



Dr Steven Finlay's

2025 TRIENNium

GOVERNANCE REFLECTION Modules Handbook

A Self-Reflection Journal for Elected Members — From Election to Delivery

Contents

Welcome To These Governance Reflection Modules!	3
Why These Reflections Matter Now	5
Module 1 The value you added – great job!	7
Module 2 Reflecting on the Triennium as a whole	10
Module 3: Embedding Your Knowledge from Election to Delivery	15
Module 4a – Reminder of the governance role, in theory	19
Module 4b – The governance role, in practice	24
Module 5 – The Pillars of Great Governance	30
Module 6 – Reflecting on Long Term Planning (LTP)	34
Module 7a – What Happens Next for You	41
Module 7b – Your Transition Strengths (and Options)	43
Module 8: The Future of Local Governance	47
Action Sheets	49
Top Three Governance Muscles I’m Taking Forward	49
People I’ll Keep Close	49
A Practice That Sustains Me	49
Three decisions I learned the most from	50
What I know now about trade-offs & affordability	50
How I’d structure information/reports differently for better decisions	50
What to Read / Refresh	51
What to Ask Officers For	51
How I’ll Set Governance Culture Early	51
What Happens Next for You?	52
Personal Wellbeing	53



Welcome To These Governance Reflection Modules!



Thank you for taking the time to engage with these governance reflection modules. They are my small way of thanking you for the work that you have given to your own community, district, metro area, or region.

The Aim of These 8 Modules

These modules are designed to not only acknowledge the ground that you have covered but to offer you a chance to reflect on your own experience and distil your own progress and areas you may want to keep building on, in light of the amendments to the Local Government Act.

Getting the Most Value Out of These Modules

Take your time with these modules. They are designed to help you reflect on each of the core areas of great governance, as a reminder, thought prompt, or further enabler for you to compare the basics of great governance to your own lived experience as you come to complete your Triennium. They focus on core services as a key learning piece.

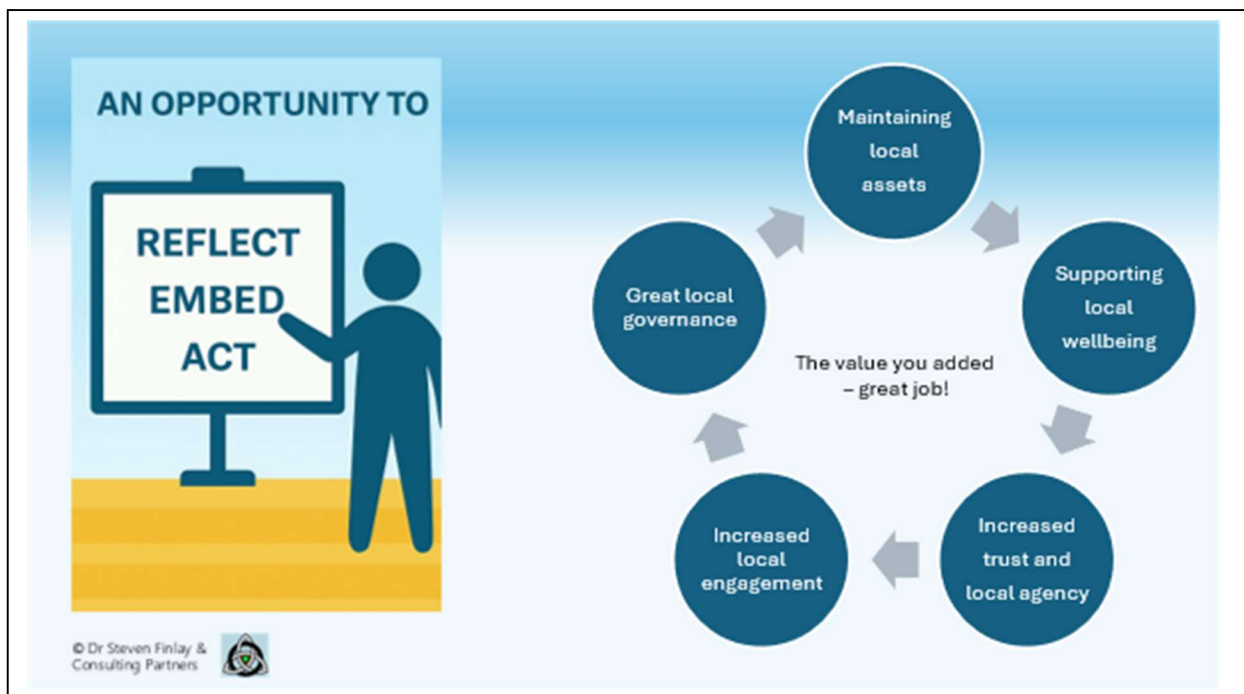
Use the Reflection Questions to Embed Your Expertise

These questions aren't a test—they are tools to help you distil your learning. You now have a full Triennium (or more) of experience behind you. Take this time to consolidate what you've learned, and how you've led.

Getting Ready for What's Next

You may want to keep building your mastery in the local government space or choose another avenue for contribution.

Either way, these modules can help you make sense of where you've been—and where you might want to head.



Why These Reflections Matter Now

Purpose of local government, in LGA 2002, amended 2025

Sections 3 and 4

democratic

effective

diversity of New Zealand communities

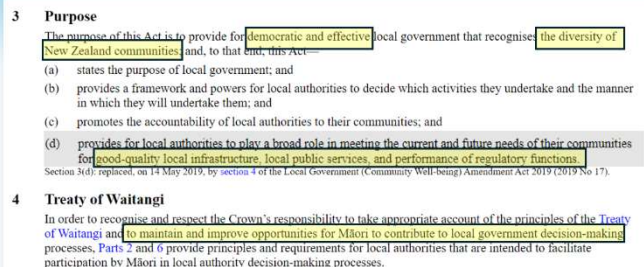
good quality local infrastructure

local public services

performance of regulatory functions

Treaty of Waitangi

Maintain and improve opportunities for Māori to contribute to local decision making



Purpose

The Local Government Amendment Bill is re-centring councils on **core infrastructure, financial discipline, and performance transparency**.

These reflections help you translate everything you learned this triennium into the capabilities you'll need next: governance maturity, evidence-based decision-making, and the soft skills that hold communities through tougher trade-offs.

In this short module you will:

- Reconnect your **soft skills** to the sector's renewed focus on **hard delivery**.
- Identify which parts of your experience most prepare you for **core services, affordability, and value-for-money scrutiny**.
- Note any **capability gaps** you want to close before the next triennium (whether you stand again or support from another role).

Journal prompts

- Where did I most clearly connect “people outcomes” to “asset realities”?
- Which of my soft skills (listening, consensus building, financial questioning, strategic framing, public communication) will be most valuable under the new Act?
- What will I do differently in the first **90 days** of the next term (or next role) because of what I now know?

Why great local governance matters

Transparent accessible local governance and strong local democracy are profoundly connected. These dual functions of local government are rightly measured in social wellbeing frameworks both international and in New Zealand.

