



INTERWEAVING DEPTFORD

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0	List of Figures	4
	Executive Summary	5
1	Location and Historical Context	8
	Methodology	10
2	Political, Economic, Social and Spatial Characteristics of the Area	14
	Conclusions from the Lenses of Analysis	18
	A Matrix S.W.O.T.	22
3	The Vision	26
	Principles and Guidelines	28
	Strategies for Intervention	30
	Timeline of Action	32
4	Interweaving HOUSING	36
	Interweaving OPEN SPACES	38
	Interweaving INFRASTRUCTURE	40
	Interweaving MOBILITY	44
	Interweaving ECONOMIES	46
5	Conclusion	50
	Bibliography	52

LIST OF FIGURES

Figure 1: Entrance of Guilbert House- A council development of social housing
Figure 2: Royal Dockyard
Figure 3: Grand Surrey Canal
Figure 4: Social Housing (Peppy's Estate)
Figure 5: New Developments (Timberyard)
Figure 6: Diagram illustrating the different phases of the development brief
Figure 7: Town Center square
Figure 8: Overview Of Economic, Political And Social Context Of The Area
Figure 9: (Left) Economy Stores. Source: Google Maps (2017)
Figure 10: (Right) Chain Stores. Source: Google Maps (2017)
Figure 11: Social, Political, And Economic Actors
Figure 12: (Left) Aragon Tower (2017)
Figure 13: (Centre) Towers And Park In New Development
Figure 14: (Right) Twinkle Park
Figure 15: (Left) Parking Lots And Sheds (2017)
Figure 16: (Centre) Deptford High Street (2017)
Figure 17: (Right) Abandoned Car (2017)
Figure 18: Map Of Existing Public Transportation In Deptford (group F1 2017)
Figure 19: Map Showing Economic (Orange) And Cultural (Tosca) In Deptford Areas (group E1 2017)
Figure 20: Map Showing Paved Space (Red) And Green Space (Green) In Deptford (Group C1 2017)
Figure 21: Map Showing Historical (Red), Visual (Blue), And Social (Green) Landmarks (Group B1 2017)
Figure 22: Diversity Index Map: Change In Simpson's Diversity Index (2001-2011). (Group A1 2017)
Figure 23: Map Showing Time, Physical, And In-between Space Threshold In Deptford (Group D1 2017)
Figure 24: Matrix crossing layers of Analysis to identify Strengths, Weakness, Opportunities And Threats
Figure 25: Street Market at Deptford high street (Previous Page)
Figure 26: Diagram Illustrating The Different Phases Of The Work Presented
Figure 27: 3d Model Illustrate Study Area
Figure 28: Memory And Processes Of Transformation In Economic, Political And Social Dynamics
Figure 29: 3d Model With All The Strategies For Interweaving Deptford
Figure 30: Timeline exploring simultaneous actions of each strategy
Figure 31: Situation of a open space in the study area (Previous Page)
Figure 32: Actor Map For The Proposed Strategy
Figure 33: Map Of New Developments And Social Rent Housing
Figure 34: (Left) Peppy's Estate
Figure 35: (Centre) Trinity Estate
Figure 36: (Right) Convoys Wharf
Figure 37: Actor Maps For Proposed Strategy
Figure 38: Examples Of Transformations Of Parks
Figure 39: Examples Of Transformations Of Parks
Figure 40: Examples Of Transformations Of Parks
Figure 41: Map Of Open Spaces And It Is Spatial Scope To Divide The Community
Figure 42: Actor Map For The Proposed Strategy
Figure 43: Activity Hubs Before Intervention
Figure 44: Activity Hubs After Intervention
Figure 45: Bearspace, Deptford High Street
Figure 46: Marine Wharf East Development
Figure 47: Residual Space Around Housing Estates
Figure 48: Twinkle Park, Current States
Figure 49: Types Of Hubs And Activities They Could Potentially Host
Figure 50: Activities In The Study Areas
Figure 51: Actor Map For The Proposed Strategy
Figure 52: Proposed Connection
Figure 53: Signage, Street Lamp, And Market
Figure 54: Signage, Street Lamp, And Market
Figure 55: Signage, Street Lamp, And Market
Figure 56: Model Of Strategy Along The River
Figure 57: Actor Map For The Proposed Strategy
Figure 58: Network Dynamics
Figure 59: Map Of Possible Spaces Of The Network
Figure 60: South dock Marine at Deptford (Previous Page)

EXECUTIVE SUMMARY

This development brief presents a synthesis of analysis of a study area in Deptford and a proposal to re-calibrate the ongoing processes of transformation. This, based on the work made by the 2016-2017 cohort of the MSc. Building and Urban Design in Development at UCL, throughout the module Transforming Local Areas: Urban Design for Development.

The six lenses of analysis of the processes of regeneration of Deptford highlights a top-down approach for the redevelopment of historical and industrial site of Convoys Wharf, raising concerns about gentrification, affordability and the nature of the transformation. The re-calibration is made by bringing together local and global interests that emerge in the site to achieve a vision of an 'Interweaved Deptford'.

This report is structured in 5 chapters. The first one introduces the location, historical context and the methodology to present the proposal. The second one synthesises the analysis of the political, economic, social and spatial characteristics of the study area and the connections between the lenses of analysis of the stage 1 (see previous reports from groups A, B, C, D, E and F (2017)). The third chapter streamlines this development brief's vision, its principles and guidelines and a timeline for action. The fourth one further illustrates the five strategies envisioned and finally the fifth chapter closes with a brief conclusion of the work done.



PART 1 - INTRODUCTION

Figure 1: Entrance of Guilbert House- A council development of social housing (previous page)



LOCATION AND HISTORICAL CONTEXT

The study area is located in Deptford, a neighbourhood of the borough of Lewisham, in South-East London. One of the main characteristics of this zone is that it limits with the river Thames up North, which historically became a driver for its development, as it hosted the Royal Dockyard for more than 350 years.

Over time, different visions have shaped the character of the area, varying according to the needs and tensions of the historic moment. Deptford has been an important naval dockyard that, after its decline, hosted the Foreign Cattle Market and also accommodated industrial sites. During the Second World War, the docks suffered several damages due to bombings. Finally, after the War it became a place for social housing estates that aimed to bridge the housing needs of the time. Currently, the area has mainly a residential character, inherited from the 1960's social housing trend.

In order to continue the attempt to solve the housing needs in London, this area has become a zone marked for regeneration, which has materialised in the redevelopment of the remaining industrial pockets into housing buildings. However, instead of targeting the most in need, these developments have raised concerns regarding the risks of gentrification and the lack of affordable housing.

Figure 2: Royal Dockyard

Figure 3: Grand Surrey Canal.

Figure 4: Social housing (Pepys Estate).

Figure 5: New developments (Timberyard).

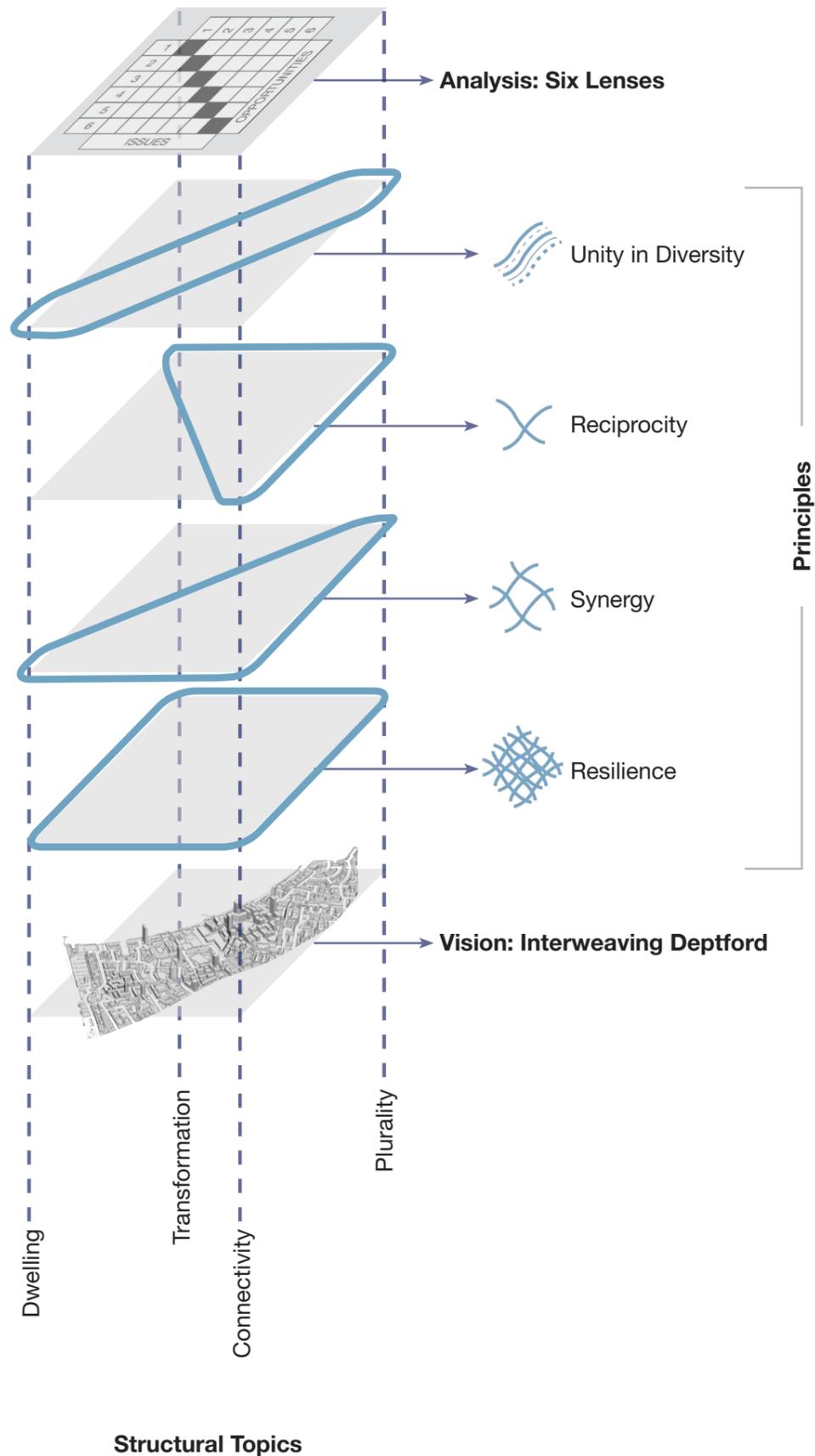


Figure 6: Diagram illustrating the different phases of the work presented.

