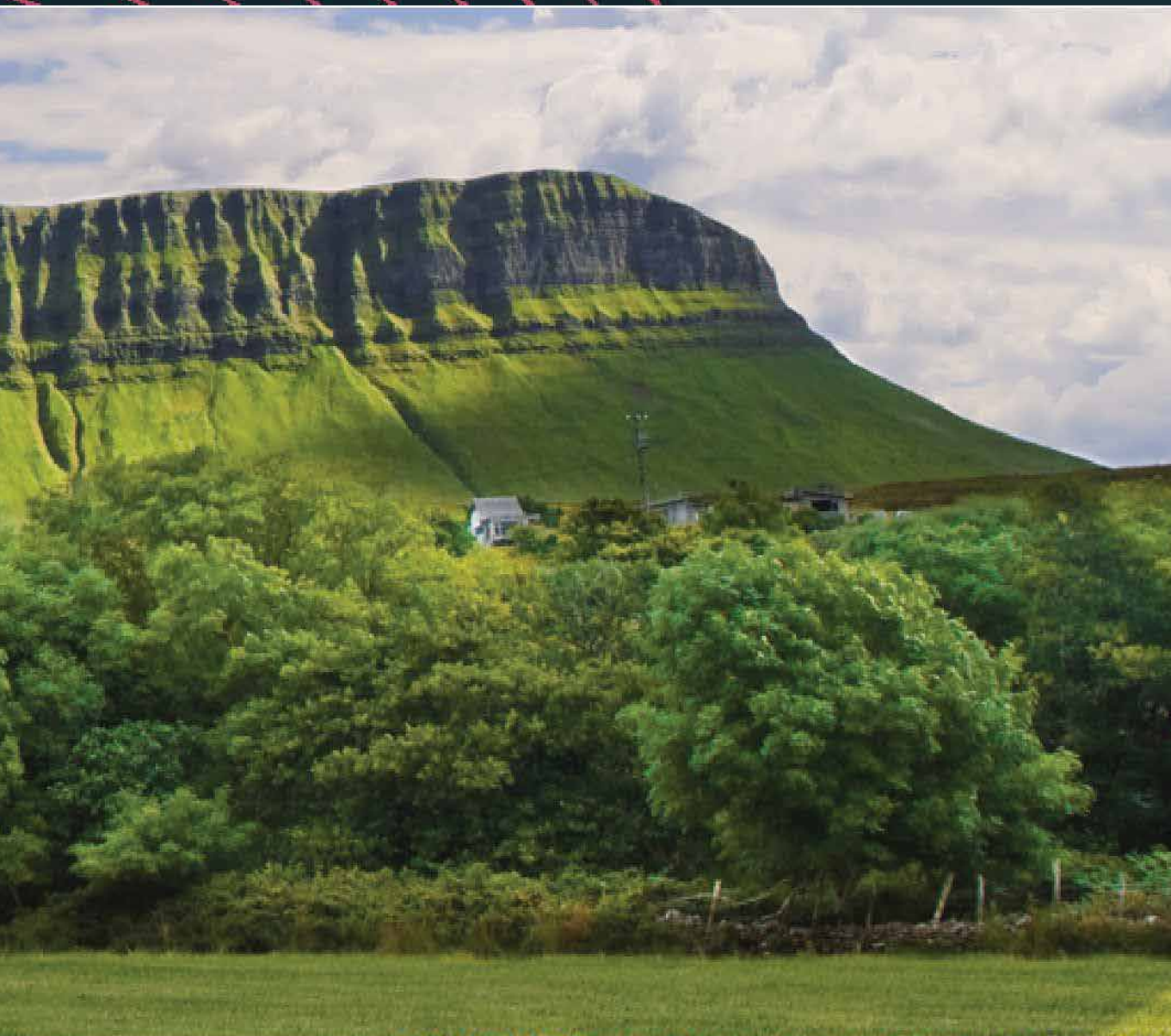


Strategic Plan 2025-2030

RESEARCH & EDUCATION FOUNDATION



In the Pursuit of Excellence



RESEARCH & EDUCATION FOUNDATION



Sligo University Hospital

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Our Vision

The Research & Education Foundation is dedicated to the improvement of health and healthcare delivery by supporting the development of a culture of research and education at Sligo University Hospital and in the community served by SUH.



