

## **My Future with Herefordshire Children and Young People'**

Herefordshire Council is on an improvement journey. The authority's corporate director of children and young people Darryl Freeman and principal social worker Kerry Oddy outline the benefits of transitioning from an agency role to permanent. Community Care Careers editor Kirsty Ayakwah opens the webinar.

Kirsty Ayakwah:

Good morning. Welcome and thank you for joining the Community Care webinar entitled 'My Future with Herefordshire Children and Young People'. This webinar is delivered in partnership with Herefordshire Council, and is a chance for you to meet them, learn about their experiences and also present the opportunities and benefits of joining Herefordshire's improvement journey on a permanent basis.

My name is Kirsty Ayakwah. I'm the careers editor for Community Care, and I'm joined by panellists Darryl Freeman, corporate director of children and young people in Herefordshire Council, and Kerry Oddy, principle social worker at Herefordshire Council.

There will be opportunities throughout this webinar to ask questions directly to the panel. Just type your question into the box at the foot of the screen, then I'll direct the panel once the questions have been selected. Just a reminder that if you don't want to mention your name when we read out the questions, just put 'anon' before your question.

Before we start, if you are encountering any technical issues just close down all your applications and make sure your volume is turned up to a comfortable level. And should your screen freeze, just try and refresh the page. If that fails, exit the page and come back.

If you want to maximise the presentation window, simply hover over the window in the bottom-left corner and you'll see the volume control as well as a small square. Click on this to make the presentation window as big as possible. You can click again and press escape – that reverts us back to the current view with a smaller presentation window.

And the presentation will be available on demand and you'll be able to get all of the resources once we send you an email.

Now, back to Herefordshire. As many of you know, the council is embarking on a transformation in how it delivers services to children and young people. These reforms follow a challenging period of scrutiny for the council linked to concerns that families felt failed by the authority, something we highlighted in our editorial coverage at Community Care.

As social workers at Herefordshire, you know first-hand what impact working under this climate has had on your day-to-day work and wellbeing. Herefordshire acknowledges the need for change, which is why its transformation journey has included reforms in how children's

services are improving the quality of practice, workforce training and the promotion of regular and effective supervision.

Key to Herefordshire's reforms is a commitment to listen and to promote dialogue with social workers, and this commitment is all the more pertinent when we consider what the landscape could look like post-2024 for agency social workers following government-proposed changes to the agency role.

Under proposed plans there could be a national cap on pay, a bar on early career practitioners from doing locum work and a ban on project teams. So today's discussion is key and will hopefully give you an opportunity to see how Herefordshire can support your career development positively.

Darryl will explain the improvement journey Herefordshire is on, and the aims for children's services across the county. He will be followed by Kerry, who will speak about the recently developed career pathways framework, alongside her role at Herefordshire.

Darryl, over to you.

Darryl Freeman:

[0:03:58.2] Thanks very much Kirsty, and good morning everyone. It's really good that you could join us. I'm going to share my screen in a moment, then I just want to say I'm happy to take questions throughout the presentation and also to be contacted after the webinar as well. You can contact me direct at Herefordshire. I'm just going to share my screen with you. Hopefully you can see that. And I'm just going to turn back my camera as well and then you can see me and the screen. Alright.

So again, welcome. And it's really good to be joining you this morning.

So a little bit about me, perhaps. Self-indulgent maybe, but I'm the director of children's services and sometimes it's important to know who you might be working with. So I'm a proud social worker. I've worked in children's services now for close to 33 years, and I started my career as a residential social worker many, many years ago. And I was a house father in a residential school before then, managing children's homes and all that. So that was how I got into social work, and as I say, I'm very proud of the fact that I'm a registered social worker.

Away from work I've got a couple of motorbikes. I like my motorbikes. And I'm a gardener, and I enjoy paddleboarding as well when the weather's a little bit more improved. And I'm passionate about improving children's services. And I genuinely believe that the journey that we're on in Herefordshire is an exciting one and one that we will see huge benefits and rewards over the coming months and years.

[0:05:33.6] A little bit then about Herefordshire itself. If you're not familiar with Herefordshire, it's one of the least populated counties in the country. It's beautiful. Some of the scenery that you drive through on your way to meetings and on the way to the office is absolutely breathtaking. It's a lovely place to live and work. Beautiful countryside,

the historic city of Hereford itself, and then a number of market towns. So there's a real charm and a real attraction to Herefordshire.

