Working from Anywhere FAQs

Q: What is Work from Anywhere?

A: Work from Anywhere (WFA) is an approach to working life being adopted by many organisations. The core principle of WFA is that colleagues can split their working time between working at home, working remotely and at Collaboration Hubs, unless roles or tasks require presence at a specific location. What WFA looks like in Barnardo’s is set out in the [WFA Framework.](https://barnardosorguk-my.sharepoint.com/%3Aw%3A/g/personal/sabrina_pottwail_barnardos_org_uk/EZtdZhxoj9JFsF8kWZtb1g0Bb8lZ0mNob3K5umI0REe1qg?e=XkvXsq)

Q: Why are we implementing this?

A: There are two key drivers for WFA:

* Keeping our costs low has always been a priority, and always should be for a charity. WFA enables us to reduce our property and operating costs - and our experience of operating throughout the Covid 19 pandemic has shown many of us can work just as effectively remotely.
* We are operating in a competitive environment and need a modern and progressive people offer to retain and recruit great people. WFA intends to improve life-work balance, encouraging a flexible approach to collaboration and opening opportunities to current and future colleagues unhindered by where you live.

 Q: Who will it apply to?

A: WFA applies across all four Nations. Many roles across the charity require colleagues to work in a particular place, most notably to deliver services to children, young people and families, and to run the Retail stores. There are also some support functions that require a physical presence such as post rooms, receptions and some IT services. However most ‘support functions’, be they in Business Services or other Directorates are likely to be open to WFA.

Q: Who have you consulted?

* The majority of Business Services colleagues have been invited to share their views through a WFA survey. The remaining BS and all other support service colleagues will be invited to participate shortly.
* We have engaged with the UNISON, Diversity Network Chairs and senior leader colleagues.
* We have regular contact with UNISON and they are considered throughout any significant changes.
* Colleagues whose offices have already closed have been formally consulted.

We welcome any thoughts and ideas to support the success of WFA. You can also feed back to your line manager or email your thoughts directly to WfA@barnardos.org.uk.

Q: Has an Equality Impact Assessment (EIA) been completed?

#### A: Yes, we are working closely with the EDI team to continually review an overall WFA EIA and additional EIAs related to significant decisions being made, such as office closures. You can find all the relevant [EIAs here.](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=279023615&objAction=browse)Q: Current use of collaboration hubs

As many colleagues will know, Government guidance for our nations is still that people should work from home if they can.

For the time being, colleagues should be working from home wherever possible, in line with this guidance. However, we recognise that in some very specific cases, colleagues will need to go into a collaboration hub, even during the period where Government restrictions remain in place. In this context, we thought it would be helpful to provide an update on what this means for accessing our collaboration hubs.

The purpose of hubs is to help colleagues meet as teams or in cross-team groups across the charity, to collaborate, be creative, and develop ideas. There is much more information about our approach to ‘working from anywhere’ on this [Inside Barnardo’s page](https://inside.barnardos.org.uk/employee-and-volunteer-support/work-anywhere).

We understand that some colleagues will need access to a hub in order to carry out key tasks and we also know that some colleagues are continuing to struggle with their mental health and wellbeing during the pandemic, and that working from home may in some cases contribute to this.

If you think you need to access a collaboration hub, then please do speak to your manager, who can agree this with you.

This might apply:

1. If you need to be in an office to carry out key tasks as part of your role – essential workers - and these tasks definitely can not be done from home.
2. If your personal circumstances make it challenging to work from home
3. If you require any adaption to your workspace including mental health and wellbeing

If you feel you need to work from a hub, in line with one or more of the three categories above, then please do discuss this with your manager. If they agree, then you can access a hub and can book your desk through the [Yarooms](https://l.workplace.com/l.php?u=https%3A%2F%2Fbarnardos.yarooms.com%2F&h=AT1zRBZvpu_Kz_MM6lk5vyQaU79rLaDT-w2K2bYVhjY8ABVoOCLTBxM761eo6RLnbNna9zUhk7wf22sRQivAt4csig0VDLOjP5R8cG1jencLf62W3WqTOLxY_IBceonFv7pWRAGaHhN2umVI&__tn__=-UK-R&c[0]=AT1peClc96xNb9dsHUTlkl6w3rr6bL7NjkY7gezx1ueleVkoP6aMR5lb2Isx-kSLhP4C4CdS9-Kh2eUCGtTmVdiwLDFtP32MLMzkTy26diukIflCEEH0szENwGKn7tTbsrFAnlhU2aTpXa8F5JHJ2d_aXr10utg_XjTWDLzbvU6b8eOqOsKTLRZn3OnN7v264bN7vsgyp9gB) booking system. (*Please note that meeting rooms remain closed and meetings should not be happening at hubs at this time*.)

