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# CANDIDATE BROCHURE

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# EXECUTIVE SUMMARY

**This candidate pack sets out the background information regarding the University of Hull, the city of Kingston upon Hull and the East Riding of Yorkshire.**

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# ABOUT THE UNIVERSITY OF HULL

**The University of Hull is an institution rich in tradition and with a long heritage of academic excellence. Established in 1927 as University College Hull, it was initially a college of the University of London. In 1954, it was granted a Royal Charter and became England's fourteenth-oldest university. The Royal Charter eloquently captures the spirit of the University's mission:**

“... advance education, scholarship, knowledge and understanding by teaching and research, for the benefit of individuals and society at large.

The University's illustrious history includes pioneering developments in science and engineering, health, business, education, humanities, social sciences and the performing arts. Its alumni and staff include some of the most inspirational figures of modern times.



The University of Hull's Strategic Plan (2016–2020)<sup>1</sup> is an investment-driven plan aimed at bringing about a step change in performance. The strategy is bold and ambitious, but can only succeed if visionary and inspiring leaders successfully execute the plans at faculty and school levels. The vision set out in the University's Strategic Plan is of an institution that is **recognised for academic excellence that empowers people to shape the future**. Guided by the main themes underpinning the strategy – *excellence, empowerment and sustainability* – the University aims to realise its vision through enhancing its stature, reputation and influence and being a university of preference for a wider range of students, staff and partners, through achieving growth and a step change in its performance, and through the pursuit of excellence in all of its endeavours.

Faithful to its founding principles, the University remains committed to raising educational aspirations. The University is a vibrant and future-oriented institution, blending the traditional with the innovative and interpreting its mission in a modern context through its agenda for excellence in learning, teaching, research and enterprise, its provision of a transformative student experience and its commitment to being an internationally engaged anchor institution for its surrounding regions.

The strategic priorities which will guide the University over the period to 2020 are designed to

- empower students and staff, placing students at the heart of all that the University does and pursuing a 'people plan' which supports a workforce that is capable and inspired to deliver the Strategic Plan with commitment and confidence;
- invest in the University's academic portfolio, ensuring that it is academically rigorous, constantly refreshed, aligned to student and employer demand, and sustainable;
- ensure that the University fulfils its role as an internationally engaged anchor institution, extending its reach and impact by engaging actively with stakeholders locally, regionally, nationally and internationally;
- ensure the University's academic, financial and environmental sustainability.

<sup>1</sup> Available at: [www.hull.ac.uk/strategy](http://www.hull.ac.uk/strategy)



The University's main campus is located in Kingston upon Hull on the north bank of the Humber Estuary in East Yorkshire. It is one of only a handful of universities on the east coast of England and is the primary provider of higher education in its hinterland in Hull and the Humber region, the East Riding of Yorkshire, Scarborough and North Yorkshire, North Lincolnshire and North-East Lincolnshire. The University is currently working with a partner institution to develop a new delivery model for its Scarborough Campus which will ensure that the campus continues to contribute to Scarborough's educational needs and aspirations. In 2014/15, the University had more than 16,300 students, with a further 2,300 studying through collaborative provision at validated partner institutions. Its annual turnover is circa £180 million, and the University has more than 2,500 members of staff.

The University of Hull is known for its friendliness, welcoming campus and high-quality student experience and student satisfaction. The University ranks in the top 20 of mainstream HEIs in England for employability<sup>2</sup> and in 2015 was ranked as one of the 10 safest campuses in England<sup>3</sup>.

An ongoing £200-million investment in infrastructure, facilities, student services and ICT continues to enhance the University's cutting-edge campus environment: embracing technology, social connectivity and a global outlook.

In its 2015/16 QAA Higher Education Review, the University received a commendation for the enhancement of student learning opportunities and was judged as meeting in full the expectations relating to academic standards, the quality of student learning opportunities and the quality of information about student learning opportunities<sup>4</sup>. Areas of good practice highlighted by the reviewers included the embedding of employability into the curriculum and new approaches to learning and teaching, the contribution of the £28-million Brynmor Jones Library redevelopment to the enhancement of learning support for students and the effective partnership working between professional services and academic teams.

