

Introduction

This document sets out proposals for redevelopment of Cockpit Arts, Creekside, Deptford.

Our vision is to build a thriving hub for craft, design and making in the heart of Deptford, providing affordable studios, expert business support, local jobs, and a rich community programme of workshops, events and training.

Building on Cockpit Arts' 19 years of operating in Deptford, this project will refurbish, extend and optimise unused space for the benefit of local people and over 60 resident craft microbusinesses.

Making the building and activities more open, welcoming and accessible, the project will see a transformation of Cockpit Deptford from relatively self-contained organisation into a vibrant community hub on Deptford's Creekside. It will combine expanded specialist, affordable studios for creative businesses, shared equipment hubs, and new flexible education spaces to meet growing demand for events and practical workshops by and for local groups.

In summary, the project will deliver:

- New extension in front yard creating a for-purpose, flexible education space
- Refurbishment of existing ground floor and first floor to create new studios and education spaces.
- New storage and studio space in rear yard.

Total area improved/created: 1465 m²
Of which, new build: 143 m²

Breakdown by area type:

New / improved studios: 623m² (existing: 351 m²)
New education space: 141 m² (existing: 83 m²)

Total project cost: £2,430,000

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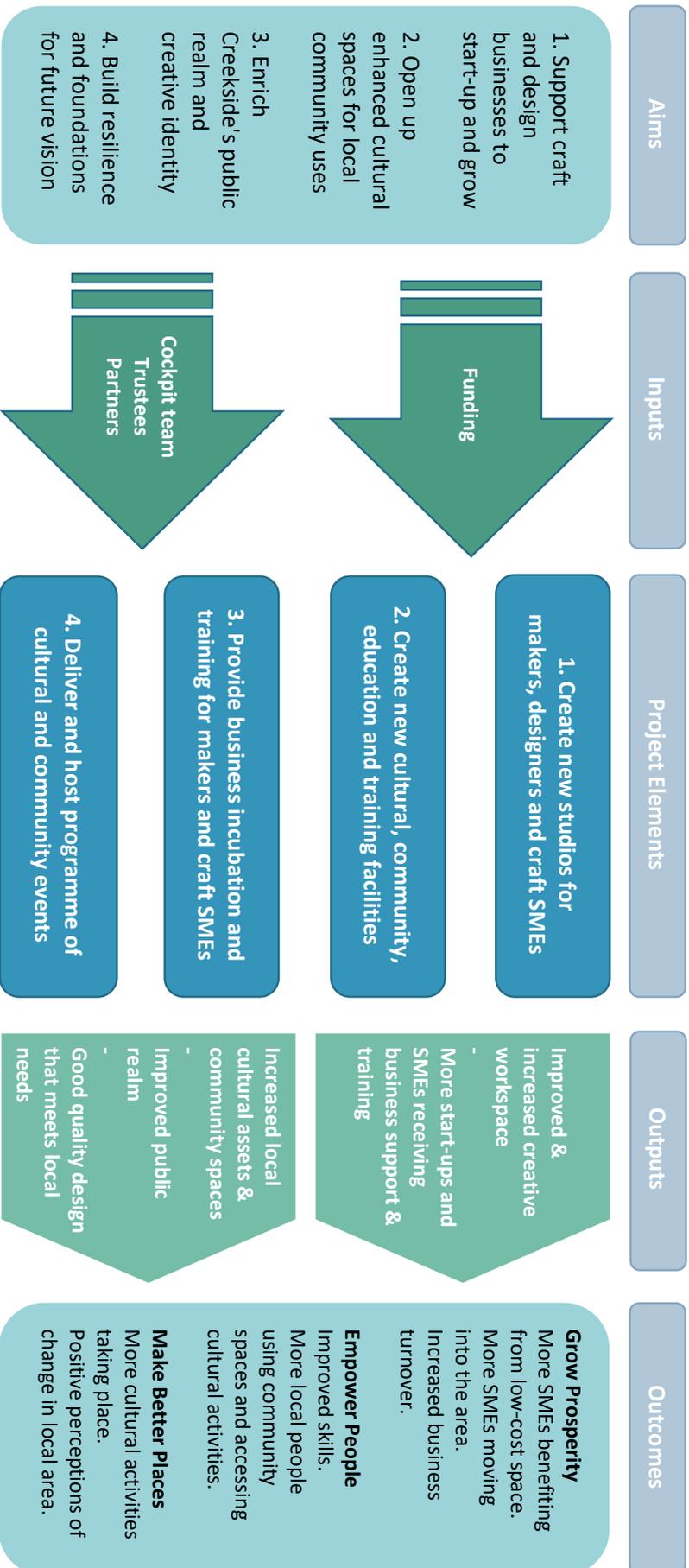
The diagram on page 2 presents our project logic model. The remainder of this document provides further detail, evidence and rationale for each component of the logic chain, organised as follows:

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Vision
A thriving hub for craft, design and making in the heart of Deptford, providing affordable studios, expert business support, local jobs, and a rich community programme.

