Contents

1.0 Introduction
2.0 Where are we now?
2.1 The Heseltine Institute Report
2.2 New Investors, New Vision
2.3 A Dock at the heart of Liverpool City Region
2.4 A New Royal Beginning
3.0 Where do we want to be?
4.0 Progress to date
5.0 Our approach 2021
6.0 Concluding comments
1. Introduction

2018 marks a significant milestone for The Royal Albert Dock Liverpool, as it counts up to 175 years in 2021 and celebrates a new beginning by being awarded Royal status.

The accolade of “Royal” for The Royal Albert Dock Liverpool recognises the historic nature of the Dock, its pivotal role in the past, its links with the Royal Family and its potential for the future. It also highlights its place in the fortunes of Liverpool City Region and marks a transformational point as we count up to 2021.
It has been two years since the Dock launched its 175-year strategy to create a programme of change and drive transformation leading to a year of celebrations in 2021, 175 years since the Dock was officially opened by Prince Albert. 2021 presents an opportunity to celebrate both the Dock’s history and its future, showcase its assets and celebrate its significance to a local, regional, national and international audience.

Alongside the 175 strategy, Gower Street Estates and Aberdeen Standard Investments commissioned the Heseltine Institute for Public Policy and Practice to understand (i) how Albert Dock had contributed to Liverpool’s growth in the past; (ii) what its partners in Liverpool City Region thought about the Dock’s current and future performance and relationships and (iii) how Albert Dock could build upon its past achievements and make an even greater contribution to the continuing renaissance of Liverpool waterfront, city centre and City Region. The reports findings were hard hitting and compelling and further added momentum to a programme of change committed to by the major stakeholders on the Dock. The key areas that required attention were on quality, connectivity, clarity on markets, governance and a strategic vision.

Since the unveiling of the 175 strategy and the publication of the Heseltine Institute Report, Liverpool has also developed its creative thinking and ambition. We are in the middle of a year of celebrations marking ten years since Liverpool was European Capital of Culture, the 10th Liverpool Biennial and the 30th anniversary of Tate Liverpool. The Dock plays a central role in this year, working in collaboration with stakeholders and providing a world class venue.

Liverpool Waterfront is fast expanding, with the long-awaited creation of a new cruise liner terminal at Princes Dock and a football stadium development proposed for Bramley Moore Dock. Albert Dock must continue to champion its role at the heart of the waterfront and work collectively with new partners as these exciting projects develop, whilst driving the need for more robust waterfront governance structures and direction.

The Dock will continue to respond to the ongoing challenges outlined in the Heseltine Institute Report, and celebrate its Royal accolade, showcasing its history and redefining its future standing in Liverpool City Region.
The Dock continues to be a successful attraction with record-breaking visitor figures and a host of new events and showcases. Alongside this, as the city develops at an ever-increasing pace, Aberdeen Standard Investments has a new retail strategy and investment programme to improve the quality of the Dock offer.

Over the last two years the Dock has continued to see robust visitor numbers at circa 6 million per annum. Its visitor mix continues to blend both residents and visitors with 23% originating from Liverpool City Region, 22% from the north west, 39% from the rest of the UK and 16% overseas according to 2017 visitor research. It has also seen great success in 2017 with the core events programme. Events ranging from Pirates to Folk on the Dock have attracted over 1.3 million visitors.

This is in addition to the exhibitions and events taking place elsewhere on the Dock, from Francis Bacon at Tate Liverpool to the opening of Leather Satchel Company, Culture Liverpool’s River of Light, the One Magical City Christmas campaign and Tall Ships delivered by Culture Liverpool in May 2018.
2. Where are we now?

2.1 The Heseltine Institute Report

The report was commissioned at a perfect juncture when the original developer of the Dock from the 1980’s sold their interest to Lloyds Group Pension fund, managed by Aberdeen Asset Management at the time and the appointment of a CEO to lead the activity of the freeholder, Gower Street Estates. The timing of the report was to provide context for the business plans being developed for the wider vision for the Dock and the development of the commercial interest. The report findings pointed to question marks around quality of offer and tenant mix as well as highlighting the need to have a strengthened role in the Liverpool City Region as a stakeholder and game changer. It also clearly set out a strategic requirement from the Dock to link cohesively with the wider waterfront and its ongoing expansion and development. The report also highlighted the important role Liverpool Waterfront could play in the fortunes of the city and City Region if there is support to strengthen its governance and provide the resources to fulfil its potential.

