



INVITATION TO TENDER
Cost Management / Quantity Surveying Services

Rock House
49-51 Cambridge Road, Hastings, TN34 1DT

Residential Conversion to 17-19 Affordable Homes

| | |
|-----------------------------------|---|
| Client | Hastings Commons |
| Project Value | Approximately £5,000,000 |
| Contract Form | To be confirmed: JCT or NEC4 advised |
| Programme | 52-week construction period |
| Gateway 2 Target | November 2026 |
| Issue Date | 9 June 2026 |
| Return Deadline | COP Tuesday 30 June - see Timetable |
| Classification | High-Risk Residential Building (HRB) |
| Hastings Commons ITT Project Lead | Emily Berwyn emily@meanwhitespace.com |

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1. Executive Summary

Hastings Commons is a community-led development organisation with a decade of experience acquiring and transforming derelict buildings in Hastings into vibrant, community-owned spaces. Since 2014, the organisation has established over 9,000 square metres of workspace, created social spaces and provided affordable residential accommodation, all managed collaboratively with tenants and the wider community.

Rock House at 49-51 Cambridge Road is a nine-storey mixed-use building that Hastings Commons has owned and operated since 2014. The building currently accommodates office, co-working, meeting and support spaces, together with existing residential accommodation on two of the upper floors. The proposed project will convert and redevelop the building to create a total of 17-19 residential apartments (likely to be 14 x one-bedroom units, 2 x two-bedroom units, and 1 x three-bedroom ground-floor flat), with associated common areas and building safety infrastructure.

The approximate project value is £5,000,000. The project is classified as a High-Risk Residential Building (HRB) under the Building Safety Act 2022, and the programme anticipates a Gateway 2 submission in November 2026, followed by a 52-week construction period.

Hastings Commons is now inviting fee proposals from experienced cost management consultants capable of providing commercial leadership across all project phases, from early-stage cost planning through procurement, construction, and final account. This Invitation to Tender sets out the project background, scope of services, quality and cost assessment criteria, submission requirements, and the recommended appointment timetable.

Hastings Commons operates with a collaborative, participatory culture. The appointed Cost Manager will be expected to bring problem solving skills and to engage genuinely with this approach, working closely with the client team, funders, statutory bodies, and the wider community throughout the project lifecycle.

2. Project Background

2.1 The Client

Operating in Hastings since 2014, Hastings Commons Neighbourhood Ventures is a social enterprise property company, part-owned by Hastings Commons Community Land Trust. Together their mission is to transform dereliction into vibrant spaces and homes that are community-owned and collaboratively managed. The portfolio includes over 9,000 square metres of space, with capped-rent workspaces, affordable homes, unique social spaces, and nearly 200 tenants, sub-tenants and tenant employees.

The organisation applies the 'phased organic development' approach, taking incremental steps that enable continuous engagement, reflection, and learning. This mindset informs every aspect of delivery, from asset acquisition to organisational development.

The Hastings Commons project lead for this ITT is Emily Berwyn (emily@meanwhitespace.com).

2.2 The Building

Rock House is a nine-storey building located at 49-51 Cambridge Road, Hastings TN34 1DT. Hastings Commons acquired the building in 2014 and has progressively developed it to accommodate a range of uses, including seven floors of office and co-working space, and two floors that comprise six existing residential units.

The proposed conversion will deliver a total of 17-19 residential apartments across the building's floors, likely to be as follows:

- Fourteen one-bedroom apartments
- Two two-bedroom apartments
- One three-bedroom ground-floor flat
- Staff rooms on Floors 4 and 5
- New fire escape provision to Floors 1–3 and 4–6
- Upgraded fire-protected core and soil pipe infrastructure

The building will remain in mixed-use occupation during the design and pre-construction phases, which introduces programme, logistics, and coordination complexity that the appointed Cost Manager must understand and manage.

2.3 High-Risk Residential Building (HRB) Status

Rock House, as a nine-storey residential building, falls within the definition of a High-Risk Residential Building under the Building Safety Act 2022. This classification imposes statutory duties on the Client, Principal Designer, and Principal Contractor throughout design, procurement, and construction. The project is subject to the Gateway Process administered by the Building Safety Regulator (BSR), with Gateway 2 (design sign-off prior to construction) targeted for November 2026.

The Cost Manager must have a thorough understanding of the cost and programme implications arising from HRB compliance, the Gateway process, and the obligations imposed upon duty holders under the Act. Demonstrable experience of managing costs on comparable HRB projects is an essential requirement of this appointment.