1. Foreword



I am delighted to introduce the new Research & Education Foundation (REF) Strategic Plan for 2025 - 2030. This plan builds on 30 years of work by the Foundation to support and advance multidisciplinary health education and research at Sligo University Hospital (SUH) within the local community healthcare setting. Over this period, the REF has funded the establishment of the library, organised an annual research conference that brings national and international speakers to SUH to share knowledge and expertise, supported new research, provided a platform for sharing research locally, and facilitated the development of collaborative research between academic and health professionals.

The REF is a registered charity managed by an executive officer under the guidance of a voluntary board. Board members include health service providers, administrators, and health academics from both local and cross-border institutions - all individuals who are passionate about supporting and developing research and education locally. Together, they share a vision of enhancing local and national healthcare while creating opportunities for learning and collaboration in health research, a vision that is reflected throughout this strategic plan.

Uniquely positioned as an organisation associated with SUH yet independent from the HSE, the REF serves as a bridge between local multidisciplinary healthcare providers and academic institutions. Between 2019 and 2023, the REF worked closely with SUH and Saolta to fund and expand research and educational initiatives. Looking ahead, this strategic plan outlines our commitment to further collaboration and development with the newly established HSE WNW Regional Health Authority. The REF also aims to formalise relationships with additional health and academic organisations to create a collaborative network that fosters local growth and innovation.

The REF is funded through a variety of sources, including donor contributions, grants, sponsorships, and service-based support. As part of the strategic plan, we are focusing on maintaining and increasing our revenue to support ongoing activities and to enable new initiatives, such as establishing a research register and appointing a Research Liaison Officer to advance research and education efforts.

The previous strategic period included major developments and challenges, notably the COVID-19 pandemic, all of which have informed the objectives of this new plan. The five pillars established in the previous plan have proven effective in guiding the Foundation's growth, so we have retained them as the framework for the coming period.

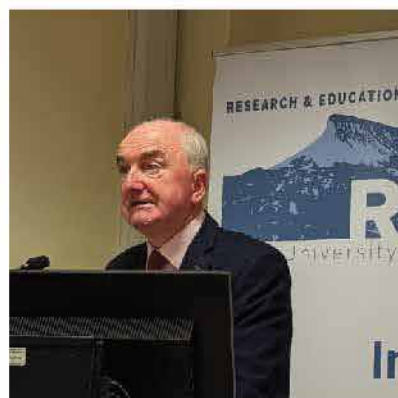
In summary, this plan:

- Declares our Vision, Mission, and Values
- Identifies our key priorities and goals
- Outlines milestones and methods to achieve our targets

This plan is a bold declaration of intent by the Foundation. We are confident that with the support of our partners and stakeholders, we will achieve our goals, significantly enhancing health education and research within our community. In doing so, we hope to contribute to a growth in reputation and healthcare provision in SUH and within the HSE WNW Health Region.

A handwritten signature in blue ink, reading "Chris O'Malley".

Dr. Chris O'Malley, PhD, Chairperson
On behalf of the Board



2. Introduction & Context

2.1 The Research & Education Foundation

The Research & Education Foundation (REF) at Sligo University Hospital (SUH) was established in 1991 as a registered charity dedicated to advancing training, education, and research in healthcare for SUH and its catchment area. The Foundation is governed by a Board consisting of SUH staff members and community representatives, all of whom serve on a voluntary basis. The Board is fully committed to supporting:

- **Inter-disciplinary education, training, and research that will have a positive impact at the local, regional, and national levels.**
- **Multi-disciplinary excellence across medical sciences, mathematical and physical sciences, life sciences, social sciences, and the humanities.**

The REF works in close partnership with SUH, complementing the hospital's primary focus on healthcare delivery by providing a vehicle for research governance and by supporting education and training initiatives. Since its inception, the Foundation has demonstrated unwavering commitment to fostering a robust environment for healthcare research and education. The benefits of this symbiotic relationship between SUH and the REF include:

- **Innovation and Improvement:** Developing and sustaining enhanced service quality and delivery.
- **Attraction and Retention of Talent:** Helping to attract and retain high-quality staff.
- **Funding Opportunities:** Serving as a platform to secure funding for research and educational initiatives.
- **Support for Continuing Professional Development (CPD):** Providing ongoing professional development opportunities for healthcare staff.
- **Commitment to High-Quality Research and Education:** Fostering and supporting valuable research and education projects.
- **Enhanced Community Reputation:** Strengthening the hospital's standing and trust within the community.
- **Flexibility in Service Provision:** Research into alternatives and adaptable approaches in service delivery.

