



Minutes of the Trustee Board Committee of the YES Trust – Part One		
Date	15 th December 2022 @ 1pm	
Venue	Keystone Academy, Mount Pleasant Road, Shrewsbury, SY1 3LP	
Present:	Rob Halsall (RH) Chris Wyett (CW) Nic Brindle (NB) Wendy Bower-Choyce (WB-C) Lisa Carden Doorey (LCD) Tim Haselwood (TH) Belinda Logan (BL)	Chair Trustee CEO Trustee Trustee Trustee Vice Chair
Apologies:	Ian Carden (IC)	Trustee
Absent:	Chris Heptinstall (CH)	Director of Business
In attendance:	Suzanne Lloyd (SL) Helen Philips (HP) Nicola Tucker (NT)	Independent Clerk to Trustees Director of Education Murray Smith

For all sets of minutes and backing papers it is taken that all will have been pre-read and coverage will therefore be limited to: • **accuracy** • **action points** • **challenge**

Governance Handbook 2020: The board of trustees manages the business of the academy trust and should focus strongly on the three core functions of governance:

1. *ensuring clarity of vision, ethos and strategic direction*
2. *holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff*
3. *overseeing the financial performance of the organisation and making sure its money is well spent.*

DOCUMENTS CIRCULATED/TABLED FOR MEETING:

1
2
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The meeting commenced at 1.10pm

AGENDA ITEM 1	WELCOME AND APOLOGIES FOR ABSENCE
Discussion	Trustees were welcomed to the meeting. Apologies were received and accepted from IC and CH. It was noted that LCD, TH, WB-C, and SL were joining the meeting remotely via a Teams link.
Decision	Trustees accepted the apologies from IC and CH. It was confirmed that the meeting was quorate.

AGENDA ITEM 2	REVIEW OF ANNUAL REPORT AND FINANCIAL STATEMENT
Discussion	To approve the Annual Report and Financial Statements to 31 st August 2022. NT from Murray Smith was in attendance to receive any questions.



	<p>NT gave an overview of the audit document; she went on to confirm that this was a clean audit report and thanked CH and the team for this. NT confirmed that the deficit was after pensions and depreciation and if this was added back, there would be an in-year surplus. NT stated that she had added in a section to explain this in more detail showing that the Trust was in a good financial position. Assets have increased, and the Trust has generated an increase in cash this year. NT explained that they don't complete a full audit however, they do highlight any issues, a recommendation has been made, that a risk register is put in place, which CH is currently working on.</p> <p>NT invited questions; no questions were raised. CW thanked NT for the clarity of the report. TH confirmed that it had been discussed in depth at the Finance Committee meeting. CW and TH wanted to thank CH and the team for the amazing job that they have completed.</p> <p>NT explained that there were also the consolidated statements including Cornerstone and invited any questions relating to this document. No questions were raised.</p> <p>TH explained that further in the agenda there was an item to discuss investment opportunities and asked NT if she had any concerns over the Trust investing any assets. NT confirmed she didn't however did suggest a maximum of £85k into each fund, due to insurance liabilities.</p>		
Decision	There was a unanimous decision to approve the annual report and Financial Statement 31 st August 2022.		
	What	Who	When
Action	For the Annual Report and Financial Statements 31 st August 2022 to be signed via docusign once received from NT	RH/CH	ASAP – prior to the end of December 2022

AGENDA ITEM 3	ANNUAL DECLARATIONS 2022-23		
Discussion	<ol style="list-style-type: none"> Trustees are required to read, complete and sign the declaration form/statement in relation to the following: <ul style="list-style-type: none"> Declaration of pecuniary, personal, educational interests. Code of Conduct Confirmation of eligibility Declaration of any Related Party Transaction Trustees are asked to check their details on the GIAS form are correct Trusts should check all trustees have had an enhanced DBS check and section 128 checks. 		
Decision	All documents had been received except for LCD.		
	What	Who	When
Action	For all declarations to be completed and docusigned	LCD	ASAP



AGENDA ITEM 4	DECLARATIONS OF INTEREST
Decision	No new declarations of interests were declared.

AGENDA ITEM 5	DECLARATION OF ANY OTHER BUSINESS
Decision	No new declarations of other business were declared.

