



## Q&A on Esmée's new strategy and how we make decisions

Overview of Esmée's new strategy and our support | 14 January, 11.00am

### Speakers:

- [Caroline Mason, Chief Executive – New strategy and direction](#)
- [Sharon Shea, Director of Portfolio – How we make decisions and grant support](#)
- [Ben Smith, Head of Social Investment – Social investment](#)
- [Shemain Wahab, Tools Manager – Tools beyond our funding](#)

**Facilitator:** Hannah Lim, Funding Manager and Social Change Lead

### [Q&A with the panel](#)

HANNAH LIM: Hello and welcome everybody to this webinar on Esmée's new strategy and how we make decisions. We're delighted that so many of you can join us today and I know you're still trickling in so welcome everybody as you do join.

I'm Hannah Lim, a Funding Manager and Social Change Lead at Esmée Fairbairn Foundation and I'll be chair in today's session. For accessibility, we've asked all speakers to describe themselves and where they are. I'm a white woman with long brown hair and a fringe that has received a few too many home trims this past year. I'm sat in front of a grey cupboard and my very cluttered kitchen worktop which I've tried to strategically angle my camera away from. Live captioning is also available for this session - please click the closed captioning or CC button, which you can see at the bottom of your screens to view these. We'd like to thank AI Media who are providing the live captions today and my colleague Luna is putting details of the link in the chat function now.

We launched our new five-year strategy in October 2020 where we outlined our mission to improve Our Natural World, secure A Fairer Future and nurture Creative, Confident Communities. At the same time, we also introduced a new process for applying for our support which we hope will make it easier and quicker for organisations to find out if we're a good fit as a potential partner. Some of you will have joined us last year for our Unlocking Change webinars, which featured a fantastic range of speakers who helped inspire our new strategy as well as helped us to explore some of the issues within it. Today, you'll be hearing from the Esmée team who will be covering more information about our strategy, sharing our thinking behind how we make decisions and answering your questions. As ever, we also want to know what you think about our strategy, so this webinar is a chance for us to get your feedback.

You should have received the agenda for today already, but we'll share it here too. This webinar will be a session of two halves: so, the first we'll cover an overview of our strategy and our support, and

the second will be split into three workshops to offer a more detailed look at our long-term goals and priorities for the next five years under each of our aims. The team will also be on hand to answer your more specific questions about goals and priorities within those aims. We'll share the links to join the workshops towards the end of this first part.

Just a couple more practical details from me then before we start hearing from our speakers. Please do ask questions and to submit your questions please use the Q&A function which you can find at the bottom of your screens. You can also vote for questions submitted by another participant if you'd really like to see that one answered, and you can do this by just clicking on the thumb's up icon next to the question. Please feel free to submit your questions throughout the presentations and my colleague Luna will be reviewing them and we'll come to her after all the presentations are complete to hear what your questions are. The team will also note down questions that are more specific to particular aims to answer within the workshops and if there are still questions that we're not able to get to, we'll do our best to answer them later this afternoon on Twitter using the #AskEsmee. This webinar including all of the workshops will also be recorded and shared on our website in due course.

Before I hand over to Caroline, I want to introduce you to my colleagues joining us today and they'll just give you a wave as I say their name. We have Sharon Shea who is our Director of Portfolio, Ben Smith our Head of Social Investment, Shemain Wahab, our Tools Manager and Luna Dizon our Communications Manager. And last but not least then, Caroline Mason our Chief Executive, over to you.

## CAROLINE MASON

CAROLINE MASON: Thank you Hannah. Hello, I am Caroline Mason the Chief Executive of Esmée Fairbairn. I'm a tall white woman with sort of tufty hair that's going grey unfortunately. And I am quite smiley, and I am sitting in my daughter's bedroom in my house in South East London.

Thank you all very, very much for taking the time to come and listen and contribute to this webinar. I know time is very precious at the moment and also things aren't great. I can't offer you a cheering webinar, but I really, really hope that this is a useful webinar. So I'm going to start off by just giving a quick a quick overview of why we changed our strategy and the key elements of that change. It's our 60th anniversary this year and we have always, I think, done really good work in funding extraordinary organisations across a huge variety of issues and I think we're really proud of the work we've done and also of the amazing organisations and all the issues and triumphs that the organisations that we funded have achieved. But we are facing huge extraordinary challenges at the moment such as Climate Change, huge rising inequality, we've got COVID-19 and with the UK perspective, we've also now got Brexit, which will have a real negative impact on our economy and those who can bear the least. We set ourselves a task of saying, well what is the 21st century foundation, what is it that we should be doing differently and better? We know we're very, very privileged and so we asked ourselves - are we really doing enough? And at our core our response to those questions is our strategy.