Not just about the assets, as important as they are!

By now you have realised how much of local governance is taken up with overseeing the assets and the levels of service of those assets you have made decisions about. This is the ‘big kit’ that the majority of rates and resources goes into maintaining.

People live their lives on the experience of the local assets you have overseen

We can often take local government for granted, but the foundations of our social and community wellbeing are literally built ‘from under the ground’ up, on the assets we collectively invest in, and oversee.

Your engagement with the community has built trust – or not!

How you have engaged with your respective community has really mattered. Each good engagement increases the slow and gradual cumulative perception of a community’s local agency, their ability to affect and direct their own lives. However, one bad decision or a failed or poorly delivered process can undo months or years of goodwill.

Our genuine hope is that your efforts have built trust, and in turn encouraged engagement in local democracy.

Were there opportunities for improvement? What learnings can you take forward from these?

Module 1 The value you added – great job!

GOVERNANCE REFLECTION MODULES

The value you added – great job!

In this module

The value you added – great job!

How you found and used your voice

Drawing from your lived experience and expectations inside the role

Did you pick up feedback?

Did you add value to the group you were voted on to work constructively with?

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The value you added – great job!



Opening Summary

This module invites you to reflect on the real impact you’ve made since being elected. Governance influence builds slowly—often without public fanfare—and it can take courage to ask, What value did I really add? This is not about ego. It’s about honest self-assessment, understanding how you used your voice, brought your lived experience, and contributed constructively to your council’s shared work.

Whether you led with quiet presence or spoke with conviction, your governance role required balance—representing your community while upholding collective decisions for the good of the whole. This module honours that delicate dance and helps you name how your authenticity shaped your contribution.

Module Aim

To help you articulate the unique value you brought to your council role, reflect on how you found and used your governance voice, and consider how your lived experience informed your work—especially during challenging decisions or group dynamics.

Governance impact often builds quietly over time

It can be challenging to ask the honest question, what value did I add? Representing your constituents well can be a challenging task, but so is making decisions for the community, district, provincial, metro or region as a whole.

This is the stuff of governance maturity, and there is no substitute for hard won experience. Were you a moderator, a critical questioner, an enabler, a supporter or sometimes a mix of all of these, and more? Did you hold silence well so the group process could work to its best?



How did you find and use your voice

Gone are the days when new elected members are expected to listen and learn first. Communities expect professional governance, prepared, balanced and activated. They voted you in because of who you are and what you bring.

Authentic governance is key to maintaining trust, but also working collaboratively with others, who are also bringing their own authentic selves. Communities have voted you in as a group to build consensus on behalf of that very community. Divisions divide.

Did you bring your lived experience to meet expectations inside the role?

As you now know, there are plenty of statutory obligations and expectations inside the role. But your lived experience can shine through those to build and maintain relationships with the community that voted you in. How did you also maintain relationships when council decisions or actions didn't meet community expectations or local pressure against this position? This is where the gold lies.

Did you pick up feedback?

Councils and CEOs gather feedback on their plans and performance, but how do you? Yes, the election is a key source of feedback, but what about inside the triennium?

Did you add value to the group you were voted on to work constructively with?

One great test of governance mastery is if you can maintain professionalism with the council as a group while respecting your individually different opinions. This is healthy democracy in action. You are making decisions on behalf of the role as a whole, and healthy informed debate builds trust. Respecting the office and governance table you sit around is critical, even if you sometimes don't feel like respecting the decisions.

What happened in times of difference?

What I have learned when I am often confidentially asked to help support good governance functioning is elected members often feel frustrated that their own views are not being included in a process or their persuasion hasn't swung the decision. Personal attacks, especially on social media, often risk a breach of your code of conduct, especially if individuals are identifiable. The public record of your debate should be enough.

Having a safe way to vent your frustrations can keep you and the council in good standing. The first port of call beyond your safe support person may be a private discussion with your CEO. They are there to support and advise you. Your values and conduct under pressure are the true measure of success, as challenging as this can be.

Module 2 Reflecting on the Triennium as a whole

GOVERNANCE REFLECTION MODULES

Reflection on the Triennium as a whole

Reflection on the Triennium as a whole
The value you added – great job!



In this module

Reflecting on the Triennium as a whole

Year 1 – getting round the table, building your individual skills ‘on camera’

Year 2 – your collective growth and the Long Term Planning process

Year 3 – delivery pressure and community expectations

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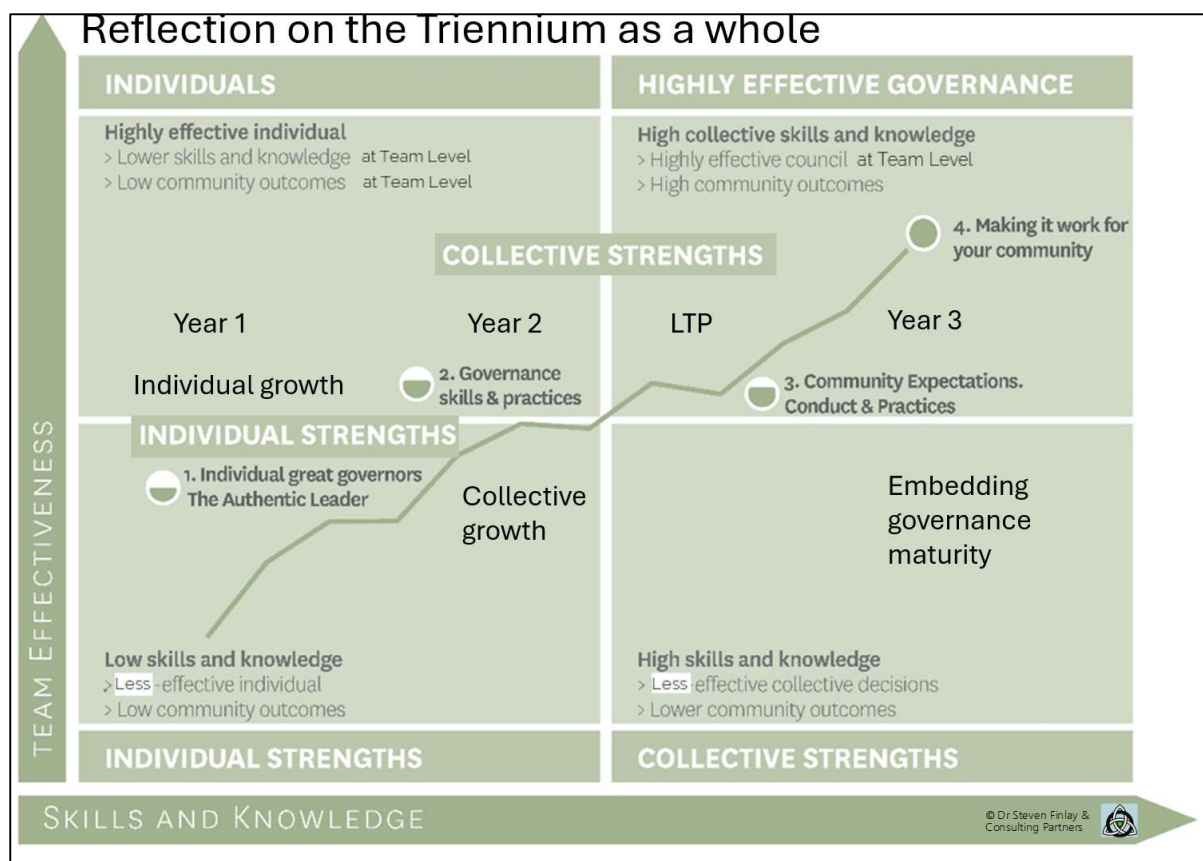
Opening Summary

This module is an opportunity to reflect on your growth—both individually and as a collective. Governance maturity isn’t a one-off milestone; it unfolds across each year of the triennium. From the steep learning curve of Year 1 to the collaborative intensity of Year 2’s long-term planning, to the strategic resilience required in Year 3, each phase has shaped your governance identity.

