



Portsmouth
CITY COUNCIL

Care and Support in Extra Care Housing

Preliminary Market Engagement Report

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1.0 Background

1.1 Introduction

Portsmouth City Council (the Council) are looking to undertake a procurement of two contracts that cover four extra care schemes in the city, with a view that commencement of both contracts would start on 1st December 2025.

The Council undertook a Preliminary Market Engagement (PME) exercise as part of a strategic review of delivery options for the provision of care and support in Extra Care Housing. The aim of the SMT exercise was for the development of the commercial and procurement strategy, ensuring that both align with the Council's objectives and the needs of the service users.

The Council is responsible for four extra care schemes in the city. Two of the four schemes are currently rated 'Inadequate' by CQC. Key areas of concern identified in CQC inspections and noted in contract monitoring relate to:

- Staffing - some behaviours not person centred and not in line with dignity/ organisational values
- Medication systems concerns about processes, governance and staff competence
- Evidencing supporting service users safely: recognising risks and assessing appropriately- e.g. falls, nutritional needs, lack of knowledge and appropriate application of MCA.
- Lack of evidence of service users being involved in their care/ being given opportunity to provide feedback
- Lack of evidence of learning and embedding learning from incidents
- Leadership - governance systems not adequate, failing to pick up issues identified, including training, medication errors, deficits in care planning/ risk assessment.

A PME notice was published on Monday 12th May to inform the market of the PME process, see Appendix I - PME Briefing Document - Care and Support in Extra Care Housing as to how the process was conducted.

A PME Briefing was held on Microsoft TEAMS on Wednesday 21st May for interested providers. In addition, interested suppliers were asked to complete a word questionnaire, see Appendix II - Questionnaire - RPME Questionnaire Extra Care 2025 for a copy of the questionnaire published for completion.

At the time of this report 21 providers have registered an interest with Council's e-sourcing platform - Intend, 9 suppliers registered and attended the Microsoft Teams event. The Council received 8 responses to the questionnaire.

This report primarily intends to give a general overview of response to each question within the questionnaire.

2.0 Experience and Capability

Are you currently delivering extra care or services of a similar nature and size (for example, supported living) to this contract opportunity? If so, for approximately how many residents.

Most providers currently deliver Extra Care or similar services, such as supported living or domiciliary care, with resident numbers ranging from 10 to over 3,000 over multiple sites. Several providers have a local presence in Portsmouth and/or the surrounding area, and some have previously managed the Portsmouth schemes. Providers emphasise their strong governance and support structures, with many schemes rated "Good" or "Outstanding" by CQC.

Providers highlight their experience with diverse client groups, including older adults, working-age adults, and individuals with sensory impairments, learning disabilities, and complex needs. They stress the importance of regulatory compliance, staff training, and person-centred care. A number of providers have successfully turned around failing services in other regions, demonstrating their capability to improve service quality, compliance and improving CQC ratings.

3.0 Turnaround Strategy

What length of time do you think would be necessary to deliver an effective turnaround?

Proposed turnaround periods range from 3 to 12 months, with 6 to 9 months being the preferred time frame. Providers emphasise the need for stabilisation, embedding systemic change, and sustaining improvements, with leadership, staff training, and cultural transformation being central to success. Key resources include experienced managers, HR and compliance support, and digital care systems. Providers also highlight the importance of co-production with residents, transparent communication, and data-driven quality assurance to measure progress effectively.

Some providers have experience in turning around failing services within short timeframes, demonstrating their ability to implement effective turnaround strategies.

What resource (including budget) do you envisage would be required to do this e.g. additional oversight by an experienced Registered Manager, or quality improvement process implementation etc.

A range of budgets was suggested, these are not being published to ensure confidential commercial information is not shared. Common resources include experienced managers, HR and recruitment support, training and compliance teams, and digital care planning systems. Providers highlight the importance of having a dedicated team to oversee the turnaround process and ensure quality improvement.

Do you have experience of raising standards within a service? What key lessons have you learned and how would you measure the progress of a turnaround?

Most providers have demonstrated success in turning around failing services. Key lessons include the importance of leadership and culture, staff engagement and training, and transparency with residents. Progress is measured through KPIs such as medication errors and staff turnover, audits and mock inspections, and resident and staff feedback.

4.0 Block Hours and Staffing

In addition to planned hours of care, there is currently a block of 231 hours of care per week per scheme for background care and support, including unplanned care, and support to deliver activities. Benchmarking with other Local Authorities suggests that the block hours may be over-specified.