Finally, we know this continues to be a really difficult time for many colleagues. As a reminder, you can always contact our [Employee Assistance Programme (EAP)](https://inside.barnardos.org.uk/employee-and-volunteer-support/wellbeing/getting-help-wellbeing-health-and-mental-health-issues), 24 hours a day, and please do speak to your manager if you need support.

The Covid situation is continually changing, and we are keeping our internal guidance under close review. As and when things change, we will publish a further update.

# Wellbeing

Q: Using only a laptop on a long-term basis is straining my eyes, I need a monitor screen. How do I go about purchasing one and is Barnardo’s going to cover the cost?

A: You can request a monitor through First Point. We encourage you to follow Health and Safety guidance around working from home, including taking regular breaks away from your screen. You can find all the details about booking an eye test and the related costs in the [Eyesight and Spectacles policy.](https://inside.barnardos.org.uk/eyesight-testing-and-spectacles-policy)

Q: How do I complete a DSE assessment?

A: DSE Assessments can be taken by an individual and discussed with their line manager, any requirements being highlighted by the assessment should be followed up in line with the guidance provided: please see the information from page 4 for guidance around DSE Assessments: [DSE Guidance.](https://l.workplace.com/l.php?u=https%3A%2F%2Flivelink.barnardos.org.uk%2Flivelink91%2Flivelink.exe%3Ffunc%3Dll%26objId%3D31600243%26objAction%3Ddownload%26viewType%3D1&h=AT3IIqtk0KIGW5kJREInMN7XQ8M8uLPY6PsxvgZ-7mE495KoLClnLUN2cPaSkRqv4QBSU2Rc215B4j7cbjhLHtzQrZvP1gYV_CwP0FbVqzhHiKeEDMW5kXvLU6OU2AHaSdsmqvBP_NrHncbfdbxKZLfu0Bhh&__tn__=R%5d-R&c%5b0%5d=AT3Lg7qDkxCg1ropkQB_BwVf1zx-Iyk855KF7GCE0u5QL3fFOK8oXoPHRTpjRYEUb1LKue5QapNX6IdiJfhQYGgEI1YkNdqwD7shC6jWQ3y23lhvzu3rlrRBBZZd2vRIQU1oSaH1PUk4iGp1L5kcqkEko_bGlmDv5fGt5_25tgoB8c_DnDU3NOVGQHXOnYVphyO8CL5ddvOzTB83eA) We are also looking to review and simply this process and make it accessible through the hub in due course.

Q: Where can I find the Homeworking Risk Assessment?

A: Health and Safety guidance on homeworking, including the homeworking risk assessment can be accessed [here.](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=215263653&objAction=browse)

Q: Working from home has negatively impacted my mental health and increased my feelings of loneliness. How is the organisation going to support me?

A: For any immediate concerns, you can approach your line manager to discuss ways that we can support you. It may be that you need to review how often your line manager makes contact with you and/or discuss other ways that you can connect remotely, or face-to-face with your team or other colleagues. There are resources available on B-Learning for you and your line manager to support remote working, including looking after your mental health and wellbeing. There are also some great webinars and articles within the EAP App (My HA) - there is information on [Workplace](https://barnardos.workplace.com/groups/1849320971768453/permalink/3696447910389074/) on how to download and register the app. If you are significantly impacted please call the EAP direct to seek help and advice (0800 716 017 and the web address is: [www.healthassuredeap.com](http://www.healthassuredeap.com/) (Username and password are both BARNARDOS).

# Pay/Allowances

Q: When will I know more about London Allowances?