METHODOLOGY

This development brief starts from an urban analysis through six lenses that influence the site: Housing and Dwelling (A), Urban Fabric and Landmarks (B), Open and Public Spaces (C), Leftovers and Thresholds (D), Culture and Economy (E), and Mobility and Infrastructure (F). The proposal was produced by the following three consecutive steps.

The first stage looked at the findings from the analysis and presented these in a Venn diagram, identifying overlaps between the economic, political and social spheres and understanding their presence in the built environment. In addition, a matrix was used to further detail the intersections between the lenses of analysis to explore the relationships between them. Through this interweaving of the lenses, issues to be addressed and opportunities to be potentialized were identified. As a conclusion, four structural topics were identified that served as a base to construct a vision for the future of Deptford: Dwelling, Transformation, Connectivity and Plurality.

The second stage presents a re-calibration of the ongoing process of transformation in Deptford. The proposal 'Interweaving Deptford', is embedded in principles that string together the aforementioned structural topics. The guidelines further form a framework of action based on the principles, which are further illustrated by strategies.

We recognise that certain top down processes of transformation are already in progress and will inevitably affect the future of the study area. This development brief therefore looks at working ahead with this reality. We have developed the vision, principles and strategies based on our understanding of the study area. However, there are multiple ways to address the complexity of these processes of transformation and this is just one of many possibilities of action.



PART 2 - ANALYSIS

Figure 7 : Town Center square (previous page)

SOCIAL, POLITICAL AND ECONOMIC CONTEXT

IDENTIFYING AND OVERLAPPING CHARACTERISTICS OF THE AREA

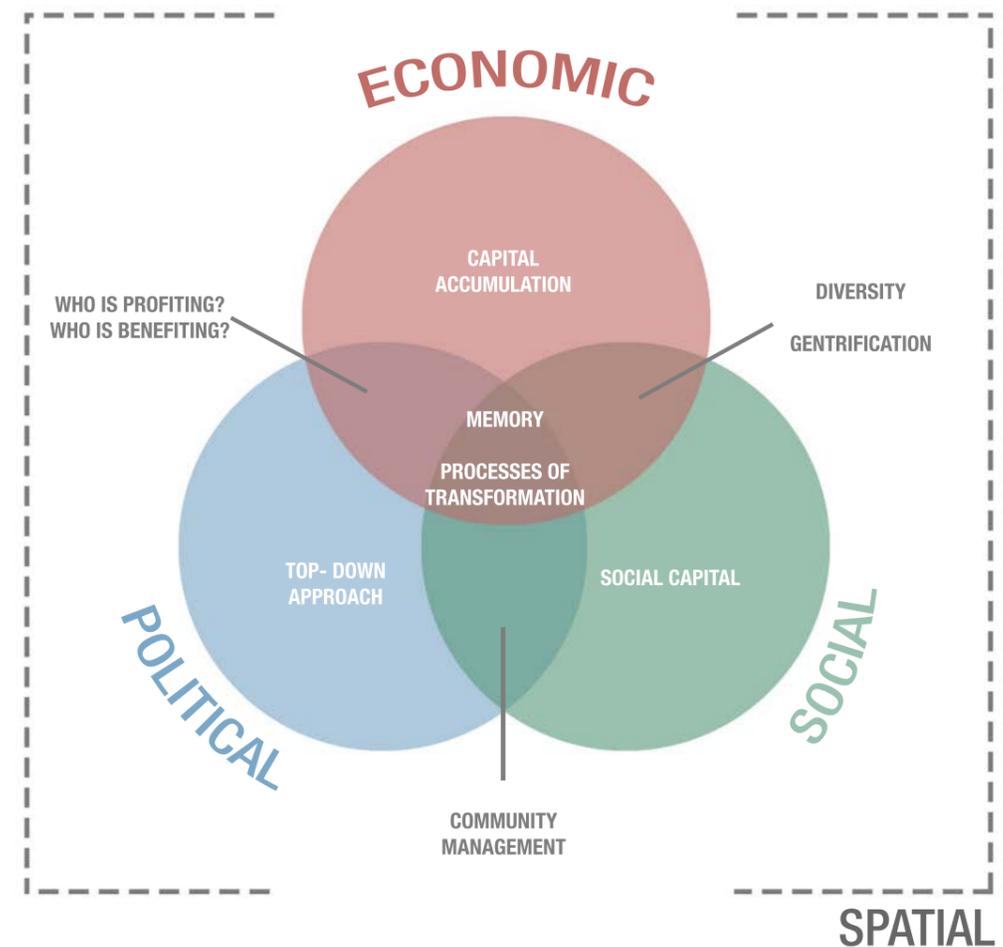


Figure 8: Overview of Economic, Political and Social context of the area.

The spatial analysis of the built environment in the first stage was related and explained through the understanding of the social, political and economic aspects of the study area. By the same token, Lefebvre explained that the “(Social) space is a (social) product (...)”, using the concept of the production of space, posits a theory that understands space as fundamentally bound up with social reality”(Schmid 2008:28).

For that purpose, the analysis of the social, political and economic aspects of the study area has multiple representations in the spatial dimension which encompassed the three dimensions and its intersections.

ECONOMIC

The future development of Convoys Wharf and Timberyard are private investments that see the area as an opportunity of capital accumulation. In accordance with Ian Jack (2005) “Agents equipped with the skills to “generate value in unlikely neighborhoods”. In other words, this is the wisdom of the ages: buy low and sell high. But rarely has

the profit motive been so plainly enunciated.” Not only the private developers work within this notion of profit, the future residents “see London property as a safe and easily tradeable asset rather than a home” (Ibid 2005).

The new vision of Deptford fostered by the local council is opening the area to commerce chains that attract foreign investors in the area. However, the community is against the proliferation of big shops that are replacing local business because the lack of support from the council. (Group A01)

SOCIAL AND ECONOMIC

Lewisham is considered one of the most diverse boroughs in London that gathers many ethnicities. According to London Census (2011) are ethnic minorities located in the study area up to 75% in some zones. The social heterogeneity is perceived spatially in the development of local businesses in Deptford High Street that offers: African fabrics, Arabic food, Vietnamese supermarkets, etc. (Group E01)

The housing infrastructure in Deptford is able to host a variety of dwellers in terms of income. The schemes of tenure most significant in Lewisham are the “social rent” and “mortgage” (Group A1). The area of study is characterized by the high amount of council developments that were sold after the policies in the government of Margaret Thatcher that “extended the right to buy for council tenants resulting in many properties in the social sector becoming privately owned” (Rossiter 2011:4).

In addition, the area of study offers private developments with high housing standards such as Millenium Quays or Convoys Wharf focused on high-income residents that can afford mortgages tenure schemes. However, the recent regeneration projects that respond to high lifestyles would lead to process of gentrification in the area. The negative effect is that low-income inhabitants would be displaced to other areas further the center of the city but cheaper. (Group A02)

SOCIAL

The area of study is perceived as a cohesive community that could solve their problems by face-to-face interactions or have the support of the neighbours in case of emergencies. In addition, the community is looking forward the development of the local businesses rather than the commerce chains. In a bigger scale, the Deptford Neighborhood Action (DNA) is a forum that “promote and improve the social, economic and environmental well-being of its residents and businesses” (DNA 2014). These relationship interactions reflect a high level of social capital in Deptford and the importance of the local dynamic and the built environment. (Group A1)

SOCIAL AND POLITICAL

The cohesive community of the study area has much political scope in the built environment. For instance, the management of the open spaces in Deptford where they implemented the re-design of the areas led by a participatory process and making strategic alliances with public entities, artists, architects and NGO’s. Their work goes further the built environment to implement training programs for the community to address the unemployment of some residents. (Group C01)

The main benefit of community management of the built environment is the sense of ownership. This produces a “users’ direct maintenance of facilities as well as their indirect involvement in using social mobilisation to persuade the relevant actors (state and private) to assume responsibility for such tasks” (Frediani and Boano 2012:203)

POLITICAL

The polemic development of Convoys Wharf reflects the top-down approach in the provision of infrastructure of the area of study. The private companies are in charge of bringing the population in the process of design and they were consulted at some point of this project. However, the different values that motivate the regeneration along the actors made that the result of the project is not aligning with the interests of the community. On the other hand, as it was mentioned, the project corresponds to the profit logic of the private sector.

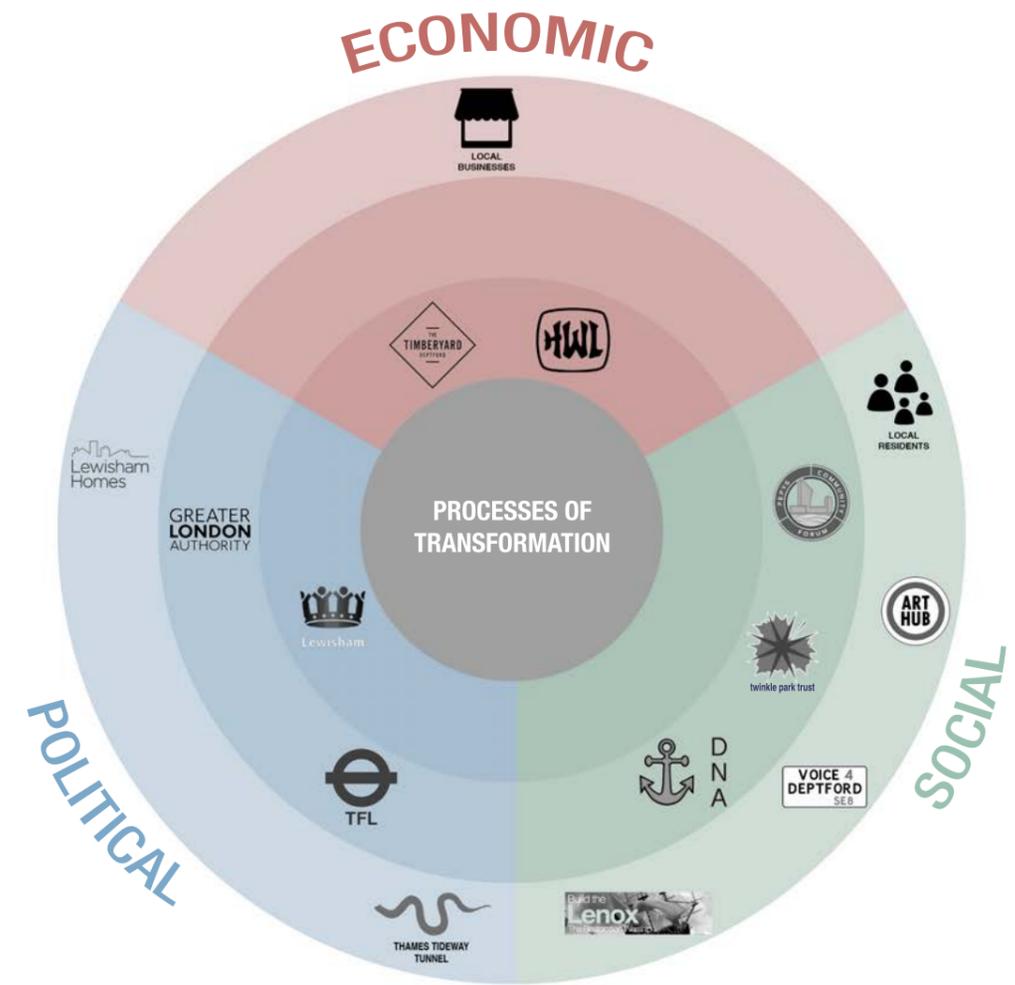


Figure 11: Social, Political and Economic Actors.

