

Title	Structure for Administering the City of Cockburn
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Policy Type

Council

Policy Purpose

The City of Cockburn is administered through a structure of seven Divisions, 13 Business Units and 51 Service Units. This structure is managed by a Chief Executive Officer, one Senior Officer, four Chiefs, three Executives and a number of Managers and Coordinators. The structure is aligned to the activities and functions of the City and is reviewed regularly. It is changed when the City embarks on new business opportunities, divests itself of service functions or when there is a need to reorganise functions into different units for better management.

To ensure that the City of Cockburn complies with the obligation imposed on it by Section 5.2 of the *Local Government Act, 1995*, (the Act) which prescribes that the Council “...is to ensure that there is an appropriate structure for administering the local government”.

Policy Statement

- (1) Council recognises its responsibility pursuant to s5.2 of the Act, and considers the attached Structure for Administering the City of Cockburn an appropriate structure for administering its local government.
- (2) Council approval is required to implement any variation to the *Structure for Administering the City of Cockburn* in relation to the seven divisions, however the CEO may undertake minor variations as they see fit with regards to the allocations of functions and resources across those seven divisions.
- (3) The *Structure for Administering the City of Cockburn* describes the principal functions that Council directs are to be undertaken by each Business and Service Unit.
- (4) In accordance with the Act, the CEO’s function is to manage the day-to-day operations of the local government and be responsible for employing those employees not designated as “senior employees”.
- (5) Consistent with the functions described in (4) above, Council notes the CEO will allocate employees across functions and activities, where he or she considers doing so increases organisational efficiency.
- (6) The role of Executive Governance and Strategy is deemed to be a senior role and designated as a Senior Employee, pursuant to Section 5.37 of the Act. This is to ensure a distinction in this role between the Governance function of the organisation and the Governance responsibilities of the Council.

