



Radiological Protection Institute of Ireland
An Institiúid Éireannach um Chosaint Raideolaíoch

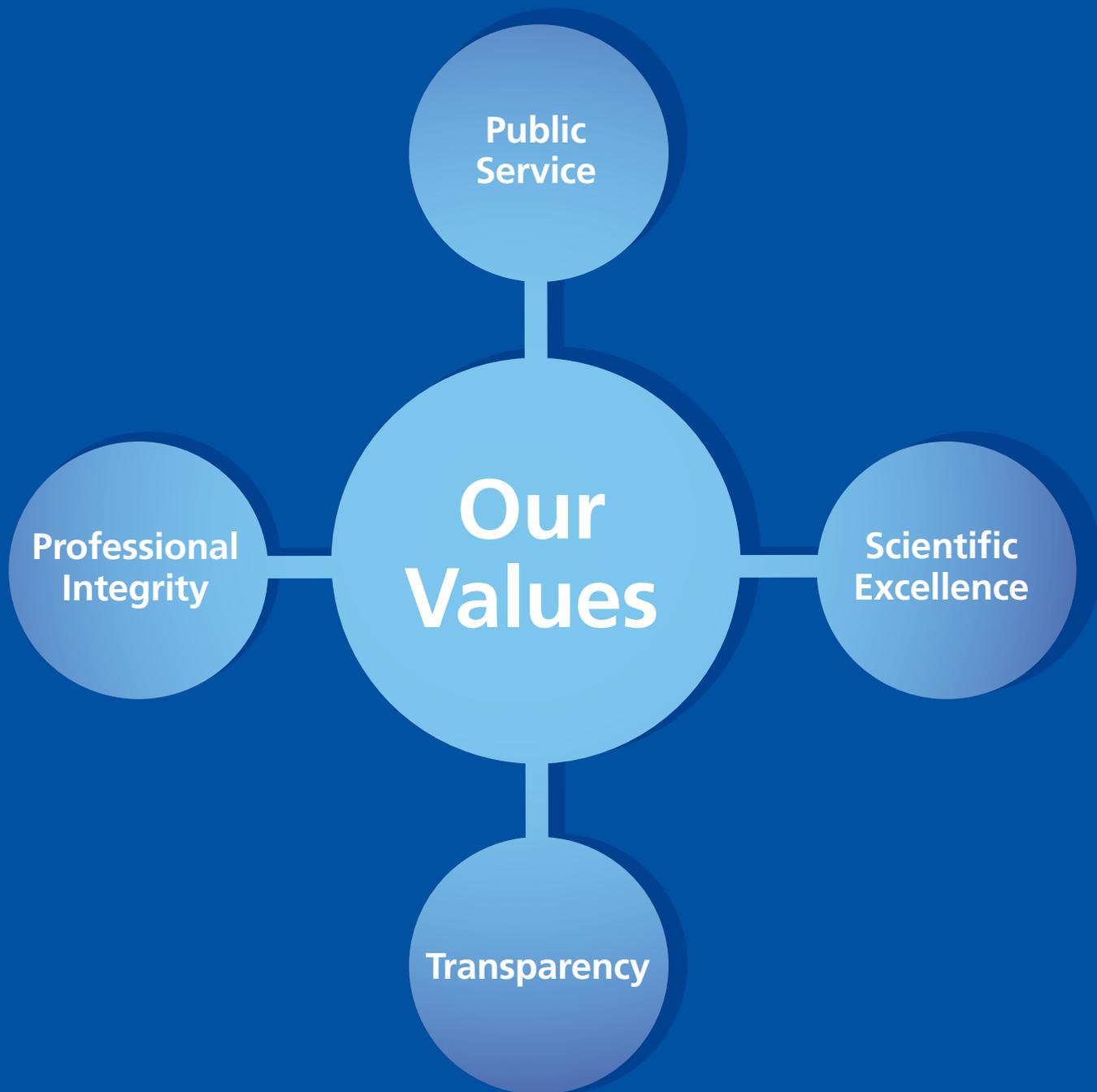
2011

Radiological Protection Institute of Ireland
Strategic Plan 2011-2013

2013

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foreword

We are pleased to present this Strategic Plan for 2011-2013. Since its establishment in 1992, the Radiological Protection Institute of Ireland (RPII) has worked hard to ensure that people and the environment in Ireland are protected from the harmful effects of ionising radiation.