The council propose to continue to fund block hours at this level for the first six months. At the end of six months the incumbent provider would be asked to submit proposals on the level of block required to safely operate the scheme(s) on an ongoing basis, with evidence to support this proposal.

Is this a realistic expectation and how would you determine the level of block required to safely deliver a scheme?

Providers generally support maintaining 231 block hours for the first six months, with some providers recommending extending this to 12 months before reassessment. Preferences vary between fixed block hours per scheme and flexible allocations across schemes, though most favour a person-centred approach. Providers emphasise the need for safe overnight coverage and understanding unscheduled care demand. They propose using data-driven reassessment to determine the appropriate level of block hours based on real-time monitoring and resident needs.

Providers highlight the importance of staffing stability and workforce development. They emphasise the need for intensive training, leadership development, and addressing staff burnout and morale. Some providers suggest adjusting Waking Night hours to optimize resources and ensure safe overnight coverage. They also propose flexible staffing models to adapt to changing resident needs and ensure efficient service delivery.

Would you prefer an individual block amount per scheme, or a total block number that could be used flexibly across the schemes (if you were delivering more than one scheme)?

Preferences varied, with some providers favouring individual block amounts per scheme for accountability and person-centred care, while others support a flexible block across schemes for efficiency. The choice often depends on the provider's operational model and the specific needs of the residents in each scheme.

5.0 Preferred Care Models

What models of extra care provision do you consider most effective and why?

Effective care models identified include Core and Flex structures, community-integrated schemes, and technology-enabled care. Providers advocate for a balanced mix of residents with low to high needs to ensure effective scheme operation. They emphasise the importance of resident-led activities, local partnerships, and integrating health and social care services. Technology-enhanced models, such as digital monitoring and telehealth, are also highlighted as effective approaches to enhance safety and independence.

Providers stress the importance of person-centred and holistic care tailored to individual needs and preferences. They advocate for flexible support models that can adapt to changing resident needs and promote independence. Community integration and social engagement are seen as key factors in improving residents' quality of life and reducing reliance on paid care. Providers also highlight the role of assistive technology in enhancing care delivery and supporting residents' well-being.

6.0 Lotting Structure

What do you think of the proposed lotting structure and the Council's option of restricting the providers to being limited to only being awarded one lot?

Most providers understand and support the one-lot-per-provider rule, though some suggest flexibility if one provider demonstrates capacity for both lots. Concerns include staff redeployment limitations, duplication of management structures, and inconsistent quality assurance across schemes. Providers emphasise the need for a balanced approach to ensure service continuity and quality.

7.0 Contract Terms

The Council envisages entering into two separate 4-year contracts, extendable by a further 4-years in increments to be agreed at the time by both parties.

What are your views on the proposed contract term?

Providers generally support a 4 plus 4 year contract term, with some advocating for longer durations for example 5 plus 5 years to enable better planning and cultural change. Longer terms are seen as beneficial for staff retention, service continuity, and investment in quality improvement. They highlight the importance of stability and accountability in achieving positive outcomes for residents.

Providers stress the need for flexibility in contract terms to accommodate changing service needs and ensure continuous improvement. They recommend regular performance reviews and adaptation to ensure the contract remains aligned with service goals. Providers also emphasise the importance of clear contractual terms and conditions to ensure transparency and accountability. They advocate for collaborative working relationships with the Council to achieve shared goals and improve service delivery.

8.0 Hourly Rate Cap

The council are proposing to cap the hourly rate based on a recent benchmarking exercise with neighbouring authorities. Bidders could tender below the capped rate if they chose to.

What would you consider to be a reasonable capped rate?

Suggested rates vary and a wide range of figures were supplied (to ensure sensitive business information is not shared no figures will be included in this report). Providers emphasise the need to align rates with staff wages, training and compliance costs, and service sustainability.

Providers recommend benchmarking rates against neighbouring authorities and considering the true cost of delivering quality care. Providers also emphasise the importance of flexibility in rate setting to accommodate varying service needs and ensure financial sustainability. They advocate for transparent and evidence-based rate setting to ensure fair and equitable funding.

9.0 Participation Criteria

As part of the conditions of participation to formal submit a tender proposal, the council will need to set levels of experience and performance levels that tenderers will need to meet as part of the tender.

The Council are considering setting a minimum requirement on a Pass/Fail basis, which would mean that if you have had a contract assessed as inadequate in the last 3 years you would be deemed to fail the conditions of participation, unless you can evidence the rating had subsequently improved and is/was no longer rated as inadequate.

Would you have any concerns regarding this approach and are there any alternative considerations the Council should consider regarding current service delivery?