Among the University's most well-known achievements are the discovery of stable liquid crystals, which made the commercialisation of liquid crystal displays (LCDs) possible, and the bone density scanner which revolutionised the detection of osteoporosis. Both of these were featured in the Universities UK report 'Eureka UK – 100 Discoveries and Developments in UK Universities That Have Changed the World'. In 2015, the University was awarded a Queen's Anniversary Prize in recognition of the pioneering research of its Wilberforce Institute for the study of Slavery and Emancipation on combating modern forms of slavery. Significant enhancements to the scale and scope of the University's research and enterprise activities are underway. These include the recruitment of further outstanding research scholars and enhancements to research, enterprise and postgraduate support services.

<sup>2</sup> Destinations of Leavers from Higher Education (DLHE) survey 2013/14

<sup>3</sup> StuRents.com (2015): <https://sturents.com/news/2015/04/17/new-university-crime-rankings-revealed/346/>

<sup>4</sup> QAA (2016). Higher Education Review of University of Hull [www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007149](http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10007149)



As an anchor institution, the University's objective is to ensure that its regions benefit by its presence and that its activities contribute towards longer-term outcomes. An independent study demonstrated that in 2013/14 the University generated £913.2 million gross added value (GVA) and supported 7,972 jobs in the UK<sup>5</sup>. In 2017, Hull will be the UK City of Culture and host to a year-long programme of world-class arts and culture. This spectacular programme will deliver artistic excellence and events on a scale never seen before in the city. It will bring visitors from the whole of the UK and beyond, and take Hull to the world. The University of Hull is a Principal Partner of Hull 2017, and the year 2017 has an added significance for the University, as it also sees the institution will celebrate 90 years since its founding as University College Hull.

Ensuring a sustainable future is one of the four priorities of Strategic Plan (2016–2020). This includes reviewing the University's academic portfolio and ensuring that academic structures and the way they are organised are effective, efficient and sustainable. In April 2016, the University's Senate and Council approved a new academic structure for the University. The reconfiguration is to be implemented in two phases, commencing in August 2016 and to be completed by the end of the 2016/17 academic year.

The new structure retains the faculty-based nature of the institution but reconfigures the University's academic disciplines into eleven multidisciplinary schools across four faculties.

FACULTY OF HEALTH SCIENCES	FACULTY OF SCIENCE AND ENGINEERING	FACULTY OF ARTS, CULTURES AND EDUCATION	FACULTY OF BUSINESS, LAW AND POLITICS
Hull York Medical School <small>(joint with the University of York)</small>	School of Engineering and Computer Science	School of Arts	Hull University Business School
School of Health and Social Work	School of Environmental Sciences	School of Education and Social Sciences	School of Law and Politics
School of Life Sciences	School of Mathematics and Physical Sciences	School of Histories, Languages and Cultures	

<sup>5</sup> BiGGAR Economics (2015). Economic Impact of the University of Hull 2013-2014. [www.hull.ac.uk/economic-impact](http://www.hull.ac.uk/economic-impact)



The implementation of the new academic configuration will be complemented by enhancements to the structures through which faculties and schools are managed.

While continuing to support individual academic disciplines and recognise subject identity, the new structure is designed to encourage interaction at the intersections of disciplines, stimulating interdisciplinarity, academic renewal and the development of new knowledge. By bringing together in combined structures cognate disciplines which support specific academic strengths, and by promoting these under a common banner, the University aims to create a stronger academic presence, contributing to enhanced stature, reputation and competitiveness. Furthermore, through achieving economies of scale and scope as it optimises its academic structures, the University seeks to achieve enhanced efficiency, productivity and value for money in its management and administration.

Guided by the same principles as those which underpin the design of its new academic structure, the University has established multidisciplinary University institutes to promote its interdisciplinary strengths, building on the disciplinary strengths in faculties and schools. These flagship initiatives include

- Hull Maritime and Marine Institute
- Institute for Energy and the Environment
- Institute for Research on Culture and the Creative Industries
- Logistics Institute
- Wilberforce Institute for the study of Slavery and Emancipation

The University institutes operate across faculty boundaries and provide vehicles through which the University engages with external stakeholders to provide multidisciplinary problem-based solutions.

Only by doing things exceptionally well can the University achieve its ambitions. The challenge is great, but the University of Hull is a place where everyone contributes and is inspired by the University's vision to shape the future. The University is seeking and attracting people who share these ambitions and its passion for building a better world.