The RPII's remit is very broad. It includes three main pillars i.e. regulating all uses of ionising radiation, assessing people's exposure to ionising radiation and advising Government and the public on the prevention of unnecessary exposure.

This plan builds on the previous Strategic Plan for 2008-2010 and sets out clearly the developments we expect over the planning period, the strategic priorities we are committing to, along with a clear description of how we will address these priorities.

At a time of major challenge for Ireland, our focus is on value for money and sustainability. We also acknowledge that RPII will not achieve its objectives through acting alone. We are committed to continuing to improve the ways in which we engage with the public and key stakeholders to deliver quality outcomes.

In developing this plan, we consulted with stakeholders and staff on the issues presenting and the priorities we should address. Their input enhanced the final plan and is greatly appreciated. The strategic priorities and objectives set out here have the full support of our staff and with their assistance; we look forward to delivering successfully.

Professor Eugene Kennedy
Chairman

Dr Ann McGarry
Chief Executive

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Who we are and what we do

The Radiological Protection Institute of Ireland (RPII) is the national organisation with responsibility for ensuring that people and the environment in Ireland are protected from the harmful effects of ionising radiation. We do this by strong and effective regulation of all those who use radiation sources and by working in partnership with other regulatory authorities. We monitor people's exposure to radiation and provide advice to the public and the Government on radiation sources, on the corresponding risks and their management. We are central to Irish emergency preparedness in the event of a nuclear accident abroad. We are committed to scientific excellence and our advice is based on internationally agreed standards and on peer-reviewed research.

The RPII was established in 1992 under the Radiological Protection Act, 1991 and is financed by a grant from the Exchequer and by income from licence fees and radiation measurement services. The licence fees and charges for measurement services are approved by the Minister for the Environment, Community and Local Government.

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Achievements and learning to-date

Since its establishment, the RPII has implemented a range of regulatory, monitoring and information programmes to both inform and support Government policy. The RPII complies with the highest standards of corporate governance and independence in all its activities to ensure quality of service and value for money.

Regulation: The public and workers enjoy a high level of protection against the possible harmful effects of the use of radiation sources in medicine, industry and research and this use is supported by a well-functioning regulatory infrastructure.

Radioactive Waste: For three decades the RPII has repeatedly drawn attention to the fact that the current arrangements for the storage of disused radioactive material are not consistent with international best practice. The establishment of an interdepartmental committee to develop national policy in this area has made good progress but the policy developed now needs to be implemented by Government.

Radiation Monitoring: The RPII continues to assess the impact on Ireland and its population of all inputs of radioactivity into the environment. These include not only the ongoing authorised radioactive discharges from the Sellafield complex in Cumbria, but also previous inputs from the Chernobyl accident and the testing of nuclear weapons. Appropriate research is carried out to support the monitoring programmes.

Radon: The National Radon Survey of radon concentrations in Irish homes was conducted by the RPII during the 1990s. The results of the survey enabled those parts of the country most at risk from radon, called High Radon Areas, to be identified. They also predicted that over 91,000 homes in Ireland have radon concentrations above the National Reference Level. The mean indoor radon concentration in Ireland was identified as amongst the highest in the world and can be linked to 150 to 200 lung cancer deaths in Ireland each year.

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Since then, the RPII has focussed its efforts in the High Radon Areas and has worked continuously to ensure that people are informed about radon and how they can protect themselves from the gas. The RPII has collaborated with relevant public bodies, such as the Health Service Executive, the Health and Safety Authority and Local Authorities, as well as with Government Departments, to address the radon issue. As a result of RPII's programmes and the bilateral collaborations, awareness of the harmful effects of radon has risen substantially among the public.

