



Shire of Trayning



SERVICES & FACILITIES DELIVERY PLAN





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INTRODUCTION

The Shire delivers a wide range of services and facilities to the community. Council has reviewed all services and facilities provided, assessed the current service level and agreed to actions required to implement the objectives of our Council Plan

The Services and Facilities Delivery Plan has been prepared to provide the following information on each service provided by the Shire:

Background

Seeks to answer two important questions:

- ✓ Why do we provide the service (statutory obligation or community need)
- ✓ How is the service funded (eg user pays, general income)

Objective

Provides a brief statement on the objective of each service or facility

Service Level

Provides information on the current level of service provided

Issues

Identifies current and future issues with the delivery of each service

Statement of Future Service Levels

Determines whether the Council wishes to maintain, improve or decrease the current level of service and how this will be achieved.



Aerodromes

Schedule 12 Transport

Background:

The Shire owns and manages the Kununoppin aerodrome in accordance with Civil Aviation Safety Authority requirements.

The airstrip is located at Longitude 31°06' South, Latitude 117°55' East, is sealed and is 1,284 metres x 23 metres.

The aerodrome is predominantly used by the Royal Flying Doctor Service.

The aerodrome maintenance is funded from general revenue

Service Objective

To ensure airstrip access for the Royal Flying Doctor Service.

Service Level

The Kununoppin aerodrome consists of a transfer shed, toilets and runway.

Maintenance issues are dealt with as required.

Issues:

We will maintain this Service Level by continuing to:

✓ Provide airstrip access for the Royal Flying Doctor Service



Animal Control

Schedule 5 Law, Order and Public Safety

Background:

Local governments have responsibility for the registration and control of Dogs (Dog Act 1976) and Cats (Cat Act 2011). Council has also adopted The Shire of Trayning Dogs Local Law which was reviewed and amended by Council in February 2015.

Dog and Cat registrations are administered by the Shire.

The Shire receives a modest income from Dog and Cat registrations however the cost of providing Animal Control is funded by general revenue.

Service Objective

To oversee the safe ownership and management of animals.

Service Level

The Shire has engaged a contract Ranger from outside of the district that visits for 2 hours per week. Rangers will respond to complaints regarding Dogs and Cats, collect roaming animals, manage the pound facilities, trap feral cats and undertake doorknocks within town sites to educate residents on their requirements regarding registration and micro chipping.

Rangers will also investigate complaints relating to the keeping of animals, other than dogs and cats and the keeping of poultry.

Issues:

o Time to respond to an emergency situation (Ranger based in Northam)

- ✓ Engage WA Contract Ranger Services to provide Ranger service
- ✓ Maintain the pound facilities located at the Shire Depot
- ✓ Maintain the Dog & Cat registration system
- ✓ Include educational and awareness material in the local Ninghan News
- ✓ Respond to complaints



Aquatic Centre

Schedule 11 Recreation and Culture

Background:

Local governments provide public swimming pools for use by their residents for a number of reasons, including; providing a facility for children to learn to swim, provide people with an escape from the pressures and tensions of daily life, lead to improved levels of physical and mental health, and build up strong social networks and relationships. Swimming is a healthy, low-impact activity that has many physical and mental health benefits.

A new ablution block/kiosk/first aid room/store/undercover area was constructed in 2019/20 with funding assistance from the Building Better Regions Fund.

Service Objective

To provide a safe aquatic facility that is well used and valued by the community

Service Level

The Shire has one public pool, being the Trayning Aquatic Centre located on the Bencubbin/Kellerberrin Road, which comprises a 25 m unheated pool, 11 m diving bowl and a children's wading unheated pool.

The pool is open from 1 November until 31 March each year and is operated by a contract pool manager. Operating hours are:

Monday, Thursday, and Friday 6-7 am and 1-7 pm Wednesday 1-7 pm Saturday & Sunday 12-7 pm

Issues:

- o Pool underutilised due to small population
- The local school uses the pool outside of contracted hours several times a season resulting in additional costs to ratepayers

We will maintain this Service Level by:

• Continuing to manage and operate the Trayning Aquatic Centre



Cemeteries

Schedule 10 Community Amenities

Background:

Cemetery

The Shire of Trayning has three operating cemeteries located in Trayning, Kununoppin and Yelbeni which are managed in accordance with the Shires Cemeteries Local Law.

