

**How to run a further competition under the HSCN Access Services DPS agreement as an Individual Self-Serve (ISS) Customer**

How to run a further competition under the HSCN Access Services DPS agreement

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How to run a further competition under the HSCN Access Services DPS agreement

**Introduction**

This guidance is for customers running their own further competitions under the HSCN Access Services DPS agreement (RM3825). It covers the key stages of the process and gives detailed guidance on what has to be included and how to complete the required documentation.

If you wish to run a collaborative or aggregated procurement, separate guidance is available [here](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825).

NHS Digital, in collaboration with CCS, have produced template Request for Proposal (RFP) packs that customers are welcome to use. These RFP packs are not mandatory but you may find them helpful in compiling your requirement.

If you produce your own RFP pack it should contain, as a minimum, the following documents:

Statement of Requirements

Evaluation Methodology and Pricing Model

Order Form

Call Off Terms

Your RFP will need to give clear instructions to suppliers on the procurement systems to be used, response dates and the award criteria and weightings you will apply to evaluation.

As part of this agreement, specific Order Form and Call Off Terms have been devised and agreed with suppliers.

The Order Form and Call Off Terms will be used by both you and the supplier to record key information and will form the final Call Off Contract.

Completing the forms is a three stage process; issue, bid and award. To begin your general further competition, you need to part complete and send the Order Form and Call Off Terms to suppliers to obtain their general tender response.

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**Options for running a Further Competition**

If you wish to run your own procurement using your own tendering systems then you must include the Order Form and Call Off Terms in any documentation you send out to suppliers. Alternatively, we offer an online tendering tool for customer use:

**Crown Commercial Services eSourcing tool**

Please see our website for details and guidance on running a procurement exercise through our [eSourcing](https://www.gov.uk/government/publications/esourcing-suite-guidance-for-customers) tool. Templates for this agreement will be available for you to use within our eSourcing tool.

**Key stages in running a General Further Competition**

If you are interested in your procurement activity being run by us, please see our website for details of the options available or email us; [networkservices@crowncommercial.gov.uk](mailto:networkservices@crowncommercial.gov.uk)

Whether you run your own competition or opt to use one of our supported routes, the key stages of the procurement process, following pre-procurement, are the same.

**Clarify your requirements and write your statement of requirements**

A clear anddetailed statement of requirements (SOR) is vital to enable suppliers to provide you with proposals and prices. Separate guidance on creating your SOR can be found [here](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825). Please see the [sections](#page21) later in this document, which detail how you can work with the suppliers on the agreement to clarify your requirements.

At this stage, you must also complete the first sections of the Order Form and Call Off Terms. This will ensure that suppliers are aware of all your agreement specific requirements and that your procurement and subsequent call off order are covered by the terms of the agreement.

**Produce your evaluation methodology and pricing model**

For general further competitions the award criteria, expectations of suppliers and the percentage weightings that will be applied at evaluation must be clearly communicated to suppliers as part of your invitation to tender. This should accompany the Order Form and Call Off Terms, which form the basis of your request for quotation against the agreement.

The Order Form and Call Off Terms can be downloaded here from the [agreement web page](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825)

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Full details of the award criteria can be found in schedule 5 of the DPS agreement and are given below.

**Award Criteria**

You may select some, or all, of the criteria listed with Price & Quality weighting ranges between 25/75 to 75/25

|  |  |  |  |
| --- | --- | --- | --- |
| Award Criteria – | | | |
| to be defined by the Contracting Body conducting the Call for Competition | | | |
| Price | | | |
| A | Cost effectiveness | D | Exit cost |
| B | Implementation cost | E | Whole life costs |
| C | Running cost | | |
| Quality | | | |
| F | Technical assistance | L | Service |
| G | After sales service | M | Transition |
| H | Aesthetic and functional characteristics | N | Legal/Commercial |
| I | Environmental characteristics | O | Social value |
| J | Delivery date and delivery period | P | Implementation plan |
| K | Period of completion | Q | Risk and risk management |

**Complete the Order Form**

Use the Order Form to providepotential bidders with specific information about you, as the customer, and where you indicate any changes that you require (as allowed), to the template Call Off Terms which are provided on the agreement [web page.](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825) Do not sign the Order Form at this stage.