However, the RPII recognises that it cannot address all the issues relating to radon on its own. Instead, it advocates that the most cost effective and sustainable approach to reducing the risk from radon is a Government-led National Radon Control Strategy which includes all of the relevant Government agencies working in concert. Support for the development of a National Radon Control Strategy is a key strategic objective for the RPII in 2011-2013.

Advice and Information: The RPII plays a key role in the provision of advice to Government and to the public on radiation protection matters. The success of our programmes to-date indicates, we believe, an ability to meet the particular challenges posed by the task of communicating the complex issues of radiation to a variety of audiences. The easy access to high-quality information through the RPII website and our collaboration with others, including the media, have been important elements in raising levels of awareness about the risks and benefits of ionising radiation and in implementing successful protection strategies.

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Customer Service: The RPII is committed to a high level of customer service in all of its activities. A Customer Service Charter is in place and surveys are undertaken regularly to ascertain the extent to which customers are satisfied with our performance and to identify areas where improvement is required.

Finally, the RPII's position as a trusted source of independent and expert information and advice has been achieved by a commitment to a high-level of competency in our core areas of responsibility. Our achievements to-date form a solid basis from which we can progress our objectives into the future. The three-year strategy for 2011-2013 outlined in this document has been developed through a participative process which included inputs external and internal to the organisation and is underpinned by a longer-term vision for the role and relevance of the RPII over the next 10 to 15 years.

Strategy

The development of the RPII's Strategic Plan has been led by the senior staff of the RPII, with the support and input of the Board and through a series of face-to-face consultations with all staff and key external stakeholders. Participants were asked to give input on future priorities and issues. The results of the consultations were carefully taken into account and are reflected in the strategic priorities and objectives set out in this Strategic Plan.

External environment

Economic Crisis

The major economic crisis in Ireland will inevitably impact and influence the RPII's future strategy. The moratorium on staff recruitment has already led to an overall reduction in the number of staff and loss of some specialist skills. We are also conscious that financial pressure on our licensees and on Government will mean intense competition for available resources. At a time when resources are stretched, it is all the more important that RPII's resources are clearly and effectively targeted to address the most important radiation protection issues.

Over the past few years, there is increasing focus by the public on the value for money achieved by all public service providers. There is a demand for high quality services, particularly where those services are provided in return for direct payment.

Public Sector Reform

The emphasis across the public service on transformation and public sector reform provides a framework within which to engage constructively with partner organisations. Over the period of the last strategy, RPII has fully recognised that it can leverage its resources more effectively by working in cooperation with other public sector bodies. This is particularly so with regard to radon where positive engagement with the Health Service Executive, the Health and Safety Authority and Local Authorities has led to greater public awareness and action to reduce radon levels.

context

Euratom Directives and Policy

Over the next three years, we anticipate the adoption and implementation into Irish legislation of three European directives of fundamental importance to RPII's remit. RPII inputs to the development and transposition of directives at a number of stages in the process. RPII staff participate as experts on the committees advising the Commission on the content of the directives; they provide technical support to the Department of the Environment, Community and Local Government (DECLG) in the negotiation of the final text and they actively support DECLG officials in the drafting of the legislation to transpose directives. At all stages in the process, RPII draws on the knowledge and expertise derived from participation in international fora to inform the technical advice it provides to the DECLG and as a basis for the development of effective and sustainable implementation measures.

- The Nuclear Safety Directive (Council Directive 2009/71 Euratom) was adopted by the EU in June 2009 and for the first time, establishes a common binding framework on nuclear safety across Europe. Although Ireland has no nuclear power related facilities, it must nonetheless implement the Directive by the date specified i.e. July 2011.
- A directive covering the management of spent fuel and radioactive waste has been proposed by the Commission and is currently under discussion by the Member States. It is expected that this directive will be adopted by mid-2011 with an implementation date of mid-2013. The directive has direct implications for Ireland as it covers all types of radioactive waste, including radioactive sources which were previously used in medicine, industry, research and education.
- An updating of the 1996 Basic Safety Standards Directive which lays down the basic safety standards for the protection of workers and the general public against the dangers arising from ionising radiation and for the first time, consolidates the provisions of other radiation protection related directives into a single directive, was agreed by the Commission in November 2010. Discussion by the Member States is due to commence around mid-2011 and current expectations are that it will be adopted towards the end of 2011, with an implementation date two years later.