**More information on the University of Hull**

Detailed information regarding the University of Hull is available on the University website: [www.hull.ac.uk](http://www.hull.ac.uk)

Strategic Plan (2016–2020): [www.hull.ac.uk/strategy](http://www.hull.ac.uk/strategy)

Other key documents, including annual reports and statements of accounts: [www.hull.ac.uk/key-documents](http://www.hull.ac.uk/key-documents)



# ABOUT HULL AND THE EAST RIDING OF YORKSHIRE



**The University of Hull's main campus is located in the city of Kingston upon Hull. The city sits on the north bank of the Humber Estuary, at the point where it is joined by the River Hull. The Yorkshire and Humber region has a population of more than five million - and, in total, 12.5 million live within two hours' drive of Hull.**

The city of Kingston upon Hull has a proud history. Founded in the 12th century, it received its Royal Charter in 1299 and has seen considerable fame and success as a market town, port, fishing and maritime centre, and industrial metropolis. Hull has a marked tradition of non-conformity, innovation and enlightened thought - reflecting the fact that, while it is on the easternmost edge of England, it has been at the heart of a network of worldwide trade routes for centuries and remains a key gateway to Europe. The city featured prominently in the outbreak of the English Civil War in the 17th century, the abolition of slavery in the 19th century and the fishing industry in the 20th century.

In 2014, national estate agency Rightmove named Harrogate (Yorkshire and the Humber) as the happiest place in Britain to live. Hull itself was placed 7th out of 100.

## City of Culture 2017

In 2017 Hull will be the UK City of Culture and host to a year-long programme of world-class arts and culture. A spectacular programme will deliver artistic excellence and events on a scale never seen before in the city. It will bring visitors from the whole of the UK and beyond, and take Hull to the world. The year 2017 has an added significance for the University, as the year when the institution will celebrate 90 years since its founding as University College Hull.

Inspired by Larkin's poem 'Days', the ambition is for each day of City of Culture 2017 to make a difference to a life in the city, the UK and the world. There will be 1,500 events across 365 days, with 25 festivals and 15 national and international commissions.

City of Culture is a cornerstone of the city's new 10-year City Plan. It will generate a further 1,000 jobs, transforming the city through top-quality public realm works and major capital projects.

It will celebrate the city's phenomenal contribution to the world, from abolitionism to the pioneering work of our artists, writers, musicians and inventors. We will also be welcoming the world to Hull - from our twin cities in Europe and Africa, and from international arts companies. With participation, volunteering, engagement and fun at its heart, everyone will have the chance to be part of a £30-million programme that aims to do nothing less than change lives.

The University is a key partner in UK City of Culture 2017. At the forefront of the bid, the University and its alumni are already major players in the programme. The Chair of UK City of Culture 2017 is Rosie Millard, one of our alumni. We are on the board of the delivery company, are strategic partners in the programme and will be represented as participants, artists and contributors, venues, supporters and researchers.

“People are slow to leave Hull, quick to return. And there are others who come, as they think, for a year or two, and stay a lifetime, sensing that they have found a city that is in the world, yet sufficiently on the edge of it to have a different resonance.

Phillip Larkin, *A Rumored City*



For further details on Hull's UK City of Culture programme, you can visit [www.hull2017.co.uk](http://www.hull2017.co.uk)





## Business and the Economy

### Ports and Logistics

The economy of Hull was built on trading and seafaring; firstly whaling and later sea fishing. After a period of industrial decline, the city is now once again resurgent and vibrant. Although the fishing industry suffered in the 1970s, the city remains a busy port, handling 13 million tonnes of cargo per year. In fact, Humber ports are the busiest port complex in the UK. One million passengers come through the Port of Hull every year, as does a third of the UK's coal and biomass. The University of Hull is home to the Logistics Institute. Established in 2005 with £20 million of investment from the European Regional Development Fund and others, the institute is a world-class centre of excellence in global logistics and supply chain management.

### 'The energy estuary'

As well as the import of coal and biomass through the Humber ports, one fifth of the UK's natural gas comes ashore here. The region refines a quarter of the UK's oil, produces 17% of the UK's electricity through its power stations and is the UK's number one biofuel producer. With three of the world's largest wind farms on our doorstep, the region's claim to be the UK's 'energy estuary' was underlined by the recent investment in renewable energy and Green Port Hull - including £310 million from Siemens, who are investing in the creation of an enormous offshore wind turbine manufacturing and installation facility in Hull. This major investment in the UK's offshore wind industry will create a large number of new jobs directly in the Humber region, with many more in the supply chain, along with hundreds of jobs during the construction phase. The University has been heavily involved in these developments.

