

Transcript

Hello and welcome to education matters with your host Sayda and Ele. In our show, we aim to open education to everyone. We do this through conversations with inspiring. And guests and experts who share their educational journeys we aspire to raise awareness of a variety of educational opportunities that will enhance your skill set and support you to pursue lifelong ambitions and career goals. If you want.

To be in a position where you can influence society, think about empowering yourself through education. Education is important to every stage of life as it supports communities and leads to positive. Changes in the words of the great legend Nelson Mandela education is the most powerful weapon you can use to change the world.

Stay tuned as we demystify education jargon so that learners from all backgrounds can continue to thrive and achieve personal success. Education is a lifelong journey where all students each episode. We are both sharing our knowledge and learning from our guests, so tuning to education matters because education really does matter.

Also, if you want to be involved or share your thoughts on the topics discussed. Leave a comment. We'd love to hear. From you.

So thank you so much for joining us. Hayley, welcome to the. Show. Thank you. It's good to be here. And so just to sort of start us off really do you want to tell us a little bit about your own educational journey?

Yeah. So I kind of followed, I did my GCSE's back in 2010 and then went on to sixth Form College and did my A levels in 2012 and went out, finished my A levels. I wasn't really 100% sure on what I wanted to do and I had applied for university and and got into university. Then kind of after a level results day that year, I was kind of like. Not really sure if that was the right path for me to take so took some time to think about it and in the end I ended up pursuing an apprenticeship, so I applied for a legal apprenticeship in Manchester, quite well known law. And that was kind of how I started my career. So I worked as a legal apprentice in insurance. Broad for three years, which was a a really fantastic opportunity on reflection and a really great introduction to the, you know, the working world and especially like the corporate world as well. We met some really great contacts and. Then I ended up working in project management for a year and then came to Lancaster University afterwards. So I kind of did a bit of a 180 really. But then following that, I worked at Lancaster for a year in student recruitment. I've worked in apprenticeships at the University of Cumbria and then more. Recently I've just moved to work in the apprenticeships team at University Hospitals of Morecambe Bay NHS Trust as a apprenticeship facility. Hater, which is what I'm really here to talk about today. So yeah, it's been a bit of a a round tone really, so.

Yes, I think it's really interesting, Haley, how you yourself were. You know, you were a student on an apprenticeship programme and now you're working in, you know. Telling people about what apprenticeships. And and so you've kind of see things from both sides. What it's like as a student and and now in terms of being somebody who helps to promote this whole. You it is quite relatively and you not many people know about apprenticeships still, so I'm sure the experience that you had as a student are helps you in your job.

Yeah, absolutely. And you know I'm a really keen advocate for the apprenticeship route, even though I did eventually go on to do a full time degree, I think there are so many benefits to

apprenticeships and. I think I draw on a lot of the experience that I gained on my legal apprenticeship, even in my career today. So I think it's, it's just really important to consider an apprenticeship as an option if you are kind of at that stage and not also just to emphasise as well, it's not just a route for school leavers. You know you can come back and do an apprenticeship. At any point in. Life, like now working from the employer side of apprenticeships. I know so many people who come back to it. Later on in their career and want to progress doing it through the apprenticeship route. So I think it is a really fantastic opportunity and definitely something to look into if you are interested in it.

In terms of sort of like career changes, so you did an apprenticeship in law and then you studied at university and now you work for the NHS. Did you study a medical degree or?

No, no, no. My degree was in history at Lancaster, so it's completely different again. So I really have kind of gone a bit full circle really with them coming back to apprenticeships. And I'm working in the kind of apprenticeship sector, but. I think I gained a lot from my degree as well, a lot of transferable skills. But you know I think I gained so much from that initial introduction to the working world from the apprenticeship perspective as well. So that was illegal apprenticeship. So I was assisting on solicitors caseloads, a lot of admin work. Look, client liaison, that kind of thing. So it was really quite broad and very varied, but certainly for an 18 year old coming into that kind of environment, it was quite exciting, you know, going to court and watching heroes and things like that. It was, you know, a nice job to have. I think so, yeah.

Wow, yeah.

So if we have people listening, who for whom apprenticeships is a very new thing to them, and we're going to speak in a short. I love my apprenticeships in the NHS sector, so just talking about apprenticeships generally, how would you summarise them or if people wanted to know, and how do they differ from going to university or going into work? How does it differ from that?