Most providers support pass/fail criteria based on CQC ratings, provided context and improvement efforts are considered. Some recommend allowing evidence of improvement and considering inherited issues. Providers emphasise the need for a balanced, nuanced approach to ensure fair evaluation and encourage innovation and improvement.

Providers highlight the importance of transparency and accountability in participation criteria. They recommend clear and consistent evaluation criteria to ensure fair and equitable assessment. Providers also emphasise the need for flexibility in evaluating past performance to accommodate providers with a track record of improvement. They advocate for a balanced approach that considers both current performance and potential for future improvement.

10.0 Interest in Tendering

Will you be interested in tendering for this contract opportunity when it is published? Please explain your answer.

All providers expressed strong interest in bidding for the contract, citing alignment with their values, local presence, and proven capability. Providers highlight their experience in delivering Extra Care services and their commitment to person-centred care. They emphasise their confidence in their ability to meet the Council's requirements and deliver high-quality services.

Providers stress the importance of local presence and community integration in delivering effective Extra Care services. They highlight their experience in managing similar schemes and their ability to implement effective turnaround strategies. Providers also emphasise their commitment to continuous improvement and innovation in service delivery. They express their enthusiasm for the opportunity to collaborate with the Council and contribute to the improvement of Extra Care services in Portsmouth.

Please provide any additional information you feel is relevant in assisting Portsmouth City Council with developing the specification for this service.

Providers recommend emphasizing flexible care models, technology-enhanced monitoring, and strong resident engagement. Continuous quality improvement frameworks and integration with local services are also highlighted. Providers stress the importance of tailoring services to individual needs and promoting independence and well-being.

Appendix I - PME Briefing Document



Care and Support in Extra Care Housing

Preliminary Market Engagement Brief

P00005099

Introduction

Portsmouth City Council (the 'Council') is undertaking a Preliminary Market Engagement (PME) exercise concerning the provision of care and support in Extra Care Housing. The Council has published a - Preliminary Market Engagement Notice - Portsmouth City Council - Care and Support in Extra Care Housing, 2025.

This market engagement will help inform the development of the commercial and procurement strategy, that aligns with both the Council's objectives and the needs of the service users.

This briefing outlines the scope and key considerations for interested suppliers to review and subsequently provide feedback to assist with informing the final procurement strategy, ensuring compliance with the Procurement Act 2023 and achieving value for money, transparency, and service quality.

The Council is responsible for four extra care schemes in the city. Two of the four schemes are currently rated 'Inadequate' by CQC. Key areas of concern identified in CQC inspections and noted in contract monitoring relate to:

- Staffing - some behaviours not person centred and not in line with dignity/organisational values
- Medication systems concerns about processes, governance and staff competence
- Evidencing supporting service users safely: recognising risks and assessing appropriately- e.g. falls, nutritional needs, lack of knowledge and appropriate application of MCA.
- Lack of evidence of service users being involved in their care/ being given opportunity to provide feedback
- Lack of evidence of learning and embedding learning from incidents
- Leadership - governance systems not adequate, failing to pick up issues identified, including training, medication errors, deficits in care planning/ risk assessment.

The current cost for delivering these services across four Extra Care facilities is approximately £3.5million per annum. However, this value can fluctuate on an annual basis dependent on existing occupancy levels and the support needs of the residents. Additionally, each contract will be subject to an increase in rates, which will be reviewed on an annually basis and has typically been based on the Retail Price Index.

At present one provider manages all four of the sites, though the Council will be investigating options to split these sites into two distinct lots with two providers being responsible for the extra care facilities -

- **Lot 1** - Brunel Court, Caroline Square and Milton Village - £2.19M per annum
- **Lot 2** - Maritime House £1.27M per annum

The contract values included on each lot above are based on current levels of demand and the previous year's spend. However, the value of the opportunity can fluctuate dependent on the needs of the individuals and the current sites remaining in maximum occupation.

To assist interested suppliers in understanding the current service requirements and proposed future procurement, the Council will be running a Microsoft Teams event on Wednesday 21st May 2025 at 13:30. For full details to register for the event see section 9 - PME Microsoft Teams Meeting.

After the Microsoft Teams Evet has taken place, the Council will publish a market engagement questionnaire. **Suppliers are encouraged but not obliged to complete the questionnaire.** Completing the questionnaire will help inform the Councils future procurement and lotting options. Please refer to Appendix - 1 - PME Questionnaire.

The Council are requesting the questionnaire is completed by Wednesday 30th May 2025 by 23:59, any responses after this deadline may not be considered in the soft market testing report.

For further details of how to complete the questionnaire and supplementary documents to complete, see section 12 PME Questionnaire Return Requirement.