The information you include on the Order Form will be vital to suppliers as they will use it to inform their reply to your request for proposal (RFP).

As part of this agreement, an Order Form has been devised and agreed with suppliers.

The Order Form is multi-purpose and:

* supports your request for a proposal and/or a quotation from the suppliers within the required lot or lots of the agreement
* ensures that you are covered by the terms and conditions of the agreement
* clearly identifies, supporting your invitation to tender, any specific requirements of your procurement process such as the use of an eAuction
* supports your statement of requirements by providing key information about your requirements in terms of the options available within the agreement

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* provides options for you to indicate your requirements against key clauses of the DPS agreement e.g. implementation plans
* ensures consistency in the information provided to suppliers - resulting in quicker and more accurate quotations/responses
* supports suppliers in responding to your requests more effectively - the form prompts suppliers to provide relevant information
* provides you with signed supplier bids, so that once you have chosen a successful supplier you can move straight to contract award
* it enables you, after your own evaluation and award process; to award a call off contract with a supplier, again ensuring the supplier complies with the terms and conditions of the DPS agreement.

The Order Form also provides instructions as to which sections will be completed at each stage and indicates the information required from both you and the supplier.

**Review and amend the Call Off Terms**

The Call Off Terms need to be reviewed and amended as necessary tomeet your requirements. Template Call Off Terms are provided on the agreement web page and details of the possible changes, as captured on the Order Form, have been covered in this document. You will need to send your amended Call Off Terms along with the Order Form to all suppliers with your RFP.

Many of the changes that can be made are captured on the Order Form but depending on your requirement, you may need to make amendments to the Call Off Terms template before you issue your RFP.

Please ensure that all changes that need to be made to enable suppliers to respond with a general tender response are made to the template Call Off Terms and that these are issued with your RFP and Order Form.

There are also changes that you will need to make to the template Call Off Terms at contract award. These are outlined later in this guidance.

**Issue your Request for Proposal (RFP)**

Your RFP pack containing the Order Form, Call Off Terms, your statement of requirements andother relevant documentation to all suppliers. A guide to obtaining a list of current DPS suppliers can be found [here](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825).

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Where our eSourcing tool has been used, bids will be returned to the portal and will be available to view from the closing date and time.

**Receiving bids**

The supplier will use your statement of requirements and any otherdocumentation you provided to complete section F of the Order Form. They will attach their response to the form and return it by the requested method. All bids must be kept confidential until the closing date and time of the competition has passed. The supplier will also add their details to section A.

Suppliers must sign the form at section G before submitting a bid to you. An unsigned bid is not compliant under the terms of the agreement and cannot be considered a valid offer from the supplier.

**Evaluation**

Complete the evaluation of supplier bids using your own processes and systems,ensuring that the [award criteria](#BM8) are appropriately applied. Challenges from suppliers are a risk if the award criteria are not applied as described in the RFP. Bids must be evaluated on the basis of a combination of price and quality elements.

If you are proposing to run an eAuction, please see DPS schedule 4 (Call for Competition procedure) section 3 for details of the processes that form part of this agreement and which will apply to your procurement exercise.

**Award**

Once a chosen bidder has been identified you should ask them to submit their European Single Procurement Document (ESPD). If the information in the ESPD is unsatisfactory, you should then approach the next supplier as per the evaluation results and so on until a supplier is able to submit a satisfactory ESPD. When you have completed that process, you should inform all bidders of your intention to award.

CCS best practice advice is that a standstill period of 10 working days is observed between notification of intention to award and issuing the actual award.

To award send your completed Order Form, signed (at Section G) to the successful supplier along with the fully completed Call Off Terms (details of actions required to complete the Terms is given below in the [Call Off Terms Guidance (Part 2 Post Award)](#BM30) section. Bidders will have signed their section of the Order Form as part of their response to your RFP.

A legally binding agreement is formed on the date you sign the Order Form for your chosen supplier, completed Order Forms must be dispatched to suppliers by email.

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**Feedback to all unsuccessful suppliers**

See paragraph 2.1.2 of the frameworkschedule 4 (Call for Competition procedure) for details. This can be found on the [agreement web page](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1045)

**Before you issue your Call for Competition Order Form**

Completing and issuing the Order Form and Call Off Terms is a key stage in the procurement process, however prior to this you will need to have completed:

**Pre-procurement approvals**

You will, of course, need to meet the requirements of your organisation in terms of a business case and approvals.