AGENDA ITEM 6	APPOINTMENT OF CLERK
Discussion	A discussion took place with regards to the appointment of a clerk for the Board of Trustees for 2022/2023.
Decision	There was a unanimous decision for Second2None and SL to continue the clerking service for 2022/2023.

AGENDA ITEM 7	PART ONE MINUTES OF THE LAST MEETING 14th JULY 2022 and REVIEW OF THE ACTION LOG
Discussion	<ul style="list-style-type: none"> Trustees reviewed the minutes from the meeting dated 14th July 2022. TH requested confirmation in the previous minutes to read 'TH explained that he was no longer a Business Director of Tytheington School having retired from there in April 2022, however, he was still Chair of Governors at Hurdsfield Primary School' Trustees agreed that apart from this clarification, these were a true and accurate record. <p>Trustees confirmed the following actions:</p> <ul style="list-style-type: none"> A thank you to TS for all the support he has given the Trust was to be drafted. - Completed For the conflict of interest with regards to BL's paid work to be registered on the DFE website - Completed A discussion to take place regarding Trustee recruitment – To be discussed within the agenda today. A further skills audit to be completed on GVO – Completed. RH confirmed this was on GVO for reference. Link Governors meetings to be arranged – Ongoing – LCD is holding a meeting next week to discuss further. For Kath Kitchen's CV to be shared with all Trustees- Completed For contact to be made with the Federation of Schools Trust (CEO PM) to confirm timescales and to see if the Trust Board could meet the person prior to formally agreeing. To be discussed within the agenda today. To review the CEO PM at the end of the process - Completed To review the CEO PM at the Pay Committee - Completed Once further work is completed with regards to energy savings, a proposal will be brought to the Trustees – To be discussed within the agenda today. For WB-C to meet with Claire to discuss the Staff Learning Structure then discuss at the next Board Meeting - Ongoing



	<ul style="list-style-type: none"> • WB-C and LCD to meet with Claire together to review training Completed • A standing item with regards to Safeguarding/Mental Health to be placed on the Standards Committee Meeting which is then fed back to the full Trust Board - Completed • For Trustees to contact NB should they wish to join the subcommittee to assist with Federation (CW/LCD showed interest in this) - Completed • For Claire to confirm that all safeguarding training has been completed – Ongoing – RH confirmed that there were still some ongoing training requirements, he will contact the Trustees to confirm which individual items are outstanding. • Trustees’ personal emails to be collated – Completed • Upload training to GVO – Ongoing • Recruitment for Trustees to be shared via LinkedIn – Ongoing • Set up a ‘Chair of Chairs’ first meeting – Ongoing - this was an action for TS but has now been moved to RH • Recruit SIP and CEO PM support – Ongoing - SIP support has been recruited however CEO PM support is ongoing • Staff survey results to be uploaded to GVO – Completed • Work to be completed with staff to address areas of improvement following the staff survey – Completed • An advert to be placed in Tesco for new members – Ongoing – a banner has been produced and will be displayed at Tesco
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AGENDA ITEM 8	LSB's
Discussion	<ul style="list-style-type: none"> • To receive an update on the school's LSB's <p>RH explained that tonight is the last LSB for this term and is also Keystone's first LSB. RH has now attended all the LSBs and has found that there are no consistent models or process. He did confirm that there was a safeguarding link Governor for every school, and that Axis and Fermain have the better structures. RH has been assessing the training requirements, there is training to complete at Cornerstone and Keystone, including safeguarding and GVO. A consistent model needs to be drawn up for the LSB's to work to.</p> <p>RH is proposing that several times per year all LSB members meet for update meetings, to look at roles, schemes of delegation, and support structures. RH confirmed that further recruitment is needed at the LSB's and has asked that all the Headteachers work on this.</p> <p>RH confirmed that every Trustee is linked to a school and are non-voting members. RH asked that they attend meetings if possible and help support and recruit for the LSBs. The Trustees have a vast amount of knowledge and can support the Headteachers.</p> <p>RH invited questions to be raised.</p> <p>Q: WBC asked if the dates for the LSBs could be altered, as all the meetings for her school fall onto days that she can't commit to?</p>



