

Lauren Riddle

From: Jenny Lapham
Sent: Tuesday, 11 August 2026 03:57 p.m.
To: Grant Miller
Subject: FW: Local Government Official Information and Meetings Act 1987 Request - Organisation Values Refresh
Attachments: 1_Embedding Organisational Values One Pager.pptx; 5_Workshop 2 SlideDeck.pptx; 6_WLT Values Slide Deck.pptx; 7_FINAL Values for ELT approval.pptx; 8_Values Launch Presentation 29 October 2025.pptx; 10_DCC-Vision-and-Values-2025-A3-Poster.pdf; 11_Values Connect Page.pdf; 2_Values PCG decision minutes 2 February 2024_Redacted.pdf

Kia ora Grant,

I refer to your request below and apologise for the delay in providing the information.

The Dunedin City Council is proud of our Values, which have been developed by our people to define the beliefs that unite us and are visible in all our mahi.

These are:

- **Commitment** – We love our city and look after it
- **Wellbeing** – We care for each other
- **Accountability** – We deliver with purpose and integrity
- **Collaboration** – We work together

These have been developed by DCC kaimahi (staff), ensuring they reflect who we are and who we aspire to be, and are now being implemented across the organisation in real and practical ways – from our strategies and processes to how our teams work on a day-to-day basis to live the values.

Please find attached information relating to the refresh project which led to our new Values.

The project was approved on 2 February 2024 (minute extract attached) and released to the organisation on 29 October 2025. Please note that due to unexpected issues the project did not fully commence until February 2025.

I advise that the consultants commissioned to facilitate staff workshops cost \$35,986.25. This funding came from existing budgets and all other work was done within normal staff time.

You have also asked for all correspondence in relation to this matter. I advise that there is no correspondence as any updates or discussions took place via informal staff meetings. However there are a substantial number of meeting invites, which are declined pursuant to section 17(f) of LGOIMA that the information requested cannot be made available without substantial collation or research. If it would be useful we may be able to provide a small sample of generic invites. Information has also been redacted, in the minutes, pursuant to section 7(2)(a) of LGOIMA to protect the Privacy of natural person

As some information has been declined you are advised that you have the right to seek a review by the Office of the Ombudsman.

Kā mihi

Jennifer Lapham

LGOIMA Officer

Governance Group

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From: webmaster@dcc.govt.nz <webmaster@dcc.govt.nz>

Sent: Monday, 29 June 2026 2:26 p.m.

To: Official Information <officialinformation@dcc.govt.nz>

Subject: Local Government Official Information request - 1304110

Grant has submitted a LGOIMA request - 1304110.

Below are the details of the request

Request details:

Hello, The June 30 agenda for the audit, risk and assurance committee referred to an organisational values refresh. What presentations and documents are available from the work carried out? To what extent were consultants engaged, and what did this cost? We request a copy of any content presented to staff - both in draft form and the final content. What correspondence is available regarding the commissioning of this work? When did this occur and when was the work completed? We request a copy of any correspondence from or to senior staff about the content?

File attachment (file name)

No file uploaded

Name

Grant Miller

Email address

grant.miller@odt.co.nz

Mailing address

grant.miller@odt.co.nz

Contact phone number

0220161312





1.2 Embedding Organisational Values



People
Centred



Māori
Cultural
Capability



Achievement
Focus



Attract &
Retain Talent

The DCC have defined organisational values, however, they're not currently embedded in day-to-day business. There is an opportunity to either refresh or redefine organisational values so that they can be effectively implemented as a tool to drive culture transformation.

Organisational values are important to any organisation as they serve as a compass, providing a clear direction and shared beliefs that guide decision-making at all levels. With an embraced set of values practiced consistently, organisations can shape their culture, fostering a sense of unity and purpose among employees. This leads to increased employee engagement, as individuals feel connected to the organisation's mission and principles.

Making DCC values visible to all employees, and even to customers, is a foundational piece of work to ensure that they effectively underpin other work packages in the OD Programme. Embedded values will also underpin performance expectations, signalling what behaviours are desired and will be rewarded both formally and informally by the organisation. Overall, this will support DCC to operate as a cohesive organisation, furthering its strategic objectives. The right values for DCC will encourage and empower employees to achieve strategic objectives.