OK, so uhm. Really, the whole idea of an apprenticeship is it's a combination of kind of working full time, but in conjunction with academic study as well. So the expectation is on most apprenticeships that you would be working. For 80% of your working week, assuming that you do a, you know a typical working week of maybe 30 to 37 1/2 hours and then the 20% of your time will be what's called off the job time. So that's like your academic study time. So for a lot of apprentices that will be that they attend college or university one day a week. And submit assignments and things like that in that time. So essentially, yeah, one day a week would be in tuition if you like. It's, you know, it's a really good mix because you're picking up skills on the job. While you're in that kind of workplace environment, but also getting the academic sides of the theory to kind of back up what you're learning and what's going on around.

You and not to forget that you're getting paid. For it as well.

Exactly. Yeah. So, you know it's. I mean, there's a variety of different salaries that you might expect as an apprenticeship, but the national minimum wage for apprenticeships at the moment, I think it's about £4.81 at the moment, going up to £5.20 in April, but that's not to say you would necessarily start on that. That's just kind of like the national legal minimum that they have to pay you. So it is, you know, a fantastic opportunity to kind of. Get the you. Know the work experience while being paid for doing it. And the study, without the debt that you might accumulate if you were perhaps going down to full time.

University room. And it's not like your own experience as well. It's not a barrier to doing one or the other. You can do both, yeah.

Absolutely. There's there's no. Reason that you couldn't do an apprenticeship and then go on to university like I did. I could go back to an apprenticeship now if I wanted to. There's not really a limit to it, and there's no age limit or anything like that. So I think you know there's lots of different opportunities in terms of career progression. So for example, we've got apprentices within the trust that I work for who have maybe done an apprenticeship then. Taken a couple of years and carried on in the role that they're working in and then gone on to a higher level apprenticeship later down the line and that might be that they want to progress into like a management role or something like that.

But there's.

Literally hundreds of apprenticeship programmes that are available, so it is, you know, a really good opportunity for career development as well.

Mentioned a trust. Do you wanna talk to you a little bit about how the NHS apprenticeship scheme and how the NHS trusts how that sort of works cause?

Oh, sorry. Yeah. So basically trusts are kind of like the NHS organisation, but on a local level. So I work for university at hospitals of Morecambe Bay, so we kind of covered the area from Lancaster. Handle up to Barrow, so that kind of geographical patch. Like so, all local areas generally will have their own NHS Trust and how it works apprenticeship wise will vary from trust to trust, and there might be different opportunities available at different trusts. It just kind of depends on sort of business need and you know where there's kind of. There's a demand to like upscale certain areas of the business or something like that. So yeah, it it can really depend on the on the geography of where, where you base, what opportunities are available, but you're not kind of limited to being an apprentice with a particular college or university. A lot of apprenticeship providers now deliver online, so it's not necessary that you would need to be within the locality of a particular. College or university or my friendship provider, really.

And that's really interesting to know that from trust to trust the the type of apprenticeships might differ. So if you can't find a a particular role within one trust, it would be worth looking into another trust. Yeah, because it might be that that what you want, what you're interested in might exist there. So. Well, could you give us an idea of the type? Of roles that. Are available for apprenticeships in the NHS.

Yeah. So it's it's really, really broad, to be honest. There's a real variety of both clinical and non non clinical apprenticeships nowadays and there's new apprenticeship programmes being developed all the time. So it's really, really exciting.

It's a very fast moving area, isn't it? Because in the last five years, I feel that this area of apprenticeships and the introduction of degree apprenticeships and all these new standards as well, yeah, it really has changed the landscape for higher education and further education as well.

Really is, yeah. Absolutely. Yeah. And. This is what I mean. You know, in terms of opportunities, there's not really a limit if you if you wanting to look into a particular area, the likelihood is that there'll be an appropriate apprenticeship programme for you. It's just kind of the right opportunity coming at the right time with certain employers, but just as an example, we have. Registered nurse apprenticeships. We have training nurse associate apprenticeships, which is a level 5 apprentice. To midwifery, we're looking into developing a Podiatry apprenticeship. There's, there's really all sorts I

could I couldn't go on, you know, and name all all the different programmes that we offer. Yeah. Yeah. So. And in terms of clinical wise, there's opportunities from level 2.