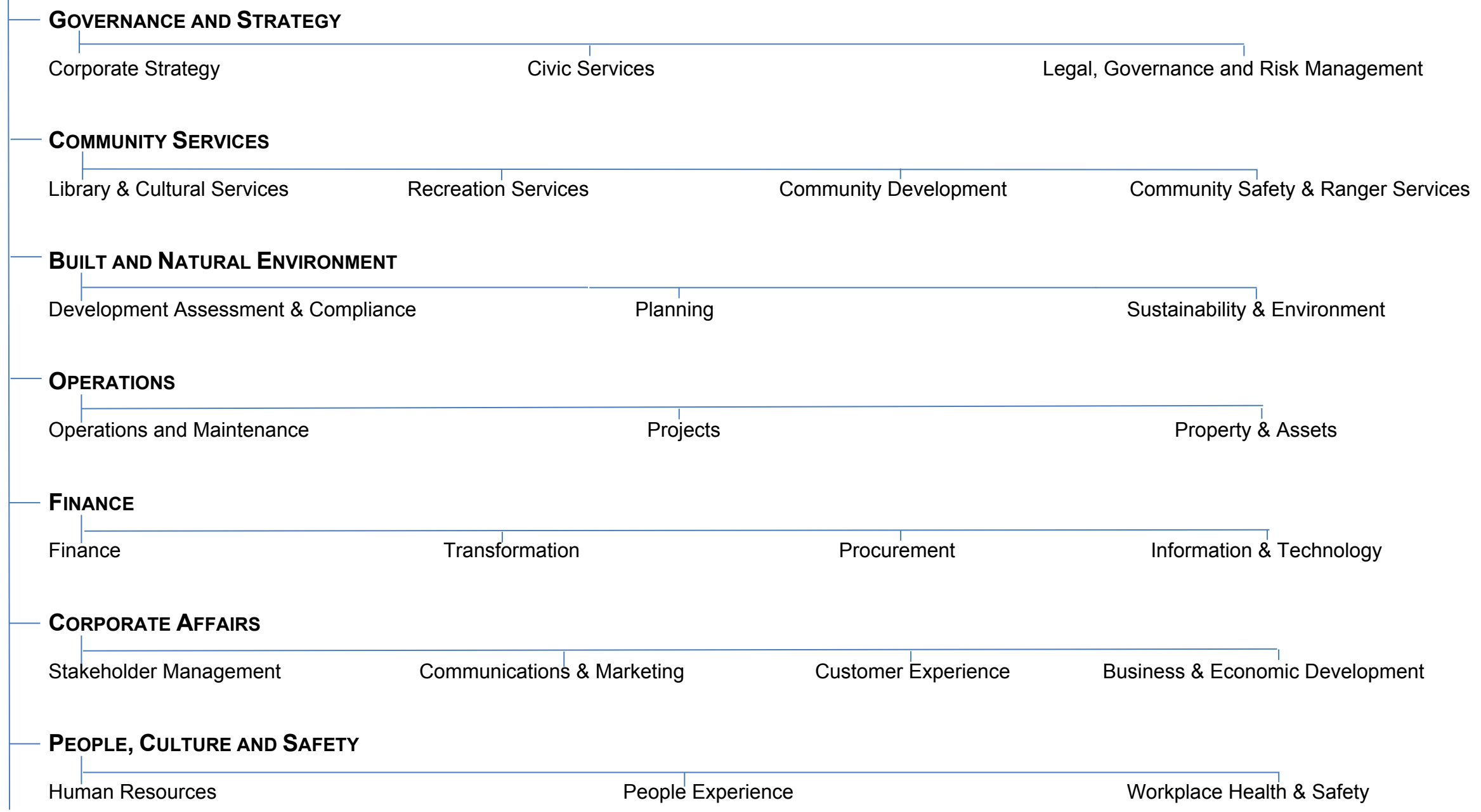


STRUCTURE FOR ADMINISTERING THE CITY OF COCKBURN

MARCH 2021

COUNCIL

**CHIEF EXECUTIVE OFFICER
(EXECUTIVE SUPPORT)**





GOVERNANCE & STRATEGY DIVISION

EXECUTIVE GOVERNANCE & STRATEGY

Corporate Strategy Service Unit

- Corporate Integrated Planning and Reporting
- Corporate Performance
- Innovation
- Services Planning

To support the City in the development and integration of corporate planning

Civic Services Service Unit

- Civic functions
- Elected Members Communication and Support

To focus on the civic and ceremonial functions, including planning, security, building amenities, and Elected Member communication.

Legal, Governance and Risk Management Service Unit

- Policies and Local Laws
- Compliance and Returns
- Internal Audit
- Risk Management

To ensure that Council's Compliance and Risk Management responsibilities are fulfilled in a timely manner within statutory and best practice standards.



COMMUNITY SERVICES DIVISION

CHIEF OF COMMUNITY SERVICES

Library & Cultural Services Business Unit

Head of Library and Cultural Services

Young Peoples Services Service Unit

Provide and support a range of inclusive library programs, environments and collections that support the early and continued development of literacy skills in the children and young people of the City of Cockburn.

Adult Services Service Unit

Provide and support a range of programs and events in collaboration with major stakeholders that support lifelong learning and community engagement for Cockburn residents.

Technology and Digital Services Service Unit

Support and manage information technology for the library service to ensure that the systems run efficiently and meet the contemporary needs of a modern library service. Coordinate and support the delivery of the library's virtual network.

Cultural Services Service Unit

To provide a range of entertainment, cultural and heritage events and activities, to the community that properly and positively reflect the City's commitment to deliver quality and cost effective programs, services and activities. Manage the arts, culture and events occurring in the City, including the calendar of municipally funded annual events.

Branch Libraries Service Unit

Manage a public facility that provides spaces and staff to enable capacity building, community collaborations and to deliver collections and services specific to the catchment demographic of the branch.



Recreation Services Business Unit

Head of Recreation Services

Recreation Services Service Unit

To provide effective high-quality community-based recreation services programs and leisure facilities.

Cockburn ARC Service Unit

Provision of a range of affordable centre-based aquatic, indoor sports and recreation programs / services from Cockburn ARC.



Community Development Business Unit

Head of Community Development

Childcare and Seniors Service Unit

Administer Council funded services, programs and facilities aimed at providing and developing increased social support, activity and leisure opportunities for the senior citizens of Cockburn.

Administer grant funds provided to Council for the operation of the Home and Community Care and Community Aged Care packages. Provide programs and services for aged and disabled citizens to assist them in maintaining their independence.

To equitably and effectively administer grant and fees provided to Council for the operation of the Family Day Care/In Home Care Services and the Outside School Hours Care Service.

Family and Community Development Service Unit

Provide a range of individual, family and child focused services for residents, via a community development approach or direct service delivery, including information, referral, advocacy or direct assistance and support.

To provide capacity building and community engagement mechanisms to strengthen and support community groups and volunteers operating within the City of Cockburn.

Youth Services Service Unit

Administer grant and Council funded services, programs and facilities aimed at providing and developing increased social support, amenity, activity and leisure opportunities for the young people of Cockburn. Youth services offers three streams of services for young people – youth work, youth centre programs and youth development.