Strategy

The Basic Safety Standards Directive is the key directive setting out the requirements for radiation protection of the population and the environment. The implementing regulations provide the framework for the RPII's regulatory, monitoring and emergency preparedness activities. While RPII is the Competent Authority for many aspects of implementation, other public sector bodies also have responsibilities and it will be important that the overall regulatory framework is optimised, that it meets the needs of regulators and service users, and that it ensures public safety. The implementation of this Directive into Irish legislation will provide an opportunity for a re-appraisal of the regulation of ionising radiation in the medical sector.

UK Nuclear Power Policy

Another important development likely to impact RPII in the coming years is the policy of the UK Government that new nuclear power stations should have a role to play in the UK's future energy mix. Eight sites have been identified as being potentially suitable for the deployment of new nuclear power stations by 2025, including Sellafield in Cumbria. Work is progressing in the UK to establish the framework which would allow for a decision on any application to build a nuclear power generating station. RPII's technical assessments and its advice based on those assessments will be important contributors to the development of Irish Government policy on this issue.

Internal environment

Knowledge & Expertise

As with many scientific and regulatory organisations, the strength of RPII is built on its staff, on their knowledge and expertise. RPII is very fortunate in having a committed and motivated team; the organisation is respected nationally and internationally for its authoritative work and its independent positioning.

However, the moratorium on recruitment and promotion will be challenging for RPII where the staff age profile is already quite flat and a number of staff are due to retire in the coming three years, with little possibility of being replaced. Against this, there are good opportunities for staff development and training and RPII will seek to use these effectively to ensure that it maintains the skills necessary to deliver on its mandate.

context

Corporate Governance

In recent years the RPII has placed a strong emphasis on corporate governance and this is now a key strength of the organisation. Within the Executive, further clarification of roles, the assignment of decision-making processes to the appropriate level and greater use of cross-divisional teams will further improve the organisational structure and long-term sustainability of RPII. At the operational level, better planning and more emphasis on review and learning will also be beneficial.

Stakeholder priorities and consultation

The key stakeholders consulted during the development of this Strategic Plan included RPII staff, the RPII's Ionising Radiation Advisory Committee, the Department of the Environment, Community and Local Government and representative groups of licensees, Radiation Protection Advisors and customers. Details are given in Appendix 1.

Generally, those consulted were very supportive of the RPII's proposed strategic direction. They emphasised the public value of RPII's work and the importance of maintaining RPII's expertise, knowledge and programmes. All acknowledged the challenging external environment and encouraged RPII to focus on priority issues in its efforts to deliver value to the public. They also welcomed RPII's clear intent to partner with other public sector bodies to achieve its objectives. The explicit emphasis on ensuring transparency of the regulatory system and the wider objective of listening and responding to needs and concerns of stakeholders was also strongly supported. A number of helpful suggestions as to how certain objectives could be realised were also gathered during the consultation process and these will inform the development of the annual business plans.

A number of stakeholders raised the issue of the protection of patients against ionising radiation which is currently excluded from the RPII mandate. They urged RPII to engage proactively with the relevant Government departments and agencies to ensure that, in the context of the revision of the Basic Safety Standards Directive, the proposed arrangements for managing this issue into the future provide the best outcomes for patients, that they are efficient and practicable and that they make best use of the available expertise and resources.

Mission, Vision & Values

Mission

To ensure that people in Ireland are protected from the harmful effects of radiation.

Vision

The public will have confidence and trust in the radiation protection infrastructure and be assured that the highest international standards are applied in Ireland.

on 2011-2013

Values

Public Service:

Radiation is naturally present in our environment and it can also be man-made. It can have either beneficial or harmful effects, depending on its use and control. RPII's role is fundamentally about the public interest i.e. to ensure that individuals and society generally can take advantage of the many beneficial uses of radiation, while having confidence that they and the environment are protected against its potentially harmful effects. Our approach to regulation has been effective, and we know that we must seek continuous improvement to remain effective in a changing environment. We recognise that people have concerns about radiation and that we must first understand and then address those concerns with clear information and accessible advice.