And there are some challenges too that go with living and working in a rural county, not least for some of our families where rural isolation is a significant challenge. So again, that's some of the tasks that we have in social work, working with families in some of our most rural communities as well as in Hereford and Herefordshire itself.

[0:06:24.7] As Kirsty said, we are an inadequate children's service. So there's no bones about that. And it's quite right that we were found to be an inadequate children's service last year. Ofsted got it pretty much spot-on. And in fact, we self-evaluated ourselves in that category in any case.

A statutory notice was issued shortly after that inspection and we've had a Children's Commissioner since then, Eleanor Brazil. And one of the things that's going on for me as well today is that our commissioner's report and the minister's decision are going to be published at around about one o'clock today. And whilst I can't say much more about that in this forum, you will be able to look at that online later this afternoon. And I'm still smiling. There's enough in that report to validate the improvement journey that we're on at the moment, and the progress that we're seeing.

[0:07:16.0] In terms of the improvement journey that Kirsty briefly outlined in the introduction there, we have a real focus on the lived experience of children and young people, and on the difference that we make. I'm not just interested in improving performance and improving some of the practice in terms of practice standards. I want to know and I want to hear from families about the difference that we make. And of course that's why most of us get into social work in the first instance. We want to make a difference. And it was the same for me thirty-odd years ago as it is now, albeit that I'm in a slightly different job.

[0:07:51.1] We have a comprehensive improvement plan. Very happy to share that with you. It's also online. We have our improvement board this afternoon and I know that, whilst I'll get a lot of support and challenge from our partners on the improvement board, I also know that there's increasing evidence month after month of improving practice, demonstrated through case audits, performance reports and feedback from families. And that's really encouraging and it's exciting to be a part of.

[0:08:18.0] And of course we've actually had significant investment from the council, about £20million so far – £5million in 2021, £11.5million last year and another £4.5million about to go into the budget this year and that will be recurring. So there is a significant commitment from Herefordshire Council and from our partners to make sure that this is a service that succeeds going forward.

[0:08:42.4] A little bit then about the vision and what I want and want to I want to support you to be able to do if you come and join us as a permanent colleague. First of all I want us to be proud of ourselves and the work that we do. There is enough in the public domain, the

High Court judgements, the *Panorama* last year, and of course our inspection last year. There's stuff there that we're not proud of and that we've apologised for where we've let families down in the past. But we've got a plan and we've got ambition, and we absolutely want to make sure that this is a service that we can be proud to be social workers in, and that we will deliver an excellent service for families going forwards.

I was not going to write 'manageable caseloads and supervision' in here because of course that's what you would expect in any good or aspiring local authority, but I've put them in there because it needs to be said. We've driven down our caseloads over the last year. Our average caseload is around about 18 at the moment. There are a few workers with a caseload slightly higher. There are also workers with caseloads lower than that. And we're committed to making sure that we maintain manageable caseloads not based on any number but based on the complexity of the case going forward and that workers, whether you're a social worker, a family support worker or in another role, that you get good quality and frequent supervision.

[0:09:57.9] We've got a service that we've inherited at the moment. We've got a service that hands off, it changes social worker probably too many times from families' point of view, and what we want to do and what we're doing with our workforce at the minute is developing a vision of what our workforce and what our structures will look like in the future. What I want is a service that's wrapped around children and young people, so that when a child comes into our service they have an assessment and then they stay with that social worker through child-in-need and potentially child protection going forward, and only go into a specialist team if we're into the realms of court work or children in care. 'Cause ultimately it's about developing our social worker expertise and allowing people to gain a wide range of skills and experience. We're not there yet but that's where we want to get to in a year or so's time. And in the meantime we're looking at how we develop that and bring our workforce along with us. And it's our social workers and our team managers that are driving that and coming up with amongst the best ideas that we're seeing at the moment.

[0:10:56.9] And of course, whilst I do want you to be absolutely child-focused, I want you to be focused on our social workers too. If you work in Herefordshire you'll need a car. Ultimately it's a rural county. As I've said, it's beautiful but we need to travel around a bit, and what the message from our workforce loud and clear is they would like to see more locality-based working so that when you have a caseload it's within a certain postcode area, if you like, or around a market town so that you know all of your families are in a certain area. And that's what we're working to achieve at the moment, and that's what we'll start to introduce and deliver later this year.