A: Following the commitments we made as part of SAPA 2019, we have launched a wider piece of work looking at pay and grading across the whole charity to assess how we make our pay framework simpler and more transparent. A key element of this will consider how regional pay might work in a WA approach. **We therefore do not anticipate any changes, including to London Allowances, being made before April 2022.**

Changes to individual terms and conditions may be made if, for example, colleagues change roles internally and there is no longer a requirement to be based in London. At that point it might be appropriate, in accordance with our existing allowance policy, to remove London Weighting. Equally new roles will be advertised without London Weighting, again if there is no requirement for the role to be based in London.

Q: Will I receive a Working From Home allowance?

In the immediate term the government have made it very simple to claim [Work from Home Tax relief](https://www.tax.service.gov.uk/claim-tax-relief-expenses/only-claiming-working-from-home-tax-relief).

Whilst we review our approach to Pay & Reward and how we recognise and incorporate allowances the Corporate Leadership Team has proposed that we pay the maximum government allowance (tax free) through colleague’s payroll. This will come into effect from 1 October 2021 for colleagues who will now be required to work in a different way. Eligibility for the allowance will be determined by line managers using the [Office at Home allowance](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=300054836&objAction=viewheader) guidance provided (this guidance includes a decision tree to support your assessment). This should be applied by line managers adding the allowance through DI to eligible employees using the guides [here](https://hub.barnardos.org.uk/support/solutions/articles/26000038639). The allowance will be paid as a taxable allowance for the remainder of the tax year 2021/22.

**IMPORTANT:** If you have already claimed the tax relief via HMRC  this will remain in place until March 2022, as HMRC do not make in year adjustments. If you have not yet applied for this to date, you may do so by applying [here](https://www.tax.service.gov.uk/claim-tax-relief-expenses/only-claiming-working-from-home-tax-relief) and you qualify then retrospective tax relief will be applied.

HMRC contact details are available [here.](https://www.gov.uk/government/organisations/hm-revenue-customs/contact/income-tax-enquiries-for-individuals-pensioners-and-employees?utm_source=contact-hmrc-wrong&utm_medium=internal-link&utm_campaign=p800)

Q: How will travel expense claims work under WFA?

A: Colleagues will be allocated a 'base location’ for the purpose of expense claims. This will likely be your existing office location (where this still exists), your nearest hub, or the hub you will be required to work from. This means, as is the case now, you would not be able to claim expenses to travel to your base location, as this would be deemed your normal commute. Your base location would also become the fixed point from which you would claim business travel to other locations.

Your line manager will be responsible for identifying your base location. Is it our intention not to increase colleagues’ personal travel costs unreasonably through the identification of base locations and we will work with colleagues to ensure they are allocated a suitable base location.

Q: Can I claim for travelling to Collaboration Hubs?

A: This will depend on whether the hub is identified as your base location. In line with HMRC rules, you cannot claim expenses when travelling to your base location, as this would be classed as your normal commute. However, you can claim expenses for travel to other hubs. This is in the same way you cannot claim travel expenses to your current office location now.

Q: Will Barnardo’s provide me with an allowance for refreshments in collaborative spaces and coffee shops?

There hasn’t been any changes to claimable expenses for refreshments in Barnardo’s buildings and public places. You can see full details about what you can and cannot claim in the updated [expenses policy.](https://inside.barnardos.org.uk/employee-and-volunteer-support/claiming-expenses/expenses-policy)

# Collaboration Hubs

Q: What is a Collaboration Hub?

A: Collaboration Hubs are buildings that will predominantly be used for teamwork, team development, and office administration, but may be used for hot desking or have fixed desk spaces for those with particular needs. We intend to have a minimum of one Collaboration Hub per region. Collaboration Hubs may be existing Barnardo’s buildings, new premises or spaces shared with other organisations.

Q: When will the Collaboration Hubs be ready?

A: The first two Hubs (Lynton House in London and the eCommerce facility in Rugby) were launched in September 2021. We are in the process of assessing the space requirement and property portfolio across the UK (target date end Dec 2021). In the meantime, we will be identifying some temporary Collaboration Hubs and will announce these as they become available, so that you know where your nearest Collaboration Hub is before September. In January 2022 we will be able to review the permanent requirement.

Q: When you go into a hub do you take your laptop and just ‘plug in’ or something else?

A: This may differ between Hubs – but will be clear for each in the information we are making available in the Manual that will be published on the Workplace Group and inside.barnardos.  However, in general, taking your laptop and charger will enable you to connect to the network.