ECONOMIC AND POLITICAL

The definition of who is profiting and who is benefiting from the policies is crucial to propose new ones that could be more oriented to the needs of the most vulnerable population. The Greater London Council established the affordable housing target and fostered boroughs to negotiate with private developers the homes for low-income Londoners (Group A01).

The current regeneration processes in Deptford based in housing provision develops “3,500 flats – 500 of them defined as “affordable”, the rest sold for whatever the market dictates” (Jack 2015). The vision of the council to facilitate the construction of homes for social purposes resulted in the benefit of the private sector.

In the businesses sector the Lewisham council aims “to diversify and expand the Lewisham economy by inspiring, nurturing and

promoting the creativity and entrepreneurship of residents” (Group C02). Though, the local business owners manifested that the opening of the area to new capital fluxes are affecting their businesses. In addition, the new residents prefers to buy online rather than visiting the local stores.

SOCIAL, POLITICAL & ECONOMIC

The historical value of Deptford is important for the inhabitants and it’s the main purpose of their mobilization against the new developments. As shown in London’s main papers “there is a worry from community groups that this history could be lost if the redevelopment is approved by The Mayor’s Office” (Simpson 2013). They claim the conservation and revalorization of the site’s memory: as a dock, as an industrial zone and later as a development focused on social housing.

Figure 9 (left): Local Economy Stores. Source: Google Maps (2017)
Figure 10 (right): Chain Stores. Source: Google Maps (2017)



CONCLUSIONS FROM THE 6 LENSES OF ANALYSIS

SUMMARY OF THE PREVIOUS PHASE

<ul style="list-style-type: none"> - Diversity - Transformation - Unity vs Fragmentation - Environment for gentrification and effect on local community - Insecurity (perception) - Diversity and Identity 	<ul style="list-style-type: none"> - Historical, social and natural landmarks - Landmarks by scale, colour and material - Landmarks associated with new demographics - Landmarks as places of activity - Landmarks as reflection of consumption - Big chains and stores as landmarks - Coarser grain in new developments vs finer grain in existing context. How would it change accessibility? - Use of landmarks for marketing and to mask rupture with surroundings 	<ul style="list-style-type: none"> - Digital public space (Peppy's) - Community vs Council management of public spaces - Public space network and access to the river - Division of North and south Deptford in term of scale, land use and management of public spaces - New development opportunities to create public space? - Public space as a marketing tool 		<ul style="list-style-type: none"> - Deptford as a whole is a threshold - Space, time and use as categories of thresholds - Qualities of place: emptiness, enclosure, etc. - River as a threshold - Leftovers and thresholds as spaces of opportunity - Thresholds in time - Deptford as a palimpsest - Presence of in-between spaces - Significance of the past identity that is pushed away by gentrification - How to preserve memory? - Places of memory as leftovers. Efforts to push away memory 	<ul style="list-style-type: none"> - Human scale culture is being commodified - There are efforts of economic recovery - Political will for investment in culture - Government as key actor for inclusive development - Creating jobs in new development for locals - Potential of local businesses for cultural exchange - Emergent creative cluster in the area - Cultural events, cultural agenda - Local vs global businesses & culture - New developments vs cultural and historical context 	<ul style="list-style-type: none"> - Pedestrian character of the area - Accessibility to stations - Well-connected? local vs london scale - Lack of parking spots - Pedestrian and cycling connectivity - Library as community space and connection to world - Access to wifi / internet - No access to gated spaces - Lack of pedestrian crossing (safety) - Cycle lines (where and why)? - Connection with Canary Wharf - River and transport, who can access?
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HOUSING & DWELLING	URBAN FABRIC & LANDMARKS	PUBLIC & OPEN SPACES		LEFTOVERS & THRESHOLDS	CULTURE & ECONOMY	INFRASTRUCTURE & MOBILITY
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Figure 12 (left): Aragon Tower (2017)

Figure 13 (centre): Towers and park in new developments (2017)

Figure 14 (right): Twinkle Park (2017)



Figure 15 (left): Parking lots and sheds (2017)

Figure 16 (centre): Deptford High Street (2017)

Figure 17 (right): Abandoned car (2017)

CONCLUSIONS FROM THE 6 LENSES OF ANALYSIS

SUMMARY OF THE PREVIOUS PHASE

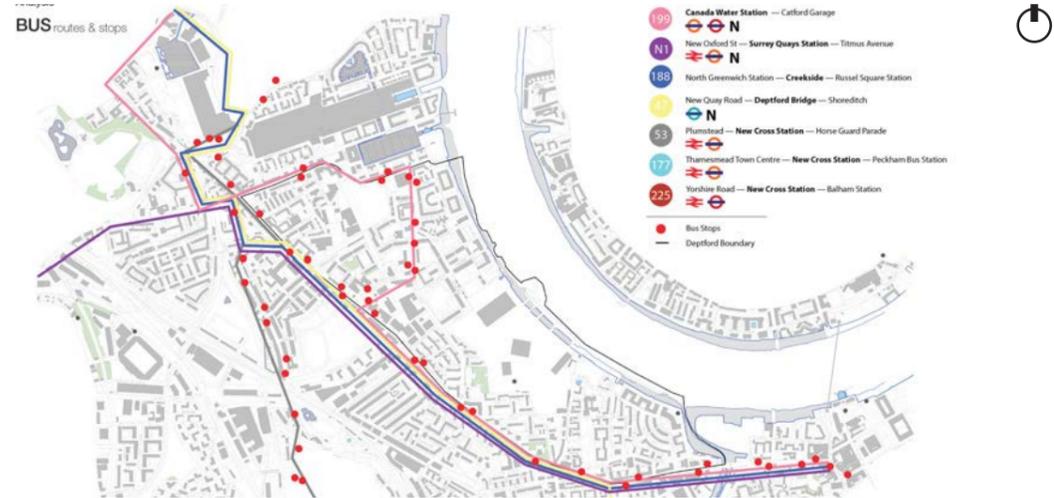


Figure 18: Map of Existing Public Transportation in Deptford (Group F1 2017)



Figure 19: Map Showing Economic (Orange) and Cultural (Tosca) in Deptford Areas (Group E1 2017)



Figure 20: Map Showing Paved Space (Red) and Green Space (Green) in Deptford (Group C1 2017)

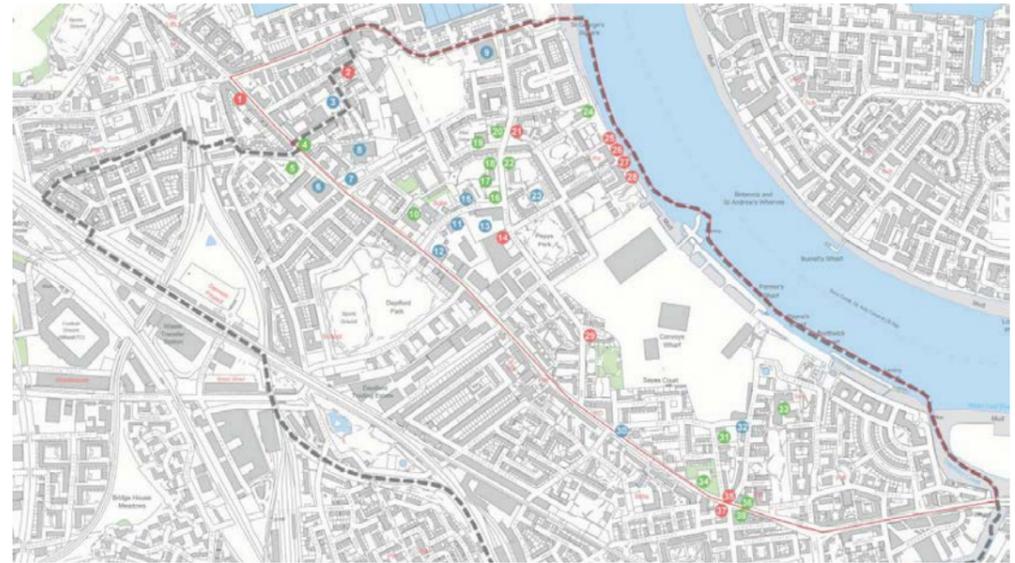


Figure 21: Map Showing Historical (Red), Visual (Blue), and Social (Green) Landmarks (Group B1 2017)



Figure 22: Map Showing Diversity Index: Socioeconomic Change in Simpson's Diversity Index (2001-2011). (Group A1 2017)

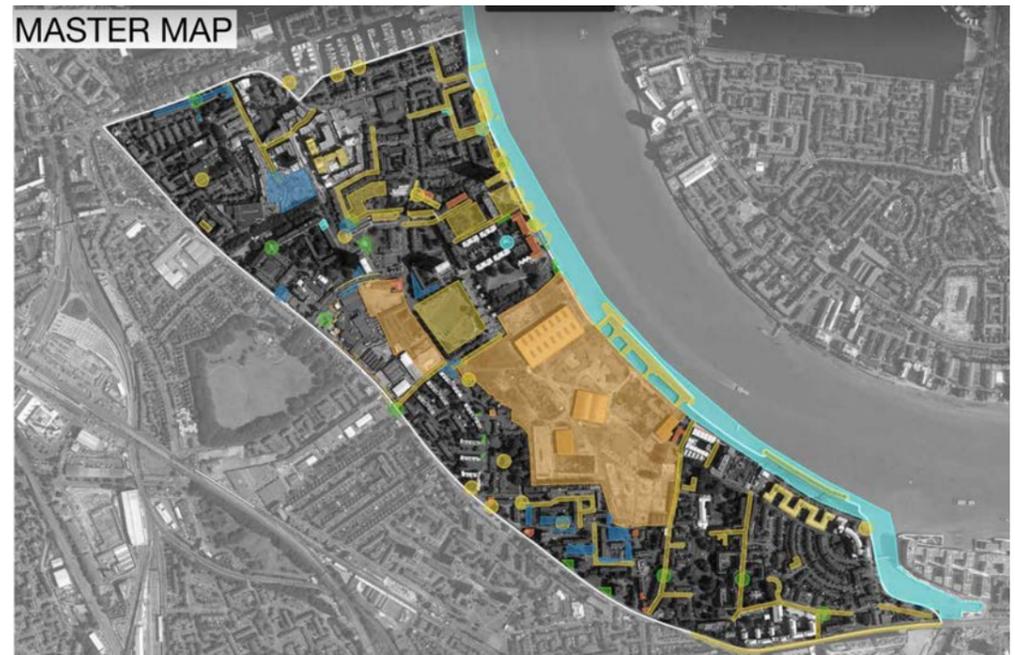


Figure 23: Map Showing Time, Physical, and In-Between Space Threshold in Deptford (Group D1 2017)

A MATRIX S.W.O.T.

