5 YEAR STRATEGY
2015 - 2021

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5. SUMMARY AND NEXT STEPS
Prince Albert opened Albert Dock Liverpool on 30th July 1846, and 2021 will mark 175 years since this significant date. The anniversary offers an opportunity for the Dock to celebrate both its history and its future, to showcase its assets and reaffirm its value to a local, regional and national audience.

Gower Street Estates (GSE)* is taking a strategic approach to the celebrations, which will spearhead culture, unlock heritage, deliver award-winning events and demonstrate thought leadership, not only for Albert Dock but also for Liverpool and its tourism sector.

The milestone of 175 years provides the impetus to deliver an outstanding programme over the next five years, building from 2016 to a year of celebration and legacy in 2021. This document outlines the strategy for Albert Dock 175.

As the forefather of regeneration and tourism in Liverpool and one of the city’s first placemakers, Albert Dock strives constantly to meet the demands of the modern environment as well as fulfil its own aims to be pioneering, award winning, game changing and showstopping.

Over the next five years, the Dock will create a legacy that adds tourism assets to the Liverpool City Region and demonstrates how the estate is constantly evolving to offer new experiences for both new and existing audiences.

*Gower Street Estates Limited
Incorporated in 1997, Gower Street Estates Limited (GSE) own the freehold of the Albert Dock, Liverpool. The company was established to take over the role of the Merseyside Development Corporation, the government body that in partnership with Arrowcroft Ltd., regenerated the Albert Dock. The responsibility of GSE is managing the heritage of the Dock and its environment for present and future generations.
2. WHERE ARE WE NOW?

2.1 A successful attraction

Albert Dock is a successful attraction that has witnessed steady growth in footfall and tenancy over the past decade. In 2015 it had a 6% year on year increase with over 6.3 million people movements recorded, plus a 19% increase in coach visitors, a 9% uplift in national visitors and good trading reported from all tenants.

The Albert Dock’s product mix continues to grow and develop alongside anchor tenants, which include the Beatles Story, Merseyside Maritime Museum, International Slavery Museum and Tate Liverpool. These are supported by the bar and restaurant offer together with gift shops and cafes. More recently, Mattel Play opened in March 2016 and national chain Revolucion de Cuba opened its outlet in June 2016.

Recent visitor research shows that for 50% of respondents the Dock is the main reason for a trip to Liverpool, and these report a 90% visitor experience satisfaction rate.

With all the economic research and visitor figures demonstrating that the Dock is already a successful attraction, we look forward to implementing our proposed strategy over the next five years and adding to this success with our year of celebration planned for 2021.

2.2 New structure, new era

2016 marks a new era for Albert Dock with a change of ownership. Arrowcroft, the founding developer of the Dock as it is today, has transferred its assets to Lloyds TSB Group Pension Scheme (LTGPS), managed by Aberdeen Asset Management PLC. The new owners of the tenant-led units have their own vision and mission for the Dock and how they want the tenant mix to grow and become part of the narrative for the Albert Dock 175 celebration.

A new chief executive, marketing manager and marketing coordinator at GSE will ensure permanent resources are in place to maximise the Dock as a tourism offer. GSE has also developed a strategy to identify improvements in the public realm, which will be unveiled as Albert Dock 175 progresses and gives the Dock structure and focus for a new era.
Over the past decade Albert Dock chief executive Sue Grindrod has built strong and lasting partnerships with key city organisations and their representatives. As well as being a founder member of the Mayoral 100 club, for example, the Dock has led discussions about waterfront development and championed the cultural agenda in the city. Albert Dock 175 is an opportunity to enrich these close working partnerships, and in particular those with:

- Canal and River Trust
- Claire McColgan and Culture Liverpool
- Heritage Lottery Fund
- International Festival for Business
- Katie Wray and built environment professionals
- Liverpool Biennial
- Liverpool Business Waterfront Partnership
- Marketing Liverpool
- Mayor Joe Anderson OBE
- Professor Michael Parkinson CBE and the Heseltine Institute
- National Museums Liverpool
- Tate Liverpool

These all provide specific and significant opportunities for Albert Dock 175.