Background

Extra care housing schemes in the city are a specialist sheltered housing provision designed to offer a safe, private and secure environment. Residents are able to maintain their independence by having their own home whilst having the benefits of having staff on hand 24 hours a day, 7 days a week. The care staff can be used to provide either planned support or ad-hoc support in response to emergencies or Tunstall calls (Tunstall is a call system that is placed in each flat and allows residents to call for assistance at any time of the day) The care and support services in these schemes are currently delivered by Radis Community Care (GP Homecare Ltd company).

The aim of the care service is to promote and maximise independence for the residents. There are 4 extra care schemes across Portsmouth as follows -

- Brunel Court - located in Nuffield Place, 55 apartments.
[Radis Community Care \(Brunel Court\) - Care Quality Commission](#)
- Milton Village - located in Moorings Way, incorporates 65 apartments built as a complex. This is over 3 separate buildings - Crane Court (12 apartments) Osprey Court (16 apartments) and Brent Court (37 apartments).
[Radis Community Care \(Milton Village\) - Care Quality Commission](#)
- Caroline Square - located in Portsea, 43 apartments.
[Radis Community Care \(Caroline Square\) - Care Quality Commission](#)
- Maritime House - located in Northern Parade, 80 apartments.
[Radis Community Care \(Maritime House\) - Care Quality Commission](#)

Scheme	No of Units in total	No of PCC Units	No of PCC Residents in receipt of care	Hours of Care
Brunel Court	55	47	35	557
Caroline Square	43	43	33	516
Maritime House	80	80	57	960
Milton Village	65	40	22	287

The landlord of all 4 schemes is Housing 21 and this does not form part of this tender. The personal care hours into the extra care schemes fluctuates on a weekly basis depending on the individual's needs, there is also a fixed element linked to every scheme which is used for the ad-hoc support such as extra support for residents or assisting with mealtimes in communal areas.

PME Objectives

To avoid any future compliance issues impacting a subsequent procurement process, the Council has designed a PME process to align with the requirements of the Procurement Act 2023, particularly in relation to the increased transparency, conflict assessment and risk assessment considerations that the act will impose.

In summary the objectives of this PME exercise are to:

- Provide a platform to share information on:
 - Current scope
 - Envisaged contracting strategy options, duration and extension options
 - Lotting options for schemes
 - Indicative procurement and mobilisation programme
- Review and understand market capacity and capability to deliver specific service elements
- Inform the further development of the procurement strategy, process and programme
- Identify potential conflicts of interest early in the process, allowing the Council to manage and mitigate them where possible in line with legislative requirements.
- Future proof compliance of any subsequent procurement process with the increased transparency obligations, risk assessment and conflict assessment requirements of the Procurement Act 2023

PME Supporting Information

The following supporting documents have been included as part of the PME Briefing pack via the e-tendering portal, Intend -

- PME Briefing Document Care and Support in Extra Care Housing (this document)
- Appendix 1 - PME Questionnaire - Care and Support in Extra Care (will be published after Wednesday 21st May 2025 for completion)
- Appendix 2 - Conflicts of Interest Statement
- Appendix 3 - Conflicts of Interest Declaration
- Appendix 4 - Request for participation at PME event

All documents issued in respect of this PME process are made available in good faith. Whilst the information in the PME documents is believed to be correct at the time of issue, neither the Council nor its advisors accept any liability for its accuracy, adequacy or completeness, nor is any warranty (express or implied) given as to its accuracy, adequacy or completeness. Suppliers should refer to the latest version of the PME Brief (this document) for an up-to-date list of PME documentation.

PME Process Key Principles

As part of the Council's commitment to ensuring a fair, open, and competitive procurement process in accordance with the current provisions of the Public Contract Regulations 2015 and the provisions of the Procurement Act 2023, the Council recognise the importance of transparency in this process and aim to adhere to the following principles:

- *Open Communication*
 - Equal Access to Information: All interested suppliers will receive the same information and documentation regarding this PME exercise to ensure a level playing field.
 - Clear and Consistent Communication: The Council will ensure that all questions and answers, as well as any clarifications or updates, are shared with all participating suppliers simultaneously through the Council's e-tendering platform, Intend.
- *Fair Opportunity for Participation*
 - The PME exercise is open to interested suppliers, regardless of size or sector. The Council encourage participation from SME's and organisations of all types to gain a comprehensive understanding of the market.
 - There will be no preference or bias toward any particular supplier during the PME process, ensuring a fair and impartial assessment of all responses.
- *Data Protection and Confidentiality*
 - Confidential Handling of Information: All information provided by participating suppliers will be treated with the utmost confidentiality and will not be shared with third parties or used for any purpose other than this PME exercise.