Objectives:	
- To support the alignment and agreement on DCC organisational values. - Create a sense of unity and shared purpose across the organisation, driving a stronger culture and identity. - Positive relationships with stakeholders, including customers, partners, and the community, by demonstrating shared values. This can enhance reputation, trust, and long-term partnerships. - Drive strategic success by aligning actions and behaviours with defined values, DCC can enhance performance as an organisation.	
Budget Requirements:	Resourcing Implications:
The work package requires no OPEX or CAPEX budget. However, implementation plans may require resource – primarily design and internal marketing.	The work package may require no additional resourcing within the P&C team, and is likely to require resource for design and marketing.
Business Lead:	Work Package Lead:
Mike Cartwright, Acting Head of People and Capability	TBC

Benefits:

- Improved Employee Morale:** Organisational values foster a sense of purpose and belonging when they are integrated in the organisational culture, helping employees to connect to their work.
- Enhance Decision-Making:** Defined organisational values provide a framework for decision-making that DCC can always refer to, ensuring alignment with the DCC vision and goals.
- Improving Employee Engagement:** Shared values connect employees to their work with a shared purpose, which can lead to higher productivity, satisfaction, and retention. This increased engagement can lead to improved outcomes across the suite of strategic objectives as employees connect more strongly to the work being done.
- Increased sense of belonging:** Once embedded, the right values will reflect the communities within DCC, as well as the communities that it serves, allowing space for all to feel a part of DCC.

Scoping

In Scope:

- Review of current values and decision regarding any need for re-alignment
- Confirm future state organisational values to guide DCC execution of strategy
- Implementation plan to engage employees in the values and reinforce them through people practices
- Socialisation of values
- Graphic design, which will likely require budget and resourcing

Out of Scope:

- Competencies and behaviours associated with the values

Key Deliverables:

- Confirm organisational values
- Develop socialisation & implementation plan
- Execute socialisation
- Execute implementation Plan



1.2 Embedding Organisational Values



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Risks to Successful Delivery:

- **Delayed agreement on a set of values:** If agreement on which values best represent DCC isn't agreed in a timely manner, implementation would be delayed and cause delays to other work packages.
- **Lack of clear consistent, and ongoing communication:** If the organisational values aren't appropriately socialised and modelled, employees and prospective employees may struggle to connect with them.
- **Values don't accurately reflect perceived DCC norms:** While values may need to be aspirational before they become a norm, they should be relatable for all employees or else it's likely that values will fail to become embedded.
- **Values lack inclusion:** If the chosen values don't reflect the full depth and breadth of DCC communities through inclusive language, it's likely that the values will only be partially adopted and full embedding will fail to occur.

Key Stakeholders:

All Employees	• Understand why organisational values are important • Understand how the values can be demonstrated in their work • Model associated behaviours and recognise colleagues for doing the same
ELT	• Support and modelling of the organisational values • Take action to recognise employees that champion DCC values
Line Manager	• Model associated behaviours • Provide feedback and coaching to support demonstration of the values • Ensure actions reinforce and reward demonstration of the values

Interdependencies

Informed by:	Informs:
• N/A	• Tū Kotahi • Capability and Competency Frameworks • Position Description Review • Managing for Performance • Employee Wellbeing Plan • Leadership Development • Recruitment Process • Induction • Reward & Recognition

Change Management Assessment: Org Attributes & Change Characteristics:

High	• Organisation values will impact a large number of stakeholders, with all employees being impacted • Stakeholder engagement, Communications, Leadership Alignment, Training and Development, Resistance Management and Reinforcement will likely be needed to support implementation • Change management effort will require building awareness of the values, desire (WIIFM) for employees, manager capability to provide feedback, coaching and recognition and change impact assessment to determine detailed change impacts across HR and other relevant organisational practices
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DCC Organisational Values Workshop 2



Purpose of today

Distil feedback you've gathered to determine a set of values that describe who we are and how we want to go about our work into the future.





Guiding today

“The beliefs that unite us and
are visible in all our mahi.”