The Dock is strategically aligned in the city to maximise multiple private and public sector partnerships for best return on its investment and that of its stakeholders.

The rich history of the Dock provides a considered narrative for celebrating 175 years, from its days as a working dock to its regeneration by Merseyside Development Corporation and Arrowcroft, its role in national TV programme This Morning and its place as a backdrop and showcase for events such as the Giants and the Three Queens.

The Albert Dock website (www.albertdock.com) gives a historical summary, but we lack a clear celebration of its history and its contribution to the city’s narrative.

The 175th anniversary provides an exciting opportunity to celebrate Albert Dock’s history of innovation and architectural achievements and the role it has played in Liverpool’s fortunes. Securing its first Heritage Lottery Fund (HLF) bid in 2015, for example, will enable the Dock to digitise its archive in a project led by National Museums Liverpool.

The Dock is also a resource for the local community, however, and this must remain at the forefront of future plans. The Dock has a complex and significant history; it is now up to Gower Street Estates and Aberdeen Asset Management to set the parameters for its future.

HISTORY OF ALBERT DOCK

Key dates and facts

1846
Officially opened on 30th July by HRH Prince Albert

1939 – 1945
Requisitioned by the Admiralty as a base for hundreds of its ships

1941
Luftwaffe bombing raids cause extensive damage during the May Blitz

1952
Awarded Grade I listed building status

1960
The Mersey Docks and Harbour Board considers the demolition of Albert Dock

1972
The silting up of Albert Dock begins with the closure of the entirely redundant South Docks

1976
Albert Dock Conservation Area designated by Liverpool City Council

1981
Merseyside Development Corporation is set up with a mission to regenerate Liverpool’s waterfront and docks

1986
Merseyside Maritime Museum opens

1988
Groundbreaking new daytime ITV show This Morning is broadcast from the newly renovated Albert Dock

HRH the Prince of Wales reopens the now fully refurbished Albert Dock

Tate Liverpool opens

1998
Gower Street Estates Ltd takes over administration

2016
Reaches its 170th year and begins plans for major 175th anniversary celebrations in 2021

2013
25 years of regeneration since 1988 celebrated

1981

1960

1952

1941

1846

1939 – 1945

1972

1976

1998

2013

1986

2016

1988
3. WHERE DO WE WANT TO BE?

3.1 Aims

Albert Dock 175 will be pioneering, showstopping, award winning and game changing by:

1. Spearheading a cultural programme at the Dock that leaves a legacy and adds to the tourism offer

2. Celebrating its assets by becoming a platform for unique events orientated around the Dock’s offer

3. Unlocking the heritage of the Grade I listed estate on the UNESCO world heritage site

4. Becoming a thought leader on leisure, tourism and regeneration locally, regionally, nationally and internationally

5. Engaging Liverpool hearts and minds to celebrate the Dock as an asset to the city and a source of pride for its residents
3.2 | Objectives

- Commission a showstopping artwork in partnership with Culture Liverpool, Tate Liverpool and Liverpool Biennial that is a permanent creative installation for the Dock
- Celebrate the Tate’s 30th birthday and the 20th anniversary of Liverpool Biennial in 2018
- Provide a platform for local artists and cultural organisations such as Liverpool Biennial, Open Culture, Culture Liverpool, Light Night and The Lantern Company to deliver activity as part of the fabric of the city
- Realise the vision to develop the public realm and waterspace
- Develop inspiring, unique events based on the authenticity and originality of the Dock’s heritage
- Create an engaging all year round experience for visitors
- Unlock the heritage of the Dock in a way that all visitors can experience and enjoy, whether through physical or digital visits
- Use HLF funding to deliver a specific action plan that will help us become a case study for private sector engagement
- Raise awareness of the Dock’s history with Open Heritage Month and celebrate UNESCO world heritage status
- Become a thought leader on leisure, tourism and regeneration locally, regionally and nationally by showcasing estate management and placemaking best practice
- Work with the city’s educational and built environment professionals and institutions on a series of events that showcases the Dock as a pioneer and celebrates its unique assets
- Develop, in partnership with the University of Liverpool’s Heseltine Institute for Public Policy and Practice, a piece of research that details the economic contribution the Dock has made to the city over 175 years and the important role the Dock will play in the future
- Create a communities programme with Tate Liverpool and National Museums Liverpool that engages local residents
- Become a loved and celebrated local asset with increased engagement from Liverpool residents

