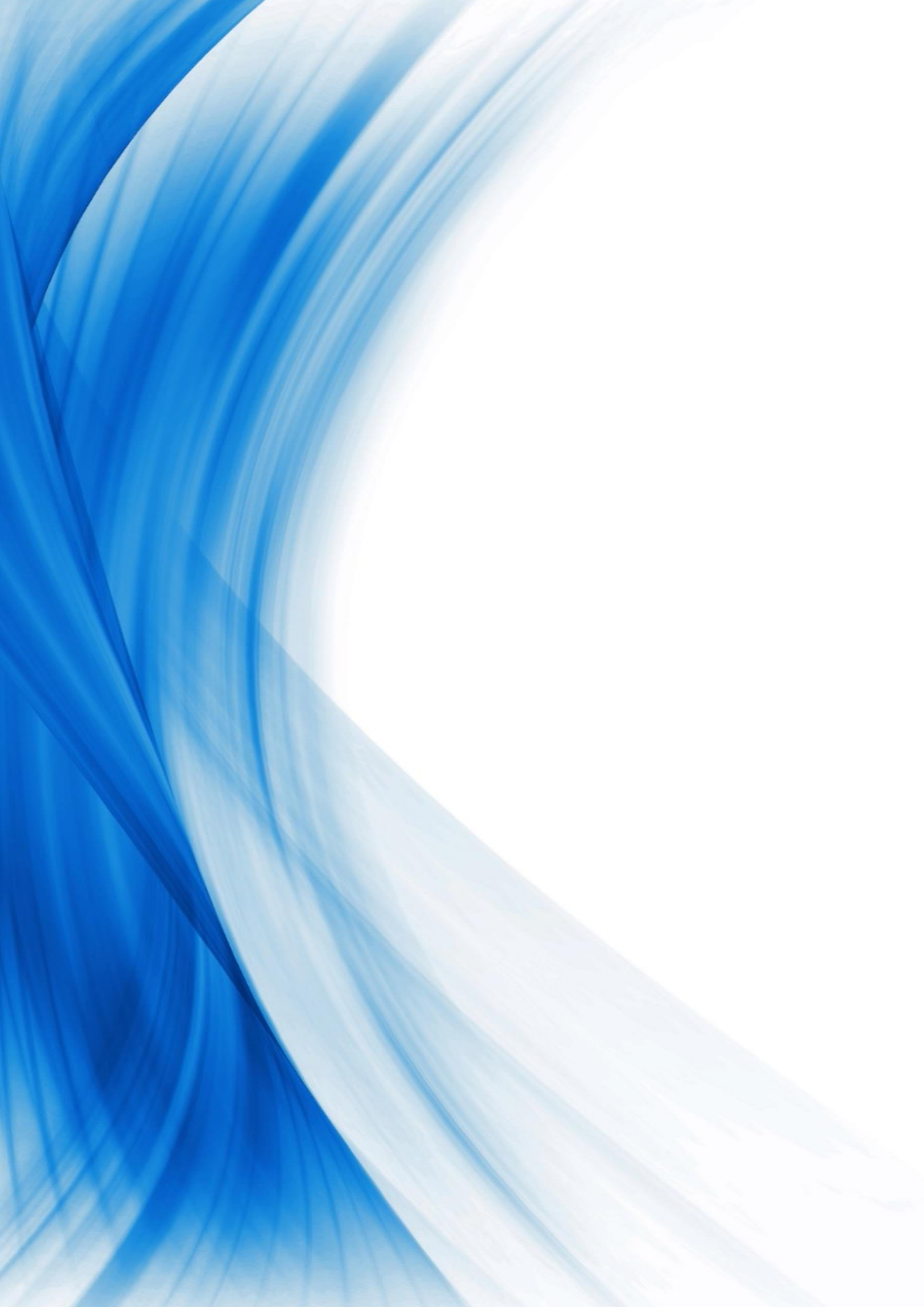
Supported Employment Manager's Guide

base
british association for supported employment

Inclusive Trading



Editorial note

This Supported Employment Manager's Guide was developed through a collaboration between the British Association for Supported Employment (BASE), Inclusive Trading CIC, and the University of Strathclyde.

This Manager's Guide is part of a set of resources designed to help Supported Employment providers better understand, deliver, and evidence high-quality Supported Employment provision as defined by the SEQF.

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Thank you!

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About this resource

This Manager's Guide was produced to support managers embed quality within their Supported Employment provision. The guide is not intended to serve as a prescriptive document. Rather, it is intended to provide managers with ideas and recommendations to assist them in the task of managing a high-quality Supported Employment service. This guide should be used alongside the other resources available for the Supported Employment Quality Framework Model Fidelity (SEQF) – which are available **here**.

Quality is key within a Supported Employment service for the following reasons:

- To develop and sustain an effective service through strategic business planning;
- To know how effective your service is;
- To demonstrate high standards to customers, funders, and staff.

PART I

TEAM MANAGEMENT AND STAFF DEVELOPMENT

The quality of any Supported Employment service lies largely in the team delivering it. Thus, a key role of managers is to recruit, develop, and continuously support their team. This section of the guide focuses on the recruitment and continual development of exceptional teams. It reflects on the manager's key responsibilities and offers a number of suggestions and practical tips.

RECRUITMENT AND INDUCTION

Having fair, inclusive and effective recruitment and induction practices are key to building successful teams. This might be supported through various methods which are discussed in this section.

Tailoring a job advert

Before advertising a position, you should reflect on your service needs as well as your team needs. Conduct a job analysis to define the activities to be performed, the expected outcomes and the skills required. Make sure that your vacancy advertisement highlights not only the skills and competencies of a candidate but also the required values and attitudes.

Tips:

- Take into consideration the [National Occupational Standards].
- Make sure that your job advert is inclusive and fair by using accessible and easy to read language that is inviting to candidates.
- Check that the minimum requirements listed in the job description are accurate and relevant to the position being filled.
- Consider education and experience equivalencies as well as transferable skills when creating requirements for possible candidates. Think about whether certain qualifications or experience are essential or actually only desirable in order to make a job description more inclusive and strengths-based in keeping with Supported Employment values.

Consider the following:

What values and attitudes do you expect from the ideal candidate in terms of how they interact with clients and colleagues?

What education, experience and (transferable) skills do you need from the candidate?

Are there any skill shortages in your team around a particular skill (e.g. employer engagement)?

Could a new hire fill a particular skill gap in your team and then become a service champion and lead for that area to support and upskill existing team members?

Have you considered a balance of skills for engaging employers as well as jobseekers?

Have you considered how adaptable you expect the ideal candidate to be, such as their willingness to work evenings or different shifts?

See an example of job advert in the Appendix, pg. 29.

Attracting suitable applicants

After posting your job advertisement it is important to disseminate it so that it can reach a wide pool of potential candidates. Think about where your ideal candidate would be more likely to come across your advert. Make sure you have a dissemination strategy that targets your ideal pool of candidates and that you give enough time for applications. Social media is a good instrument to help you disseminate your vacancy and reach a larger pool of candidates. Organisations can also post their vacancies in the BASE membership platform.

