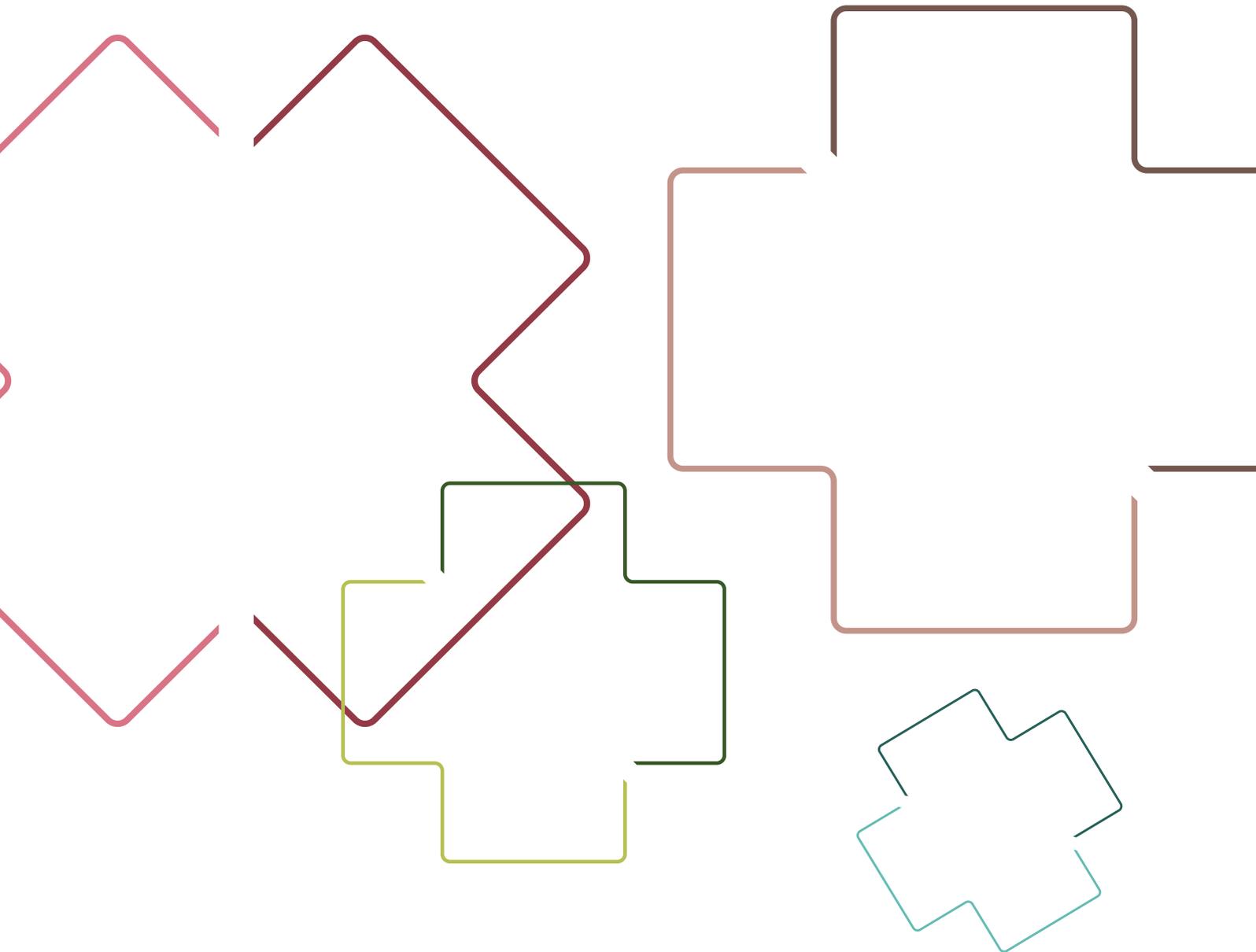


# Sustainable Health and Care



Delegate guide  
2018

**centrica**

# HELLO & WELCOME



Thank you for joining us at today's first Sustainable Health and Care Forum. I am delighted to be here today with so many brilliant examples of the work that is helping to develop a sustainable health and care system, now and in the future.