We did a huge amount of consultation both internally, externally with people we have worked with, with people that we haven't worked with and I categorise it in three ways:

- One is knowing our purpose - so previously we funded up to 800 organisations across a huge array of areas and issues and topics, but we didn't have a purpose. We didn't have a mission – our mission was effectively funding but we do now. We're saying what are the areas where we have the most expertise, the most legitimacy, and a real genuine knowledge and passion, and

where we think we can truly make the most difference. And as part of that, the change is: previously we had no view. We didn't have a view, we didn't have a purpose, but now we do. We know what we're trying to achieve, we know what we think good looks like, and we want to take a very long-term view. We've got a 10-year horizon with five-year priorities and we are going to be far more proactive in achieving those aims.

- The second thing is that we know our privilege, we understand it, and we hope to take responsibility for it. So previously we were a grant maker but actually we have a vast array of resources that we can use beyond grant-making so we are extending our toolkit and we will be putting our networks to use, our endowment to use, our ability to commission, to convene, to broker and also our voice because we can. Previously we didn't have an opinion on anything. Now we do have an opinion and we are prepared to use our voice and our influences in our networks to galvanise impact in those areas.
- And the third one. So we know our purpose, we know our privilege. And the third one is knowing our place. My daughter described this when I was trying to explain it to her: she said 'oh so you mean you're part of a jigsaw rather than part of a pyramid', and I think that's right. We are a charity - we have now a purpose and our mission and our job is to contribute where we can and how we can alongside working with others to achieve these aims. We will not do it on our own: sometimes we're the experts, sometimes we're not. Sometimes we can lead but sometimes we can follow and support. So, we really want to leverage as much of our partnerships and our relations and our resources to be able to contribute as much as possible.

Those are the three principles behind it. Another one is: we know we really understand how important it is to be informed and trust the people and communities that are disproportionately affected by these issues and they will know better than anyone how to tackle them. We need to be listening and learning as we go and this is going to be absolutely key to our strategy going forward and others will explain how we we're doing that.

This all sounds very ambitious and great but actually everybody's struggling right now and so whilst we may have a long-term view and we're trying to do some very ambitious things; we understand that right now organisations are not in a place - they are struggling just to keep going. So, we are really prepared to be as flexible and as open around recovery and providing recovery funding for you until you are ready to put together your strategies for the future. Sharon will touch on that a bit more, so we haven't forgotten about the here and now even though we have these very long-term ambitious goals.

I just want to run through the brief outline of our new strategy so Luna if you could put so the three areas that three or three long-term aims 10 years into the future are:

- **Our Natural World** is protected and restored and that's because we have been an environmental and food funder for quite a long time. It's an area where we are quite specialist and that there are very few foundations who work in this area and the enormity of what is coming means that we have to really put our muscle behind this aim. We will run through more detail in the workshop. The areas where we feel our 10-year goals are going to be: healthy habitats, biodiversity, clean and fresh water, and sustainable and ethical food - all of which are coexist and then we have the priorities where we think the most important things over the first five years.
- **A Fairer Future** is around two areas: one is injustice and real structural inequality and the other one is bringing fresh views, a new inclusive generation of leaders and artists so that the future is better and better informed by those who least have a voice.
- And finally – **Creative, Confident Communities**, which is where we know that communities are at the centre of all of this and where local economies need to be owned by – they need to

work better for people and that everyone has access to culture and creativity as an integral part of their lives.

What we're also looking for in this strategy is: we don't think that the not-for-profit sector will solve this on its own. So, we're looking across these things, at unusual alliances, of brokering different types of collaborations, and what we're also looking for are links between those. So, building up a more diverse environmental sector, for example, or building new leaders in communities, as well as around issues. We're looking for work that cross-references these things.

So, that in a nutshell is sort of where we've got to and why we've made the change at Esmée. I'll be sticking around to join the Creative, Confident Communities workshop so I'm and very happy to answer also any questions then or when we go through the Q&A session.