Interviewing candidates

The interview is an important opportunity to get to know each candidate better including their skills and experience beyond that presented in their CV. It is also an opportunity to get a sense of candidate's personalities, values and motivations for wanting the job. As a manager, your aim is to create a fair, inclusive and effective recruitment process while also ensuring a positive candidate experience. You may also want to set a task for the candidate to complete in advance and present back as part of the interview.

Here are a few tips on how to prepare both interviewers and candidates for the interviewing process:

- Ensure that your interviewers have received adequate training in inclusive interview techniques and are aware of topics that should be avoided during an interview due to their inappropriateness or illegality.

- Ensure that interviewers have prepared for each interview by reviewing candidates' CVs and application forms.
- Provide candidates with advance information about the interview date/time, format, and interviewer(s) details - including job title(s). Also, consider providing the list of interview questions to all candidates in advance prior to the interview. This can reduce applicants' nervousness and enable them to be better prepared to answer your questions.

Fairness and inclusivity:

You need to use and demonstrate good practice in your recruitment process. Here are a few tips on how to ensure fairness and inclusivity in the recruitment process by avoiding bias and discrimination and by providing each candidate with the maximum opportunity to shine:

- Make it clear that applicants are welcome to request interview accommodations and make accommodations to candidates who require them.
- Have an independent person sitting in the panel. For instance, you could ask customers to be part of the panel as they are who the service is supporting.
- Use the same set of questions for all candidates.
- Assess candidates using the same objective evaluation criteria and evidence.
- Ensure that interviewers are attentive to the notions of implicit and explicit bias and that they take the time to contemplate potential biases during the recruitment process.
- Seek to make a relaxed atmosphere and give applicants every opportunity to showcase their strengths.

Interview questions:

Well-crafted interview questions are essential for effective interview and recruitment outcomes. Make sure you design interview questions to assess whether the candidate would be a good fit for the role, your organisation and clients. Ask questions about their values, skills and experiences as well as questions to determine whether they have given the position enough consideration and are really motivated to pursue it and to support your clients and colleagues excellently. Remember that the questions asked have to relate to the job description and/or person specification for the role. Here are some examples of potential interview questions:

General questions:

- What interests you about this particular job?
- Would you describe for me what you understand about the Supported Employment model?
- What do you know about the advantages of diversity in the workplace?

Behavioural questions:

- As a [job title] you will be working with a caseload of people who have a range of disabilities and who may also have additional barriers in their lives. Your role will be supporting their journey into paid employment. Please explain how your past experience, skills and strengths can be used to facilitate this?
- Can you tell us about a time when you have provided support to someone with disabilities. What challenges did you face and how did you overcome these?
- Can you tell me a little about your values and motivations as a person?
- Can you describe your skills and experience of collaborating with different stakeholders to reach a shared outcome and what you think the difficulties of this might be in this role and possible solutions?
- The service is a member of the British Association for Supported Employment (BASE) who advocate the use of the 5-stage SEQF model of Supported Employment (jobseeker engagement, vocational profiling, employer engagement, job matching, in-work support & career development). What areas within that do you think will be most challenging and why?
- Tell us about how you would approach an employer about Supported Employment?

Finally, offer candidates the opportunity to ask you questions.

Providing non-selected candidates with feedback:

Your feedback needs to be timely, informing the individual of the outcome as soon as they are no longer being considered for the position they have applied. If you reject someone, you should be prepared to provide a reason based on the job criteria. Deliver the feedback in a manner that is both considerate and encouraging and that helps the person to move forwards positively. Thank candidates for applying and consider encouraging them to apply to work with you or similar organisations again in the future.

Induction check list and tips

Starting a new job can be stressful. Thus, it is important to have a well-organised onboarding process in place to welcome new members into the team and help them understand how everything works.

- ☐ Consider putting together a welcome package which includes information about your organisation, the job to be performed, and the SEQF model. This package could include the Supported Employment Phase by Phase Guide, the SEQF Model Fidelity Assessment Guide, and the short videos we have created alongside this Manager's Guide. This package should also cover all things that employees need to have understanding in addition to SEQF (workplace policies, team roles, etc).

- ☐ Make sure everything they need is ready for them on their first day, including their workstation and email account.
- ☐ Make sure the team is prepared to welcome the new employee and introduce them using their preferred name and pronouns.
- ☐ If feasible, arrange a team meeting in their first week to enable them to meet the team.
- ☐ Create a training schedule within the first month.
- ☐ Consider assigning them a 'work buddy' to assist the new member of staff in his/her familiarisation to the organisation and role.

Training and continuous development

Good managers help their staff to become the greatest versions of themselves by nurturing their talents, closing skill gaps, and enabling them to thrive in their roles and careers. The purpose of training and development is to guarantee at a minimum that all employees understand what is expected from them and have the necessary skills to carry out their official duties in the workplace. But at the maximum is to help staff to grow, to develop ideas, skills and confidence, and by doing so to maximise their potential for your organisation. Continuous Professional Development (CPD) is important to focus on long-term skills development, professional advancement and enabling staff to thrive in and for your organisation. These opportunities to learn in the job benefit performance and job satisfaction.

As a manager, you should take into account that people learn differently and therefore that it is best to have a variety of approaches available to nurture your team's talent. Co-produce staff development with staff: ask staff what they feel they need and want to develop and how best they feel they learn and upskill. Training and continuous development can take place in a variety of ways - it is not always about attending courses or completing internal e-learning/online training sessions, though these can be highly beneficial. There are lots of training and development that you can do internally within your organisation to support and develop staff and to use staff strengths to grow skills and confidence in other team members: shadowing, team meetings, observations, workshops, buddy champion support, reading resources and journals, and practical experience may all be used for training and CPD.

External training can support not only the workforce but the entire organisation. There are various external training resources that managers can tap into locally and nationally – and not all of them have a financial cost assigned to them. Remember that if you are accessing external training for staff you need to accommodate time for the member of staff to complete and reflect on this training and possibly share key learnings within the team.

BASE has various opportunities for managers and staff to support CPD through our membership and training offer. Inclusive Trading CIC was established in 2010 to partner with BASE to deliver high quality, training, and consultancy to support the Supported Employment sector. Inclusive Trading is committed to offering and delivering accredited and non-accredited training and consultancy to Supported Employment services and other customers to reflect the wide range of skills utilised within the Supported Employment industry. Inclusive Trading CIC Training & Consultancy Services can be found here.

ONGOING STAFF SUPPORT AND COMMUNICATION

Ongoing staff support and communication is vital within any team to foster effective relationships, embed effective working practices and empower staff. This might be supported through various methods which are discussed in this section.

