

Reimagining Wordsworth

Brief for External Client Representative

1. Purpose of the Brief

The Wordsworth Trust ('the Trust') wishes to appoint an External Client Representative to work closely with the Estate Manager, and the Steering Group. This role will support the Estate manager in fulfilment of his duties as main Client Representative for the 'Reimagining Wordsworth' Project, for our major redevelopment taking place between 2019-2020. The largest source of funding for the project comes from The Heritage Lottery Fund.

2. Required Outputs and Outcomes

This role is to support the Trust Estate Manager in the fulfilment of his duties as Client Representative for the project and together be responsible for ensuring the delivery of the project to the specified standards and for maintaining the integrity and coherence of the related standards, quality, and processes - and for approval of compliance to such standards and processes.

3. Background and Context

The Wordsworth Trust

The Wordsworth Trust is based at Dove Cottage in Grasmere, where Wordsworth lived during his 'Golden Decade' (1799–1808) and wrote most of what is now regarded as his most important work. It has been described as 'the finest literary museum in the world'.

Dove Cottage and the adjacent Wordsworth Museum are now visited by tens of thousands of people a year. As well as operating a busy visitor attraction, the Wordsworth Trust maintains most of the rest of the conservation area of Town End, looks after a unique collection of manuscripts, books and fine art, and runs thriving education, exhibitions, events and community programmes. It is also a centre for international research and scholarship. Its Curatorial & Learning Team encompasses stewardship, learning and visitor services; we learn from each other and share our knowledge.

The Wordsworth Trust is funded by Arts Council England as a Major Partner Museum and by South Lakeland District Council as a Strategic Cultural Partner. It is part of the Cumbria Museum Consortium, together with the Tullie House Museum & Art Gallery Trust (Carlisle) and Lakeland Arts (Kendal and Bowness-on-Windermere).

In January 2016, the Heritage Lottery Fund awarded the Wordsworth Trust a development grant towards a new project, 'Reimagining Wordsworth'. The grant puts the Wordsworth Trust on course to make profound and exciting changes to its site and activities in time to celebrate the 250th anniversary of Wordsworth's birth in 2020.

Geographical location

The Trust is located in the hamlet of Town End, on the outskirts of Grasmere, in the heart of the Lake District National Park. Although based in a rural area, the Trust's site is highly accessible, being on the A591, the spinal route through the Lake District.

Town End is a heritage site containing one of the Lake District's leading visitor attractions. It is an 'open' site, with multiple points of public access. The majority of our visitors access the site from our main car park, but a significant number enter the site at the north end, having walked from Grasmere Village. Town End is also a living community, housing a number of the Trust's staff as well as local residents. The Trust owns most of the properties in the hamlet. It is also the administrative headquarters for the Trust, with staff working in a number of buildings across the site.

Objectives

When the Wordsworth Trust ('the Trust') was created in 1891, its founding Trustees described its purpose as preserving Dove Cottage "for those who love English poetry all over the world". Its charitable purposes today are 1) to provide a living memorial to Wordsworth and his contemporaries, by looking after Dove Cottage, its environs, and a collection, and 2) to advance public knowledge and enjoyment of the literature and culture of the Romantic period (1750–1850).

Since acquiring Dove Cottage, the Trust has protected the rest of the historic hamlet of Town End from inappropriate development, and created a world-class collection of manuscripts, printed books, fine art and personalia that continues to grow. This collection was significantly enhanced in 1935, when the Wordsworth grandchildren gifted the family manuscripts to the Trust so that they could remain at Dove Cottage, their spiritual home. In 2005, with Heritage Lottery Fund support, the Trust created the Jerwood Centre to protect this collection and make it more accessible, in line with the condition of the Wordsworth family's gift. Wordsworth sought through his poetry "to console the afflicted, to add sunshine to daylight by making the happy happier, to teach the young and the gracious of every age, to see, to think and feel".

The Trust's regular activities are inspired by this vision: of a world in which Wordsworth's ideas and philosophy can give anyone, anywhere the opportunity for a richer life, regardless of geography or cultural and socio-economic background. These activities include exhibitions, publications, year-round programmes of events (many of them free), activities for young people (from pre-school to postgraduate level), informal learning for people of all ages, and an outreach programme that brings Wordsworth and his ideas into communities across Cumbria.