Context
London: Creative Industries key sector in Economic Development Strategy 2018. Culture & Good Growth one of 4 priorities in Culture Strategy. London has lost 17% studio space in 3 years. Further 24% at risk in next 5 years. Investment in cultural infrastructure & protecting culture at risk key actions in Cultural Infrastructure Plan 2019. Deptford and New Cross is one of the Mayor of London's first Creative Enterprise Zones. Lewisham Borough of Culture 2022.
Lewisham: One of the 20% most deprived neighbourhoods in the country. Established arts & cultural organisations. Area changing rapidly with new residential developments.
Creekside: Cockpit established in Creekside, Deptford, 2002. A NatWest SE100 UK top 100 social enterprise, offering space & support to 65 businesses (83% female. 21% BAME).
Cockpit Arts: Cockpit commended by GLA Culture at Risk office as an exemplar of best practice for its support of studio holders through Covid 19

Challenges: Risk of loss of specialist, affordable workspace and local cultural identity. Disconnected communities. Unused / under-optimised spaces.
Opportunities: Increase creative workspace, empower creative SMEs to thrive, expand cultural offer, enrich community connections, improve resilience.



LOGIC MODEL: Cockpit Arts Deptford Development

ABOUT COCKPIT ARTS

Cockpit Arts is London's leading studios for contemporary crafts and the UK's only business incubator for makers and designers.

Home to over 150 independent creative businesses at two sites in Deptford and Holborn, we provide exceptional makers with the tools to succeed, creatively and commercially. Our services include specialist workspace, in-house business coaching and training, and public showcases. Many of the makers based at Cockpit are recognised internationally as leaders in their field.

All Cockpit Arts studios and services are subsidised, and 20% of our early-career makers are supported through full bursaries, receiving free studio space, equipment and in-house business coaching and training.

An award-winning social enterprise, we are recognised on the 2020 NatWest SE100 index of the UK's top 100 social enterprises for the impact of our work.

In 2022, Cockpit will celebrate 20 years of operating in Lewisham. Since 2002, we have been an important presence in Deptford, as a social enterprise providing specialist workspace for crafts people, shared equipment for textiles, ceramics, wood-turning and leather work, in-house business incubation support, and employment opportunities, in particular for young people.

Our Deptford studios are currently home to 65 microbusinesses. 83% of businesses at Cockpit are female-led and 20% are led by makers of African, Caribbean, Asian and dual or mixed heritages.

Having been nominated by Lewisham Council, we successfully achieved accreditation in 2020 on the Mayor of London's Workspace Accreditation scheme.

Covid response

Cockpit responded to the Covid pandemic by introducing radical discounts for already subsidised studio fees for our resident makers. By September 2021, those discounts will have continued for 18 months.

We kept studios open throughout lockdowns for those unable to move their practices home and we supported makers with individual advice and coaching, enabling them to access emergency funds, and more 30 training workshops on resilience, fundraising and promoting and selling online.

As a result, we retained all staff and kept 150 makers in business at Cockpit Arts over the 15 months of the pandemic.

We were commended by the Mayor of London's Culture at Risk office as an example of best practice for our support of creative businesses during Covid-19, and received recognition on the Social Enterprise UK Roll Call of Honour for our work during the pandemic.

SECTION 1: CONTEXT AND RATIONALE

This section sets out the social, economic and cultural context for our project, the infrastructure challenges that we seek to address, and the business, cultural and employment opportunities we wish to create.

1.1 Context

London

The creative industries is a key sector in London's [Economic Development Strategy 2018](#). Culture and Good Growth is one of four priorities in the [Culture Strategy](#), and the sector has enjoyed 24% growth in jobs since 2012. In a sector worth £58.4bn pre-Covid, one in every six jobs in the capital was a creative one. Set against this, the [Cultural Infrastructure Plan 2019](#) reports that London has lost 17% studio space in 3 years, with a further 24% at risk in the next five years. Investment in cultural infrastructure and protecting culture at risk are key actions in the Plan.

The benefits of creative sector growth are unevenly distributed. The creative industries are characterised by inequalities and barriers to access ([Panic! It's an Arts Emergency 2018](#)). In London 95% of workers in the sector come from advantaged backgrounds, and women and Black, Asian and minority ethnic individuals are underrepresented ([Culture Club](#), Centre for London 2019).