- Anonymised Analysis: Responses will be used to inform the Council's procurement strategy; however, any analysis or reporting will be anonymised to ensure no individual supplier's data is identifiable.
- *Non-Commitment and No Advantage*
 - Non-Binding Nature: Participation in this PME exercise is voluntary and does not imply or create any contractual or legal obligation between the Council and any supplier.
 - No Competitive Advantage: Participation in the PME exercise will not give any supplier an advantage or guarantee an invitation to participate in the subsequent formal procurement process. All potential suppliers will be subject to the same selection criteria when the formal procurement process begins.
- *Compliance with Procurement Legislation*
 - This PME exercise will be conducted in full compliance with the Public Procurement Act 2023 with regards to any relevant regulations, ensuring transparency, fairness, and accountability throughout the process.
 - Any potential conflicts of interest identified during the PME exercise will be managed in accordance with legal and regulatory requirements to maintain the integrity of the process.
- *Feedback and Outcome*
 - Participating suppliers will be informed of the PME process outcome and how the information gathered will shape any subsequent procurement strategy for the Care and Support in Extra Care Housing Contract.

Conflicts Assessment

The Procurement Act 2023 requires the Council to identify and keep under review actual and potential conflicts of interest. The Council must also mitigate conflicts of interest and address circumstances which the Council considers are likely to cause a reasonable person to wrongly believe there to be a conflict or potential conflict of interest.

A conflict of interest arises when an individual's personal interests, relationships, or activities have the potential to interfere with their impartiality or the integrity of the procurement process. This may include financial, personal, familial, or business interests that could improperly influence, or be perceived to influence, their decisions or actions.

Suppliers should refer to Appendix 2 - Conflicts of Interest Statement for further details of the Council's duty regarding conflict of interests.

To meet current and future conflict of interest obligations, the Council requires that all suppliers participating in the PME process complete and return Appendix 3 - Conflicts of Interest Declaration **in word format**.

Where suppliers are unsure what would be considered as a potential or actual conflict of interest, then this should be declared to the Council in the first instance for a decision on any perceived risk and developing a subsequent mitigation strategy e.g. the introduction of an ethical wall's agreement between the Council and incumbent suppliers etc.

Lotting and Contract Strategy

Overview of lotting Options

The current model for Care and Support in Extra Care Housing has been delivered with a single provider being responsible for all four schemes.

The current contract is due to expire at the end of April 2026. However, following discussions with the incumbent the Council has decided to expedite this procurement and is aiming to award the contract for each lot on 15th August 2025, with a commencement date 1st December 2025 for both lots.

The proposed lotting arrangements are set out as follows:

- **Lot 1** - Brunel Court, Caroline Square and Milton Village
- **Lot 2** - Maritime House

Suppliers will be able to bid for both lots with the exception that they cannot win both.

Whilst the Council has identified lotting options above, suppliers can provide feedback, with supporting rationale, as to any potential concerns.

Envisaged contract terms and durations

The Council envisages entering into two separate 4-year contracts, extendable by a further 4-years in increments to be agreed at the time by both parties. The full scope of the services will formally commence on the 1st December 2025.

The total value of the opportunity will be in the region of £35M, when including all extension options, assuming each Extra Care facility remains in maximum occupation, the likely support needs of the residents and including any potential inflationary uplifts. The Council estimate the total spend over the maximum extension period for each lot to be -

- **Lot 1** - £22M
- **Lot 2** - £13M

The final contract arrangement has not been definitively set but is likely to be as set out above.

Whilst the Council has identified its preferred models above, suppliers can provide feedback, with supporting rationale, as to any potential concerns.

Envisaged Procurement Process & Timetable

The Council are considering running the procurement process using an Open Procedure under the Procurement Act 2023, though the Council could use a single stage Competitive

Flexible Procedure to incorporate additional flexibilities in respect of the approach to evaluating returns i.e. the inclusion of interviews, presentations etc.

Open Procedure

The Council will issue a Tender Notice under the Procurement Act 2023 outlining the key details and requirements, including the overview of the procurement process & associated programme, value of the opportunity, scope of the contracts, lotting options & associated contractual terms, minimum levels of technical experience & accreditations and evaluation & award criteria.

The Open Procedure is a single-stage competitive process where all interested suppliers may submit a tender, and there is no pre-qualification stage.

As part of this process, suppliers will be required to meet Conditions of Participation before their tender submissions are assessed. These conditions will relate to the supplier's legal and financial standing and technical ability to deliver the contract, which is likely to include the successful delivery of current and/or previous contracts of a similar value and scope as the Council's.