We acknowledge the key role we play in protecting people and the environment and we are committed to optimising all of the resources available to us both within and outside RPII to play our part in delivering high standards of radiation protection in Ireland.

Scientific excellence:

RPII is a scientific organisation and science is at the heart of everything we do. To do our job properly and build confidence and trust with our stakeholders, the technical work of RPII and the advice we give is based on internationally recognised scientific methods and the results of peer reviewed scientific research. We use analytical techniques that are accredited to ISO standards and make regular use of peer-review by independent experts to confirm the quality of our programmes. Our human resources policies ensure that we recruit top-level scientists and technicians and that we encourage continuous learning and actively support professional development. We have direct access to the most up-to-date scientific evidence and methodologies through participation on key international committees devoted to radiation protection and nuclear safety.

Mission, Vision & Values 2011-2013

Transparency:

RPII understands the importance of communicating clearly its role, its findings and their implications for people and the environment. We work to ensure that all the information people need is easily accessible on our website, but we also like to engage face-to-face with local communities on issues such as radon. Our experience is that active engagement with stakeholders helps us to better understand their needs and that it greatly enhances what we do. We know that we are accountable to the public for the work we do. For the future, we want to increase our transparency with particular emphasis on our regulatory programme and our activities to improve nuclear safety in Europe.

Professional integrity:

As a scientific organisation and as a regulator, RPII is committed to making objective, evidence-based decisions that are fair and consistent and free from undue influence from any quarter. This does not mean that we ignore the challenges our requirements may mean for others, but rather that we work with them to overcome those challenges. RPII encourages and supports its staff to adopt an open, honest and respectful approach to their interactions with the public, the media, our commercial clients and partner organisations. Our ethos is to deliver all advice, information and services in a manner that is competent, courteous and considerate.

Strategic priorities and objectives

Taking account of the external and internal environment and of stakeholders' views expressed during the consultations, we have developed four strategic priorities and associated objectives for the coming period. Key themes underpinning all four strategic priorities are public value, transparency, communication and sustainability

The four strategic priorities are

- **Provide the expertise, technical capability and information essential to the protection of the Irish population and the environment**
- **Regulate the safe and secure use of ionising radiation in Ireland in a sustainable and transparent manner**
- **Work in partnership with others to implement national radiological protection initiatives**
- **Deliver value to the public in everything we do**

Strategic priorities and objectives

Strategic Priority 1 incorporates many of the key statutory functions of the RPII; that is monitoring radiation levels in the environment, informing people of our findings and advising the public and Government of the implications of all radiation exposures. The objectives reflect the central importance of these activities to radiation protection in Ireland. RPII will undertake much of this work itself, but it will also seek the establishment of frameworks for the external provision of information and services, where this represents better value for money without impacting overall quality.

Strategic Priority 1

Provide the expertise, technical capability and information essential to the protection of the Irish population and the environment

Objectives

- Undertake targeted monitoring and research to assess the sources of radiation exposure to the public and the environment.
- Advise decision makers and other stakeholders on the implications of radiation exposure to the public and the environment and, where appropriate, on measures for their protection.
- Strengthen our core emergency response capability while supporting national planning activities.
- Provide measurement services that are aligned with RPII's strategic direction and customer requirements.

Expected outcomes

- Monitoring and research programmes that are acknowledged by peers as high quality and fit for purpose. By this, we intend that the programmes will assist us not only to assess the known sources of radiation exposure but through regular and forward looking review, to improve our responsiveness when additional potential sources are identified.
- We will also actively streamline our research to ensure it focuses on the most important questions, including the public perspective. A key consideration will be to ensure the sustainability and focus of the programmes recognising the competition for skills and financial resources within RPII. We will actively exploit collaborative opportunities with partner laboratories to achieve results.
- Enhanced engagement with stakeholders in the communication of our results and advice. Over the last few years, we have good examples of successful communications. We aim to build on these so that they become the norm across the RPII and that it is customer needs, rather than RPII needs, that drive how we communicate.
- RPII's emergency response capability maintained at the appropriate level. Measurement services that are appropriately quality assured available to licensees and industry, irrespective of whether the service is supplied by RPII or another supplier. Where RPII is providing particular measurement services, that this represents best public value.