By tracking your development across these years, you’ll be able to name the skills, insights, and approaches you’ve embedded—and acknowledge what still stretches you. This is a moment to gather the lessons, celebrate the growth, and prepare to carry that wisdom forward.

Module Aim

To support you in mapping your personal and collective growth across the triennium, recognising the challenges overcome, the collaborative moments that mattered, and the depth of strategic governance maturity now embedded in your leadership.



Growing Individual and Collective Governance Maturity

Year 1: What helped you build your confidence?

What advice would you now give your Year 1 self?

Year 2: What activities helped you reach consensus?

What did you learn about collaboration?

Year 3: How did you respond to strategic complexity?

What parts of your leadership shone most?

INDIVIDUAL STRENGTHS

Year 1: Individual Growth

- What resources helped you to come up to speed?
- If you were returning, how did you support new elected members?
- Was there a storming period before you settled as a group?
- What, if anything, would you do differently next time?

For new elected members Year 1 can be challenging. There is so much to learn, fast.

What resources or support helped orient you best?

What could have been improved?

Where did your confidence grow fastest?

What took longer?

Looking back now, what advice would you give your Year 1 self?

What resources helped you to come up to speed?

If you were returning, how did you support new elected members?

Was there a storming period before you settled as a group?

What, if anything, would you do differently next time?

COLLECTIVE STRENGTHS

Year 2: Collective Growth and the Long-Term Planning Process

- Was the LTP process a phase of consolidation for you as a group?
- How did you gel as a team?
- Getting the LTP over the line is a major achievement. Reflect on that.

For new elected members Year 2 is the first deep exposure to the LTP process.

It has also brought challenges on long term affordability for many councils, with difficult trade-offs against core services.

This can often be where you 'gel' as a team.

Getting the LTP over the line well can be a major achievement.

Was the Long Term Planning process a phase of consolidation for you as a group?

What activities helped you reach a consensus on this process?

What did you learn about working together under pressure?

HIGHLY EFFECTIVE GOVERNANCE

Year 3: Embedding Governance Maturity

- How did you navigate central government agendas and maintain delivery?
- How did you make it work for your community this Triennium?
- What part of your role or your council are you most proud of?

This has been a challenging time for many councils. For everyone, Year 3 has brought the additional challenge of the Local Waters Done Well Agenda.

How did you navigate central government and other agendas, and

How, and when did you think strategically?

Overall, what part of your role or your council work are you most proud of?

How did you navigate central government agendas, and maintain delivery?

How did you make it work for your own community this Triennium?

What part of your role or your council are you most proud of?

Module 3: Embedding Your Knowledge from Election to Delivery

GOVERNANCE REFLECTION MODULES

Embedding your knowledge from election to delivery

How Council Governance Soft Skills Oversees the Hard Delivery of Community Outcomes
The value you added – great job!

In this module

- Embedding your knowledge from election to delivery
- Soft skills overseeing delivery
- Soft skills overseeing community outcomes

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Opening Summary

This module invites you to reflect on the bridge between your campaign and your delivery. Standing for election requires courage, clarity, and connection—qualities that remain essential throughout your governance role.

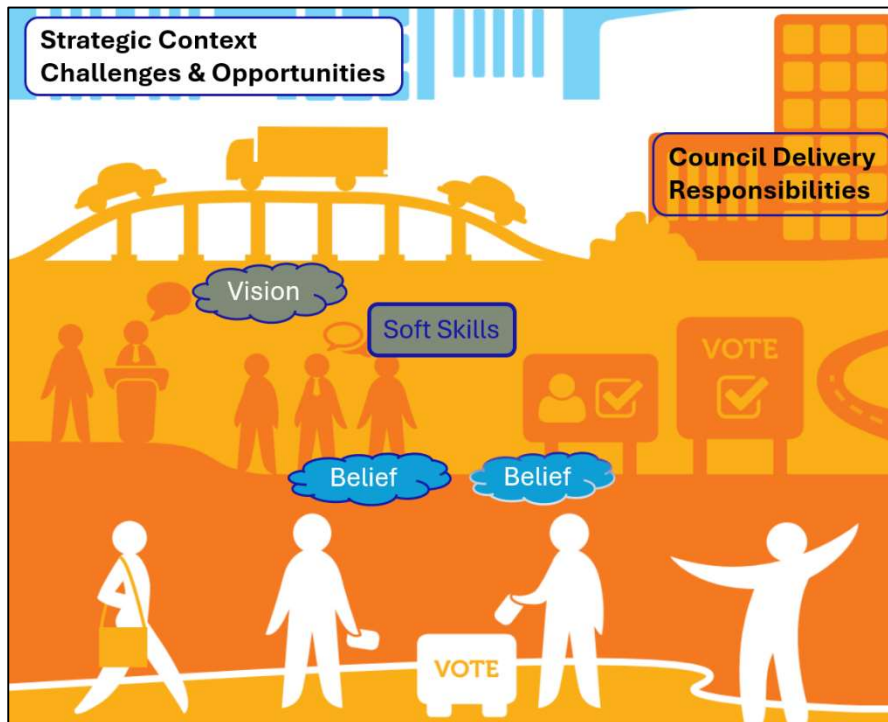
Many of the soft skills you relied on during the campaign—listening deeply, communicating clearly, building trust—are the same skills that underpin your oversight of delivery and community outcomes.

Yet the shift from campaigning to governing can be a jolt. The oversight role can feel more technical, more constrained, and more complex than expected. This is your chance to reflect on how your strengths carried through, where they needed refining, and how you stayed grounded in your purpose as a community leader.

Module Aim

To help you trace the soft skills that supported your journey from election campaign to effective governance, and to reflect on how those skills helped you engage the community, oversee delivery, and respond to the realities of public service.