Get to know your staff

As a manager it is important that you get to know each individual member of your team as people. Understand what motivates them, how they prefer to communicate, and what is their preferred way of working. Also, getting to know them as people, not just workers, can help to build understanding, trust and relationships. Getting to know your staff does not have to be always through formal meetings, it can be over a cup of tea or a walk. Take the time out to do this as it will help show your staff that they are valued, supported and listened to and will help you to really understand who they are.

Observations

Informal, supportive observations of staff members by managers or colleagues/peers can facilitate the identification of an individual's strengths and developmental needs. This, in turn, facilitates feedback, developmental opportunities, and employee growth and advancement. When considering observations, think about what would be appropriate to observe and ensure that all staff are observed to ensure consistent practice. Observations can be daunting for staff, so some key tips include:

- Reassure staff by explaining that this is a supportive and developmental process conducted with all members of staff and address their anxieties and concerns.
- Be open and secure staff agreement.
- Plan observations across the year for all staff.
- Start with staff who are keen.
- Observe and feedback across the stages of the SEQF model.
- Always be positive, constructive and person-centred. The focus is not where staff are now but where they can be in the future with the right support and development.
- Give immediate verbal feedback.
- Schedule a follow-up meeting as soon as possible.
- Always be fair, consistent and transparent across staff.
- Give time for staff to self-reflect as well as providing them support.

Tip: When considering peer observations, use a strengths-based approach and pair people up that can learn from one another in the various areas of Supported Employment. Staff should be given the opportunity themselves to take control of their own learning and development and to inform those plans.

Shadowing

Staff shadowing other colleagues in their working practice has many potential benefits for staff and the wider organisation. As with all development activities, shadowing should be framed and conducted in a positive, constructive, developmental style so that staff understand and feel that it is supportive and non-threatening. Shadowing can provide opportunities for the staff member to see good practice within the role and how others do their role. It can also help to build relationships whilst self-reflecting, learning and seeing things from another person's perspective and experiencing other approaches to similar roles or challenges. For the person being shadowed, it is an opportunity to share their experiences, build relationships with others in the team, self-reflect on their own practices, and improve their coaching and mentoring skills. From an organisation's perspective shadowing can help to provide staff the opportunity of networking with others in the team, develop stronger networks and relationships, and drive quality by sharing alternative and/or best practice whilst also giving staff time for self-reflection.

Supervisions / 1-2-1s

Regular supervisions/1-2-1s are foundational to the management role and are a key way to offer support to frontline staff as well as supporting service quality. Supervisions/1-2-1s should be used not only to reflect on current targets/goals and workload of the staff member but also their health and well-being, their feedback and reflection on their working role within the organisation, ideas for development including their own CPD and quality across the service. Supervisions/1-2-1 are a great way to demonstrate that you as a manager are listening to and value the member of staff. It should be clear to your team that supervisions/1-2-1s are a standard routine for all employees and are aimed primarily at supporting and developing staff. You should guarantee that all employees receive regular supervisions/1-2-1s (e.g. monthly) so that no one feels singled out or overlooked. Supervisions/1-2-1s are employee focussed and some top tips include:

- Plan the cycle of supervisions for staff across the year.
- Invite the member of staff to share a list of talking points that they would like to cover before the supervision/1-2-1.
- Prior to the supervision /1-2-1 review previous notes as well as the employee's agenda. Prepare any particular questions you might like to ask.
- Remove distractions wherever possible. Be present and really listen.

- Do not make it a form filling exercise and record the salient points discussed. Someone writing everything down whilst in supervision/1-2-1 can become a barrier and does not demonstrate effective listening.
- Seek to support, find solutions, empower staff, and together create opportunities for continued growth and improvement.
- Focus on forward-facing development opportunities and priorities, not backwards-facing performance assessment.
- Write up a summary straight after the meeting and share with the staff member.

Giving and seeking feedback

People generally want and try to do a good job and we all like to feel recognised and valued at work for our efforts. Positively recognising someone's good work or strengths by saying 'thank you', 'well done' or 'that was great work' – without any 'but' – is an important and underused form of feedback. This form of feedback as recognition is key to employee motivation and engagement as well as to staff retention. Employees are more likely to be engaged and motivated team members when they perceive that their contributions are consistently recognised and valued. Recognition should be the most frequently used form of feedback. It should not be only granted for extraordinary accomplishments but also for small successes or milestones, for championing the organisation's core values, and for excellent efforts (even if they didn't necessarily 'succeed'). It should also be used to encourage staff to try new things to seek to make improvements in their work and your organisation, even if sometimes it inevitably does not work out. Recognition can help to bond people together and to build a strong sense of collective belonging, trust and mission.

Constructive feedback is also a crucial tool for both people and organisations to learn and improve. However, if feedback is not presented properly then it may be received negatively. Effective constructive feedback: (a) identifies the need or opportunity for improvement and helps the receiver understand why the improvement would be beneficial in a respectful manner, and (b) is specific and helpful in the sense that it focusses on what is important and offers guidance and support for improving. Individuals, teams, and the entire organisation can benefit from this form of feedback. Thus, constructive criticism should not be a one-way street, opportunities for feedback from all members of staff and customers should be embedded into your service provision.

Positive recognition and constructive criticism should always be linked to the person-centred, strengths-based SEQF core values and the collective culture and goals of your service.

Checking job satisfaction

Regular check-ins with staff members are good practice and contribute to job satisfaction and the reduction of staff turnover. Job satisfaction is determined by a number of factors, including: whether people believe their job or organisation serves a valuable purpose; fair pay and job security; the opportunity to exercise some control and make a difference; the opportunity to use existing skills and to learn new things; opportunities for personal growth and career development; and a sense of belonging from a supportive workplace[1]. However, reasons for leaving can also be personal rather than job-related. As a manager, you can check employees' job satisfaction through questionnaires, supervisions, team meetings, and so on. Finally, when staff do move on it is always beneficial for your organisation to gather honest feedback regarding employees' reasons for leaving.

Team meetings

Team meetings are crucial for collaboration, idea sharing, and decision-making. However, meetings need to be well organised and moderated to ensure that their potential is maximised and that meetings have a clear purpose. There will, of course, be some standard agenda items that teams would probably have within their meetings, but also consider quality, training, feedback, targets, business results, etc. Team meetings should be a way to empower staff to contribute their thoughts and skills with the team. So, when focussing on a topic / theme within a meeting, reflect on how everybody's time can be maximised, whether there is a member of the team who can lead or speak to the meeting topic area, or need for/benefit from a working group who can take actions away and present back at the next meeting. Below, are a few tips on how to run successful and timely meetings:

- Plan the team meetings in a yearly cycle.
- Create a draft agenda. Keep it brief and focused on the topics where the team's input is relevant. You make a topic or theme that you want to cover for each meeting. Make sure the draft agenda is circulated to the team, then ask whether there are any other items they would like to add.
- Send the final agenda to staff in good time ahead of the meeting wherever possible, clearly outlining any tasks staff need to prepare for the meeting.
- Encourage participation. Be proactive in including colleagues needing support or encouragement them to speak. Create a safe meeting environment in which everyone feels comfortable and confident contributing to meetings. Show genuine interest in what others have to say and remember to acknowledge their contributions. To overcome reticence, use tactics such as 'Think-Pair-Share,' in which individuals first consider an issue independently, then converse with a partner, and then share it with the group.
- Be mindful of everyone's time by starting and ending meetings on time. To prevent overruns, moderate time to ensure that each meeting section remains on course and that no other topics are added to the current agenda. It may be appropriate that you can rotate responsibility of chairing the meetings and taking notes amongst the team.
- Ensure that there is time on the agenda to summarise action points and possible agenda ideas for next meeting.