Q: Can we say more about the process to make the hubs more suitable to this way of working? Current offices aren’t set up for it etc.

A: For at least some time we will be working within the parameters of Covid-safe spaces.  At the same time we are gathering more data and information on what colleagues need and how they want to use the space we have available.  We have ideas and plans for adapting spaces but can only do so when it is safe and practical to work in these ways and when we have determined the long-term plans for a number of our existing property

Q: Will I be able to book a meeting room or hot desk space in an Collaboration Hub?

A: Yes. Before any Hub opens a booking system will be in place and communicated out.

Q: It was previously difficult to book a desk in some offices, such as Lynton House, how will we deal with this challenge?

A: WFA will change the pattern of use of office spaces and the expectation is that space will be booked and used flexibly. With most meetings possible on MS Teams, the need to attend an office regularly should decrease. We will trial different ways of allocating space during the initial phase of Collaboration Hub development and reflect whether designated days for team use works better than ‘as-and-when', for example.

You can find further guidance on using the Office Hubs in the WFA Framework. Booking space may still be challenging so we will be monitoring this carefully from September.

Q: Given the Covid 19 pandemic, will there be any additional safety measures put in place in the Collaboration Hubs?

the latest relevant guidance from our Corporate Safety colleagues is accessible here [COVID Secure Framework area - Content Server](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=341783170&objAction=browse&viewType=1) and here [BUILDINGS - Making Your Workplace CoViD-19 Secure Risk Assessment](https://livelink.barnardos.org.uk/otcs/llisapi.dll?func=ll&objId=341790384&objAction=viewheader)

Q: What’s happening with the NI regional office?

A: As with all regions and nations we are working through our needs for the longer term and will have a clear plan by the end of December 2021. We appreciate this does not give all of the answers in the short-term, but we are working toward giving this clarity.

# Working Arrangements

Q: Is WFA the same as flexible working?

A: No.

**WFA** means we want to enable colleagues to work from any location. Many colleagues will therefore not be tied to working within one hub anymore and are likely to be primarily homebased, accessing a Collaboration Hub when necessary.

**Flexible working** is a broader term that encompasses how you manage your contractual hours of work. As part of our WFA Framework we are encouraging colleagues to think more flexibly about how they manage their time; where feasible and if the role allows, colleagues are encouraged to discuss with their line managers how they might want to slightly flex their current working hours. – for example to flex around caring responsibilities or to give a better general work life balance (e.g. to be able to take a longer lunch break to be able to fit in a gym session). The intention is that WFA will enable a more flexible approach to work.

However, if you need or want to permanently change your current total working weekly hours, working pattern or days of work you should discuss this with your line manager and complete a flexible work request under our current flexible working policy.

Q: Are there any guidance documents available on Work from Anywhere?

A: The WFA Framework is the key guidance document. An appendix to the Framework lists the relevant supporting policies, including homeworking and expenses.

Q: How do I know that e-signatures on formal documents are enough.

The best way to determine whether the e-signature you provide meets the requirements of authentication is to ask the organisation or individual asking for the signature.

Q: Will there be opportunities to work face to face with my team?

A: Yes. For many the majority of tasks and meetings can be conducted online, however your team will take a view on what tasks and meetings need to happen face to face and how often.

It is anticipated that colleagues will use Hubs to, for example:

* Work collaboratively face-to-face;
* Hold third party meetings (where required to meet face-to-face) n.b. meeting third parties in an individual’s own home is prohibited;
* Meet with their team (usually no more than monthly);
* Complete necessary administration tasks that cannot be done remotely; and
* Participate in some strategy or training events.

It is expected that desk space will not be used routinely or for prolonged periods of time to undertake standard work activities that could be done remotely.

Q: Can I book external meeting rooms?

A: Yes, the usual practices for booking and paying (i.e. from local budgets) for external rooms apply. We ask colleagues to exercise responsible stewardship but understand there are circumstances where external rooms need to be booked, for example due to location, accessibility or number of people attending the meeting.

Q: My home, or a café, is not appropriate to conduct some of the confidential conversations I have on the phone regularly, what am I expected to do?

A: If you are not able to work from home, or from a public place, you should discuss working from a Collaboration Hub with your line manager to do particular tasks.

