

**Mavisbank**  
**Technical Project Management Services**  
**Invitation to Tender**  
**May 2026**



## Introduction

The Landmark Trust (Landmark) is one of Britain's leading building conservation charities. With the help of our supporters, we save historic buildings in danger of being lost forever across the UK.

We are committed to tackling ambitious heritage projects and there is none more so than Mavisbank in Midlothian. Mavisbank is perhaps the most important and complex heritage at risk case in the UK. A category-A listed building designed by William Adam, and a masterpiece of the Scottish Enlightenment, it has been a cause celebre in the heritage industry since a catastrophic fire in the late 1970s. Complex ownership and access arrangements, and the building's poor condition, have hindered numerous previous attempts to save it. Following a breakthrough grant from the National Heritage Memorial Fund (NHMF), in 2024, and working with Midlothian Council, Historic Environment Scotland and the Mavisbank Trust, the Landmark Trust is now in a position to set about rescuing this remarkable building.

The Landmark Trust is seeking to commission a Technical Project Manager (TPM) for a period of around two years to play a key role in the first phase of this exciting and ground-breaking project, one of the most important heritage rescue projects in the UK today. While the position is set out here as a consultancy arrangement, Landmark is open to receiving CVs from individuals who would prefer to work as a member of staff on equivalent terms; CVs must include the same information on skills, experience etc. to allow for an equivalent assessment.

This Invitation to Tender (ITT) has been issued on behalf of Landmark. The ITT is for specialist heritage technical project management services in relation to Mavisbank (the Project). The ITT including any appendices where provided, should be treated as strictly private and confidential and not shared beyond the prospective supplier and their supply chain other than for the purpose of tendering. If a supplier fails to comply with this condition it may result in them being disqualified from the tender process

## Background

Mavisbank House and its accompanying landscape (the policies) are sited in the valley of the river North Esk between Loanhead to the west and Lasswade to the east, on the north bank of the river, approximately 10km (6.5 miles) south-south-east of Edinburgh. The local authority is Midlothian Council, in the parish of Lasswade.

The A768 Wadingburn Road runs to the north of the site, but with no direct link to the policies which are accessed from Polton Road at Polton bridge to the south. The two historic routes into the property, the north and south drive are now privately owned and inaccessible.

The main access is from Polton bridge, where a small car park is provided at Springfield Mill, via the public path alongside the river – the North Esk Way – and a gate east of the former walled garden that gives entry to the grounds. Pedestrian entry is also possible from Kevock Road to the east, either near the former east lodge on to the line of the east drive or via North Esk Way to enter the site near Glenkevock.

### Mavisbank House

Mavisbank House is a derelict Category A listed house built in 1723-7 by William Adam for John Clerk of Penicuik. Standing on a sloping site above the River Esk, seven miles from the centre of Edinburgh, it served as a summer villa for its owner when he was attending government business in town.

Mavisbank is small as a country house – comparable in period and intended purpose to the villa Lord Burlington build for himself at Chiswick – the family's main house being at near-by Penicuik. It has a richly carved main facade of fine polished ashlar, ornamented with pilasters and swags of fruit and flowers – for almost every element of which the bills survive in the family archive.

The house comprises a central block of five bays and four storeys, which contained handsome miniature state rooms; two pavilions linked by elegant curved and colonnaded wings housed the kitchen, stable and additional

family accommodation. Clerk's famous painting collection was hung in both the main house and the north pavilion.

### The policies

The buildings stand in an historic landscape (the Policies) crafted by Clerk. The Policies today are owned by Scottish Ministers and are in the care of Historic Environment Scotland. In order to reach the house, a new route through the Policies off the Wadingburn Road will be created. This route will cross land owned by the Penicuik Estate and then pick up the route of the old East Drive, extending through the Policies before terminating at the House.

The policies occupy a 1.1km (0.68 mile) length of the river valley with house and most built features lying at the west end of the site, together with Roman hill at the back of the ruinous house. The landform of the site is a valley side dropping first to the level of the east drive and then, south of a long pond or lochan (the former ornamental canal), another drop down a river terrace to the riverside floodplain. The main areas of woodland cover the upper valley side and terrace slopes, parts of the intervening area and narrow riverside strips. The whole designed landscape was included in the Inventory of Gardens and Designed Landscapes in Scotland when first compilation in 1987 and remains an Inventory site. The parts now owned by Historic Environment Scotland were acquired in 1995 and amount to 27.687 hectares, compared to 52.082 hectares in the Inventory (2020 Conservation Management Plan).