[1] https://www.fairworkconvention.scot/the-fair-work-framework/

- Within a couple of days share meeting minutes with clearly outlined action points allocated to individuals and with clear deadlines attached.

Emails and other online communication channels

Most routine communication takes place outside meetings through emails, phone calls, conversations or online chats. As a manager help your team understand what needs to be communicated, when and how. Discuss as a team how to best communicate, store and share information as an organisation. For instance, you can create different Teams channels to specific areas of work, such as CPD/Training; SEQF; Employer Engagement and sharing job vacancies, etc. Be careful not to overburden the staff with too many communication channels or excessive amounts of emails/messages.

Staff performance reviews

Performance reviews can make people feel nervous. Make sure your team understands that performance reviews are a regular procedure for all employees and that they aim to inform the continual development of staff members and the overall service. Performance reviews need to be consistent, impartial, transparent and supportive. Do not treat performance reviews as just another bureaucratic task to get out of the way. Performance reviews are an important opportunity to formally demonstrate your recognition and appreciation for the work of individual members of your staff through their contributions and understanding of the organisation's goals/targets. They are also key to clarify expectations and identify areas for desired or needed improvement and check job satisfaction. Refine your view of what excellent performance looks like and reflect on how it can be cascaded in both directions.

Staff reviews best practice and tips:

- Plan staff reviews in the yearly cycle.
- Support staff in preparing for their reviews, so they come back with reflection on their work performance, including good practice, challenges, support requests, etc.
- Use a 360-degree approach to the review, using targets, feedback from others internally and externally, notes from supervisions/1-2-1s, team meetings, observations, etc. – so you can get a fuller, more rounded picture.
- Recognise people's achievements, successes and learnings through the past year but do not spend the whole review time looking backwards. Key is to look forwards and spend enough time on the developmental support required to set new goals and move forward.
- Use the *tips* from supervisions/1-2-1s also for performance reviews.

Examples of questions that could support staff performance reviews include:

- How satisfied do you feel in your work? What parts do you like most and least? What parts do you find most challenging?

- Are there ways that we could support you to improve your job satisfaction or performance further?
- Is there an area you would like to develop into or that you would feel comfortable leading on for the team to upskill other staff members in? (career goals, training needs, championing, buddying).
- What resources/tools would help you in your role?

When we are coaching for performance as managers it is helpful to consider the following three areas:

- Support for those staff underperforming in targets/areas of work.
- Support for those staff who are meeting their performance targets/areas.
- Support for those staff who are excelling in their performance targets/areas.

Managers may find that each member of staff is a combination of the above in different aspects of their work. It is important to recognise that nobody is perfect, everybody is different, and everybody will have different strengths and weaknesses. Understanding, welcoming and using that diversity can help your team to strengthen and aligns with the values of Supported Employment.

It is not only a manager's responsibility to provide support and development to staff. Managers have access to a range of resources including other staff members. Managers should think about how they can encourage and empower their staff/team to support colleague's performance through shadowing, champions, buddying, thematic leadership, leading training-based team meetings, etc. Within any area of coaching for staff, a manager must have agreed with the member of staff what they are trying to achieve. A good example of a coaching model is the GROW Model which is a 4-step system for setting and achieving goals:

- G: Goal (choose a goal or desired outcome for the coaching session).
- R: Reality (explore where they are around their goal, what is going well or not well).
- **O:** Options (explore ideas to move forwards).
- **W:** Will Do (identify actions to move forwards).

Finally, it is important to bear in mind that performance problems are not always or not only related to the individual member of staff. Managers should pay attention to how the work environment or external factors may be negatively affecting on employees' performance.

TEAM CULTURE AND DYNAMICS

Team culture and dynamics are imperative to an organisation's success. By having the right strong culture and dynamics in place will foster collaboration, drive productivity and raise employee satisfaction. A good team culture is characterised by a sense of collective purpose, trust and unity among team members regarding their values, behaviours, working practices, and goals.

Creating a strong collective culture

It is essential to establish a strong collective culture in which employees feel valued, listened to, supported, and where the collective trumps the individual. This can be accomplished by recognising individual and collective efforts and by celebrating team accomplishments. It is also important to consistently remind employees of the significance of their work to their clients and to the service as a whole, enabling them to see the impact they have on the lives of others – colleagues, jobseekers and employers. The manner in which employees are treated on a daily basis, particularly in their interactions with management, can influence their willingness to contribute their best efforts to the organisation. Try to always show that you value, respect and empower your staff. Strive to build a strong collective culture which is based on respect, recognition, collaboration and shared belief in the collective mission and success.

Fostering collaboration

The frontline employment specialist role can sometimes feel isolated and challenging, and this can reduce staff satisfaction, motivation and engagement. Thus, it is beneficial to help your team understand how important they and their work are to your organisation, its customers and society. Explore with staff how they can best work with each other, foster a collaborative culture and create opportunities for teamwork, brainstorming and learning together. While frontline workers are assigned cases individually, it should be highlighted that shared collective success is the objective and that every jobseeker or employer is a client of the whole team. This understanding encourages collaboration and avoids unhelpful staff individualism or competition. Establish frequent and regular opportunities for staff to support and learn from one another. For instance, some services have team meetings to discuss challenging cases where colleagues can provide ideas or even just understanding and moral support. In this way, employees benefit from the support of colleagues and a stronger sense of belonging, the team benefits from shared learning and increased trust among colleagues, and your service delivery benefits from a collaborative culture that effectively tackles challenges and is likely to support all clients more effectively.

Encouraging voice, initiative and innovation

As a manager you do not have to do everything. Your staff are creative, resourceful, passionate people. Empower them so as to engage and develop them as well as to empower them to support the strengthening of colleagues and the service. This requires them to feel safe and empowered to express their ideas, opinions and concerns in the workplace and to exercise a meaningful degree of control over their work. This is critical not only to job satisfaction but also to employees' general health and well-being. Employee voice and initiative are beneficial to the organisation as they encourage employees to engage with their employer and offer insights and ideas that can stimulate change and improvement. They also help deliver wider consensus and commitment to decisions. As a manager you should ensure that staff feel comfortable sharing their thoughts and ideas, that workplace bullying or discrimination of any form is not tolerated, and that staff are safe to speak to management about any such issues whether related to themselves or something that they have witnessed in the workplace. Managers should demonstrate to staff that they have really been listened to, for example through a 'You said, we did' process[2]. You should also empower employees to be innovative and creative, to share improvement ideas, and to take ownership of their roles and service. This means involving employees in designing how they work rather than telling them how to do things. Give employees the chance to experiment with different approaches and share their learnings. This can result in improved operational procedures, innovation, and better outcomes for customers.