Q: How can I ensure my work remains secure if I am working from anywhere e.g. a café?

A: Our digital platforms provide enough security to ensure authentication and encryption across communications. Please follow the data protection and information security guidance provided as usual practice and be mindful about having confidential conversations if both ends of the conversation can be heard. If you are not confident in your surrounding when working on confidential matters, you should not work there.

Q: Is the current tech transformation programme designed to enable this way of working?

A: Yes many of the aspects of the Tech Transformation programme support WFA:

* the rollout and related training on Office 365 supports virtual meetings, virtual collaboration and allows documents to be used offline.
* Changes in our VPN services has increased our security when working in non-Barnardo’s locations. It has also improved the user experience, for example you don’t need to input your password as often as before.
* The Service Desk now has extended hours (7am – 10pm) to support those who are able and want to work flexible hours.
* The Bring Your Own Device (BYOD) policy has been reviewed and enables you to securely access documents and check emails using your own device.

As the world adapts to more people moving towards similar WFA models, we expect more technological developments in this area. We will be keeping an eye on these developments to review how they can support us.

Q: I don’t think WFA will work for my job role, how do I let someone know?

A: The extent to which WFA applies to individuals will vary, depending on your role and the tasks you carry out. Please discuss this further with your line manager.

Q: I have a condition that means WFA is not suitable for me, what are my options?

A: If the need for WFA arises due to an office closure, we will discuss the impact with colleagues as part of that process. This will include discussions around disability and current reasonable adjustments for example. Where WFA is not an option for colleagues due to an particular need, any alternative local options will be discussed with them as part of the formal process and where feasible alternative office locations will be identified for them.

Otherwise, we are encouraging colleagues to use WFA wherever possible so if you don’t think WFA is suitable due to your particular needs, you can discuss this with your line manager.

Equally there may be colleagues with particular disabilities for whom WFA may be more of a support if work can be done more flexibly between a hub and home. These colleagues may also wish to discuss this with their line manager.

Q: Is it okay to have my children in the background while working remotely?

A: As long as you are able to do your job effectively, the environment you choose to do it in is up to you. If you have any particular concerns about working from home because of your childcare arrangements, you should discuss these with your line manager.

Q: Where can I print, scan and dispose of confidential waste documents?

A: In line with our commitment of being environmentally sustainable, Barnardo’s encourages a paperless work environment. However, it will be possible to print, scan and shred documents at the Collaboration Hubs.

if you have essential requirements you should discuss this with your line manager to source alternative arrangements. Some printing facilities can be accessed through the Facilities team on facilities.management@barnardos.org.uk .

Q: What will happen to post?

A: Collaboration Hubs will be able to support activities such as receiving and sending post.

Q: Can my team members go into the office to collect their belongings?

A: Yes, you can go to the office to collect your belongings. However, whilst we are re-writing the Health & Safety COVID framework for our buildings, this will need to be organised through the person who manages your particular building. If you’re unsure who this is, check with your local safety advisor, property helpdesk or ask your line manager.

Q: I use the office for storage, what happens now?

A: Where storage is necessary, including for paper files, Collaboration Hubs can support this. Once agreed with their line manager, colleagues may be able to retrieve appropriate storage from offices that are closing or, if required, colleagues can purchase their own lockable 2-drawer filing cabinet as part of our current homeworking kit list.

Q: The office set up I have been using throughout the pandemic isn’t suitable for long term use. I need an appropriate desk and chair, how do I go about purchasing them?

A: You should start by completing a DSE and Homeworking assessment and discuss your results with your line manager. IT equipment can be ordered through Firstpoint and the [non-IT homeworking equipment list](https://livelink.barnardos.org.uk/otcs/llisapi.dll/open/302192848) can be used as a guide for purchasing non-IT equipment.

Q: How will equipment needs coming out of DSE Assessments be paid for?

The purchasing process, including payments will continue to be in line with current processes i.e. through line managers and local budgets.

Q: I work in a Children’s Services face to face role where I am constrained by contractual arrangements with a local authority and don’t have the flexibility to adapt my hours or working environment. This approach seems unfair when it doesn’t apply to staff like me. How can I make the best of it?

A: Not all roles will be appropriate to working from anywhere – such as those requiring certain working hours or based in certain locations, e.g. in a school setting. Managers will explore options with you and be as flexible as they are able to.