Costs of burials are funded by fees & charges and the ground & building maintenance is funded from general revenue.

A Local Law Relating to the Trayning, Kununoppin and Yelbini Cemeteries was gazetted on 28 September 2001. A Shire of Trayning Cemeteries Local Law 2013 was prepared by the Shire however there is no record of this local law being presented to Council or included in the Government Gazette.

Service Objective

To provide a quiet and dignified place to bury our dead so that they can be remembered by loved ones

Service Level

Cemetery

The cemeteries are managed by the Shire and comprise burial sites and niche walls. The grounds are maintained by Shire staff and burials are undertaken by the Shire. Burials are booked through licensed undertakers.

Issues:

- Difficult to justify infrastructure upgrades due to limited number of burials
- o Cemeteries are only maintained to a very basic standard
- o Inefficiencies in maintaining three cemeteries for a population of approximately 350

We will maintain this Service Level by continuing to:

✓ Maintain and operate the Trayning, Kununoppin and Yelbeni Cemeteries



Civic Leadership

Schedule 4 Members of Council

Background:

The Trayning Shire Council comprises seven Councillors, with the Shire President and Deputy Shire President being elected by the Council. Council elections are held in October every second year, with half of the seven Council positions being vacant.

Service Objective

To lead by example and make decisions that are well informed, fair and benefit the community.

Service Level

The Shire has a ratio of one councillor for every 32 residents. We look to build civic leadership into all council and shire processes.

Issues:

- Lack of candidates for local government elections
- Financial sustainability

- ✓ Represent the community
- ✓ Ensuring a strategic and inclusive approach to decision making
- ✓ Engaging effectively with local residents





Community Halls, Buildings and Public Toilets

Schedule 10 Community Amenities
Schedule 11 Recreation and Culture

Background:

The Shire provides infrastructure for community use for community meetings, public presentations, shows, plays, concerts and other functions that require a larger space for the community to get together. This includes access to public toilets for the convenience of residents and visitors

All expenses (maintenance, cleaning, insurance, utilities) relating to the building are funded by the Shire from general revenue with the Shire charging a nominal hire fee.

Service Objective

To provide meeting places and facilities that are valued by the community and well used.

Service Level

The Shire owns, maintains, and manages the following public buildings:

- Trayning Town Hall
- Kununoppin Town Hall
- Don Mason Community Centre
- Kununoppin Community Centre (old School site)
- Yelbeni Museum
- Anglican Church Trayning
- Public toilets which are located adjacent to the main road in the Trayning, Kununoppin and Yelbeni townsites

The Yelbeni Museum comprises several Vintage Tractors as well as various early model seeding and harvesting equipment on loan and display from existing farming families. There is also a vast array of photographs and memorabilia associated with Early Settlors to the Town of Yelbeni.

The Shire purchased the Anglican Church building for \$10,000 in March 2010. It is being renovated with the Shire matching funds raised by volunteers. It will be operated by volunteers as an unmanned museum when structural works are completed.

Issues:

- All community halls except the Trayning Hall are under utilised
- Kununoppin Town Hall in very poor condition and is not used
- The Kununoppin Community Centre is being used by community groups without booking or payment

- Maintain Public Halls and Buildings in some cases with the support of volunteers
- Review the condition and use of buildings and working with local communities to ensure ongoing sustainability
- Providing clean and accessible public toilets in Trayning, Kununoppin and Yelbeni



Community Care

Schedule 8 Education and Welfare

Background:

The KTY Playgroup is a volunteer organisation for parents with young / pre-school aged children to meet and interact in a safe environment and operates from the Trayning Primary School.

The Shire has also entered into an MOU with the Trayning Seniors Group (August 2015) to allow them access to the Playgroup Building located on Reserve 26019, Lot 2 Glass Street, Trayning.

Service Objective

To provide a facility that meets the needs of community members.

Service Level

The MOU stipulates that the Shire is responsible; to maintain the Centre in a condition that is safe and fit for purpose; to keep building and public liability insurance current; to meet the costs of water, electricity and gas; and to maintain the gardens from the conclusion of activities in December until the resumption in February each year.

