



# **Fit for Work Service: Programme of Piloting**

Memorandum of Information (MOI)  
(Providing an overview of the Programme of Piloting)

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# 1 PURPOSE, STRUCTURE AND NEXT STEPS FOR INTERESTED PARTIES

## 1.1 Purpose of this Memorandum of Information

This Memorandum of Information (**MOI**) provides an overview of the Fit for Work Service (FFWS) Programme of Piloting, and details of:

- The objectives of the FFWS Programme of Piloting;
- The processes the Sponsors have put in place to identify and appoint pilot sites (FFWS Pilots);

The purpose of this MOI is to provide interested parties with information:

- To develop a background understanding of the objectives of the FFWS Programme of Piloting and what is expected of FFWS Pilots;
- For parties eligible to apply (Eligible Partnerships) to make an informed decision about whether they wish to apply to become a FFWS Pilot;
- For Providers to make an informed decision about whether they wish to be part of a FFWS, and what they would need to do if they are interested in being part of a FFWS Pilot;
- To inform Eligible Partnerships how they can participate in the open, competitive process.

(For definitions of terms and abbreviations, see Glossary at Section 7.)

## 1.2 Organisation of this document

This MOI is organised into the following sections:

**Section 1: Purpose, structure and next steps**

Providing an overview of the purpose and organisation of this MOI and the next steps for parties eligible to apply, and other interested parties.

**Section 2: Introduction and overview**

Detailing the background and objectives to the FFWS Programme of Piloting and the factors critical to the success of the FFWS Pilots.

**Section 3: Eligibility to apply to become a FFWS Pilot**

Detailing the requirements of Eligible Partnerships.

**Section 4: Provision of services**

Outlining the types of services that might form part of a FFWS Pilot and how service Providers interested in being part of the FFWS Programme of Piloting can get involved.

**Section 5: FFWS Pilots – overview of process**

Detailing the steps involved in selecting Eligible Partnerships to participate in the FFWS pilots through an open and competitive process.

**Section 6: Administrative arrangements**

Detailing the administrative arrangements that will underpin the process.

## **Section 7: Glossary of Terms and Abbreviations**

Providing a glossary of the terms used in this MOI.

### **1.3 Next steps for interested parties**

#### **FFWS Information Workshops (March 2009)**

All parties interested in learning more about the programme are invited to attend one of the three FFWS Information Workshops, whether or not they are interested in applying to become a FFWS Pilot. The workshops will be held in March 2009:

- Edinburgh, Scotland – 16<sup>th</sup> March 2009
- Birmingham, England – 17<sup>th</sup> March 2009
- Cardiff, Wales – 18<sup>th</sup> March 2009

The FFWS Information Workshops (March 2009) will give all interested parties the opportunity to come together to discuss ideas/proposals for developing FFWS service delivery models that meet local needs.

The closing date for registration for the these workshops is **9<sup>th</sup> March 2009**; the registration form is available to download from [www.workingforhealth.gov.uk/fit-for-work/default.aspx](http://www.workingforhealth.gov.uk/fit-for-work/default.aspx)

#### **FFWS Pilots Selection Process**

Following the FFWS Information Workshops (March 2009), a three-stage selection process will take place to identify and appoint the FFWS Pilots – further details are provided in Section 5 of this MOI.

## 2 INTRODUCTION AND OVERVIEW

### 2.1 Background

Dame Carol Black's review of the health of Britain's working age population – 'Working for a Healthier Tomorrow' (2008), concluded that there is insufficient access to support for people in the early stages of sickness. In its Response<sup>1</sup>, the Government has committed to sponsoring the FFWS Programme of Piloting across Great Britain and is making available central funding to 'pump prime' the development of locally developed FFWS models, and to evaluate a number of these until at least 2011.

### 2.2 FFWS Programme of Piloting Sponsors

The FFWS Programme of Piloting is jointly sponsored by the Department of Health (DH) and the Department for Work and Pensions (DWP) – the Sponsors. The DH and DWP are working together as a FFWS Delivery Team to lead and manage the delivery of the FFWS Programme of Piloting.

### 2.3 Interested parties

The FFWS Programme of Piloting will be of particular interest to those seeking to provide, or already providing, support for working-age people with conditions that are the most common causes of longer-term sickness absence from work, including: **common mental health problems, musculoskeletal disorders and a range of other conditions.**

### 2.4 Objectives for the FFWS Programme of Piloting

The principal focus of every FFWS Pilot will be to provide personalised back-to-work support to sickness absentees - people off sick from work on health grounds - to assist them in their recovery and support them to return to sustained work more quickly than they otherwise would. FFWS Pilots will be selected from across Great Britain, including but not limited to areas with high levels of deprivation.

Successful FFWS Pilots are expected to reduce:

- the amount of time FFWS Users take to return to sustained work i.e. if they return to work sooner than they otherwise would have without support from the FFWS;
- the number of people losing their employment as a result of ill health and flowing onto welfare benefits (e.g. Employment and Support Allowance) as a result of prolonged sickness absence from work.