## Living in the Region

**Hull is an exciting city, surrounded by the East Riding of Yorkshire. It is a fast-paced riverside city that is investing in its people and its community. It is a thriving and dynamic waterfront community with a proud maritime heritage. With the celebrated engineering masterpiece of the Humber Bridge as a backdrop, the city played host to the Clipper Round the World Yacht Race in 2009/10, and the Humber is now one of the hosts of the annual P1 Powerboat Championship, adding a modern dimension to the city's maritime life.**

The East Riding of Yorkshire is steeped in heritage and known for its beautiful and unspoilt countryside, open plains and rugged hills. It offers dramatic coastlines, award-winning sandy beaches, picturesque villages and historic market towns. The coastal resorts of Flamborough, Bridlington, Hornsea and Withernsea are popular family destinations - as are the market towns of Beverley, Howden, Driffield, Pocklington and Market Weighton, which offer a more relaxed pace of life.

The unrivalled quality of life in Yorkshire and the Humber is founded on this combination of cosmopolitan urban areas surrounded by beautiful countryside. With no less than three national parks on the doorstep of a thriving commercial landscape, this is a region where work and life really can be kept in balance. As Britain's biggest county, Yorkshire has more historic houses, castles and national parkland than anywhere else, along with the best shopping in the North.







## Leisure

### Museums and Galleries, Theatres and Festivals

Entry into all of Hull's museums and galleries is free, and the range is exceptional - from the civic art collection to the world's first museum of Club Culture, located in the Fruit Market area near the marina.

Hull's Museum Quarter, in the heart of the Old Town, is home to Wilberforce House, the 17th-century dwelling that was the birthplace and home of William Wilberforce. Next door, the Streetlife Museum of Transport houses the city's transport and social history collections, while the Hull and East Riding Museum, on the same street, holds many of the city's most remarkable collections - ranging from prehistory to the 18th century. Highlights include the Hasholme Logboat, Britain's largest surviving Iron Age logboat; a major display of Roman mosaics; and extensive Viking collections.

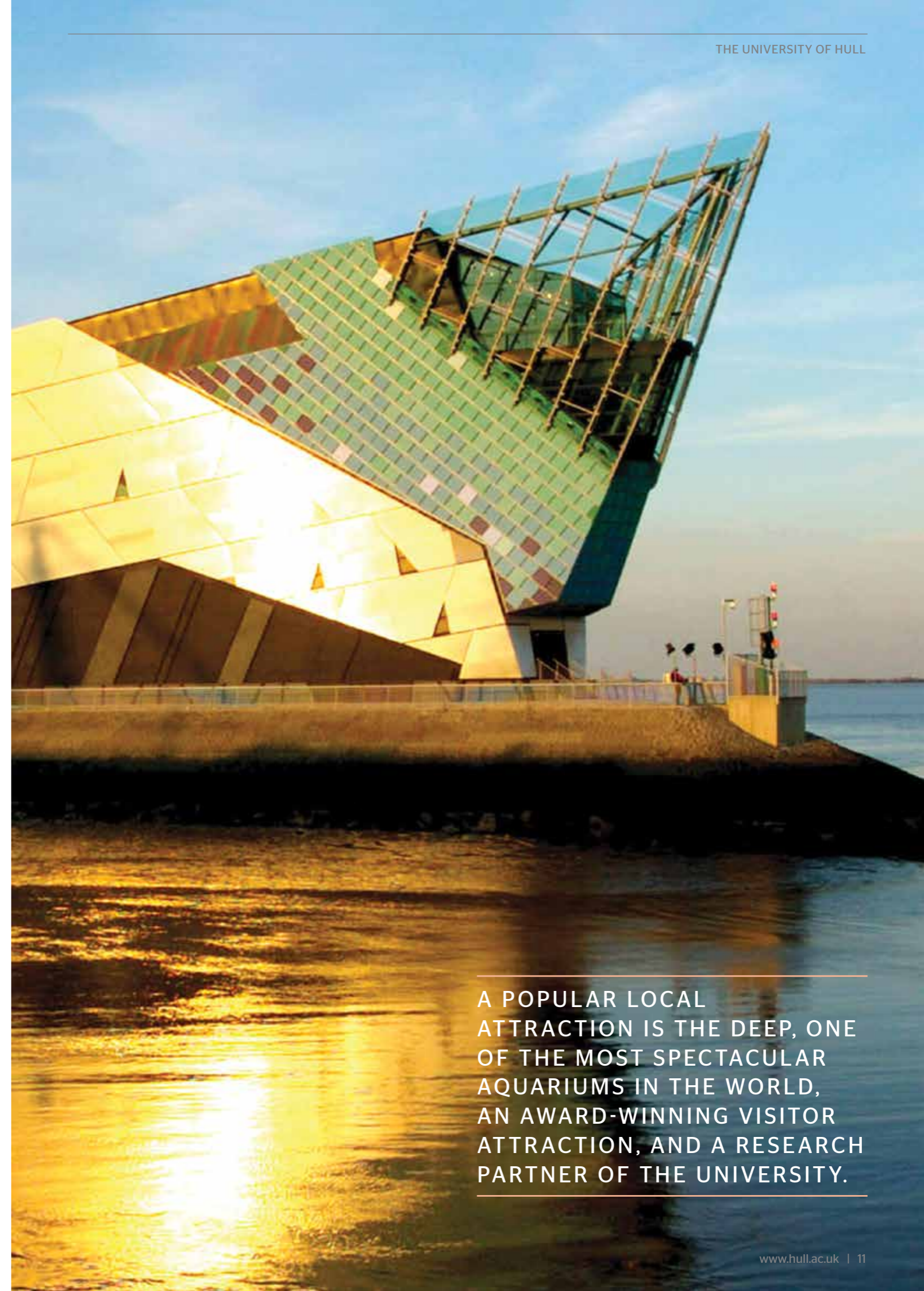
Other visitor attractions include the Maritime Museum and the Ferens Art Gallery. The gallery's permanent collection of paintings and sculpture spans artistic periods from medieval times to the present day. The collection includes European Old Masters, portraiture, marine paintings, and modern and contemporary British art. Highlights include masterpieces by Frans Hals, Antonio Canaletto, Stanley Spencer, David Hockney, Helen Chadwick and Gillian Wearing.