### The Project

Landmark's involvement in Mavisbank dates back more than 10 years. In 2021 Landmark came close to securing a major grant from the National Lottery Heritage Fund's (NLHF) Heritage Horizon grant programme for a larger version of the Project that included works to the Policies. That project was a partnership with Historic Environment Scotland.

Since that time Landmark has sought to re-cast the project to take account of circumstances and ensure it is deliverable in the current environment. This has included engagement with Historic Environment Scotland, the NLHF, the NHMF, Midlothian Council and local stakeholders. From this, Landmark decided to divide works to the house into two distinct phases where the first phase (rescue) is focussed on securing the acquisition, delivering access, arresting further decay and stabilising the existing ruins. And the second phase (restore) comprises the reroofing and restoration of Mavisbank for residential use as a Landmark Trust holiday let and for other related purposes. A more extensive description of Phase 1 is provided below:

#### *Phase 1: Rescue*

- **Acquisition:** The ownership status of Mavisbank is the root cause of its current perilous state. Working with Midlothian Council the Council will compulsorily acquire the site during 2026 (the footprint of the house and pavilions) and transfer the freehold back-to-back to Landmark. This will once and for all resolve the ownership issues at Mavisbank and facilitate its rescue.
- **Access:** Historic routes into the site have been sold off over time or lost to development such that there is currently no established vehicular route to Mavisbank House for either construction or visitors. In order to save the house, once it is acquired, the Project therefore includes the delivery of a new 0.8km access drive from the Wadingburn Road that picks up and follows the route of the old East Drive through the Policies.
- **Stabilisation:** Mavisbank is already many years into a process of progressive decay despite having been comprehensively scaffolded by HES, which would ultimately end in loss. That is why, as well as securing ownership and creating a new access drive, the project seeks to stabilise the ruin and prevent further decay and loss. This will ensure the house does not deteriorate during the fundraising and development of phase two and make public access to the standing remains possible for the first time.

Landmark has been awarded a £5.3m grant from the NHMF which alongside its own fund raising creates a project budget of £7.3m. This will facilitate the delivery of Phase 1 and will part-fund this role / contract.

#### *Phase 2: Restore*

If funds can be raised, Phase 2 would see the completion of the restoration works to Mavisbank and its reopening to the public as self-catering accommodation. The intention is that the principal floors and rooms in the main house would be reinstated, with close attention to the re-creation of the historic interiors, arranged to sleep 10.

The project must be designed to be an exemplar in how heritage projects can incorporate environmental sustainability and adapt to deal with the impacts of climate change.

Landmark expects to submit an Expression of Interest to the Heritage Fund for Phase 2 in 2026 and begin fundraising in earnest thereafter. Subject to progress there is the possibility of extending this contract to cover Phase 2 though that would be subject to performance and a separate agreement.

#### **Purpose**

The purpose of contract is to provide a high-quality technical project management services for the delivery of the Phase 1 access drive works and works to Mavisbank House.

The project manager will be responsible to the Principal Project Consultant and will be expected to work closely with all members of the Project's Core Team, Design Teams, contractors and members of the Landmark Trust staff. In addition, liaison will be maintained with representatives of Historic Environment Scotland, the local planning authority (Midlothian Council) and other local stakeholders. This includes forging and maintaining strong working relationships with local residents and neighbours to ensure smooth project delivery.

We are looking for a consultant or individual who will be highly committed to this important project. We expect all of our team to be willing to roll up their sleeves, step up and support our projects on site in a range of practical and professional capacities that these complex projects require. For example, once the CPO process is complete and the building falls into Landmark's ownership, we expect the consultant/individual to be making regular (weekly) inspection visits to site to check that there has not been any collapse or deterioration of the building fabric, but also to ensure the security/integrity of the compound is maintained.

#### **Specification**

The role and scope of the Technical Project Manager role is as follows:

##### Reporting

Reporting to the Project Director (Landmark's Director) and Principal Project Consultant (Ingham Pinnock Associates) including attendance at monthly Core Team Meetings chaired by the Principal Project Consultant (see Appendix 1).

##### Core technical outputs

**Access Drive:** Providing technical oversight of the procurement process led by the existing consultant team ensuring value for money and Scottish procurement and all statutory H&S/CDM requirements are followed. This will include supporting completion of procurement documents, overseeing tender evaluation and appointment. Once the contract is placed the role will oversee the delivery of the drive working closely with the landscape architect and engineer. This is likely to include attendance at regular meetings with the contractor, maintaining a programme and managing costs.

**Stabilisation works to the House and Pavilion buildings:** Lead on the procurement process working closely with consultant design team to prepare tender documentation ensuring it is compliant with Scottish regulations and

statutory H&S/CDM requirements. Oversee tender evaluation ensuring works are within approved budget and timetable for delivery is realistic and remains on track once let.

