

**Royal College of Psychiatrists**

**Candidate Information Pack**

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| **Job Title** | **Enabling Environments Lead**  |

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| **Job Reference No** | **College Centre for Quality Improvement**  |



**March 2024**

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# About Royal College of Psychiatrists

## Background

The Royal College of Psychiatrists (the College) are the professional medical body responsible for supporting psychiatrists throughout their careers from training through to retirement, and in setting and raising standards of psychiatry in the United Kingdom.

**Our Mission**

The College works to secure the best outcomes for people with mental illness, learning difficulties and developmental disorders by promoting excellent mental health services, supporting the prevention of mental illness, training outstanding psychiatrists, promoting quality and research, setting standards and being the voice of psychiatry.

**What we do**

We:

* set standards and promote excellence in psychiatry and mental healthcare
* lead, represent and support psychiatrists
* work with patients, carers, and their organisations.

**Our Members**

We deliver impact and value for our members.

Our members are psychiatrists, who deliver outstanding services to patients and carers across the UK, and all over the world, and hundreds of mental health services are signed up to our quality networks.

We value patients and carers and involve them in our work – on the basis of co-production.

**Our Governance**

The **College Council** discuss the affairs of the organisation and make recommendations to the **Board of Trustees** on many of the biggest decisions the College has to make.

It has overall responsibility for education and psychiatric training, policy, professional practice, professional standards, public engagement, quality improvement and research, led by an elected President (who leads the College on behalf of its members and associates). Full details of the College’s Council can be found at: <https://www.rcpsych.ac.uk/about-us/our-people-and-how-we-make-decisions/council>

### Our Values and Behaviours

The College has a clear set of values which drive everything we do. They support our leaders and staff to make values-based decisions and they enable the creation and reinforcement of our positive, empowering and enabling culture.

We have worked in collaboration with our members and staff to define six core values that underpin our behaviours and how we operate at every level of the College.

These **C.I.R.C.L.E**. values are:

* **C**ourage
* **I**nnovation
* **R**espect
* **C**ollaboration
* **L**earning
* **E**xcellence

**Equality, Diversity, and Inclusion**

The College is opposed to all forms of prejudice and believes that everyone should be treated fairly, regardless of age, disability, gender reassignment, marriage and civil partnership status, race, religion or belief, sex, or sexual orientation (the protected characteristics).

We are committed to promoting equality, diversity and inclusion for our existing and future members, associates, affiliates, staff, and visitors in all our practices and arrangements. We actively advocate for, and support, equality of access, experience and outcomes for all College staff, all members and for all mental health patients and carers.

The College is committed to building and maintaining an inclusive and supportive culture, a place where we can all be ourselves and succeed on merit. We aim to promote a more inclusive environment, which attracts all candidates and signals our commitment to celebrate and promote diversity - which includes LGBTQ+ and other equality matters.

The College has taken many steps to ensure their commitment to EDI is felt amongst staff through signing up to Stonewall and the Disability Confident Employer Scheme. We have and will continue to review policies to ensure they are inclusive, as well as created new policies which support individuals with different identities. Some new policies which have been updated and created within the last two years are:

* Equality, Diversity and Inclusion Policy
* Transitioning at work Policy
* Transgender Equality and Inclusion Policy
* Menopause Policy
* Anti-bullying and harassment policy
* Domestic abuse policy

College Forums

SGEI Forum – The Sexuality Gender Equality and Inclusion forum aims to make positive difference to the experience of being an employee of the College by creating a more progressive and inclusive environment, not only for College employees but also for visitors to the College. The forum is focused on embedding the College’s value of ‘respect’ and the associated behavior to ‘promote diversity and challenge inequalities’ throughout the College.

The forum seeks to raise awareness about issues related to gender and sexuality through College-wide activities and offers consultative advice to the Senior Management Team, HR and Staff Representative Committee on any matters relating to sexuality and gender equality and inclusion.

ACF Forum - The African Caribbean Forum (ACF) provides an outlet for those interested in the issues of the Black African and Caribbean heritage to meet, discuss, educate and celebrate one another in relation to the College - as well as maintain a safe space for members who identify to the group, with a view to bring issues to the attention of the wider workforce.

The forum has carried out various work since it was created in 2018, from holding awareness raising events around the African Caribbean community, to creating an internal resource on Allyship and Combatting Systemic Racism.