2.2 New Investors, New Vision

As the Heseltine Institute Report outlined its findings, Aberdeen Standard Investments launched its vision for the Dock to the marketplace, which aims to reinvent the offer and breathe new life into the scheme. The re-engagement with Liverpool City Region with an offering of retail, restaurants and leisure underpins the long-term vision for Albert Dock.

New restaurants Rosa’s Thai and Lunyalita are due to open in Summer 2018 and represent progress in phase one. Adjacent to Lunyalita, Liverpool-based independent Leather Satchel Co, will expand its store, that opened in December 2016, into Hanshaw’s Leather Workshop – providing bespoke leather craft workshops. The 2,041 sq ft unit has been secured on a 10-year lease.

Alongside these occupiers, a leisure attraction Escape Hunt, “an interactive and intuitive real-life escape game,” similar in vein to the 90s’ TV show The Crystal Maze, will move into former office suites of approximately 2,800 sq ft on the mezzanine level of Atlantic Pavilion, on a 10-year lease. Made in Liverpool TV, owned and operated by Made Television and part of a group of eight local TV stations across the country, has relocated its city headquarters to offices on The Colonnades side of the Dock.

Following on from this, Aberdeen is set to commence a refurbishment programme of vacant office suites and common parts along the mezzanine level of its ownership to attract a diverse range of office occupiers including start-ups seeking more flexible terms. It marks a transformational shift for the Dock and an exciting time in its future as it welcomes a new tenant mix, targeting a different kind of visitor.
A Dock at the heart of Liverpool City Region

The Royal Albert Dock Liverpool continues to position its offer as critical to the future ambitions of the city. Whilst it is already playing a key part in the 2018 celebrations, it is also featured as a major partner in the Mayor of Liverpool, Inclusive Growth Plan and has gained support from the city for 175th celebrations in 2021.

Gower Street Estates and the Liverpool Waterfront will for the first time be attending European Property conference MIPIM to strengthen its articulation in the international waterfront debate and further develop its position as a leader and game changer in the City Region. It is also working to explore the potential of the waterfront as an asset across Liverpool City Region.

The Heseltine Institute Report questioned whether the Dock was at the top political table. With the drive and ambition shown from its chief executive and the successes already achieved by Aberdeen Standard Investments, it is clear that this is changing and developing as the Dock becomes the voice of an expanding waterfront.

A New Royal Beginning

Now, with its Royal status, The Royal Albert Dock Liverpool marks a new chapter as a significant offer for Liverpool City Region.

In awarding its new title the cabinet office stated that “numerous current and former sovereigns have recognised the importance of the Dock both for its historical and architectural significance and its place within Liverpool.” The Dock now needs to take this forward as a game changer for the city and City Region on a national and international stage.
3. Where do we want to be?

Within this wider context, the clarity of the mission and vision for the Dock as it counts up to 2021 continues to steer its stakeholders forward to embrace change and innovative thinking.

**VISION:**

2021 is more than a year of celebration. It will provide a legacy and a platform for the future of the Dock as we count up to 2021.

**AIMS:**

These aims are the foundation for the Dock’s strategic focus. Through the 175 strategy we can assess its development and transformation, responding to the challenges stated in the Heseltine Institute Report following interviews with many of the city leaders and influencers. We are listening!
01 Spearhead a cultural programme that leaves a legacy and adds to the tourism offer

02 Become a platform for unique events orientated around the Dock’s offer

03 Continually renew and reinvent the Dock for the visitor of the future

04 Unlock the heritage of the Grade I listed estate on the UNESCO World Heritage Site

05 Become a thought leader on leisure, tourism and regeneration locally, regionally, nationally and internationally

06 Engage Liverpool hearts and minds to celebrate the Dock as an asset for the city and a destination its residents are proud of
4. Progress to date

**AIM 01**

- Spearhead a cultural programme that leaves a legacy and adds to the tourism offer

- The Dock has set-up a creative commissioning strategy group, chaired by Claire McColgan that meets regularly to develop a wider city agenda to support the 175 aims

- The steering group (GSE, Tate Liverpool, Liverpool Biennial, Liverpool City Council and NML) is working as a collective to deliver potential artistic commissioning across Liverpool Waterfront