Lewisham

Creative sector growth in Lewisham outpaces that across London. The creative and digital industries was Lewisham's fourth fastest growing sector over the five years to 2017, with a 54% increase and 71% (+1,580 jobs) employment growth (Lewisham Creative & Digital Industries (CDI) Baseline Report, 2017). However, development pressures have posed, and continue to pose, a threat to the supply and affordability of creative workspaces in the Borough. (n 2018 only 3% of industrial and 5% of office space was vacant).

Lewisham is home to one of the Mayor of London's first six Creative Enterprise Zones in Deptford and New Cross. Announced in 2018, Deptford and New Cross was the first CEZ to launch. The CEZ aims to increase creative industries employment by 30% to 1300 people and 700 businesses in 3-5 years; to protect at least 9,861 sq. m of permanent, affordable creative workspace; and to promote inclusive growth and diversity.

The ambition for Lewisham's Creative and Digital Industries strategy is to become one of London's fastest growing creative and digital boroughs and a major creative workshop for London. Its aims include development of dynamic local hubs and clusters (New Cross and Deptford as initial focus), secure current workspace infrastructure in the face of development pressures (ensuring a diversity of workspace typologies); provide talent development to enable sector growth; and use creativity to increase engagement and inclusion.

In 2022, Lewisham will host London Borough of Culture, and Cockpit is a Borough of Culture delivery partner.

Deptford

Deptford and New Cross represents the "largest creative and digital cluster in Lewisham ... [and] is an area with great potential to contribute to the CDI sector in London and has experienced rapid employment growth over the last five years." (Lewisham Creative & Digital Industries (CDI) Baseline Report, 2017). The area is a priority focus for the Borough's creative and digital strategy.

Despite this, Lewisham Arts Education Network (LEAN) reports a lack of places to learn about craft and making: there is evident demand at, for example, Lewisham Peoples Day from ‘all ages of children and young people but nothing really on offer.’ The 2015 My Place, My Time survey of 1006 young people aged 10-18 years (in the south of the borough) revealed high demand for more cultural activities: 49% had not attended any activities or clubs, and at the time of the survey only 4% were attending an organised activity. Lewisham’s Curriculum for Life, recently created by young people, confirms this appetite for creativity and cultural enrichment, alongside skills and employment training.

Findings from an interactive workshop at Pepys Resource Centre in November 2019 conducted by Goldsmiths sociologist Anita Strasser reveal how people feel about regeneration in Deptford. Whilst participants said Deptford has ‘a great community that makes me feel at home’ with ‘a rich culture’, they were concerned about ‘loss of familiar places’ and felt that regeneration was ‘top-down’ and ‘segregates people’. Participants called for socially inclusive regeneration, investing in the youngest community members, with long-term, sustainable planning, points that are reprised throughout Strasser’s research.

Deptford is Changing finds that there are no longer cultural or social places for young people to go who don’t want to ‘dance or act’. Recognising the risk that regeneration prices artists out of the area, it asserts that the arts have ‘a central role to play in re-imagining civic connections between historically marginalised individuals and groups. ... Art creates new contexts and purpose to increase participation and engagement across generations, across cultures and across abilities.’

Key issues identified in the Deptford Neighbourhood Plan include loss of identity and disregard for history and heritage, missed opportunities relating to the circular economy, and poor skills training. In response, the Plan sees the opportunity for more residents, businesses and local stakeholders actively and effectively involved in decisions. The Plan has stated priorities to ‘encourage community cohesion and active citizenship’, and to support ‘the enhancement of not-for-profit spaces dedicated to cultural, arts and community activities.’

Creekside

Creekside, Deptford is in one of the 20% most deprived neighbourhoods in the country (Index of Multiple Deprivation 2019) and is now changing rapidly with new developments at Kent Wharf and Sun Wharf bringing in large numbers of new residents, risking further the disconnection described in Deptford is Changing.

The area benefits from long-established arts and cultural organisations. Lewisham’s 2017 CDI Baseline report finds that the concentration of artist workspace in Deptford ‘is highly valuable in the context of the Mayor’s Cultural Infrastructure Plan and Creative Enterprise Zones’ and notes the importance of institutions providing not only workspace but also wider public engagement. However, it also notes that development pressures are a potential threat to affordability levels.

Cockpit Arts, Deptford

Since 2002, Cockpit has been an important presence in Deptford, as a social enterprise providing affordable, specialist workspace and shared equipment for over 60 creative enterprises, in-house business incubation support, and apprenticeships, with 20% of studio holders supported by bursaries.

Cockpit is a UK top 100 social enterprise, and, nominated by Lewisham Borough Council was in the first wave of accredited spaces in 2020 in London’s Workspace Accreditation Pilot.

Since March 2020 and the onset of the Covid pandemic, Cockpit steered a steady course supporting our community of 150 makers without losing sight ensuring the charity's sustainability, balancing short-term survival with the opportunity for long-term transformation. We raised over £300,000 to support our resident creative businesses (including support from London Borough of Lewisham), ran digital and public events, and continued a programme of business support and coaching, with over 30 workshops in the first six months of the crisis, as well as one-to-one coaching.

