

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, 12 Business Units and 54 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.

The policy ensures 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.

Departments Organisational Structure



Disclaimer: The Service Units are subject to change based upon discussions between ExCo and Heads of Business Units.



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Governance and Strategy Division		
Executive Governance and Strategy		
Corporate Strategy Service Unit	Civic Services Service Unit	Legal, Governance and Risk Management Service Unit
<ul style="list-style-type: none"> • Corporate Integrated Planning and Reporting • Corporate Performance • Services Planning <p>To support the City in the development and integration of corporate planning</p>	<ul style="list-style-type: none"> • Civic functions • Elected Members Communication and Support <p>To focus on the civic and ceremonial functions, including planning, security, building amenities, and Elected Member communication.</p>	<ul style="list-style-type: none"> • Policies and Local Laws • Compliance and Returns • Internal Audit • Risk Management <p>To ensure that Council's Compliance and Risk Management responsibilities are fulfilled in a timely manner within statutory and best practice standards.</p>



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Finance Division		
Chief Financial Officer		
Finance Business Unit		
Head of Finance		
Management Accounting Service Unit	Rates and Revenue Service Unit	
<p>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.</p> <ul style="list-style-type: none"> • Budgeting • Insurance 	<p>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.</p> <ul style="list-style-type: none"> • Debt Management 	
Procurement Business Unit		
Procurement Coordinator		
Purchasing Service Unit		
<p>To provide effective centred procurement services and support for competitive sourcing and the associated contract management, whilst also ensuring organisational compliance with statutory tendering and internal procurement requirements.</p> <ul style="list-style-type: none"> • Contracts and Compliance 		



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Finance Division		
Chief Financial Officer		
Information and Technology Business Unit		
Head of Information and Technology		
Technology Service Unit	Information Management Service Unit	GIS Service Unit
<p>Supports the rest of the organisation using technology to achieve their strategic objectives. Functions include:</p> <ul style="list-style-type: none"> • Service desk & Customer support • Maintaining ICT laptops, desktops, mobile fleet • Maintaining networks, servers, storage and other ICT infrastructure • Improve the City's cyber security 	<p>Provision of a records management service to the organisation including but not limited to:</p> <ul style="list-style-type: none"> • Processing/registration of incoming and outgoing mail • ECM system administration, support and training • Assisting with the development of records and information management policies • Providing advice about records management practices • Providing a records management service that complies with the City of Cockburn's Recordkeeping Plan, Records Management Policy, Recordkeeping Guidelines and WA State Records Office requirements • Managing the City's archives, including the disposal of records in accordance 	<p>Develop, support and maintain all spatial products and services in the City including but not limited to:</p> <ul style="list-style-type: none"> • Internal/external mapping and spatial support • Development of Esri and IntraMaps.
Business Systems Service Unit		
<p>Develop, support and maintain the City's business systems to enhance effectiveness and efficiency of Council's operations through the use of technology.</p> <ul style="list-style-type: none"> • Review and improve business processes to increase quality and efficiency. 		



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<ul style="list-style-type: none">• Advise the business on technology and non-technology solutions.• Integrate existing systems with new systems to consolidate data and information to add value to existing solutions.		
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Built and Natural Environment Division		
Chief of Built and Natural Environment		
Development Assessment and Compliance Business Unit		
Head of Development Assessment and Compliance		
Building Services Service Unit	Statutory Planning Service Unit	Public Health 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.	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.	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 affect the approvals provided by the WAPC.		
Planning Business Unit		
Head of Planning		
Community Planning Service Unit	Transport and Traffic Service Unit	Strategic Land Planning Service Unit
Assess the prioritisation of all major infrastructure needs from the different service units (recreation, public open space, cultural, civic, etc.) against projected urban growth and income sources, and creates an overarching plan to implement and facilitate these needs for the entire community.	Provides technical support that contributes to the management of a safe and efficient transport network by investigating and responding to complaints, enquiries, requests and submissions received by the City. The Team assists with the delivery of transport related actions, plans, policies, and strategies across the City.	Provides a wide range of roles related to long term land use planning of the City's neighbourhoods, natural areas, activity and employment centres. This includes structure plans and amendments to the local planning scheme. They also manage the City's development contribution plans and provide a cartography function to other units.

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Built and Natural Environment Division (Continued)		
Chief of Built and Natural Environment		
Sustainability & Environment Business Unit		
Head of Sustainability and Environment		
Sustainability and Climate Change Service Unit	Environmental Management, Policy and Planning Service Unit	Coastal Planning Service Unit
To develop strategies and plans which guide the City's sustainability and climate change aspirations to make a better tomorrow.	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.	To develop coastal adaptation plans, foreshore management plans and adopt planning controls to mitigate the impacts of coastal erosion.

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Community Services Division		
Chief of Community Services		
Library and Cultural Services Business Unit		
Head of Library and Cultural Services		
Lifelong Learning Service Unit	Branch Libraries Service Unit	Technology and Digital 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.	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.	Provide and support a range of relevant digital and technology systems and to promote and market events and programs to ensure the needs and expectations of our community are met.
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.		
Recreational Services Business Unit		
Head of Recreation Services		
Recreation Services Service Unit	Cockburn ARC Service Unit	Port Coogee Marina
Provide community need identification and assessment for the future provision and design of sport, recreation, and community facilities.	Provision of a range of affordable centre-based aquatic, indoor sports and recreation programs / services from Cockburn ARC.	To manage the Port Coogee Marina Facility including business development, penholder liaison and daily service operations.