INTERWEAVING LAYERS OF ANALYSIS

	1 HOUSING & DWELLING	2 URBAN FABRIC & LANDMARKS	3 OPEN & PUBLIC SPACES	4 LEFTOVERS & THRESHOLDS	5 CULTURE & ECONOMY	6 MOBILITY & INFRASTRUCTURE	
1 HOUSING & DWELLING		<p>STRENGTH: Plurality of associations with landmarks</p> <p>OPPORTUNITY: Character of some estates as landmarks</p>	<p>STRENGTH: Existing social capital in the management and appropriation of public space</p>	<p>STRENGTH: Plurality and thresholds of tenancy</p> <p>OPPORTUNITY: Use of empty houses</p>	<p>STRENGTH: bonding-bridging capital within plurality</p> <p>OPPORTUNITIES: -Cultural Exchange -Transformation -New jobs</p>	<p>OPPORTUNITIES: Intervention -Outside the stations -Neighbourhood scale pedestrian movement</p>	POTENTIALS
2 URBAN FABRIC & LANDMARKS	<p>THREAT: Fragmented identity linked to plurality of associations of landmarks</p>		<p>STRENGTH: Parks, playgrounds and existing places of activity as landmarks</p>	<p>OPPORTUNITY: The River Thames as a landmark</p>	<p>OPPORTUNITY: Political will to invest in culture</p>	<p>STRENGTH: Library as a point of connection</p>	
3 OPEN & PUBLIC SPACES	<p>WEAKNESS: Perception of safety with cases of public space dissatisfaction</p> <p>THREAT: Fragmentation</p>	<p>WEAKNESS: New scale of public space and coarse new grain of urban fabric</p>		<p>OPPORTUNITIES: - Open spaces as leftovers - In between spaces as spaces of potential</p>	<p>STRENGTHS: -Digital Public Space -Community managed activities in public space</p> <p>OPPORTUNITY: Art event management</p>	<p>OPPORTUNITIES: -Jubilee Walkway - Main roads as centres of activity</p>	
4 LEFTOVERS & THRESHOLDS	<p>WEAKNESS: Vacant flats</p> <p>THREATS: Thresholds of gentrification; renovation of memory and identity</p>	<p>WEAKNESS: The River Thames as a leftover landmark</p> <p>THREAT: Capitalization of leftovers as landmarks</p>	<p>WEAKNESSES: -Limited access to the river -Open spaces as leftovers -Walls and construction barriers in the new developments</p>		<p>OPPORTUNITY: Use of leftovers for local businesses</p>	<p>OPPORTUNITY: Use of the river as a means of mobility</p>	
5 CULTURE & ECONOMY	<p>THREATS: -Fragmentation linked to plurality of dwellers - Transformation leading to gentrification - New lifestyles</p>	<p>WEAKNESSES: Consumption and landmark association</p> <p>THREATS: Gentrification linked to -Capitalisation of history -Investment in culture</p>		<p>WEAKNESS: Convoys Wharf as a leftover</p> <p>THREATS: -Nature of the new developments -Renovation of memory</p>		<p>STRENGTH: Mobility through digital public space</p> <p>OPPORTUNITY: Potential of different businesses to mobilise together</p>	
6 MOBILITY & INFRASTRUCTURE	<p>WEAKNESSES: -Pedestrian Labyrinth - Space outside the tube station</p> <p>THREATS: - Density v/s capacity - Lifestyle with cars</p>	<p>THREAT: New urban grain is coarse, reducing accessibility</p>	<p>WEAKNESSES: - Limited access to public spaces - Limited access to tube station - Lack of pedestrian crossings</p>	<p>WEAKNESS: Gates as thresholds of immobility</p>	<p>THREATS: -Additional conflict over parking spots - Big businesses as barriers for the mobility of local businesses</p>		
	ISSUES						

Figure 24: Matrix crossing all the layers of analysis to identify Strengths, Weaknesses, Opportunities and Threats



PART 3 - OUR VISION

Figure 25: Street Market at Deptford High street. (previous page)

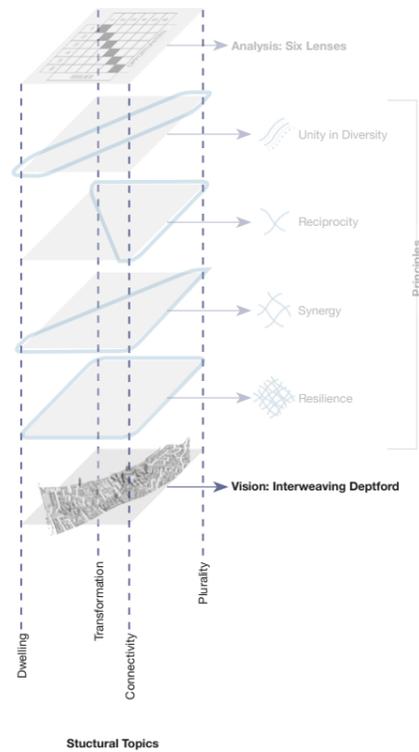


Figure 26: Diagram illustrating the different phases of the work presented.

INTERWEAVING DEPTFORD

INTERWEAVING LOCAL AND GLOBAL INTERESTS IN PROCESSES OF TRANSFORMATION



Figure 27: 3D model illustrate study area

Interweaving Deptford is a proposal that brings together local and global interests in the transformation of the urban space. **We envision Deptford as a diverse, dynamic and socially engaged neighbourhood, whose residents are active in creating partnerships and alliances for an inclusive transformation of the area.**

The current processes of transformation of the site are being carried out through the prioritization of global interests and top down vision, thus the threat of gentrification and the affordability of the area. However, to implement an inclusive and sustainable process, the concerns and needs of the local community must be considered.

The proposal envisions a process that builds on and complements the existing socio-economic diversity of Deptford encompassing different scales and scopes, that is an opportunity to reframe the trajectory of transformation: based on the principles of Unity in Diversity, Reciprocity, Synergy and Resilience. These principles string together the structural topics of Dwelling, Diversity, Connectivity and Transformation that emerged from the previous analysis.

The design response envisions an alternative transformation that is born from the socio-economic local assets and aims to develop through fluxes of exchanges with the global interests to promote mutual interests. The new vision attempts to create a local society involved in the economic and political spheres that are affecting their livelihood to become a resilient community.

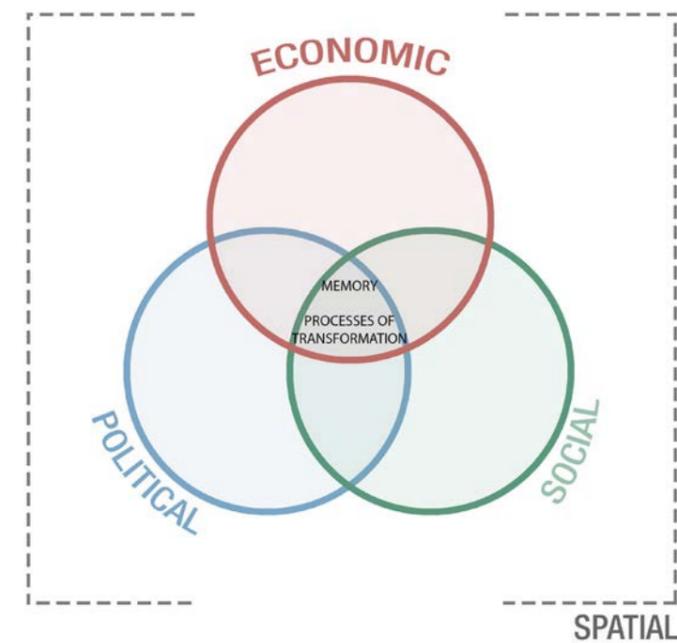


Figure 28: Memory and Processes of Transformation in Economic, Political and Social Dynamics.

OUR PRINCIPLES

INTERWEAVING LOCAL AND GLOBAL INTERESTS IN PROCESSES OF TRANSFORMATION



UNITY IN DIVERSITY

The principle is based on the socio-economic diversity of the area. It seeks to gather the different manifestations and to recognize potential values of exchange to promote an inclusive development. According to Lefebvre (1996), there are two forms of exchange: the mental and the social. The first one is related to the “confrontation and discussion, comparison and adjustments of activities, needs, products of labour, etc.” while the second one is defined by “the commodity form”. This principle recognizes and value the first type of exchange that is embodied in the society of Deptford.



RECIPROCITY

In the analysis, the social cohesion highlighted the importance of social capital in the neighbourhood as a “collectively owned resource based on reciprocity” (Dovey 2010). It was notable that relations of trust, cooperation and exchange for mutual benefits are taking place in the current social development but not in the economic sphere. This principle aims to encourage this connection and enhance this attribute to create instituted networks that “regulate this relations (...) to accomplish a certain sort of action explicitly or implicitly stipulated” (Lefebvre 1996).



SYNERGY

The principle of synergy is a desired effect of the several processes envisioned in this development brief to make more equitable the transformation of the study area. As highlighted by Ball et. al. (2003), synergies begin with the encounter of actors driven by different objectives and with different views but who have to negotiate in order to resolve issues. “It is during negotiations that a transformative process is said to occur, as partners seek to modify each other’s views on how to tackle problems” (Ball et al. 2003). Then, the outcome and the process itself is enriched by these encounters. Overall, by propelling synergies, it is acknowledged the role of every stakeholder in the process and it is recognised how they can creatively influence on the creation of unique outcomes based on their diversity.



RESILIENCE

Over the history, urban transformations of the site driven by top-down approaches have remade Deptford several times. To respond the latest rebranding of Deptford, the principle of resilience is proposed as a means to encourage adaptive strength. This entails accepting that a change has occurred; however, acknowledging some sort of continuity of a historical charge (Lahoud 2010). Then, by fostering resilience, it is aimed to build political actors that participate in the urban transformations through a “dynamic perspective on change processes, addressed through subsequent notions such as ‘adaptative capacity’, ‘transformation’, ‘transition’, and ‘resourcefulness’” (Petrescu et. al. 2016).