We have seen environmental issues rise rapidly up the news agenda and in the minds of the public. Efforts to reduce single-use plastics and cut air pollution are becoming common. The recent Green Great Britain Week and publications from the United Nations and the Intergovernmental Panel on Climate Change are evidence of the pressing need to act on environmental issues.

But the ten-year anniversary of the Climate Change Act also reminds me that many of us have been working on this agenda for some time - while we recognise that significant progress has been made we still have much to do. I hope the learning from today will support you all in your work – whether you are the beginning of a journey in sustainable health or if you have been 'living and breathing' the challenge for some time.

Today I am fortunate to share a platform with some of the leading lights in sustainable health – from the 'traditional' areas of energy, waste and carbon reduction and branching out into areas like social prescribing, combating isolation and supporting local growth.

New and pioneering ways of treating ill health are being developed all the time, from innovation in procurement, to new digital technologies, to finding alternative materials. The system is beginning to promote healthy lifestyles rather than simply treat illness. It's these methods, programmes and projects that will help us face the challenges that lie ahead.

I hope you all enjoy today's event, learn from the speakers, case studies and workshops – and of course share your ideas, experiences and knowledge with the colleagues alongside you.

Importantly please let us know you think. How can we develop this campaign to support you and your work? As we move forward with our priorities of carbon, air pollution, waste and plastics, it is very important we are supporting you in the best way we can – so please do take the time to leave your feedback using the sheets available at the end of the day or via the post-event survey you will receive.

Please talk to me, my SDU colleagues and NHS Employers staff who are here to help you get the very most out of the day and the Sustainable Health and Care Campaign going forward.

Thank you

**Sonia Roschnik**  
**Director of the Sustainable Development Unit**

# PROGRAMME

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## MORNING SESSION

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- 9:45 am** Registration, refreshments and networking
- 10:15** **Chair's introduction: Sonia Roschnik, Director of the Sustainable Development Unit**
- 10:20** **Morning plenary**
- 10:20-10:40** **Fiona Daly, Sustainability Lead, NHS Improvement**  
Supporting resource efficiency, delivering financial and environmental value.
- 10:40-11:00** **Andrew Flett, Head of CSR, NHS Property Services**  
Bricks, mortar and more: the NHS Property Services portfolio and the new CSR strategy.
- 11:00-11:20** **David Rhodes, Director of Environmental Public Health, PHE**  
Environment, sustainability and public health.
- 11:20-11:40** **Q&A with panel**
- 11.45** **Workshop session 1 (delegates choose 1 of 4)**
- 1. Centrica – Tony Orton, Head of Business Development (Healthcare) and Phil Bryant, Corporate Sales Manager:** Powering the future of healthcare: how better energy procurement and new energy technologies can help the NHS reduce costs, build resilience and cut carbon.
  - 2. Guy's and St Thomas' NHS Foundation Trust and Essentia - Alexandra Hammond, Director:** Guaranteed savings for LED Lighting and Battery Storage projects.
  - 3. NHS Digital and Defra - Ben Tongue and Adam Turner:** Where sustainability meets digital transformation.
  - 4. NHS Confederation, Michael Wood, Local Growth Advisor:** Engaging with your local economy.
- 12:45 pm** **Lunch, exhibition space and case study hub**
- 13:00** **Emma Spencelayh, Senior Policy Advisor, The Health Foundation.**  
Progress on the UN sustainable development goals
- 13:15** **Harriet Dean-Orange, Senior theatres staff nurse, Brighton and Sussex University Hospitals NHS Trust.**  
Making the operating theatre more sustainable
- 13:30** **Claire Igoe, Acting Head of Environmental Sustainability, Manchester University NHS Foundation Trust.**  
Tackling air pollution to save money and improve health