As a result, we retained all staff and kept 150 makers on board and in business at Cockpit Arts over the 15 months of the pandemic. Cockpit was recognised for our leadership through Covid on the Social Enterprise UK Roll Call of Honour and cited as a best practice exemplar by the GLA's Culture at Risk office.

1.2 Rationale

Against the context set out above our project addresses the following challenges and opportunities.

Challenges

- Risk of loss of affordable workspace in London and subsequent talent drain (where only those who are most privileged could continue to practice in London)
- Specific loss of specialist 'messy, dirty, noisy' light industrial craft / maker space
- Risk of loss of local cultural identity and disconnected communities
- Inequality of access to creative occupations
- Unused / under-optimised spaces at Cockpit Arts Deptford

Opportunities

- Safeguard and increase affordable, specialist creative workspace for makers
- Empower craft SMEs and microenterprises to thrive through specialist business support
- Open up Cockpit to the local community with an expanded cultural offer
- Enrich community connections
- Improve resilience of Cockpit and its resident businesses

SECTION 2: AIMS and OBJECTIVES

The overall aim of the project is to open up Cockpit Arts to create an enhanced, thriving hub for craft, design and making in the heart of Deptford, providing affordable studios, expert business support and local jobs, alongside a rich community programme of workshops, events and training.

Building on Cockpit's 19 years' experience of providing specialist craft workspace and business support, the project will optimise currently under-used, run down, and inefficiently configured spaces, making the building and activities more open, welcoming and accessible to local people.

Aims

Our specific aims are to:

1. Support craft and design businesses to start-up and grow
2. Open up enhanced cultural spaces for local community uses
3. Enrich Creekside's public realm and creative identity
4. Build resilience and foundations for Cockpit's future vision

These contribute to Good Growth Fund aims to Grow Prosperity, Empower People and Make Better Places.

Objectives

The project will meet these aims by delivering the following objectives.

- Create 623m² new / improved specialist craft affordable studio space by Q4 2022/23
- Create 271m² community space (two education rooms, public café, front garden) by Q4 2022/23
- Host community cultural events attracting 4,000 visitors by Q4 2023/24
- Attract annual footfall of 16,000 by Q4 2023/24
- Provide support to 130 craft businesses by Q4 2023/24

Our proposals comprise:

- New extension in front yard creating a for-purpose, visible education space
- Refurbishment of existing ground floor and first floor to create new studios and education spaces.
- New storage and for-purpose studio space in rear yard.
- Improvements to front and rear yards
- Total area improved/created: 1465 m²
- Of which, new build: 143 m²

The project delivers a total additional 272 m² of specialist studio space, an increase of 78% on existing provision on ground and first floors. This will enable us to accommodate at least 21 more businesses in our studios, supporting approximately 26 jobs.

Increasing the capacity and quality of our provision will enable Cockpit to operate more efficiently, improve affordability for creative businesses, provide better services for makers, secure our sustainability and engage more actively with our local community.

SECTION 3: PROJECT DESIGN and ACTIVITIES

3.1. Project design in response to context and rationale

The project has been designed to optimise currently under-used space at Cockpit Arts to secure the future of affordable light industrial studio space on Creekside and welcome local people into the heart of Cockpit's working community of makers.

Four project elements comprise an integrated programme to achieve inclusive growth: new community spaces and café, extended studio space, enterprise training, and community programmes.

The current building configuration precludes public access and includes significant unused and underused areas at ground and first floor. Cockpit is unable to meet demand both from resident makers wishing to run participatory workshops and community groups looking to hire low-cost space. New spaces will address this unmet local demand, raise visibility and accessibility, improve the public realm, and offer opportunities for people from different backgrounds to interact and meet.

The capital elements of the project will:

- create a new entrance and generous public 'face' encouraging the community to use the building
- make better use of unused ground floor spaces to create new public areas: two large education spaces, café and yard
- re-organise the ground floor layout to improve circulation, separating public areas from studios
- make use of existing unused, inaccessible front garden space
- improve shared facilities for Cockpit's makers
- create additional studio space
- take advantage of the existing rear yard space to create spaces for education and maker activities

These capital elements will be complemented by an enhanced business development programme and by new community-facing cultural programmes, focused on young people, making Cockpit's activities more visible, open and accessible.

By addressing the south of our site, adjacent to the viaduct, the project will contribute positively to the area as a whole as the neighbouring Sun Wharf development comes forward. It also creates opportunity to involve the local community at Crossfields Estate and Kent Wharf in the shaping of our proposals.