And the different levels are there.

Right up to level 7. And then non clinical, we've got kind of advanced clinical practitioner which is a. So that's a Level 7 qualification. We have non clinical apprenticeship. So for example project management we have you know business administration and and things like plumbing and and. Electricians and things like that that you know, they're all really key careers within the NHS that that we need to develop. Across the organisation and then moving on to like senior leader up to level 7 apprenticeships, that's the equivalent of a Masters well. It is a Masters degree, so it is really, really broad in terms of the opportunities that are available apprenticeships wise.

In terms of entry requirements, if you were to so sorry, this might be a bit of. A stupid question. So if you were looking to do sort of like a Level 3 qualification is that the equivalent of like a?

Three, so the Level 3 will be like your a level equivalent. But even if you've done your A levels beforehand, it wouldn't necessarily.

Yeah, I love first. You could still do one.

You could still do a Level 3 qualification because it might be that you're wanting to like change career or go down a different route, so that's quite. That's something that we come across quite frequently. That it would kind of be a stepping stone to pursue in a career. You know, if you came back to it late in later life or later in your career, you could go back and do a Level 3 just to kind of pursue that pathway.

And the nursing ones. So if you did. An an apprenticeship in nursing, are you then at the end of it, a fully? Qualified nurse.

Yeah. So you'd be a registered nurse by.

A registered nurse.

The end of it, yeah.

At the end of it and then the Level 7 qualification is that for something. So if you're already maybe already working in the NHS or you've got a qualification already, you've already done the apprenticeship, maybe gone away, come back and you want to. Re learn or upskill, that would be, yeah. Something you would then look into.

Yeah, that'd be an option, definitely. And I think it's always worth just researching what apprenticeships are available if you are looking into them as kind of a development opportunity because. Things like that might not necessarily be related to the career pathway that you've done to date. There might be an option to kind of jump onto. It at a higher level.

So how would somebody go about looking and searching for these apprenticeships and actually applying? So could you say a bit more about the application? Process itself.

Yeah, absolutely. I mean it. It will vary from trust to trust. As I mentioned, they will all have a different recruitment process. But I would. Specifically about NHS apprenticeships, I'd really recommend checking out the track NHS jobs website, so each trust will have one, but there is kind of like a central service where you can have a look at. What NHS vacancies? Are available. We also have our kind of careers platform across Lancashire and S Cumbria, so that's. Nhscareersnww.co.uk, but I

think a link will be placed below. So that's a really good website and so that has a list of all the vacancies that are available across Lancashire and S Cumbria at the moment. But it's also a really useful kind of portal with e-learning programmes on it, and there's information about getting work experience, information about how to put together a good application and good interview. Weapon. That kind. Of thing. So it is a really really useful resource if you are considering an Apprenticeship, or just generally a career in the NHS, it's it's really useful.

Would it be fair to say that, particularly in NHS apprenticeships, it's not necessarily a case of them being really focused about sort of like your first job or your first entry job, but it it's an opportunity for changing careers or upskilling?

I mean you, you could say that about. Any organisation but I. I think in the NHS we are really passionate about apprenticeships on the whole and using them as a tool to upskill, you know. Especially like your bigger employers, they have access. To the the. Levy budget so you know there is kind of a funding place there for for loops filling your staff and apprenticeships are an obvious opportunity to use that so. Yeah, I would say so.

Did I hear you correctly before when you said plumbing apprenticeships in the NHS?

Yeah. So yeah, so we have a lot of kind of trade apprenticeships if you like, so. I think I don't know how many exactly we've. Got in our trust as an example, but a lot of kind of estates and maintenance and facilities, there's opportunities for those roles as well. And you know it's. Really important that we develop those as well, so that we've got the staff ready.

Because these are key skills that you need within this, any organisation really so.

Absolutely, yeah.

You know, if somebody is interested in in that type of career but may not have thought about the NHS previously, there's definitely an opportunity there and doing an apprenticeship where it's very structured and it gives you that mix of work experience. So you you get to train on on the job, but also. At the same time learning. You know the technical and the theory and all of that behind that so that you are you have the knowledge as well.