The FFWS Programme of Piloting will run and be evaluated robustly until at least 2011. An independent in-depth evaluation of the FFWS Programme of Piloting will be undertaken to enable the Sponsors to determine whether the objectives of the FFWS Programme of Piloting have been achieved and to inform any future work undertaken in this field.

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<sup>1</sup> Improving health and work: changing lives. The Government's Response to Dame Carol Black's Review of the health of Britain's working-age population (November 2008).

## 2.5 Scope of services

To secure the objectives outlined above, it is expected that FFWS Pilots integrate appropriate local services so as to provide individuals with co-ordinated and timely back-to-work interventions. These services may either already be in place, need to be procured or else be under development.

While the range of services within a FFWS Pilot will be determined by local needs, it is expected that they will not be limited to healthcare support; they may also include: skills advice; employment advice; health and well-being services with a particular focus on vocational rehabilitation; wider social support such as debt or housing advice.

Some services are already being provided e.g. health services under NHS arrangements (as 'usual care') or independently on behalf of local authorities (LA). However, parties interested in FFWS's may wish to consider developing a particular focus on vocational rehabilitation in their local FFWS delivery model, as part of NHS/LA 'usual care', or as an integrated supplement to it.

## 2.6 Key principles

The key principles that will shape the delivery of the FFWS Pilots and inform the criteria that will be used in shortlisting applications to become a FFWS Pilot, are listed below (in no particular order). A FFWS Pilot should:

- have a principal focus on providing personalised and timely back-to-work support for people off sick from work;
- be person-centred and responsive to individuals needs including but not limited to, consideration of opening hours and FFWS User access needs;
- be free of charge to FFWS Users;
- have sufficient capacity to enable it to provide timely interventions;
- deliver an integrated health and work service, operating a multi-disciplinary approach to ensure co-ordination at two levels:<sup>2</sup>
- timely intervention by co-ordinating input from all of the different element(s) of the FFWS itself; and
- engagement of and co-ordination across employees, employers and healthcare workers (especially GPs);
- be appropriate to local needs;
- offer an innovative approach, that is informed by the evidence base of what has worked, and what has not, and why, especially in the UK;
- be able to demonstrate its contribution to addressing health inequalities, especially in areas with the greatest potential to reduce worklessness arising from ill health;
- integrate with existing health and employment-related structures and services and other relevant local partnerships;
- offer value for money and present wider health and social cost benefits (including reduced number of employees experiencing long-term sickness absence from work and reduced flow on to welfare benefits);

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<sup>2</sup> Case co-ordination might be achieved either by every member of the team operating to ensure it &/or having dedicated case co-ordinators. It will be for local areas to decide how they achieve co-ordination at both levels, but they must ensure that it is achieved by suitably qualified and experienced personnel

- meet relevant standards, including national minimum standards where appropriate (e.g. for any healthcare elements of a FFWS, the clinical governance and service standards).

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## **2.7 Funding for the FFWS Programme of Piloting**

A central Government fund of £13m has been allocated to the FFWS Programme of Piloting, which includes funding to ensure robust evaluation of the various models.

Some of this funding will be used to 'pump-prime' pilot activity e.g. to meet the costs of re-configuring existing services or procuring new services. The amount of funding each pilot site will receive will be dependant upon how much funding is required to support applications with the greatest potential for success.

As part of their application to become a FFWS Pilot, Eligible Partnerships will be required to provide an outline of the costs of running their proposed FFWS model and detailed proposals for the funding they are seeking from the FFWS central development fund.

## **2.8 Evaluation of FFWS Pilots**

Appointed Pilot Sites will be required to actively participate in aspects of the evaluation of the programme, which will be organised and co-ordinated centrally by the Sponsors. FFWS Pilots will therefore need to ensure that they are able to deliver on the requirements of the evaluation, which will be agreed with them during the competitive process, prior to appointment of success applicants. Further details of the central evaluation are provided in Section 5.

## 3 ELIGIBILITY TO APPLY TO BECOME A FFWS PILOT

### 3.1 Who can apply to become a FFWS Pilot

Organisations interested in applying to become a FFWS Pilot will be required to form Eligible Partnerships. The requirements for an Eligible Partnership varies across the different Administrations within Great Britain:

- **England** – FFWS Local Commissioner Partnerships;
- **Scotland** – FFWS Health and Employability Partnerships; and
- **Wales** – FFWS Health and Employability Partnerships.

#### 3.1.1 Eligible Partnerships - England

Eligible Partnerships in England will comprise public sector organisations with an interest in commissioning health and/or work related services, coming together as 'FFWS Local Commissioner Partnerships' (LCPs). LCPs must include the following organisations:

- Primary Care Trusts (PCTs); and
- Local authorities (LAs); and
- Any other public sector commissioners relevant to the proposed, locally developed FFWS model.