	<p>A: RH confirmed that that wouldn't be a problem, and for WBC to discuss with the Headteachers in the first instance.</p> <p>Q: TH asked if there were terms of reference in place for the LSBs?</p> <p>A: RH confirmed that there was a scheme of delegation, and the terms of reference were currently being worked on.</p> <p>RH confirmed that work was taking place with himself and the Trust to look at what training was required of the Trustees and LSB's and this would be calendared for the year. RH stated that most training would be free of charge however, if additional training was required at a cost, then Trustees were to speak to RH to discuss further.</p> <p>LCD stated that she would like some in depth Safeguarding training for the LSB's as well as specialist training for SEN and behaviour. LCD confirmed that this would be addressed at the meeting on Tuesday.</p>		
	What	Who	When
Action	A model to be drawn up for all the LSB's to work to, to ensure consistency. This is to include terms of reference, basic agendas and training requirements.	RH/NB/HP	ASAP
Action	Recruitment for all LSB's	Headteachers	ASAP
Action	For a training calendar to be drawn up for the Trustees and LSB's	RH	Next Full Trust Board meeting– 30 th March 2023

AGENDA ITEM 9	LEAD TRUSTEE ROLES & BOARD GOVERNANCE		
Discussion	RH confirmed that the only role in place currently, was LCD as the Safeguarding and Mental Health Trustee.		
	What	Who	When
Action	For Trustee lead roles to be set in line with the strategic plan and for a discussion to take place at the next Full Trust Board Meeting.	RH	Next Full Trust Board meeting– 30 th March 2023

AGENDA ITEM 10	TRUSTEE TRAINING REQUIRED/ATTENDED		
Discussion	RH confirmed that there were still some training requirements outstanding.		
	What	Who	When
Action	For all Trustees to be informed of individual training requirements and for all training to be completed.	RH/All Trustees	ASAP



AGENDA ITEM 11	SCHEME OF DELEGATION & TERMS OF REFERENCE
<p>Discussion</p>	<p>RH asked if the Terms of Reference were still fit for purpose. NB confirmed that an amendment had been made recently to the Finance Committee, for a limit on spending to be put in place. BL also confirmed that there was a new Pay Committee in place this academic year. A decision to take place with regards to the Strategy Committee within the agenda today.</p> <p>TH stated that there had always been a discussion around the Finance and Audit committee splitting and WBC suggested that the HR section was split to a separate committee at a further point</p> <p>NB confirmed that the long-term plan would be for the Senior Management Team to expand to cover all areas also.</p> <ol style="list-style-type: none"> 1. Trust Finance committee – It was agreed that these were still fit for purpose – with the aforementioned amendment 2. Trust Audit & Risk committee – In place for when a new committee is formed 3. Education Standards committee- It was agreed that these were still fit for purpose 4. Pay committee – It was agreed that these were still fit for purpose 5. Appeals – Exclusions/IRP – Complaints – Staff grievances/disciplinarys – It was agreed that these committees were put together as and when required 6. Local Governing Board Terms of Reference - It was agreed that these were still fit for purpose
<p>Decision</p>	<p>It was agreed that the Terms of References as listed above, were fit for purpose and that further committees would be reviewed once the Trust Board grew.</p>

AGENDA ITEM 12	SAFEGUARDING & MENTAL HEALTH
<p>Discussion:</p>	<ul style="list-style-type: none"> • Standing item to discuss any safeguarding/mental health/wellbeing current issues. LCD/HP to provide an update • Safeguarding and School Inspections (CH) • To confirm arrangements of Safeguarding training for governors in light of requirements of the new KCSiE from September. • For the results of the wellbeing survey to be shared and discussed. <p>LCD confirmed that in the Autumn terms she had met with all DSLs and Headteachers along with HP. Discussions had taken place regarding how the Headteachers were looking at whole school strategies for safeguarding, and wellbeing, as well as how these were monitored, evaluated, and discussed with LSBs. It had been agreed that templates and audit tools would be used. LCD confirmed that this was taking place, however it was very inconsistent throughout the schools.</p> <p>A meeting is due to take place on Tuesday to look at a full trust strategy, this is to include standardised models for how Headteachers were to feed back to LSB's. LCD confirmed that Fermain did have some concerns at the time of the visit, however this has improved with the support of HP.</p> <p>HP confirmed that the Skys audit is due to take place in January at all schools, all schools will be assessed on the same day, and the audit report would then be drafted.</p>