[0:11:31.3] We've done a lot of work with Kerry. You'll meet Kerry in a moment. We've done a lot of work with Kerry and our academy and our social workers to develop our practice framework, and that's moving very much towards a relational strengths-based model so that it includes restorative practice, it includes motivational interviewing, it includes elements of Signs of Safety certainly, it includes the graded

care profile. And also family group conferencing, which we'll be introducing in the spring. So again, really building on the strengths of families and making sure that our social workers and others have got a suite of tools that you can use, because we recognise it's not just one-size-fits-all when it comes to working with challenges and working with families who need support.

[0:12:13.5] Kerry's going to talk a little bit more about some of the competitive rates, and of course our career progression scheme but we are aiming to be – and I think we are in many respects – very competitive in our salaries and in the offer, both the pension, the annual leave, the learning and development opportunities. We'll be introducing a lease car scheme in the very near future. And of course we've also recently introduced welcome and retention bonus. So we want to be competitive but we also recognise our workforce are telling us loud and clear it's not just about the money. 'What we want, Darryl, is stable leadership. We want to know that our manager is there to stay with us. We want the quality and regular supervision and we want learning and development opportunities.' And we've got that coming out in spades at the moment and I'm really proud of the offer that we're developing.

[0:13:00.3] And this kind of jigsaw graphic really helps, I think, just to demonstrate the system change that we're bringing about in Herefordshire. What I'm not doing, and what we're not doing as a service, is just tinkering with single bits of the service and tweaking that or changing this. We're building a system, and it was obviously from a low base when you consider our Ofsted report last year. But we want manageable caseloads right across the service; of course we do. We're not building big teams. We want small but robust teams so that you have a relationship with your team manager and your supervisor. We're introducing and developing evidence-based practice models and methods. And we're very much focused on outcomes – what difference do we make for children and young people. And I won't go through every element of that jigsaw, but hopefully that's a helpful demonstration of what we're trying to bring back and achieve. 'Cause ultimately it's my job as the director to create the environment within which you can be an excellent social worker and make a real difference for children and families.

And that's kind of it for me, in terms of a brief run-through. I'm very happy to take questions or comments now if there are any, and if there's not I'll hand over to Kerry in a moment and we'll again invite questions a little bit later on. I don't know, Kirsty, whether you've got any questions at the moment for us?

I'll assume not. Kerry, if you can just nod to check that you're still hearing me, that would be good. Yep. And in that case if there's no questions at the moment I'll hand over to you, Kerry, and if you let me know when you want to move onto the next slide.

Kerry Oddy:

[0:14:48.5] Hello everybody. I'm Kerry Oddy. I'm the principal social worker for Herefordshire Council. I started in October and I have been involved in lots of things since I started. It's a very fast-paced environment and lots of things are happening.

[0:15:08.1] I'm going to start by explaining to you a little bit about myself and why I decided to move to Herefordshire. So I'm 30 years social worker this year. I've had lots of different jobs. Some in the local authority. I've also worked for CAF/CASS and I've also worked in the voluntary sector. Particular interests of mine are advocacy and participation, and training and development, so I was very glad to be getting a job where a major part of my work would be about that.

[0:15:41.8] Now, I did have quite...I was in quite a nice position, really. I worked in a local authority that was a good local authority and had had an Ofsted good rating for a number of inspections. I was the service manager of a service area that was generally regarded that it had improved. We'd actually won as a team an award for being the most improved team within an area of councils. And so, you know, I was jogging along and it was, you know, would be considered, I think, to have been quite a nice social work job.

[0:16:21.9] But then a few things happened to me, one of which was I was diagnosed with an illness that could have been a life-threatening illness, and I didn't actually know for a period of about six months whether I was going to get a terminal diagnosis or not. So obviously that's something that really, really makes you reflect. And what it did make me do is really appreciate being a social worker and how fantastic that is, 'cause I actually realised that, you know, if I was going to go, I'd spent my time in a job that was purposeful, had made a difference to people's lives and I had a lot of feedback from people telling me that that's what I'd been able to do at points in my career.

[0:17:01.5] And I also kind of thought, 'Well I need to think about how I'm going to use the time that I've got left, however long that is, in the most purposeful way that I can.' Luckily I'm well now and went back to my job, and I actually thought, 'I'm 55, I've got ten years left at work. How can I most usefully use that time? I think I've got lots of skills.' And I actually thought it would be good for me to go somewhere that was on an improvement journey because I've always found that quite interesting and exciting, which it is. There's usually more opportunities for your own personal development and improvement. And you know, it's nice to be part of something and see it moving, and moving towards something that's better. So that's really why I came to Hereford.