Commissioners must formalise LCPs before submitting an application to become a FFWS Pilot (see Section 5).

[Note: Provider organisations that are not an integrated part of a public sector commissioning organisation are not eligible to apply to become a FFWS Pilot on their own. Information on how Providers interested in getting involved in the FFWS Programme of Piloting can do so is provided in Section 4.]

#### 3.1.2 Eligible Partnerships - Scotland

Eligible Partnerships in Scotland will be those of public sector organisations with an interest in developing and supporting delivery of health and employability related services, coming together as 'FFWS Health and Employability Partnerships' (HEPs). HEPs must include the following organisations:

- Territorial or Special NHS Boards or Community Health (and Care) Partnerships; and
- Local authorities (LAs); and
- Any other public sector partners relevant to the proposed, locally developed FFWS model.

Commissioners must formalise HEPs before submitting an application to become a FFWS Pilot (see Section 5).

[Note: Providers that are not also public sector bodies are not eligible to apply to become a FFWS Pilot on their own. Information on how Providers interested in getting involved in the FFWS Programme of Piloting can do so is provided in Section 4.]

### **3.1.3 Eligible Partnerships - Wales**

Eligible Partnerships in Wales will be those of public sector organisations with an interest in developing and supporting delivery of health and employability related services, coming together as 'FFWS Health and Employability Partnerships' (HEPs). HEPs must include the following organisations:

- Local Health Boards and NHS Trusts; and
- Local authorities (LAs); and
- Any other public sector partners relevant to the proposed, locally developed FFWS model.

Partnerships must formalise HEPs before submitting an application to become a FFWS Pilot (see Section 5).

[Note: Providers that are not also public sector bodies are not eligible to apply to become a FFWS Pilot on their own. Information on how Providers interested in getting involved in the FFWS Programme of Piloting can do so is provided in Section 4.]

### **3.2 Eligible Partnerships – state of readiness**

The status of Eligible Partnerships, at the time of application to become a FFWS Pilot (Selection Questionnaire Part 1, see Section 5), may be:

- a. coming together in order to develop a FFWS model;
- b. an established partnership developing a FFWS model; or
- c. an established partnership already running what would qualify as a FFWS.

In some areas, such local partnerships may already be in place (for example, existing City Strategy Partnerships; Local Strategic Partnerships; Health, Social Care and Well being Partnerships), and are therefore also eligible to apply to become a FFWS Pilot.

Applicants will be asked to provide evidence of strong partnership-working.

## 4 PROVISION OF SERVICES

### 4.1 Types of Services

Providers of services for the FFWS Pilots could include all suitably qualified and experienced providers of relevant health and/or employment related services, providing support for working-age people with conditions that are the most common causes of longer-term sickness absence from work:

- common mental health problems;
- musculoskeletal disorders;
- a range of other conditions.

Integrated health and work service delivery models are rarely limited to healthcare support. FFWS Pilots are expected to effectively combine support for health conditions with a wider set of employment-related services to form a biopsychosocial model.<sup>3</sup>

While the range of services within a FFWS Pilot would be determined by local needs, it is anticipated that they might include any combination of:

- Employer liaison;
- Case co-ordination, to facilitate timely intervention;
- Employment advice;
- Wider social support such as debt or housing advice;
- Learning and skills advice;
- Conciliation to overcome escalated disputes between employees and employers;
- Health and well-being services – either NHS usual care, or any additional health-specific element of a FFWS – especially Providers of:
  - Psychological therapies (including Improving Access to Psychological Therapies Programme)
  - Physiotherapy
  - Occupational therapy
  - Other aspects of rehabilitative care for longer term sickness
  - Support for people with fluctuating conditions who regularly fall in and out of work e.g. Multiple Sclerosis
  - Support for people with disabilities.

The above list is not exhaustive.

It is for local partnerships to determine how their FFWS model will operate. Providers involved in delivering FFWS Pilots will need to work collaboratively with other existing local health and work services Providers, and key stakeholders including employees, employers and healthcare workers (especially GPs) to deliver integrated services in their local area.

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<sup>3</sup> A biopsychosocial model is one that simultaneously considers the biological (disease or condition), the psychological (impact and perceived impact on mental health and wellbeing) and the social (wider determinants that can have negative impact on health and wellbeing)

## 4.2 Types of Providers

Interest in the FFWS Programme of Piloting and attendance at the FFWS Information Workshops (March 2009) is invited from all types of organisation wishing to participate in the FFWS Pilots.

## 4.3 How Providers can engage in the FFWS Programme of Piloting

Providers that are not also public sector commissioners are not eligible to apply to become a FFWS Pilot on their own.

Providers of one or more elements of a FFWS that are already engaged in delivering a service which fits the description of a FFWS may wish to encourage that partnership to engage with the FFWS Programme of Piloting.