# PROGRAMME

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## AFTERNOON SESSION

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- 13:45 pm**      **Workshop session 2 (delegates choose 1 of 4)**
- 1. Health Finance Managers Association (HFMA) - Mitzi Wyman and Vincent Neate:**  
Integrated Reporting Framework - Introduction to the IR framework and how integrated thinking can add value to the NHS.
  - 2. Department of Business, Energy and Industrial Strategy – John Fitzpatrick:**  
Energy efficiency in the public sector.
  - 3. NurSus - Janet Kelsey, Faculty of Health and Human Sciences and Sarah Howes, Plymouth University:** Innovative teaching and learning approaches - applying sustainability in a clinical setting.
  - 4. University of Sussex - Dr Sarah Royston, Research Fellow, DEMAND centre:**  
Beyond efficiency: Mainstreaming energy demand reduction in health and care organisations
- 14:45**            Refreshments and networking
- 15:05**            **Afternoon plenary**
- Chair: Martin Reeves, Coventry City Council CEO and Chair of the Cross-System Group for Sustainable Health.**  
Introductions to the afternoon session
- 15:15-15:35**      **Jan Sobieraj, Chief Executive, United Lincolnshire Hospitals and Chair National Centre for Rural Health and Care in Lincoln**  
Sustaining health and care in rural settings.
- 15:35-15:55**      **Pam Warhurst, Incredible Edible**  
Growing a new normal - connecting communities through the power of food.
- 15.55-16.25**      **Kim Leadbetter, The Jo Cox Foundation**  
How connected communities are self-sustaining and have better health outcomes. The Great Get Together and Loneliness Commission as a framework for building the resilience of a community.
- 16:25**            **Keynote address by Noel Gordon, chair NHS Digital and Non-Exec Director for NHS England.**
- 16:50**            Reflections, round-up and closing remark – Conference chair
- 17:00**            **Close of conference**

# SPEAKER PROFILES



## **Sonia Roschnik**

Sonia has worked in health and social care for the past 30 years as a clinician, in senior hospital management and in sustainability. Sonia worked for the SDU from 2008 to 2016 and before coming back as Director, was based in Abu Dhabi as a freelance sustainable health advisor whilst completing a Masters degree in Systems Thinking.



## **Fiona Daly**

As National Sustainability and EFM Workforce Lead for NHS Improvement, Fiona is tasked with leading the national programme on Sustainability within the provider sector, driving innovation and engagement; providing NHS trusts with critical support to implement their sustainability and programmes and developing the national strategy for the future estates and facilities workforce.

Fiona has 16 years' experience of working in Estates and Facilities Management is passionate about reducing health and social inequalities, establishing an estate that supports the transition to sustainable models of care throughout the NHS. She is focused on driving the delivery of a healthy, resilient healthcare estate; tackling organisational leadership, investment in the built environment and developing the skills and capacity of the current and future NHS workforce.



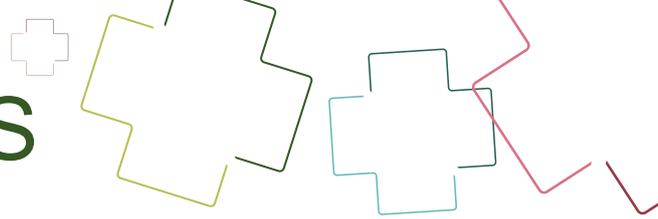
## **Andrew Flett**

Andrew is responsible for delivering a national CSR programme focusing on the preventative health agenda, the expansion of Social Prescribing, better support for unpaid carers and improving social inclusion and resilience in later life. Andrew was previously Sustainability Director at Queen Mary University of London; Group Head of Sustainability at consultancy firm WSP and Global Head of Environmental Sustainability & Climate Change at Barclays.

He has spoken at over 40 national and international conferences on CSR, ethics, reputation management and climate change and has appeared in major publications and TV programmes.

He is an Advanced Certified Sustainability Practitioner, Lead Environmental Risk and Systems Assessor and an alumnus of the University of Cambridge Programme for Sustainability Leadership. Andrew is also a Director at LASA, one of the UK's leading social welfare, legal advice and technology charities.

# SPEAKER PROFILES



## **Dr David Rhodes – Director of Environmental Public Health**

David was appointed as Public Health England's Director of Environmental Public Health in 2017, with responsibility for the Centre for Radiation, Chemical, and Environmental Hazards and PHE's broader environmental public health strategy.

David gained his PhD from the Queen's University of Belfast before spending several years in academic and industrial research at Washington State University and ICI. He was responsible for R&D targeting and North American technology licensing for Zeneca Agrochemicals, and subsequently led various strategic marketing programmes for Syngenta.

David was awarded the MBA Prize by Henley Business School for his work on valuation of intellectual property.