Q: I work in a Retail store and have to go to the store every day. This new approach seems unfair and not relevant to my team and me. How is Barnardo’s going to make store Retail colleagues feel included?

A: Not all roles will be appropriate to working from anywhere – such as those requiring certain working hours or based in certain locations, e.g. in a store. However, that does not mean that we are not keen to hear from you about how we can better support the way you work. Please contact your ABM in the first instance with any feedback you may have.

# Office closures

Q: Which offices have closed?

The buildings that have closed are Cardiff Regional Office, Bristol Verona House, Liverpool Lineside and Dovenby . We have also said that we will not be reopening Barnardo House.

Q: What is the consultation process for those affected by the announced office closures?

Where we need to make a formal change to your contractual work base, there will be a consultation process to change your base location to Working From Anywhere. Line managers will be supported through the process by their Local People team. Individuals will then be contacted by their line manager who will discuss how this will impact you and your team in more depth.

Q: The building I use hasn’t been mentioned, will there be any changes for me?

If there is a change to the building you usually use, you will be contacted at the appropriate time. In terms of reopening of buildings following the lifting of Government restrictions, we are currently re-writing the Health & Safety COVID framework to support building use, so local comms will be issued to reflect the building requirements as they are reopened.

Q: My office has officially closed, can I still access the building.

It isn’t possible to use the buildings that have closed. As a reminder, the following buildings have closed: Liverpool (Lineside), Cardiff (Cymru National Office), Bristol (Verona House), Dovenby (Cumbria) and Chillingworth Road (Islington, London).

If you have personal belongings in the building, you will be contacted to let you know when you can collect your items.

Q: Where will the corporate documents go when the office is closed?

As part of the process for closing a building, when it is time to sort the corporate documents, a person from each department will be allocated to lead for their departments documents. Access to internal data retention, archive support and operational support such as shredding will be provided.

Q: Barnardo’s has had a presence in Barkingside since Thomas and Syrie Barnardo were gifted the land in 1873. It’s a significant part of the charity’s history – isn't this abandoning our heritage?

This is a significant and difficult decision for the charity. The current head office is on the site of the original ‘Girls’ Village’ and we’ve had a presence in Barkingside for most of our 154 year history. The charity, and its employees, volunteers and service users, has always had a strong connection to Barkingside and the local community and we do not want to lose that. We are determined to maintain a presence on the site given our long-standing relationship with the local community and the history of our charity.

Q: How much are the office closures going to save Barnardo’s?

This is a significant programme of work that has many elements to it. The closing of the five regional properties we have already identified will save us c£0.9m per annum in property and associated costs. At the moment it is difficult to be precise on the total savings we will recognise from this programme of work given the complexity of the elements. However, through the analysis that we have carried out we are confident that we will be able to reduce our operating costs to help ensure that we maintain a fit for purpose operating model that can continue to support children, young people and their families in the future.

Q: Barnardo House is only eight years old, is repurposing it the best option for Barnardo’s?

We are confident that reviewing our future use of Barnardo House is the right thing to do. Given the tough financial environment and the increasing demand for our services we need to make sure we are deploying all of our resources as effectively as possible, no matter how difficult a decision it may be.

It is right that we currently consider all options available to us. This is a significant, and difficult decision for the charity. However, we are determined to maintain a presence on the site given our long-standing relationship with the local community and the history of our charity. As our plans develop we will provide updates to colleagues, and other stakeholders.

Q: Do we own all the other buildings that are planned to be closed? What is the plan for those?

We did not own the other buildings that have closed, we have taken the opportunity in these cases not to renew their leases.

**Other FAQs**

[Barnardo’s House - FAQ](https://barnardosorguk-my.sharepoint.com/%3Aw%3A/g/personal/stewart_young2_barnardos_org_uk/EU7i0Cta641PkAphkd5uUKcBmwXy13Pq7M03oq8Bn4PnHw?e=hKg0gJ)

[Managers - FAQ](https://barnardosorguk-my.sharepoint.com/%3Aw%3A/g/personal/stewart_young2_barnardos_org_uk/EZ1bmyg4TK1Ki8XYcBc3PusB0C2k5e_p491PwFtnS_frGQ?e=mbIhMN)