Wellbeing at Work Forum – The Wellbeing at Work Forum (WWF) was set up to oversee the implementation of the College Mental Health at Work Action Plan. Its aim is to improve all staff’s wellbeing at work, and the group (comprising staff from across the College) puts ideas into action using quality improvement methodology.

Recently, the WWF has worked closely with the Senior Management Team and implemented a number of positive changes, to try to enhance employees’ experience of working at the College. Its aspiration is for people to look to the College as best practice for providing the best possible workplace.

Part of all the forums’ remit is to review College policies and processes in development to ensure that they promote sexuality and gender equality and inclusion.

Disability Forum – The Disability Forum was established as a forum to engage with employees on issues relating to disability and is inclusive of not only disabled employees but also for anybody who takes an interest in improving conditions for people living with disabilities.

The Disability Forum provides a space to discuss these issues, particularly relating to disability in the workplace, and to discuss ideas to further improve the College’s commitment to promote diversity and challenge inequalities. It is intended that the Disability Forum will play an integral part in engaging disabled employees.

The Staff Representative Committee (SRC) - The SRC is a forum through which staff consult with the Senior Management Team (SMT) on matters related to employment including material changes to key policies. This takes place through informed discussion, so that all ideas and viewpoints may be considered. Representatives are ambassadors for the College Values and Behaviours, and work to bring attention to staff concerns and find solutions to them with SMT.

Details on how to join all forums and the SRC can be found by employees on the College intranet (COLIN).

**Strategic Vision and Values**

[Our strategic plans and priorities](https://www.rcpsych.ac.uk/about-us/what-we-do-and-how/our-strategic-plan-and-priorities) for 2024 to 2026.

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| **INFORMATION PACK****Enabling Environments Lead** **College Centre for Quality Improvement** **£350 per day** **Up two days per week** **Fixed Term Contract until 31 March 2027** **(Consultancy Agreement)** **Location: Remote** |

## APPLICATION PROCEDURES

In order to apply, please submit the following to the Human Resources Department, Royal College of Psychiatrists, by email to HRrecruitment@rcpsych.ac.uk.

1. **Covering Letter**, briefly stating how your skills and experience are relevant to each of the role that you apply for.
2. **Full Curriculum Vitae** (only one is necessary if you apply for multiple roles);
3. **Application Form** (only one is necessary if you apply for multiple roles but put down the names of all the roles that you are applying for on the form).
**Easy Read Application Form** (if applicable, only one is necessary if you apply for multiple roles but put down the names of all the roles that you are applying for on the form).
***Please submit either the standard application form or the Easy Read application form.***
4. **Diversity Monitoring Form** (it will not be used at any stage of the selection process).

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| **Closing date for applications: Tuesday 2 April, 10am****Please note that applications received after this date and time will not be considered.** |

**Acknowledgement of receipt of applications will not be sent out.**

**Please be advised that due to large volume of applications received, only shortlisted candidates will be contacted in writing.**

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| **Interview date: Friday 19 April 2024 (via MS Teams)** |

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| Information Pack |

At the College, we ensure that our recruitment process is objective and focussed on your ability to do the job. We want high quality, talented individuals to join our organisation and we assess this through your Application Form, CV and your covering letter. This is also carried out through the testing and the interview process.

The main purpose of your application is to move you to the testing and interview stage of the process where we get to meet you face to face. This **Information Pack** is designed to help give you the best opportunity to submit a successful application.

###  Job Description and Person Specification

The **Job Description** describes the key responsibilities, duties and scope of the position. The **Person Specification** outlines the key skills, experience and qualifications that is required to carry out this role. The Application Form and your covering letter should demonstrate how your ability and experience will enable you to deliver what is required to do the job.

**College Values**

We have strong values, and we promote a consistent culture that is positive, empowering and enabling, in a way that promotes excellent member and staff experience, patient and carer experience, and excellence in psychiatry and wider mental health services, for the benefit of patients. Our culture is under-pinned by our C.I.R.C.L.E. values. All individuals must demonstrate how they meet our values through the selection process.

**Your Application**

We believe that past performance is the best indicator of future success and our recruitment process is designed to provide you with the opportunity to tell us about your achievements, the things of which you are most proud and to show us how these experiences make you the best person for the job.