Using a co-design approach, the project will be informed throughout by detailed consultation with local people and groups (through participatory events and e.g. Lewisham Homes text surveys, partner organisations) and Cockpit businesses. We see devising a legacy for the 1989 mural as an opportunity to involve local people in contributing to the design brief and ideas, bringing existing and new communities together to create a sense of ownership and belonging.

Working with local groups (including LEAN, Crossfields Residents Association, Deptford Neighbourhood Action, Youth First, local schools and Assemblies) and embedding co-design principles will address concerns that existing communities are being left behind by regeneration in Deptford.

As home to some of the UK's leading makers, integrity of design is vital. Throughout the project, internally and externally, Cockpit's maker ethos will be evident in the use of considered materials (reclaimed, where appropriate) in well-crafted spaces.

3.2. Financial Inputs

FINANCIAL INPUTS		
Type/Source	Amount	Notes
CAPITAL		
Good Growth Fund	£ 1,000,000	For approval by LEAP 09/07/21
Stride Strategic Investment Pot	£ 1,300,000	Agreed in principle
Lewisham Inclusive Growth Builder	£ 50,000	Secured
Cockpit Arts	£ 80,000	Underwritten by mortgage loan
TOTAL	£ 2,430,000	
PRE-FEASIBILITY		
		Investment prior to July 2021
<i>Cockpit Arts</i>	<i>£ 18,745</i>	<i>Professional fees, planning</i>
<i>Weston Culture Fund</i>	<i>£ 50,816</i>	<i>Funding secured to upgrade digital infrastructure</i>
<i>Cockpit Arts in-kind</i>	<i>£ 29,619</i>	<i>Pre-feasibility 2019/20</i>
<i>Other in-kind</i>	<i>£ 51,125</i>	<i>Professional support in-kind 2019/20</i>
<i>Total investment prior to July 2021</i>	<i>£ 120,686</i>	
REVENUE		
<i>Awards and bursaries</i>	<i>£ 77,000</i>	<i>Funding for studio places for makers. Per year.</i>
<i>Business support for makers</i>	<i>£ 67,500</i>	<i>Business support (in kind, staff & trainers). Per year.</i>
<i>Total revenue contribution (per year)</i>	<i>£ 144,500</i>	<i>Per year.</i>

3.3 Activities delivered

ACTIVITIES DELIVERED	
	Notes
1. Create new studios for makers, designers and craft SMEs	Specialist studios for designers and makers (e.g. ceramicists, weavers, leather workers), including shared equipment and individual studios.
2. Create new cultural, community, education and training facilities	Two new, flexible training/workshop/pop-up exhibition spaces. New facilities will be available for low-cost hire by community groups as well as used for in-house business training programmes, and by Cockpit makers to deliver practical craft and design workshops to the public, schools/colleges, and other local groups.
3. Provide business incubation and training for makers and craft SMEs	Tailored, in-house business advice and coaching for craft and design microenterprises, complimented by business training programmes on topics such as business planning, marketing, intellectual property, export, employment etc. Business development programmes also offered to non-resident craft businesses.
4. Deliver and host programme of cultural and community events	School and community events programmed by Cockpit Arts and delivered by Cockpit and resident craft businesses; plus events produced by partners and community groups and hosted at Cockpit.

3.4 Project management and governance

The project will be overseen by a Project Board comprising the following individuals and representatives.

Lead Partner and Sponsor – London Borough of Lewisham

Head of Economy and Partnership, Karen Fiagbe.
 Business Development Officer
 Monitoring Officer

Funders

GLA Regeneration
 Stride London

Cockpit Arts Executive Team

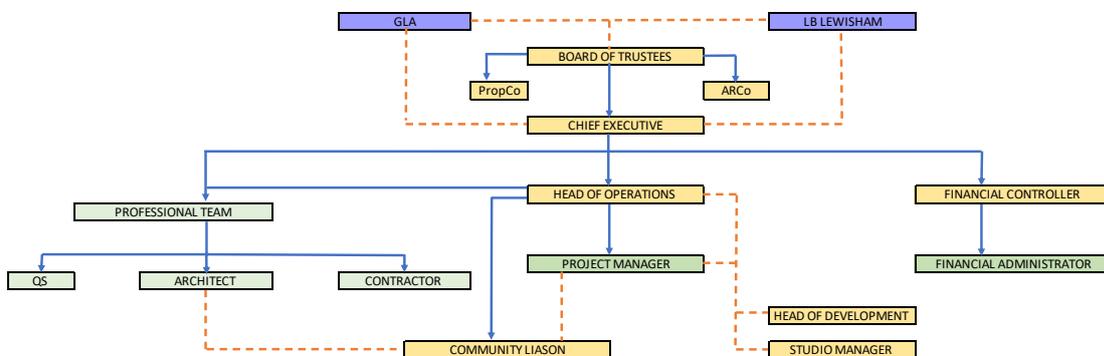
Chair of Property Committee, Ben O’Neill
 CEO, Annie Warburton
 Financial Controller, Hugo Godfrey
 Head of Operations (interim), Fabienne O’Neill
 Project Manager

Lewisham Council will be the lead partner and accountable body, working with the Mayor of London, GLA/LEAP and the co-match-funding partner Stride (strategic investment Pot match-funding) to reach timely grant agreements; manage the governance, budget, delivery, monitoring, evaluation and funding claims of the project.