That's there. But also the people that you're working with, there's so much opportunity to learn from them. And I I can speak for this from my own apprenticeship. I think just being immersed in that kind of environment and just picking up on what people are saying or just watching in a particular way that they work, that's such a good learning kind of platform which is. You know, one of the main benefits of friendships, I would say. So yeah, absolutely worth looking into. And I think the other thing to bear in mind is a lot of the time, if I'm out careers events or something like that, people just assume that if you're wanting to work for the NHS, you're just gonna want to be a nurse or a doctor. But like the range of roles that are available within the NHS is so, so broad, so varied. As I said, non clinical and clinical roles, I think there's about 350 different career roles that we have within the NHS as a whole, so. It's really worth. Looking into because there is something for everyone.

And and in this particular area we've you. Know we're in Lancaster, yeah. And and the Lancaster Hospital is a a big employer. You know, like the university. And one thing that when speaking to people who may have been interested in apprenticeships.

That's it. That's it.

UM. Is that is, there's a question of is there a maximum age to to the applications? You know, if I'm at a certain age, does that mean that I no longer qualify? Mm-hmm. So maybe you can dispel that sort of misconception.

Yeah, it's absolutely a stigma that's associated with the apprenticeships and that there's no truth to it whatsoever. There's no maximum age limit and and you know, people can come back to apprenticeships further on in their career if they want to. And it's something we we see all the time. But yeah, no, absolutely no upper age.

And is there anything you'd recommend? If anyone's thinking. Yeah, I now really want. I wanted to work for the NHS. I didn't know there were non clinician roles available. Now I now wanted an apprenticeship. Is there anything you'd recommend they do to sort of make themselves stand out a bit more in the application process?

Yeah, I mean, I would always recommend if you get the opportunity to do some work experience. So the the careers website that I mentioned earlier for Lancashire and S Cumbria has all the information about getting a work experience placement on there. And I think it's just a really good way to kind of work out. What you want to do, and you know if if you're kind of immersed in a a particular field or it might not even be related to really the the route you want to go down, but just getting that experience, it really kind of helps you make your mind up whether or not that's the career path that you want to take. But you know, work experience is obviously really valuable for applications.

Friendship applications interviews. Because if you've got that experience, that you. Can draw on. And kind of talk about what you learned and reflect on it. You've got plenty of content to talk. And it also shows you shows you've gone above and beyond, and you know you've obviously got a passion to do it in your in your own spare time and to go and do that work experience placement. So I'd really recommend looking into that if you get the opportunity.

So in terms of your job then Hayley, so you mentioned going to Korea's fair, so you, you. Go to many careers fairs. In as part of. Your job? Yeah, so it I.

Wouldn't say it's the main part of my job, but I do enjoy and that side of things. I mean, my main role is to kind of support apprentices while they're on programmes, support the line managers. To make sure that all the university or college onboarding steps have been drawn in, in, in terms of getting them set up and ready to start on the course and things like that.

As in training, provide.

OK.

So it's it's quite varied in my my role really obviously it's very early days. I've only been in the post since November, but it's it's it's very broad, so.

And I guess you have a lot of empathy for those. Students who are starting on on apprenticeships because you know what it's like because you've been. There yourself. That's it.

I can relate to what they're going through. I know what it's like to be working full time and have college deadlines or exams coming up and needing to study for them. And you know, in the evening and on on a weekend and things like that. So yeah, I think having been through it myself. I kind of see it in a different light.

Having been both an apprentice and a university student, so I'm really putting you on the spot with this question. What do you think were the biggest benefits to both and the biggest challenges?

That's alright.

That's an interesting question, Al. So I think benefits wise for the apprenticeship, I mean there's so many. I think as I said, being immersed in that kind of work place and learning from the people around, you're building up your kind of network of contacts from right from the word go, really. Is an obvious benefit. I think it taught me a lot of. Discipline in terms of. My academic studies when I went on to uni. Think I was. Used to working kind of 95 and kind of organising my time effectively. So it didn't really come as that much of a shock to me when I started at uni. And yeah, I think as I. Said I've learned. A lot from that apprenticeship that I. Applied to my day-to-day. Well, even now, even though they're obviously not really related sector wise. Am I think just, you know, learning kind of that professionalism and how to deal with people and kind of customer service and that kind of thing? They're all skills that are really transferable wherever you go in terms of the uni room. You know, I loved my time at Lancaster and I I you know, I I wouldn't change it. And go back and do anything differently. But, you know, in terms of like the apprenticeship route, if it is something that people are considering, I would absolutely recommend looking into it. I think the climate has changed so dramatically, you know, it's like tuition fees and everything else that kind of comes with university life, that apprenticeships are really worth looking into, especially considering the number of programmes that are available now and the number of employers that are on board with it. You know, it's a really great way to start your career. You know, a great kind of introduction to the working world.