- Liverpool Biennial and Tate Liverpool are working with Culture Liverpool and Albert Dock to explore the potential of a large scale artistic commission on the Liverpool Waterfront

- GSE has suggested the potential use of the Albert Dock front gate location as a second site which could host temporary works from 2019

- The steering group and the Liverpool Waterfront Partnership have requested that the Liverpool City Council Local Plan delivers the commissioning of art alongside new developments strategically and with a panel of approval to ensure a co-ordinated approach. This has been approved by Liverpool City Council

- Culture Liverpool has included the 175 celebrations as part of the Mayor of Liverpool, Inclusive Growth Plan

- Albert Dock is exploring embedding artistic commissioning in its full programme of events

- The Dock will also be exploring the engagement of a creative director to provide a vision for 2021
The next steps for this group are to:

• Confirm the wider funding proposition for developing further commissions in 2019-21

• Identify the next sites available on Liverpool Waterfront (minimum 2)

• Integrate (if applicable) the steering group into a wider commissioning arts advisory group for the city

• Establish a project management group to ensure delivery of the above programme

• Continue to make representations to ensure there is a co-ordinated approach to commissioning art alongside developments

• Culture Liverpool to schedule an audit in 2019 of artist’s content on Liverpool Waterfront as part of a public arts strategy which the Dock will support

• Work with Culture Liverpool to secure funding to deliver a noteworthy event strategy in 2021 alongside a number of specific celebrations for the 175th anniversary
4. Progress to date

The core events that Albert Dock is nurturing and developing are:

**AIM 02**

**Become a platform for unique events orientated around the Dock’s offer**

The team at the Dock has already worked hard to deliver a robust programme of events in 2016 and 2017, continuing into 2018, which will develop and build as we progress to 2021. The events programme includes Dock-initiated events as well as activities that support the annual events calendar and the hosting of events with city partners.

The events programme is a key draw for local audiences to engage with the Dock. According to 2017 figures, local audiences are now a robust 23% of all visitors which is a marked shift, whilst there is still a strong overseas audience at 16% of total visitors. The Dock remains a key visitor offer with sightseeing and heritage the primary driver for visitors from outside the north west, and being seen as a day trip for a more local audience.
Heritage on Dock
April

The event, Heritage on the Dock celebrates the rich history of Albert Dock and the Liverpool waterfront with four days family friendly fun, including street theatre, wildlife safaris, boat trips, walks, talks, workshops and live music surrounding by the UK’s largest group of Grade 1 listed buildings part of a world heritage site.

Thanks to HLF funding we have also been able to create a digital trail around the Dock. The trail now sits on the website homepage to ensure it continues to be used. A further HLF bid is in progress to further explore the Dock’s history and heritage and bring it to new audiences.

www.albertdock.com/hidden-histories

Steam on the Dock
May

Two days full of all things Steam with steam engines, trains, and steam boats. It features a parade of all the vehicles on site and has proved extremely popular with families and enthusiasts alike.

Light Night
May

Albert Dock has repeatedly commissioned Open Culture to bring part of the city-wide Light Night event to the Dock. This supports the activities being delivered by Tate Liverpool and National Museums Liverpool and further embeds the role of culture and creativity into the Dock’s DNA.

Mersey River Festival
May

Mersey River Festival is a firm fixture in the Liverpool calendar and in 2018 we saw Tall Ships return to the Dock.

Fine Tuned
July

Fine Tuned returns to Albert Dock in July 2018 with fiercely independent design makers, street food vendors, vintage traders, performers, classic car displays and much more.

Fine Tuned will pay homage to iconic styles of bygone eras whilst showcasing future trends; as the Hemingway family partner with the host venue for the 4th consecutive year.

Summer Football on the Dock
August

Football on the Dock is delivered in partnership with Everton in the Community and LFC Foundation. An artificial pitch, which started in Mermaid Courtyard and will now move to a floating pontoon on the Dock this year, sees children invited to take part in free coaching sessions throughout the day.

Folk on the Dock
August

Folk is a highly acclaimed festival of folk, roots and acoustic music with a roster of artists, including international musicians, local favourites and up and coming stars. It includes Liverpool Shanty Festival and expands into The Baltic Fleet complimented by a beer festival and ticketed and free events. Planning is already in place for further expansion of the event into other areas of the waterfront.