You will need to apply using our standard Application Form or Easy Read Application Form, CV and attaching a covering letter.

If you require the application form in an easy read format, or require any other reasonable adjustments to complete your application form, please contact HRrecruitment@rcpsych.ac.uk

These are a few important points that you should remember:

* **Read** the job description and person specification carefully – be clear about what the role is and about what we are looking for
* Keep your Application Form and covering letter **relevant** to the job that you are applying for
* Be **clear** and **concise**
* **Sell** your skills
* Highlight your **achievements** – tell us what you have done

**Easy Read Application Form**

The Easy Read application form has been included in the recruitment process as part of the College’s commitment to promoting, equity, diversity, and inclusion. The College would like to make its recruitment process as straightforward as possible with greater accessibility for all potential candidates, which includes individuals who are neurodivergent or have intellectual disabilities.

The Easy Read application allows the application form to be more accessible, making information easier to understand so that people can understand the role better and decide whether they wish to apply for a role.

If you are candidate who has a neurodivergent condition or intellectual disabilities and need additional information about this role, please do not hesitate to contact HRRecruitment@rcpsych.ac.uk

**How to Apply**

You can only apply to the College for this position using the **Application Form, attaching your CV with a covering letter.**

**Submitting an Application Form**

Our Application Form is designed to help you provide all the information that we need to help us to shortlist applicants for interview alongside your attached CV and covering letter.

You must ensure that all the sections of the Application Form are completed. Make sure your Application Form and covering letter is relevant to the role that you are applying for.

Read the job description and specification carefully and demonstrate to us that you are able to meet the needs of the role. If you need to, provide additional information on a separate sheet.

For further support on how to complete the application form, please visit the ‘application forms and interview support’ section of this document.

**Disability Confident Employer Scheme**

The College is proud to be a part of the Disability Confident Employer Scheme, a scheme which allows us to demonstrate our commitment to being an inclusive employer as well as recruit, retain and develop those with disabilities. To ensure we are giving candidates with disabilities as fair of an opportunity as possible, we propose that as long as you meet the minimum requirements for the role being applied for, we will offer you an interview. It must be disclosed within your application form that you have a disability for this to apply. For more details, please go to [Disability Confident](https://www.gov.uk/government/collections/disability-confident-campaign).

The minimum requirement that will guarantee an interview for a role under this scheme, will be to meet all the essential requirements listed in the person specification of the job description.

**Reasonable Adjustment**

As a values-based organisation, that puts our values at the front of everything that we do, we pride ourselves on ensuring reasonable adjustments are made, where possible for candidates who may have a disability. Our recruitment team are happy to work alongside candidates whom this applies to.

**What happens next?**

#### Short listing

After the closing date we will shortlist all Application Forms, CVs and covering letters. The short-listing process will assess your Application Form, CV and covering letter against the contents of the **Person Specification**. We aim to complete this exercise and inform successful candidates as soon as possible after the closing date.

If successful, use your time effectively to prepare for the next part of the process:

* Learn as much as you can about College; visit our website ([www.rcpsych.ac.uk](http://www.rcpsych.ac.uk)).
* Research the position, and list the skills and experience sought matching these to your own experiences.
* Consider questions we are likely to ask and prepare your responses – think of examples to demonstrate your experience and ability.
* Prepare a list of questions you would like to ask.

#### Assessments

To assist in the selection process, candidates short listed for interview will also be required to undergo an assessment as part of the interview process. This will usually take place on the same day as the interview but in some cases a separate assessment day may be necessary.

The type of assessment depends on the role and the skills that we want to test. We use a variety of methods including case scenarios, presentations, numerical and verbal reasoning etc.

* **The Interview**

The interview process is an opportunity for you to highlight your skills and experiences and to demonstrate how you meet the requirements of the job.

Interview panels will usually consist of two or three people that have a direct interest in the role, for example the line manager of the position, another senior member and a member of the HR department.

All candidates are asked the same core questions designed to test whether you have the experience, skills, and attitude to deliver the requirements of the job and be an asset to College. Often supplementary questions will be asked to ensure that we get all the information we need to make the right decision.

We want you to give the best interview you can so if you require special facilities (e.g. a signer) you should inform us prior to the interview.

For further interview tips, please visit the ‘application forms and interview support’ section of this document.