2.4 Funding and Stakeholders

The project involves multiple funding stakeholders. The Cost Manager will be required to support funders' cost reporting requirements and to provide timely, accurate, and transparent financial information throughout the project. The appointment therefore requires an understanding of community-led development, social housing funding, and the reporting obligations that typically accompany grant-funded or socially-purposed residential development.

Key project stakeholders include:

- Hastings Commons (Client and community benefit society)
- Funding bodies (Homes England, Hastings Town Deal, Nationwide)
- Building Safety Regulator
- Hastings Borough Council / East Sussex County Council (as relevant)
- Principal Designer and Principal Contractor (to be procured)
- Existing tenants and occupiers of Rock House
- Local community and interest groups

2.5 Programme Summary

- ITT Issue: 9 June 2026
- Deadline for clarification questions: COP Thursday 18th June 2026
- ITT response deadline: COP Tuesday 30 June 2026
- ITT review period: 1-15 July 2026 (indicative)
- Consultant Appointment: w/c 13 July 2026 (indicative)
- Consultant inception meeting: Monday 20 July 2026 (indicative)
- Gateway 2 Submission: November 2026 (estimated)
- Construction Start: Subject to Gateway 2 approval
- Construction Period: 52 weeks

ITT response should be made by email to the Hastings Commons Project Lead Emily Berwyn (emily@meanwhilespace.com) with the email heading "Hastings Commons Cost Management Response to Tender".

The programme is subject to confirmation and may be refined in consultation with the appointed team. Tenderers should confirm their availability to commence services promptly following appointment.

3. Scope of Services

The appointed Cost Manager will be required to provide a comprehensive cost management service covering the full project lifecycle. The scope is set out below. Tenderers must confirm their ability to provide all elements of the scope within their tender submission, noting any exclusions with clear explanation and alternative proposals.

3.1 Pre-Contract Phase

3.1.1 Cost Planning and Advice

- Review and critically appraise all existing project information, including surveys, reports, design drawings, and programme documents.
- Establish a cost benchmark and reference framework appropriate to the building type, location, and HRB requirements.
- Prepare and maintain elemental cost plans in accordance with NRM1, updated at each RIBA stage gateway.
- Provide ongoing cost advice and informal cost checks as design development progresses.
- Advise on the cost implications of design decisions, specification changes, and value engineering opportunities.

3.1.2 Benchmarking and Value Engineering

- Benchmark the project against comparable residential and HRB schemes to test cost reasonableness.
- Facilitate and lead value engineering workshops in collaboration with the design team.
- Identify and report on value improvement opportunities without compromising quality, safety, or programme.

3.1.3 Risk and Opportunity Management

- Establish and maintain a project risk register, quantifying cost and programme risks using appropriate techniques.
- Advise on appropriate levels of contingency and risk allowance at each project stage.
- Proactively identify emerging risks and recommend mitigation strategies to the client team.

3.1.4 Funding and Affordability

- Undertake regular affordability reviews aligned to the client's funding position.
- Prepare cash flow forecasts and update them as the project develops.
- Support preparation of funding submissions and cost evidence required by funders.
- Provide cost reports in formats required by individual funding bodies.

3.1.5 HRB and Building Safety Cost Advice

- Work closely with the Principal Designer and the client's appointed Building Safety Adviser to ensure cost plans reflect statutory obligations.
- Monitor evolving building safety legislation and, in coordination with the Building Safety Adviser, advise the client of any material cost impacts.
- Identify and cost all Building Safety Act compliance requirements, including Gateway submissions, Principal Designer obligations, and the Golden Thread of information.
- Advise on the cost implications of BSR requirements as they emerge during design development.

3.1.6 Meetings and Coordination

- Attend and contribute to all relevant project team meetings, workshops, and client briefings.
- Prepare and distribute cost management meeting notes and action trackers where required.
- Actively engage with the community-facing aspects of the project, including stakeholder presentations, where required by the client.

3.2 Contractor Procurement

Given the HRB status, and the need for early supply chain engagement, the procurement strategy is anticipated to follow a two-stage approach using a Pre-Construction Services Agreement (PCSA). Tenderers should confirm their experience of and approach to this model.

3.2.1 PCSA Procurement

- Advise on procurement strategy, route, and contract form appropriate to the project.
- Prepare and assemble all Stage 1 PCSA tender documentation, including scope, preliminaries, and any Employer's Requirements relevant at this stage.
- Manage the tender process in accordance with applicable procurement legislation and best practice.
- Evaluate tender submissions and prepare a detailed tender analysis and recommendation report for client approval.
- Support the client through contractor selection interviews where required.