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Community Services Division (Continued)		
Chief of Community Services		
Community Safety and Ranger Services Business Unit		
Head of Community Safety and Ranger Services		
Rangers Service Unit	CoSafe Service Unit	Fire and Emergency Services
To provide Improved safety to our growing communities by applying state and local laws for a variety of matters local governments are responsible for managing. The Ranger’s team use a host of education, prevention and mitigation strategies to improve proactive compliance before regulatory enforcement is required	Provides a community safety responses service to our community at times when they feel unsafe or when they witness anti-social behaviour. CoSafe work with a range of organisations and law enforcement agencies to improve the overall perception of safety within our community and provide added reassurance to the community.	The team work with the City’s and DFES volunteers to establish a safer and more resilient community through Prevention, Preparedness, Response and Recovery from a range of emergencies that may impact the Cockburn residents. The team work collaboratively with stakeholders to ensure hazards are identified, communicated and managed appropriately
Safer Cities		
To assist in the planning, design, management and delivery of inclusive and high-quality crime prevention and community safety programs and policies in partnership with local communities, government agencies and non-government organisations		

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Community Services Division (Continued)		
Chief of Community Services		
Community Development Business Unit		
Head of Community Development and Services		
Seniors Service Unit	Family and Community Development Service Unit	Youth Services 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.	To provide a range of individual, family and child focussed 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 mechanisms to strengthen and support community groups and volunteers operating within the City of Cockburn.	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.
Cockburn Care Service Unit	Child Care Services	Community Grants Service Unit
Administer grant and fee funding provided to Council for the operation of the Home Support Program (CHSP), Home Care Packages (HCP), National Disability Insurance Scheme (NDIS) including Social Club services and Kwobarup Aboriginal Club for NDIS participants. Provide programs and Services for residents who are aged or have a disability to assist them in maintaining their independence.	To equitably and effectively administer fees provided to Council for the operation of the Family Day Care.	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.



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Operations Division		
Chief of Operations		
Operations and Maintenance Business Unit		
Head of Operations and Maintenance		
Environment, Parks and Landscape Service Unit	Civil Infrastructure Service Unit	Fleet Management 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.	This service unit will review, implement and manage all activities associated with the extensive civil infrastructure including roads, drains, sumps, footpaths and cycle ways.	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.		

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Operations Division (Continued)		
Chief of Operations		
Projects Business Unit		
Head of Projects		
Project Development Service Unit	Project Delivery Service Unit	Program Management Office (PMO) Service Unit
Lead the development (initiation and design phases) of the City's major and minor infrastructure projects.	Lead the delivery stage of the City's major and minor infrastructure projects.	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 and Assets Business Unit		
Head of Property and Assets		
Land and Property Services Unit	City Facilities Service Unit	Asset Management Service Unit
The service unit is tasked with the effective implementation and management of City owned land assets, including strategic purchasing and disposal of land, resumption of private land (via taking order) for roads and infrastructure projects, dealing with crown land and land under management order from the State, managing caveats, easements and other encumbrances on City owned or managed land, and dealing with pedestrian access way closures. The service unit also administers leases and licenses which span commercial, community and tourism purposes across the	The service unit is tasked with delivering effective facilities services across all City owned buildings, to ensure that they remain functional, safe, modern and useful to the City and the community. This includes planned and preventative building maintenance, minor capital works programs, upgrades and repairs, contractor management, works cost management, and preventative and legislative maintenance to mitigate public liability risk and ensure maximum safety for the occupants and visitors to each City owned building.	The service unit is tasked with the implementation and management of the City's asset management and capital planning systems. The service unit is responsible for the collection and analysis of information that contributes towards asset condition assessment, financial management, level of service measures, asset replacement programs, anticipated useful life assessments, asset revaluations for long term planning, and forward works programming. The information generated by the service unit is critical to the implementation of the City's corporate business plan, strategic community



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<p>City's portfolio, in order to achieve the best use for each asset. In particular, this includes the management of the City of Cockburn Integrated Health Facility.</p>		<p>plan and long-term financial plan.</p>
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Corporate Affairs Division		
Executive Corporate Affairs		
Advocacy and Engagement Service Unit	Communications and Marketing Service Unit	Customer Experience Service Unit
<p>To manage our key stakeholder and influencer understanding of City, and Council, priorities and issues.</p> <p>To provide advice and guidance on best practice community engagement and consultation on major projects, services and areas of interest.</p>	<p>To provide a range of communications material and services that ensures that the community is informed about the City's services and programs.</p> <p>To ensure whole of City marketing services are undertaken to enhance our brand, reputation and recognition.</p>	<p>To provide a range of services that deliver quality, timely and cost-effective customer service to the community.</p>
Business and Economic Development Service Unit		
<p>To plan and implement the Business Engagement and Economic Development Framework.</p>		



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People Experience and Transformation Division		
Executive People Experience and Transformation		
People Experience Service Unit	Transformation Service Unit	Workplace Health and Safety Service Unit
<p>To provide HR policy, programs and advice that shapes the workforce to ensure it can achieve the business objectives now and in the future.</p> <p>To pay employees and maintain accurate information regarding leave, personal details and entitlements.</p> <ul style="list-style-type: none"> • People Experience (Human Resources) • Organisational Development • Payroll 	<p>Lead our transformation program through culture initiatives, staff surveys, improved systems and processes, ideas and leadership capability building to deliver sustainable outcomes.</p> <ul style="list-style-type: none"> • Culture Development • Change Management • Innovation 	<p>To provide advice and support in the areas of safety, worker's compensation and rehabilitation.</p> <ul style="list-style-type: none"> • Workplace Health and Safety • Injury Management and Rehabilitation • Workers Compensation

Strategic Link:	Workforce Plan
Category:	Governance
Lead Business Unit:	Human Recourse
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