[2] https://www.fairworkconvention.scot/the-fair-work-framework/

PART II
SERVICE MANAGEMENT AND CONTINUOUS IMPROVEMENT

The quality of a Supported Employment service depends on the structural organisation, systems and policies upholding the service, as well as on the partnerships and the strategies that propel it forward. Managers are responsible for establishing robust operational frameworks and strategic partnerships that ensure quality in all areas of the service. Thus, this section of the guide focuses on these operational and strategic aspects of the service management. It reflects on the manager's key responsibilities and offers a number of suggestions and practical tips.

OPERATIONAL STRUCTURE AND EFFECTIVENESS

Having clear and effective operational structures in place is key for archiving organisational goals and keeping consistent quality in service delivery. This might be supported through various methods which are discussed in this section.

Understanding the Supported Employment Quality Framework (SEQF)

In order to effectively manage an SEQF Supported Employment service a manager needs to understand the SEQF model deeply in terms of its phases, fidelity items and scoring criteria, and its underlying principles and values. We have created a number of resources alongside this manager guide which can be helpful to you in understanding the SEQF fidelity model: the Supported Employment Phase by Phase Guide, the SEQF Model Fidelity Assessment Guide, service marketing flyers, customers' satisfaction forms, and the thematically focused short videos that sit alongside this Manager's Guide as SEQF resources. It is also important that you help all your team understand the SEQF.

SEQF understanding checklist:

- ☐ Do you understand the 12 values of the SEQF fidelity model and how they relate to the way your staff interact with each other and with clients and employers? Are you clear in what this means in terms of client-centred, co-produced, ambitious, proactive employment support?
- ☐ Do you understand the goals of the SEQF model?
- ☐ Do you understand the 5 stages of the SEQF model and what 'excellent' looks like in each stage?
- ☐ Do you understand the SEQF assessment process?
- ☐ Do you understand what serves as evidence for each SEQF criteria?

Embedding SEQF into practice checklist:

- ☐ Have you embedded the SEQF into your onboarding process?
- ☐ Do you feel your staff understand the SEQF well?
- ☐ Do you have an SEQF development plan in place to ensure continual strengthening of your SEQF understanding, performance and evidencing in-between external SEQF assessments?

It is essential that managers ensure the integration of Supported Employment values and core principles into the mission and vision of the organisation. This involves engaging different stakeholders, such as the board of directors, leaders, and staff, in defining the vision and mission statements. Regularly revising and systematically reviewing these statements ensure they remain relevant and aligned with organisational goals.

Developing an SEQF Handbook would be an excellent way to reflect on, formalise, and share your service approach to SEQF processes and expectations for your staff across all phases and elements of the SEQF model and your service operations. If you do not have an SEQF Handbook in place, this is a great opportunity to do some work with your team to engage them in the SEQF model details, discuss the development of your service's on-going SEQF training action plan, their practical implications and to share ideas collectively for the development of your service. It can remain a live document and be improved and expanded as your service embeds and strengthens through the first year or two. As a manager you should reflect at least quarterly on whether it needs refining, and you might dedicate a team meeting to its review and refinement once a year for example. You should encourage staff members to suggest service improvements and create an open process to collate these.

Workplace policies and plans

Workplace policies are an essential component of both people and service management. Their objective is to clearly explain your service's mission and values, establish standards for staff conduct and performance, and outline operational procedures. Well-written workplace policies and plans should be easy to understand and strengthen the links between the SEQF values and goals and your service's day-to-day operations.

Your HR department may have provided you with certain policies. If this is the case, it is important that you review them before deciding whether it is necessary for you to establish any supplementary policies. A few examples of workplace policies that may already be in place within your organisation are suggested below:

- Financial and legal policies – including Payroll Processes, Holidays, Sick leave, Overtime, Maternity Leave, Grievance procedures, etc.
- Health and Safety policies – prevent illnesses and injuries in the workplace. This should include a safety protocol for meeting with customers outside the office, going to people's house, etc.
- Recruitment policy – including non-discrimination and fairness measures.
- Workplace arrangement policies – including Attendance, Flexible work, Break Periods, etc.

- Confidentiality and Cybersecurity – including Data Protection, Informed Consent from customers, cybersecurity training, etc.
- Codes of conduct – including dress code, intoxication on the job, bullying and harassment, workplace culture, customer interactions, etc.
- Discipline and termination policies – including Conflict Resolution, Handling Misconduct, Termination Procedures and Legal Aspects, etc.

Remind staff about workplace policies and ensure that they understand and comply with them. It is your responsibility as a manager to ensure that your employees have access to, understand, and adhere to workplace policies and their implications, whether you wrote them yourself or received them from another part of your organisation.

Common Work Systems

There are a few commonly used work systems that might support you in running an effective service by supporting staff understanding of tasks, procedures, routines, and communication.

Organisational Chart

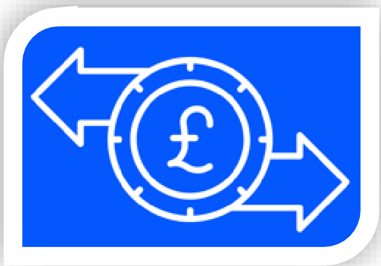
An Organisational Chart is a method for ensuring that everyone understands how your service operates. Mapping your organisation's structure (by team or department, for example), job roles and responsibilities, work days and hours, and best methods for contacting colleagues, can help staff to understand roles, processes and connections inside your service. This enables individuals to gain a more comprehensive understanding of the organisation's overall strategy and the ways in which their own role and work contributes to the work of their colleagues and to the wider organisation's goals. This also improves communication by facilitating the comprehension of roles and the appropriate methods of communication.

Workflow chart

Workflow charts can help you and your team visualise how work gets done and what it accomplishes. This strategy is particularly useful for breaking down complex jobs into manageable steps. For instance, frontline staff working alongside jobseekers in their journey through the SEQF fidelity model may benefit from having a workflow chart to assist them in visualising all the tasks that require their attention as they support customers. The Supported Employment Phase by Phase Guide is a form of workflow chart of the SEQF five stages as it highlights key activities that take place in each stage. You may build on the Phase-by-Phase guide to create your own workflow chart that follows the SEQF fidelity model while emphasising your organisation's preferred approach on how to do things as well as details on where/how documents are archived.

Organisational calendar

Another important aspect of service management is to keep important dates and deadlines clear and to plan ahead. An effective way to do so is through shared online calendars. Some SEQF services also have an online system that show progress on individual cases through the five stages of the SEQF.