And it's not an either or. It either one you can come back to it anytime.

No, absolutely not. Yeah, that's it. And you know, so flexible and yeah, so. I'm a real advocate for the apprenticeship route, really.

So Faye student. So at university we have a lot of student support and we've talked about that a bit and at apprenticeship level is there similar support or is it a bit more like workplace support?

So it's a bit of both really, really. Apprentices should have the same level of support as a full time student has at the end of the day. That the employer is still kind of paying the tuition fees and would expect the support for their apprentices. They do get their workplace support though as well, so they'll have a line manager. They'll have a mentor as part of the programme. And there should be regular reviews between the manager and the training provider as well. So there is kind of like little check-ins to make sure that everything's going to plan. But yeah, ultimately they should really get the same support as a full time university student. And would.

And with NHS apprenticeships our apprentices sort of guaranteed a job at the end within the NHS? Or is it more to get a qualification?

So it's difficult to say really because it depends on not only the trust, but you know the individual team and their kind of staffing needs I guess so.

Yeah, it's not really something. It's not a guarantee.

Not a guarantee. I wouldn't say no.

Would The Apprentice be doing the type of jobs that somebody would be doing in that role, who's full-time? So is the idea that you are immersed into a typical life of what that job entails rather than doing?

Yeah, exactly.

Things which are probably. Maybe elementary and may not really give you that.

Yeah. So the whole point of the kind of 20% off the job hours is in that time they're they're kind of doing the tuition side of things. But in the other working time, they're getting that immersive experience. So they're learning from people around them with obviously the intention that at the end of it, they be fully qualified in that particular job role. They're learning a lot of kind of skills and watching behaviour behaviours of others around them, so their colleagues and things.

I think the thing that I'm sort of learning. Because I'm very used to working sort of with schools or colleges or FE colleges and fixed forms, and within the university and the NHS as a provider, I it's just such a big provider and it's I think anyone who's listening is thinking ohh, I'd like to work in the NHS. It's there is just a such a large number. It's a huge organisation.

That's it. And like kind of where? Do you start as? Well, and just so many job roles, like even coming in to starting this job in November, I sometimes I hear job titles and I'm like, what on Earth does that mean especially, you know, the more. Times, and I think it's a a real learning curve, but as I mentioned before, so the the careers website, sorry to keep harping on about it, but it's really, really useful in terms of kind of identifying different roles that are available within the NHS and you know how to actually qualify for for applying for that job if you like and. Or the apprenticeship route if there is an applicable 1. So yeah, I would really recommend that as a first port of call. There's also the NHS, like the broader NHS National Careers website, which I'll also make sure that there's a link given for that as well and and that has the list of 350 careers that I mentioned before and a little bit more information about each different job pathway. So yeah, that's a really useful resource because a lot of those things people might not know exist, cause I certainly didn't. So again it's it's a bit of a learning curve I think and just. Trying to narrow down your options, particularly if you know if you're a school leaver or well, whatever age you are. Just kind of working out which route is the route for you is quite a challenge sometimes, so the more information that you're armed with the better in my view.

Indeed, yeah. There definitely seems to be a wide range of opportunities available here, and there might be people thinking ohh can I be a radiologist and through an apprenticeship scheme can I be a doctor through? An apprenticeship scheme.

That's it.

But you know it and. It may not be the case that that's for some. Particular roles you would need to have A at university degree. Yeah. And so it is worth going. Have a look at that those that 350 list. Yeah, yeah, and and see what actually does exist, because there are jobs within the NHS where you there will not be a route through the apprenticeship scheme.

Yeah, yeah, of course. But as I said, it's something that's in development all the time. And you know, they're constantly revising the list and adding more standards and as well the apprenticeship standards are. They're kind of written by employer contributors as well, so they are specifically designed to meet the needs of employers. So obviously your healthcare. Programmes are designed by the NHS, so apprenticeships wise it's, you know, it's designed to meet the needs of an NHS Trust essentially so.