Together, SUH and the REF continue to build a strong foundation that supports a thriving healthcare environment in Sligo, dedicated to innovation, quality, and community impact.

2.2 Key Achievements Strategic Plan 2019-2023

The strategic plan 2019 to 2023 was an ambitious document developed by the board in 2019 under the guidance of chairperson Pat Timpson. Significant work was carried out by the executive officer and the board under his leadership and that of subsequent chairperson Dr. Anna Cleminson and Dr. Chris O'Malley, PhD. This progress has directly resulted increased support for research and clinical audit in SUH and stronger alliances and collaboration between HCP' and academics.

Below are some highlighted key achievements summarised under the five strategic pillars that shaped the plan.

Collaboration and Alliances:

Between 2019 and 2023 there has been growth in academic research collaboration between the ATU and GUH facilitated by:

- REF organisation of a series of large academic and HCP's meetings. (Attendance of 50+ people)
- A grant awarded to the REF from Saolta to develop a process model to enhance academic collaboration between local tertiary academic institutions and HCP's and latterly to develop the post of a Research Liaison Officer role and a research register for SUH.
- Meetings between the REF and Clinical Research and Development Office (CRDO), Galway.

Programmes: Research, Education and Innovation

Seed Grants:

- Awarded grants annually, supporting the development of health research and innovation.
- Enhanced accessibility by offering rolling grant awards, providing continuous opportunities for funding.

Advisory Service:

- Developed the pilot role of a Research Liaison Officer resulting in:
 - Support being provided to HCPs seeking research funding which has been successful.
 - Connecting HCP's and academics in areas of shared research interest.

Showcase Research:

- Launched the Early-Stage Health Researcher Forum, providing a platform for emerging talent.
- Supported the Annual Multidisciplinary Health Research Conference bringing kudos relevant national and international speakers to SUH.

Accelerate Innovation and Health Care Improvements:

- Supported the SUH Clinical Audit Forum enabling this to be held annually.
- Facilitated meetings exploring healthcare provision and innovative digital solutions with ATU academics and HCP's resulting in ongoing projects funded by the EU Data2Sustain grants.

Information on Health and Health Professions to Secondary Schools:

- Resumed and increased intake for the 3-day Transition Year “Finding your Future” programme, offering TY students exposure to health careers.

Foster Health and Wellbeing with HCP's:

- The Annual Multidisciplinary Health Research Conference now includes talks aimed at supporting HCP's health, with a focus on living well and healthily.

Sustainable Funding

Income Generation and Building Reserves:

- Established a financial focus group to explore income generation.
- Secured the transfer of funds from a closing HCP charity to the REF.

Annual Financial Requirements:

- Digitalised bookkeeping process.

Profile Enhancement

Development of Communication Tools and increasing Awareness of REF:

- Redeveloped the website to be mobile-responsive and accessible across devices.
- Created and maintained a LinkedIn profile for increased professional visibility.

Governance and Accountability

Code of Compliance:

- The process to ensure full compliance with the Charity Governance Code of Compliance was initiated and completed.

2.3 The Strategy as a Dynamic Document

Following on from the success of the previous strategic plan the REF wants to maintain that focus through the development of a new plan. The implementation of this strategy will provide a framework for growth in health research and healthcare education within SUH and the local region, with the aim of increasing knowledge, supporting high quality healthcare provision and augmenting the reputation of the regional healthcare service.

As a dynamic document, this strategy is not static. It commits the Foundation to promoting educational and research excellence in all forms at SUH, while also adapting to emerging needs and opportunities. It aims to guide the development of specific action plans, help secure new facilities, and inform future investments to support education and research at SUH.

3. Vision, Mission & Values

*"With regard to excellence, it is not enough to know,
but we must try to have and use it."
Aristotle*

The concept of excellence, much like that of quality, is not set in stone but something to be continuously pursued and maintained. In the modern world, excellence is a moving target; it is both a theory and a hypothesis, defined by our collective actions and intentions. This is why we have titled this strategic document *"In Pursuit of Excellence"*. It serves as a public declaration of the Foundation's commitment and roadmap. Our core vision, mission, and values, outlined below, will serve as the guiding principles that inform and drive the activities of the Foundation throughout the duration of this Strategic Plan.