HANNAH LIM: Thank you very much Caroline. Thank you and welcome to those of you have joined since we started the session. Before we get to your questions – which do please keep submitting those through the Q&A function – Sharon, Ben and Shemain are going to cover how we make decisions and briefly introduce the range of tools we have as part of our support.

A reminder that for accessibility, the speakers will just provide a quick audio description of themselves when they start their section. And do remember if there is a question submitted by the Q&A function that you would really like to see answered, you can vote for it by clicking the thumbs up icon next to the question.

## SHARON SHEA

Sharon, then, over to you to talk about what we're looking for in applications.

SHARON SHEA: Good morning. My name is Sharon Shea, I'm Director of Portfolio at Esmée Fairbairn Foundation. I'm a Black woman with short black hair with probably more grey in it than I would like. And I'm sitting in a draughty room in North London.

In terms of what we are looking for – there'll be some granular detail about what we're looking for in applications in specific programme areas, but across the board for Esmée as part of the strategic planning process we gave quite a lot of thought to and canvassed opinions about where our strengths lay and how we could best play to those strengths. We also wanted to focus on ways of working that in our experience as a grant maker had contributed to the most significant change and the most long-lasting impact. So when we are working out which proposals we'll be taking forward, who we'll be working with, we're particularly interested in collaborations and partnerships and whether something unusual or there's a scale of ambition in terms of those partnerships that's out of the norm. And that could be with a range of charity partners, the public sector, or as Caroline mentioned earlier, even corporates. We have specific impact goal areas but we want to be able to make connections across all our aims. When we are looking at proposals, those which make some connections across our aims tend to peak our interest, and then where there's a preventative, early stage, early intervention approach, we're interested in that. And critically, we're interested in change but specifically change which can be sustained over the long-term and where communities those intended to benefit, as Caroline said, who least have the voice or access to power, and institutions where those communities or people are leading that change – we want to back that and support that.

So, those are some of the things that we're looking out for. It's not an exhaustive list but those are some of the things we look out for when proposals come across our desks.

The next slide please, Luna. In short, whilst we recognise that it is important to keep good things going, that isn't where our focus is. We really, really want to support work that's driving change for the future. We're very lucky – we get to see some excellent proposals and organisations, but we won't be taking those forward if there isn't some element of partnership or collaboration or some aspiration for transformative change and we really want to be backing work that's pioneering, breaking new ground, pushing things forward. And if that isn't in evidence, then we won't be taking it forward and we won't be supporting. We really want to prioritise programmes of work where there's ambition, a desire to make a long-term impact and an impact that can be sustained. Next slide please, Luna.

We are very good at talking about funding priorities at foundations and exclusions and so on but actually we're less good at talking about what goes on behind the scenes. In the usual course of things, your relationship will be with an individual funding manager but it's true to say that everything we do at Esmée is a team effort, pulling on all our strengths, experience and connections.

So, when we receive expressions of interest, they're reviewed on a daily basis by a selection of the Esmée team who are looking for a solid and compelling match with our criteria and our impact goals. We have fortnightly Portfolio Review Meetings and that's a cross Foundation team where we are looking at proposals that have gone past the initial telephone stage and we're making decisions about which we're going to invite to submit a fully worked up proposal. We're really mindful that your time is precious, resource is scarce and part of our new process, as Caroline said, is designed to absolutely not waste the time of brilliant organisations but that we know we will not be able to fund. And that review meeting is part of the process around helping us to make some good decisions at a very early stage about who we want to hear more from. The Due Diligence is the sort of standard that you would come across with in other trusts and foundations in terms of governance, finances, how you're staffed, and how you're run. Your Funding Manager will be working alongside you as you work up your proposal to us but it's not so much about the granular detail, which is important, but actually we want to understand who you are, who you know, who are you connected to, is there an alignment of interests in terms of your organisation, your community's vision, and ours. And obviously part of the process will give you some insight into what we are looking forward to. We fund across quite a range in terms of sort of financial scale.

So, grants up to £60,000, we can make decisions on those as an Executive Team. Where the request is more substantial – for us that's a £200,000 grant or a £400,000 social investment – again, that's a team effort, that's a joint Trustee and Executive committee meeting every six weeks to make those decisions. And then for more substantive proposals – and for us, that's where people are asking for grants of over £200,000 or social investments of over £400,000 – those decisions are made by our Trustee board and they meet five times a year.