[0:17:54.3] If you are interested in progressing your career as a social worker, in my experience – and I have been an agency worker and I have worked on fixed-term contracts – you are going to be offered more opportunities to progress in a permanent contract. There are no two ways about that. Whilst we do offer all of our training to agency workers as well, you know, in terms of longer-term training and having a career progression plan it is more likely you're going to be offered more of the longer-term training opportunities in a permanent contract.

[0:18:30.7] Now we have got a number of schemes that we're starting and we're doing the first panels this week, which I'm really, really happy about – our social work career progression scheme. So that's a really clear scheme where there are opportunities for you to apply to progress up to different social work grades, up to senior

practitioner, advanced practitioner grade. We've got no limit on the number of people that can be in those posts, or they're not posts that you need to apply for. It's about going through the progression panel to show that you're working at that level, and then you will get that progression and you will be on that grade. So this is something that we've just started. We've got the first panel on Friday, which we're very excited about. I think we've had feedback about the pathway and about how it's clear and people understand it. We've run a seminar to assist people with it and I've been doing one-to-ones to help people with the paperwork for it. So there will be support for you to understand what you need to do to progress through each level. And people could make quite a quick progression, because what we're saying is we're expecting for everybody to have done twelve months at each of the four levels. So you could reasonably expect, you know, if you wanted to and you had done the things that you needed to do to show progression, you could reasonably expect to move quite quickly to the higher grades without it being that you needed to actually apply for those posts.

[0:20:05.5] We're also about to start an aspiring team managers' programme so that if people are interested in management and leadership there'll be opportunities for them to explore that and have training towards that. And we're also looking at having much more comprehensive management training that will allow people the opportunity to do university-led courses about management and different aspects of management and leadership. So I think that quite quickly we've really looked at how we can link people's training and learning opportunities to them being able to develop, if that's what they want to do.

[0:20:49.3] I think the other thing that we're really looking at developing is the practice model, and also other core elements of social work. So for example, we're going to be having some workshops about trauma-informed practice. We're introducing a reflective supervision model where we'll have reflective supervision groups as well as individual supervision. So we're looking at developing in all kinds of ways about relationships between staff, relationships for you as workers with your managers and with one another so that you can support one another as peers, and also that we can then use that to really build effective working relationships with families in the community. So I think, you know, there's a real commitment to developing the service but also developing the people who work within the service.

[0:21:47.0] Okay. So I just wanted to make sure that people were aware of these. I can't actually see the full slide. But I'm going to talk about it anyway. So I just wanted to make sure that people are aware that at the moment the DFE have got a consultation open that's about proposals about how local authorities are going to be able to engage agency social workers. And there is a proposal that there are going to be national rules around the use of agency workers in local authorities. It's proposals at the moment which they're consulting on, so if you want to...you know, if you've got a view and you want to give an opinion it's open to everybody. You just have to go on the...you Google it and put 'agency social work cap' it comes up straight away,

and you can go on and fill in the survey. But basically what's being proposed is the consultation's open until September and then in spring 2024 it is proposed that there are going to be rules brought in about the use of agency social workers. And it is likely that LAs will be complied to adhere to a set of national rules around that, which will likely – although we can't say 'cause obviously it's open to consultation and might change – that there'll be a national price cap on what agency social workers can be paid. And there might be rules around you won't be able to work for the agency unless you've done five years post-qualified permanent experience, that local authorities won't be allowed to use project teams.

Can we have the next slide, please?

Darryl Freeman: [0:23:53.0] It's there for you.

Kerry Oddy: [0:23:54.4] Yeah. Okay. And that generally there will be constraints around the use of agency social workers. Now, we can't say now conclusively whether this is going to happen or not, or whether it will look the same if it comes in at all, but I'm not telling you about this to make you worried about it, but I do think that you need to know it's going on and it's something that we need to consider. Now we would very much, you know, would like to continue the conversation with people about how they can become permanent workers and that be something that suits them and is something that's going to work for them, rather than, you know, it's likely once the decision's made about what this is going to look like, that there's going to be a lot of changing and kind of shifting around. So I just think, you know, now's the time that you really need to think, 'What's it going to look like for me going forward and where am I going to sit and where am I going to be and what's that going to be like?' And if we can have conversations now about Herefordshire working for you and what we can offer you, now would seem like a really good time to do that.

Darryl Freeman: [0:25:16.3] Brilliant. Thanks very much, Kerry. And notwithstanding all the technical stuff around the DFE consultation at the moment, certainly I'm really keen to make sure we get the message across today, as you are, that Herefordshire's actually a really exciting place to work at the minute. There's an ambitious plan and I'm really confident that Herefordshire's going to be on the map for really positive reasons in years to come, and not perhaps for some of the negative ones that have been there in the past.