Recap

A lot of healthy discussion and debate

Important note:

*Workshop 1 and your work gathering feedback
will be addressed by Leadership.*





Four Themes

1. Commitment to our community, our customers and our service focused work ethos
2. Upholding the mana of our colleagues and customers, positively utilising and celebrating our diverse workforce
3. Working together as one DCC to be accountable, delivering results through clear communication and effective collaboration
4. Building trust throughout DCC to enable clarity of purpose and transparency in decision-making and problem solving



Four Themes Ranked



1. Theme 3: *Working together as one DCC to be accountable, delivering results through clear communication and effective collaboration*

This theme received multiple affirmations as a desirable goal and is perceived as the most positively regarded. Several respondents emphasized its importance and aspiration, despite some acknowledgment of current challenges.

2. Theme 1: *Commitment to our community, our customers, and our service-focused work ethos*

This theme was also frequently mentioned positively and is seen as a true reflection of the organization's mandate by some respondents. It stands out as a current value being implemented, although it may not be consistently experienced across all areas.

3. Theme 2: *Upholding the mana of our colleagues and customers, positively utilizing and celebrating our diverse workforce*

This theme gathered some support as a positive goal, but it also faced skepticism from individuals who felt it was secondary to what the organisation is here to do (i.e. it's a nice-to-have).

4. Theme 4: *Building trust throughout DCC to enable clarity of purpose and transparency in decision-making and problem-solving* - While considered important, this theme was often viewed as aspirational and was not felt to be strongly implemented in practice at the moment.



What you heard



1.Community Commitment - mentioned many times as an essential value reflecting the organization's purpose.

2.Customer Service-Focused - positively recognized, although some noted it may not resonate with all roles.

3.Accountability - frequently highlighted as a vital principle for the organization's functioning and integrity.

4.Working Together - acknowledged as aspirational; some concerns were raised about its current implementation.

5.Clear Communication - identified as important for transparency and understanding within the organization.

6.Transparency - mentioned as a necessary value for building and maintaining trust and effective decision-making.



Further suggestions



1.Integrity - highlighted multiple times as a fundamental value, emphasizing its importance in the organization.

2.Respect - frequently mentioned, particularly in relation to colleagues, customers, and community.

3.Collaboration - referenced as a necessary aspect of working together across departments and with the community.

4.Stewardship - mentioned as a key value, encompassing environmental, social, and financial responsibilities.

5.Accountability - noted as an important quality in the workplace and in decision-making processes.

6.Responsibility - suggested as a needed value to reflect the council's obligations.

7.Kindness - expressed as a desirable attribute for fostering a positive environment.





So, with all that in mind

What else did you hear?





Discussion: Distilling what we know

“The beliefs that unite us and
are visible in all our mahi.”

*Using the keywords on your table, discuss and cluster these
together where you see synergies, relevance, connections.*





Discussion: Defining what we know

Give those clusters/relationships a name or label – what word, term or adjective summarizes what each grouping is about?





Discussion 3: Describing

For each grouping, if possible, describe what the difference between these might look like for people inside DCC versus external to the organisation
i.e. those we serve.

Internal

External





Next Steps

- Reporting back from today's other workshop
- WLT / ELT are meeting to hear what you've come up with.
- The OD team will keep you updated with progress





DCC Organisational Values

3 July 2025



Today's Aims

- 1. Provide you the opportunity to have your say in defining and refining the values while endorsing the work already done so far.*
- 2. Shape these values into Leadership-specific descriptions of attitudes, behaviours and actions.*





OVIG team member experiences

***But first:
Some brief insights into
how we got here***





***‘The beliefs that unite us and
are visible in all our mahi’***





Core Value Groupings

The beliefs that unite us and are visible in all our mahi

- Customer/**Community**
- Impact on Community when making change
 - Keeping customers informed
- Clarity in expectations and comms
 - Community service

- **Guardianship**
- Health of our city @ the core
- Flourishing of our environment and community
 - Stewardship

- Respect
- Care
- **Wellbeing**
- Kindness
- Integrity

- **Partnership**
- Mana Whenua
 - Listening
 - Collaboration
- Working and achieving together
 - Networks and relationships
 - Commitment
 - Trust
 - 1 DCC

- Standards
- **Accountability**
- Professionalism
 - Transparency
- Clear goals and direction
- Ownership and resolution
 - Get Shit Done
- Delivery

Values – a strawman

Collated outcomes with initial draft value names

Guardianship

- Guardianship
- Health of our city @ the core
- Flourishing of our environment and community
- Stewardship