In addition, all suppliers and proposed subcontractors involved with the service delivery will be subject to assessment against the mandatory and discretionary exclusion grounds. Mandatory exclusion grounds include, but are not limited to, convictions for offences such as fraud, bribery, terrorism, and cartel activity. Where a supplier meets a mandatory exclusion ground, the Council is legally required to exclude them from the procurement process. Discretionary exclusion grounds may include issues such as poor past performance, conflicts of interest, or evidence of unethical conduct. The Council will assess these on a case-by-case basis and may choose to exclude a supplier where there is a significant risk to the integrity or delivery of the contract where insufficient evidence is provided in relation to self-cleaning.

Any interested suppliers will need to register on the governments Central Digital Platform for the Council to review any potential grounds for exclusion and a debarment check. The Central Digital Platform is live and information on how suppliers can register can be found using the following link - [Suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps \(HTML\) - GOV.UK](#).

Only those suppliers who successfully meet the Conditions of Participation and are not subject to exclusion grounds will have their tenders evaluated against the published award criteria, which will be based on the Most Advantageous Tender (MAT) principle, considering both quality and cost.

Suppliers will be required to provide responses to published quality assessment questions in delivery of the services under any of the specific lotting options, which the Council will undertake a review of, including qualitative and pricing responses. The Council is considering an evaluation percentage split focused on quality of service, which may include for a 70/30 ratio in favour of quality.

The Council are intending to run the PME and the subsequent envisaged tender process under the following Procurement Programme -

Task	Deadline
PME Notice/RFI issued	Monday 12 th May 2025
PME Briefing - Microsoft Teams Meeting	Wednesday 21 st May 2025
PME Clarification Deadline	Wednesday 28 th May 2025, 23:59
PME Questionnaire Response Deadline	Friday 30 th May 2025, 23:59
PME Draft Feedback Report - shared with suppliers taking part with the PME process	Wednesday 4 th June 2025
PME Draft Feedback Report - Deadline for supplier comments	Wednesday 11 th June 2025, 23:59
FTS & Tender Notice issued	Wednesday 25 th June 2025
Tender issued and procurement documents published on Intend	Wednesday 25 th June 2025
Deadline for requests for clarification	Friday 18 th July 2025, 23:59
Tender return deadline	Friday 25 th July 2025, 14:00
Contract Award Notice Published	Friday 15 th August 2025
Voluntary Standstill notification start	Monday 18 th August 2025
Voluntary Standstill finish	Thursday 28 th August 2025
Contract award	Friday 29 th August 2025
Contract commencement	Monday 1 st December 2025

PME Microsoft Teams Meeting

As part of the soft market testing, the Council will be running Microsoft Teams Meeting on Wednesday 21st May 2025 at 13:30.

The Council would anticipate the meetings to take no longer than 45 minutes and would look to follow the suggested agenda below -

- Introductions
- PCC Presentation

- Question and answers

The delegates in attendance for the Microsoft Teams event are likely to include -

- Lin Churches – Senior Commissioning Manager
- Tim Brock - Contracts and Commissioning Officer
- Simon Courtney – Senior Procurement Professional

Optional delegates include -

- Emma Ralson - Contracts and Commissioning Manager
- Abi Hamilton (Deputy Head of Adult Care and Support)
- Janet Hutchings (Contracts and Commissioning Team Officer)
- Deborah Young (Head of Adult's Quality and Performance)

Registering interest

Suppliers interested in taking part in Microsoft Teams session on Microsoft Teams are required to complete the following forms which are accessible via In-tend:

- Conflicts of Interest Declaration (Appendix 3) **in word format**

Suppliers are required to return the forms no later than **20th May 2025 at 12:00** and submit via In-tend correspondence function.

Suppliers can register for the event [here](#).

The Council will be recording the Microsoft Teams meeting and will subsequently make this available as part of the PME pack via Intend.

Key Areas of Focus for Feedback

The Council are looking to get feedback from the market by completing a PME Questionnaire. The PME Questionnaire will be published via Intend following the Microsoft Teams Meeting event on 21st May. has been included as part of the PME Briefing pack, this is to be completed and returned using the correspondence function on the Intend Portal. Further details in relation to the Questionnaire and return requirements can be found in section 12 - PME Questionnaire Return Requirements.