[0:25:48.0] I'm going to stop sharing the screen if that's alright, and let me just work that one out. There you go. And then I don't know whether you've got any questions at all?

Kirsty Ayakwah: [0:26:06.4] Hello. Thank you. Thanks so much, Darryl and Kerry, for two really informative sets of presentations there, hopefully giving us all some food for thought about the progress of Herefordshire's improvement journey. And also I thought it was interesting just to learn more about the locality areas and the focus on the small and robust teams. And Kerry, it was good to know that there is an interesting climate change and that was one of the things that drew you, so thanks for sharing that.

[0:26:36.3] Hopefully this will be an opportunity for you all to kickstart with some further discussion and questions, so I wanted to open that up. We've got some questions that we've received. These have been submitted anonymously. So I'll start off with the first one. It says, 'I'm a locum because I like the flexibility of moving around. If I become permanent is there scope to move teams every few months?' So I don't know who wants to take that.

Darryl Freeman:

[0:27:07.2] I'll have a go at that. So I think there's a conversation to be had. I'm really keen to see our social workers and other colleagues moving around the service so that you get a range of experiences. So if you're a relatively inexperienced social worker then of course you might spend some time in the assessment team and then maybe a child protection and looked-after children. There's fostering and a whole load of stuff. And for me it's about what's important for families, and families want stability. And in fact, it's not good for children if their social worker changes every few months. So there's something about balancing what's good for families – stability and relationship with a social worker that is keen to progress and improve outcomes for them – and us giving all of our workers developmental opportunities. So I am keen to see movement across the service but I'd probably say not every few months as the question proposed there, because for me that's just not good enough for families. But I would welcome that and encourage that as part of a planned career and personal development plan.

Kerry Oddy:

[0:28:07.2] I think I agree with you, Darryl. And I think there's opportunities, aren't there, for looking at people being able to have opportunities to...and I know this is happening already, that some people have shadowed people who are doing other jobs that they think they might be interested in in the future or that they've done a couple of pieces of work for another team to kind of get a feel of that or have more experience in an area that they think they might be interested in. So I think it's something that we can be quite flexible about.

Darryl Freeman:

[0:28:41.8] And we're also keen to introduce some mentoring opportunities as well, so if anybody's in the audience that's interested in being a future director of children's services, very happy to have a conversation with them.

Kirsty Ayakwah:

[0:28:53.1] Brilliant. Thank you. The second question we have is, 'I really like the idea of going permanent, and with a shortage of qualified social workers it sounds positive. But why can't you offer me the same pay or certainly close to what I'm getting as a locum?' Darryl?

Darryl Freeman:

[0:29:11.2] So well in my presentation we were talking about wanting to be competitive, and for some people that's finances, others it's about supervision and it's about the wider offer in terms of learning and development. I think what I would say to the person asking the question and to others in the audience, come and have a conversation with us. I'm quite happy to have a conversation about, 'What's the offer? And how can we be flexible where we can with that offer?' If it's a locum colleague that's working with us that we know then let's just have the conversation and see where it goes.

Kirsty Ayakwah: [0:29:44.3] And Kerry, did you want to add anything to that?

Kerry Oddy: [0:29:47.1] Kirsty, I can't actually hear you. You're the only person that when you're speaking you're mute to me. I can't actually hear you speaking. So I think you might just have asked me a question directly but I can't hear the question.

Kirsty Ayakwah: [0:30:03.1] Yes, I did. Darryl, did you hear me? You did, didn't you?

Darryl Freeman: I did, yeah.

Kirsty Ayakwah: It was just to see if you had a follow-up to what Darryl had said for the question. But if not, we can just move on. I'll just move on, 'cause I'm not sure that you can hear me. So this one might be for Darryl as well. 'Is there an opportunity for me to be promoted to a senior social worker if I decide to go permanent?'

Darryl Freeman: [0:30:30.8] Absolutely. That's one of the successes of our improvement plan and the funding that we got last year was that there are no limits to the number of senior practitioner posts that we've got in the service, whereas previously there were just a limited number and you had to wait until a vacancy came up. So anybody with the right skills and competencies based on the national competency framework is able to apply for – and Kerry talked about our career progression scheme earlier on – is able to apply for a senior practitioner post. And again, lots of our locum colleagues bring a great deal of experience from other local authorities too. So that's all taken into consideration, yeah.