In addition, the University of Hull Art Collection - a small but outstanding collection specialising in paintings, sculpture, drawings and prints produced in Britain 1890-1940 - is also available to the public. It includes works by Beardsley, Sickert, Steer, Lucien Pissarro, Augustus John, Stanley Spencer, Wyndham Lewis and Ben Nicholson as well as sculpture by Epstein, Gill, Gaudier-Brzeska and Henry Moore. The Camden Town Group and Bloomsbury artists are particularly well represented. Furthermore, the University's Middleton Hall venue is being redeveloped into a state-of-the-art facility which will benefit the Schools of Drama, Music and Screen. The renovation will provide additional features including a high-quality concert hall, a music theatre and a cinema space. The new facilities will accommodate a broader range of music performances, musical theatre, orchestral recordings and TV capture.

A popular local attraction is The Deep, one of the most spectacular aquariums in the world, an award-winning visitor attraction, and a research partner of the University.

“A city of generous character, it is difficult to live in it for any length of time and remain oblivious of its available but indefinable identity.

Douglas Dunn, OBE, poet and University of Hull Alumnus  
Theatre and the Performing Arts



A POPULAR LOCAL ATTRACTION IS THE DEEP, ONE OF THE MOST SPECTACULAR AQUARIUMS IN THE WORLD, AN AWARD-WINNING VISITOR ATTRACTION, AND A RESEARCH PARTNER OF THE UNIVERSITY.





The city is also home to historic ships such as the Arctic Corsair – a veteran of the Cod Wars – and the Spurn Lightship, moored in the Hull Marina. The marina is home to more than 250 yachts and pleasure boats. It is the centrepiece of a range of excellent pubs, restaurants and waterfront cafes dotted along the cobbled streets leading to the Old Town.