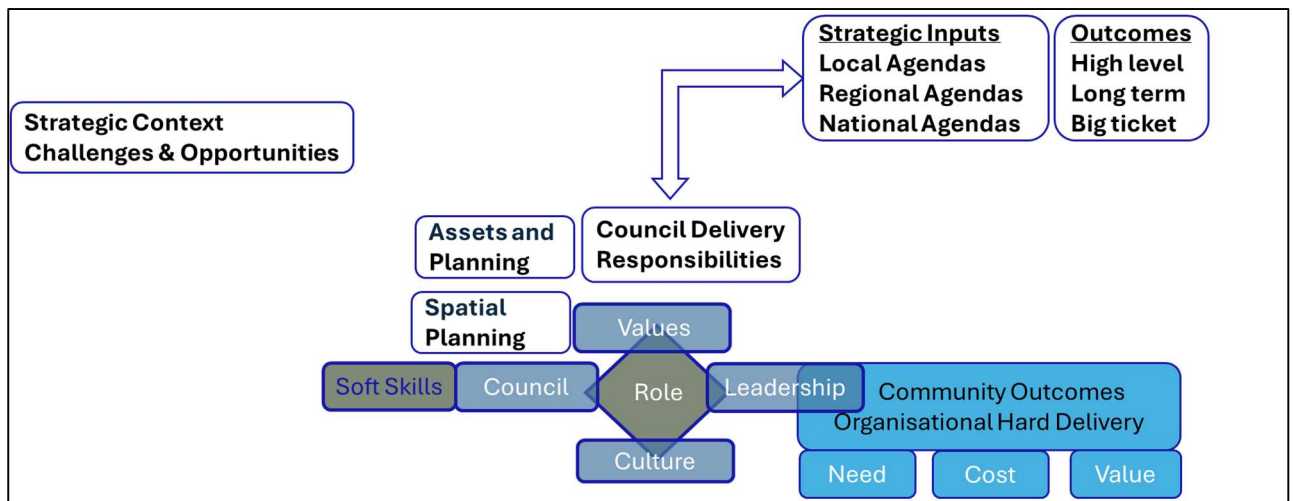
Soft Skills in Your Election Campaign



What soft skills helped you in your election campaign?

What community outcomes were you passionate about?

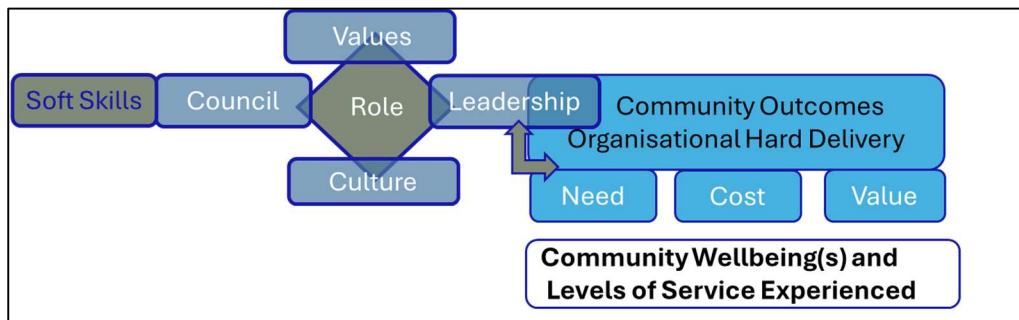
Soft Skills Overseeing Delivery



What soft skills helped you oversee delivery?

Did your oversight role differ from your initial expectations? If so, how?

Soft Skills Overseeing Community Outcomes



What soft skills helped you gauge community feedback on levels of service?

Were there community engagement points that were critical for your council's activities?

How did you handle those?

What soft skills helped?

Module 4a – Reminder of the governance role, in theory

GOVERNANCE REFLECTION MODULES

Reminder of the governance role, in practice

The governance role

The value you added – great job!



In this module

- The governance role
- The representative hat
- The governance hat
- Building governance maturity
- The governance role in practice

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Opening Summary

This module distinguishes between the representative hat and the governance hat.

It encourages you to reflect on:

- The balance between advocacy and assessment
- When you had to hold both in tension
- The situations that matured your understanding of governance

Aim of this module

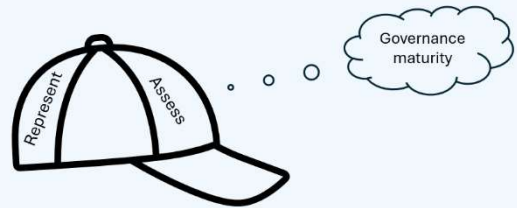
To reconnect you to the **two core functions** of the role — **representation** and **governance assessment** — and to surface how you actually moved between them in practice. This is the essence of **governance maturity**: being able to **advocate hard when needed**, and **step back to test options and evidence for the district as a whole**.

The governance role

As an elected member you are often ‘swapping’ two ‘hats’

- 1) the representative hat in which you raise or highlight local issues, causes or feedback on behalf of your constituents, and
- 2) a governance hat through which you assess options and solutions for the rohe as a whole

all on the ‘head’ of ‘governance maturity’



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As elected members, we often begin this journey with a strong sense of representing our communities. That’s vital.

The representative hat is how we bring voice to concerns, values, and local realities.

But as time progresses, another hat begins to matter just as much — the governance hat.

This is the lens that asks us to step back and ask bigger questions:
‘What are the implications of this issue for the district, city or region as a whole?’
‘How does this align with our long-term strategy or policy settings?’

And here’s the key point: it’s not either/or. It’s both.

We are constantly ‘swapping hats’ — but we do that on the same head.

And that head is called governance maturity.

When we wear both hats well — when we represent and assess — we start to inhabit the full responsibility of elected office. Not just to our ward, but to our district, city or region.

Not just to today, but to the future.

Use these prompts to anchor the theory:

Representation (Advocacy / Feedback)

- Whose voice was I bringing into the room?
- What problem, value, or local reality was I trying to illuminate?
- How did I ensure I wasn't promising what the system couldn't deliver?

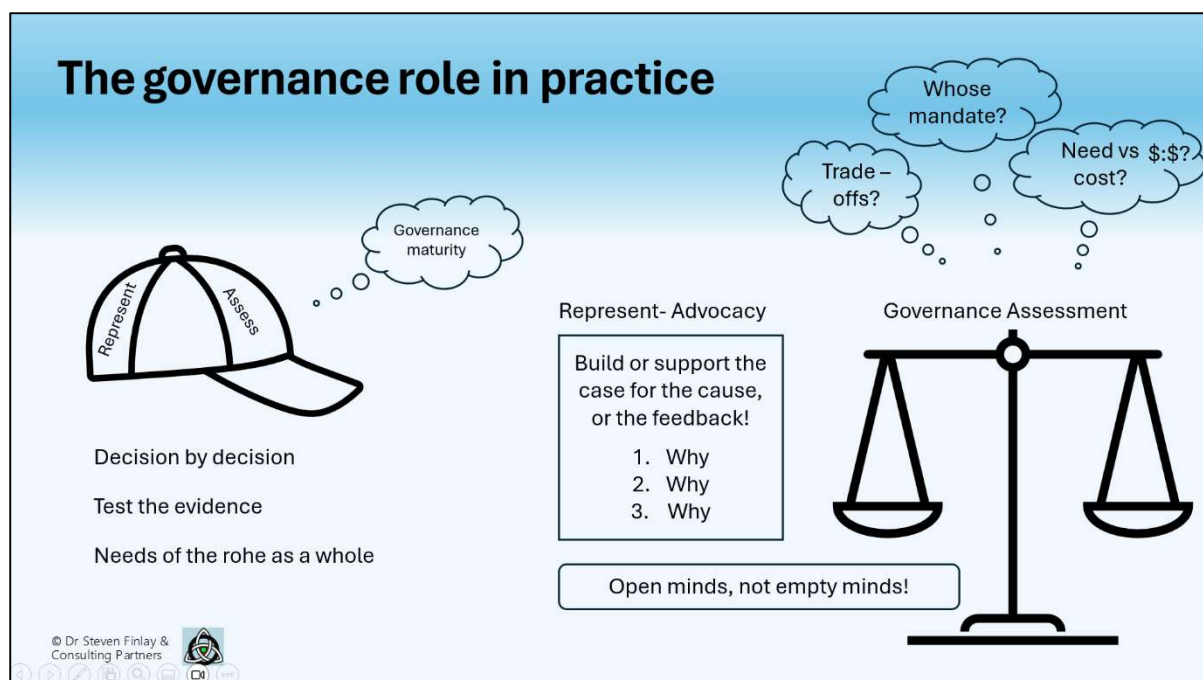
Governance (Assessment / whole-of-district/ city / region / view)