Project Team

Throughout the various stages of the procurement process, the Council has identified a project team who will be feeding into various key stakeholder groups. The Project Board will be made up of-

- Lin Churches (Senior Commissioning Manager)
- Abi Hamilton (Deputy Head of Adult Care and Support)
- Emma Ralston (Contracts and Commissioning Team Manager)
- Tim Brock (Contracts and Commissioning Team Officer)

- Janet Hutchings (Contracts and Commissioning Team Officer)
- Procurement Lead - Simon Courtney (Senior Procurement Professional)
- Matthew Fuller (Solicitor - Contracts)
- Deborah Young (Head of Adult's Quality and Performance)

PME Questionnaire Return Requirements

The Council request interested suppliers return Appendix 1 - PME Questionnaire using the Intend Portal correspondence function by **Friday 30th May 2025, 23:59**.

Appendix 1 - PME Questionnaire will be published after Wednesday 21st May 2025.

Documents to complete & return

In summary, suppliers wishing to contribute and take part in this PME process should complete and return the following documents -

- PME Questionnaire - submitted via Intend correspondence
- Appendix 3 - Conflicts of Interest Declaration - submitted via Intend correspondence
- Appendix 4 - Request for participation at PME event - submitted via Intend correspondence

PME ANALYSIS & REPORTING

The Council reserves the right to contact suppliers following submission of questionnaires in order to gain clarification and understanding of the responses. This will be via In-tend correspondence.

Any suppliers who submit a completed questionnaire will be sent a copy of the draft PME Feedback Report, which will accompany the procurement process documentation. This report shall provide a summary of the overall trends in the response received against the areas of consideration.

The Council are aiming to have collated the PME feedback by 4th June 2025 to issue the draft report via Intend correspondence for suppliers to review.

PME CLARIFICATION PROTOCOLS

Any queries, questions or clarifications regarding this preliminary market engagement exercise must be made in writing using the project correspondence facility on the In-tend system.

Any questions and answers from either event will be recorded via a separate clarification log and will be published to Intend for all suppliers to access, unless deemed commercially sensitive. The Council will be recording the Microsoft Teams meeting and will subsequently make this available as part of the PME brief via In-tend.

For full details of the clarification process suppliers should review Appendix I - Intend Guidance accessible via In-tend.

GENERAL

Suppliers should note that there is no obligation to take part in this exercise and that if they do not take part, it will not preclude them from any subsequent related procurement process. Engaging suppliers will not receive preferential treatment in any subsequent tender process, and this is in no way an indication of the selection of any organisation or a guarantee of future work.

Completing the survey will help the Council to review the scope of service to allow the optimal means for suppliers, including SMEs, to participate in any subsequent procurement.

Thank you for your participation in this process.

Appendix II - PME Questionnaire



Portsmouth
CITY COUNCIL

Preliminary

Market Engagement Questionnaire

Extra Care Services in Portsmouth

Please return this PME Questionnaire using the Intend Portal correspondence function by Friday 30th May 2025, 23:59.

1. Introduction

Portsmouth City Council are looking to engage with providers who can deliver flexible, person centred care and support within the Extra Care Housing Schemes in Portsmouth.

Extra Care is a specialist housing provision designed to offer a safe, private and secure environment. Residents can retain their independence of having their own home whilst enjoying the benefits of having staff on hand to provide planned care and support. There is also 24-hour care and support available on-site within all schemes.

As part of this consultation document there is a questionnaire for providers to complete which will help us in deciding our future commissioning models. We welcome any feedback from interested parties. Providers are encouraged to complete as many of the questions within the questionnaire as possible.

Please return this PME Questionnaire using the Intend Portal correspondence function by Friday 30th May 2025, 23:59.

2. Current provision

Currently, the Council commission Extra Care over 4 schemes around Portsmouth. In total the schemes have 243 flats which are predominantly 1 bedroom. The service delivers personal care to individuals with an assessed care need and additional support designed to promote wellbeing within the schemes. The number of units and residents is shown in the below table.

Scheme	No of Units in total	No of PCC Units	No of PCC Residents in receipt of care	Hours of Care
Brunel Court	55	47	35	557

Caroline Square	43	43	33	516
Maritime House	80	80	57	960
Milton Village	65	40	22	287

Two of the four schemes are currently rated 'Inadequate' by CQC. Key areas of concern identified in CQC inspections and noted in contract monitoring relate to:

- Staffing - some behaviours not person centred and not in line with dignity/organisational values
- Medication system concerns about processes, governance and staff competence
- Evidencing supporting service users safely: recognising risks and assessing appropriately- e.g. falls, nutritional needs, lack of knowledge and appropriate application of MCA.
- Lack of evidence of service users being involved in their care/ being given opportunity to provide feedback
- Lack of evidence of learning and embedding learning from incidents
- Leadership - governance systems not adequate, failing to pick up issues identified, including training, medication errors, deficits in care planning/ risk assessment.