Issues:

There is no Family Day Care or Child Care available within the Shire

We will maintain this Service Level by continuing to:

✓ Maintain the KTY Playgroup building on Reserve 26019



Economic Services (Standpipes, Fuel Facility)

Schedule 13 Other Economic Services

Background:

The Shire provides Standpipes to ensure water is available throughout the Shire for both firefighting and private (domestic) water users.

The 24hr fuel service facility in Trayning is a partnership between Great Southern Fuels (GSF) and the Shire and became operational in March 2016. The Shire owns 50% of the capital improvements and is responsible for maintaining the land in a neat and tidy manner. GSF is responsible for maintaining all infrastructure, supplying fuel, bowser pricing and receives all proceeds from sales.

Service Objective

To support the delivery of services that support the local economy.

Service Level

Standpipes

The Shire provides access to the following standpipes:

Laird Road North Kellerberrin Yelbeni South Road Lamond Road Kununoppin (townsite) Railway Street Trayning (townsite) King Street Yelbeni (townsite)

The Shire is responsible for the water charges (invoiced from Water Corp) and maintenance of standpipes. Some funds are recouped from user charges however water used for domestic purposes is provided free of charge.

Fuel Facility

The Shire will continue to maintain the grounds

Issues:

o Fuel service facilities does not sell Premium petrol

- Ensure access to a potable water supply in reasonable distance to all properties
- ✓ Ensure access to swipe card fuel facility



Fire Prevention

Schedule 5 Law Order and Public Safety

Background:

The Bushfires Act 1954 delegates the following responsibilities to Local Government:

- Varying the restrictive and prohibited burning times;
- Issuing permits to burn in restrictive burn periods;
- Enforcing fire break requirements; and
- Undertake enforcement action for breaches under the Act.

The Shire of Trayning is serviced by a Volunteer Fire and Emergency Services unit, which is a multi-functional unit operated by volunteers trained for a number of emergencies and natural disasters.

The Emergency Services Levy is collected by local governments on behalf of the Department Fire and Emergency Services and used to fund Fire Prevention activities. The Trayning Volunteer Fire and Emergency Services unit is administered and managed by the Department Fire Emergency Services.

The Shire of Trayning does not have any volunteer bushfire brigades.

Service Objective

To work with the community to educate, monitor and minimise the risk of damaging fires within the shire.

Service Level

Council appoints a Chief Bushfire Control Officer, Deputy Chief Bushfire Control Officer and Fire Control and Weather Officers. The duties of the Chief Bush Fire Control Officer include liaising with the local government concerning fire prevention / suppression matters generally and directions to be issued by the local government to bush fire control officers (including those who issue permits to burn). The Chief Bush Fire Control Officer has delegated authority to impose harvest and vehicle movement bans.

Shire administration provides assistance to the CBFCO and Bush Fire Control Officers.

Issues:

Difficulty in recruiting and retaining volunteers

- Provide administrative support to our CBFCO, Deputy CBFCO's and Bush Fire Control Officers
- ✓ Liaising with DFES regarding provision of equipment & vehicles to meet the Shires needs
- ✓ Undertake townsite inspections for fuel loads and issue warnings and notices where required.



Health Services

Schedule7 Health

Background

The Shire of Trayning has no statutory requirement to subsidise Medical Services however due to the importance of GP services to our community, Council has agreed to subsidise the provision of a local GP service. The cost of supporting this service is shared with the Shires of Mt Marshall (30%), Mukinbudin (30%) and Nungarin (10%).

Medical services are funded from general revenue

Service Objective

To support the provision of health services that promote and support the health and wellbeing of residents and visitors.

Service Level

The Medical Service (Doctor) is provided free use of a house (Kununoppin) and car and is paid an agreed annual cash subsidy. These costs are shared as detailed above. This arrangement is governed by an Agreement between the parties.

Issues:

- General shortage of appropriately qualified GP's willing to practice in isolated one Doctor rural towns.
- o No apparent justification for the funding contribution from each participating Shire

We will maintain this Service Level by continuing to:

✓ Provide free use of a house and car and a cash subsidy, in conjunction with the Shires of Mt Marshall (30%), Mukinbudin (30%) and Nungarin (10%).



Infrastructure Maintenance

Schedule 12 Transport

Background:

Local governments are responsible for the construction and maintenance of Roads under their control along with supporting footpaths and drainage infrastructure.

The Shires road network comprises of approximately 180km of sealed roads and 595km of unsealed roads.