Managing stabilization works to the House and Pavilion buildings: This includes:

- Leading monthly meetings with the contractor for phase one works
- Attending Design Team Meetings led by the lead architect
- Undertaking regular site visits (weekly) during phase one construction works to monitor progress and report back to The Landmark Trust on any issues
- Managing the construction contract and ensuring that works are completed to a high standard.

For both the access drive and works to the house, liaising with the Principal Project Consultant and both consultant design teams, create and maintain the following:

**Financial:** be responsible for cost trackers including financial administration raising /approving PO's, preparing accurate grant drawdowns (when required) and carrying out regular reconciliation with Landmark's Finance department and Principal Project Consultant to ensure the project remains on budget.

**Programme:** manage and oversee works programmes regularly reviewing them with respective consultant design teams and Principal Project Consultant to ensure works remain on track and within master programme.

**Risk:** create and manage risk registers, identifying and proactively resolving potential conflicts to ensure the project remains on track and risks are known and sufficiently mitigated where possible.

**Meetings:** attend regular site and progress meetings to ensure that technical, health and safety and quality assurance measures are being followed. We expect a significant proportion of meetings will be on site and could be at short notice; suppliers that are in close proximity to the site would be a practical benefit.

**Communications and Relationships:** work to ensure strong relationships and excellent communication and mutual understanding within the technical teams, with project partners and with local residents and stakeholders.

- With the Project Director and Principal Project Consultant, lead and inspire the project team of internal and external members to ensure successful outcomes are achieved
- Advocate for high standards and excellence in every aspect of the project
- Ensure that good relations are maintained with stakeholders to facilitate the efficient and high quality delivery of the project, including through personal liaison with residents and neighbours.
- In liaison with the Trust's Engagement Manager, support and facilitate engagement activity and events on site, online and offsite through outreach with the local community
- Undertake regular site visits throughout the duration of the contract to observe the condition of Mavisbank House, meet consultants, contractors and stakeholders
- In liaison with the Development Director and Accountant support the preparation of grant drawdowns, and progress reports for the National Heritage Memorial Fund, Historic Environment Scotland, and other major grant bodies, as required.
- Constant proactive communication throughout the project with all concerned to ensure
  - that all know their roles and responsibilities and deliver on them
  - that potential clashes are anticipated and dealt with
  - that significant decisions have proper timely consultation
  - that there is proper, timely integration of tasks
  - that planning is done sufficiently in advance
  - that budgets are adhered to, allocated and actively monitored and managed
  - that necessary consents, approvals and agreements are achieved in due time
- Managing and maintaining records of the project, ensuring that these are communicated at project completion to inform the future management of the site and form part of the post project review.

### **Essential Experience, Knowledge and Skills**

- Proven track record of planning and delivering heritage projects using a structured project management methodology
- Experience of delivering projects requiring management of multiple stakeholders and funders
- Experience of performing in a senior level technical project management role
- Experience of leading works procurements for major (£3m+) capital projects that includes buildings and infrastructure such as new roads
- Financial management and understanding of budgets and procurement in a construction context.
- Understanding of current H&S regulations (including CDM) and Equalities Act requirements.
- Familiar with current building regulations and statutory requirements in the context of the historic building environment.
- Relevant qualification(s) such as MRICS
- A competent computer user and literate with MS Office suite

### **Interpersonal Skills**

- Ability to work on own initiative.
- Ability to communicate in an effective and timely manner and write clear and effective reports.
- Problem solver and resource investigator.
- Ability to build strong collaborative personal relationships with a wide variety of stakeholders
- Ability to manage a multi disciplined team.
- A self-starter with the ability and initiative to make things happen.
- Respect and value the role of colleagues and external partners.
- Ability to work under pressure.
- An effective ambassador for the work of the Landmark Trust.

### **Timescales**

The contract will last for approximately two years and will span the procurement and construction of the access drive and phase 1 works to the house. The nature of the project may mean that there could be fallow periods where the contractor is doing much less; this will be actively managed throughout the contract.

Once an appointment has been made, Landmark will expect the successful bidder to make an immediate start with familiarising themselves with the project and the considerable background material that exists.

A summary of the overall indicative project programme is provided below:

- Site investigation works: Q2 2026
- Access drive procurement Q3 2026
- Access drive construction works Q4 2026- Q3 2027
- Phase 1 works to house procurement Q3 2027 – Q4 2027
- Phase 1 works to house: Q1 2028 – Q4 2028

### **Responses**

Bidders are required to complete two sections below as part of their submission:

- Section 1: Supplier information
- Section 2 response to the brief.