Cabinet Office Controls may also apply - this depends on your organisation (mainly applies to central government), the services covered by the procurement and the value of the contracts to be awarded. Please check the Cabinet Office guidance to see if the [controls](https://www.gov.uk/service-manual/technology/spending-controls.html) will apply.

**Pre-procurement engagement**

Discussions with suppliers to confirm your requirements and finalise your statement of requirements are allowed under the terms of RM3825. Supplier contact details are available on the agreement [web page.](https://supplierregistration.cabinetoffice.gov.uk/dps#technology)

Pre-procurement engagement must meet the relevant procurement regulations in terms of transparency, non-distortion of competition and non-discrimination.

**Supplier discovery days**

These are, of course, optional but suppliers will welcome the opportunity to meet with you at supplier discovery days.

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**[How to complete the Order Form](#book1)**

**Call Off Order Form Guidance**

**Section A**

Confirms key information about your organisation. Where multiple contacts are appropriate e.g. procurement and technical, these can be given. Please ensure you provide the full legal entity of your organisation.

**Section B**

Enables you to define certain elements of your requirement in terms of the aspects of the agreement, which can be altered or amended for this type of competition. Your statement of requirements (SOR) will provide the suppliers with the full details of your requirements.

Clearly many of the options available have potential costs implications and may limit the ability of suppliers to respond to your RFP. We have provided guidance against each option, but this cannot be considered comprehensive, as the potential impact of each option will depend on your specific requirements.

You may wish to consider requesting that suppliers provide a breakdown of costs where you select a number of options as this may give you the opportunity to assess the impact of a specific clause on the requirement and to consider if you wish to award a contract with the option described.

The areas of the Order Form that need to be completed are:

**Customer project reference**

Please provide a unique reference, which will identify thisrequirement. This assists us and the supplier with tracking your project from its procurement, to award and then on an ongoing basis through management information submitted to us by suppliers.

**Statement of requirements (SoR) reference**

Please provide the reference number of yourstatement of requirements, this detail links the Order Form and your SoR together.

**Closing date for supplier responses**

You may specify any closing date for responses but must give a minimum of 10 working days.Please be aware that one of the main reasons suppliers give for non-response to general further competition is lack of time to prepare and submit a bid. The timescale given to suppliers ought to be relative to the complexity of your requirements and the potential time suppliers may need to gain internal sign-off to provide a response to you.

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All supplier responses must be kept confidential until the bid window closes. Please state the closing date and time for responses.

**eAuction**

If you are proposing to utilise an electronic reverse auction following an initial fullevaluation of all supplier tenders, please indicate here. DPS schedule 4 (Call for Competition Procedure) paragraph 3 (E-Auctions) outlines the requirements for an eAuction under the agreement.

**Call off commencement date**

This will be the date that you enter when you sign the Order Form forthe successful supplier following receipt of bids and your evaluation. This date will be entered, by you, in section G of the Order Form at contract award.

**Expected call off commencement date**

As described above the call off commencementdate cannot be determined until contract award, however at this stage an indication of your proposed contract award date will be of great value to suppliers in the preparation of their bid. The form clearly states that this information is for guidance only and cannot be considered by suppliers to be contractual. You do not have to provide this detail if you do not wish to. Commencement dates for services at individual sites should be provided in section C where relevant.

**Call off Contract initial period**

The default for the DPS is 60 months but this can be reduced if required. The maximum call offperiod is 60 months for call off contracts awarded under a further competition. Charges may be incurred for early termination of a contract, see clause 37 of the Call Off Terms for details of customer termination rights.

**Service compatibility assessment required**

Suppliers are required to meet therequirements of clause 6.1.4 (c) (E) of the Call Off Terms but you are able to request any relevant tests in Section E of this form. Additional requirements may increase the costs quoted by suppliers, particularly where non-standard, obscure older equipment or software is involved. However, where you need to confirm that proposed services will be compatible with current equipment and software the risks of not requesting this assessment could be high. Providing bidders with the details required should ensure that all bids received will meet your requirements.