## **Andrew Donald**



Andrew has a wealth of experience across a variety of sectors which has given him a unique and invaluable insight into the way different businesses operate and their particular pressures, drivers and goals. The industries Andrew has worked in include energy, telecommunications, IT, manufacturing, and the sporting and financial sectors. He has also worked with complex, committee based public sector organisations.

Andrew utilises this breadth of knowledge and experience to assess the specific energy needs of our customers and specialises in working with UK businesses and other large energy users to help them reduce their energy costs, improve security and consistency of supply, lower carbon emissions and open new revenue streams.

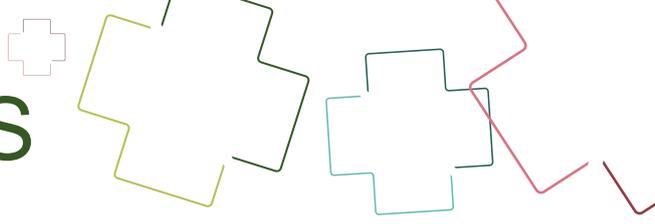


## **Phil Bryant**



Phil can draw upon 18 years of experience working within the energy industry and working with large energy consumers. His passion is all-round delivery of excellence to customers through business development, sales and customer care. Phil has been instrumental in successfully negotiating energy contracts with large public and private sector customers, with specific expertise in the areas of energy supply products, metering and data services plus longer term energy purchasing options and providing added value services to customers.

# SPEAKER PROFILES



## **Alexandra Hammond**

Alexandra is a leader in sustainable healthcare, and over the past nine years, has led the development, implementation and continuous improvement of the award-winning sustainability programme at Guy's and St Thomas' NHS Foundation Trust.

Alexandra has facilitated several large-scale energy, cost and carbon saving EPCs across the UK and established Essentia as a leader in professional energy services procurement. Essentia's new lighting and battery storage frameworks offer a unique opportunity to speed implementation and deliver guaranteed savings.

Alexandra holds a Master's from Edinburgh University, graduated from Boston College (Hons), and was lead environmental advisor for an international hotel group.



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## **Ben Tongue**

Ben is a sustainability professional with 15 years experience. He was Environmental Manager working in estate management at the University of Bradford delivering best practice around BREEAM outstanding buildings, ISO14001 2015, 50 per cent carbon footprint reductions and a large scale edible campus.

He studied on the PGCert for Circular Economy at the university before moving to a new and exciting post as Sustainability Manager with NHS Digital. Core work now includes developing best practice guidance for greening ICT and tech and embedding it within the Health and Social Care system.



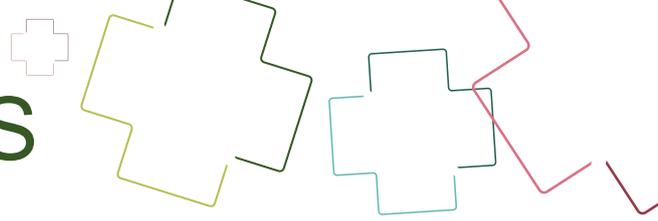
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## **Adam Turner**

Adam is currently the lead for sustainable technology within the Department for Environment, Food and Rural Affairs and chair of the Pan-Government Green ICT Delivery Unit (GDU) which providing cross-Whitehall reporting on the sustainable ICT agenda. Adam is a chartered environmentalist through the Society of Environment and Institute of Environmental Management and Assessment and a Masters in Ecological Impact Assessment. Adam also works as a consultant ecologist conducting bat, bird, newt and flora surveys. His career has been wide and varied including spells as a physio assistant and hospital porter in the NHS.



# SPEAKER PROFILES



## **Michael Wood**

Michael Wood has worked as the NHS local growth advisor at the NHS Confederation since November 2015.

For part of this period, he combined this role with the post of Deputy Local Growth Consultant for the Higher Education Funding Council for England. Prior to this he was a senior European policy manager at the NHS European Office.

Michael has extensive experience both within and outside the health sector. As NHS local growth advisor, Michael is often approached by partner organisations such as local and combined authorities, local enterprise partnerships, universities, further education providers and the voluntary and community social enterprise sector, to discuss closer working with the NHS.