OUR GUIDELINES AND STRATEGIES

INTERWEAVING LOCAL AND GLOBAL INTERESTS IN PROCESSES OF TRANSFORMATION

GUIDELINES	Protect Vulnerable Communities			
	Foster Inclusive Decision-Making Processes			
	Create Alternative Circuits Of Value			
	Foster Capacity Building Through Interaction			
	Connect Efforts At Different Scales To Create Networks			
	Work In The Threshold Between The Public And The Private			
	Create Flexibility Through A System Of Supports			
	Link Community Interests With Investment Flows			
	Connect Deptford Within And Beyond			

STRATEGIES	1	<i>Interweaving HOUSING</i>
		Securing Existing Social Rent Housing
	2	<i>Interweaving OPEN SPACES</i>
		Management by the Local Community
	3	<i>Interweaving INFRASTRUCTURE</i>
	A Network of Flexible Hubs to Support Activities in the Neighbourhood	
4	<i>Interweaving MOBILITY</i>	
	Connecting Deptford	
5	<i>Interweaving ECONOMIES</i>	
	Network of Entrepreneurship	

OVERALL STRATEGY

INTERWEAVING THE FIVE PROPOSED INTERVENTIONS

Peppy's Estate

Trinity Estate

Riverfront

Convoy Wharf

Deptford High Street

Interweaving Open Spaces



Interweaving Infrastructure and Economies



Interweaving Mobility



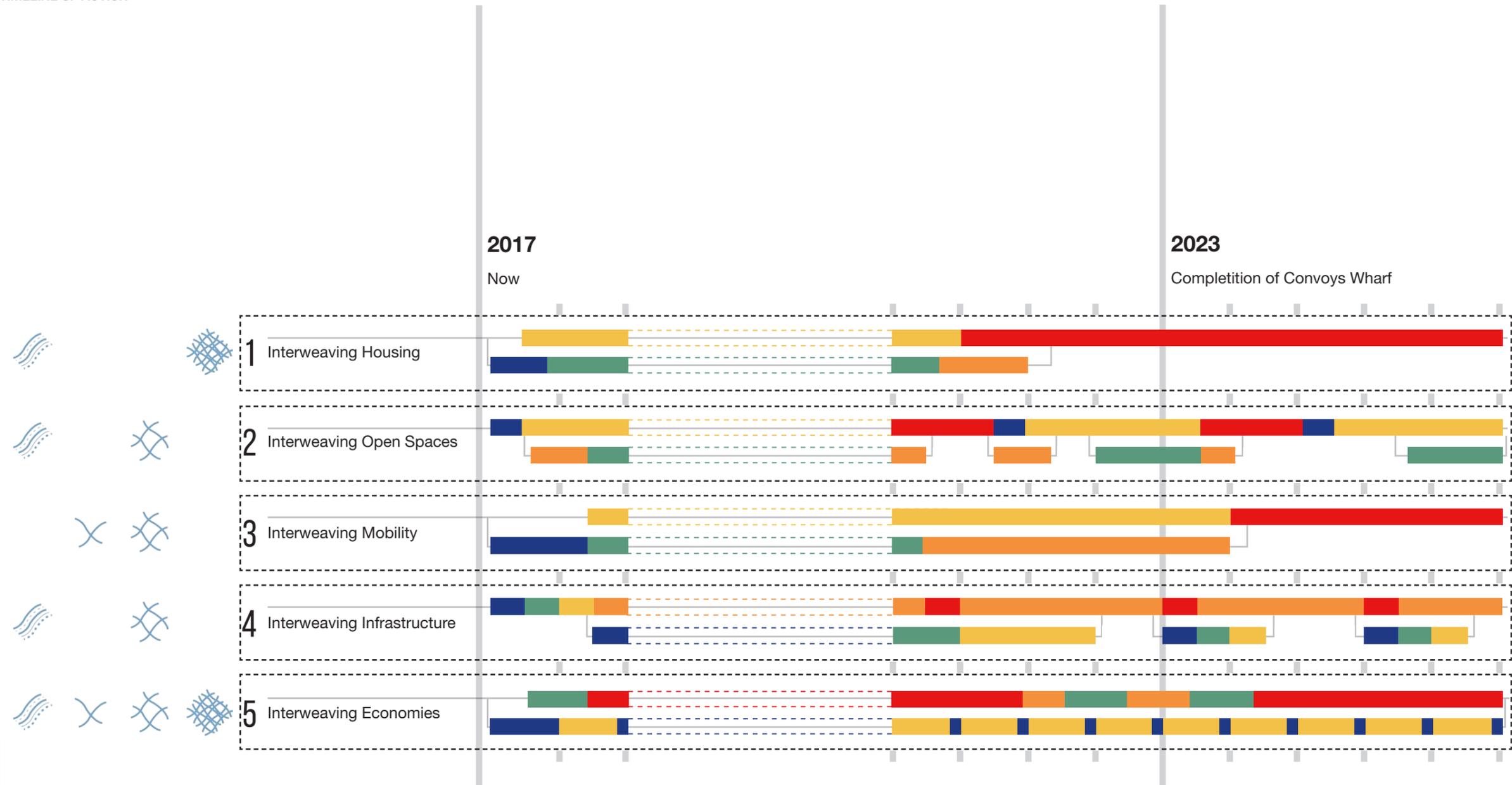
Interweaving Housing



Figure 29: 3D model with all the strategies for Interweaving Deptford.

OVERALL STRATEGY

TIMELINE OF ACTION



The timeline of action identifies 5 phases within each strategy - of mapping and diagnosis, negotiation between actors, building policy or programmes, monitoring and recalibration. In each strategy, these phases overlap and inform each other, creating possibilities for recalibration within each phase.

All five strategies further illustrated are interrelated within the vision for 'Interweaving Deptford' in terms of principles and guidelines. They are also inter-related in time through the phases of implementation and coordination of actors involved. We thus see the timeline and phases of each strategy informing the timeline of action and recalibration of other strategies - looking at additional perspectives on how each strategy unfolds and how it may be implemented.



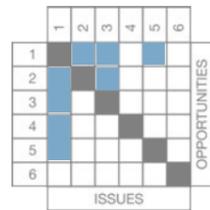
Figure 30: Timeline exploring simultaneous actions in each strategy.



PART 4 - STRATEGIES

INTERWEAVING HOUSING

SECURING EXISTING SOCIAL RENT HOUSING



INTERWEAVING DEPTFORD

Protect vulnerable communities	
Foster inclusive decision-making processes	
Create alternative circuits of value	
Foster capacity-building through interaction	
Connect efforts at different scales to create networks	
Work in the threshold between the public and the private	
Create flexibility through a system of supports	
Link community interests with investment flows	
Connect Deptford within and beyond	

In contrast to other boroughs in London, where land itself is quite scarce, Convoys Wharf in Lewisham, as a brownfield public site, could have been an opportunity for the development of new estates that could cater to the shortage of truly affordable housing in London. The agreements with the developers, however, provide a limited definition of affordable housing: rental and sales of which are linked to the market values of the developments (under affordable and intermediate housing).

The new development at Convoys wharf is adjacent to two social rental housing estates which account for most of the social rental housing in the site analysed. While located at the perimeter of the new developments, in a location that is prone to gentrification, securing these existing social housing from future private developments is a step for which various actors need to come together at the policy level.

Community Mobilisation towards Policy Recommendations

Since social rent is the only current tenure structure that meets the real needs in terms of 'affordability' (Just Space, 2016), a provision to protect these existing rental structures through policy, involving the Greater London Council, Lewisham Borough Council and civil society groups such as DNA. Here, protection implies:

- The physical social housing structures themselves, including their maintenance.
- Continual of the 'social rent' tenure within these.
- Protection of the existing open space associated with the existing social housing estates.
- Maintenance of these open spaces as per the vision and management of the community in these estates.

Figure 31: Situation of a open space in the study area (previous page)

Potential Actors Involved:

- Lewisham Homes
- Greater London Authority
- Lewisham Council
- DNA
- Local Residents
- Voices 4 Deptford
- Peppy's Community Forum

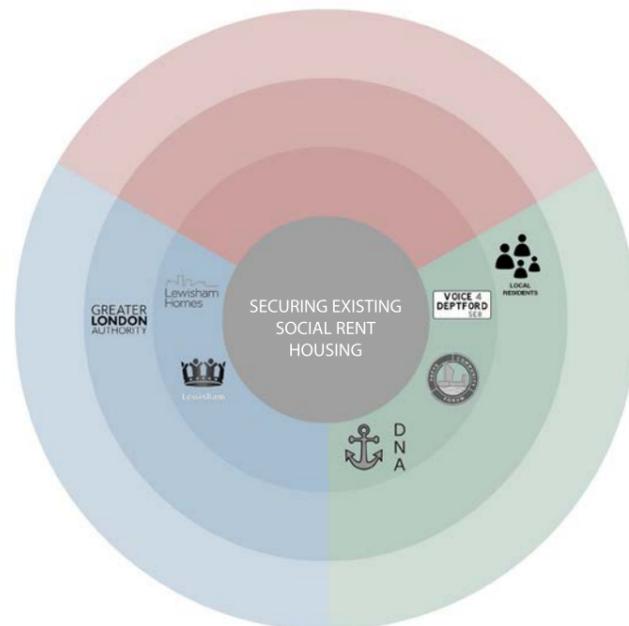


Figure 32: Actor Map for the proposed strategy.