Otherwise, any such Provider with an interest in participating in the FFWS Programme of Piloting that does not already have a relationship with an Eligible Partnership will need to identify and engage with a relevant Eligible Partnership (Section 3.1) with plans to develop a FFWS. The FFWS Information Workshops (March 2009) are an ideal opportunity for Providers to do so.

### **April 3<sup>rd</sup> 2009 (v0.13): Addendum to original in response to clarification questions:**

Eligible Partnerships are collections of public sector organisations that together can **apply** to host a FFWS Pilot in their area. These partnerships will be responsible for the development and delivery of FFWS Pilots in their areas and for procuring new services or re-configuring existing services that they want to include in the FFWS in their area.

All Providers with relevant service offerings - from the public, private and third sectors - are encouraged to work with Eligible Partnerships and get involved. However, restrictions on private sector provision in Scotland and in Wales may apply to some potential elements of a FFWS.

Providers that are not already linked in with an Eligible Partnership but which are looking to become part of a FFWS Pilot will need to make links with Eligible Partnerships, convince them of the value of their offering, get them to include scope for their service in their service design, and motivate them to apply.

To help facilitate this process, a list of Eligible Partnerships seeking Providers, Providers seeking Eligible Partnerships and Providers seeking other Providers is available to download from the FFWS webpage (address below). Any interested party that would like to be added to this list must download and complete a 'FFWS Facilitating Links Form' from the FFWS webpage.

Additionally, the Selection Questionnaire Part 1 asks Eligible Partnership applicants to describe the types of services they plan to include in their FFWS model and which of these they need to develop and procure from Providers. Where applicants agree, we will post details of the element(s) they are seeking to develop or procure on this website so that relevant Providers can get in touch with them to share ideas.

The address of the FFWS webpage is: [www.workingforhealth.gov.uk/fit-for-work/default.aspx](http://www.workingforhealth.gov.uk/fit-for-work/default.aspx)

## 5 FFWS PROGRAMME OF PILOTING – PROCESS & TIMINGS

The process to identify and appoint the FFWS Pilots and the timescale is detailed in Sections 5.1 to 5.7 below.

### 5.1 Advert, MOI & FFWS Information Workshops (March 2009)

#### 5.1.1 Advert

National adverts have been published (including on the FFWS website), inviting all interested parties to the FFWS Information Workshops in March 2009. **All interested parties are required to register for the FFWS Information Workshops online by 9<sup>th</sup> March 2009.**

#### 5.1.2 Memorandum of Information

- The purpose of this MOI is to provided in Section 1.1.

#### 5.1.3 FFWS Information Workshops (March 2009)

The FFWS Information Workshops (March 2009) will be held as follows:

Location	Date / Time	Location
Edinburgh - Scotland	16 <sup>th</sup> March 2009	Radisson SAS, The Royal Mile
Birmingham - England	17 <sup>th</sup> March 2009	Birmingham Hilton Metropole, National Exhibition Centre (NEC)
Cardiff - Wales	18 <sup>th</sup> March 2009	Hilton Cardiff, Kingsway

The objectives of the workshops are to:

- Provide background information about the FFWS Pilots and generate a greater awareness of the programme;
- Obtain feedback from delegates about integrated, health and work services, as well as specific elements that would qualify as a FFWS model;
- Provide a process overview and next steps for interested parties; and
- Provide interested parties with an opportunity to interact with each other.

### 5.2 FFWS Programme of Piloting – three key phases

The FFWS Programme of Piloting will be undertaken over three key phases of activity:

- 
- Phase 1 – Selection of Partnerships to become a FFWS Pilot
- Eligible Partnerships to submit their application to become a FFWS Pilot and bid for FFWS central development funds. The selection process that

will be used to shortlist applications will be split into three parts as detailed in Section 5.3.

- 
- Phase 2 – FFWS Pilots mobilisation towards commencement of services
- Successful applicants – FFWS Pilots - will fall into one of the following categories:
  - The FFWS model is already being delivered;
  - All elements of the local FFWS model are already in place; these existing services need to be re-configured to bring them together as a FFWS, requiring time before they can commence FFWS delivery; or
  - The FFWS Pilots may need to procure one or more elements of their model, and so will need some time to progress that procurement before they can commence delivering services.
- This phase will be the responsibility of pilot sites with minimal involvement of the Sponsors / the FFWS Delivery Team.
- 
- Phase 3 – Evaluation of the FFWS Pilots
- Further information at Section 5.7.

### 5.3 Selection process

The open and competitive selection process for Eligible Partnerships to apply to become a FFWS Pilot will be split into three parts:

1. All Eligible Partnerships wishing to apply to become a FFWS Pilot will be required to complete the **Selection Questionnaire Part 1**;
2. Those partnerships that are successful at the Selection Questionnaire Part 1 stage will be shortlisted to complete a more detailed submission - **Selection Questionnaire Part 2**;
3. Those partnerships that are successful at the Selection Questionnaire Part 2 stage will be shortlisted for **Panel Interview (Part 3)**.