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**Bespoke information security management system (ISMS)**

Please see call off schedule7 of the Call Off Terms which deals with security in detail. If you require a bespoke ISMS the supplier will need to present this for your approval. Schedule 7 (security) of the call of terms deals with standards, systems, ICT policies, testing and other aspects of security. Any requests which place additional burdens on suppliers have the potential to increase costs and to deter some bidders from submitting a bid.

**Customer security policy or ICT policy**

Please see above

**Service level requirements**

These are necessary to enable suppliers to provide accurate bids. The levels available are detailed in Schedule 6 (Service levels, service credits and performance monitoring) of the Call Off Terms where information regarding service desk availability, critical service failures and the payment of service credits is all listed.

Suppliers have agreed to provide service levels, which meet, as a minimum, those listed in this schedule. Please select the required level or levels to meet your needs.

If, instead, you wish for suppliers to quote for a bespoke service level, then please provide details of your requirements. Such requests will almost certainly add cost to supplier bids as you will be asking suppliers to provide what could be non-standard service levels.

**Additional performance management requirements**

Schedule 6 (Part B) sets out a rangeof management requirements which suppliers must meet under the terms of the agreement. You are able to add additional performance monitoring requirements that are necessary and relevant to the service provision by adding them at Schedule 6, Part B, Annex 1 to Part B. There may be a significant increase in costs if additional requirements are placed on bidders as well as the risk that some suppliers will not bid if they feel unable to meet your requirements or they are seen as onerous.

**Appointment of key personnel**

Selecting ‘Yes’ to this question, will require the supplier tocomplete the key personnel table in section F when submitting their response. This then restricts the circumstances under which the key personnel can be removed or replaced during the life of the call off contract, and requires the supplier to provide personnel with a suitable level of qualifications and experience. There may be a significant increase in costs if you require the supplier to provide key personnel as well as the risk that some suppliers will not bid if they feel unable to meet your requirements (particularly if they are a SME) or they are seen as onerous.

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**Supplier Business Continuity and Disaster Recovery (BCDR) plans**

Clause 11 refers to schedule 8(business continuity and disaster recovery) of the Call Off Terms. Suppliers are required to provide their BCDR policy (which will then become Annex 1 to Schedule 8). Such a request should not really impact on costs. If you required the supplier to provide a bespoke plan, this will become Annex 2 to the schedule. If you require a bespoke plan, there is the potential for increased costs to the supplier or for some suppliers not to respond to your RFP.

**Financial distress provisions required**

If you state you require these provisions, then clause 19 and schedule 5 ofthe Call Off Terms will apply. Selecting this option may increase costs as it requires suppliers to undertake additional processes. It may also reduce the number of suppliers that bid.

**Rating agency**

Please indicate which ratings agency or agencies you wish to use and the threshold at which suppliers will be required to report downgrades in credit rating.

Schedule 5 (Financial distress) provides full details of the financial distress terms of the agreement.

**Credit rating threshold**

Please provide details of the minimum credit rating at whichsuppliers will be required to report downgrades in credit rating.

**Payment terms/profile required**

If ‘Yes’ is ticked then the supplier will be referred to Part B Annex 2 of the call off schedule 3. This will need updating with your payment terms/profile when the Call Off Terms are part completed prior to Call for Competition. As with other options, this can increase the risk for suppliers and selection may lead to an increase in costs. Longer payment terms may impact on the ability of small and medium businesses to respond to your RFP.

**Relevant convictions**

Selecting ‘yes’ places additional requirements on the supplier in terms ofthe checks required to be carried out on supplier personnel. This is likely to increase costs to the supplier.

**Additional clause – “security measures” required**

Selecting this option adds an additional clause (58)relating to security measures to the Call Off Terms for an awarded contract. Clause 58 requires suppliers to undertake additional activities relating to the control of documents and secret matter. There is a potential for increased costs and for some suppliers to choose not to bid.

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**Additional clause - access to MOD sites**

This option also adds definitions and an additionalclause (59) to the final Call Off Terms. Clause 59 deals with access to MoD customer sites, the provision of passes for supplier personnel and other key aspects of supplier conduct. There can be significantly higher costs to suppliers of meeting these requirements.