Community Grants Service Unit

To provide a central City of Cockburn coordinating service for the distribution of grants, donations and sponsorship to community organisations and individuals. To seek grants from Commonwealth, State Government and other sources for services and facilities for residents of the City. To carry out research on matters related to issues of concern and interest to the City of Cockburn and to promote the interests of the City.



Community Safety & Ranger Services Business Unit

Head of Community Safety & Ranger Services

Rangers Service Unit

These services work to improve the safety and security of City residents and visitors through the administration of local laws and state legislation utilising a range of education, prevention and mitigation strategies.

CoSafe Service Unit

To deliver the CoSafe service to the residents of the City in accordance with the strategy. In addition, deliver the CCTV plan in accordance with Council's agreed requirements.



BUILT & NATURAL ENVIRONMENT DIVISION

CHIEF OF BUILT & NATURAL ENVIRONMENT

Development Assessment & Compliance Business Unit

Head of Development Assessment & Compliance

Building Services Service Unit

To ensure that buildings and structures within the district provide acceptable levels of public safety, amenity and comply with all relevant building codes, standards and regulations.

Statutory Planning Service Unit

To provide control and management of development, land use and subdivision functions within the City to ensure standards of amenity are maintained. The Service also undertakes compliance and enforcement action against unapproved development.

Environmental Health Service Unit

To ensure that the conduct and operation of premises and activities within the district comply with accepted standards and practices for public health and to ensure that the quality of the environment is protected and improved.

Subdivisional Service Unit

To review all applications for sub-division of land within the City and ensure that they meet the requirements for the range of services and utilities to effect the approvals provided by the WAPC.



Planning Business Unit

Head of Planning

Infrastructure and Roads Design Service Unit

To provide design services for roads, paths, drains, development assessment and traffic management treatments that are under the responsibility of Council in accordance with Australian Standards and industry best practice.

Transport and Traffic Service Unit

To ensure that planning and development of the transport network within the City meets people and industry needs while minimising environmental impact.

Strategic Land Planning Service Unit

Prepares structure plans, formulates strategies, adopts policies which provide formal guidance and direction for the planning and development of the district, maintains the City's development contribution plans, provides cartographic and GIS expertise relevant to planning and administers geographic naming and street numbering.

Recreation and Leisure Planning Service Unit

Provides strategic direction and guidance in the future provision and design of sport and recreation facilities/reserves to ensure they adequately meet the needs of the community.



Sustainability & Environment Business Unit

Head of Sustainability & Environment

Sustainability and Climate Change Service Unit

To develop strategies and plans which guide the City's sustainability and climate change aspirations to make a better tomorrow.

Environmental Policy and Planning Service Unit

To develop environmental and planning policies, undertake studies and provide advice on environmental matters for the protection and management of areas of environmental significance and lead towards a sustainable built environment.

Coastal Planning Service Unit

To develop coastal adaptation plans, foreshore management plans and adopt planning controls to mitigate the impacts of coastal erosion.



OPERATIONS DIVISION

CHIEF OF OPERATIONS

Operations & Maintenance Business Unit

Head of Operations & Maintenance

Environment, Parks and Landscape Service Unit

The operational maintenance of Public Open Space, Natural Areas and Streetscapes to provide functional and attractive locations for recreational activities by the Community.

Civil Infrastructure Service Unit

This service unit will review, implement and manage all activities associated with the extensive civil infrastructure including roads, drains, sumps, footpaths and cycle ways.

Fleet Management Service Unit

To repair, maintain, replace and manage the City's fleet, plant and equipment.

Waste Services Service Unit

To operate a landfill site at Henderson to accept waste in accordance with the requirements of a Class II site under the Environmental Protection Act and maximise the financial return.

To provide a regular, reliable and safe waste and recycling collection service for every premise within the district and dispose of it in an environmentally acceptable manner.



Projects Business Unit

Head of Projects

Civil & Coastal Infrastructure Service Unit

Manage, monitor and maintain the City's coastal and marina structures to ensure a cost-effective manner of serviceability, integrity and sustainability.

Landscape Development Service Unit

Effective, timely and cost effective delivery of landscape and environmental projects and works.

Buildings & Utilities Service Unit

- **Facilities and Plant Services**
To plan and deliver the Council's building and facility operational and minor capital works programs as well as deliver the City's plant and fleet acquisition and maintenance services.

Program Management Office (PMO) Service Unit

- **Project and Asset Services**
To manage the development and delivery of project and asset management frameworks, systems, processes and procedures. Provision of services for best practice asset and project management, including in the delivery of the City's major building and facility and other infrastructure capital works programs and operational activities.