Within Cockpit Arts, the project will be overseen by the charity’s Property Committee and Audit and Risk Committee which, in turn, report to the Board of Trustees.

Composition of the Project Board is designed to ensure timely decision-making.

Project Organogram



GROUP	SPONSOR	MEMBERS	ROLE	MEETING CYCLE
Project Board	Head of Economy & Partnership, London Borough of Lewisham	<p>London Borough of Lewisham: Head of Economy & Partnerships; Monitoring Officer; Business Development Officer.</p> <p>Cockpit Arts: CEO, Financial Controller, Head of Operations, Project Manager.</p> <p>Funders' representatives: GLA Stride</p>	<p>Overall project governance.</p> <p>Sign-off of deliverables, reports and monthly claims.</p> <p>Sign off at key RIBA milestones.</p> <p>Ensures alignment with wider Lewisham and GLA strategies and initiatives.</p>	Monthly
Cockpit Arts Property Committee (PropCo)	Chair, Property Committee	<p>Trustees of Cockpit Arts (currently 5 trustees)</p> <p>Co-opted members with background in property, legal and finance.</p> <p>Attended by CEO, Financial Controller, Head of Operations, Project Manager.</p>	Reviews project delivery, budget and project risk register for Cockpits Arts, ensuring alignment with overall property strategy.	<p>Monthly initially.</p> <p>Moving to bi-monthly</p>
Cockpit Arts Audit and Risk Committee (ARCo)	Chair, Audit and Risk Committee	<p>Trustees of Cockpit Arts (currently 4 trustees)</p> <p>Co-opted members with background in finance.</p> <p>Attended by CEO, Financial Controller, Head of Operations.</p>	Reviews project expenditure and funding, and risk register, in context of	Bi-monthly
Cockpit Arts Board of Trustees	Chair, Cockpit Arts Board of Trustees	<p>Trustees and Directors of Cockpit Arts (currently 12 Trustees)</p> <p>Attended by CEO and other members of staff as needed for specific agenda items.</p>	<p>Overall responsibility for Cockpit Arts governance and Trustees/Directors fiduciary and legal responsibilities.</p> <p>Receives and reviews reports from PropCo & ARCo and ensures alignment with charity's overall mission</p>	5 times a year

SECTION 4: PROJECT OUTPUTS and OUTCOMES

The table below summarises project outputs and outcomes. Notes are provided on the following page.

OUTPUTS						
Ref	Item	Unit	Baseline	Number	Date	Notes
PEOP 1.1	No. of people who participate in a project	No. of people	60 SMEs 2,459 OS visitors	4000	Q4 2023/24	Businesses, workshop/training participants, public visitors.
PLAC 1.3	Physical design encouraging people of different backgrounds to meet & interact	Poor - acceptable - good scoring	N/A	Good (412m ²)	Q4 2022/23	Assessed by trained site assessor, using eg CABE's 'Building for Life" standards. To be informed by an assessment of potential users.
PLAC 2.1	Amount of public realm created / improved	m ²	N/A	412	Q4 2022/23	Ed spaces, meeting room, yard, WCs, café
PROS 2.1	Commercial space created/ improved	m ²	351 (inc.space that will be improved)	683	Q4 2022/23	Studios, storage, leather, lathe and kiln rooms, offices: GF & 1 st floor inc WCs
PROS 2.5	Affordable workspace created targeted at artists	m ²	351 (inc.space that will be improved)	683	Q4 2022/23	Same as PROS 2.1 (commercial space) but specific to project
PROS 6.1	Businesses receiving support	No. of businesses	64 2018/19	130	Q4 2023/24	Per year
OUTCOMES						
Ref	Item	Unit	Baseline	Number	Date	Notes
PEOP 4.5	No. accessing cultural activities through community asset	No. of people	2,459 OS visitors	4000	Q4 2023/24	Initial annual target.
PLAC 3.1	Increase in footfall	No. of people	2,459 OS visitors	16000	Q4 2023/24	Per year
PLAC 7.1	Increase in visitor satisfaction	Perception' %		85%	Q4 2023/24	Rate of increase %
PROS 4.2	New jobs being created and existing jobs being safeguarded	No. of FTE	N/A	5	Q4 2022/23	Project Manager Project Assistant, Café staff. Construction Apprentice. Studio manager (safeguarded)
PROS 4.2	New jobs being created	No. of FTE	N/A	25	Q4 2023/24	New businesses based at Cockpit Arts post-build
PROS 7.3	Increase in business turnover	No. businesses w/ higher turnover	To be established	86	Q4 2023/24	66% of businesses receiving support experience higher turnover

Notes on Output and Outcome Measures

Outcomes are forecast to the end of 2023/24. We anticipate that we will continue to deliver social, cultural and business outcomes beyond this date, reaching more businesses and more members of the public.