3.3 | Key performance indicators

- Demonstrate commercial success through the sponsorship of core aspects of the Albert Dock 175 programme and generate funding for its delivery
- Increase footfall to 7.5 million per year by 2021
- Commission and install a major new artwork for the Dock by 2021
- Create an award winning, must-see events programme that includes three new events of national importance
- Increase satisfaction levels to 95% for the Dock experience by 2021
- Increase engagement of the local community by 5% year on year
- Demonstrate the economic value of the Dock to the city and track this figure on an annual basis
- Confirm the role of the Dock as a major tourism asset for the Liverpool City Region

These clear aims, objectives and key performance indicators provide a robust direction for Albert Dock 175 and ensure its realistic delivery.
4.1 Building a programme

The Dock has an opportunity to showcase its ambition and vision by developing a programme of events and activities leading up to a year of celebration in 2021.

The next five years will see a steady build up of events and activities leading to a year of celebration in 2021. The structure of the programme is anticipated to be:

- **2016**: Engaging hearts and minds
- **2017**: Unlocking heritage
- **2018**: Culture and creativity
- **2019**: Inspirational events
- **2020**: Thought leadership
- **2021**: Year of celebration
Albert Dock is a privately-owned leading tourist attraction, but it is also a valuable heritage asset for the people of Liverpool.

Local people built the Dock, worked there and lived there, as they do now. It is a major source of pride for the people of Liverpool and Albert Dock 175 aims to ensure it continues to be a resource and asset for them. Engagement with local communities will include exploring what the Dock means to them, and how it can remain accessible and engaging as a place of public enjoyment, entertainment and enrichment.

Developing Audiences and Visitor Experience at Albert Dock Liverpool is one community engagement project supported by the Heritage Lottery Fund we plan to work with partners to deliver.

Our own charity, the Albert Dock Charitable Foundation, will also engage with community groups, faith groups and the voluntary sector throughout Albert Dock 175. The foundation has a strong team of trustees from the voluntary, education, faith, arts and public sectors who bring a wide range of skills, experience and knowledge to maximise the benefits to the community.

Over the next five years, the Dock will continue to work with Tate Liverpool, Merseyside Maritime Museum, International Slavery Museum and the Heritage Lottery Fund and the Albert Dock Charitable Foundation to:

- Showcase the Dock as a resource for leisure and recreation for the local community
- Create an education programme for children and young people utilising the experiences and resources at the Dock
- Engage with local communities as part of the rolling programme of activities at the Dock, for example Folk Festival at the Dock and Pirate Festival at the Dock
- Ensure access to and engagement with the Dock’s heritage and history

Engaging hearts and minds legacy

By 2021 the Dock will have created a legacy of community engagement programmes that celebrate its history and embed it as a valued asset and source of pride in the heart of the communities we serve.

4.3 Unlocking heritage

As the UK’s largest Grade I listed structure and a cornerstone of the Liverpool - Maritime Mercantile City UNESCO world heritage site, Albert Dock is a heritage asset to unlock. Every visitor to Albert Dock should be able to engage with this heritage in accessible, imaginative, engaging and enjoyable ways.

The Dock will deliver a heritage interpretation project funded by HLF in 2016 that will attract local audiences while also improving the visitor experience for everyone.

