in 2022 before touring the US and Asia thereafter. It is produced and delivered by nVisible, a company with many years experience in large scale international touring productions (U2 / Hans Zimmer / NYC Super Bowl F1 Live).

The show, working title In Amber: Live presents a brand new way of experiencing dance / theatre / music / technology / fashion and coincides with the release of the forthcoming Hercules & Love Affair & Anohni new album called In Amber.



Next steps



This document is just the beginning of the Cultural Strategy journey.

Once approved the following will occur:

- Updates on a quarterly basis of the S106 commitments to the CSG through the tracker.
- Development of action plan within first quarter once approved, to CSG for comment and feedback.
- CSG oversight of the action plan, reported quarterly.
- Revised Cultural Strategy to the Cultural Steering Group, with regular updates throughout the lifecycle of the development.



CONVOYS WHARF