The Selection Process will aim to test:

- Proposals for the formation of a partnership and the parties involved;
- The proposed service models;
- Funding arrangements, including bids for central development funding;
- Consistency of approach with the objectives of the FFWS Programme of Piloting.
- An overview of the Selection Process is provided at **Figure 1** (below).

#### 5.3.1 Selection Questionnaire Part 1

The requirements for the Selection Questionnaire Part 1 will include:

- Adequately formed partnerships or detailed proposals for the formation of partnerships, and details of partners (see Section 3.1);

- Demonstrable understanding of service needs of potential FFWS Users and demographics for target areas of service delivery, and a topline description of how the proposed FFWS model takes account of them;
- Evidence of consultation with key local stakeholders;
- Outline funding proposals for the delivery of the FFWS model;
- Outline resources being sought from the Sponsors; and
- Commitment to participate in the formal and robust evaluation of the FFWS Programme of Piloting (the FFWS Evaluation), which will be centrally organised and run under the direction of the FFWS Delivery Team.

The Selection Questionnaire Part 1 will provide detailed information on the Selection Questionnaire process, guidance on how to complete the questionnaire and a series of questions for the partnership to answer.

The Selection Questionnaire Part 1 will be published on the FFWS website shortly after the FFWS Information Workshops (March 2009).

A clarification question and answer process will operate during the Selection Questionnaire Part 1 process and will be explained in the questionnaire documentation.

Received Selection Questionnaire Part 1 documentation will be reviewed against shortlisting criteria, and then partnerships will be told whether or not they have been shortlisted to proceed to the Selection Questionnaire Part 2 process (Partnership Applicants).

### **5.3.2 Selection Questionnaire Part 2**

Partnership Applicants shortlisted to proceed to participate in the Selection Questionnaire Part 2 process will be notified shortly after the Selection Questionnaire Part 1 shortlisting process is completed. The requirements of Selection Questionnaire Part 2 will include:

- Formal arrangements between partners;
- Detailed proposals for service delivery models, including the services to be offered, target users, how the model addresses local needs, and the standards that services will meet;
- Detailed funding arrangements and details of FFWS central development funding that will be required;
- Timeline proposals for when services will commence delivery;
- How partnerships will ensure contribution to the FFWS Evaluation.

The Selection Questionnaire Part 2 will be emailed to Partnership Applicants that are shortlisted to proceed to this stage.

### **5.3.3 Panel Interview (Part 3)**

Applicants successful at the stage and invited to Panel Interview – the Interview Shortlist - will be required to attend a Panel Interview, which will take place before final selection of FFWS Pilots.

Details of the Panel Interview will be released at the Selection Questionnaire Part 2 stage, and the date(s) for the Panel Interview(s) will be provided to Partnership Applicants as early as possible.

#### **5.4 FFWS Pilots**

Following the Panel Interview process, partnership proposals offering the best service solution and closest match to the objectives of the FFWS Programme of Piloting will be appointed as a FFWS Pilot sites.

#### **5.5 Formal commitments – Memorandum of Understanding (MoU)**

Subsequent to being appointed as a FFWS Pilot, Eligible Partnerships will be required to fulfil their commitments to delivering proposals detailed during the Selection Questionnaire process. This will include:

- Phase 2 commitments around service commencement, reconfiguration and procurement of additional element(s) as applicable (see Section 5.2);
- Phase 3 commitment to the evaluation of the FFWS model, as part of the robust evaluation of the Programme of Piloting.

Partnerships selected as FFWS Pilots will be required to enter into a Memorandum of Understanding (MoU) with the Sponsors (Government). The MoU will set out the terms of the agreement between the Government and the partnership in respect of: funding arrangements, evaluation requirements and other key aspects e.g. duration of pilots and responsibilities of the two parties.

#### **5.6 Evaluation of the FFWS Pilots**

A strategy for the the FFWS Evaluation is being developed; it cannot be finalised until details of the models of the appointed FFWS Pilots are known. However, in broad terms, the strategy will be to examine the cost-benefits (including the cost-effectiveness) of each FFWS model. The FFWS Evaluation is expected to include:

- Profile of FFWS Users that successfully return to sustained work;
- Time taken to return to sustained work (compared to control group);
- Qualitative and quantitative data collected from consenting users of services, and potentially a range of other key stakeholders including:
  - Employers
  - FFWS Users' GPs
  - FFWS Pilots staff
  - Other local stakeholders external to FFWS Pilots - from health, employment, business and potentially other sectors

#### **5.7 FFWS Programme of Piloting - timetable**

The timetable for the processes to identify and appoint FFWS Pilots, Phase 1, and key milestones for Phases 2 and 3 is set out in Table 1. Please note that the dates are 'indicative dates' at the time of issuing this MOI and may be subject to change.