Property & Assets Business Unit

Head of Property and Assets

Land and Property Services Unit

The City's Land Management Strategy is reviewing all City owned land and property assets, including crown reserves vested in the City.

- **Land acquisition and disposal**
The City's Land Management Strategy is reviewing all City owned land assets. The service unit is tasked with overseeing this aspect of activities to ensure the City receives the best price for any disposals and reviews potential opportunities to acquire land for future needs.

- **Leases and licences**
Administers leases and licenses which span commercial, community and tourism purposes, purchases and develops land according to the adopted strategy of the City, manages public requests for pedestrian access-ways, including closures and ensures that all property interests and the City's land portfolio are appropriate and sufficient.

- **Commercial leases**

Port Coogee Marina Service Unit

To manage the Port Coogee Marina Facility including business development, penholder liaison and daily service operations.

Facilities, Building and Utilities Management Service Unit

To plan and deliver the Council's building and facility operational and minor capital works programs in order to provide functional and modern community facilities.

- Integrated Health Facility

Asset Management Service Unit

The implementation, management and modernisation of the strategic and operational asset management and capital planning systems.



FINANCE DIVISION

CHIEF FINANCIAL OFFICER

Finance Business Unit

Head of Finance

Management Accounting Service Unit

To establish and maintain systems and processes enabling the transacting and management of the City's financial information, as well as providing accounting support and services for the City's business activities, financial planning, performance reporting and auditing needs.

- Budgeting
- Insurance

Rates and Revenue Service Unit

To raise, collect and account for the City's rates and other revenue and administer its banking and online payment systems, as well as maintaining the City's property database and co-ordinating preparation of the electors roll for Council.

- Debt Management

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Transformation Business Unit

Head of Transformation

To undertake a comprehensive organisational transformation process reviewing operation expenditure, potential revenue opportunities and general improvements to the organisation's ways of working.

- Commercial Analytics
- Process review and transformation



Procurement Business Unit

Procurement Coordinator

Purchasing

To provide effective centre-led procurement services and support for competitive sourcing and the associated contract management, whilst also ensuring organisational compliance with statutory tendering and internal procurement requirements.

- Contracts and Compliance



Information & Technology Business Unit

Head of Information & Technology

Technology Service Unit

To deliver support technical services and planning for future enhancement/growth in respect of Council's information technology requirements.

Information Management Service Unit

To provide a high standard of technologically advanced Records Management Services to support the needs of the user clients within the City of Cockburn, the governing function of Council and other identified external uses of the records function.

GIS Service Unit

To provide an asset information service management system and a geographical information system.

Business Systems Service Unit

To provide support to the City's core business systems, manage new projects and help facilitate continuous process improvement.



CORPORATE AFFAIRS DIVISION

EXECUTIVE CORPORATE AFFAIRS

Stakeholder Management Service Unit

To manage engagement with all stakeholders and ensure that the engagement is provided to Council and management in a timely manner.

To manage our key stakeholder and influencer understanding of City, and Council, priorities and issues.

Communications and Marketing Service Unit

To provide a range of communications material and services that ensures that the community is informed about the City's services and programs.

To ensure whole of City marketing services are undertaken to enhance our brand, reputation and recognition.

Customer Experience Service Unit

To provide a range of services that deliver quality, timely and cost-effective customer service to the community.

Business and Economic Development Service Unit

To plan and implement the Business Engagement and Economic Development Framework.



PEOPLE, CULTURE & SAFETY DIVISION

EXECUTIVE PEOPLE, CULTURE & SAFETY

Human Resources Service Unit

To provide policy, programs and advice which shape the workforce to ensure it is capable of achieving the business objectives now and in the future.

To pay employees and maintain accurate information in regard to leave, personal details and entitlements.

- Payroll
- Business partners
- Learning and development

People Experience Service Unit

To provide advice and support in the development of the organisation culture including internal workplace communications and staff surveys.

- Organisational Culture Development
- Internal Workplace Communications
- Staff survey

Workplace Health and Safety Service Unit

To provide advice and support in the areas of safety, workers' compensation and rehabilitation.

- Workplace Health and Safety
- Workers' Compensation and Rehabilitation

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Strategic Link:	Workforce Plan
Category	Governance
Lead Business Unit:	Human Resources
Public Consultation: (Yes or No)	No
Adoption Date: (Governance Purpose Only)	11 March 2021
Next Review Due: (Governance Purpose Only)	March 2023
ECM Doc Set ID: (Governance Purpose Only)	4131297