## **Mitzi Wyman**

A solicitor by background, Mitzi Wyman's passion is working with boards and senior teams, helping them to think holistically about their strategy and plans, generate fresh thinking and enhanced performance for the long term. Her work is informed by her wide experience across the NHS and beyond, having been a senior consultant with the Kings Fund, a NED in the NHS and an ambassador with the International Integrated Reporting Council, a global coalition transforming the way organisations do business. Mitzi is also founder of Fulcrumleaders.com, a network for influencers across health, social care, the arts and business.



## **Vincent Neate**

Vincent Neate is a Chartered Accountant whose career includes twenty years at KPMG where he was a partner and head of its Sustainability Consulting practice. Since retiring from KPMG, Vincent has pursued his passion for responsible business and social enterprise. A trained mediator and NLP practitioner, he believes passionately in the value to be unearthed in relationships, not just for ourselves, but for our communities, our enterprises and the wider world. He believes integrated thinking and reporting, supported by exceptional stakeholder relationships, should be a first step, whatever your ambitions.



# SPEAKER PROFILES



## **John Fitzpatrick**

With a decade of experience in the public sector, John represents the Department for Business, Energy and Industrial Strategy (BEIS). With experience as an Assistant Headteacher and Director of a Teaching School, John has had the pleasure of teaching and inspiring thousands of students.

Now working in the Public Sector Energy Efficiency Policy team, John is leading on developing policy related to increasing energy efficiency across central government and the wider public sector in order to deliver the Government's ambition as set out in the Clean Growth Strategy.



## **Sarah Howes**

Sarah Howes is a lecturer in mental health nursing at Plymouth University who has expertise in the clinical and educational delivery of evidence based well-being interventions within nature. She has collaborated on research projects exploring the impact of green and blue space within nurse education, and more recently the use of green prescribing within Dartmoor and Exmoor National Parks.

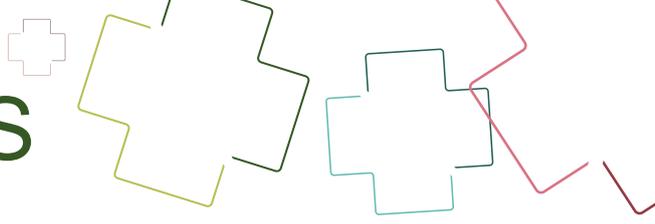
Sarah developed resources for the award winning NurSuS project ([www.nursus.eu](http://www.nursus.eu)), working closely with colleagues, students and alumni to enhance the delivery of sustainability competencies within nursing education and practice.



## **Janet Kelsey**

Janet is Associate Professor in child health nursing the University of Plymouth. She has collaborated on research projects exploring the knowledge of nurses on the environmental health of children and the development of the NurSuS resources for the award winning NurSuS project ([www.nursus.eu](http://www.nursus.eu)), working closely with colleagues, students and alumni to embed the delivery of sustainability competencies within nursing education and practice. Janet has developed simulated learning scenarios for use in Child Health Nursing, authored texts on children's nursing and presented at national and international conferences.

# SPEAKER PROFILES



## **Sarah Royston**

Dr Sarah Royston is a researcher within the DEMAND centre (Dynamics of Energy, Mobility and Demand) at the University of Sussex, and is currently investigating changing energy demand in the health sector. She holds a PhD in Social Policy (University of York) and has a strong interest in applying social science research to sustainability policy and practice. She has previously worked for the Association for the Conservation of Energy, Keele University and the Parliamentary Office of Science and Technology.



## **Martin Reeves**

Martin has been chief executive of Coventry City Council since April 2009 and was chief executive and the head of paid service of the West Midlands Combined Authority March 2016 to September 2017.

Martin spent much of his early career as a lecturer and researcher and has a PhD in applied economics.

He is a governor on the Board at Coventry University; is the first Honorary President of LARIA (Local Authorities Research and Intelligence Association) and on the board of the Centre for Cities.

In 2018 Martin was once again included in the top 50 of the Local Government Chronicle's list of most influential people in local government.



## **Jan Sobeiraj**

Jan is chief executive of United Lincolnshire Hospitals NHS Trust. He joined the Trust from the NHS Leadership Academy and has over 27 years' experience in the NHS of which 21 years have been at chief executive level for various organisations including a hospital foundation trust and a commissioner.