**General Data Protection Regulations (GDPR)**

**Part A** - The default position within the Call Off Terms allows Suppliers to process customer contact data outside of the EU, provided that the conditions listed under Clause 30.7.3(d) are fulfilled. The content of Part A has been defined to include that Personal Data which a telecommunications supplier is likely to need to process under their usual business operating model and represents what can be considered are low risk customer personnel and/or customer representatives contact details. The template content is the expected default position but Customers need to be aware of their own responsibilities under GDPR and may decide, based on their statement of requirements, that it needs varying to best suit their needs.

Customers should be aware that reducing the scope of the Personal Data set out in Part A of Call Off Schedule 15 may restrict the suppliers that are able to provide the Services and may increase the associated Charges.

***If varying Part A you should set out and highlight any amendments within the relevant table.***

**Part B** - Part B of Call Off Schedule 15 defines any other Personal Data that the Customer is stating the Supplier is authorised to Process under Clause 30.7.1, but where the conditions set out in Clause 30.7.3 (d) must be fulfilled, including separate consent from the Customer in order for that Personal Data to be Processed outside the EU. ***Where this is applicable, Customers should populate Part B.***

**Any other changes**

If you have made any changes to any sections of the Call Off Terms that have not been captured in the Order Form, please use this section to draw them to the attention of the suppliers

Any additional clauses or requirements have the potential to increase costs and to prevent, or discourage, suppliers from submitting a response to your RFP.

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**Non-Crown body**

Please indicate if your organisation is a non-Crown body. See schedule13 clause 2.1.3 of the Call Off Terms. Ticking this option deletes clause 43.3.1(a) of the Call Off Terms (Official Secrets and Finance Act). You can check if you are a non-Crown body on the [National Archives](http://www.nationalarchives.gov.uk/information-management/re-using-public-sector-information/copyright-and-re-use/uk-crown-bodies/s) website.

**Non FOIA public body**

Please indicate if you are a body that is exempt from the provisionsof the Freedom of Information Act (FOIA) and Environmental Information Regulations (EIR). See schedule 13 clause 2.1.4 and 4.4 of the Call Off Terms.

Ticking this option nullifies clause 30.6 of the Call Off Terms.

**Section C**

Please provide details of all the sites to which services will be delivered. Where the service will only be delivered to one site, please confirm the details of that site in this section of the form.

If a site does not have a postal code, please provide an Ordnance Survey National Grid reference, which can be found using an internet search such as [Grid Reference Finder.](http://gridreferencefinder.com/)

If it is easier to attach a list of sites, please do so and refer to the attachment in this section of the form.

**Section D**

A table has been provided for details of milestones that you wish suppliers to meet. Please add the specific milestones and add detail to describe the milestone in terms of the options provided.

**Section E**

This section will be relevant where you have indicated that a service compatibility assessment is required in response to the question in section B. Clause 6.1.4 (c) (E) of the Call Off Terms refers, please provide additional information as required.

**Section F**

Is for supplier responses.

**Section G**

Do not sign the Order Form at issue of your RFP to suppliers. The suppliers will sign this section when they submit their bid. Customer signature is only required at contract award.

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[**How to complete the Call**](#book1) **Off Terms**

**Call Off Terms Guidance (Part 1 Pre-Award)**

Sections that require input at the Call for Competition stage are:

**Call off schedule 2, Services, annex 1, part A**

Please insert a copy of your statement ofrequirements.

**Call off schedule 6, Service Levels, Service Credits and Performance Monitoring, Annex 1 to part B**

Where you require additional performance monitoring requirements during the Call for Competition process insert the details here.

**Call off schedule 7, Security Policy, Annex 1**

If, during the Call for Competition procedure, you require the supplier to comply with your security policy, insert a copy of your policy here.

**Call Off Terms Guidance (Part 2 Post Award)**

The following provides guidance to the areas of the document that require your review at award stage.

The guidance in the template Call Off Terms will prompt you to include all relevant documents provided by you and the successful supplier throughout the procurement process. The documents and the amended Call Off Terms form part of the call off contract. Template Call Off Terms can be found on the agreement web page.Guidance (green highlights) and required amendments (yellow highlights) can be found throughout the template document.

Key at this stage is the insertion of the documents that form parts of the call off contract into the Call Off Terms. Please do not embed documents into the Call Off Terms.

Remove the reference to template on the first page, as the completed document will be the Call Off Terms.