Heritage legacy

By 2021 visitors to Albert Dock will leave feeling enriched by the way the Dock’s history has been brought to life through technology, events and animation.
The Dock is at the heart of Albert Dock 175 and each event will be showstopping, pioneering and award-winning, creating a narrative for regional and national media.

Albert Dock 175 will focus on delivering authentic and original activities that emphasize the Dock’s unique history.

A strong theme of culture and creativity will also underpin the Dock’s day-to-day operation. We will work with partners to ensure we participate in LightNight, have creative input into events such as Steam on the Dock and Folk Festival on the Dock and celebrate key dates in the city’s cultural calendar.

2018 will be another flagship year of celebrations. Liverpool will again host the International Festival for Business; Tate Liverpool celebrates its 30-year anniversary, Liverpool Biennial its 20th, and the city will also celebrate its status as 2008 European Capital of Culture. Albert Dock will play a central role in these celebrations as well as the Eighteen for 18 cultural programme.

### 4.4 Spearheading culture and a creative legacy

**Cultural and creative legacy**

The Albert Dock will work with Tate Liverpool, Culture Liverpool, and Liverpool Biennial to co-commission a piece of contemporary art. This will extend Tate Liverpool’s contemporary art collection outside into the Dock and become a new tourism asset and artistic addition to the waterfront, its iconic status providing another reason to visit Liverpool.

This will be supported by experience-led programmes around Easter, school holidays, Halloween and Christmas working with tenants to create a fantastic visitor experience. The possibility of lighting projects to animate the estate, particularly during the winter months, will also be explored.

The Dock will support a robust third-party events calendar provided by a range of operators from LightNight and the River Festival to Armed Forces Day.

Albert Dock 175 will use these events as anchors as well as creating a year of celebration around them.

Returning with a new event production team to grow and improve the event as well as celebrating the local narrative and storytelling.

### 4.5 Experiencing the Dock and inspirational events

**Event Legacy**

The Dock will create and deliver a programme of events that captures the imagination of our audiences, encouraging visitors throughout the year.

Cultural and creative legacy

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A steam-themed event in May 2016 celebrating maritime and cultural heritage, combined with the launch of the restored steam tug Daniel Adamson.

Wayne, Gerardine and the Hemingway family’s proven concept celebrating all things vintage that will build on work delivered by Culture Liverpool in 2015.

A new event celebrating folk music from the local area which links into Liverpool’s UNESCO City of Music status.

The Dock will host citywide events and also delivers its own, which drive footfall and refresh the offer. Events are at the heart of Albert Dock 175 and each one will be showstopping, pioneering and award-winning and create a narrative for regional and national media.

Albert Dock 175 will focus on delivering authentic and original activities that emphasise the Dock’s unique history.

Momentum will build over the next five years with a number of themed events. These will include specific commissions and proven concepts that drive footfall. Culture Liverpool is a key stakeholder and we will continue to maximise the opportunities to host events at the Dock.

The impact, management and delivery of the first events in 2016 will be assessed for the future.

The Dock’s commissioned events building to 2021 are:

- **Experiencing the Dock**
  - **Legacy**

  The Dock will create and deliver a programme of events that captures the imagination of our audiences, encouraging visitors throughout the year.

  Tate Liverpool was a founding tenant of Albert Dock, and contemporary art remains at the heart of the Dock experience and a core theme around which activity is based.

  The Albert Dock will support and showcase culture and creativity through its use as a venue and its citywide events. It will work with key city partners including Tate Liverpool, Liverpool Biennial, Culture Liverpool, Open Culture and The Lantern Company to create a cultural programme over the next five years that will constantly elevate and improve the creative and cultural offer.

  A strong theme of culture and creativity will also underpin the Dock’s day-to-day operation. We will work with partners to ensure we participate in LightNight, have creative input into events such as Steam on the Dock and Folk Festival on the Dock and celebrate key dates in the city’s cultural calendar.