Individuals putting forward their CVs should attempt to complete as much as part 1 as possible and provide information that responds all of the quality questions in Part 2 to allow for a fair assessment.

**Part 1: Potential supplier Information**

Please answer the following questions in full.

Potential supplier information		
Question number	Question	Response
1.1(a)	Full name of the potential supplier submitting the information	
1.1(b) – (i)	Registered office address (if applicable)	
1.1(b) – (ii)	Registered website address (if applicable)	
1.1(c)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status)	
1.1(d)	Date of registration in country of origin	
1.1(e)	Company registration number (if applicable)	
1.1(f)	Charity registration number (if applicable)	
1.1(g)	Head office DUNS number (if applicable)	
1.1(h)	Registered VAT number	
1.2(a) - (i)	Are you bidding as the lead contact for a group of economic operators?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please provide details listed in questions 1.2(a) (ii), (a) (iii) and to 1.2(b) (i), (b) (ii), 1.3
1.2(a) - (ii)	Name of group of economic operators (if applicable)	
1.2(a) - (iii)	Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure.	
1.2(b) - (i)	Are you or, if applicable, the group of economic operators proposing to use sub-contractors?	Yes <input type="checkbox"/> No <input type="checkbox"/>
1.2(b) - (ii)	If you responded yes to 1.2(b)-(i) please provide additional details for each sub-contractor in the following table: we may ask them to complete this form as well.	

	Name						
	Registered address						
	Trading status						
	Company registration number						
	Head Office DUNS number (if applicable)						
	Registered VAT number						
	Type of organisation						
	SME (Yes/No)						
	The role each sub-contractor will take in providing the works and /or supplies e.g. key deliverables						
	The approximate % of contractual obligations assigned to each sub-contractor						
1.3(a)	<p><b>Equal opportunities</b> In the last three years, have any findings of unlawful discrimination been made against you or your company by the Employment Tribunal, the Employment Appeal Tribunal or any other court or in comparable proceedings in any other jurisdiction (Yes / No)? If yes, please give details</p>						
1.3(b)	<p><b>Equal opportunities</b> Is it your policy as an employer to comply with your statutory obligations under current equal opportunities legislation (Yes / No)? (Your policy must not treat one group of people less favourably than others because of their race, gender, age, religion or belief, disability or sexual orientation in relation to decisions to recruit, train or promote employees). If yes, please give details.</p>						
1.3(c)	<p><b>Health and Safety / Quality Assurance</b> Has your organisation, during the last 3 years been prosecuted or had a notice served for contravention of the Health and Safety at Work Act 1974 or associated regulations or been the subject of a formal investigation by the Health and Safety Executive or similar national body charged with improving health and safety standards (Yes / No)? If yes, please give details.</p>						
1.3(d)	<p><b>Health and Safety / Quality Assurance</b> Does your organisation have a written Health and Safety at Work policy, with arrangements for implementing</p>						

	and monitoring the policy (Yes / No)? If yes, please give details.	
1.3(e)	<p><b>Health and Safety / Quality Assurance</b></p> <p>Does your organisation hold a recognised quality management certification for example BS/EN/ISO 9000 or have a quality management system? (“System” means processes and procedures to ensure that the subject is properly managed. This includes making sure that legal requirements are met) (Yes / No). If yes, please give details.</p>	
	<b>Insurance</b>	
1.3(f)	<p><b>Employers liability insurance</b></p> <p>Please confirm what level of cover you currently hold and will hold for the duration of the contract. Landmark’s general contract requirement is £5,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.</p>	
1.3(g)	<p><b>Public liability insurance</b></p> <p>Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Landmark’s general contract requirement is £5,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.</p>	
1.3(h)	<p><b>Professional indemnity insurance</b></p> <p>Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Landmark’s general contract requirement is £1,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.</p>	

## Section 2: Response to the brief

You are asked to prepare a response to this ITT that includes the following information:

**Team:** Please details of the individual(s) that comprise your team for this role. We are looking for a single individual to take a lead role so please provide their detailed CV and set out why they would be most suitable for the contract based on their relevant knowledge and experience of similar projects (3 pages max. Material provided over this limit will not be scored).

**Approach:** Please set out your indicative approach to fulfilling the commission including how you would approach key tasks, how you would work with the Landmark Trust and how you would manage attendance at meetings on site. We are specifically seeking an individual who is able to attend a high volume of site meetings, site visits, meetings in Edinburgh and site inspections at short notice, please outline how you would do this (3 pages max. Material provided over this limit will not be scored).