Our Vision

The Research & Education Foundation is dedicated to the improvement of health and healthcare delivery by supporting the development of a culture of research and education at Sligo University Hospital and in the community served by SUH.

Our Mission

The Research & Education Foundation will work in a sustainable, collaborative and innovative manner to support healthcare research and educational activity in the Sligo Region. We facilitate staff development by encouraging research, supporting research funding and providing educational opportunities, as well as the promotion of wellbeing in our community.



Our Values

In carrying out its mission, the Foundation is guided by a number of core values - Excellence, Partnership, Accountability, Professionalism and inclusivity.



4. Strategic Pillars & Priorities



4.1 Collaboration & Alliances

4.1.1 Key Strategic Goal

To develop and maintain consolidated and collaborative relationships with selected regional, national, and international partners across the academic, healthcare, health science, and community sectors.

4.1.2 Strategic Targets

1 Strengthen Existing Partnerships

Enhance and formalise collaborative efforts between the Foundation and key partners including Atlantic Technological University (ATU), Galway University (GU), HSE WNW Regional Health Authority, and cross-border partners such as the University of Ulster (UU). This target focuses on deepening our relationship with these institutions through regular joint initiatives, knowledge-sharing sessions, and participation in mutually beneficial projects.

2 Establish New Higher Education or Research Partnerships

Aim to secure at least one new partnership over the life of the Strategic Plan with a Higher Education Institution, Faculty, or Research Institute. This partnership will focus on advancing educational and research objectives, enhancing academic exchange, and expanding the Foundation's collaborative network.

3 Explore Global Collaboration Opportunities, particularly with LMICs

Investigate potential partnerships with institutions or healthcare organisations in Low- and Middle-Income Countries (LMICs) to promote global health initiatives. These partnerships may involve joint research on pressing health challenges, cross-cultural educational programs, or resource exchange that supports health development in LMICs.

4 Initiate Collaborative Efforts in Primary Care Settings

Pursue at least two new partnerships focused on primary care over the course of the Strategic Plan. These partnerships will aim to strengthen primary care resources, research, and educational support, contributing to improved patient outcomes and enhanced service delivery within the community.

5 Engage in 'Arts and Health' Projects

Collaborate with local arts venues such as the Model Art Gallery, ATU's art department, and the national arts and health initiative to support arts-based health programs, enhancing patient well-being in line with international research.

4.2 Programmes

4.2.1 Key Strategic Goal

To foster an inclusive, contemporary, and multidisciplinary learning and research environment that promotes the health and wellbeing of healthcare personnel and the wider community, while also facilitating and empowering high-quality, collaborative research and innovation initiatives.

4.2.2 Strategic Targets – Research & Innovation

1 Facilitate Research through Targeted Grant Support

Allocate research grants strategically to support projects that align with the Foundation's objectives and address critical healthcare issues, thus fostering impactful research development.

2 Implement a Research Grant Accountability Framework

Review, refine, and enforce a robust accountability framework to monitor and ensure effective use of research grant funding. This framework will support transparency and guide reporting standards for grant recipients.

3 Develop an Advisory Service through Research Clinics

Establish Research Clinics as an advisory resource to assist researchers in overcoming specific challenges and achieving project milestones

4 Conduct Training Events and Enhance Accessibility via the REF Website

Host training events, utilising the REF Website to offer accessible courses, resources, and raise visibility for continuous professional development opportunities.

5 Organise Annual Research and Publication Showcases

Hold an annual research showcase and a separate publication showcase event to highlight innovative research, share findings, and encourage publication efforts within the research community.

6 Establish and Implement the Research Liaison Officer Role

Appoint a Research Liaison Officer to implement a model framework that strengthens collaborative research between SUH and external partners, including the institutions noted in 4.1.2 as well as reinforces connections with relevant professional bodies.

7 Host Annual Multidisciplinary Events for Emerging Researchers

Continue organising at least one multidisciplinary event each year aimed at supporting and inspiring potential researchers. This event will foster networking, skill development, and collaboration across disciplines.

4.2.3 Strategic Targets – Education

Public Community

1 Health Awareness Projects

Promote health and well-being in the general community by delivering at least one public health awareness project annually. This will contribute to a culture of continuous improvement in safer patient care.