	<p>RH thanked LCD and HP for the hard work that has taken place in this area.</p> <p>RH invited questions to be raised? No further questions were raised.</p> <p>Wellbeing survey – LCD explained that she will be discussing this at the meeting on Tuesday and looking at a more open survey. She went on to explain that there have been some areas of concern especially at Fermain, which is quite clear from the survey, but this has been improving since the change in staffing.</p> <p>NB confirmed that he also wanted to discuss on Tuesday how to get the most out of an anonymous survey, BL agreed with this and felt that the meeting on Tuesday would be a good place to review this.</p> <p>RH stated that the most important aspect to him was what the Trust did with the results, so that the staff knew that issues highlighted were being dealt with.</p> <p>Q: TH stated that all of the other survey results seemed positive apart from Fermain., and asked for clarification if that had been due to the staffing issues?</p> <p>A: NB confirmed that this was true. He expressed a concern following the first survey which was the reason it had been recompleted. NB stated that there had been further concerns due to the absence of the management team, which was currently being worked on.</p> <p>HP confirmed that the safeguarding concerns that had been raised on the survey had been dealt with within a staff meeting immediately and she was working with the Headteachers to ensure there is more structure in place for feedback to the staff going forward.</p> <p>LCD suggested that a letter was drafted from the Trustees to show that they had listened to the feedback. RH stated he felt it would be more personal to speak to the staff directly, and to ask them to explain more about any areas for them which needed improvement. RH suggested that this was a focus for the visits after Christmas to talk to the staff regarding this.</p>
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	What	Who	When
Action	For a full trust strategy to be put in place with regards to Safeguarding and Wellbeing.	LCD/NB	ASAP
Action	For all Trustees to speak to staff within the schools, whilst on visits, regarding follow up from the staff survey.	All Trustees	January 2022

AGENDA ITEM 13	REVIEW OF STRATEGIC PLAN & THE STRATEGY COMMITTEE
Discussion	<p>RH confirmed that a long discussion took place at the Special Trustee meeting in September 2022 and as a result it had been placed on the agenda for a further discussion. RH confirmed that he had met with NB following the previous meeting to discuss the same.</p> <p>NB explained that the Strategy Committee had been set up as a more fluid committee as it was to discuss growth opportunities, new schools joining the Trust ect. He went on to explain that due to time limitations, these discussions may not always fit into the Full Trust Board schedule.</p>



	<p>NB went on to explain that when looking at the Strategy document, the committee met once per month, so that discussions could take place and an overview could be brought to the Full Trust Board.</p> <p>RH explained that it would be a Full Board decision, as to if going forward there is a separate Strategy Committee or more regular Full Trust Board meetings.</p> <p>CW explained that there were two different types of meetings, the regular scheduled ones and the adhoc meetings that needed to take place.</p> <p>BL stated that the same issues have discussed at the Strategy Committee and the Full Trust Board and feels that the Full Board needs to be the full drive for strategy as this is their remit and a Full Board decision.</p> <p>NB explained that some elements require Full Trust Board approval, however sometimes he requires further support from a smaller working team.</p> <p>BL stated that on occasions things have been discussed at the Strategy Committee meetings and doesn't feel that they are then covered fully at the Full Trust Board meeting and therefore there is less of an understanding. BL confirmed that for large strategic decisions the Full Board need to be present.</p> <p>Strategy Plan – Following the Special Trust Board a full discussion took place regarding the Strategy Plan, RH passed back all the comments to NB. The plan has now been amended and now shows that safeguarding and mental health underpins all areas, as well as highlighting the Trustees specific roles. It is on GVO, and RH invited all Trustees to review.</p> <p>RH confirmed that the Strategy Plan is now being used in all schools, and links in with all areas of the schools including staff performance and management meetings.</p> <p>Q: LCD asked for sight of the individual school SEFS?</p> <p>A: NB confirmed he would ensure that the SEFS are shared,</p>		
Decision	It was agreed for working parties (task and finish groups) to take place, co-ordinated by the Chair, and that the Strategy Committee meetings to be attended by all Trust Board meetings.		
	What	Who	When
Action	For the updated Strategy Plan to be viewed on GVO	All Trustees	ASAP
Action	For additional dates for Strategy Committee meetings to be confirmed, with the view of the Full Trust Board to attend.	NB/RH/SL	ASAP
Action	For a date for an additional Full Board meeting to take place in January 2023 to review the Strategy Plan	NB/RH/SL	ASAP
Action	NB to provide SL with school SEFs to share with all Trustees	NB/SL	ASAP



WB-C left the meeting.