3.2.2 PCSA Commercial Management

- Manage the commercial process during the PCSA period, maintaining cost transparency throughout.
- Conduct open-book cost validation of contractor-developed packages and subcontract tenders.
- Drive cost certainty through design development and pre-construction activities, targeting a fixed or GMP position by Gateway 2.
- Lead negotiation of preliminaries, overheads, profit, and key subcontract packages with the contractor.
- Report cost position and risk exposure to the client at agreed intervals throughout the PCSA period.
- Prepare and present the pre-Gateway 2 cost report, confirming the commercial basis for the Gateway 2 submission.

3.2.3 Main Contract Procurement

- Prepare main contract documentation in the agreed form (JCT or NEC4).
- Manage the conversion of the PCSA into the main contract, or re-tender as appropriate.
- Prepare tender evaluation report and recommendation for main contract appointment.
- Support the client through the main contract execution process.

3.3 Post-Contract Phase

3.3.1 Contract Administration Support

- Act as Contract Administrator throughout the construction phase, administering the building contract and fulfilling all associated statutory and contractual obligations. Prepare and agree contractor interim payment certificates on a monthly basis.
- Manage the change control process, including assessment and agreement of all compensation events and instructions.
- Prepare monthly cost reports for the client, including spend to date, forecast final cost, risk and contingency status.

3.3.2 Funder Reporting

- Provide a monthly cost report in the specific format required.
- Respond to funder queries and audits in a timely and transparent manner.
- Maintain a complete and auditable record of all financial transactions and decisions.

3.3.3 Risk and Contingency Management

- Actively manage contingency drawdown, advising the client prior to any release.
- Update and maintain the risk register throughout the construction phase.
- Escalate emerging cost risks promptly and recommend mitigation actions.

3.3.4 Final Account

- Manage the final account process in accordance with the main contract.
- Agree all outstanding compensation events and claims prior to practical completion where possible.
- Prepare and agree the final account statement, targeting resolution within three months of practical completion.
- Prepare the final cost report and confirm the project outturn position for funder and client records.

4. Tender Submission Requirements

4.1 Format and Submission

The Hastings Commons project lead is Emily Berwyn (emily@meanwhitespace.com).

Tender responses must be submitted electronically in PDF format, together with fee submissions in Excel format, by the deadline stated in the project timetable. Submissions must be clearly structured and indexed in accordance with this ITT. Responses that do not follow the required structure may be considered non-compliant.

Queries regarding this ITT should be submitted in writing to the Hastings Commons project lead by the clarification deadline. All questions and responses will be circulated to all tenderers in anonymised form.

4.2 Mandatory Requirements

All tenderers must confirm compliance with the following mandatory requirements as part of their submission:

- The firm holds current Professional Indemnity Insurance of not less than £2,000,000 any one claim (evidence required).
- The firm holds current Public Liability Insurance of not less than £5,000,000 (evidence required).
- The firm holds current Employers' Liability Insurance of not less than £10,000,000 (evidence required).
- The proposed project team includes at least one surveyor with demonstrable experience of HRB projects.
- The firm can confirm availability to mobilise within four weeks of contract execution.
- The firm has not been subject to formal regulatory action by the RICS, HSE, or any other professional or statutory body in the past three years.

Failure to confirm compliance with any mandatory requirement will result in exclusion from further evaluation.

4.3 Structure of Submission

- Tender submissions must include the following sections in the order stated:
- Covering letter confirming compliance with mandatory requirements and fee submission.
- Quality responses; three questions as set out in Section 5.
- Fee submission; in accordance with the template at Section 6.
- CVs for all proposed team members.
- Project case studies; two maximum detailing relevant experience
- Copy of insurance certificates.

Each quality response must not exceed 500 words. References to project case studies must use real project examples. CVs must not exceed two sides of A4 per individual.

5. Quality Questionnaire

The quality submission is worth 60% of the total available score. Responses will be assessed by a panel of at least two representatives from Hastings Commons, applying the scoring matrix set out in Section 7. Each response must not exceed 500 words. Appendices containing supporting project examples are encouraged and will not count towards the word limit.

Question 1: HRB Experience (20%)

Please describe your firm's relevant experience of delivering cost management services on High-Risk Residential Buildings of similar scale and complexity to Rock House. Your response should:

- Identify at least one directly comparable HRB project, confirming the scale, procurement route, contract value, and your firm's specific role.
- Describe the key challenges encountered in relation to Building Safety Act compliance, the Gateway process, and cost management, and explain how those challenges were overcome.
- Evidence your understanding of the cost implications of HRB requirements, including structural, fire safety, MEP, and envelope considerations specific to multi-storey residential conversion.