2 Health Education for Schools and Undergraduates

Continue to provide information on health and healthcare professions to secondary schools and undergraduate groups, ensuring a minimum of one session per year.

3 Annual Health Fair

Organise an annual “Health Fair” for the public, providing access to the latest health advice, usually focused on a specific condition or a set of conditions.

Healthcare Professionals

4 Health and Wellbeing Events for Healthcare Personnel

Explore organising an annual event aimed at fostering health and well-being for healthcare personnel.

5 Education Space Utilisation Survey

Facilitate an annual survey on education space utilisation to improve the effective capacity and usage of existing space and to create greater opportunities for cross-disciplinary usage.

6 Research and Education Facility Development

In collaboration with the Executive Management Team (EMT) and relevant stakeholders, explore options for planning, designing, and funding a new Research and Education Facility within the hospital's campus with a view to initiate development within the life of this strategic plan.

7 Digital Platform for Education and Research

Explore and identify a digital platform to provide access to education, learning resources, and facilitate sharing information on research areas, projects, and researchers' connections.

8 Development of Medical Academic Posts

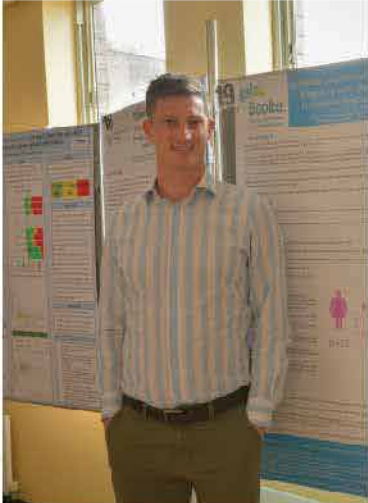
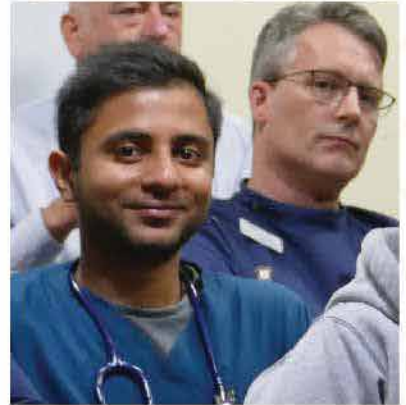
Seek to support the development of medical academic posts during the life of the strategic plan, ensuring sustained medical involvement in healthcare education.

9 Collaboration on Arts and Health Research

Pursue collaborations with civic partners to foster research initiatives that combine arts and medicine, developing innovative projects that integrate both fields.

10 Expansion of International Partnerships

Explore options for expanding international partnerships to enhance educational and research opportunities on a global scale.



4.3 Sustainable Funding

4.3.1 Key Strategic Goal

To achieve secure and sustainable sources of funding to enable the Foundation to achieve its objectives independently and ethically.

4.3.2 Strategic Targets

1 Income Generating Plan and Self-Financing Goal

The Board of the Foundation will focus on budgeting and the development of an income-generating plan. The target is for the Foundation to achieve self-financing status during the period of the strategic plan, with the goal of generating reserves starting from 2025 onward.

2 Annual Financial Requirements and Cost Projections

The Foundation's annual financial requirements will be clearly identified by the end of Q4 each year. To support this, all annual activity proposals will be accompanied by cost projections, including salaries for Foundation employees. A template will be developed for presenting these cost projections to the Board.

3 Focus on Income Generation

The Foundation will maintain a focus on income generation throughout the strategic plan's life, including efforts related to philanthropy, sponsorship deals, and securing financial support for its various initiatives.

4 Collaborative Projects with Consultants

The Foundation will collaborate with consultants on projects designed to harness funding for research made available under the new consultant contract.

5 Expansion of Salary Donor Scheme

The Foundation will explore the potential to expand the salary donor scheme to include other healthcare professions, thereby increasing funding opportunities.

6 Detailed Budget and Financial Planning

A detailed budget, including financial assumptions, projected income, and expenditure based on an agreed programme of activity, will be presented to the Board. The final budget must be signed off before June 30th each year, starting in 2025.

7 Biannual Funding Discussions

The Board will pursue funding opportunities in the context of expenditure and budget twice per year - in early December and June - commencing from this year.