Next slide please, Luna. So just very quickly, the things we take into account when we're making decisions at those various committee levels is track record, links to work that we already support – so thinking about the collective value, and also the broader context – so, who can you draw on, what sort of policy environment, who are your allies, who can you collaborate with, what are you hoping to lever and change as a result of the funding that you secure from Esmée.

In terms of track record, it's not necessarily about everything that's gone well. We're also looking at organisations where things haven't gone well but there's been some really substantial and helpful learning and that you've been able to build that into your future developments and plans. The short version is: up most in our minds when we're making decisions is will the work add value and will it help us collectively – that's us as a Foundation alongside you – achieve our impact goals.

Next slide please. Finally, just a quick summary of what our grant-making looks like in 2020. We have an annual budget of £40 million: we don't anticipate that that will change but Trustees do keep that under review. We fund around 200 organisations a year: our aspiration, our plan is to make longer-term grants so, over time, the number of organisations supported will reduce. And finally, 65% of our funding is for core and unrestricted costs: we know that this is critical – it's the thing that people tell us funders, us at Esmée over and over again, makes the most difference to them so we'll maintain that level. And again, we'll be looking to increase the proportion of our funding that's for core and unrestricted costs.

## BEN SMITH

I will now hand over to my colleague Ben Smith who's our Head of Social Investment.

BEN SMITH: Thank you Sharon and good morning everyone. I'm Ben Smith and I lead the social investment work at Esmée Fairbairn Foundation. I'm a white man in my 30s, with dark hair and brown eyes and I'm currently in my living room at home in Southeast London and echo Caroline's message – thank you very much for joining us today. So, Luna if you could show the slide please, that'd be great.

I'm just going to speak to you for a few minutes about our social investment work. So, alongside grants, we have been social investing now since 1997 and this work has been formalised over time, which now has resulted in a £45 million pot. We're an extremely active social investor. We see social investment as a really important tool in the box. We're very aware of the limitations of grants by themselves and actually for that matter social investments or any other form of funding in isolation. So, we use social investment sometimes alongside grants and alongside our other activities to better bolster the options that we have to be able to fund impactful work, which aligns to our new strategy.

I think, importantly, it's not a case of seeing social investments and grants in silo but actually it's far more about thinking about providing the right type of support at the right time for the right opportunities. We take an impact approach which means that rather than offering a menu of financial products that we use, we focus far more on the investee first and foremost, and we try to work with the applicant to tailor the financing based on the needs of the organisation and the impact that you're seeking to achieve. We really seek to be very eclectic, and that's hopefully reflected in the pie chart, which is on the right-hand side there, which shows the 11 different categories of investment instruments that we have supported over our time. Of course, these are just the overarching categories without the detail and the variety which sits underneath these.

We have a very high-risk approach, which means that we often test and support new concepts or investment models, which may be improving and where there is likely to be the potential to catalyse greater impact and possibly even leverage future funding and investment from others. But we do, however, seek a financial return. And so, across our social investment portfolio, we seek to break even, and I think that this is really important because all of our financial returns are recycled into brand new social investments. We would only invest in opportunities which are currently or have the potential to be able to repay our investment in whichever form that might take.

We invest between £100,000 and £2 million, and our average investment is £431,000. It's also worth highlighting that, on average, we make 14 social investments per year, which is obviously significantly less than the number of grants that we make annually.

Within our social investment, we have three objectives, which you can read more about alongside seeing case studies of these in action on our website. These objectives are:

- Making impact-first direct investments, which means supporting impactful organisations directly through our finance and through our support and this may mean supporting new, innovative models potentially in collaboration with grants. And it will almost, it will always mean addressing market failure.
- Our second objective is around influencing the social investment market through fund investments, through supporting infrastructure, and by helping nudge other investors to broaden accessibility and ultimately to focus more on the needs of the investees and the impact that they're seeking to create.
- And then finally, we seek to always learn and share so that we are aiming to make and to develop a more collaborative social investment portfolio, which is working together so that they can have a greater impact, and also importantly so that we can learn and make improvements from the successes that we've had but also the mistakes. And so, that ultimately, we can also share that with others too so that they can also learn.

I'll just finish by saying we are going to be holding a separate social investment workshop in the future so as well as all of the information that you'll be able to find on our website and time for the Q&A here, we'll also be able to follow up and cover more in that format at a later date.

## SHEMAIN WAHAB

So, I will now hand over to my colleague Shemain, who's going to talk a bit about the tools that we use.