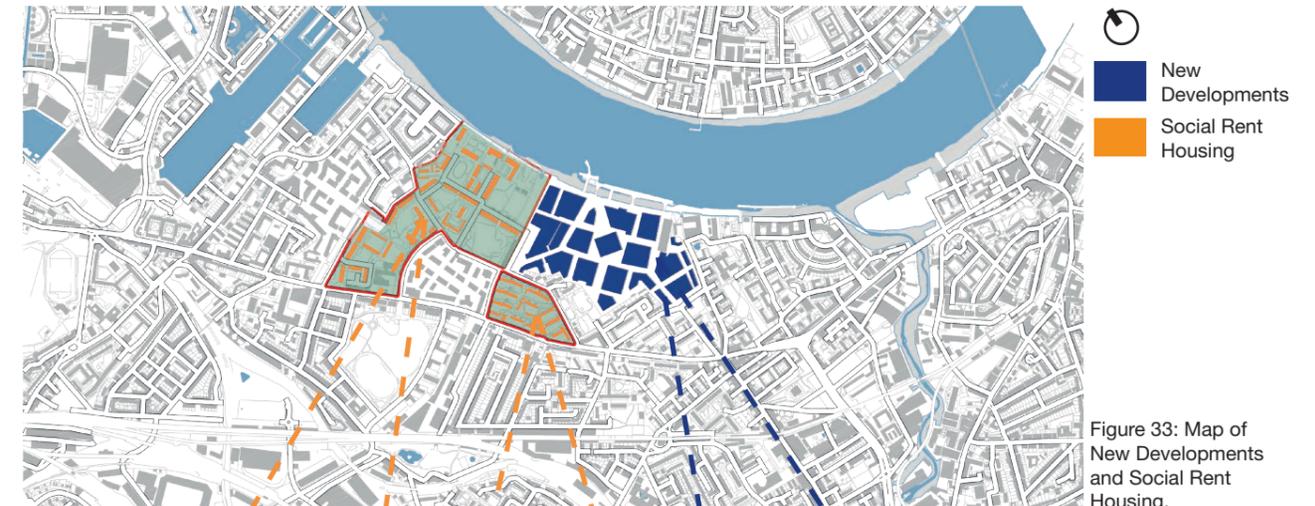
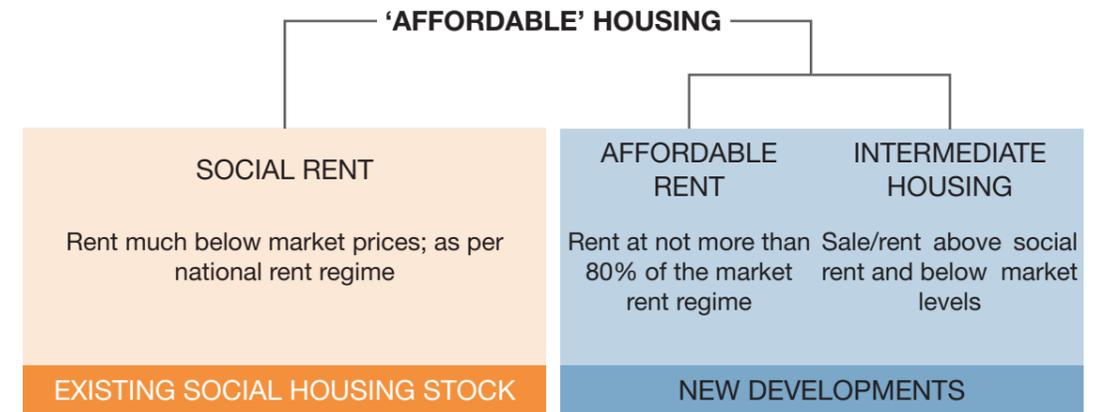


Figure 33: Map of New Developments and Social Rent Housing.



Peppy's Estate



Trinity Estate



Convoys Wharf

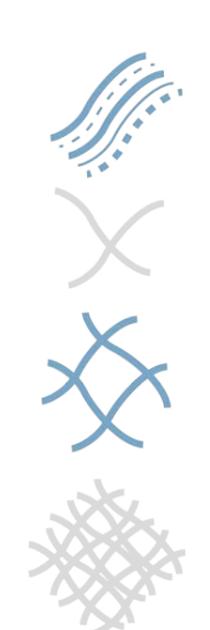
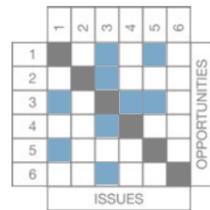
Figure 34 (Left): Peppy's Estate.

Figure 35 (Centre): Trinity Estate.

Figure 36 (Right): Convoys Wharf.

INTERWEAVING OPEN SPACES

EXPLORING LOCAL COMMUNITY MANAGEMENT SCHEMES



Protect vulnerable communities	
Foster inclusive decision-making processes	
Create alternative circuits of value	
Foster capacity-building through interaction	
Connect efforts at different scales to create networks	
Work in the threshold between the public and the private	
Create flexibility through a system of supports	
Link community interests with investment flows	
Connect Deptford within and beyond	

The study area is characterized by the presence of many open spaces around the housing infrastructure. The ones managed by the community demonstrated that their involvement is “a key factor in encouraging use and popularity of open and public spaces” (Group C1, 2017).

For this purpose, the strategy “interweaving open spaces” proposes a route to follow in order to create an active community that appropriates their surroundings to raise their quality of life.

This strategy will develop a network of parks that will be modified with new infrastructure that responds the necessities of the dwellers of diverse ages, nationalities or occupations. In the process, the community should be divided according their zone of residence to then participate in the design and the construction of the spaces.

This network should connect the zones and organise their activities from the construction to the future events. First, this aims to unite the community for them to be able to help each other in the construction stage or to look for funding together. Second, the future events should be synchronized to led the entire community attend and interact.

The process is developed in four steps: (1) Define spaces & people; (2) Do it yourself! Program; (3) Link interests; and (4) Cultural platform.

(1) Define spaces & people: DNA acts in this stage as an organizer in alliance with Voices 4 Deptford to spread the program. DNA subdivides the area to delimitate the spatial scope and the community involved in each group. They help in the definition of responsibilities of every member that would join the program around: the research of ideas,

Potential Actors Involved:

- Local Businesses
- Lewisham Council
- DNA
- Local Residents
- Art Hub
- Voices 4 Deptford
- Twinkle Park Trust
- Pepy’s Community Forum
- Local Primary Schools

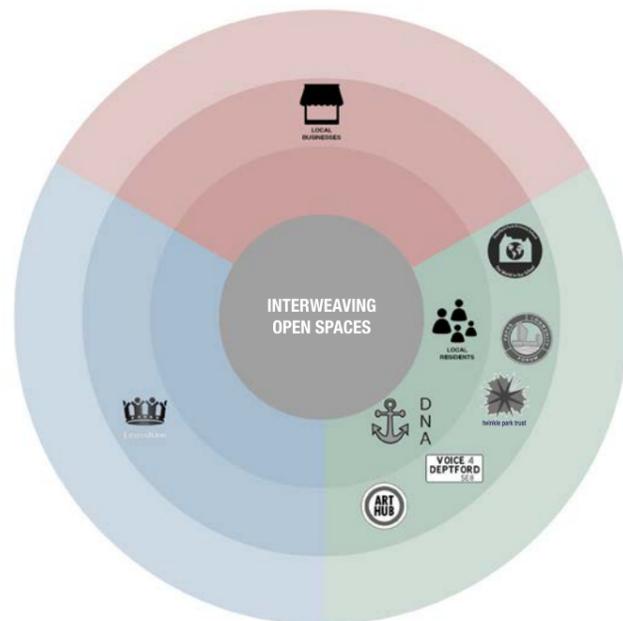


Figure 37: Actor Map for the proposed strategy.

the cost of the project, the search of resources, media and communication, etc.

(2) Do it yourself! Program: To support the process of appropriation, DNA should arrange several workshops with organizations that have experience in the subject: Peppys Community Forum, Twinkle Park Trust and Assembly SE8 (Group C1, 2017). The groups should bring some ideas and proposals for their certain area to discuss in the workshops.

(3) Link interests: For the implementation of the projects is necessary to negotiate a financial support with the Lewisham Council as part of the management budget of the open spaces. The community groups would be responsible for the cleaning and maintenance some days in return. In addition, the groups can evaluate alliances with local businesses that can rent a temporal space in the parks in special events to sell their products.

(4) Cultural Platform: To activate the open spaces, the groups should propose a calendar with special events along the year to DNA. These events should involve cultural associations such Art Hub Studios or education centers as Invicta or Deptford Park Primary School (Group C2, 2017). The purpose is to bring a different theme on each event to keep the expectations of the attendees and foster the participation of diverse members of the community.

After the realization of the estrategy, it is essential that DNA monitors the condition of the open spaces occasionally and proposes their re-design if they are not working as a place of social interaction. In addition, the association should encourage updating the infraestructure of the open spaces from time to time to bring new neighbours to the groups and strengthened the whole community.



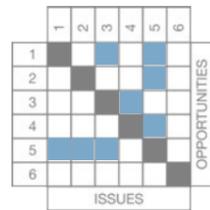
Figures 38, 39 and 40: Examples of transformations of parks.



Figure 41: Map of open spaces and its spatial scope to divide the community.

INTERWEAVING INFRASTRUCTURE

A NETWORK OF FLEXIBLE HUBS TO SUPPORT ACTIVITIES IN THE NEIGHBOURHOOD



Protect vulnerable communities	■
Foster inclusive decision-making processes	■
Create alternative circuits of value	■
Foster capacity-building through interaction	■
Connect efforts at different scales to create networks	■
Work in the threshold between the public and the private	■
Create flexibility through a system of supports	■
Link community interests with investment flows	■
Connect Deptford within and beyond	■

One of the fundamental issues we discovered in Deptford was the threat of gentrification due to the branding of the neighbourhood as a hotspot for artists (Group E2, 2017). This is seen in the marketing strategies used by the private developers in the area and is reinforced by the presence of Goldsmiths University.

However, the analysis uncovered the fact that Deptford is, indeed, a neighbourhood filled with cultural and artistic activities, and it is precisely this characteristic the one that we aim to capitalize through the strategy Interweaving Infrastructure.

We see culture as a strategic point of connection between current and new residents in the area, but we believe that there must be a network of flexible infrastructure to support such connection. To build it, we first propose to create a cultural neighbourhood

association, called TheHUB, which will rise as a key actor to manage the development of this strategy.

TheHUB will be a derivative of DNA in which there would be participation from different stakeholders of the current creative industry in Deptford. Its role will be to negotiate with other political, social and economic actors, to create a series of partnerships to build flexible hubs of activity.

The hubs will be spaces located in strategic places within the neighbourhood. They will host cultural activities, such as exhibitions, concerts, festivals, etc., as well as educational and business activities for the local residents. They will be run for and by the local residents, but they will aim to incorporate the newcomers and the young population of artists living in the area. Their flexibility will be determined by their ability to host different types of activities.