Strategic priorities

Strategic Priority 2 is focused on the system of regulation, a key statutory function of the RPII. The objectives acknowledge the well functioning regulatory system that exists and seek to enhance it through the extension of a risk-based approach to authorisation and through greater transparency.

and objectives

Strategic Priority 2

Regulate the safe and secure use of ionising radiation in Ireland in a sustainable and transparent manner

Objectives

- Strengthen the current regulatory system including the introduction of a risk based approach to authorisation.
- Ensure the sustainability and transparency of the regulatory system.

Expected outcomes

- A more graded approach to regulation in place based on the risk associated with the use of ionising radiation; delivering a more efficient use of resources without compromising on safety.
- Regulatory processes that are transparent for licensees and for the public underpinned by published policies which are developed through consultation.
- Regulatory processes that are sustainable from the RPII and the customer perspective; supported by the appropriate information technology.

Strategic priorities

Strategic Priority 3 builds on RPII's experience which demonstrates that high standards of radiation protection cannot be achieved by RPII acting alone – it recognises that others have responsibilities and it must work in partnership. The objectives focus on two important gaps in the national radiation protection infrastructure, i.e. a national radon strategy and a national strategy for the management of radioactive waste. It also includes new directives which are anticipated during 2011-2013.

and objectives

Strategic Priority 3

Work in partnership with others to implement national radiological protection initiatives

Objectives

- Drive the implementation of the national radon strategy to reduce radon exposure in Irish homes and workplaces.
- Drive the implementation of the national strategy on the management of radioactive waste in Ireland.
- Contribute internationally to the development of radiological protection and nuclear safety standards and influence the implementation in Ireland of related Euratom Directives.
- Contribute nationally to the maintenance and development of good practice in radiation protection through ongoing engagement with partner organisations.

Expected outcomes

- A National Radon Control Strategy adopted by Government that includes prevention and mitigation measures for home and workplaces, being actively implemented by all.
- A National Radioactive Waste Strategy adopted by Government, being actively implemented by key stakeholders.
- Euratom Directives negotiated and transposed with RPII participation leading to overall improvement in radiation protection and radioactive waste management in Ireland.
- RPII and partner organisations working in concert to improve radiation protection standards and practice.

Strategic priorities

Strategic Priority 4 is focused on enhancing the overall public value of RPII through optimising the resources within and external to RPII. Within the context of Public Sector Reform, RPII will take a flexible approach to organisational arrangements provided the needs of stakeholders are met. Internally, RPII will build on its strengths and improve areas of weakness. Externally, it will use its influence with partners to leverage more value.

and objectives

Strategic Priority 4

Deliver value to the public in everything we do

Objectives

- Enhance the organisational environment to empower us to deliver successful outcomes in a sustainable way.
- Focus more on the needs of our stakeholders and enhance our engagement with them.
- Review systems and approaches to delivery to provide better value for money.

Expected outcomes

- Programmes that are developed through effective consultation with stakeholders.
- Organisational structures that encourage and empower staff to contribute to the best of their abilities.
- A culture that promotes teamwork, encourages reflection and learning and recognises and values staff contributions.
- Improved sustainability through active retention and development of strategic skills, succession planning and career development.
- Greater utilisation of new ways of working and new technologies to deliver value.