We anticipate that, in addition to these given outputs and outcomes, further jobs will be created as a result of the project, through employment by resident craft businesses. For example, in 2018/19, Cockpit makers employed 130 freelancers, and ten Cockpit businesses had PAYE employees. However, we have not included these additional jobs in our forecast outcomes.

Outcome PEOP 4.5 (No. accessing cultural activities through community asset) relates to Output PEOP 1.1 (number of people participating in the project).

Output PLAC 2.1 (Amount of public realm created/improved) relates to new public education spaces, meeting rooms, café and facilities.

Output PROS 2.5 (affordable workspace created targeted at artists) is a more specific descriptor for Output PROS 2.1 (commercial space created/improved). The two outputs refer to the same space.

Outcome PROS 4.2 (jobs created or safeguarded) includes 5 jobs created or safeguarded through the project (both during the construction phase and post-construction) and 25 jobs created or safeguarded post-construction through accommodating, retaining and/or training new creative businesses at Cockpit Arts.

Total area improved / created: 1,465m²

Of which, new (net total uplift): 143m²

As explained in our evaluation plan, we will also track additional long-term impacts, including demographic measures, adding to our current, annual impact reporting and measurement in The Cockpit Effect:

<https://cockpitarts.com/impact-research/>

Long-term Impact

The outputs and outcomes specified in the table above will contribute to the following overall project aims, aligned with GGF aims for inclusive growth:

Grow Prosperity

Improved & increased creative workspace
More SMEs benefiting from low-cost space.
More start-ups and SMEs receiving business support & training
Increased business turnover.

Empower People

Increased local cultural assets & community spaces
More people using community spaces.
More local people accessing cultural activities.

Make Better Places

Improved public realm
Good quality design that meets local needs
More cultural activities taking place.
Positive perceptions of change in local area.

SECTION 5: DIVERSITY AND INCLUSIVE GROWTH

Cockpit Arts Commitment to Inclusive Growth

Inclusive growth is at the heart of Cockpit's work and ethos, with a commitment to generating employment opportunities whilst operating in an ecologically sustainable way.

Inclusion and Equality

Cockpit is committed to inclusion, diversity and equality in all our activities, recognising that creativity is fuelled by diversity. We have a long-standing commitment to address barriers through apprenticeships, free training, and bursaries, and we are an accredited London Living Wage Employer.

We are proud of the diversity of our community: 20% of our makers are from non-white backgrounds, compared to 4% in the wider craft sector. And we are determined to do more. We aim to:

- Open up access to starting a professional career in craft to everyone with talent
- Address structural barriers, including systemic racism, inequality of access to education and training, and socio-economic barriers
- Promote and celebrate the diversity of Cockpit's community of makers
- Continually deepen our learning and evolve our understanding of diversity and inclusion
- Build a more diverse, inclusive and cohesive community: makers, team, Trustees, partners

Key actions 2021:

- 20% of studio places offered free for makers who could not otherwise afford them.
- A new 6-year programme for makers from underrepresented backgrounds
- 8 makers on 'Make It' – a 2-year studio and training programme for makers aged 16-26 from non-traditional backgrounds
- A 'remote studio' pilot for a disabled maker and guaranteed interview scheme for disabled applicants.
- Careers programme to open up access to craft careers to young people from diverse backgrounds.
- Our young people's programmes are led by our Project Coordinator who joined us via a bursary tackling socioeconomic exclusion and is now on permanent staff.
- Public events have free entry times for local residents who may otherwise be unable to attend.

At Board level, our work on inclusion is led by Trustee, and EDI expert, Nishita Dewan.

Our Diversity and Inclusion Policy and commitments are published on the [Cockpit Arts website here](#).

Environment

We are committed to minimising our impact on the environment and are currently (July 2021) updating our environmental action plan. In the lead up to [COP26](#) we are undertaking mapping the work Cockpit makers are doing to support UN [Sustainable Development Goal 13 – Take urgent action on climate change](#).