- What options or trade-offs did I test before the decision?
- Did I keep an open mind through the hearing/meeting process?
- How did I weigh **needs vs wants, mandate vs affordability, short-term pressure vs long-term outcomes**?

Bridging the two hats

- When did I most successfully ‘hold both hats’ at once?
- Where did tension show up — and how did I manage it (personally and publicly)?
- What would ‘next-level maturity’ look like for me?

Module 4b – The governance role, in practice



Opening Summary

This module gives you the chance to reflect not just on what you *think* good governance is, but on how you've practised it.

Governance is often a real-time balancing act—between advocacy and decision-making, between group process and personal conviction, between listening and leading. You have likely faced moments where you needed to advance your community's voice and others where you needed to weigh evidence and enable a council decision.

This is where governance becomes real: in the messiness of debate, in the weight of difficult decisions, and in the subtle art of consensus.

Here you assess how your practice aligned with your values—and where it stretched you.

Module Aim

To help you reflect on actual governance situations—where you advocated, assessed, negotiated or listened—and consider how you exercised judgement, built consensus, and embodied governance maturity in practice.

The governance role

You have experienced the complementary or at times competing pressures of fulfilling your representative function, as well as your governance function.

The representative hat – advocacy or feedback

In this mode what guided your representative or advocacy process?

Was it

- An issue that's been bubbling away for ages?
- Fix it fast, the process is taking too long
- Jump into the weeds, we know a better solution
- Trust the process, and work with the officers with clear professional feedback?

The governance hat – assessment and decision making

In this mode what guided your decision-making process?

Was it

- Following a wise lead, or accepting the case on face value?
- Having time beforehand to test the evidence with your colleagues?
- Something else?

Building governance maturity

What role did you play in reaching mature outcomes?

Some decisions are easy and fast, others more complex.

Some basics of responses you may have heard me use in workshops:

- Agree, yes – good to go...
- Yes with caveats...
- No – need another option or solution entirely...

Representative hat – when you were advocating or feeding back

- **Long-running issue?** → Did I help the group separate heat from evidence?
- **Process too slow?** → Did I question timing and risk without derailing delivery?
- **Tempted to jump into the weeds?** → Did I respect officers' roles while still asking sharp governance questions?
- **Trusted the process?** → Did I still test the **assumptions** behind it?

Governance hat – when you were assessing and deciding

- **Following a wise lead**

→ Did I still test the case on its merits?

- **Testing evidence with colleagues**

→ Did we have time, data, and officer advice to make the trade-offs explicit?

- **Needing another option**

→ Did I articulate **why the current option didn't meet the problem definition?**

Building governance maturity (decision pathways)

Notes for your thinking...

- **Yes – good to go** (meets mandate, evidence strong, risk understood?)
- **Yes, with caveats** (monitoring, staged investment, reporting improvements?)
- **No – seek another option** (misaligned, unaffordable, or not solving the core problem?)

Module 5 – The Pillars of Great Governance

GOVERNANCE REFLECTION MODULES

How did your values support you?

The Pillars of Great Governance

GREAT GOVERNANCE

LOCAL WELLBEING
REPRESENTATION
PUBLIC OFFICE
GOVERNANCE LENS
LEGAL COMPLIANCE

The Value(s) you added – great job!

In this module

- Local wellbeing
- Representation
- Public office
- Governance lens
- Legal and statutory compliance

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Opening Summary

This module invites you to reflect on how you upheld the deeper responsibilities of elected office. Beyond the decisions made and meetings attended, how did you *hold the role*?

Great governance rests not just on knowledge and skill, but on how we carry our values—especially under pressure.

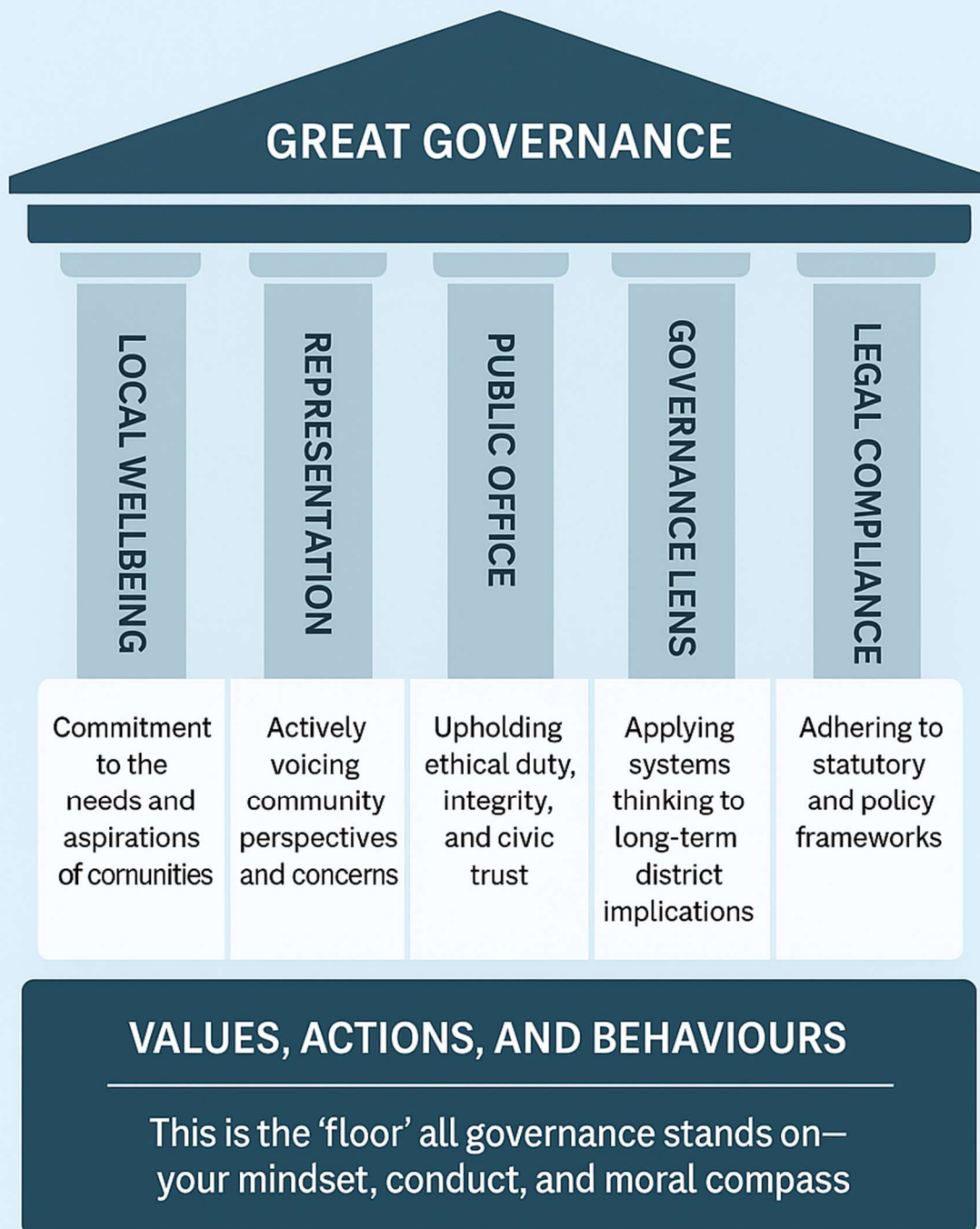
From advocating for local wellbeing to navigating difficult statutory issues, these five pillars ground the governance role in purpose, integrity, and trust.