<b>Milestones – Phase 1</b>	<b>Original Date (v0.12 &amp; v0.13)</b>	<b>Revised date (v0.14, 03-07-09)</b>
1. Advert published on FFWS Website and in national media	4 – 20 February 2009	4 – 20 February 2009
2. MOI Published (FFWS Website only)	9 March 2009	v0.12: 09-03-09 v0.13: 03-04-09 v0.14: 03-07-09
3. Deadline for receipt of Registration Forms for the FFWS Information Workshop March 2009	9 March 2009	9 March 2009
4. FFWS Information Workshops (March 2009)	16 – 18 March 2009	16 – 18 March 2009
5. Selection Questionnaire – Part 1: Released on FFWS Website	26 March 2009	23 March 2009
6. Deadline for receipt of Clarification Questions for Selection Questionnaire – Part 1	15 April 2009	15 April 2009
7. Deadline for receipt of Selection Questionnaires – Part 1	20 April 2009	20 April 2009
8. Selection Questionnaire – Part 1: assessment completed and successful applicants (Partnership Applicants) shortlisted for next stage (Part 2)	5 May 2009	Outcome of shortlisting confirmed 13-05-09
9. Selection Questionnaire – Part 2 & MoU template issued to Partnership Applicants	11 May 2009	SQP2 & Financial Model issued 04-06-09.
10. Potential FFWS Information Workshop for Part 2 Partnership Applicants (if required)	May 2009	No longer applicable – not required
11. Deadline for receipt of Clarification Questions for Selection Questionnaires – Part 2	2 June 2009	10 July 2009
12. Deadline for receipt of Selection Questionnaire Part 2	5 June 2009	15 July 2009
13. Shortlisting of Selection Questionnaire Part 2 completed	Late June 2009	Dependent on number of applications
14. Shortlisting for Panel Interviews (Interview Shortlist) for next stage (Part3)		Date of confirmation dependent on number of applications, but ideally not later than 07-08-09
15. Panel Interviews (Part 3) for Interview Shortlist	Late June 2009	Scotland: 28-08-09 Wales: 03-09-09 England: 20-08-09 & 11-09-09
16. Preferred Shortlist and Reserve Shortlist to be issued	Late June 2009	By end Sept 2009
17. MoUs finalised	Summer 2009	ASAP after milestone 16.
18. Pilot sites selected and announcement of appointed FFWS Pilots	Summer 2009	ASAP after milestone 16.

<b>Milestones – Phase 2</b>	<b>Original Date (v0.12 &amp; v0.13)</b>	<b>Revised date (v0.14, 03-07-09)</b>
Phase 2 begins – mobilisation and service commencement or, where applicable, procurement of additional elements of the FFWS model	From Summer 2009	Model-dependent
Phase 2 ends – when all FFWS Pilots have commenced service delivery	By end Jan 2010	Model-dependent

<b>Milestones – Phase 3</b>	<b>Original Date (v0.12 &amp; v0.13)</b>	<b>Revised date (v0.14, 03-07-09)</b>
Evaluation of FFWS Pilots	Model-dependent	Model-dependent