Pirates on the Dock
September

An audience of families and young children flock to see the Pirates on the Dock event. Around 60,000 people attend the event, with elements including sword fights, storytelling, the mermaid parade and a live sea battle.

As well as the Dock’s core events the estate supports the 2018 Culture Liverpool programme including the return of the Giants, Clippers and Christmas all still to take place.

Events are a key part of the Dock’s future, they provide a new reason to visit, encourage engagement with new audiences, embrace the local community and provide a new narrative and different story to tell. The Dock must balance its events programme to support new initiatives that are presented as well as building its core programme to ensure continued success.
4. Progress to date

**AIM 03**

Continually renew and reinvent the Dock for the visitor of the future
The physical landscape

- GSE is working with Landscape architects Planit-IE to improve the infrastructure and public realm across the Dock to make it more fitting for the visitor of the future
- This includes minimising the role of the car and increasing the prominence of the pedestrian routes as well as re-imagining some of the Dock's key public areas
- A Welcome Pavilion at the entry of the estate is currently in planning and is expected to commence construction on site in Autumn 2018
- In addition, GSE is working with developers and architects to investigate floating structures in Salthouse Dock for use by a range of operators to bring the front of the estate to life
- GSE will continue to work within the city to improve connections across the Waterfront and in and around the Dock, from lighting to improved access routes

The retail and leisure offer

- GSE will continue to work with Aberdeen Standard Investments to support its mission and vision for the development of the product on the estate
- This will include supporting new tenants and championing the tenant mix
- Tenants will also be asked to be involved in the full programme of events and activities as this develops and builds to 2021

Animating the water

- GSE will continue to work with the Canal & River Trust to maximise the opportunities presented by the water
- This includes showcasing the estate at key events such as the River Festival and Tall Ships as well as feeding into their longer-term strategies
- GSE will also support the city as it develops infrastructure projects around these assets
- Adventure Dock is a new tenant to the estate which has brought fun and animation to Gower Street and shows the opportunities the water creates
- Culture Liverpool continue to bring great water-based attractions with Tall Ships in May 2018

Photography
Paul McMullin
Unlock the heritage of the Grade I listed estate on the UNESCO World Heritage Site

In 2016 the Dock delivered a programme of activity after receiving HLF funding to explore further the heritage and history of the Dock. This led to the creation of a 2-day heritage festival that included walks of the Dock, behind the scenes tours of Tate Liverpool, a natural heritage discovery tour led by Lancashire Wildlife Trust and a Chinese tea-tasting course.

To build on this work a new HLF bid is being developed with a two-pronged approach. The first stage is to develop the oral histories programme to engage the wider communities to gather people’s memories and stories about Albert Dock from the 1960s onwards. The second stage is to share this content with people throughout 2021, using the Welcome Pavilion, special exhibitions at Merseyside Maritime Museum and RIBA North, other heritage interpretation around the site, and a 2021 events programme.

Heritage on the Dock will create a strong partnership of organisations across the city to deliver a meaningful, engaging and high impact celebration of Albert Dock in 2021, building on the success of our earlier HLF pilot project. It should also be clear that the Dock is located on a UNESCO World Heritage Waterfront and so the story of the Dock is intertwined with the wider narrative and history of the whole waterfront. Further collaboration and engagement with wider waterfront stakeholders will further elongate and add impact to this project.
The Dock Story
A community engagement programme will be developed to engage local people in telling their stories and discussing the Albert Dock and its impact on the city. Local people will take the lead as archive researchers and oral historians, or simply share their memories. We will use Albert Dock venues, like Tate Exchange, to create lively and engaging activity to support the project and will go out to community centres across the city. A public event and talks programme will interrogate some of the less well-known elements or controversial elements of the Albert Dock story, from engineering pioneers and the Lancashire Cotton Famine, to the politics of the city council and Merseyside Development Corporation.

The Dock will generate new material, in particular at least 30 detailed oral history interviews, which will become part of the city’s permanent record. This could be the last chance to capture the testimony of those who worked on Albert Dock before it closed commercially in 1972, and this project is timely and urgent. We will collect and digitise memorabilia and material held by local people to illustrate the Albert Dock story.

Historic Interpretation
The Dock will implement a full interpretation strategy for the site, enhancing the visitor experience of the heritage. The new Welcome Pavilion will contain permanently accessible interpretation of the Albert Dock story based on material collected through the project and from the archives held by National Museums Liverpool and Peel Ports.