This is where the role transcends politics and becomes stewardship.

Module Aim

To help you reflect not just on what you did, but on how you carried the governance role through values, public responsibility, and legal accountability.

The Pillars of Great Governance



The five pillars (with reflection prompts):

1. Local wellbeing

- How did I ensure our decisions linked asset condition, funding choices, and long-term wellbeing?
- Where did I help the public see the connection?

2. Representation

- Whose voices did I lift — and whose were missing?
- How did I keep advocacy credible, grounded, and respectful of process?

3. Public office

- How did I show care for **the office**, not just my opinion?
- Did I uphold standards in pressure, disagreement, or public scrutiny?

4. Governance lens

- How often did I step back to ask, “What’s the district-wide implication?”
- Did I ever over-reach into the management space?
- How did that go for me?
- For the officers?

5. Legal and statutory compliance

- Where did compliance guardrails actually help us make better choices?
- Did I understand the legal basis of the most contentious decisions we made?

Module 6 – Reflecting on Long Term Planning (LTP)

GOVERNANCE REFLECTION MODULES

What you learned from your LTP process?

In this module

- Reflecting on Long Term Planning
- Linking asset condition to community wellbeing
- Co-investment and strategic alignment
- Tensioned trade-offs
- Building local agency and engagement

Long term planning
The value you added – great job!

GREAT OUTCOMES

INVESTMENTS & REPORTING

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Opening Summary

This is where the rubber hits the road. In this module, you'll reflect on how strategy becomes real through long-term planning — where spreadsheets meet streetlights, and high-level aspirations face hard financial decisions.

Long-Term Plans (LTPs) test your governance mettle.

They ask you to balance affordability with ambition, community voice with statutory expectations, and asset condition with future wellbeing. These are not just compliance documents — they are instruments of trust, accountability, and intergenerational care.

Module Aim

To consolidate your understanding of how strategy turns into investment decisions — and how data, asset condition, financial strategy, and community outcomes shape the final call. This is where your soft skills meet hard numbers, and where governance becomes legacy.



To consolidate your understanding of **how strategy turns into investment decisions** — and how **data, asset management plans, and affordability** shape the final call.

This is where your **soft skills meet hard numbers**.

Use the diagram as your flow anchor, then reflect on:

1) Investment Logic

- Did we have a clear link from **strategic context** → **problem definition** → **options** → **cost/benefit**?

- Did we genuinely consider **do nothing** / **defer** / **disinvest** options?

2) Strategic Inputs & Alignment

- How well did we align **local priorities** with **regional/national agendas** without losing local or regional voice?
- Where did we push back or negotiate?

3) Asset Management Plans & Condition Data

- Did we have the **data maturity** (condition, lifecycle costing, risk) to make defensible funding decisions?
- What did we learn about **proactive vs reactive** investment?

4) 3-year funding decisions inside a 10 – 30-year frame

- How did we link **3-year rates setting** to **10-year financial strategy** and **30-year Infrastructure Strategy**?
- What was hardest about **affordability and levels of service** conversations?

5) Co-investment & Community Wellbeing

- When did we leverage **co-funding** or **partnerships** to deliver better outcomes?
- How did we test that **wellbeing outcomes** were actually achievable and measurable?

6) Outputs, Performance & Reporting

- Did our **levels of service measures** tell us what we really needed to know?
- What performance reporting would I strengthen next time?

Journal prompts

- What *new* governance muscle did I build in the LTP?
- What, if anything, did I still feel under-prepared for?
- What would I do differently next time to make trade-offs clearer to the public?

Empowering your community through strong asset oversight



Maintaining local assets

- How does asset maintenance oversight support local wellbeing outcomes?

Supporting local wellbeing

- How do local wellbeing outcomes rely on good asset maintenance oversight?

Increasing local agency

- How does strong asset maintenance oversight increase local agency (or not)?