**Table 1: Timelines for the three key phases of the FFWS Programme of Piloting**

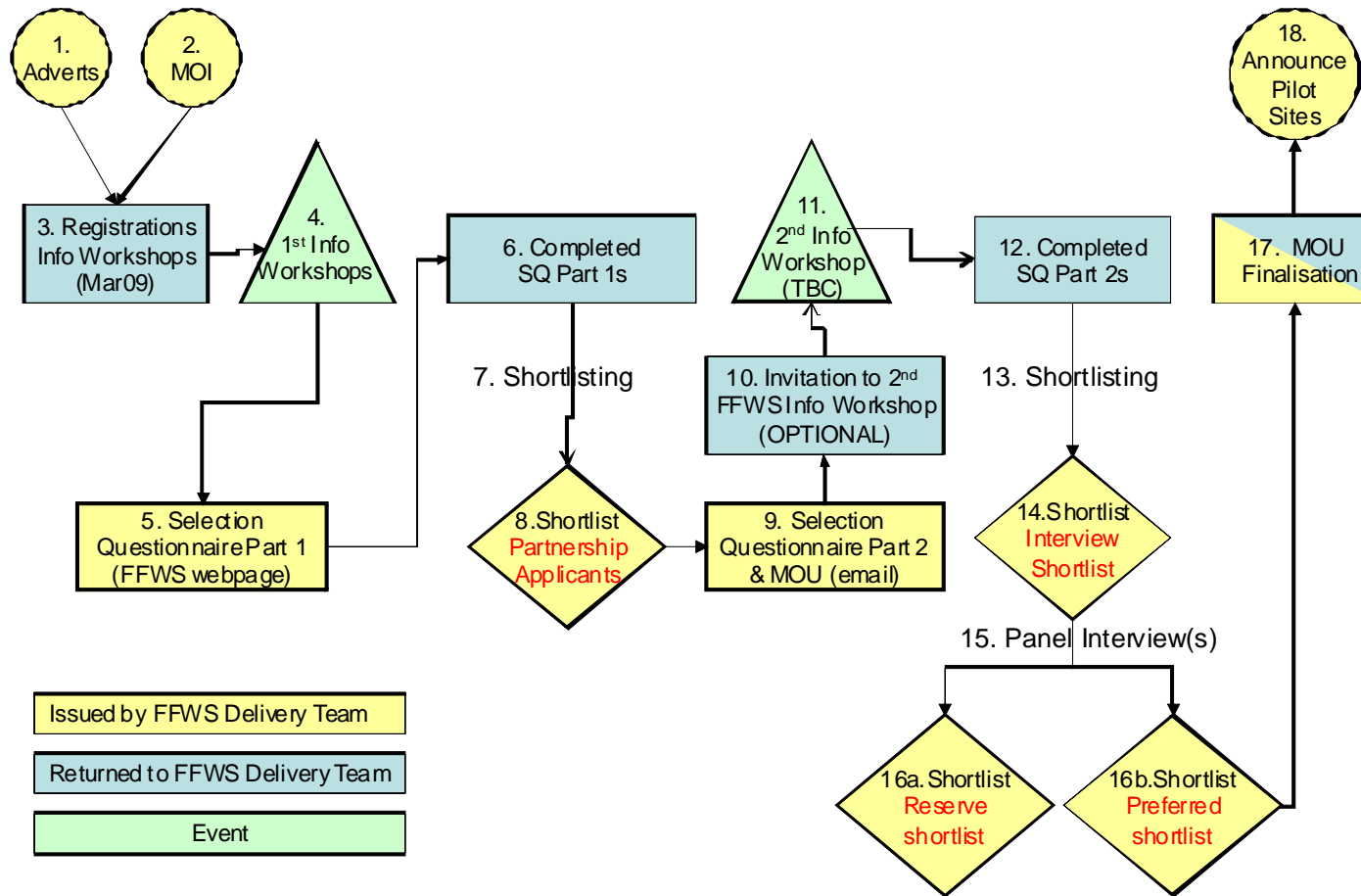


Figure 1. Overview of the FFWS Selection Process (Phase 1)

## **6 ADMINISTRATIVE ARRANGEMENTS**

### **6.1 Requirements**

#### **6.1.1 All interested party costs**

All interested parties, including Eligible Partnerships, will be responsible for their own costs incurred through showing their interest in the FFWS Programme of Piloting and participating in any stage of the processes involved in identifying and appointing the FFWS Pilots.

#### **6.1.2 Consultation**

Eligible Partnerships are responsible for any required local stakeholder engagement, including formal consultation requirements where applicable.

#### **6.1.3 Conflicts of interest**

In order to ensure a fair and competitive process, all actual or potential conflicts of interest that an Eligible Partnership may have, should be identified and resolved to the satisfaction of the FFWS Delivery Team at the earliest opportunity.

Eligible Partnerships should notify the FFWS Delivery Team of any actual or potential conflicts of interest in their response to the Selection Questionnaire Part 1 or immediately after such a conflict arises.

#### **6.1.4 Canvassing**

Interested parties must not canvass or solicit or offer any gift or consideration whatsoever as an inducement or reward to any officer or employee of, or person acting as an adviser to, the Sponsors in connection with the selection of the FFWS Pilots.

#### **6.1.5 Freedom of Information**

The Sponsors are committed to contributing to open government and meeting their legal responsibilities under the Freedom of Information Act (**FOIA**). Accordingly, any information created by or submitted in relation to the FFWS Programme of Piloting &/or FFWS Pilots may need to be disclosed by the Sponsors in response to a request for information.

In making a submission, application or corresponding with the Sponsors at any stage of the process to identify and appoint the FFWS Pilots, each member of an Eligible Partnership acknowledges and accepts that the Sponsors may be obliged under the FOIA to disclose any information provided to it:

- Without consulting the Eligible Partnership; or
- Following consultation with the Eligible Partnership and having taken its views into account.

Eligible Partnership applicants must clearly identify any information supplied in response to the Selection Questionnaire (Part 1 and Part 2) that they consider to be confidential or commercially sensitive and attach a brief statement of the reasons why such information should be so treated and for what period.

However, Eligible Partnership applicants should be aware that the Sponsors are responsible for determining at their absolute discretion whether the information requested falls within an exemption to disclosure, or whether it must be disclosed.

Interested parties should therefore note that the receipt by the Sponsors of any information marked “confidential” or equivalent does not mean that the Sponsors accept any duty of confidence by virtue of that marking, and that the Sponsors have the final decision regarding the disclosure of any such information in response to a request for information.