**Call off schedule 2, Services, annex 1, part B**

Please insert a copy of the Services Ordered

**Call off schedule 2, Services, annex 2**

Insert a copy of the supplier response to yourstatement of requirements.

**Call off schedule 3, Call off contract charges, payment and invoicing, annex 1, part A**

Please insert a copy of the supplier’s contract charges/charging structure.

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**Call off schedule 3, Call off contract charges, payment and invoicing, annex 1, part B**

Please insert a copy of the supplier’s contract charges applicable to the Service Instances.

**Call off schedule 3, Call off contract charges, payment and invoicing, annex 2**

Where you request on the call off form that the supplier should provide bespoke payment terms/profile the agreed versions of these terms should be inserted.

**Call off schedule 3, Call off contract charges, payment and invoicing, annex 3**

Where applicable, please insert a copy of the supplier’s Allowable Assumptions.

**Call off schedule 4, Implementation Plan, Customer Responsibilities and Testing, part A, Annex 1**

Insert agreed Implementation plan(s) here.

**Call off schedule 4, Implementation Plan, Customer Responsibilities and Testing, part B, Annex 1**

Insert copy of the Milestone Achievement Criteria for each Milestone from the Order Form here.

**Call off schedule 4, Implementation Plan, Customer Responsibilities and Testing, part B, Annex 4**

Where Milestone Achievement Criteria have been indicatedas a requirement in your call off Order Form and described in your statement of requirements, you will need to complete the relevant details of the Milestone Achievement certificate. The certificates will be completed in due course following successful achievement of each Milestone.

**Call off schedule 7, Security Management Plan, Annex 2**

If, during the Call for Competition procedure, you required the supplier to comply with your security policy, this will be used by the supplier to provide a security management plan as detailed in clause 4.1 of schedule 7 of the Call Off Terms. Insert the security management plan here that the winning supplier provided in their tender.

**Call off schedule 8, Business continuity and disaster recovery, annex 1, BCDR tender policy**

Please insert the supplier’s submitted BCDR policy.

**Call off schedule 8, Business continuity and disaster recovery, annex 2, BCDR plan**

Please insert the supplier’s submitted BCDR plan from the Call Off Competition, where applicable.

**Call off schedule 9, Exit Management, annex 1, Supplier’s Exit Plan**

Please insert the supplier’s submitted standard Exit Plan.

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**Call off schedule 10, PSN Terms**

Where PSN Services are ordered the supplier will append the current, as per the date of the Tender submission, PSN Mandatory supplementary terms here.

**Call off schedule 11, Dispute resolution procedure**

Identifies the role that will act as thecontact at your organisation and at the supplier for the resolution of disputes (see clause 3.1). Clauses 6.4.6 and 6.4.7 identify the location for any arbitration proceedings.

The default location is London, but you are able to specify a location that is more appropriate and acceptable to you and the supplier.

**Call off schedule 12, Variation form**

This sectionhas been provided for use as required throughout thelife of the call off contract. Clause 18 of the Call Off Terms describes the variation procedure. Please note that call off contracts awarded against this agreement are subject to the Public Contract Regulations 2015, regulation 72.

**Call off schedule 13, Alternative and/or Additional Clauses**

Alternative and/or additional clauses the reference to clause 58 is for guidance only and no changes are required to the Call Off Terms. However if this option was selected on your call off form then the supplier will be required to meet the terms of clause 58. Similarly, the reference to clause 59 is for guidance only, no action is required but clause 59 will be added to the Call Off Terms

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**Further support and guidance**

* Category Team Support during normal office hours
* Email/Phone/Face-to-Face access to the Network Services team
* Email - networkservices@crowncommercial.gov.uk
* Service Desk 0345 410 2222 (08:30 – 17:30 Monday to Friday)
* Online Guidance and Templates available –
  + Directory of documentation
  + Template Call Off Order Form
  + Template Call Off Terms
  + Evaluation best practice
  + AP RFP pack
  + Collaboration RFP pack
  + How to use the DPS portal
    - Supplier registration
    - Obtaining a current list of suppliers on the DPS
  + Process flowcharts
  + What is a DPS
  + Examples of contracting models
  + SoR best practice
  + http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3825
  + https://supplierregistration.cabinetoffice.gov.uk/buyer/register
  + http://ccs-agreements.cabinetoffice.gov.uk/node/6903