Finances

Finances are managed to ensure there are adequate resources for service delivery and quality, the long-term sustainability of the service, and its compliance with relevant legislation. As a manager, you are likely responsible for the general finances of your service or for managing a budget. Things to consider while managing finances/budgets include forward planning, accounting systems maintenance, compliance with legislation and financial policies/procedures, assigning budgets for human and physical resources, budget controls and objectives, and service sustainability. You are expected to both ensure that adequate financial support is available to grow the longevity and quality of the service and to ensure the service operates within its financial resources. Consider involving staff, jobseekers and/or employers in helping you think through how best to invest your resources in order to improve your SEQF service for your clients.

Physical Resources

It is easy to overlook the everyday physical resources needed to run a service. Managing the physical resources in your service requires identifying resources through staff engagement and evaluating historical patterns of resource usage and trends in order to better understand resources lifespan and financial costs. Physical resources may include office supplies, equipment and stationery, laptops and mobile phones, storage, office space, spaces for meeting clients, marketing materials etc. It is recommended to have a physical resource management plan outlining how resources will be acquired, allocated, and used by your staff. Seek feedback from staff and customers on physical resources as this can help you think of better ways of using current resources and new resources to support the quality of your service delivery.

EXTERNAL COLLABORATION AND PARTNERSHIPS

Identifying, developing, and maintaining strong relationships with stakeholders and local communities is crucial to service quality. These relationships will help you understand your customers' lived experiences, needs and preferences, resulting in better tailored service design and delivery. You should build positive and enduring partnerships with the people and communities you serve and collaborate with other organisations at national and local level to meet your customers' needs and improve outcomes and overall quality.

Engaging key stakeholders

It is important to understand who your key stakeholders are locally and to make sure that all the stakeholders that you need to be on-board for service success and sustainment are effectively engaged and understand the benefits of supporting your service. This benefits your service as stakeholders can offer key insights into what they expect from your service as well as feedback on areas for its improvement. Furthermore, it is likely to also boost the awareness of and support for your service locally.

Make sure that you establish effective stakeholder communication plans. This involves the creation of opportunities for co-production with the community you serve, including both clients and employers, by inviting a variety of stakeholders to share their needs, expectations, feedback, and suggestions for overcoming challenges and improving service delivery. For example, you could hold monthly forums to discuss potential improvement areas to the service and to seek support for advertising and improving the service and overcoming obstacles. You might consider forming a Service Advisory Board that includes representatives from clients, circles of support, local employer champions, and key local authority, third sector colleagues, Jobcentre Plus and/or college stakeholders for example. Finally, it is advised that you participate in local employer network groups and business clubs and take every opportunity to continually raise awareness of your service with local employers.

Tips:

- Ensure that your staff members are equipped to communicate effectively with varied stakeholders and convey their input to the team.
- Ensure that you also clearly communicate the limitations of your service to stakeholders so that they are not disappointed by expectations that are above your service obligation or capacity.
- Remember that employers are a key 'customer' of your service just as jobseekers are. Remember that your service is not about simply placing jobseekers in a job. Rather, your dual aims are, firstly, to support jobseekers into well-matched, sustained employment and, secondly, to build long-term relationships of mutual trust with local employers so that your service can help them on an on-going basis with their workforce needs.

Sector Leadership

It is important to continually benchmark your service to ensure you are delivering to the highest quality possible. It is also important to pay attention to any changes in the sector that may affect your service – a BASE membership can help you with that. By continually benchmarking and paying attention to changes in the sector you will be better prepared to face challenges and to strategically plan the development of your organisation/service. All service providers have strengths and areas they can improve on. Providers are encouraged to share, learn from each other, collaborate and support each other to secure the quality and strength of the sector as a whole. By benchmarking against other service providers, as well as collaborating with them, you may become a leader in the Supported Employment sector.

Communities of Practice

It is a great idea to become part of Community of Practice in order to seek ideas for improvement, share your strengths, compare approaches, learn and develop from others, share training or carry out peer-reviews for example. Being part of a Community of Practice can benefit your service in a variety of ways: sharing knowledge, lessons learnt, sharing good practice, and receiving support for overcoming obstacles. The SEQF fidelity model is not a new concept and there is no need to reinvent the wheel. A great way of getting involved in Community of Practice is by joining BASE and attending its Annual Conference – the sector is a community that is open, passionate and supportive!

BASE membership gives:

- Ongoing access to advice and support from our Team, your regional representative and the wider BASE network.
- Access to our online membership community portal with over 800 members.
- Quarterly regional network meetings.
- Free advertising of sector vacancies.
- Regular newsletters and the opportunity to contribute to consultations.
- Free member only webinars.

ORGANISATIONAL STRATEGY

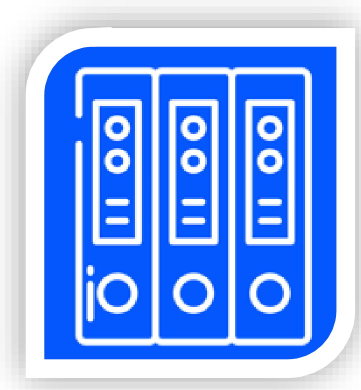
It is important for the success of your service to have a well-thought-out strategy that highlights the operational needs of your service and sets a clear plan for its sustained existence and continuous improvement.

Building your evidence strategy

Why build an evidence strategy?

There are two main reasons why evidence is important. Firstly, to best support your jobseekers and employer clients. As a service you should be able at any moment in time to really understand your service's delivery position (e.g. what are everyone's caseloads, how long have clients been on caseload, what stage are all clients at, which clients and staff need support and in which areas, etc?) and performance level (what is the service's job entry and sustainment levels, how satisfied are jobseekers with the quality of the job matches, how satisfied are employers you engage with, are any staff in need of support or able to share strengths to boost overall performance, what are the key challenges to the service achieving more outcomes, and so on?).

Secondly, in order to maximise your chances of attracting referrals and staff, engaging employers and other key stakeholders, celebrating successes, and securing on-going and new funding it is essential that you are able to evidence your service's performance. Use positive case studies and your quantitative performance data to share your service performance in engaging ways – an infographic, brief engaging annual reports, and so on. Remember though that simply telling people that you are a good service is not enough, you need to gather and present the necessary evidence to make that claim credible. This is especially important in terms of future funding given on-going pressures and competition for commissioner's budgets. To strengthen your evidence and understanding you might consider commissioning an external evaluation to add greater rigour and depth to your evidence case by, for example, conducting an impact evaluation and/or cost-benefit evaluation against a robust counterfactual (i.e. what outcomes would be expect your clients to have achieved without your service?) and interviewing jobseekers, employers, staff and other key stakeholders to hear their insights around strengths and potential improvement areas.



What data should I collect?

You want to be able to tell a story about your service using a mixture of both quantitative (numeric) and qualitative (verbal, textual, photographic, film) evidence. The good news is that most of these data you already collect as part of your SEQF service delivery. However, you should build your service an evidence strategy and reflect on your collection, analysis and evidence plans as part of that. If you are not sure how to do this BASE can help advise. Equally, please feel free to contact Prof. Adam Whitworth and Dr. Jessica Vian, University of Strathclyde, if you wish to for advice and guidance.