SHEMAIN WAHAB: Thanks Ben. Good morning everyone. I'm Shemain, I'm Esmée's Tools Manager and I'm responsible for developing and managing the tools we use to achieve our strategy. I'm a petite woman of mixed Asian heritage with brown skin, dark brown eyes, black hair, and I'm sitting in my makeshift study alongside a black freezer with a wall of empty shelving behind me.

So, what are tools? Tools are all the resources that we, as a funder, can use to affect broader change. Like many funders, we use three main tools: we have grants, social investments and our endowment. But we're developing a range of tools which extend beyond these including our Funding Plus programme and the actions we take ourselves as an organisation.

I'll start with Funding Plus. Funding Plus is capacity building support for current grant and social investment holders that enables the work we funded to have a greater impact. It usually comprises some consultancy or training that organisations might not otherwise be able to afford or prioritise. Funding Plus includes receiving tailored consultancy – for example, around business planning or strategy and comms and influencing income generation, and impact and evaluation. We also provide training, networking and learning opportunities, and merger feasibility support. Last year, we extended support to include covering some costs of homeworking and IT. For example, laptops and mobile phones, and consultation on areas including HR, legal issues, supporting the well-being and mental health of staff, support to adapt business models and redesign services, and digital advice – for example, helping to move existing services online.

Some examples of Funding Plus from last year: an organisation requested funding towards a personal resilience training and development support programme for its managers to enable them to respond effectively to the challenging circumstances they faced. And we supported an organisation we fund to deliver some training on digital safeguarding, and we hope to run the webinar again this year.

So, what about the other tools? These tools are the actions we ourselves are taking to achieve our impact goals. They are usually work we've instigated and are leading on in areas where we want to play an active role beyond our funding. These areas are:

- Research, evidence and evaluation – these will help us to shed light on important issues, help us to develop future strands of work, or will more broadly help make our strategic goals more achievable. This work will only be funded if it's rooted in practice, it's not just theoretical.
- Next, we've got convening events and peer support – so this is using our position to convene and connect networks of organisations to foster dialogue, share learning, create joint opportunities and develop new collective approaches. We'll also host events and support our partners to host events that raise awareness of issues that are important to us.
- Then we have influencing and co-design – so, using our expertise and experience to co-design or to be part of a larger initiative where we're likely to have significant influence. This might include being on advisory or recruitment panels.
- Then we have data and digital – this is about supporting opportunities brought about by tech innovation and being open to experimenting with new technologies. They're likely to be collaborative efforts involving other funders and charities.
- And then lastly, we have Environmental, Social and Governance (ESG) investment strategies – so, here we're exploring how we might better use our role as an asset owner in support of our impact goals

Some examples of what we've funded in these areas include the Young People Leaving Care Learning Programme that would fall within research and evidence, the recruiting for diversity event we ran early in 2019 – that's connecting and convening, and then project cost for a joint initiative between a range of funders to create a Diversity, Equity and Inclusion data standard – and that would fall within data and digital.

That's Tools in a nutshell. So, I think it's back over to Hannah.

## Q&A

HANNAH LIM: Thank you very much Sharon, Ben and Shemain, that was excellent. Luna I'm going to come to you now. Could you give us our first question from the audience please?

LUNA DIZON: Yes, sorry, I've also been trying to type out answers as well. There's a lot of questions coming in: we are trying to type answers to some of the quicker ones as well but bear with us.

HANNAH LIM: Luna, is the one the panel can take for now?

LUNA DIZON: Yes, so, there was a question that was sent in advance, which was around our £100,000 eligibility and it came from Sue asking how flexible is that requirement and when do we make exceptions, and also can contributions in kind be factored in.

HANNAH LIM: Caroline, can I come to you with that first question about the £100k turnover limits?

CAROLINE MASON: Hi everyone, yes, so as part of our application process, we have put that limit in because in general, the vast majority of applications that we receive from organisations below that threshold tend not to be successful. We don't really want to waste people's time and that's, if you

like, a screening mechanism. The way that we will deal with organisations with less than £100,000 turnover is by expanding our networks and reaching out and talking to a more diverse set of organisations and people to try and identify organisations that can add or contribute towards our impact goals. We know that innovation, disruption, and piloting starts very small and grows, and we've always been very good at that. But the key to it is in what way will it contribute ultimately to our impact goals, and that's what we'll be looking for. So, it's not that we won't ever fund organisations with under £100,000, but we are being very, very specific about when and how we do that.