The Dock will also work with Merseyside Maritime Museum and RIBA North to create a special exhibition for 2021 which will draw on this material, plus archive and museum collections from across the region. The project will invest in digital and physical resources to enhance heritage interpretation across the whole site. The Dock will work with partners to increase the accessibility of Albert Dock to attract a diverse audience, aiming to be recognised as an autism and age friendly attraction before 2021.

2021
Celebrations of Albert Dock’s 175th anniversary will be a cornerstone of Liverpool’s events programme for 2021. There is a strong strategic partnership of organisations who have worked with us for the previous festival, all with a specific role to play, and have agreed to continue to support the delivery of Heritage on the Dock.
4. Progress to date

GSE has developed two programmes of activity to showcase its role in leisure, tourism and development.

**The Heseltine Institute**

As detailed above, Aberdeen Standard Investments and GSE commissioned a report from the Heseltine Institute exploring the role the Dock plays in the city, questioning its positioning and asking questions about safeguarding its future. The report held no punches in its assessment of the Dock and has helped to reaffirm the strategies in place and confirmed the Dock’s future direction.

The key areas that are being explored are:

**Quality**

Aberdeen Standard Investment’s retail strategy focuses on a new era for the Dock with several lettings confirmed in 2018 and new openings in summer. They are striving to create a year-round destination within the city that locals visit regularly and feel compelled to return to. In addition, they have already seen that the programme of updates and refurbishments to the ground floor and mezzanine levels across the Dock are resulting in a surge of demand from “exciting, progressive and emerging operators”. It is an exciting time for the Dock and with its new Royal status, the ultimate quality stamp has been bestowed. The next wave of lettings will see a strengthened quality offer that will drive through the rest of the estate.

**Defining its markets, product and customers**

Albert Dock is and always will be a mixture of different things to different people. The events programme is targeting the local audience, whilst with 16% of visitors from overseas, the visitor offer must sit on an international platform. We undertake annual market research to determine our focus and set specific targets around audience development.
A place in the city, a new definition, a place at the table

The work being delivered by Gower Street Estates to re-landscape the Dock and position it as the welcome mat of the waterfront will see physical changes of key areas of public realm that will sit alongside European best practice. From the Welcome Pavilion to potential structures in the water, the future proofing of the Dock for the next generation is vital. This will facilitate a better linking of the Dock with Liverpool ONE and the city centre, and this in turn creates a better relationship between the city and the waterfront. However how the waterfront is managed remains a topic for further consideration which will further underpin the Dock’s future role.

In all areas Albert Dock is responding to the Heseltine Report and facilitating discussions to continue to improve not only the Dock’s offer, but that of the wider waterfront and how it sits within the City Region agenda.

Professions of the built environment

The Dock is working with a number of the professions of the built environment to deliver a programme of mainly professional development events centered around the Dock.

These capture the expertise and experiences of architects, surveyors, planners and heritage officers that otherwise would be lost. The Dock is also being used as a case study for comparable developments happening across the UK. This programme positions the Dock as an example of waterfront regeneration.

Institutions involved in the programme include:

- Chartered Institution of Building Services Engineers (CIBSE)
- Royal Institute of British Architects (RIBA)
- Institution of Civil Engineers (ICE)
- Royal Town Planning Institute (RTPI)
- Institute of Historic Building Conservation (IHBC)
- Urban Design Group
- Chartered Institute of Logistics and Transport (CILT)
- Liverpool Architectural Society
- Institution of Structural Engineers (IStructE)
- The Transport Planning Society (TPS)
- Royal Institution of Chartered Surveyors (RICS)
- Landscape Institute
- Chartered Institution of Highways & Transportation (CIHT)

Events have been orientated around the following themes:

- Economic value
- Design
- Estate management
- Water
- Engineering

The events started in autumn 2016 and will take place every six months through to 2021. Each session is being written up as a lecture series to be potentially published as a book for 2021 and can be sourced via [www.albertdockinterpro.com](http://www.albertdockinterpro.com)
4. Progress to date

**AIM 06**

Engage Liverpool ‘hearts and minds’ to celebrate the Dock as an asset for the city and a destination its residents are proud of.
The Albert Dock Charitable Foundation, which is Albert Dock’s own charity, is engaging with community groups, faith groups and the voluntary sector. The charity 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 foundation’s community engagement. The charity is fully engaged with the 175 strategy and its aims to deliver projects for the benefit of the community.