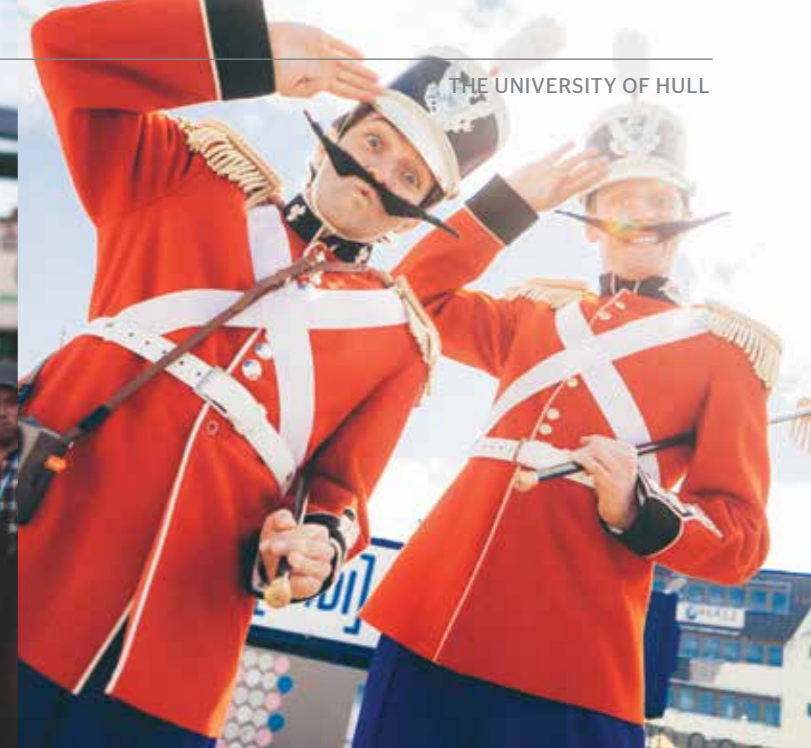
The city has two main theatres. Hull New Theatre, which opened in 1939, is the largest venue and features musicals, opera, ballet, drama, children’s shows and pantomime. The Hull Truck Theatre is a smaller independent theatre, established in 1971, that regularly features plays, notably those written by John Godber. Since April 2009, the Hull Truck Theatre has had a new £14.5 million, 440 seat venue in the St. Stephen’s Development. The playwright Alan Plater was brought up in Hull and was associated with Hull Truck Theatre, whilst Richard Bean, writer of the award-winning *One Man, Two Guvnors*, is also from the city. The University is home to the oldest drama studies department in the country, and a number of independent theatre companies have been set up in recent years by graduates of the University.

The city hosts the annual Freedom festival. Freedom is the lasting legacy of the Wilberforce 2007 campaign, which celebrated the pioneering work of Hull-born MP William Wilberforce and the bicentenary of the abolition of the slave trade in the British Empire. During 2007, Hull was at the centre of the world’s bicentennial commemorations, remembering the life and work of Hull’s

most celebrated son. The city remembered Wilberforce with 34 weeks of events and activities, highlighting issues of slavery and emancipation that are still relevant today. Following that successful year, it was agreed that Wilberforce’s legacy needed to be marked and celebrated annually, and the Freedom festival was born. Recognising this, and the importance of the festival in the city’s cultural life, the University is a partner in Freedom festival.

The city has a proud pop music tradition. Artists as diverse as Mick Ronson, Roland Gift, the Beautiful South and Foals (themselves including a graduate of the University) all emerged from the city’s music scene, and the Humber Street Sesh is a popular music festival centred on the city’s up-and-coming Fruit Market area.

**THE CITY HOSTS THE ANNUAL FREEDOM FESTIVAL. FREEDOM IS THE LASTING LEGACY OF THE WILBERFORCE 2007 CAMPAIGN, WHICH CELEBRATED THE PIONEERING WORK OF HULL-BORN MP WILLIAM WILBERFORCE AND THE BICENTENARY OF THE ABOLITION OF THE SLAVE TRADE IN THE BRITISH EMPIRE.**





### Parks

Hull has several parks and green spaces. These include East Park, Pearson Park, Pickering Park and West Park. The latter is the site of Hull's KCOM Stadium and the annual Hull Fair. Pearson Park contains a lake and a Victorian conservatory housing fish and reptiles. East Park has a large boating lake and a collection of birds and animals. East Park and Pearson Park are registered by English Heritage as Grade II listed sites. The city centre has the large Queen's Gardens parkland at its heart. The parkland was originally built as formal ornamental gardens to fill in the former Queen's Dock. It is now a more flexible grassed and landscaped area used for concerts and festivals, but retains a large ornamental flower circus and fountain at its western end.

### Retail

Hull city centre offers a varied choice of retail department stores, sizeable shopping centres and many smaller outlets and designer boutiques. A number of superstores are located elsewhere in the city and surroundings. Since its opening in September 2007, the stunning retail-led mixed-use city centre development, St. Stephen's, has brought 50 big-name brands to the city, including Zara, H&M and Lipsy. As the second-largest regeneration project of its kind in the UK, the state-of-the-art scheme covers a 40-acre site in the heart of Hull.