HANNAH LIM: Thank you, Caroline. Luna can we try and get in another couple of questions that are that are most popular.

LUNA DIZON: A question about our Expression of Interest (EOI): what are you looking for in a 100 word outline?

HANNAH LIM: Thank you. Sharon, can I come to you first for a couple of words on that? What are we looking for in the outline?

SHARON SHEA: Well, we look at the EOI outline, but we also do, alongside that, look at organisations' websites as well. I think energy, actually – kind of energy and passion. So, clearly, it's a grant request but there's something about what are you excited about or concerned about or what do you think you can do to make a change. I think organisations who are able to express, succinctly, actually what their vision is and what's exciting them or where they really feel that they can make a contribution, I think that's really important.

HANNAH LIM: Thanks Sharon. we're very aware 100 words is very short. It's always going to be limited, the amount of information that you're going to be able to give us and we're really just trying to look to identify where there's, as well as a strategic fit between our plans and yours, and we'll take the opportunity to explore that further with you throughout the process that Sharon outlined earlier.

Luna, is there another question we can get to?

LUNA DIZON: There are a few questions asking about work that might straddle more than one aim, impact goal, or priority.

HANNAH LIM: Caroline, can I ask you to talk about how we feel about things that straddle impact goals, that fit within one, that come within different strategic aims and areas?

CAROLINE MASON: We love them both, actually. So, you know, there will be things that are very, very specific. Like peat, for example, when we're doing some analysis and research specifically on peatland but actually in general, we would love to see applications and ideas that, as I said, that straddle not only our aims, but also as we've said before, have unusual alliances and unusual partners. So, what we're really looking at – what are the structural and systemic issues that we're trying to tackle and yes, so things that cross over our priority areas are very welcome.

HANNAH LIM: Thank you. Luna, I think we might have time for one or maybe two more, if we're lucky, before we have to wrap up this first part of the session.

LUNA DIZON: It'd be great to know – when are we interested in developing long-term relationships with organisations. So, if an organisation applies for a smaller grant in the first instance, is there an opportunity to apply for a longer-term and more sustained funding in the future.

HANNAH LIM: I'm happy to take this one from a Funding Manager's perspective. I suppose yes, absolutely, and it's quite frequent within our current portfolio that we would see an organisation that's maybe come through from smaller amounts of funding, that has grown, that has developed its impact. And certainly, where our goals are aligned, we would be looking to have those long-term relationships with organisations and think how we can best achieve that change together.

Ben, can I ask you for a brief comment about our social investments because I know long-term thinking is something that's really important there as well.

BEN SMITH: Yes, absolutely. And I've noticed in the Q&A that someone's asked about average length and so a significant amount of our investments – almost 50% by value – is 10 years or more. And our average investment length is just over 7 years, so we very much focus on a long-term, patient approach with the organisation to help to give you the type of finance and support that you need. We often also see not only a blend between grant and social investment at the beginning but also a transition which we might see in relationship from grant over eventually to social investments. Yeah, we absolutely welcome those long-term relationships.

HANNAH LIM: Caroline please add.

CAROLINE MASON: I just wanted to also say on the previous point that what, again, whilst we're backing organisations, I do think we are expecting people to be part of a broader effort for change so that we start working more collectively. In fact, a grantee once said to us the question you should be asking of us is who else do we need? Who else needs to be funded to make us successful? Because no organisation on their own is going to be able to be successful. So, I think just bear that in mind as well in terms of not so much on the EOI but when you're thinking about applying.

HANNAH LIM: Thank you, you know, Caroline, a really important point as well, about us wanting to understand your networks, how we can contribute, how we can build those partnerships together to create change.

I'm afraid I think that's all we've got time for in this first part of the session and we will take a short break now. The workshops will start at 11.50 a.m although you can join now using the links that Luna is going to share in the chat and thank you so much for joining us so far. Just a reminder that the workshop sessions will be recorded so you'll be able to watch anything you miss on our website soon. And we'll also try to pick up questions that we're not able to answer here and in those workshops on Twitter later this afternoon with #AskEsmée. And if you still have questions after that, you can also email us at [communications@esmeefairbairn.org.uk](mailto:communications@esmeefairbairn.org.uk). Thanks so much for your participation so far and we will all be joining the different workshops too so hopefully see you there, thank you.