#### **6.1.6 Disclaimer**

The information contained in this MOI is presented in good faith and does not purport to be comprehensive or to have been independently verified.

Neither the Sponsors nor any of their advisers accept any responsibility or liability in relation to the accuracy or completeness of any information which has been, or which is subsequently, made available to any interested party or Eligible Partnership.

Interested parties, Eligible Partnerships and their respective advisers must therefore take their own steps to verify the accuracy of any information that they consider relevant. They must not, and are not entitled to, rely on any statement or representation made by the Sponsors or any of their advisers.

This MOI is intended only as a preliminary background explanation of how the identification and appointment of the FFWS Pilots will be progressed, and it is not intended to form the basis of any decision on the terms upon which any FFWS Pilot will be selected or that the Sponsors will enter into any formal relationship.

The Sponsors reserve the right to change the basis of, or the procedures relating to the process to identify and appoint the FFWS Pilots. The Sponsors shall not be obliged to appoint any of the Partnership Applicants and reserves the right not to proceed with the process to identify and appoint FFWS Pilots at any time.

Nothing in this MOI is, nor shall be relied upon as, a promise or representation as to any decision by the Sponsors in relation to the FFWS Pilots. No person has been authorised by the Sponsors, or its advisers or consultants to give any information or make any representation not contained in this MOI.

Nothing in this MOI or any other documentation shall constitute the basis of an express or implied agreement that may be concluded in relation to the FFWS Pilots or FFWS Programme of Piloting.

## 7 GLOSSARY OF TERMS AND ABBREVIATIONS

<b>Term</b>	<b>Description</b>
<b>Clinical Governance</b>	In respect of clinical services, clinical governance incorporates: patient experience; clinical effectiveness; risk management; resource effectiveness; learning effectiveness; strategic effectiveness
<b>Eligible Partnership</b>	NB Terms and conditions applying to Eligible Applicants apply equally to Partnership Applicants and FFWS Pilots.
<b>FOIA / Freedom of Information Act</b>	The Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time, together with any guidance and / or codes of practice issued by the Information Commissioner, the Department of Constitutional Affairs, the Office of Government Commerce and HWWB in relation to such legislation or relevant codes of practice to which the five Government partners making up the HWWB programme are subject
<b>FFWS</b>	Fit for Work Service
<b>FFWS Delivery Team</b>	All staff (employees and contractors) appointed by the Sponsors to manage and lead the FFWS Programme of Piloting on their behalf.
<b>FFWS Evaluation</b>	A programme of work to formally and robustly evaluate the FFWS Programme of Piloting.
<b>FFWS Pilot</b>	An Eligible Partnership which has been successful at all three stages of the Selection Process, and has signed a MoU between itself and Government. NB Terms and conditions applying to Eligible Applicants apply equally to FFWS Pilots.
<b>FFWS Programme of Piloting</b>	The overall programme of work encompassing all three key phases of the piloting of Fit for Work Services, including: <ul style="list-style-type: none"> <li>- Phase 1 - the identification and appointment of pilot sites (the FFWS Pilots);</li> <li>- Phase 2 – mobilisation to achievement commencement of services; and</li> <li>- Phase 3 - the evaluation of the entire programme (the FFWS Evaluation).</li> </ul>
<b>FFWS Users</b>	Local, working-age people that the Eligible Partnership proposes to support with its Pilot FFWS model. With all FFWS Pilots having a principal focus on providing support to sickness absentees, existing employees are expected to form at least the majority of service users.
<b>GP</b>	General Practitioner
<b>Interview Shortlist</b>	Partnership Applicants that have been successfully shortlisted at the Selection Questionnaire Part 2 stage and shortlisted to proceed to the Panel Interview (Part 3) stage. NB Terms and conditions applying to Eligible Applicants apply equally to Partnership Applicants.
<b>MOI</b>	This Memorandum of Information setting out the details and the requirements of the FFWS Programme of Piloting
<b>MOU</b>	Memorandum of Understanding: A document setting out the formal commitments between Partnership Applicants that have been shortlisted following Panel Interview and Government for the provision of FFWS Pilots
<b>Partnership Applicant</b>	An Eligible Partnership that has been successfully shortlisted at the Selection Questionnaire Part 1 stage, and is therefore invited to proceed to the Selection Questionnaire Part 2 stage NB Terms and conditions applying to Eligible Applicants apply equally to Partnership Applicants.
<b>NHS</b>	National Health Service

<b>Term</b>	<b>Description</b>
<b>Provider</b>	All suitably qualified and experienced providers of relevant health- and/or employment- related services providing support for working-age people with conditions that are the most common causes of longer-term sickness absence from work: <ul style="list-style-type: none"> <li>- common mental health problems;</li> <li>- musculoskeletal disorders;</li> <li>- a range of other conditions.</li> </ul>
<b>Sponsors</b>	The Department of Work and Pensions (DWP) and the Department of Health (DH)