Last question, Haley. Sorry, how competitive are these courses? Because when we think about medicine, I'm thinking that's a very competitive course to get on and.

Go ahead, that's alright.

Are are these similar NHS courses like nursing, Podiatry and even the non clinician roles? Are they more competitive or less competitive because they're the NHS?

And so it's difficult to say really. And I I think it's important to bear in mind that you might be going up against staff who've been in that department for a really long time and they've just been waiting for an opportunity to kind of upskill themselves and progress in the careers that way. So it's yeah, just important to kind of consider that. But I think there's a lot of advice out there about how to make yourself stand out. And as I said, like work experience, things like that, that really showcase kind of your passion for a particular career and make you stand out from the crowd. I think is really important and you know, as I said it, it is always important to remember that, you know, it might be that you work for a couple of years and then want to progress onto an apprenticeship route. Once you've got a little bit more bit more experience underbelly, there's no kind. Set time scale for when these things have to happen, and I think that's something that happens really regularly in the NHS as well. You know, people work in a particular department for a couple of years and then decide, you know what, this is the career for me. I want to qualify in a particular job role and and kind of go on to an apprenticeship that way so. There are internal opportunities as well and. Yeah, it's just working out. When is the best time to do something and waiting for the opportunity to do it as well because you know apprenticeship vacancies, as I said before, it kind of depends on the resourcing needs of of the trust at any one time so.

So applications are sort of all year round. There's no specific time of the year. And there is one of X is OK.

Would be when a vacancy is listed basically, and it's really difficult to say when a particular vacancy would be listed.

Yeah. Yeah, so.

It's not like the university system where you're applying at a certain time, and there's a certain deadline. No, the other thing I want to ask Kaylee is that we have open days and visit days which we know are really important and we really encourage. Our listeners to go and actually go to a university that they're interested in and get a feel for what it's like working there and studying there. So if anybody. Is interested in working for the NHS Trust, yeah. Do you have any open days or visit days where people can come and actually have a a feel for?

What it's like, yeah. So we do. So I think the. Next month or so, we've actually got our apprenticeship Expo coming up, but it's not purely an NHS event, but there will be an NHS presence there. So that's at the Preston Guild Hall. I think on the. 21st of March, but I will need to check my calendar. So I'll get. Get you to put a link in for that, so that's obviously a really good opportunity.

We'll put a link into that, yeah.

To come and meet. NHS staff and find out about the different roles that are available and also how to apply for an NHS apprenticeship. But we are always at careers, events and things like that so. If you are interested like keep an eye out for local events, you know schools, H fairs or careers fairs, or even careers fairs in the local community. You know generally the NHS will have. A. A presence there.

Wonderful. That's really useful. I I have a a son who's 3 1/2 years old in terms of the preschool and and his lovely nursery teacher. She's moving on and she's wanting to move to nursing after 30 years of being in, in, in, in sort of nursery environment.

OK, brilliant.

And and everything. That you've been talking about today is gonna be really useful to to, to Kirsty, because this is a step that she's taking, that she's been working in a particular job for many years, decades even. I hope I'm not making Kirsty feel old at this moment in time, but now she's moving on to something completely different and something like an apprenticeship would be.

Fantastic. Yeah.

It's, you know, something that she might think about doing and looking into a bit further.

And fantastic. And that's just such a good example of. People you know. Deciding maybe a little bit later on what it is that they want to do, but being really passionate and driven about it and you know, taking the opportunity of an apprenticeship and like I said, it's it's never too late, there's no upper age limit and and I also think sometimes you know 18 is a really young age to be making a decision. About it. So you know there are options available if you are interested in going down the more vocational route. Definitely have a look into it.

And using that work experience to then do your application and and start the apprenticeship.

That's it. That's it. So.

Thank you so much, Hayley. I've learned so much.

You're very welcome and all that.

Been you brilliant. Very, very, very, very.

Useful. Useful you know this whole discussion about apprenticeships within the NHS is is very insightful because you've told us about the opportunities that exist and how people should apply for these opportunities links as well that we will be posting that people can look. That and find more information about these apprenticeships and also an idea of, you know, what the apprenticeship also entails as well. So that's all really useful. Fantastic. Thank you so much, Hayley. Thank you. Yeah, you've demystified a lot about the NHS, which was very helpful. Thank you.

I know it's been a pleasure. Thank you. For having me.