The Trust benefited over 52,000 people in 2016: 41,700 visitors to Dove Cottage and the Museum; 1,400 people at events onsite, and 9,100 people in activities offsite.

Many of the Trust's activities are carried out in partnership with other institutions and individuals at a local, national and international level. Principal amongst these are its two partners in the Cumbria Museum Consortium: Lakeland Arts (Kendal and Windermere) and Tullie House (Carlisle). This Consortium is underpinned by Arts Council England funding, and this funding is confirmed at least until March 2022.

As well as its main purpose, the Trust's activities support three strategic aims:

- 1) to increase the number and diversity of its beneficiaries;
- 2) to foster creativity through literature and art;
- 3) to preserve and enhance its collection and historic environment.

4. Reimagining Wordsworth

'Reimagining Wordsworth' will enable more people, from a more diverse range of backgrounds, to discover Wordsworth's poetry. Its completion will coincide with a nationwide celebration of the 250th anniversary of Wordsworth's birth in 2020.

The aims of Reimagining Wordsworth are:

- To realise the full potential of the Trust's heritage to provide lasting life-changing experiences.
- To reach a larger and more diverse range of audiences.
- To create a more financially and environmentally sustainable organisation.

'Reimagining Wordsworth' is designed around People, Poetry and Place – three themes at the heart of Wordsworth's story. It has the following elements.

People

- a) A transformation of the visitor experience at Dove Cottage and the Wordsworth Museum. By taking a masterplan approach to its site, the Trust will bring together Dove Cottage, the Museum and outdoor spaces into a single coherent interpretation scheme that meets the needs of today's visitors, most of whom arrive knowing little about Wordsworth or Dove Cottage and its significance.
- b) A new, more logical and carefully paced route through the hamlet for visitors. There will be a single, clear point of admission, a new double-height welcome area, an introductory exhibition and film, opportunities for personal interaction with tour guides and other staff and volunteers, and hands-on activities in indoor and outdoor settings that bring people together for enjoyable learning experiences.
- c) A new Learning Space for schools, colleges, community groups and families. The Trust's current, unviable restaurant will be adapted for this purpose, as it has direct access to the car park and a new Sensory Garden (see below). It is also large and accessible enough to meet the current 'Spaces for Learning' best practice, and will become a hub for new activities including Culture Camps and Family Mindfulness Days.
- d) A new facility for staff and volunteers, on the site of the Trust's current small learning room.
- e) New opportunities for volunteers to learn and share skills, and to play their part in shaping 'Reimagining Wordsworth'.

Poetry

- a) A more authentic presentation of Dove Cottage, as the place where Wordsworth changed the way we think about poetry. Visitors will 'Step Back in Time': downstairs will provide a sense of daily life; upstairs will show how great literature was created in this humble dwelling. Anachronistic fittings will be removed and period features installed; paint surveys will help to show the interior more

realistically; and the Wordsworths' orchard will be reinstated using research done in the development phase.

b) An expansion and complete refurbishment of the Wordsworth Museum. New galleries will use themes that audience research has shown to be of popular interest to guide people into Wordsworth's poetry, his ideas and concerns, and his process of composition. New methods of interpreting manuscripts will bring visitors close to Wordsworth's poetry, and evoke what Sir Andrew Motion has called the "sense of intimacy" that comes from "looking over the author's shoulder". Contemporary voices will help to celebrate Wordsworth's relevance in 'the Here and Now'.

c) An international celebration to be launched on the 250th anniversary of Wordsworth's birth, through which people all over the world will create their own version of the moss hut that the Wordsworths built in their garden as a place for creativity, conversation and reflection.

d) A new, more energy efficient building management system for Dove Cottage and the Wordsworth Museum.

This will safeguard Wordsworth's original works, and other manuscripts and objects on display, from the variations in temperature and humidity that currently put them at risk.