4.4 Profile Enhancement

4.4.1 Key Strategic Goal

To enhance the profile of the Research & Education Foundation (REF) nationally and within the HSE WNW Health Region, thereby increasing the visibility and recognition of Sligo University Hospital (SUH).

4.4.2 Strategic Targets

1 Induction Process for HCP's

Ensure that the SUH HCP induction process includes an introduction to the REF, so new staff members are aware of the Foundation's role and resources. This will help integrate the REF into the hospital's culture from the outset.

2 Physical Presence of REF in the Hospital

Make hospital staff aware that the REF has a physical presence within the Hospital, providing a point of contact for collaboration and information. This presence will enhance engagement and visibility across various departments.

3 Bi-Annual Newsletter and Online Research Register

Keep the hospital community informed about REF activities by publishing a bi-annual newsletter that provides updates on key events, research projects, and initiatives. Additionally, create an online research register that facilitates connections and collaboration among hospital staff and research teams.

4 Targeted Communications with Specific Partners

Target communication efforts towards key partners such as ATU (Atlantic Technological University), UG (University Galway), and the HSE WNW Health Region. This will raise awareness of the REF's activities and expand its network of collaborators and stakeholders.

5 Collaborate with HSE WNW Health Region Comms Team

Link with the HSE WNW Health Region Communications team to seek guidance on strategies for enhancing the REF's profile, ensuring alignment with regional communication efforts and expanding its visibility.

6 Organise 35th Anniversary Event of the REF

Organise an event to celebrate the 35th anniversary of the REF. This milestone event will serve as an opportunity to showcase the Foundation's achievements, strengthen relationships with stakeholders, and further raise its profile both locally and nationally.

4.5 Governance & Accountability

4.5.1 Key Strategic Goal

To ensure continued compliance with the Charity Governance Code, a code of practice for community, voluntary, and charitable organizations in Ireland, while utilising effective governance structures and processes to build confidence among stakeholders.

4.5.2 Strategic Targets

1 Review Changes to Charity Governance Code

Regularly review any updates or changes to the Charity Governance Code and ensure that the REF's governance structures are updated to maintain full compliance with the latest standards.

2 Foster Confidence in REF

Build and maintain trust in the REF by clearly and transparently disseminating information about its governance structures, funding models, and activities to all relevant stakeholders. This includes:

- Disclosure of Interest and Confidentiality Clauses: Make these clauses visible and accessible to promote transparency.
- Governance Section on the Website: Create a dedicated governance section on the REF website for easy access to relevant governance documents and policies.

3 Annual Report Publication

Publish an annual report on the REF's website, which communicates the Foundation's activities, achievements, and how its resources have been utilised. This will provide stakeholders with a clear understanding of the REF's work and its financial transparency.

4 Communication and Reporting to SUH Management

Ensure there is an appropriate level of reporting and communication with SUH management, with clear representation of SUH on the REF Board. This ensures that both parties are aligned and informed.

5 Review Articles and Memorandum of Association

Review and update the Articles and Memorandum of Association to ensure they reflect current governance practices, legal requirements, and the strategic direction of the REF.

5. Implimentation, Monitoring & Review

The "Strategic Plan 2025–2030" provides a clear roadmap for the REF's ongoing growth and impact over the next five years. Built around five key pillars and priorities, the plan details specific actions and performance targets designed to drive progress.

To ensure successful execution, monitoring, and review, an operational plan will be developed. This will include detailed actions, timelines, and resource requirements to meet the strategic objectives. The operational plan will act as the Foundation's guide for effectively implementing the strategy.

The Board of the Foundation will hold overall responsibility for the implementation of the Strategic Plan, ensuring that the targets are met within the specified timelines. As the "Strategic Plan 2025–2030" is considered a dynamic document, it will be adaptable to changes in the Foundation's needs, the healthcare landscape, or other external factors. Regular performance evaluations will help ensure the plan remains relevant and effective.

The "Strategic Plan 2025–2030" is a forward-looking document designed to steer the Foundation toward continued success and growth.

5.1 Implementation of Targets and Timelines

What is set out in this plan will shape the continuing progress of the Foundation over the coming five years and beyond. We are committed to the implementation of targets along the designated timelines set out in the appended chart.

The Board of the Foundation will oversee the monitoring and performance review process assessing progress against the strategic targets and ensuring the Foundation is on track to meet its goals. The first formal monitoring and review will commence in **Q4 2025**.