The Shire of Trayning employs a Works Supervisor and a works crew of six who are responsible for construction and maintenance works. Contractors are employed as required to complement the Shires own staff.

The Shire owns the following Plant for the purposes of road maintenance and construction; one Grader; one Loader; One Backhoe; one Eight Wheel Tip Truck & Trailer; one Roller; one Skidsteere Loader, .

The provision of Street Lighting is included within the road maintenance function.

Service Objective

To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community and supports economic growth.

Service Level

The Shire has adopted an Asset Management Plan and Long-Term Financial Plan that includes all programmed infrastructure projects and maintenance requirements

Issues:

- Level of road funding dependent on Roads to Recovery and Regional Road Group funding
- Adverse seasonal conditions to carry out road maintenance
- Increasing use of heavy and larger vehicles

- ✓ Implement the infrastructure construction program as per the Asset Management Plan and Long-Term Financial Plan
- ✓ Employ our own infrastructure maintenance staff to maintain our road and infrastructure network to agreed service levels.



Land Planning

Schedule 10 Community Amenities

Background:

The Shire adopted a Trayning Local Planning Strategy in 2012, Local Planning Policies in 2014 and a Local Planning Scheme in 2015.

Service Objective

To provide land options that promote the shire and region as an attractive place to invest, live, and work.

Service Level

The Shire engages a contractor to provide customer service and process planning related applications as required.

Issues:

Historically low level of compliance with planning requirements throughout the Shire.

We will maintain this Service Level by continuing to:

✓ Engage a Town Planning consultant as required





Library

Schedule 11 Recreation and Culture

Background:

In July 2019 a new tiered model for public library services was introduced as part of the WA Public Libraries Strategy. This new model will be implemented over the 2019/20 financial year, with the service level provided to each Local Government based on which tier their library service is placed in.

The Trayning Public Library is tier 3 (local governments with populations less than 1,000) with the following criteria and key features:

<u>Criteria</u>

- Offers a lending service of physical and on-line materials and distributes resources for state-wide programs with SLWA support.
- Governance, community engagement and service practices that meet minimum standards for Tier 3.
- Library service is managed and overseen by paid staff but access during opening hours may be facilitated by volunteers

Key Features

- Receives a notional annual grant allocated by SLWA for the purchase of library materials.
- Materials provided via SLWA supplier selection process via a generic profile.
- Participates in system to rotate stock (currently the Exchange System).
- Is not eligible to apply for innovation or grant funding.
- · Has access to additional SLWA facilitated services for regional and remote public library services

Service Objective

To provide library services that engage the local community and encourage life-long learning.

Service Level

There is one public Library within the Shire, being located at the Trayning Administration Centre.

Issues:

 Advances in Technology are changing the need for Libraries and the Shire must continue to diversify the services provided to ensure the library does not become obsolete.

We will maintain this Service Level by continuing to:

✓ manage the Trayning public library



Parks, Gardens, Streetscapes & Playgrounds

Schedule Recreation & Culture

Background:

The Shire is responsible for a large number of parks, gardens, playgrounds and streetscapes within the three townsites.

Service Objective

To maintain attractive parks, gardens, streetscapes and playgrounds relevant to current usage.

Service Level

The Shire has an annual Parks and Gardens Works Program which sets out a routine for mowing, gardening, clearing, spraying and checking reticulation.

Issues:

The Shire has one full time gardener which can mean the parks and gardens works program is very lean and can be impacted heavily by sick leave, unscheduled works etc.

- ✓ Maintain parks and gardens in accordance with the annual Parks and Gardens Works Program
- ✓ Utilise contractors for any other works
- ✓ Improve dam fed reticulation and automated reticulation
- ✓ Increase herbicide spraying capacity



Public Health Administration & Inspection

Schedule7 Health

Background:

The Public Health Act 2016 was introduced to replace the outdated Health Act 1911. The *Public Health Act* 2016 will be <u>implemented in a staged manner</u> over 3 to 5 years. The old *Health Act 1911* (which will be known as the *Health (Miscellaneous Provisions) Act 1911*), and all regulations made under the *Health Act 1911*, will continue to be the main enforcement tool, until the new provisions of the *Public Health Act 2016* are proclaimed over the coming years.

The provision of Health Services is funded from general revenue for the most part, with a small amount of income derived from fees & charges.