* **Contact and Feedback**

We aim to let all candidates know the result of their interview as quickly as reasonably possible.

Remember that your Application Form, CV and covering letter are the only things that we will use to short list applicants for interview so **take your time** in preparing, **proof-read** your Application Form and covering letter before you submit it and **sell yourself** to us.

**Application form and Interview support**

We know completing an application form and interviewing for a role can be extremely daunting for many.

The College hopes the new shortlisting criteria which was introduced in 2022 will encourage those who may struggle with completing application forms, to not be put off by applying for our roles. The new criteria mean candidates who declare they have a disability and meet the essential criteria for the job they are applying for are automatically entitled to an interview.

See below tips taken from the National Careers Service website, on how to complete an application form.

* Gathering all information required and producing a plan of what you’re going to include (personal details, education history, work history information etc)
* Prepare to show how your experience and skills match the job
* Gather the information needed for your references

Further information can be found through [Application forms | National Careers Service](https://nationalcareers.service.gov.uk/careers-advice/application-forms)

The College already offers a number of adjustments to candidates to try and make the interview process not as daunting. These adjustments include:

1. sending candidates interview topics ahead of their interviews
2. asking each candidate if they have accessibility requirement for the interview, and provide relevant support, depending on their needs

Reasonable adjustments can be made to other types of assessment methods used during your interview process, e.g. presentations and numerical and verbal reasoning test.

See below our advice on how to prepare for an interview.

**Interview preparation**

It might appear obvious, but it is important that you prepare for the day.

* Make sure you are familiar with the job description and person specification.
* Remind yourself of how you met the requirements for the role and be sure to talk about your lived experience.
* Make sure you are familiar with the requirements of the role you have applied for.
* Learn about the College and what is does.
* Think about what type of questions will be asked about yourself and write down some thoughts on how you might answer them.
* Prepare some questions to ask the panel.

**First impressions**

There are a couple of simple steps to take to create a good first impression:

* Whether your interview is face to face or via teams, ensure you arrive on time. If you do get delayed, make sure you notify the appropriate person within the organisation as soon as possible.

**During the interview**

* Be clear in your responses.
* Structure your answers with 1 or 2 examples from your own experience.
* You should still talk about your experience and skills even if it was submitted within your application form or CV.
* Make sure you understand the organisation's values and can talk about why and how they resonate with you.

We look forward to receiving your application.

**THE ROYAL COLLEGE OF PSYCHIATRISTS**

# JOB DESCRIPTION

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| **Tasks/Service Provisions:**  |
| The role of the Enabling Environment Lead is to work closely with providers and recipients in each setting to embed EE principles and values in all aspects of their day-to-day work. The post holder will be responsible for delivering a programme of knowledge and awareness of Enabling Environment principles and values; working alongside senior management teams, frontline staff, and recipients of the service to develop an enabling culture and then to support them to prepare for an Enabling Environments assessment. The role involves sharing learning across services and supporting members services to evaluate and publicise their achievements. The delivery of this work is linked to two contracts: [A National Probation Service Contract](https://rcpsych.sharepoint.com/%3Aw%3A/t/EnablingEnvironments/EYqIlj5I7NJBkPAiy40RP70BorsujIWxZxE44tM1Mcno1g?e=RgGBNG) and a [National Enabling Environments in Prisons Contract.](https://rcpsych.sharepoint.com/teams/EnablingEnvironments/Shared%20Documents/National%20Enabling%20Environment/.NEEPPP%20Governance/SLAs%20-%20Contracts/2021-09-28%20NEEPP%20Phase%204%20Agreement%202021-2024%20v0.2%20SIGNED.docx)  Both run from 1st April 2021-31st March 2024.  More specific provisions include: * Work alongside senior management teams, frontline staff, and recipients of the service to develop an enabling culture and then to support them to prepare for an Enabling Environments assessment.

 * Work closely with providers and recipients in each setting to embed EE principles and values in all aspects of their day-to-day work.

 * Work with organisational managers, providers and recipients, staff, and clients in each setting to develop a development plan as a framework for the work.

 * Work with services to identify an onsite EE team which includes representatives from key stakeholders and to include users of the service wherever possible.

 * Work with the Programme Manager, central team, and other regional leads to develop suitably accessible information to support the work.

 * Work with the Programme Manager, services, and users of the service where possible to co-produce tools for training and support. Tools should be accessible for everyone and be regularly reviewed.