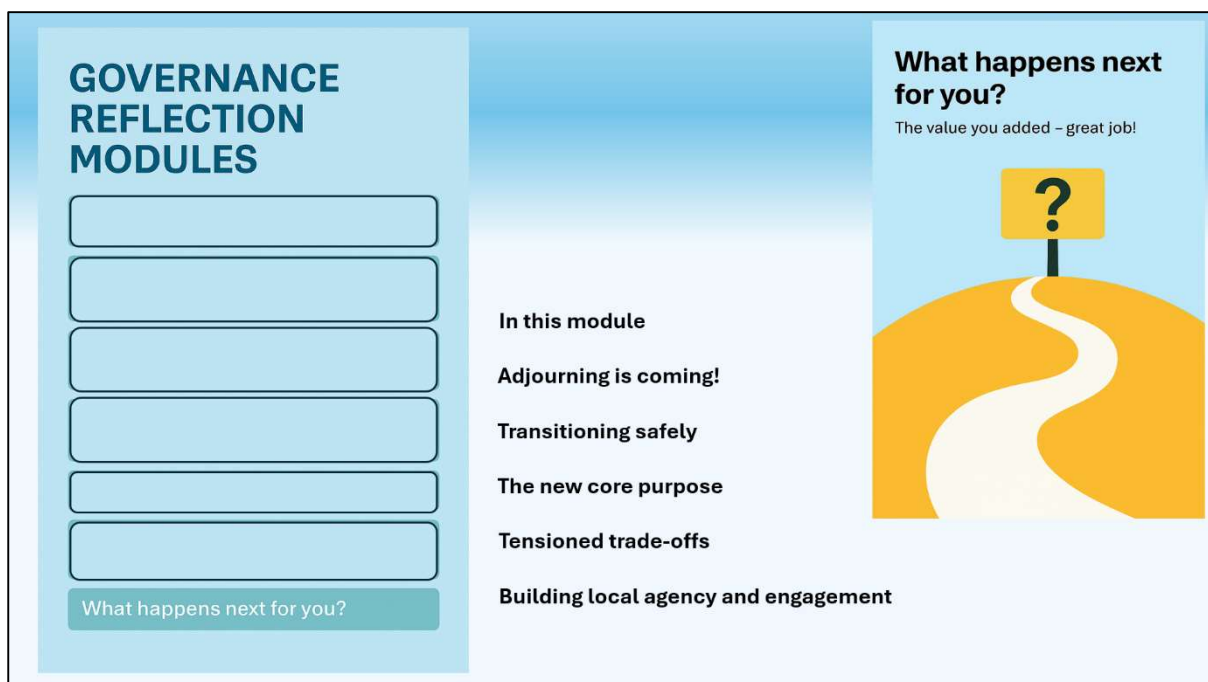
Increasing local engagement

- How does good governance oversight increase local engagement and trust?

Building great local governance

- How does strong local engagement increase strong local governance?

Module 7a – What Happens Next for You



The graphic is a slide titled "Module 7a – What Happens Next for You". It features a light blue background with a white wavy path leading to a yellow square with a black question mark. The text "What happens next for you?" is written in bold black font, with "The value you added – great job!" in a smaller font below it. On the left, under the heading "GOVERNANCE REFLECTION MODULES", there are six empty rectangular boxes. The bottom box contains the text "What happens next for you?". In the center, a list of topics is presented: "In this module", "Adjourning is coming!", "Transitioning safely", "The new core purpose", "Tensioned trade-offs", and "Building local agency and engagement".

GOVERNANCE REFLECTION MODULES

What happens next for you?

What happens next for you?
The value you added – great job!

In this module

- Adjourning is coming!
- Transitioning safely
- The new core purpose
- Tensioned trade-offs
- Building local agency and engagement

Opening Summary

Every governance journey has an arc — and endings matter just as much as beginnings. Whether you are standing again or stepping away, this module helps you name the transition you're in and prepare for it with dignity, honesty, and care.

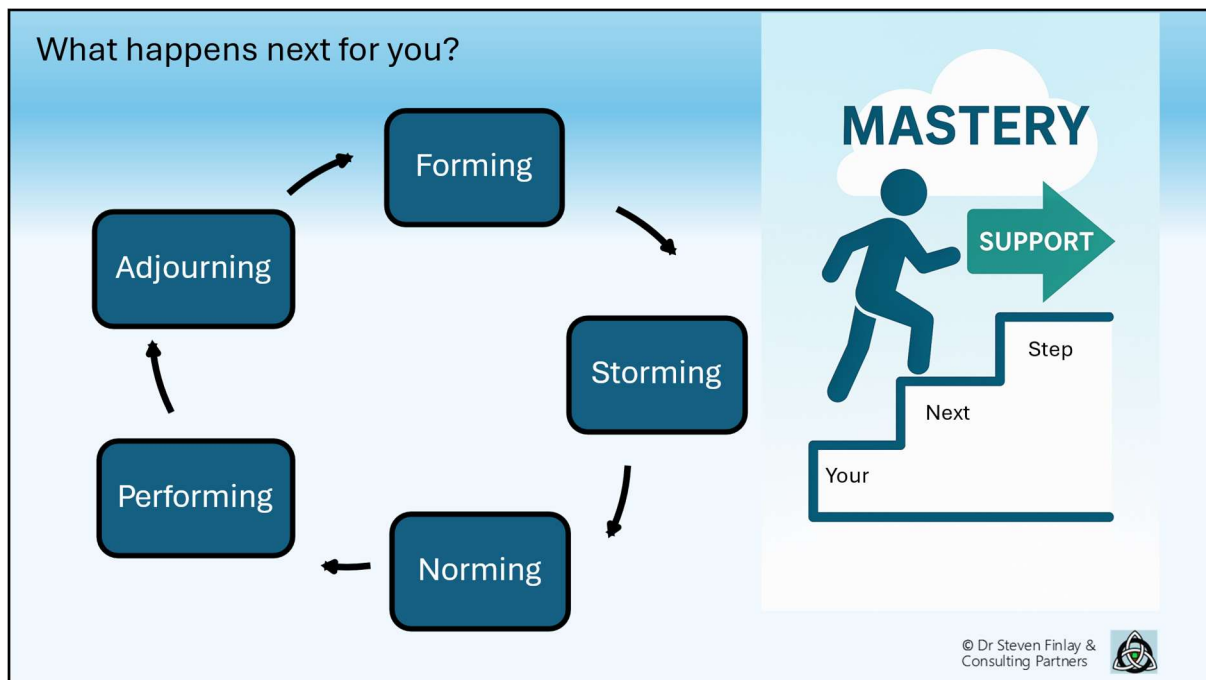
For many, stepping back means a shift in identity, visibility, and rhythm. You've likely carried a public role, often with high expectations and scrutiny.

Letting go of that role is not weakness — it's maturity. What you carry forward now will shape the next chapter of your life.

Module Aim

To support you in reflecting on how to finish well — with clarity, care, and intention. \To help you grieve what's ending, gather what you've gained, and begin to imagine what's next. This is your chance to honour the arc you've travelled — and choose your landing thoughtfully.

Adjourning is the natural end of the cycle



Thought Prompts

- What's the one thing I want to leave *better* than I found it?
- Who are my **transition people** — those who hold me well, challenge me wisely, and help me land?
- What do I want to carry forward (skills, habits, relationships)? What do I want to let go?

Module 7b – Your Transition Strengths (and Options)

Transitioning safely

- Resources

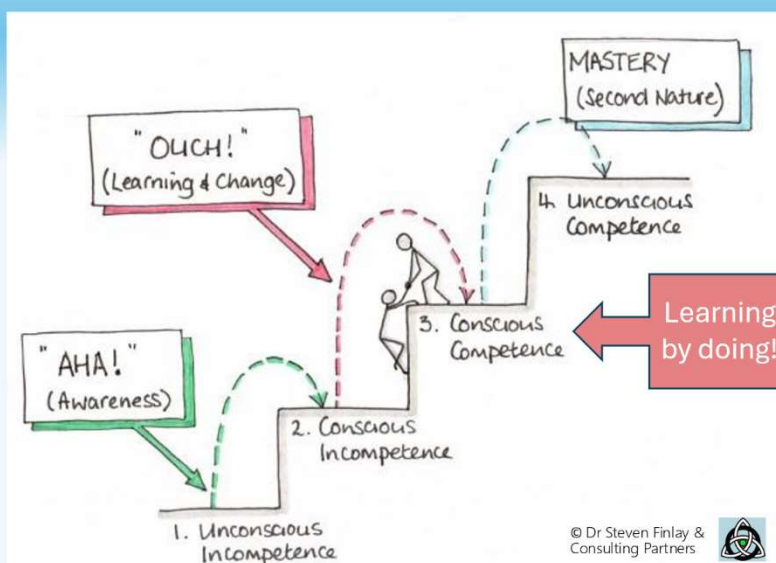
Transition
Planning

➤ Supporters

Online and
In person

➤ Networks

Formal and
informal
sector or
new
opportunity



Opening Summary

You've already navigated one major transition — into this role. You found your footing, built your knowledge, asked the right questions, and grew under pressure. That same set of strengths can now help you step into whatever is next.