In terms of the qualitative data, you should create regular opportunities to listen to jobseekers, employers and staff in order to capture successes and hear about improvement possibilities. You should use case studies of successful experiences to celebrate and advertise your service to key external stakeholders, potential referrals, and to your staff. You should also think about what sub-groups you wish to analyse and evidence these outcomes across. This is straightforward because as part of Vocational Profiling you will already collect a range of key information about the individual as you get to know them: age, sex, ethnicity, cultural factors, benefit receipt, employment history, perceived barriers, skills and qualifications, travel modes, and so on.

In terms of the quantitative data, you should reflect on the range of possible outcomes that matter to your service and to key stakeholders (e.g. commissioners, adult social work teams, yourselves). Here are a few types of outcomes variables to consider collecting:

- Employment outcomes: for each job you could/should collect job entry start dates and end dates; job sector; job hours; hourly pay.
- Wellbeing: the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) is a 7-item scale that can capture changes in jobseeker wellbeing if it is collected at baseline (e.g. within the Vocational Profile) and then at/towards the end of a jobseeker's time on the SEQF service. Doing so would enable your service to evidence how your support affects jobseeker wellbeing in addition to employment – another important factor for yourselves and your key stakeholders. SWEMWBS has the additional advantage that any improvements in jobseeker wellbeing throughout service can be converted into financial values for commissioners should you have a cost-benefit evaluation conducted for your service.
- Jobseeker and employer satisfaction with the service: these are measured as part of the Business Results section of the SEQF fidelity model. They should be collected for all jobseekers and employers ideally. Template forms exist to help services collect these data in a standardised way as needed for your SEQF assessment.
- Social care use: more challenging, but might it be possible to collect data (or work with local social care teams to connect data) around jobseeker's social care utilisation. Any evidence around ways that your SEQF service might reduce social care use and spend is an additional valuable piece of evidence.

How to pitch your evidence base effectively

Depending on your audience each time, you could present your evidence case through a summary document, detailed report, visual infographic, or data dashboard. Your staff should be supported to become confidence in understanding data, evidence and what it means for service strengths and areas for improvement.

SEQF Service reviews

SEQF service reviews offer a systematic and thorough approach to understanding and improving service delivery. They benchmark where your current delivery is in terms of the SEQF. They help to identify successes as well as areas where services can be improved further to better support jobseekers, employers and other stakeholders. They help to grow credibility in your service with key stakeholders such as jobseekers, employers, referral sources, and funders. They offer an important supportive framework to help services to reflect, action plan and improve.

Types of service review

The SEQF fidelity model that underpins your Supported Employment service is the model around which to build your service review, as well as wider enabling factors that support it. There are two types of service review that services should conduct:

- *External SEQF fidelity assessment*: services should undergo an external SEQF fidelity assessment at least every three years. External SEQF assessments are designed to be supportive by helping services to understand where they are at and what their priorities and actions should be to improve further. External SEQF assessments can lead to services being accredited by the externally recognised SEQF quality certification mark. New SEQF services are advised to have at least one external SEQF fidelity assessment in year one of their new service, and preferably also a follow-up review 6-12 months later after they have had opportunity to respond and strengthen after their initial SEQF assessment.

- *Internal service review and self-assessment*: services should conduct internal service reviews and self-assessments every 6-12 months in order to monitor their position on the SEQF fidelity scale and their developmental goals. Internal SEQF reviews should dovetail with your SEQF development action plan training and development activities described above. Internal reviews occur more often than external ones, allowing for quick responses and measures to enhance indicators and overall service quality as services continually strive to improve.

Service review best practice and tips

As noted above, on-going data gathering, observations, and discussions with stakeholders provides a solid foundation for continually improving the quality of your service delivery and outcomes. These practices should be integrated into your service delivery rather than occurring solely because of an upcoming review process.

Before beginning your review, you need to prepare for it. This entails compiling relevant evidence gathered during the year from observations, documentary evidence, management information systems, satisfaction questionnaires, minutes from team meetings and with stakeholders, among other data sources.

Ensure that you have a robust evidence collection system in place in terms of your adherence to the SEQF fidelity model. That should include clear policies around data collection and storage to keep all your data organised (e.g., referral forms, vocational profiles, job analysis, customers' satisfaction forms, minutes from team meetings, minutes from engagement meetings with stakeholders, etc.). It is a good idea to have somebody, or a small group, responsible for regularly (e.g. quarterly) reviewing the consistency and quality of evidence collection and to have this as a standing item in 1-2-1 supervision meetings with staff, looking at samples of their paperwork and evidencing.

Tips:

- Focus on identifying what is and is not working well, as well as why.
- Ensure that the review process emphasises the collective and individual accomplishments and efforts of your team. Consider a team celebration.
- Recognise that a continual improvement mindset is key. There will always be areas to improve and an on-going commitment to doing so is the key to developing and maintaining a really high-quality SEQF Supported Employment service in its delivery and outcomes for jobseekers,

employers and staff. This is true no matter how well established or currently high performing an SEQF service is.

SEQF Development Plan

Whether internal or external, an assessment should result in an evidence based SEQF fidelity score. This is important to services as a measure of your current service quality in terms of the SEQF model. However, an SEQF development plan is the main and most important outcome of an SEQF review because it is the evidence-based foundation on which your service can become stronger. This plan should establish specific goals for improving the delivery of your service across the SEQF model as well as the steps, timelines and allocated responsible leads to achieve them.

First, you need to create a vision that sets out where you and your team as a service want to get to. This will help to bind colleagues together in the collective process of service improvement and help you to together identify the ideal endpoint as well as, crucially, to build a practical roadmap to get there.

Next, work together to develop your SEQF development plan, drawing on the feedback from your internal and/or external SEQF service assessments. Create SMART goals for improvements that allow clear responsible leads for actions. Your objectives may, for example, concentrate on addressing weaknesses by developing and trying out new approaches, or on enhancing your strengths by disseminating and amplifying effective practices. Consider whether forming small task groups to take forwards action items might help you to engage the team in the process, share the work, and make use of everyone's strengths. Engage and inform key internal stakeholders as appropriate (e.g. funders) about your improvement action plan and agree a timeline with them for future updates to try to ensure their engagement and support for your service improvement goals.

Third, you will also need to monitor the implementation of changes and the impact that they have. This will enable you to make sure that implementation of your SEQF development plan stays on track and is making a difference to service quality and outcomes. Have open communication channels internally and with key external stakeholders to keep everybody engaged and informed around your continual improvement activities and progress.

Particularly for a new SEQF service you need to recognise that it takes time and dedication around continual improvement to become an excellent SEQF service in terms of fidelity, values and outcomes. Clear goals related to the SEQF core values, fidelity items and outcomes of your SEQF Supported Employment service should be set, communicated, and regularly monitored and reviewed. These should be aligned to your SEQF development plan and its component training and development activities to ensure that your service remains on track in improving its service quality as measured by the SEQF as well as its positively associated employment outcomes for jobseekers.