 * Delivering a programme of knowledge and awareness of Enabling Environment principles and values to individual member services, organisations and nationally.

 * Provide information, clarification and/or advice on the EE standards to services and organisations.

 * Work with the Programme manager and the services themselves to embed evaluation and monitoring processes into the services.

 * Support opportunities to measure enabling environment impact on key service objectives.

 * To share learning from the project both within services and regions, and more widely through academic and the organisation’s networks.
* To support and contribute the delivery of the EE Communication and Influencing plan to co-produce media information and to monitor its uptake and impact on recipients.

 * Publicise the EE programme speaking at local events and disseminating information about the EE programme.

 * Contribute to EE reports, and other literature or publications.

 * To participate in a conference programme aimed at developing the EE programme across a wider diversity of service sectors.

 * Attend regular individual meetings with Programme Manager and provide progress updates on service progress and key milestones identified in the Development plans.

 * Attend and contribute to meetings with wider colleagues and key stakeholders to assist in the development and delivery of the wider EE approach.

 * Report any causes for concern immediately to the Programme Manager.

 * Work in a way that is consistent with the Enabling and College values, demonstrating an inclusive, mutually cooperative approach.

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| **Key deliverables:**  |
| EE Leads will support provision of key deliverables specified in the two linked contracts: [A National Probation Service Contract](https://rcpsych.sharepoint.com/%3Aw%3A/t/EnablingEnvironments/EYqIlj5I7NJBkPAiy40RP70BorsujIWxZxE44tM1Mcno1g?e=RgGBNG) and a [National Enabling Environments in Prisons Contract.](https://rcpsych.sharepoint.com/teams/EnablingEnvironments/Shared%20Documents/National%20Enabling%20Environment/.NEEPPP%20Governance/SLAs%20-%20Contracts/2021-09-28%20NEEPP%20Phase%204%20Agreement%202021-2024%20v0.2%20SIGNED.docx)  |

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| **Fees & Invoicing:**  |
| £350 per day    |

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| **Reporting:**  |
| The supplier will report to the Programme Manager via monthly review meetings. They will complete monthly notes and report on their activities.  |

**CURRENT PROVISIONS**

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| **Contract** | Consultancy agreement - Fixed Term Contract until 31 March 2027  |
| **Salary**  | £350 per day |
| **Hours**  | Up to 2 days per week  |
| **Probationary period** | N/A |
| **Holiday** | N/A |
| **Working Pattern** | N/A |
| **Disclosure Barring Service (DBS)** | Some roles require DBS checks prior to joining the College. |
| **Notice period** | As per consultancy agreement |
| **Pension** | N/A |
| **References** | N/A |
| **Location** | 21 Prescot Street, London E1 8BB/remote |
| **Other information** | Nearest underground stations are Tower Hill, Aldgate, and Aldgate East.The College is a non-smoking environment |

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THE Royal College of Psychiatrists

TOTAL REWARD STATEMENT

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| **EMPLOYEE BENEFITS PER ANNUM**