Partnership

- Partnership
- Mana Whenua
- Listening
- Collaboration
- Working and achieving together
- Networks and relationships
- Commitment
- Trust
- One DCC

Wellbeing

- Respect
- Care
- Wellbeing
- Kindness
- Integrity

Accountability

- Standards
- Accountability
- Professionalism
- Transparency
- Clear goals and direction
- Ownership and resolution
- Get Shit Done

Community

- Customer/Community
- Impact on Community when making change
- Keeping customers informed
- Clarity in expectations and comms
- Community service





Values hierarchy

The below table outlines how the values and their definitions flow through the organisation, down to teams and individuals





Draft Organisational Definitions & Behaviours

Community

Accountability

Wellbeing

Guardianship

Partnership

Draft definitions

Organisational Definition

We understand and are responsive to our communities' needs and aspirations

We take ownership of our actions and decisions; we follow through on our commitments

We work together with integrity, respect and care to ensure the wellbeing of our people and our communities

We support our city and communities to flourish and are guardians of our city for future generations

We work together to build positive and mana enhancing partnerships and relationships internally and with our communities to enable effective delivery

Draft Behaviours

Draft Organisational Behaviours

- We put our communities at the centre of discussions
- We act on community feedback in a timely and transparent way
- We create safe spaces for people to share their views, concerns and hopes
- We incorporate cultural perspectives into planning and service delivery
- We collectively problem solve with our community

- We deliver on our promises
- We conduct ourselves ethically
- We share information proactively, openly and honestly
- We explain reasoning behind our decisions and actions
- We use feedback to grow and improve our performance

- We create space for everyone to feel safe and heard
- We treat people with empathy, understanding and respect
- We build trust through authenticity

- We make decisions with an understanding of the legacy they leave
- We seek to understand what is required for our communities to flourish
- We seek to understand how our work and decisions impact our city
- We are transparent with our communities to regarding decisions that impact them or the city

- We recognise and value the unique contributions and views of everyone we work with
- We work collaboratively
- We support the growth of te ao Māori and reo in the DCC



Table Discussion: 1

At your table discuss:

- What stands out?*
- What resonates?*
- What else?*



The NEW ZEALAND Landscape







Draft Leadership Definitions & Behaviours

Community

Accountability

Wellbeing

Guardianship

Partnership

Draft definitions

Draft Leadership Definition

Draft Leadership Behaviours

Draft Behaviours



Table Discussion: 2a Leadership Definitions

At your table discuss and define:

- *Each of the 5 Values as they pertain to 'Leadership'.*
- *Eg. How would you define Leading Community or Wellbeing or Guardianship?*





Table Discussion: 2b Leadership Behaviours

At your table, looking at only 1 Value:

- *Describe the necessary Leadership behaviours required to fulfil that definition.*
- *Eg. What will people see when you are Leading with Accountability or Wellbeing or through Partnership?*





Where to from here





Our Vision, Purpose and Values Launch – 29 October 2025



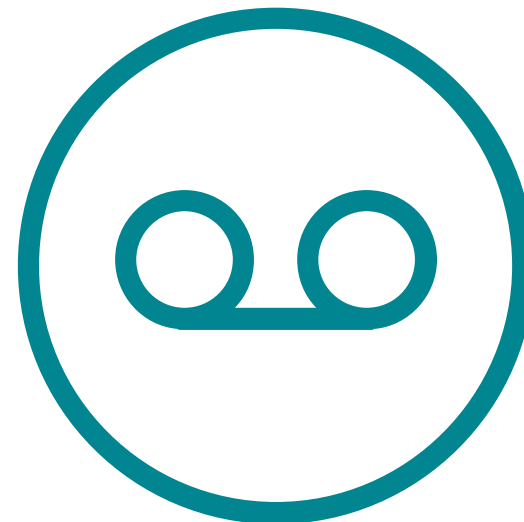
Thanks for joining us



**We'll be starting
shortly**



Please go on mute



**This session will be
recorded**





Karakia and Welcome

Today marks an exciting milestone as we unveil our refreshed **Vision, Purpose, and Values**.

These reflect who we are, what we stand for, and where we're heading — together.

Thank you for being part of this journey.