CONCLUDING NOTE

Thank you for taking the time to read this resource. We hope that you have found it helpful.

This Manager's Guide was produced to support managers embed quality within their Supported Employment provision. It should be used alongside the other resources available for the Supported Employment Quality Framework Model Fidelity (SEQF):

- Supported Employment Phase by Phase Guide;
- SEQF Model Fidelity Assessment Guide;
- Thematically focused short videos;
- Template service marketing flyers (BASE membership);
- Template customers' satisfaction forms (BASE membership).

If you wish for further advice and guidance, feel free to contact BASE.

If you require further information, academic advice, or have questions about this resource or any of the resources listed above, please feel free to contact:

Prof. Adam Whitworth, University of Strathclyde.

adam.whitworth@strath.ac.uk

Dr. Jessica Vian, University of Strathclyde.

jessica.vian@strath.ac.uk

Appendix

Example Job Advert

This example job advert was created by combining real job advertisements that were provided to us by managers. Managers can use this template as a broad guide to create their own job advertisements.

Role Title: [Job Coach for Local Supported Employment or similar]

Based at: [*Organisation name, City*]

Salary details: [Grade X £ X min – X max]

Contract Type: [Full-time or Part-time, *X* Hours Per Week. Permanent or Temporary until *date*]

Closed for applications on [*date*]

About the organisation

[Organisation name] offers Supported Employment to break down the barriers to paid work faced by individuals with learning disabilities, autism and neurodiversity. The service follows SEQF Model Fidelity, a values-based five-stage approach that includes jobseeker engagement, vocational profiling, employer engagement, job matching, and in-work support and career development. The Supported Employment model has been developed and refined over many years and is internationally recognised as the best model to support adults with learning disabilities and/or autism into employment.

You will work as part of a wider delivery team, which has supported more than [data] people across the county. The service is funded by [funder].

About the job / role

The role involves supporting individuals with learning disabilities, autism and neurodiversity to find and sustain paid work. You will offer one-to-one mentoring, support with job-seeking and interview skills, the chance to gain new qualifications and provide in-work support or job coaching to help them learn in their new role until they are confident and independent with the tasks involved. Key elements of the support you will provide will include Vocational Profiling and identifying individual support interventions required, which will inform Action Planning, outlining choices for the future in relation to participation in short, medium- and long-term outcomes for employment. This will include support with CV writing, support with job search, application forms and interviews.

You will deliver high quality and impartial Information, Advice and Guidance (IAG) to ensure that your customers are able to make informed decisions and are prepared for the step into employment. You will have positive conversations, using a holistic and person-centred approach to develop the skills, confidence, self-esteem and resilience of the clients in order to secure and sustain job outcomes. By really getting to know an individual, as a Job Coach, you will be able to identify creative and meaningful ways to provide support, enabling individuals to work as independently as possible and sustain employment. Your role will also require you to approach and build relationships with businesses to secure work placements, work trials and ultimately long-term job opportunities.

To be a great Job Coach, you don’t necessarily need to come from an employment or social care background. We would like to hear from if you have a keen interest in making a difference and engaging with people and you are patient, empathetic, have good communication and negotiation skills and a positive attitude towards progression and removal of barriers to work. Believing in what people can do and supporting them achieve this. Keeping and maintaining candidate records is imperative, as well as the ability to work both alone and as part of a team. You will also need good IT, self-management, and teamwork skills. The role will require the successful applicant to work flexibly and be able to travel meeting jobseekers and employers across the city and responding to service needs in relation to working hours, as not all clients are available 9-5. You will also have the ability to market individuals or services to employers an.

This role is an excellent opportunity to make a real difference in the lives of people with disabilities, helping them to secure meaningful employment and thrive in their roles. A thorough understanding of the SEQF Model Fidelity will be of great benefit but is not essential as full training will be offered as well as support from experienced colleagues. We look forward to welcoming a dedicated individual who shares our commitment to improving lives.

For a further discussion about the role, or if you have any questions, please don't hesitate to contact [name] on [email address and/or phone number].

Main Duties and Responsibilities

- To uphold the ethos and values of the service, which provides high-quality support that respect individuals’ dignity in line with the principles of person-centred practice.
- To support autistic and neurodiverse adults to find and sustain paid employment, including support with job searching, application, and job coaching when necessary.
- To work with local employers to negotiate reasonable adjustments, risk assessments and job roles to support people with disabilities.
- To market the service to local employers.
- To work closely with local employers / job centres / adult learning providers.
- To work to targets to meet internal and external contractual obligations.
- To maintain systems in respect of contractual obligations to the required standard, e.g. electronic records.
- To work to service standards.
- To carry and manage a working caseload as determined by line manager.
- To be able to use practical and procedural knowledge to solve problems.
- To work to and achieve set targets as determined by contractual obligations which will include negotiating and securing paid employment opportunities.
- To contribute to specific projects in line with service development.

Skills and Experience

Essential:

- Commitment to equality and diversity.
- Experience of working directly with autistic and neurodivergent people in the community, education, employment or training sector.
- Ability to communicate effectively and work in a person-centred way, to meet unique needs.
- Ability to negotiate and deal with challenging situations as they arise.
- Ability to prioritise and manage own caseload as determined by line manager.
- Ability to work as part of team and on own initiative.
- Ability to communicate effectively both verbally and in writing at all levels and to keep accurate records.
- Ability to identify individual needs and aspirations.

Desirable:

- Level 3 professional qualification or experience working in the Supported Employment sector.
- Knowledge of employment legislation.
- Knowledge of local labour markets.
- Knowledge of appropriate support approaches in an employment setting.
- Experience of working with people with disabilities and those disadvantaged in the workplace and the barriers they face to gain paid employment.
- Experience of supporting people in employment.
- Experience of delivering training on a 1-2-1 or group basis.
- Experience of working with a variety of stakeholders.
- Experience/knowledge of working with, negotiating and securing paid employment opportunities with local employers.
- Experience of Marketing/Public Relations
- Experience of problem solving.

Interviews

Shortlisting will take place week commencing [date] with interviews taking place on the week commencing [date] invitation to interview will be via [email or other].

Benefits and Rewards

We can offer you a range of employee benefits including competitive salaries, a generous leave entitlement of [*X days*], a government pension scheme and various flexible and hybrid working options (benefits are subject to individual Terms and Conditions).

Equality, Diversity, and Inclusion

[Organisation name] is proud to be an equal opportunity workplace. We are a Disability Confident Leader, providing support to applicants with disabilities. We guarantee to interview all disabled applicants who meet the minimum criteria for the vacancy. If you are interested in applying for employment with us and are in need of support to navigate our website or to complete your application please contact us at [email address and/or phone number].

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Inclusive trading is the trading arm of BASE and is a community interest company registered in England & Wales no. 07307354.