He was seconded from the NHS to the Department of Health in 2010 as Director of Leadership and then became Managing Director for NHS and Social Care Workforce at the Department of Health.

He has a broad spectrum of experience from all areas of the NHS and at policy and strategy levels.

# SPEAKER PROFILES



## **Pam Warhurst**

Pam cofounded Incredible Edible, an initiative begun in Northern England dedicated to growing food locally by planting on unused land throughout the community, she called it propaganda gardening.

Pam Warhurst CBE has been an activist and advisor for over 40 years. She has been involved in local politics and national policy as the Chair of the Board of the Forestry Commission, which advises on and implements forestry policy in Great Britain.

Today Pam chairs the Incredible Edible Network, supporting and amplifying the work of groups around the UK, she also chairs Pennine Prospects which works with local authorities, government agencies, businesses, voluntary organisations and the local community to deliver a range of initiatives.



## **Kim Leadbeater**

Kim Leadbeater is an ambassador for the Jo Cox Foundation which was set up after the murder of her sister, Jo Cox MP, on June 16, 2016. She chairs the West Yorkshire 'More In Common' volunteer group and is spokesperson for The Great Get Together, an annual weekend of community events across the UK held in June, on what would have been Jo's birthday.

Kim is a fitness professional with a passion for holistic wellbeing, but since Jo's murder she has devoted much of her time to creating a positive legacy for her sister. Through her work in Yorkshire and across the UK, she champions the importance of strong communities, inspired by Jo's words in parliament when she said: "we have far more in common than that which divides us."



## **Noel Gordon**

Noel chairs the NHS Digital Board, as well as our Investment Committee and our Talent, Remuneration and Management Committee (TRaMCo). He is a non-executive director of NHS England, chair of NHS England's Specialised Commissioning Committee and chair of the Healthcare UK Advisory Board. He also serves as a non-executive director of the Payments Systems Regulator, a member of council of the University of Warwick, a member of the development board of Age UK and chair of the board of trustees of UserVoice.org. He was formerly a member of the Life Sciences Industrial Strategy Board and the Accelerated Access Review.

Previously an economist and a banker, Noel spent most of his career in consultancy. He was Global Managing Director of Banking Industry Practice at Accenture between 1996 and 2012. He has extensive practical experience of driving fundamental innovations in transforming industries and of big data, analytics, mobile and digital technologies.

# MEET OUR EXHIBITORS AND SUPPORTERS

## centrica

### Stand 4

Centrica plc is an international energy and services company. Our purpose is to provide energy and services to satisfy the changing needs of our customers.

Our two global divisions, Centrica Consumer and Centrica Business, supply energy and energy-related services to over 26 million customer accounts in the UK, Ireland and North America, through strong brands such as British Gas, Direct Energy and Bord Gáis Energy. They do this with the support of 12,000 engineers and technicians.

In the UK, we supply energy to more than 400,000 businesses under the British Gas brand and have supported more than 5,000 customer sites globally with distributed energy and power technologies under the Centrica Business Solutions brand.

We have partnered with more than 200 British healthcare providers to deliver distributed energy solutions and energy supply. Our recent research has demonstrated that distributed energy solutions could save the NHS at least £130 million a year.

#### Tony Orton

Head of Business Development - Healthcare

#### Phil Bryant

Corporate Sales manager

Millstream, Maidenhead Road,  
Windsor, SL4 5GD

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**Email:** [tony.orton@centrica.com](mailto:tony.orton@centrica.com)

[phil.bryant@britishgas.co.uk](mailto:phil.bryant@britishgas.co.uk)

**Twitter:** @centricapl



### Stand 3

With decades of experience and the confidence to guarantee our work, we are the trusted experts in Energy Service Contracts (ESCOs) and the more specialist Energy Performance Contracts (EPCs). We save you money and help you reach energy efficiency targets. That's our business.

At Ylem, we custom-build innovative solutions and give you a personalised service. To help you reduce costs, we survey, design, install, fund, commission, operate and maintain services, all under one agreement. We specialise in community/district heating, renewables, de-steam and energy-saving measures. We are your long-term partner on any size project.

