

The Council usually has a role to play in achieving all the Community Outcomes and in the Strategic Objectives that support those outcomes.

Sometimes the Council will carry full responsibility for carrying out a set of tasks while, in other cases, the role might be, for example, to lobby a government department.

### The Usual Roles

We have identified 12 possible roles for the Council that describe the different levels of involvement.

#### Leader

In this case, the Council is the instigator of the set of activities and is also responsible for carrying them out. The community will have identified a need and left it up to the Council to look for the best way to satisfy that need.

#### Executor

In this case, the Council has been given the full responsibility to carry out an agreed set of activities. The Council may decide the best way to approach the activities and will carry out all the planning involved.

#### Provider

In this case, the Council is requested to provide some service and has agreed with the community the service levels that the community expects. The Council is then left to carry out the operations that create and maintain that level of service.

#### Partner

As a partner, the Council is sharing the responsibility for carrying out a set of activities with one or more other parties. These may be government agencies, other Councils,

private businesses, organisations, etc.

#### Supporter

As a supporter, the Council is not directly responsible for carrying out a set of activities but provides assistance without which they would not be achieved. Examples include providing technical help, or providing facilities, etc.

#### Funder

The role as a funder is a special case of the supporter role. It is commonly through the issuing of Council grants but may also occur where the Council 'contracts' with an organisation to carry out activities that it would otherwise be required to provide itself.

#### Planner

In this case, the Council provides the resources for planning the approach to carrying out a set of required activities but another organisation or agency actually does the work. This is not the same as the Council hiring a contractor; in that case the Council still holds the full responsibility.

#### Facilitator

In this case, the Council's role is to bring others together so that they can carry out the required set of activities. The Council may assist the planning process as well.

#### Advisor

As an advisor, the Council makes resources available to help plan and carry out a set of activities but the responsibility for the planning and execution lies outside the Council.

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## **Lobbyist**

In this case, the Council's task is to lobby central government, government agencies, other councils, etc., to achieve the results the Community requires, or to protect the Community's outcomes if they are threatened.

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## **Regulator**

The Council inherits responsibilities from Central Government by statute that it must carry out. These include various licensing, regulation enforcement and inspection functions.

The Council does not set the requirements for these duties.

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## **Educator**

The Council acts as an educator on behalf of Central and Regional organisations in a number of public interest areas such as public health, civil defence, road safety, alcohol abuse, etc.