Actions already taken:

- Switching to renewable energy and low energy lighting in 2019
- Sourcing from sustainable producers, e.g. sourcing used, rather than new, furniture for our offices.
- An annual carbon footprint assessment for all staff, to be introduced to our maker community in 2022
- Running business workshops on sustainability for our studio residents
- Planning an environmental audit of both our buildings

How our project will benefit Londoners with protected characteristics and improve social integration

Our project specifically aims to improve social integration in Creekside, Deptford. It will create new business, cultural and community facilities that are open and welcoming to Londoners in our immediate local area.

Community and cultural infrastructure

Creekside Deptford is in the 20% most deprived neighbourhoods in the country, and in the highest decile of income deprivation affecting older people (LSOA Lewisham 039E, Index of Multiple Deprivation 2019). The area is changing rapidly with new residential development at Kent Wharf and Sun Wharf but lacks spaces that are inclusive of people from all backgrounds (<https://deptfordischanging.wordpress.com/2019/11/>).

Our new community and cultural facilities are intended as welcoming spaces where people from different backgrounds can meet and interact: older, established residents attending a workshop; creative practitioners taking part in business workshops; new residents visiting the café; young people attending a careers day.

The education spaces will be offered at low-cost to community groups and the café will be run by an independent operator, ideally another social enterprise, with the focus on affordable refreshments.

Our events programme will be developed to involve groups facing greatest barriers, as well as use craft to explore and exchange different cultural traditions. DCMS data shows that craft can be more accessible, and involves more participants nationally, than other art forms and has rising numbers of Black, Asian and minority ethnic (BAME) participants up by 70.3% between 2014/15 and 2017/18 to 17.2%. * *We are conscious that 'BAME' is a contested term. We use it here for consistency with official statistics and GLA monitoring.*

During the design phase, by engaging local people and involving with local community groups (LEAN, Creekside Residents Association, schools, local Assemblies, Deptford Neighbourhood Action, Youth First), existing and new residents, we will embed 'connective social infrastructure' into the project from the start.

Business support, jobs and careers

Through bursaries, we make business support, studios and shared equipment available to those who would not otherwise be able to afford them: 20% of our studios are free of charge. This project will enable us to grow our provision of affordable studio space. Cockpit's community of craft studio holders is ethnically diverse: 20% BAME (compared to just 4% in craft as a whole). Over 80% of current studio holders are women (compared with 47% in wider craft). We aim to grow our diverse studio community through targeted partnerships and bursaries and extending our business training programmes to non-resident businesses.

In 2021, we launched a new Award (a 6-year initiative) to makers who experience barriers due to race and/or socioeconomic background, championed by 10 ambassadors. Since 2010 we have run a two-year business start-up programme aimed at young people aged 25 or under who are under- or unemployed, creating opportunities for over 30 makers to date. Several participants from previous cohorts have stayed on permanently at Cockpit; others have gone on to set up independent studios elsewhere.

We are currently growing our careers and young people's programmes, including hosting Year 10 and 11 students from local schools for the national Discover! Creative Careers initiative – and running digital careers events during the pandemic, including as a lead partner for National Careers Week. Expanded, for-purpose education spaces will enable us to expand this provision and host programme that opens up knowledge of, and access to, creative careers to local young people.

We are committed to further opening up access, making our work more visible and ensuring inclusion. This project will enable us to meet those ambitions.

APPENDIX: FURTHER INFORMATION

These proposals are the result of two years' work by Cockpit Arts and professional advisors. The project went forward to the final stage 2 of Good Growth Fund (GGF) Round 3 in January 2020. It was commended for its vision, rigour and fit with the fund's objectives and was placed in the GGF reserve list.

The project has been fully revised for submission in July 2021.

Accompanying these proposals are:

- Architectural report and scope, prepared by Francis Fawcett, Cooke Fawcett Architects
- Structural scope by Eddie Jump, Pell Frischmann engineers
- MEP services scope by Michael Pangalis, Max Fordham
- Risk register
- Detailed budget
- Detailed project delivery plan and key milestones

Our vision for a transformed presence in Deptford enjoys considerable local support, and we received letters in support of our bid from 36 local organisations in Deptford and national creative industries organisations.

We presented our plans – including longer-term plans beyond the scope of this proposal – to Lewisham Council for consideration in pre-application meetings in December 2019 and January 2020. We received positive feedback and encouragement for our proposals and ambition to provide improved creative industries workspace and community/education spaces within the Creative Enterprise Zone.

We have continued to meet regularly with the developers of Sun Wharf, adjacent to our Creekside site, to ensure alignment between our plans and theirs in the overall context of the Lewisham Local Plan.

Whilst the ambition and potential for positive impact are clear, Cockpit would be unable to achieve this plan without significant funding. Investment in facilities run by a respected, well-established social enterprise is an effective, sustainable solution to meeting the challenges and opportunities set out here, ensuring value for money, true community benefit and inclusive growth.