How RPII will implement

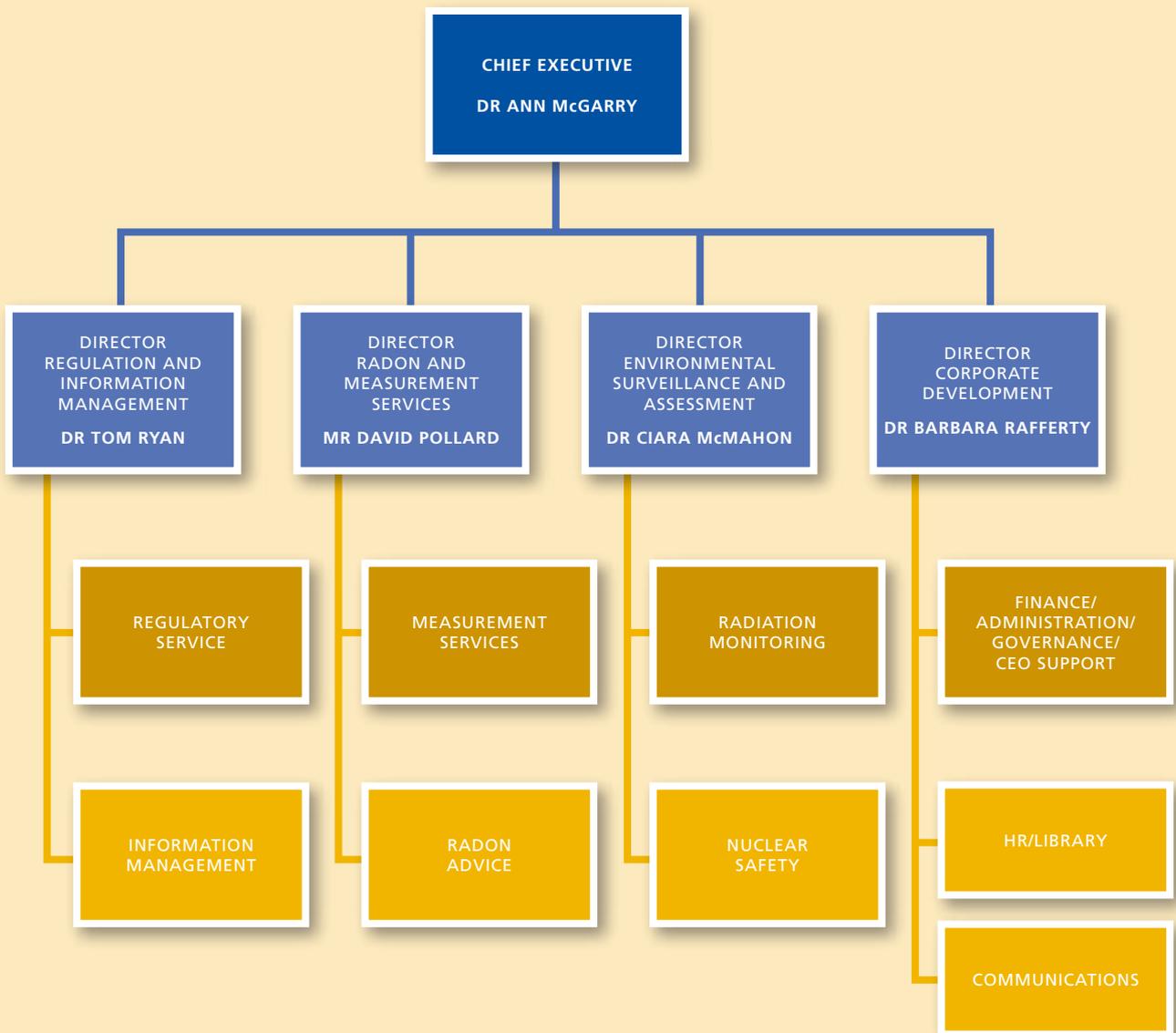
Internal structure

The RPII is governed by a Board of 12 members appointed by the Minister for the Environment, Community and Local Government. The Board is advised by two advisory committees, the Ionising Radiation Advisory Committee to bring broader external perspectives to the RPII programmes and the Communications Advisory Committee to advise on RPII's role in communicating with the public.

Day-to-day management of the RPII is devolved to the Chief Executive who, together with four Directors, makes up the Senior Management Team. Each of the Directors is responsible for two or more of the RPII's functional areas.

An overview of the internal management structure of the organisation is outlined here.

successfully



How RPII will implement

External collaboration

The RPII works with a wide range of national, European and international bodies to contribute to the development of standards, to collaborate on joint initiatives and share expertise and experience. The work of these bodies covers radiation protection, radiation monitoring, transport safety, emergency preparedness and response, radioactive waste management and nuclear safety.