Potential Actors Involved:

- Local Businesses
- Galliard Homes
- Land Owners
- Farrells
- Lewisham Council
- Transport for London
- National Rail
- **THE HUB**
- Goldsmiths University
- Art Hub
- The Agency Art Gallery
- Deptford Methodist Church
- Bearspace Art Gallery
- Twinkle Park Trust
- Cockpit Arts
- DNA
- Local Residents

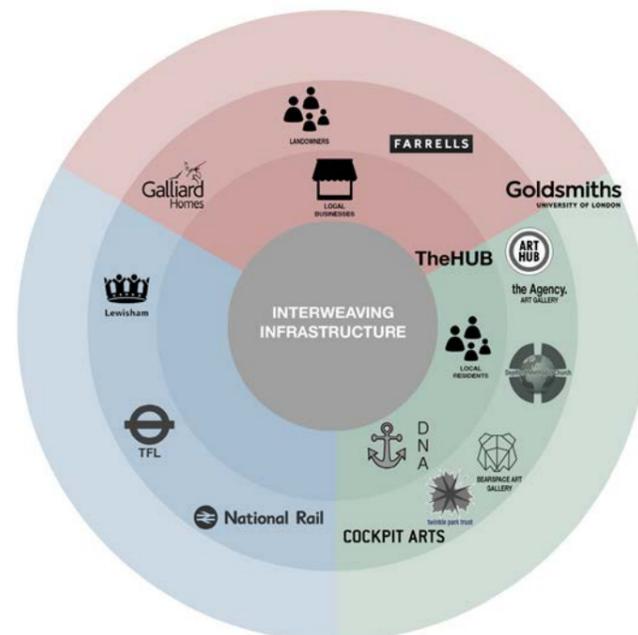
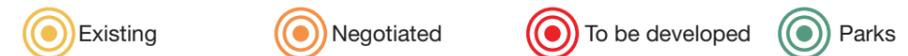
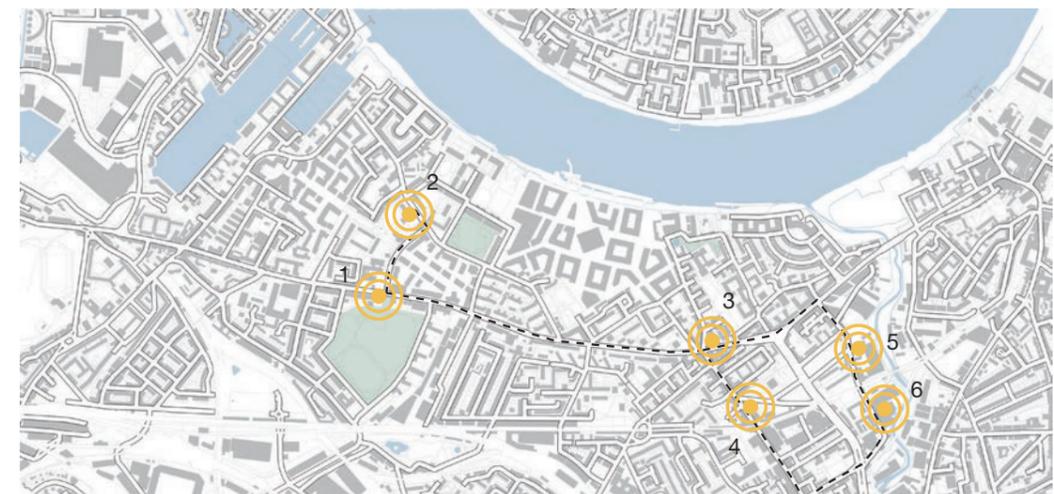


Figure 42: Actor Map for the proposed strategy.



Overall, there are four types of hubs we propose: existing places with a cultural agenda (whose owners can become either part or associates of TheHUB); some parts of new developments (which would be negotiated directly with the developers); new buildings to be proposed and built in leftovers and unused spaces; and permeable structures to be built in some of the existing parks.

Currently, the spaces of culture in the neighbourhood are clustered around two areas (the community centre and Deptford High Street) and, even though there are main roads connecting them, they do not represent enough of the land use of the area to build a strong network. This is reinforced by the apparent divide between north and south Deptford in terms of the use and availability of public space (Group C1, 2017).

The idea, then, is to first map the existing spac-

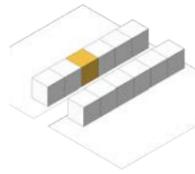
es to enter in negotiations with the owners and bring them as partners into the project. Having these first spaces, cultural events by the local community and involving local artists should be promoted to raise awareness of the strength of the local cultural industry. This will provide tools to negotiate for spaces in new developments, arguing for a transfer of management responsibilities to TheHUB in exchange for the allowance of use of the spaces for a certain period of time.

The third step would be to further negotiate with the owners of the leftovers and spaces with potential for development to build small hubs that would host more permanent activities to start generating income for TheHUB. Finally, the organisations in charge of the management of some of the parks would be brought as new partners to the project, to build the last phase of hubs, completing the network shown below:



Figure 43: Activity hubs before the intervention.

Figure 44: Activity hubs after the intervention.



TYPE 1: TURNING ALREADY EXISTING PLACES INTO HUBS

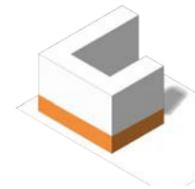
- 1. The Agency Gallery
- 2. Community Centre
- 3. Methodist Church
- 4. Bearspace Test
- 5. Cockpit Arts
- 6. Art Hub



Figure 45: Bearspace, Deptford High Street.

The first type of hub will comprise the existing spaces such as The Bearspace Test Gallery and the Methodist Church. They are part of the urban fabric of the area, which makes them part of the existing community.

Their potential lays on the fact that they are already built and their owners are already within the cultural industry. This means that with an effective negotiation, they could quickly become strategic partners to start promoting community managed cultural activities before the new developments in the area are finished.



TYPE 2: NEGOTIATED HUBS IN NEW DEVELOPMENTS

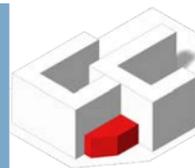
- 7. Spaces under rails
- 8. Spaces under rails
- 9. Ground floor Marine Wharf East
- 10. Olympia Square - Convoys Wharf



Figure 46: Marine Wharf East Development.

With the leverage gained from the incorporation of new actors in the project and the ongoing cultural events, negotiations could start with the developers in the area. TheHUB would ask for spaces on the ground floor, in exchange for their management costs. This could also be integrated with the strategy Interweaving Open Spaces, to develop new forms of co-management and co-production of space.

These hubs would also be an important opportunity to create spaces for interaction between current and new residents, fostering collaboration instead of alienation, while increasing the accumulation of social capital.



TYPE 3: LEFTOVER SPACES TO BE DEVELOPED INTO HUBS

- 11. Green space leftover
- 12. Green space leftover
- 13. Empty plot
- 14. Empty plot / parking lot
- 15. Empty plot / residual space

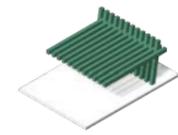


Figure 47: Residual Spaces around housing estates.

These hubs would be the hardest to negotiate, as they would be developed in empty plots, residual spaces, current parking lots or even green areas of states that are functioning more as leftovers rather than parks (see picture).

However, they provide a fundamental opportunity to reappropriate unused spaces and create small buildings made exclusively for the range of activities they would host.

Because this construction represents the highest financial risk from all the types of hubs, it is recommended to engage with the negotiation once the first two types of hubs are secured and working properly.



TYPE 4: HUBS IN PARKS

- 16. Deptford Park
- 17. Pepys Park
- 18. Twinkle Park



Figure 48: Twinkle Park, current state.

The fourth type of hub would be different from the previous ones as it would include structures built inside existing parks. These structures should be designed in such a way that they can host cultural events, while remaining an integral part of the park when they are not in use. Thus, they should be open and embedded in the dynamics of the parks as public spaces.

Their strategic nature is due to the fact that they are part of the existing network of public spaces and they serve both to those passing by and those looking for a place to stop. They would be developed in partnership with the trusts and organisations in charge of maintaining the parks.

	EXISTING	NEGOTIATED	TO BE DEVELOPED	PARKS
Business activities and entrepreneurship	✓	✓	✓	
Educational activities / Afternoon classes	✓	✓	✓	
Leisure, sports, yoga, etc.			✓	✓
Food festivals	✓		✓	✓
Cinema / screenings	✓			✓
Theatre		✓	✓	✓
Concerts / music				✓
Art exhibitions	✓	✓	✓	✓
Meetings / counselling	✓		✓	

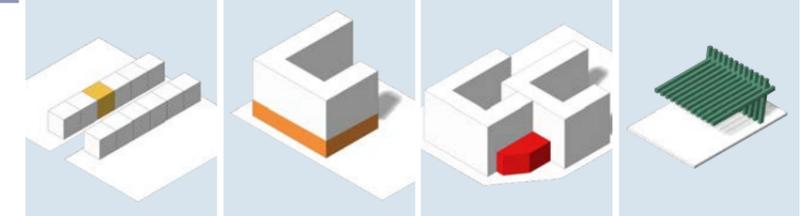


Figure 49: Types of hubs and activities they could potentially host.

Even though each type of hub will have unique characteristics, they will be able to host a variety of different activities as shown on the table above.

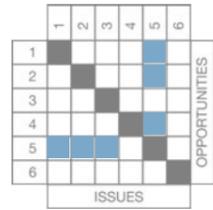
In other words, they will form a network of fixed places, with ever changing functions. They would represent a support system for the cultural activities of the neighbourhood, but they would be flexible enough to adapt to the changing conditions and demand for new activities.

The fact that they will be run by TheHUB means that they will have involvement from the current local cultural actors as well as the residents who are not necessarily a part of that world.

This would turn them as well into places of connection and interaction between the different communities in the area, fostering a sense of unity within the diversity of residents.

INTERWEAVING MOBILITY

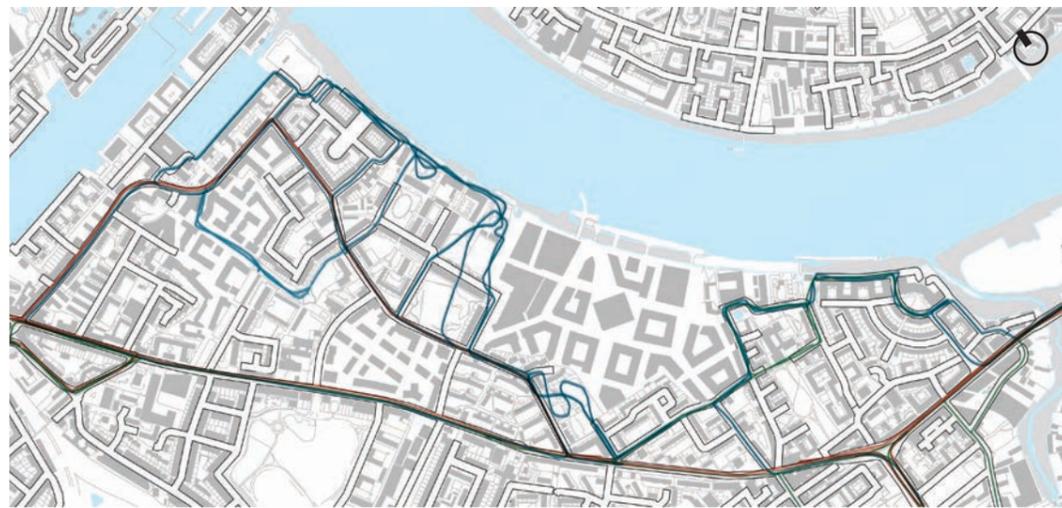
CONNECTING DEPTFORD



INTERWEAVING DEPTFORD



Protect vulnerable communities	■
Foster inclusive decision-making processes	■
Create alternative circuits of value	■
Foster capacity-building through interaction	■
Connect efforts at different scales to create networks	■
Work in the threshold between the public and the private	■
Create flexibility through a system of supports	■
Link community interests with investment flows	■
Connect Deptford within and beyond	■



Interweaving Mobility is an proposal to integrate public transport, pedestrian lanes, private cars, bicycles, and other activities.