#### Richard Greaves

Executive Director

Edison House, 2 Daniel Adamson Road,  
Salford M50 1DT

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**Web:** [www.ylemepc.com](http://www.ylemepc.com)

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**LinkedIn:** [www.linkedin.com/ylemepc.com](http://www.linkedin.com/ylemepc.com)

# MEET OUR EXHIBITORS AND SUPPORTERS



## Stand 1

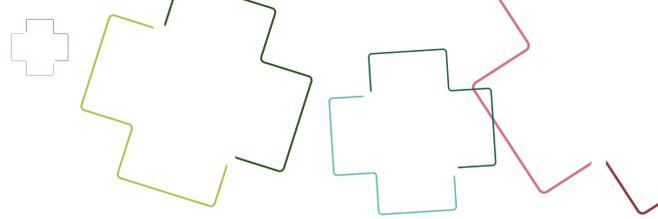
Salix Finance is a not for profit, government funded company dedicated to delivering interest-free loans for energy efficiency projects across the public sector.

Salix Finance provides NHS Trusts and Foundations Trusts with 100% interest-free loans to support the installation of energy efficient technologies. Since 2007, Salix Finance has provided £71 million for 589 projects across 63 Trusts and Foundation Trusts savings over £19m per year and £290m over the lifetime of the projects. Salix are continuing to work with new and existing clients and are keen to work strategically with organisations as they develop and deliver on their sustainable development management plans. Visit the Salix Finance stand to discuss opportunities for NHS Trusts and Foundation Trusts to drive down energy costs by implementing cost neutral energy efficiency projects.

**Hannah Taylor**  
Programme Manager

75 King William Street,  
London, EC4N 7BE

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**Email:** [nhs@salixfinance.co.uk](mailto:nhs@salixfinance.co.uk)  
**Twitter:** @SalixFinance



## Stand 5

SharpSMART Ltd are defining the future for the safe management of healthcare waste. Our lifework was born 10 years ago out of a passion for minimising the risk inflicted on healthcare professionals from unsafe waste handling.

From peer-reviewed, safety-engineered sharps containers to comprehensive waste collections, each of our solutions has been specifically engineered to help your healthcare facility exceed its goals in the critical areas of Safety, Sustainability, Efficiency, Compliance and Education.

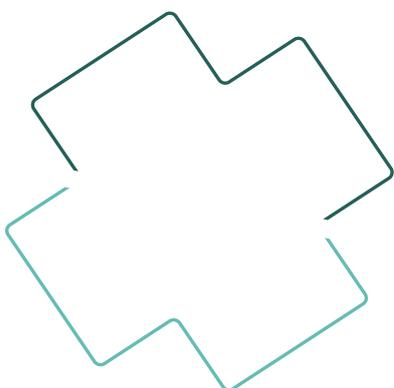
Our core product, the reusable sharps container is clinically proven to reduce sharps injuries and eliminate over 32% of sharps waste. It has helped facilities across the UK to reduce sharps injuries by a minimum of 25% in year 1, decrease CO2 emissions by 91%, stay compliant and reduce procurement and disposal costs.

All our solutions are benchmarked to achieve the highest degree of ecological sustainability. As a business, we are committed to minimising the environmental burden of healthcare-generated waste.

**Daniel Roper**  
International Sales and Marketing Manager

Unit 44, Enterprise City,  
Meadowfield Avenue, Spennymoor, DL16 6JF

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**Twitter:** @SharpSMARTUK



# MEET OUR EXHIBITORS AND SUPPORTERS



## Stand 7

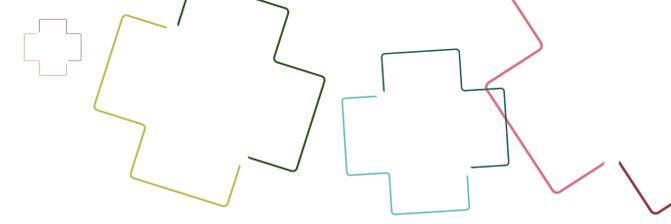
The South Region Sustainability & Health Network (SRSHN) links and supports colleagues working in health and care with the aim of supporting transformation to a sustainable, resilient system. Established in 2014 by Caroline Jessel, NHS England, and Graham Bickler, Public Health England, SRSHN is currently led by: James Mapstone, Public Health England and James Thallon, NHS England, supported by Vivienne Stevens. SRSHN has nearly 500 members across the South and many more newsletter readers and Twitter followers across the country and beyond. SRSHN was the first network to establish a Sustainability & Health Ambassador programme, which recruited and trained 20 volunteer Ambassadors. Many of SRSHN's members are actively engaged in sustainability projects, such as the drive to reduce the NHS's reliance on single use plastic.