The charitable arms are:

- Showcasing the Dock as a resource for leisure and recreation for the local community
- Creating an education programme for children and young people that utilises the experiences and resources at the Dock
- Engaging with local communities as part of the rolling programme of activities at the Dock, for example Folk on the Dock and Pirates on the Dock
- Ensuring access to and engagement with the Dock’s heritage and history
- Using communication tools, particularly local PR and social media, to further embed the Dock in local thinking

The Dock’s charitable foundation now has two officers who are driving forward the agenda. The achievements to date include:

- Engagement with 13 schools actively working with the Dock
- Educational tours for 140 students
- Completion of 23 placements with Dock tenants

A community engagement strategy with 175 at the forefront has also been developed with support of Tate Liverpool and National Museums Liverpool and will be utilised to guide future thinking about ongoing engagement. In addition, all events delivered by the Dock will have a community element within them, working with local communities and celebrating assets from Liverpool City Region.

By 2021 the Dock will have created several programmes and projects that interweave the Dock and Liverpool City Region and celebrate the symbiosis between them.

Through the planned activity and focus on community engagement, the Dock is aiming to secure more support and grow local pride following the announcement of The Royal Albert Dock Liverpool accolade.
5. Our approach

2021

All the strands outlined earlier will lead to a year of celebration in 2021, building a legacy for the Dock and celebrating its Royal status. The Dock will work to create a vision for the year with a celebrated cultural curator who brings a new narrative and vision to the approach.
It is anticipated that the year will include:

• A showcase of creative commissions on the Dock
• Completion of a series of development and infrastructure works across the estate and on the water to make the Dock relevant and attractive for the visitor of the future
• A newly developed public realm opening the Dock and the waterfront to better connectivity with the city
• A digital showcase of heritage and a series of legacy projects to capture living history starting with the Welcome Pavilion and showcasing the Dock as a living museum and heritage offer as well as having a foundation for the future
• A programme in Merseyside Maritime Museum celebrating Albert Dock in partnership with National Museums Liverpool
• A published book about the lessons learnt across the built environment, collated from a five-year lecture series
• A different look and feel that reflects the work delivered by Aberdeen Standard Investments for the commercial elements of the Dock
• Dock events that will take place across the whole waterfront, utilising the successes created and expanding the reach to maximise audiences
• Recognition within the tourism industry as best practise
• The Dock as the welcome mat for the waterfront working strategically with stakeholders and partners and locally in hearts and minds
• An exhibition with RIBA North which explores the alternative, unfulfilled visions for the Albert Dock which were developed throughout the 1970s and early 1980s

2021 is the start of a new era for The Royal Albert Dock Liverpool.

The strategic development in the five years leading up to 2021 will set the foundation for the Dock to strive to be a game changer and place shaper for the next 175 years. The Dock needs to constantly reinvent itself, at least every 25 years, if it is to remain relevant and exciting. Its unique selling point is to its status as the largest group of Grade I listed buildings in the UK within a World Heritage Site, now with a Royal title.

We will always celebrate the Dock’s heritage and how it continues to play a key role in the development of the visitor economy, and its significance in Liverpool City Region.

The Royal Albert Dock Liverpool was awarded to celebrate the significance of the Dock’s historic and architecture and its place within Liverpool. The awarding of the Royal title is a shared celebration of the magnificent maritime history of the city and its citizens.
The Albert Dock has already used the 175 strategy to guide thinking and delivery, and the vision has led to increased success for the Dock as a whole as well as first-time engagement with a series of partners and organisations.

It is also delighted to be named The Royal Albert Dock Liverpool which is a game changer for the Dock and the ultimate recognition of its history and place in Liverpool City Region.

2018 will be a key transitional year for both the City Region and the Dock and will provide an opportunity to build momentum and cement partnerships and projects to lead up to 2021. The development of commercial partnerships remains a priority to ensure the sustainability of our plans.

As the Dock continues to deliver activity and meet its objectives, it is at all times reminding audiences and peers locally, regionally, nationally and internationally that the Dock is pioneering, game changing, show stopping and award winning.

The Royal Albert Dock Liverpool: 172 years young, and counting...
175
Albert Dock 2018
172 years young...
And counting.