Service Objective

To provide information, support, and inspections to ensure compliance with relevant legislation and local laws.

Service Level

The *Public Health Act 2016* provides a flexible and proactive framework for the regulation of public health, with local governments being the recognised enforcement agency for public health matters. The Shire engages a contract Environmental Health Officer who works for the Shire one day per month and is responsible for overseeing compliance of relevant Health legislation.

The Shire also administers the Food Act 2008 which states the requirements for the sale of food and the Hairdressing Establishment Regulations 1972 which governs hairdressing establishments.

Issues:

Implementation of new Public Health Act 2016

- ✓ Ensure access to a qualified Environmental Health Officer to service the communities needs
- ✓ Enforce and administer the provisions of the Health Act and other relevant health legislation
- ✓ Educate and inform the community through the provision of relevant information.



Public Safety

Schedule 5 Law order and Public Safety

Background:

Emergency Management

The Emergency Management Act 2005 requires local government to have Local Emergency Management Arrangements in place including recovery provisions.

Emergency Management is funded by general revenue; however in the event of a "disaster" relief funding is available from the Lord Mayors Appeal Fund and the Western Australian Natural Disaster Relief Arrangements.

Crime Prevention

Crime Prevention is the responsibility of the Police Service (State government) however the Shire assists in regards to appropriate urban design and townscape.

Service Objective

To work with the community to monitor public safety and compliance with relevant legislation and local laws.

Service Level

Emergency Management

Trayning Local Emergency Management (LEM) meetings are held quarterly.

The LEM committee is chaired by the Trayning Shire President and attended by various organisations involved with emergency situations, including Police, DFES, CBFCO, St Johns, and the Department of Health (Hospital).

The Manager of Corporate Services is tasked with providing administrative support to the LEMC and ensuring the Management Plans are kept up to date. A copy of the Plans are available on the Shire website.

Issues:

LEM Committees based on local government area rather than identified need even though local government boundaries have no relevance to emergency management.

- ✓ Provide administrative support to the Local Emergency Management Committee
- ✓ Participate in emergency management exercises
- ✓ Plan and implement recovery services as required



Sanitation

Schedule 10 Community Amenities

Background:

The Shire has three registered refuse sites located at Trayning, Kununoppin and Yelbeni.

The Trayning Refuse Site has been closed to the public and no longer accepts general waste. The general waste areas at the Trayning site has been covered with 500mm of top soil and revegetated in accordance with the management plan. The Trayning site continues to be used for building rubble and asbestos only.

Council has a contract with Avon Waste to supply 240l bins for townsite properties for the collection of general waste (weekly) and recyclables (fortnightly)

Rubbish collection charges recovers the costs of the bin collection service and a portion of the costs of managing the refuse sites with any shortfall funded by general revenue. The recycling charges do not cover the cost of the recycling service.

NEWROC Councils have commissioned a Regional Landfill Strategy report, which will assist in determining the future strategic direction of Council regarding landfill management.

Service Objective

To provide waste education and collection services that minimise our environmental footprint and are convenient for residents.

Service Level

The Kununoppin and Yelbeni refuse sites are not manned and there are no tipping fees, providing residences with easy and free access to the sites.

Avon Waste undertake collection services, with a weekly general waste collection and recycling pick up every second week.

Issues:

- Dumping of waste from non residents who may access the sites to save paying tipping fees.
- Increase in regulation
- Limited life of current sites

- ✓ Manage the Trayning, Kununoppin and Yelbeni Refuse Sites
- ✓ Provide a weekly 240L Bin collection and fortnightly 240L recycle bin collection service
- ✓ Continue to participate and promote Drum Muster
- ✓ Continue to provide waste oil collection service



Sport & Recreation

Schedule 11 Recreation and Culture

Background:

The provision of sport & recreation infrastructure & services is a key responsibility of local government, especially in rural areas where there is no or little private investment. Sport and recreation is vital for our communities as it helps build stronger, healthier, happier, and safer communities. Communities that participate in sport and recreation develop strong social bonds, are safer places and the people who live in them are generally healthier and happier than places where physical activity isn't a priority.

Service Objective

To maintain facilities and programs that encourage participation and community fitness.