5.1 Implimentation of Targets and Timelines

Pillar	Target	2025	2026	2027	2028	2029	2030
4.1	COLLABORATION & ALLIANCES						
4.1.2.1	Strengthen Existing Partnerships		→		→		→
4.1.2.2	Establish New Higher Education or Research Partnerships			→			
4.1.2.3	Explore Global Collaboration Opportunities, particularly with LMICs					→	
4.1.2.4	Initiate Collaborative Efforts in Primary Care Settings			→			→
4.1.2.5	Engage in 'Arts and Health' Projects with local arts venues		→		→		→
4.2	PROGRAMMES: Research, Education & Innovation						
4.2.2.1	Facilitate Research through Targeted Grant Support						
4.2.2.2	Implement a Research Grant Accountability Framework	→					
4.2.2.3	Develop an Advisory Service through Research Clinics	→					
4.2.2.4	Conduct Training Events and Enhance Accessibility via the REF Website			→			
4.2.2.5	Organise Annual Research and Publication Showcases						
4.2.2.6	Establish and Implement the Research Liaison Officer Role		→				
4.2.2.7	Host Annual Multi-Disciplinary Events for Emerging Researchers						
4.2.3.1	Health Awareness Projects		→				
4.2.3.2	Health Education for Schools and Undergraduates						
4.2.3.3	Annual Health Fair for the public		→				
4.2.3.4	Health and Wellbeing Events for Healthcare Personnel		→				
4.2.3.5	Education Space Utilisation Survey				→		
4.2.3.6	Research and Education Facility Development			→			
4.2.3.7	Digital Platform for Education and Research		→				
4.2.3.8	Development of Medical Academic Posts			→			
4.2.3.9	Collaboration on Arts and Health Research				→		
4.2.3.10	Expansion of International Partnerships					→	
4.3	SUSTAINABLE FUNDING						
4.3.2.1	Income Generating Plan and Self-Financing Goal	→					
4.3.2.2	Annual Financial Requirements and Cost Projections	→					
4.3.2.3	Focus on Income Generation			→			
4.3.2.4	Collaborative Projects with Consultants	→					
4.3.2.5	Expansion of Salary Donor Scheme	→					
4.3.2.6	Detailed Budget and Financial Planning	→					
4.3.2.7	Biannual Funding Discussions	→					
4.4	PROFILE ENHANCEMENT						
4.4.2.1	Induction Process for Healthcare Professionals		→				
4.4.2.2	Physical Presence of REF in the Hospital	→					
4.4.2.3	Bi-Annual Newsletter and Online Research Register	→					
4.4.2.4	Targeted Communications with Specific Partners		→				
4.4.2.5	Collaborate with HSE WNW Health Region Comms Team		→				
4.4.2.6	Organise 35th Anniversary Event of the REF		→				
4.5	GOVERNANCE & ACCOUNTABILITY						
4.5.2.1	Review Changes to Charity Governance Code						
4.5.2.2	Foster Confidence in REF				→		
4.5.2.3	Annual Report Publication						
4.5.2.4	Communication and Reporting to SUH Management						
4.5.2.5	Review Articles and Memorandum of Association	→					

→

Year to start or re-emphasise

On-going

Research & Education Foundation

as per November 2024

Board of Directors

Dr. Chris O'Malley, PhD

Vice President, Regional Development & Engagement, Atlantic Technological University (ATU) Sligo Campus (Chairperson)

Prof. Catherine McHugh

Consultant Endocrinologist, SUH (Secretary)

Dr. Anna Cleminson

Consultant Palliative Medicine, Specialist Palliative Care Services, University Hospital Kerry

Prof. Vivien Coates

RGN, BA, MPhil, PhD; Professor of Nursing Practice Research, Ulster University

Mr. William Gaine

Consultant Orthopaedic Surgeon, SUH

Prof. Paul Hartel

Consultant Clinical Lead Histopathologist, SUH & Clinical Professor, West Virginia University School of Medicine