Question 2: Approach to Cost Certainty (20%)

Please describe your methodology for achieving and maintaining cost certainty on a project of this type, where programme, design development, and HRB compliance requirements interact. Your response should:

- Explain your approach to developing and maintaining elemental cost plans through the RIBA stages, and how you manage cost drift between gateways.
- Describe how you would identify, quantify, and manage risk on this project, including allowances for HRB-specific risks, inflationary pressures, and contractor market conditions.
- Explain how you would engage the design team in value engineering without compromising safety, quality, or programme.
- Provide an example of a project where your approach to cost management directly contributed to a successful commercial outcome, while maintaining quality and core objectives of the project.

Question 3: Proposed Project Team (20%)

Please provide details of the proposed project team for this appointment. Your response should:

- Identify the proposed lead consultant and day-to-day project QS
- Outline the project team's key skills and experience of working on community-led development schemes or projects that have required collaboration, problem solving, flexibility, proactive delivery and engaging multiple stakeholders.
- Describe the role, seniority, and relevant experience of each proposed team member.
- Confirm availability of each team member for the anticipated project programme, including any known conflicts or commitments.
- Confirm your firm's commitment to team continuity
- CVs for all proposed team members must be appended (maximum two sides of A4 per individual).

6. Fee Submission Template

Fee submissions must be completed in full using the template below. Submissions that omit any required element may be subject to clarification requests or may be considered non-compliant.

All fees must be stated exclusive of VAT. VAT will be applied at the prevailing rate on appointment. The fee submission should be provided as a separate Excel document as well as within the main PDF submission.

6.1 Phase Fee Summary

| Phase / Service Element | Fee (£) | % of Project Value |
|--|---------|--------------------|
| Pre-Contract — RIBA Stage 2 (Design Development Support) | £ | |
| Pre-Contract — RIBA Stage 3 (Spatial Coordination) | £ | |
| Pre-Contract — RIBA Stage 4A (Technical Design, pre-tender) | £ | |
| Stage 1 PCSA — Procurement (tender docs, management, analysis) | £ | |
| Stage 2 PCSA — Commercial Management (cost validation, Gateway 2) | £ | |
| Main Contract Procurement (contract docs, tender/conversion, evaluation) | £ | |
| Construction Phase (change control, valuations, cost reporting) | £ | |
| Final Account (agreement, settlement, funders reporting) | £ | |
| SUB-TOTAL — Lump Sum Fees | £ | |
| Disbursements / Expenses (describe basis below) | £ | |
| TOTAL FEE (exclusive of VAT) | £ | |

6.2 Hourly Rates

Please provide the following hourly rates for additional services or variations to the agreed scope:

| Role / Grade | Hourly Rate (£/hr excl. VAT) | Notes |
|--------------------------------|------------------------------|-------|
| Director / Partner | £ | |
| Associate Director / Senior QS | £ | |
| Project QS | £ | |
| Graduate QS | £ | |
| Support / Admin | £ | |

6.3 Expenses and Disbursements

Please describe your firm's expenses policy, including:

- The basis on which travel and accommodation will be charged (mileage rate, first class/standard rail, etc.).
- Printing and reproduction costs.
- Any other disbursements anticipated on this project.
- Tenderers are encouraged to propose a fixed disbursements cap or to include all reasonable expenses within the lump sum fee.

6.4 Assumptions and Exclusions

Please list all assumptions underpinning your fee submission, including:

- Number and frequency of site visits, meetings, and workshops assumed.
- Number of cost plan iterations assumed at each RIBA stage.
- Assumed scope of funder reporting (number of funders, report frequency, format).
- Assumed duration of PCSA period.
- Any services that are excluded from your submission, with a brief explanation and indicative cost for each.

Tenderers should note that the evaluation will take into account the total cost of the appointment, including any services identified as excluded. Where excluded services are required by the scope of this ITT without clear and reasonable justification, this will be noted in the evaluation.

7. Evaluation Matrix

Tender submissions will be evaluated by a panel of at least two representatives from Hastings Commons. Scores will be moderated and agreed by consensus. The evaluation will be conducted transparently.