Place

a) A coherent presentation of Town End, described by Wordsworth as "the loveliest spot that man hath ever found". Listening posts featuring the voices of local residents will greet visitors as they enter the hamlet, and new interpretation (including an engraved Lake District map) will benefit the many thousands of walkers and sightseers who pass through as well as visitors to Dove Cottage. Interiors, gardens and woodland will be opened up for the first time. A courtyard will create a new focal point for the hamlet, there will be clear wayfinding, and visitors will no longer have to move abruptly between heritage 'encounters' or negotiate the public road that runs through Town End.

b) Better integration of indoor and outdoor spaces. Wordsworth is the archetypal nature poet and the only Museum that is dedicated to him sits in the heart of one of our most celebrated landscapes, yet it has no windows to the outside world. 'Pause spaces' between the new galleries will open the Museum up to natural light and give visitors a chance to reflect, and a fully accessible rooftop Viewing Station will provide spectacular views of Grasmere Vale.

c) The first ever comprehensive map of 'Wordsworthian' places across the UK and beyond, created by volunteers using the new iWordsworth website.

d) New walking trails in the landscape around Dove Cottage, and guided walks devised by volunteers in other Wordsworthian locations.

e) An improved maintenance regime, staff structure and financial plan for maintaining Town End and the collection that is kept there.

5. Roles and Responsibilities

Reporting to: Estate Manager

This role is to support the Trust Estate Manager in the fulfilment of his duties as Client Representative for the project and together be responsible for ensuring the delivery of the project to the specified standards and for maintaining the integrity and coherence of the related standards, quality, and processes - and for approval of compliance to such standards and processes.

Principal duties

- Examine the work of contractors, ensuring that standards of materials and workmanship are satisfactory and that conditions of contract, specifications and drawings are fully complied with
- Ensure regulations including CDM, legislation, codes of practice, current design standards and any specified techniques applicable within projects are adhered to
- Ensure that the project outcomes and requirements are understood by contractors
- Communicate and liaise as necessary with the Project Steering Group, and the Project Team (including the Architects, Interpretation Designers and other professionals), in person and by submitting periodic reports, to ensure unimpeded progress of works
- Attend site and progress meetings and escalate issues, queries, or concerns to the Project Steering Group and/or Project Team as required
- Ensure all on-site activities, interdependencies and changes are co-ordinated
- Assist in stakeholder management and project presentations
- Arrange access for contractors whilst on site. Ensure codes of conduct are known and adhered to when contractors are working on the estate
- Monitor the implementation of planning permission and listed building consent conditions
- Monitor the application of the health and safety plan for the project
- Assist the Project Steering Group and/or Project Team in the process of tendering for and procuring contractors where requested
- Advise on materials, details, bills of materials, samples etc as requested, with reference to technical experts if necessary
- Ensure all contractors understand how site record documents are to be used
- Maintain a diary of events, including a register of drawings if required, weather conditions if relevant to the project, and a file of instructions received, with relevant observations
- Monitor variances and on-site changes that could affect the project time, cost and quality
- Check and sign contractors' timesheets
- At handover, ensure that the completed works and documentation are in accordance with the agreed design and specifications, passing relevant information to electronic and hard copy archives
- Assist with the update of drawings on completion of works, noting changes, post occupancy evaluations, and feeding back lessons learned for the benefit of future projects
- Use a wide range of office and project management computer programs, such as Project Programming, CAD and typical Microsoft packages.

Skills and Experience

Strong experience working as a Client Representative on new build and refurbishment projects in listed and/or historic buildings and museums
Experience of managing contractors to ensure project delivery is to agreed quality standards and timescale
Experience of inspecting and implementing construction health and safety legislation, codes of practice, and CDM regulations
Proven ability to communicate confidently and effectively, both orally and in writing, and adapting communication style to meet the needs of the audience - including explaining technical issues to a lay audience
Demonstrable experience of building and maintaining effective relationships with stakeholders at a variety of levels, including responding to needs diplomatically and managing expectations
Demonstrable financial acumen and experience of construction cost management and accurate financial reporting

6. Selection Process

Written applications will be assessed against the following key criteria:

- Track record and experience of similar projects
- Response to the specific requirements of the brief
- Proposed budget

Shortlisted candidates will be invited to an interview in Grasmere. The interview will be led by our Estate Manager. Interviews will be held in Grasmere the 3rd week in **March 2019**.

7. Timetable

It is envisaged that the External Client Representative will begin work with main contractors on site in **March 2019**. Ensuring project is complete and open as per timetable.

We aim to complete the entire 'Reimagining Wordsworth project by April 2020, to coincide with the 250th anniversary of the birth of William Wordsworth.

8. Budget

The guide price for this contract is £10,000 (including VAT and expenses).

Costed proposals should be returned by **11 March 2019**

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