3. Purpose of Service

The aim of this service is to support residents to live as independently as possible within an Extra Care Scheme by -

- Maximising their health and wellbeing through the provision of personalised care services.
- To deliver preventative outcomes that enable them to avoid residential care, nursing care or admission to hospital where possible.
- To ensure that service user needs', requirements and views are at the forefront of service development and delivery and to work within the personalisation agenda by co-producing mutually agreed care plans.
- To actively promote increased choice and control, improve health and emotional wellbeing, maintain personal dignity and improve quality of life.
- Ensuring that service users' have access to advice and information to make informed decisions.
- Working flexibly and in ways that enable service users to realise the goals and ambitions that are important to them by always maximising the control and influence they have over their own lives.

4. Company Details

Please complete the following questions if you are interested in delivering this service.

Name of Organisation:	
What type of organisation are you (e.g. charitable/private or publicly owned): Please provide Charity / Company registration number(s):	
Registered Office:	
Contact Name:	
Position/Job Title:	
Telephone Number:	
Email Address:	
Are you registered on the Central Digital Platform? Find a Tender	

Under the new Procurement Act 2023 suppliers are required to register on the Central Digital Platform, entering basic supplier information. Guidance and information can be found via the below link:

[Suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps \(HTML\) - GOV.UK](#)

Bidders are recommended to register in advance of the publication of the tender.

5. Questions

Please answer the following questions as best you can. Whilst there is no obligation to complete the questions below, completing the questionnaire will help the Council to review the scope of service and procurement strategy.

1. Are you currently delivering extra care or services of a similar nature and size (for example, supported living) to this contract opportunity? If so, for approximately how many residents.

2. The council will likely propose to fund a 'turnaround' period at the start of the contract to ensure the provider has the resources necessary to focus on resolving the current issues in Extra Care in Portsmouth.

2a) What length of time do you think would be necessary to deliver an effective turnaround?

2b) What resource (including budget) do you envisage would be required to do this e.g. additional oversight by an experienced Registered Manager, or quality improvement process implementation etc.

2c) Do you have experience of raising standards within a service? What key lessons have you learned and how would you measure the progress of a turnaround?

3. In addition to planned hours of care, there is currently a block of 231 hours of care per week per scheme for background care and support, including unplanned care, and support to deliver activities. Benchmarking with other Local Authorities suggests that the block hours may be over-specified.

The council propose to continue to fund block hours at this level for the first six months. At the end of six months the incumbent provider would be asked to submit proposals on the level of block required to safely operate the scheme(s) on an ongoing basis, with evidence to support this proposal.

3a) Is this a realistic expectation and how would you determine the level of block required to safely deliver a scheme?

3b) Would you prefer an individual block amount per scheme, or a total block number that could be used flexibly across the schemes (if you were delivering more than one scheme)?

4. What models of extra care provision do you consider most effective and why?

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5. The council are proposing splitting the Procurement for the 4 Extra Care schemes into 2 lots. Whilst providers can bid for both the lots, providers will only being able to win one of the lots.

The Council are looking at the sites to strategically mitigate risk and ensure continuity of service. The proposed lotting arrangements are set out as follows:

- Lot 1 - Brunel Court, Caroline Square and Milton Village - 1417 hours of planned care in total
- Lot 2 - Maritime House - 960 hours of planned care in total

What do you think of the proposed lotting structure and the Council's option of restricting the providers to being limited to only being awarded one lot?

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6. The Council envisages entering into two separate 4-year contracts, extendable by a further 4-years in increments to be agreed at the time by both parties.

What are your views on the proposed contract term?

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7. The council are proposing to cap the hourly rate based on a recent benchmarking exercise with neighbouring authorities. Bidders could tender below the capped rate if they chose to.

What would you consider to be a reasonable capped rate?

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8. As part of the conditions of participation to formal submit a tender proposal, the council will need to set levels of experience and performance levels that tenderers will need to meet as part of the tender.

The Council are considering setting a minimum requirement on a Pass/Fail basis, which would mean that if you have had a contract assessed as inadequate in the last 3 years you would be deemed to fail the conditions of participation, unless you can evidence the rating had subsequently improved and is/was no longer rated as inadequate.

Would you have any concerns regarding this approach and are there any alternative considerations the Council should consider regarding current service delivery?

9. Will you be interested in tendering for this contract opportunity when it is published? Please explain your answer.

10. Please provide any additional information you feel is relevant in assisting Portsmouth City Council with developing the specification for this service.