AGENDA ITEM 14	BOARD GOVERNANCE
Discussion:	There were no updates to discuss

AGENDA ITEM 15	LINK TRUSTEES – REPORTS
Discussion:	<p>No link visits had taken place since the last meeting, apart from the safeguarding visits completed by LCD and covered in the safeguarding agenda item.</p> <p>RH confirmed that he had attended Axis for the official opening event which was a huge success.</p> <p>RH had also been into Cornerstones and Fermain. RH confirmed that Fermain felt more 'settled' following the recent staffing changes.</p>

AGENDA ITEM 16	CEO REPORT
Discussion:	<p>The report was on GVO and taken as read.</p> <p>NB invited any questions to be raised, in relation to the report. None were raised.</p> <p>NB gave an overview of the report:</p> <p>Finances – The Trust is in a really good financial position at the moment.</p> <p>Staffing – ES is currently 'Head of School' for the Fermain. The Headteachers position will be advertised at Easter for a September start. Whilst ES is currently doing the day-to-day role, HP is currently supporting her.</p> <p>Trust Growth – NB explained that they are trying to 'Grow their people' however, 4 of the 5 people who the Trust have highlighted to 'step up' have declined. This is currently being discussed and investigated.</p> <p>NB explained that within the Trustees' there was a lot of experience and invited the Trustees work with the leaders, on what it is to be a leader.</p> <p>Finance and Audit Committee – NB explained that enquires were being made into further premises for Fermain, which would enable the PAN to be increased. With regards to the Mill, the Trust must apply to the Secretary of the State, and therefore the proposal is that Cornerstone apply for this as they don't need permission. This would mean that in the interim, Cornerstone costs would be reduced in line to cover costs. NB stated that the Trustee's must agree this decision and invited any questions.</p> <p>Q: TH asked if there were any negatives to this proposal? A: NB confirmed that there would be further legal costs to change name, however the benefit would be that the premises could be opened quicker. Q: TH asked what would happen if the Secretary of State refused?</p>



	<p>A: NB confirmed that if this were to happen then it would stay under Cornerstone</p> <p>Q: TH stated that if this were to happen would Cornerstone then lease the premises to Yes Trust?</p> <p>A: NB confirmed that yes this was correct.</p> <p>NB confirmed that he had met with the Cornerstone Trustees who were happy with the proposal</p> <p>New Trustees – NB explained that there were three individuals who have been put forward for new potential Trustee roles, details of which will be placed on GVO for review.</p> <p>The Bridge – NB confirmed that this was still on pause due to the site concerns</p> <p>The Edge – Due to the focus on Fermain, and the wider work being completed on the LAB schools, this link has been placed on pause currently. NB confirmed that the Trust were still committed to working with them in the future but due to time and distance this has been hard</p> <p>Cornerstone - NB has proposed that if the Trust reintegrate 4 pupils per year this will assist the Government, by approximately £7k per year.</p> <p>He went on to explain that the Trust have been evicted from the property, there is a new site, and the lease has been signed today, which is in Sandbach</p> <p>Freeschool bids – NB would like to make three bids for AP's in: Shropshire North, Stoke and Crewe. NB is hopeful that they will be successful in two. He feels that the Stoke bid is the strongest one as there are currently no provisions there. He explained that the deadline for the bids is the end of January 2023, and he will need a task and finish group to support this.</p> <p>Q: CW asked how much work is involved in each bid and who completes this?</p> <p>A: NB confirmed this was himself, CH and HP. Each bid was approx. 110 pages, which covers strategy, curriculum. most of which was included in Trust policies, but some elements need to be specific per bid.</p> <p>RH confirmed that this was a way to ensure that the Trust grows at the rate that is right for them, with the projects that were right for the Trust.</p>		
Decision	<p>There was a unanimous decision for the Mill to be placed under Cornerstone until agreement is received from the Secretary of State.</p> <p>There was a unanimous decision for NB to complete the three bids, and for a working group with BL and CW to be arranged.</p>		
	What	Who	When
Action	For applications to be placed on GVO for review for potential new Trustees	RH/NB	ASAP
Action	NB to prepare the documents to apply for the three Freeschools	NB	End of January 2023