### Vivienne Stevens

**Email:** [viviennestevens@nhs.net](mailto:viviennestevens@nhs.net)

**Web:** [www.sduhealth.org.uk/southnetwork](http://www.sduhealth.org.uk/southnetwork)

**Twitter:** @SouthRSHN



## Stand 2

The Centre for Sustainable Healthcare (CSH) works with partners to engage healthcare professionals, patients and the wider community in understanding the connections between health and environment, and to reduce healthcare's resource footprint. Our range of programmes seeks to inspire healthcare professionals to develop sustainable models of care. In our Green Ward programme, CSH staff work directly with ward and unit teams to develop, run and measure their sustainability projects to deliver savings both for their service and for the Trust.

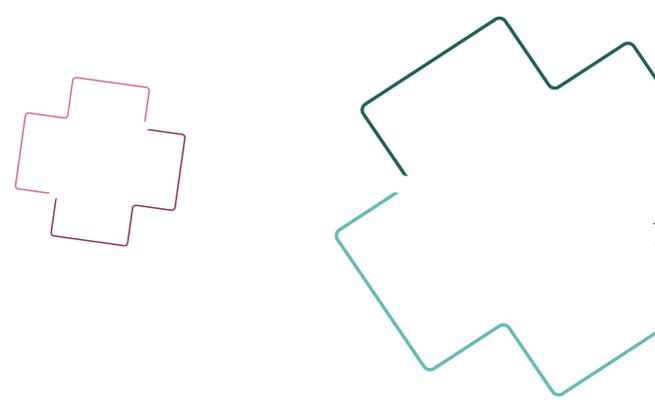
Other programmes focus on and engage with clinical specialties (including kidney medicine, surgery, anaesthetics, occupational therapy, psychiatry and dentistry) and health professions education. We also run the NHS Forest which works with healthcare professionals and organisations to make their green spaces available to local communities, patients and staff.

### Frances Mortimer

**Email:** [info@sustainablehealthcare.org.uk](mailto:info@sustainablehealthcare.org.uk)

**Web:** [www.sustainablehealthcare.org.uk](http://www.sustainablehealthcare.org.uk)

**Twitter:** @sushealthcare



# MEET OUR EXHIBITORS AND SUPPORTERS



Public Health  
England

## Stand 8

The Sustainability and Health Network for Northern England has been created to help NHS organisations, Public Health England Centres and public health teams in local authorities support the implementation of the national Sustainable Development Strategy for the NHS, Public Health and social care.

The vision of the network is a sustainable health and care system that works within the available environmental and social resources to protect and improve health now and for future generations.

### Mike Gent

**Email:** [Mike.gent@phe.gov.uk](mailto:Mike.gent@phe.gov.uk)

**Web:** [www.sduhealth.org.uk/northnetwork](http://www.sduhealth.org.uk/northnetwork)



## Stand 6

Sustainability West Midlands were established in 2002 and are the sustainability adviser for leaders of the West Midlands. We're a not-for-profit membership organisation working with the private, public and third sectors. Our role is to act as a catalyst for change.

Our stakeholders like our independence, our role as a hub of cross-sector good practice networks, and our drive to deliver a clear vision to create a better West Midlands.

We support organisations on an individual basis to ensure that sustainability is embedded into their vision and operations, and that they get the recognition they deserve for this.

### Anna Bright

Chief Executive

Lockside, 5 Scotland Street,  
Birmingham, B1 2RR

**Tel:** 0121 237 5890

**Email:** [enquiries@swm.org.uk](mailto:enquiries@swm.org.uk)

**Web:** [www.sustainabilitywestmidlands.org.uk](http://www.sustainabilitywestmidlands.org.uk)

**Twitter:** @SWMtweet

# FLOOR PLAN

## 1882 Club