Service Level

The Shire of Trayning owns the following sport and recreation facilities:

- ✓ Trayning Sports Pavilion & Recreation Grounds (old trotting track)
- ✓ Kununoppin Sports Pavilion and Oval leased to the Central Wheatbelt Riding Club
- ✓ Trayning Sporting Club and Bowling Green owned by Shire & leased to Club
- ✓ Ninghan Fitness Centre
- ✓ Trayning Tennis Courts (4 grass courts)
- ✓ Trayning outdoor Basketball / Netball Courts x 2
- ✓ Trayning Skate Park/BMX Track

The Shire is also responsible for the maintenance of the Trayning School Oval, based on an Agreement between the Shire and Education Department in September 2001.

Issues:

- o Reduction in people who participate in sport & recreation, including volunteers
- Reduced run off into Dam used to water Trayning Parks & Gardens
- Facilities at both Sports Grounds are in poor condition

- ✓ Provide and maintain the current infrastructure
- ✓ Support sporting clubs and volunteers
- ✓ Work with Clubs to ascertain future needs



Staff and Other Housing

Schedule 9 Housing

Background:

The Shire of Trayning owns the following houses:

Staff Housing

44 Coronation Street, Trayning CEO

Lot 60 Glass Street, Trayning Manager Corporate Services

139B Felgate Pde, Trayning Furnished residence used as short stay accommodation

Lot 90 Railway Street, Trayning Gardner

Lot 112 Coronation Street, Trayning Works Supervisor Lot 37 Coronation Street, Trayning Pool Manager

Lot 139A Felgate Street, Trayning Furnished residence used as short stay accommodation

Lot 11 Wilson Street, Kununoppin Grader Operator

Community Housing

Two Units located in Trayning at 54A & 54B Glass Street

Aged Persons Housing

Six Aged Persons Units & Common Area located at Lot 500 Coronation Street Trayning

Independent Living Units

Five Independent Living Units located in Hughes Street, Kununoppin

The cost of housing is funded from general revenue and rental income.

Service Objective

To provide and maintain housing that will attract and retain a skilled workforce and accommodate local residents and visitors.

Service Level

The Shire of Trayning provides housing to assist with the attraction and retention of staff positions that are recruited from outside of the Shire along with other housing to support the community.

Issues:

- 11 staff members live in non-shire properties, creating potential difficulties in recruitment of replacement staff
- Lack of demand for Independent Living Units in Kununoppin

- Manage and maintain Shire owned housing for use by relevant staff and others
- Manage and maintain Aged Persons Housing, and Independent Living Units



Tourism and Area Promotion

Schedule 13 Economic Services

Background:

The provision of tourism and promotion services have been identified by Council as a key focus for the local economy – subsequently Tourism was identified in the Strategic Community Plan as a valuable and important industry for our region.

The Shire owns and operates the Trayning Caravan Park and Campers Kitchen and two short stay accommodation units.

Service Objective

To work with business and regional partners to promote Trayning and the region as a great place to visit.

Service Level

The Shire currently supports and promotes Tourism by:

- ✓ Operating a high quality caravan park and campers kitchen
- ✓ Operating two short stay accommodation units
- ✓ Use of signage
- ✓ Maintain and distribute brochures containing visitor & tourist destination information
- ✓ Supporting events and competitions such as the Trayning Tractor Pull
- ✓ Ensuring a high standard of parks and gardens are maintained.
- ✓ Partnerships with neighbouring Shires via NEWTRAVEL
- ✓ Maintaining RV status including dump point
- ✓ Provision of high standard public toilets

Issues:

Expenditure incurred by the Shire far exceeds actual benefits to local businesses Insufficient self-contained accommodation in the Shire

We will maintain this Service Level by:

✓ Continuing to promote our shire and provide quality infrastructure for visitors to our region



Transport Licencing

Schedule 12 Transport

Background:

The Shire of Trayning has an agreement with The Department of Transport for the provision of police licensing services. The Shire is not obliged to provide this service to the community however Council is of the view that there is a strong demand from the community to do so.

The Department of Transport pays a commission for the services provided however this does not meet the full costs, with the shortfall funded from general revenue.

Service Objective

To provide relevant transport licensing options to residents at the local shire office.

Service Level

Police licensing is provided at the Shire customer service counter.

Issues:

o Over time these services will be more accessed on-line and an in person service will not be required.

We will maintain this Service Level by continuing to:

✓ Provide a police licensing service at the Shire customer service counter.