Princes Quay, a modern glass shopping centre built on stilts over the water in an old dock, is home to many of the major chain stores and designer outlets, and is a popular choice among shoppers.

### Sport

Hull is one of the sporting capitals of the UK. The 25,000-seat KCOM Stadium is home to Hull City AFC ('The Tigers'), the city's football team.

Hull is also a rugby league hotbed, having two clubs who play in the Super League. Hull FC also play at the KCOM Stadium, while Hull Kingston Rovers play at the KCOM Lightstream Stadium in East Hull.

For those who prefer to participate rather than spectate, Hull offers plenty of opportunities to get the blood pumping. The region has the biggest Sunday football league in the country and offers top-flight rugby teams, cricket and hockey clubs, as well as public and private golf and tennis clubs. Hull has the North's largest indoor full-swing state-of-the-art golf simulator centre, and for climbing enthusiasts, there's Rock City - one of the country's best indoor climbing centres.

The region's proximity to water makes it an excellent location for watersports. Options include sailing, water-skiing and diving.

### Housing

The East Riding of Yorkshire and Hull offer a diverse and impressive range of housing choices, all offering incredible value for money.

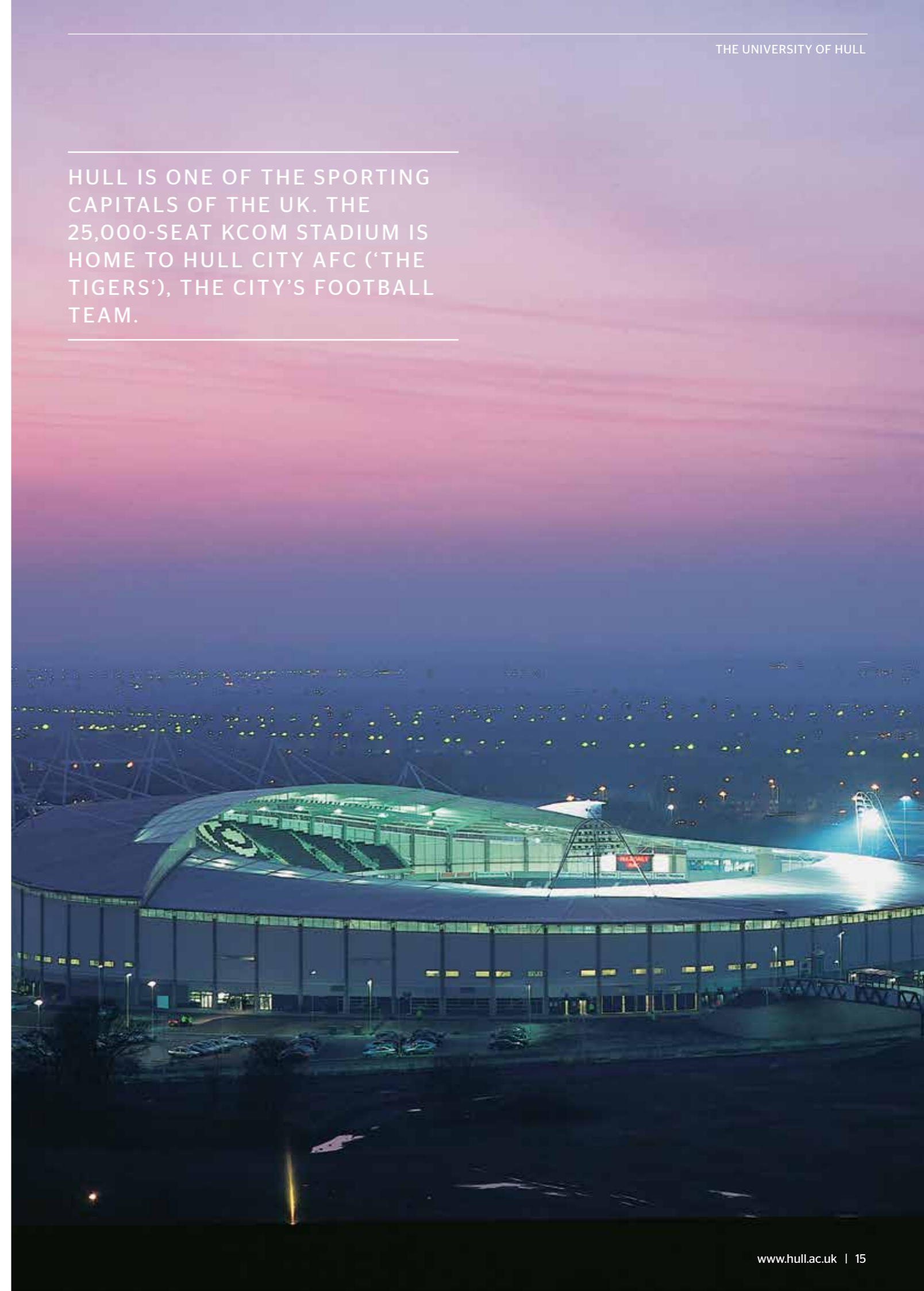
City living has burgeoned, with apartments in historic old buildings and sparkling new riverside complexes - all at a much more affordable cost than most other cities - attracting people back to the centre of town. Georgian townhouses stand proudly in the heart of the Old Town. Just a stone's throw from the city centre, leafy avenues offer more traditional housing in large Victorian properties. Many suburbs are developing a reputation for their bohemian atmosphere, inviting residents to enjoy the laid-back lifestyle with a growth in café bars, delicatessens, boutique shops and arts venues. Waterfront city-villages offer excellent modern family housing from 1-5 bedrooms, just a short walk from the city centre.