The aims is to counter the existing conditions of north Deptford showed in the map above. Disconnected pedestrian spaces and cycle lanes and lack of access to public spaces in Deptford are some of the reasons why Deptford seems inaccessible. They tend to create a labyrinth-like fabric with poor connectivity and safety. In addition, the new developments will bring a higher density and will potentially transform the demographics of the area. The large number of people coming from diverse cultures and livelihoods inevitably could be a two-edged sword.

In one way, maintaining the existing connectivity could possibly create fragmentation, social exclusion and spatial segregation. Alternatively, engaging existing and upcoming communities within the spatial dimension could activate the areas through co-managing and co-production. The analysis with co-managing and co-production methods lead to the process loop here described.

Potential Actors Involved:

- Local Businesses
- Bearspace Art Gallery
- Land Owners
- Farrells
- Goldsmiths University
- Galliard Homes
- Lewisham Council
- Transport for London
- National Rail
- DNA
- Local Residents
- Art Hub
- Twinkle Park Trust
- Cockpit arts

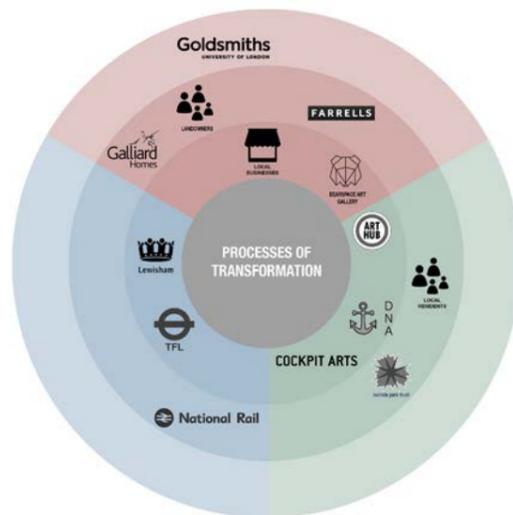


Figure 50: Activities in the Study Area.

Figure 51: Actor Map for the proposed strategy.

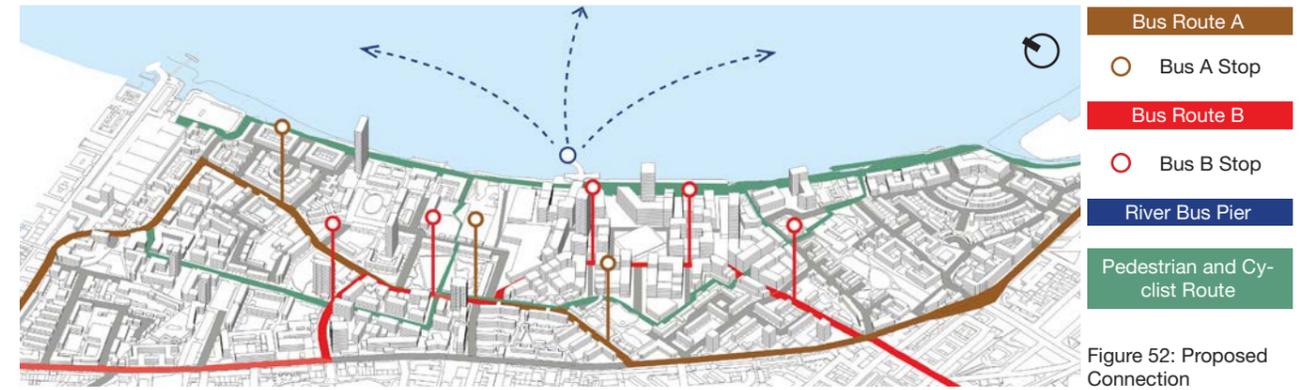


Figure 52: Proposed Connection

Through an inclusive processes, we develop precedent and steps for the implementation of the proposal that could establish new connections within and beyond Deptford :

1. Create Access: Create a linearity of the roads, mainly for pedestrian and cyclists by connecting several disconnected pathways and opening the access to public spaces, rivers, and public transport.

2. Improve Design and Identity : Having a resemblance design of a single objective is essential, with the use of similar design materials or plants in the same roads. This can create a sense of guidance and acknowledgement of the roads in Deptford.

3. Install Amenities: To encourage people to walk, amenities such as chairs, lights, trees, maps and playground is highly recommended to give safety, comfort and information to the residents and visitors.

4. Mobility Policies: To create an integrated mobility, policies are needed to control where the public and private cars are allowed to access and where the pedestrian and cyclist areas are. We propose several roads to be used by pedestrians and cyclists only, while providing new bus lanes and river connections to fulfill the mobility needs of people in Deptford.

5. Generate Activities: The last part of this intervention will take advantage of the roads and river side to accommodate weekly markets and festivals.



Figure 53, 54, 55: Signage, Street Lamp, and Market.



Figure 56: Model of strategy along the river.



PART 5 - CONCLUSIONS

CONCLUSIONS

The analysis of the study area in Deptford highlighted the structural topics of transformation, plurality, connectivity and dwelling. The area of study is currently undergoing a process of regeneration with the development of the Convoys Wharf industrial and historic brownfield site. This has been a top-down global process of transformation and raises questions on the nature of that transformation - memory and identity, the impact of gentrification, new lifestyles, affordability and on the fragmentation of the existing plurality of the study area. Through the analysis, current practises of dwelling and the existing social capital and local economies were also apparent - of community management and appropriation of in between spaces, the use of digital space and networks. The proposal for 'Interweaving Deptford' thus aims to build on these existing practices of dwelling, social capital and local economies, to bring together local and global interests in the transformation of urban space.

The proposal identified a framework of principles - Unity in Diversity, Reciprocity, Synergy and Resilience. These further streamlined guidelines for action that informed potential strategies. The development brief illustrated five interlinked strategies for action, based on the vision of interweaving deptford - in the areas of housing, open spaces, infrastructure, mobility and economies. Each strategy outlined potential actors and a possible timeline of action - identifying overlapping stages of mapping and diagnosis, negotiation, policy or program building, monitoring and recalibration.

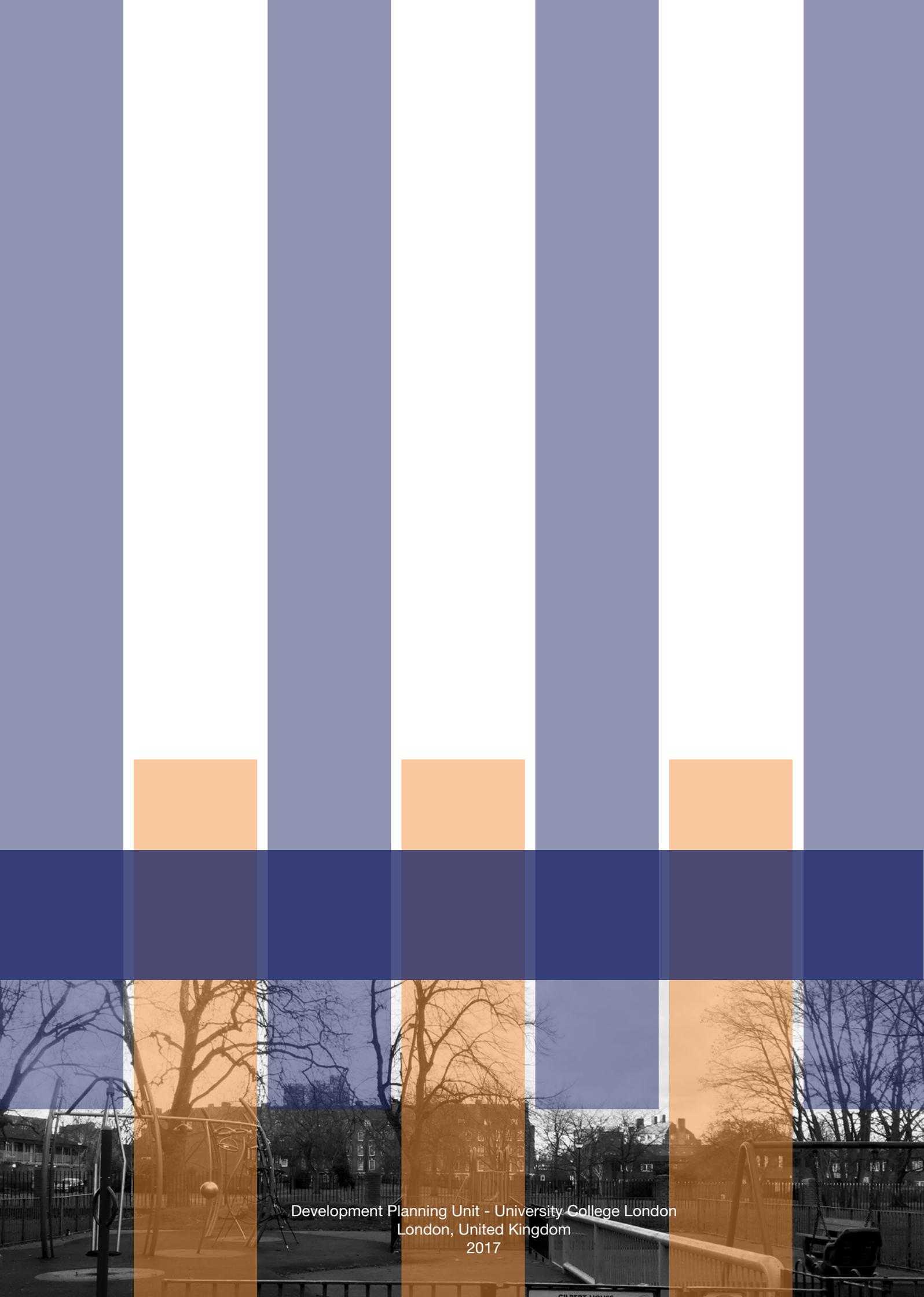
It is important to note that this proposal is one of many possibilities, and is open for recalibration by the diverse, dynamic and socially engaged neighbourhood of Deptford, such that the residents are active in creating partnerships and alliances for interweaving an inclusive transformation of the area.

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