Maura Heffernan

Director of Nursing, SUH

John McElhinney

Quality, Risk & Patient Safety Manager, HSE WNW Regional Health Authority

Dr. Brian Murphy, PhD

Senior Lecturer, Technological University of the Shannon (TUS) Athlone

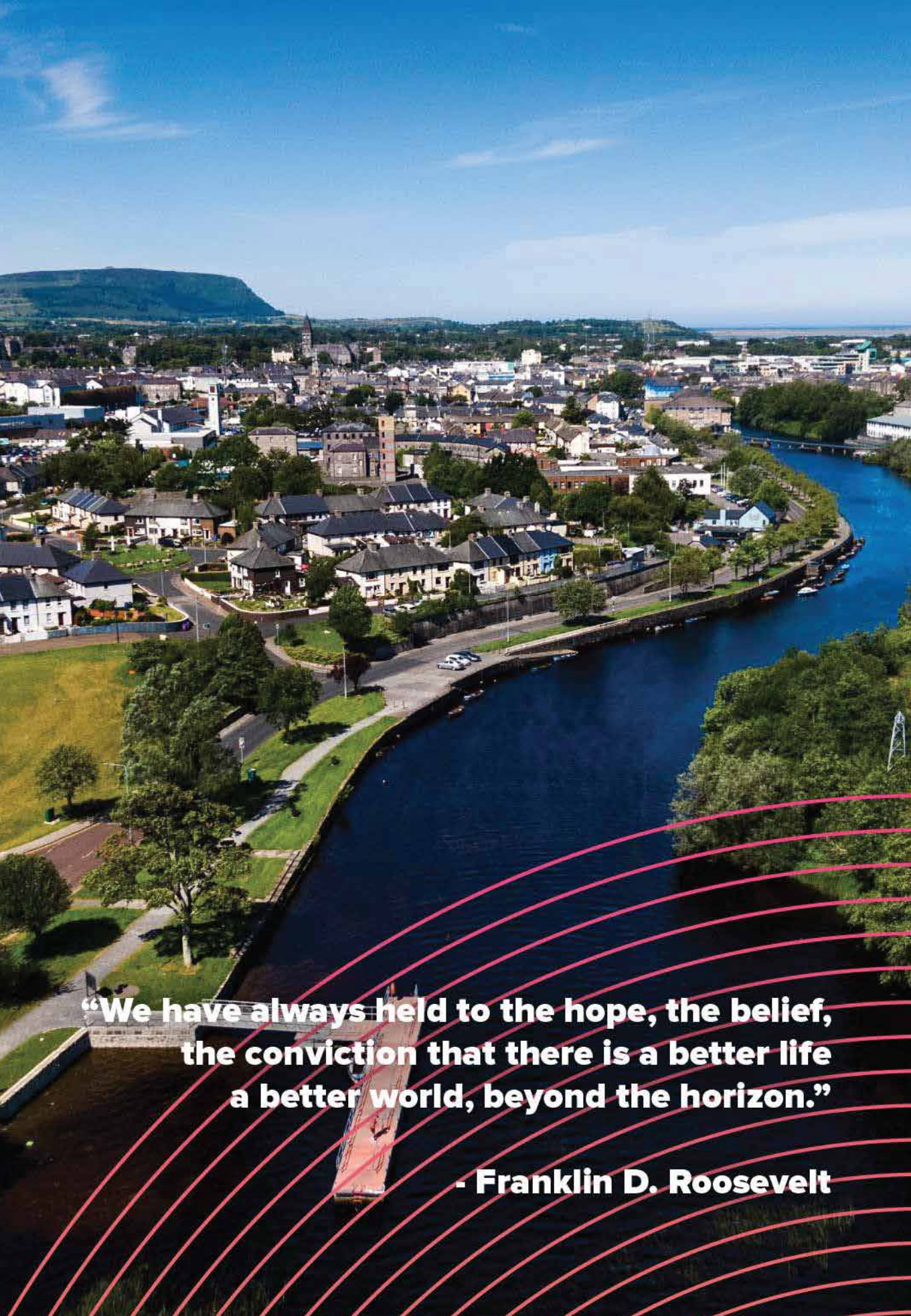
Catherine O'Leary

National Community Engagement Manager, Alzheimer Society of Ireland

Executive Officer

Susanna Haupt,

MSc Public Health Nutrition



**“We have always held to the hope, the belief,
the conviction that there is a better life
a better world, beyond the horizon.”**

- Franklin D. Roosevelt

Strategic Plan 2025-2030

RESEARCH & EDUCATION FOUNDATION



Sligo University Hospital

In the Pursuit of Excellence

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The Foundation is a company limited by guarantee.
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Registered Charity No 10293.
Registered address as above.