Beyond the city itself, unspoilt village communities and elegant market towns in the East Riding of Yorkshire complement the urban centre. Country life still allows for easy access to the buzzing city, with secluded farmhouses available just 20 minutes from the city centre. The East Riding is known for its spectacular coast and countryside, and offers a high quality of living in market towns such as Beverley, located only a few miles from the University.

### Education and Schooling

The area provides a broad range of educational opportunities close to the University, including a number of further and higher education colleges (including Hull College, Bishop Burton College, East Riding College and Selby College, as well as the Grimsby Institute for Further and Higher Education and the North Lindsey College in Lincolnshire). A number of schools and academies in Hull and the East Riding have been rated as 'outstanding' by Ofsted. The area also offers a good choice of independent schools with boarding and day school options, from nursery age to 18. Some of the leading independent schools in the area include Hymers College, Hull Collegiate School and Pocklington School.

HULL IS ONE OF THE SPORTING CAPITALS OF THE UK. THE 25,000-SEAT KCOM STADIUM IS HOME TO HULL CITY AFC ('THE TIGERS'), THE CITY'S FOOTBALL TEAM.







### Getting to Hull

Hull's position at the gateway to Europe makes it an important centre for national and international travel. The city has excellent transport connections and a unique combination of air, sea, road and rail links.

#### By Road

Hull is equidistant (200 miles) from London and Edinburgh. The M62 joins Hull to Leeds, Manchester and Liverpool. Hull is located 100 miles from Manchester and less than an hour's drive from Leeds and York.

#### By Rail

In addition to the TransPennine Express and Northern Rail, Hull has its own rail company, Hull Trains, which offers special rates to and from the city, providing seven daily direct rail services to and from London in as little as two and a half hours. Visit [www.hulltrains.co.uk](http://www.hulltrains.co.uk) for more details.

#### By Air

Humberside International Airport is only five miles south of the Humber Bridge and 30 minutes' drive from the centre of Hull. KLM run four daily flights to Amsterdam, where more 300 worldwide connections can be reached. The airport also offers year-round flights to popular holiday destinations. Visit [www.humberside-airport.co.uk](http://www.humberside-airport.co.uk) for more details. Robin Hood Airport is one of the UK's newest airports, an hour's drive away, offering low-cost and holiday flights to destinations across Europe and beyond.

#### By Sea

P&O Ferries offer daily overnight services from Hull to Rotterdam and Zeebrugge. The one million passengers using the port annually can now travel on the *Pride of Hull* and her sister ship, *Pride of Rotterdam*, which are among the largest cruise ferries in the world. Visit [www.poferries.com](http://www.poferries.com) for more details.

#### More information on Hull, the East Riding and Yorkshire

Please visit the following websites.

- [www.hull.co.uk](http://www.hull.co.uk)
- [www.activhull.com](http://www.activhull.com)
- [www.eastriding.gov.uk](http://www.eastriding.gov.uk)
- [www.hullcc.gov.uk](http://www.hullcc.gov.uk)
- [www.yorkshire.com](http://www.yorkshire.com)
- [www.visithullandeastyorkshire.co.uk](http://www.visithullandeastyorkshire.co.uk)