This module invites you to reflect on how you've grown, what you've learned, and how to build your next chapter — whether you're standing again or not. Transitions done well are acts of integrity and care — not just for the role you've held, but for the person you're becoming.

Module Aim

To help you identify and activate your inner, relational, and practical transition strengths. Whether you're preparing for re-election, sector leadership, or a new direction altogether, this module supports you to land well, be held well, and move forward with purpose.

You have managed one transition well!

Some of you have seen this support slide for new elected members.

If you haven't it helps position how you have come up to speed inside this role and sector, using your online or in person networks and other induction resources.

Plan well for the next move, whether back into the local government sector, or another space.

Having done this well into the sector, you can build on this success.

You may want to keep building your mastery in the local government space, or choose another avenue for contribution, or to take time to resource yourself in another way.

What are your transition resources?

Do you have a Plan B?

Do you have transition support?

Build a place that 'holds' you as you change

Build on your success but also accept the transition is always different to what we think we can control!!

You've already done this once — coming *into* the role.

You built networks, asked for advice, learned under pressure, and figured out your way of contributing.

Those same strengths will serve you now — into **re-election, sector leadership, or something entirely new.**

Map your next move using three lenses:

1. Inner Resources

- What grounds me? (values, purpose, practices)

- What did this role teach me about who I am under pressure?

2. Network Resources

- Who will I stay connected to — for wisdom, collaboration, or future opportunity?

- Where is my next “community of practice”?

3. Sector/Role Resources

- What roles (inside or outside the sector) benefit most from what I now know?

- Do I want to deepen in **infrastructure, finance, engagement, or governance practice**?

Two pathways to sketch:

- **If standing again:** What do I want to get right from Day 1?

 - How will I communicate under the new Act?

 - **If not standing:** What's the first small step into the next space (advisory, NGO, regional work, mentoring)?
-

Module 8: The Future of Local Governance



Opening Summary

The local government landscape is evolving — and your experience matters more than ever.

The Amendment Bill signals a renewed emphasis on core infrastructure, affordability, and value for money.

But beyond the spreadsheets and service reviews, your leadership voice will still be needed to carry trust, explain decisions, and advocate for what matters to your community.

You've already shown that governance maturity involves more than just voting on plans — it's about communication, judgment, relationship, and vision. This module helps you prepare for the next chapter — where delivery and public trust must go hand in hand.

Module Aim

To support you in positioning your governance strengths inside the next wave of reform — with clarity on the Amendment Bill, confidence in your delivery experience, and commitment to the community who will rely on your leadership through change.

The next opportunity in the local government sector



The Amendment Bill presents an opportunity to build on what you have already achieved.

You have already used your soft skills to oversee hard delivery and services.

The next Triennium will have an increased focus on efficiency and value for money of core services, which these modules have focussed on.

The community will still need your representation!

Your communication skills will be needed in maintaining local trust as the new Local Waters Done Well and local government core infrastructure focus lands in the sector.

Your community will need people they can trust to help them navigate the changes, and advocate for their ongoing wellbeing, as their lives continue to rely on this core infrastructure being delivered in a way they can afford.

Action Sheets

1) 90-Day Personal Roadmap

This action sheet supports you to take forward your learning, build your transition strength, and stay grounded in your leadership.

Top Three Governance Muscles I'm Taking Forward

1. _____
2. _____
3. _____

People I'll Keep Close

(e.g., mentors, colleagues, CE/ELT, iwi partners)

- _____
- _____
- _____

A Practice That Sustains Me

(e.g., reflection, wellbeing, supervision)

90-DAY PERSONAL Roadmap

- Top three governance muscles I'm taking forward
- People I'll keep close (mentors, colleagues, CE/ELT, iwi partners)
- A practice that sustains me (reflection, wellbeing, supervision)



2) My “If I Could Do It Again” One pager

This one-pager helps capture the governance insights you’ve gained from experience, especially in hindsight. Use it to clarify lessons learned, decision-making improvements, and what you'd do differently going forward.

Three decisions I learned the most from

1. _____
2. _____
3. _____

What I know now about trade-offs & affordability

- _____
- _____
- _____

How I’d structure information/reports differently for better decisions

- _____
- _____
- _____

MY ‘IF I COULD DO IT AGAIN’ ONE-PAGER



Three decisions I learned
the most from



What I know now about
trade-offs & affordability



How I'd structure information/
reports differently for better
decisions

3) Standing Again? My First 100 Days Plan

What to Read / Refresh

- Long-Term Plan (LTP)
- Financial Strategy
- Infrastructure Strategy
- New Local Government Amendment Act

What to Ask Officers For

- Governance Dashboards
- Asset Management Plan (AMP) Maturity Summary
- Pipeline Pressures and Emerging Constraints

How I'll Set Governance Culture Early

- Clarify Shared Values from Day 1
- Reinforce Conduct Expectations Privately and Publicly
- Establish Decision-Making Hygiene: Problem Definition, Options, Trade-offs, Risk

ACTION SHEET

STANDING AGAIN? MY FIRST 100 DAYS PLAN



What to read / refresh
(LTP, financial strategy,
infrastructure strategy, new
Act)



What to ask officers for
(dashboards, AMPs maturity
summary, pipeline pressures)



How I'll set governance
culture early (values, conduct,
decision hygiene)

What Happens Next for You?

What happens next for you?

The value you added – great job!



I hope these modules

- have helped you to reflect well on your triennium, and anchor in your achievements, and
- can help you build on the transitions you have already managed, to prepare you well for the next.

Thank you for taking the time to invest in yourself, at the end of this phase of overseeing the investments of and for your community.

Personal Wellbeing

We all carry public personas that don't allow for vulnerability.

How is your own wellbeing?

On the other side of expression and integration is balance and recuperation.

What other safe spaces do you have for reflection and integration?

Take time to continue well on this journey. I wish you a chance to reflect, recoup and recharge, for whatever comes next for you, and again, my thanks for all your service.

Closing Reflections

Thank you for taking the time to invest in yourself at the end of this phase of your service.

I hope these modules help you anchor your experience, capture your learning, and help you to step with confidence into whatever comes next.

Your contribution has mattered. Your reflection will deepen its value.

— Dr. Steven Finlay