  2018 will be another flagship year of celebrations. Liverpool will again host the International Festival for Business; Tate Liverpool celebrates its 30-year anniversary, Liverpool Biennial its 20th and it will also be ten years since Liverpool celebrated its status as 2008 European Capital of Culture. Albert Dock will play a central role in these celebrations as well as the Eighteen for 18 cultural programme.
4.6 A thought leader on leisure, tourism and regeneration

Albert Dock was born out of ambition and innovation and continues to play a key role in the fortunes of the city. Those same characteristics, and its ability to regenerate and constantly renew its offer, have driven it to become the North West’s most visited free tourist attraction.

Albert Dock 175 creates an opportunity to shape thinking for the next 30 years. The Dock will work with experts to understand the journey since the 1980s, and to establish the Dock’s importance for future generations. To this end, the Dock plans to work strategically with the Heseltine Institute and built environment professionals on a research project and a series of programmes and events.

The Heseltine Institute

The Dock is developing a partnership with the Heseltine Institute at the University of Liverpool to deliver research into the Dock’s past, present and future placemaking role in the city. It will build on this to pursue an ambitious international research project to analyse waterfront regeneration across the world. It will also explore the impact of the regeneration of the Dock on the city and city region, how it has informed Liverpool’s wider development and modernisation, and its future role in the city region.

By supporting a generation of new thinking, the Dock will be well placed when pursuing major capital projects as part of Albert Dock 175.

Built environment professionals

Albert Dock has partnered with 14 built environment institutions to deliver a professional development lecture series that will present the Dock as a case study across a range of sectors. The professions involved include:

- Architects
- Engineers
- Town planners
- Urban designers
- Transport planners
- Landscape architects
- Construction project managers

The lecture series will enable these professionals to use the Dock to inform future thinking.

The series will start in September 2016 and take place every six months up to 2021. A range of topics will include water engineering, design, heritage interpretation, estate management and commercial viability. The series will also seek to engage younger members of the relevant professions and will include an event focusing on their contribution. The events will be managed and delivered by the 14 institutions in partnership with Albert Dock.

National profiling

The Dock team will field representatives to present the Dock as a regional, national and international case study that covers topics ranging from regeneration and tourism to estate management.

Capital projects

The Dock will demonstrate its commitment to continually renewing and reinventing itself and there will be further announcements on the vision to develop the estate. These developments will be unveiled as part of Albert Dock 175 and demonstrate that the Dock is constantly reinvigorating its offer.

4.7 2021 - a year of celebration

175 years after the opening of the Albert Dock by Prince Albert, 2021 will provide a year of events and celebration as well as an opportunity to consolidate the Dock legacy.

It is anticipated that a creative director will be brought on board to programme 2021, build on the key events and also deliver specific moments of celebration throughout the year.

The year of celebration will be developed in partnership with key stakeholders and with support from Liverpool City Region and culture teams.

The activity delivered in the previous five years will culminate in 2021 and its achievements will act as a showcase for a national and international audience as well as remind the city of its role not only in the past but also for the future.

Core components of the year will include:

- A six-week celebration over the summer holiday period including 30th July, the 175th anniversary of the opening of the Dock.
- Marking the beginning and the end of the year
- Unveiling of the Albert Dock creative commission
- Culmination of thought leadership programme with the Heseltine Institute and the built environment professionals
- Confirmation of the Dock legacy and a PR moment

2021 Celebration Legacy

Not only will the Dock become synonymous with best practice and be used as a case study, but it will also be seen as forward thinking and future orientated. It is also hoped that as part of its legacy Albert Dock will seek partners and opportunities to support future generations.
The Albert Dock has been a key part of the city for over 170 years. 2021 marks a time to reflect on the Dock’s success and its role in the city’s regeneration while pointing to the future and its next challenge.

Although the Dock is the UK’s largest collection of Grade I listed buildings, it is also at the heart of one of the country’s fastest growing and most dynamic cities. Albert Dock 175 is an exciting opportunity for the Dock estate to throw down the gauntlet, enhance the attraction and remind its peers locally, regionally, nationally and internationally that it is pioneering, game changing, award winning and showstopping.

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