**Experience:** Please provide three case studies of where you have undertaken similar projects in the past of relevance to Mavisbank. Relevant characteristics would particularly include procuring major works packages for heritage at risk, projects that involve heritage of particularly high significance and projects based in Scotland (3 pages max. Material provided over this limit will not be scored).

**Price:** Please provide a fixed fee quote for undertaking the services noted above. There is a maximum budget of £60,000 inclusive of expenses but exclusive of VAT.

The Landmark Trust reserves the right to request clarification interviews.

**Submission details**

Bidders are asked to ensure that all bids do not exceed 15 A4 sides in total including any appendices. An electronic copy of your proposal in .pdf (under 10mb) format should be e-mailed to [office@inghampinnock.com](mailto:office@inghampinnock.com) regarding “Mavisbank: TPM Procurement” by 1pm on the deadline set out below.

Landmark is keen to see submissions of exceptionally high quality.

**Procurement timescale**

Stage	Deadline
Brief issued	Monday 18 <sup>th</sup> May 2026
Deadline for requests for clarification	1pm Friday 29 <sup>th</sup> May 2026
Tender submission deadline	1pm Friday 12 <sup>th</sup> June 2026
Target for contract award	End of June 2026

Please note that Landmark reserves the right not to appoint the highest scoring, lowest cost or any bidder and to terminate the process at any time. Bidders participate at their own risk and cost. Landmark reserves the right to make changes to the process at any time.

**Clarifications**

Any requests for clarification should be made in writing only to [office@inghampinnock.com](mailto:office@inghampinnock.com)

If Landmark considers any request for clarification to be of significance to other bidders, we will circulate the clarification together with our response (but not the source of clarification) to all bidders that have been invited to tender.

Where a bidder believes that a request for clarification is commercially sensitive e.g. where disclosure of such clarification and the response would or would be likely to prejudice its commercial interests, the bidder should clearly indicate that the clarification is commercially sensitive. Landmark reserves the right to refuse to answer any clarification question where the bidder is not prepared for the question and answer to be circulated to other bidders.

**Evaluation**

Section 1 contains several stand-alone questions that are non-scoring.

Section 2 of your tender (excluding Budget Breakdown) will be scored 0-5 on the following basis:

Score	Classification	Characteristics
5	Excellent	Exemplary response. Comprehensive and relevant information is provided and the response exceeds required standards in all respects. The bid also provides something of additional benefit or innovation.
4	Good	Comprehensive and relevant information is provided and the response meets the required standards in a number of respects and exceeds the required standards in one or two respects.

3	Satisfactory	A broad response with an adequate level of information provided that is relevant and meets the required standard.
2	Poor	The response is limited and lacking in relation to a large proportion of material elements and only partially meets the required standards.
1	Inadequate	A response that has material and significant omissions, is not supported by sufficient breadth and sufficient quality of evidence. Overall the response provides Landmark with a very low level of confidence in the Bidders' ability to deliver the specification.
0	Unacceptable	No response or extremely limited response that does not provide any relevant information and does not answer the question.

#### Evaluation weighting

Sections included in tenders as set out above, have been allocated a weighting which will be applied to the scores as follows:

Section	Weighting (%)
Experience	30%
Team	30%
Summary approach	20%
Cost	20%

#### Budget Breakdown and budget scoring

To score the cost elements of the bids, the bids will be scored as follows with the lowest bid scoring 5 (maximum score). Landmark is not required to appoint the cheapest bid but needs to include price within the evaluation to ensure a robust process and evidence of pursuing value for money through procurement. Landmark will not cover costs associated with preparation of tender materials.

$$\text{Normalised price score} = \frac{\text{lowest tender price} \times 5}{\text{tender price}}$$

$$\text{Example Company A} = \text{£40,000 lowest bid (scores 10)} = \frac{\text{£40,000} \times 5}{\text{£46,000}}$$

$$\text{Example Company B} = \text{£46,000} = \frac{\text{£46,000} \times 5}{\text{£46,000}}$$

**Scores will be rounded to one decimal point. Therefore Company B would score 4.3**

#### **Project management**

The project is managed by Core Team comprising Landmark staff and several professional advisors. The appointed supplier will report to this meeting on a regular basis.

The appointed supplier is expected to develop a strong positive working relationship with Landmark and its professional team.

#### **Intellectual property**

Should you be appointed, the intellectual property of any outputs will be vested with Landmark.

#### **Terms and Condition**

To be agreed with winning bidder prior to award. Should you have any specific conditions these should be included in your proposal.

Appendix A: Project Organisation Structure