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| 1 | **BASED ON AN EXAMPLE ANNUAL INCOME OF:**  | **£15,000**  | **£20,000** | **£25,000** |
|  | Auto enrolment into Pension (10%/5% employer**Contribution if a member)** | £1,500/ £750  | £2,000/ £1,000 | £2,500/ £1,250 |
| 2 | Interest free**Season ticket loan** **(If borrowed £1,200** **at commercial rates)** | Interest free is only applicable up to £9999£230 £230 £230 |
| 3 | Life Assurance (if member**of pension scheme)** | 4/2 times annual salary on death in service. Underwriting and restrictions may be applicable. |
| 4 | **Group Income Protection****(if on a permanent contract)** | % of salary due to sickness absence. Approval based on decision of insurance company. |
| 5 | **Retirement Support Service** | Punter Southall Aspire support staff in planning their retirement.  |
| 6 | **Medicash benefits scheme** | Offers staff an extensive package of health benefits including dental treatments, optical, various therapies, and prescriptions. |
| 7 | **Enhanced Employee** **Assistance Programme**  | Free confidential telephone helpline available 24 hours, 365 days per year and up to 8 free face-to-face counselling sessions and mental health support. |
| 8 | **Medical, Dental, Hospital****Appointments** | Staff are given two hours credit towards these types of appointments, if appointments are made early or late in day |
| 9 | **Glasses for Computer use** | Annual eye tests will be paid forvouchers and where applicable a contribution (vouchers) towards the cost of glasses. |
| 10 | **Holidays** | 20, 22.5 or 25 days paid per annum, dependent on service (pro rata).  |
| 11 | **Bank Holidays** | 10 days paid per annum (includes 8 public holidays plus 2 discretionary College days) (pro rata). |
| 12 | **Christmas Closure** | Variable number of days usually paid in addition to above. |
| 13 | **Flexi Scheme** | Staff members have access to the College’s flexi scheme. This scheme allows staff members to take up to 5 days of flexi within any one month. |
| 14 | **TOIL Scheme** | Staff who are eligible for the flexi scheme or who works at the weekends have access to the College’s TOIL scheme. This scheme allows staff members to take up to 5 days of TOIL within any one month. |
| 15 | **Sick Pay** | Ranging from 1 month’s full pay/2 months’ half pay to 6 months’ full pay/6 months’ half pay dependent on years of service (pro rata). |
| 16 | **Paternity Leave** | 10 days paid. |
| 17 | **Maternity Leave/Pay** | Enhanced maternity leave and pay  |
| 18 | **Compassionate Leave** | 5 days paid leave and in certainCircumstances additional days canbe approved |
| 19 | **Cycle to work scheme** | Staff are eligible to apply for the cycle to work scheme. |
| 21 | **TOTTEM Totum** | Staff are eligible to purchase a TOTUM PRO card (previously called NUS Extra), which provides discounts for various online stores and shops/restaurants. |
| 22 | **Gym membership** | College staff have exclusive membership rates at the Grange Tower Bridge Heath Club |
| 23 | **Non-financial rewards** | Staff are given the opportunity to apply or be nominated for Recognition awards.  |
| 24 | **Coffee, tea, filtered water** | Free |
| 25 | **Staff Forums**  | Staff can join the following staff forums of their choice.* Sexuality and Gender Equality and Inclusion Forum (SGEI)
* African Caribbean Forum (ACF)
* Wellbeing at Work forum
* Peer Network
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| 26 | **Staff Support** | Staff Representative Council (SRC) |

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# Royal College of Psychiatrists

**About the College**

**What we do:**

The Royal College of Psychiatrists is the professional and educational body for psychiatrists in the United Kingdom and the Republic of Ireland. We aim to:

**Set standards and promote excellence in psychiatry and mental healthcare**

The Royal College of Psychiatrists is committed to improving the understanding of psychiatry and mental health. We want there to be a greater understanding of the interaction between mental and physical health and the social and cultural context in which people live. We are at the forefront in setting and achieving the highest standards through education, training and research. We lead the way in developing excellence and promoting best practice in mental health services. We promote research and publish the results in our world-class psychiatric journals.

**Lead, represent and support psychiatrists**The College actively promotes psychiatry as a career. College structures are robust and provide dedicated support to our members and associates. Nationally and internationally, the College has a vital role in representing the expertise of the psychiatric profession to governments and other agencies. This is key to promoting best practice in mental health.

**Work with patients, carers, and their organisations**We collaborate with key players in the mental health field and are champions for improvements in the quality of mental healthcare throughout all sectors of society. Public education is at the heart of our activities and is an essential component of our website.

As well as running its membership examination (MRCPsych), and visiting and approving hospitals for training purposes, the College organises scientific and clinical conferences and lectures and continuing professional development activities. The College publishes books, reports and educational material for professionals and the general public. It also publishes the [British Journal of Psychiatry](http://bjp.rcpsych.org/), [BJPsych Bulletin](http://pb.rcpsych.org/), BJPsych [Advances,](http://apt.rcpsych.org/)  BJPsych [International](http://www.rcpsych.ac.uk/publications/journals/ipinfo1.aspx) and BJPsych Open, all of which are now available on-line.

The Royal College of Psychiatrists has been in existence in some form since 1841. First as the "Association of Medical Officers of Asylums and Hospitals for the Insane" (later changed to the Medico Psychological Association) then, in 1926 receiving its Royal Charter to become the "Royal Medico Psychological Association, and finally, in 1971 receiving a Supplemental Charter to become the "Royal College of Psychiatrists" we know today.