Kirsty Ayakwah: [0:31:05.6] Okay, brilliant. So this sounds like somebody who works as agency and they're asking, would they have to go through that application process, completing a full application form, an interview? 'Would I have to go through that hassle all over again when I've been in the post already as agency?'

Darryl Freeman: [0:31:25.9] No, I resonate with the hassle bit. So no. If we know you and you've worked with us for a little while then we've got your CV. We'd accept your CV and it's just a conversation really at that point. Then we'd be your referee in that process. So the intention here is not to make it a complicated process. If we like you and you like us, let's have the conversation.

Kirsty Ayakwah: [0:31:47.0] I think you've covered some of this in the presentation but there's a question about the benefits that I would receive if I'm not a locum. I know that Kerry mentioned some of those in terms of pension, but I don't know if this is an opportunity to just review them?

Darryl Freeman: [0:32:05.4] Yeah. And we can certainly circulate a kind of sheet afterwards to people that are interested. But certainly in terms of...we've got individual personal training allowances for people, so you can spend a pot of money each year on learning and development opportunities that are relevant to you and your interests. We've got an extensive learning and development programme generally. Obviously, as you'd expect in a local authority, you've got that local authority pension scheme that Kerry spoke about, good annual leave entitlements and a range of other support. As a council we've got adoption-friendly policies and we're just developing and

introducing fostering-friendly policies as well. Kerry's talked about the bike scheme. We've got pool cars here, electric pool cars, and we'll also be introducing that lease scheme later in the year.

Kerry Oddy: [0:32:52.7] You can buy extra leave as well, up to ten days a year extra leave.

Darryl Freeman: [0:32:46.2] Absolutely. Yep.

Kirsty Ayakwah: [0:33:00.4] We've got one question, this is regarding one of the considered appeals of being a locum, that you can move between jobs if you want to leave and work at another local authority 'cause you don't have to give as much notice, basically. So with that in mind, what would be the appeal of becoming permanent if I want to leave or if I'm not feeling...if I feel a bit challenged, you know, I have to give much more notice.

Darryl Freeman: [0:33:33.2] I think part of our offer is that we want to have stable leadership and management and good quality supervision. So I would hope out of all of that our colleagues don't feel that unhappy very often, and if they were feeling unhappy that we'd just have that conversation. So I hope that scenario never arose.

But also one of the advantages of a local authority is you have different teams and services so people can move around, for example, between the MASH as a non-operational team, IRO, CPJS, fostering team, adoption. So there's a whole range of different opportunities within one local authority where you can develop your career and that whole personal development. So I would hope that through good supervision and stable line management in actual fact people wouldn't get to the point where they felt that unhappy. But again, I would hope we would just have the conversation. That's part of restorative practice which applies across the workforce as well as with families.

Kerry Oddy: [0:34:26.8] I do think a lot of people are being offered the opportunity to have one-to-one conversations. Darryl, I do that quite often. I know Darryl does that. I know that Gail Hancock's been doing that. You know, we are open and very interested in what people have got to say, and regularly do do one-to-ones with people just to hear what they've got to say and talk to them about how they're feeling or talk to them about their ideas and about how they think that the improvement plan should be. So I think for me it's noticeable there's an open dialogue between even the very senior people (I'm not including myself in that!). I know that Darryl is very happy and I've seen him often have one-to-ones with people. I think that's quite unusual, actually. That's not always been my experience. But I do think the people are very approachable and very open to having open conversations.

Kirsty Ayakwah: [0:35:20.1] Brilliant. Thank you. I think we've come to the end of those questions that were sent to us. I don't know if there are any more or anything you'd like to use to just round up the conversation?

Darryl Freeman: [0:35:35.6] I think for me, to thank those that have joined us today. I really appreciate your time. Time's valuable for all of us and no less so for you. So I really appreciate your time. And as I said at the

beginning of the presentation, very happy to have a conversation about what Herefordshire can offer you as an individual.

Kirsty Ayakwah: [0:35:53.8] And I'm not sure if Kerry's there, but I just wanted to reiterate that the webinar recording will be available soon and you will get an email, so we'll let you know when it's ready for viewing. But I wanted to just use this opportunity to thank you both, Darryl and Kerry, for sharing your presentation and giving us some insight into what's happening at Herefordshire and their improvement journey.

Darryl Freeman: [0:36:21.3] Thanks very much, Kirsty. Really appreciate the opportunity to do that. Thank you.

Kerry Oddy: Thank you. Bye bye, everyone.

Kirsty Ayakwah: Thank you.