At the international level the key organisations include the International Atomic Energy Agency (IAEA), The Nuclear Energy Agency of the OECD (NEA), the International Commission on Radiological Protection (ICRP) and the World Health Organisation (WHO). The relevant European bodies include the European Commission, the Heads of Radiation Protection Control Authorities (HERCA) and networks such as the ALARA network.

RPII has bilateral arrangements for exchanging information with the UK, French and Norwegian regulatory authorities.

At the national level, RPII collaborates with Government Departments and agencies in support of its work on the National Emergency Plan for Nuclear Accidents, on radon, on environmental monitoring and on regulation. Key partner organisations include the Department of the Environment, Community and Local Government (DECLG), the Health Service Executive (HSE), the Environmental Protection Agency (EPA), the Health and Safety Authority (HSA), Met Éireann, the Food Safety Authority of Ireland (FSAI), An Garda Síochána and the Health and Social Care Regulatory Forum (HSCRF).

In accordance with our values, we will continue to work in a collaborative way with these and other stakeholders in order to ensure that the standard of protection afforded to people in Ireland from ionising radiation remains high. We will continue to seek advice and input from stakeholders on a project by project basis through consultation and expert advisory groups. Where possible, we will engage with partner organisations to achieve efficiencies and provide added value to customers.

Resource, staffing and financial arrangements

To achieve the proposed objectives for 2011-2013, we will require sufficient resources to carry out our work and will use these resources in as effective and efficient a manner as possible.

successfully

The RPII's primary source of income is the annual grant provided by the Department of the Environment, Community and Local Government. We are conscious of the very challenging economic environment and will continue to focus on achieving best value for money to allow us to continue to deliver all of our objectives. New activities such as the regulation of non-ionising radiation would need to be sufficiently resourced.

The other source of income is licence fees and charges for measurement services that we provide. All fees and charges are set by the Minister for the Environment, Community and Local Government and cover the costs of regulation and service provision.

Performance management/Impact assessment/ Implementation review

The RPII is committed to measuring its own performance and to ensuring that its programmes are subject to regular peer review.

Each year for the period of the strategy, the RPII will develop detailed business plans setting out the actions to be undertaken to achieve the objectives under each strategic priority. The Senior Management Team's will meet monthly to review progress against targets. In addition, the strategy will be reviewed bi-annually to assess progress and to identify any changes that might be needed. Following on from these reviews, a report will be submitted to the Board. The report will summarise progress against strategic priorities and objectives, and identify any significant changes in the external environment which warrant a change in the strategy, together with the Senior Management Team's recommended changes.

RPII's regulatory inspections, Dosimetry Service, Calibration Services, Radon Measurement Service and selected Analytical Measurement techniques are accredited to ISO standards and subject to annual review by the Irish National Accreditation Board.

From time to time, we also invite an independent peer review of individual programme areas.

At the individual level, we operate a performance management development system (PMDS) for all staff where their contribution to the successful delivery of our business plans and ultimately our Strategic Plan is measured.

Appendix

List of Stakeholders Consulted

The strategic process has been greatly assisted by the inputs received from staff, Board members and the stakeholders listed below. The RPII would like to express its sincere gratitude to all who were involved in the process.

- Batchelors Ltd
- Becton Dickinson Penel Limited
- Castleknock Chiropractic
- Department of Agriculture
- Department of the Environment, Community and Local Government
- Exova Metlab Limited
- Honeywell Measurex Ireland Ltd
- Irish Association of Physicists in Medicine
- Irish Dental Association
- Isotron Ireland Limited
- Lagan Cement
- Met Éireann
- Murray Consultants
- National Directorate for Fire and Emergency Management
- Office of Emergency Planning
- Perlamar Limited
- Radiation Protection Advisers
- Slievemore Dental Suite
- St James's Hospital
- Testconsult Ireland Limited
- The Dental Council
- The National Crime Prevention Unit, An Garda Síochána
- University College Dublin



Radiological Protection Institute of Ireland

An Institiúid Éireannach um Chosaint Raideolaíoch

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