The total score available is 100 points. Quality accounts for 60 points and fee for 40 points.

| Assessment Criteria | Weighting | Max Score |
|-----------------------------------|-----------|-----------|
| QUALITY SUBMISSION (60% of total) | 60% | 60 |
| Q1 — HRB Experience | 20% | 20 |
| Q2 — Cost Certainty Methodology | 20% | 20 |
| Q3 — Team Strength & Availability | 20% | 20 |
| FEE SUBMISSION (40% of total) | 40% | 40 |
| TOTAL | 100% | 100 |

7.1 Quality Scoring Definitions

Quality responses will be scored on a 0–maximum scale in accordance with the following definitions:

- 0: No response, wholly inadequate, or no relevant evidence provided.
- 25% of maximum: Weak response; limited evidence; generic content not demonstrating project understanding.
- 50% of maximum: Adequate response; some relevant evidence; methodology described but lacking depth or specificity.
- 75% of maximum: Good response; relevant experience demonstrated; methodology credible and project-specific.
- 100% of maximum: Excellent response; directly comparable experience; compelling and evidenced methodology; clear added value.

7.2 Fee Scoring

The fee element will be scored using the inverse proportional method. The lowest total compliant fee will receive the maximum available fee score of 40 points. All other compliant fee submissions will be scored proportionally as follows:

$$\text{Fee Score} = (\text{Lowest Fee} / \text{Submitted Fee}) \times 40$$

7.3 Right to Reject

Hastings Commons reserves the right to reject any submission that is materially non-compliant, that contains information that is found to be misleading, or that fails to satisfy any of the mandatory requirements set out in Section 4.2. Hastings Commons is not obliged to appoint the highest-scoring tenderer and may seek clarifications from any tenderer before finalising the evaluation.

8. Recommended Appointment Timetable

The following timetable represents the recommended programme for this procurement. All dates are indicative at the time of issue and will be confirmed or updated at the point of ITT despatch. Tenderers must confirm their ability to comply with the timetable as part of their submission.

| Milestone | Target Date |
|---|---|
| Issue of ITT documentation to shortlisted consultants | 9 June 2026: Week 1 |
| Deadline for clarification questions | Week 2 COP Thursday 18 th June 2026 |
| Deadline for submission of tender responses | Week 4 COP Tuesday 30 June 2026 |
| Evaluation of quality and fee submissions | Week 4-5 1-15 July 2026 (indicative) |
| Notification of preferred consultant | Week 6 w/c 13 July 2026 (indicative) |
| Contract execution and mobilisation | Week 6 |
| Anticipated project commencement | Week 7 Monday 20 July 2026 (indicative) |

Any request for an extension to the tender return deadline must be submitted in writing to the project lead at least five working days before the deadline. Extensions will only be granted in exceptional circumstances and will be communicated to all tenderers.

9. Conditions and General Information

9.1 Confidentiality

This document is issued in strict confidence. Recipients must not copy, share, or disclose its contents to any third party without the prior written consent of Hastings Commons. The contents of this ITT remain the property of Hastings Commons.

9.2 Freedom of Information

Hastings Commons is a community benefit society and is not a public authority for the purposes of the Freedom of Information Act 2000. Tenderers should be aware that information submitted as part of this process may nonetheless be shared with funding bodies under the terms of any applicable grant conditions.

9.3 No Commitment to Appoint

Hastings Commons reserves the right to withdraw this ITT, to abandon the procurement, or to decline to appoint any tenderer at any stage of the process, without liability to any party. The costs incurred by tenderers in preparing and submitting responses are entirely at the tenderers' own risk.

9.4 Conflicts of Interest

Tenderers must disclose any actual or potential conflict of interest with Hastings Commons, Rock House, or any member of the existing project team as part of their submission. Failure to disclose a conflict of interest may result in disqualification.

9.5 Canvassing

Any tenderer that attempts to canvass any member of the Hastings Commons board, staff, or advisers in connection with this procurement will be immediately disqualified.

9.6 GDPR and Data Protection

Personal data submitted as part of this tender process will be held and processed by Hastings Commons in accordance with UK GDPR and the Data Protection Act 2018, solely for the purposes of evaluating this tender and managing the resulting appointment.

9.7 Contract Terms

The appointed consultant will be required to enter into a formal written appointment, based on the RICS Standard Form of Consultant's Appointment or an equivalent professional services contract acceptable to both parties. The appointment will incorporate this brief, the accepted fee submission, and any agreed clarifications. Hastings Commons reserves the right to negotiate final terms prior to execution.

— End of Invitation to Tender —

Rock House, 49–51 Cambridge Road, Hastings TN34 1DT | Hastings Commons | June 2025