AGENDA ITEM 17	CEO PERFORMANCE REVIEW
Discussion:	To receive an update on the CEO performance review



	RH has spoken to CST and confirmed that the Trust wish to enlist their support. RH is currently awaiting a response to which professional would be working with the Trust
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AGENDA ITEM 18	REPORTS FROM COMMITTEES – Part 1 minutes
Discussion:	<ul style="list-style-type: none"> • Finance, HR and Premises Committee – 21st November 2022 • Education Standards Committee – 21st November 2022 <p>Draft minutes were on GVO and taken as read.</p> <p>NB wanted to state that the Education Standards Committee meeting was one of the best that had taken place.</p> <p>RH invited all Trustees to attend any Committee that they weren't assigned to.</p> <p>No further comments or questions were made in respect to these committees.</p>

AGENDA ITEM 19	INVESTMENT OPPORTUNITIES
Discussion:	<ul style="list-style-type: none"> • To discuss the costings for solar panels at Fermain/Axis - CH • To discuss short/medium term investment opportunities – CH <p>CH had provided details of potential investment opportunities, in his absence.</p> <p>Solar Panels – A proposal has been made for reserve funds to be used for solar panels to be placed at Axis and Fermain. The quotes were on GVO and taken as read. If agreed, then further quotes would be requested by CH.</p> <p>Short/Medium Term investments – RH confirmed that the policy states that the Trust must hold 3 months reserves. CH has looked at different investment opportunities from Lloyd's bank. CH has requested that monies are moved to different accounts within Lloyds to gain additional interest returns. NB confirmed that over the last two years the reserves haven't gone below £600,000 therefore there was money which is receiving little or no interest.</p> <p>TH stated that CH has been looking at the best accounts for this to be moved to, so that monies can be accessed for emergency usage. TH stated that Lloyds have two licences(insurance) for the £85,000 limit therefore double the amount could be invested.</p>
Decision	<p>There was a unanimous decision in support for the proposal of the reserve funds being used for solar panels to be fitted at Axis/Fermain.</p> <p>There was a unanimous decision in support for the proposal for CH to make short/medium term investments with Lloyd's bank.</p>

AGENDA ITEM 20	HEALTH & SAFETY
Decision	There was nothing new to note in terms of Health & Safety.



AGENDA ITEM 21	GDPR
Decision	There was nothing new to note in terms of GDPR.

AGENDA ITEM 22	POLICIES AND PROCEDURES
Discussion:	<p>RH confirmed that there were two new policies on GVO: Probationary Policy and Menopause Policy. RH confirmed that these policies didn't need approval from the Trustees, they were to be noted.</p> <p>RH went on to confirm that there was a calendar on GVO, for the policy review schedule, reminders will also be sent to assist Trustees.</p>


AGENDA ITEM 23	THE MILL
Discussion:	<p>Discussed previously within the meeting.</p> <p>NB has asked for a rent-free period to make some minor changes and to allow insurance to be put in place.</p>

AGENDA ITEM 24	SUCCESSSES & CELEBRATIONS
	<p>The following was noted:</p> <ul style="list-style-type: none"> • Staff Survey – A fantastic result for Cornerstone and the team • The successful launch of Keystone – the Trust thanked BL, AB and the team for their continued hard work. Despite it being a temporary site, it is a fantastic location. The children are settling in well. • The formal opening of Axis – this was a fantastic day and the Trust wanted to thank the team for their dedication • Fermain Outcomes – These have been really good, despite coming out of the pandemic. 50% were in the top 10% nationally for the sector. They were achieving pre pandemic levels post pandemic. NB stated that he understood that there have been issues at the Fermain but this shows how amazing the team have been doing and the teaching and learning that is taking place despite the lack of leadership.

AGENDA ITEM 25	DATE OF NEXT MEETING/S
Discussion:	<ul style="list-style-type: none"> • 30th March 2023 @ 1pm, Axis (visit to Cornerstone on this day) • 13th July 2023 @ 1pm. Axis

The meeting closed at 3.30pm

*For the purposes of these minutes ES is Emma Sandbach.

DocuSigned by:

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21-Apr-2023