Opening Karakia: Timatanga

*Tūtawa mai i runga
Tūtawa mai i raro
Tūtawa mai i roto
Tūtawa mai i waho
Kia tau a i te mauri tū
Te mauri ora, ki te
katoa
Haumi e, hui e, tāiki e*





What today's about...



Vision



Purpose



Values





Our Vision

A trusted, future-focused Council
attracting and growing talented
people to serve our communities.





Our Purpose

We provide quality and dependable services, facilities and infrastructure, so that Ōtepoti can be an inclusive, creative and progressive city where all can thrive.



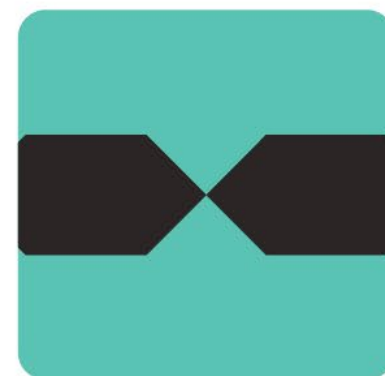
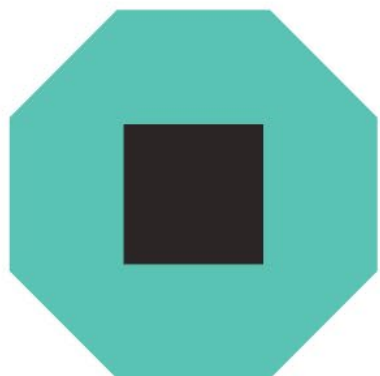


Values – Our Journey



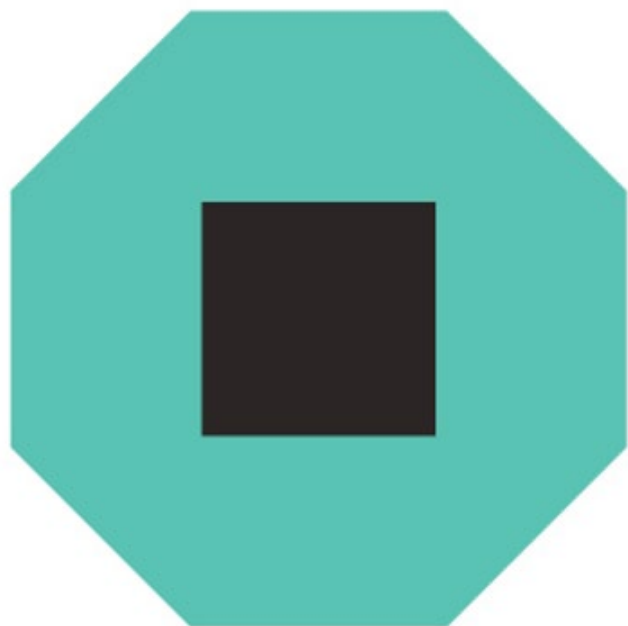


Our values





Our values



commitment

we love our city and look after it

We care for our people and place, now and into the future.



Our values



wellbeing

we care for each other

We look out for one another, treating each other with kindness and respect.



Our values



accountability

we deliver with purpose and integrity

We own our actions, honour our promises, continuously improve and innovate.



Our values



collaboration

we work together

We work in ways that uphold mana and lead to meaningful, shared outcomes.



Bringing it to life





Dunedin is one of the worlds great small cities

vision and values

A trusted, future-focused Council
attracting and growing talented people
to serve our communities.

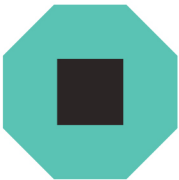
Our purpose

We provide quality and dependable services, facilities and infrastructure, so that Ōtepoti can be an inclusive, creative and progressive city where all can thrive.

Our values

commitment

we love our city and
look after it



wellbeing

we care for each other



accountability

we deliver with purpose
and integrity



collaboration

we work together





What's next?

Over the coming weeks:

- Leaders will be visiting teams and sites to kōrero about our new Values and the broader DCC direction.
- Connect takeover - We will be doing some deep dives on Connect on the Vision, Purpose and Values – keep an eye out for them

Between now and Christmas:

- Values-focused activities will be rolled out — keep an eye out for opportunities to get involved!

Looking ahead to 2026:

- We'll launch team-focused activities to explore how we can live our Values in our everyday mahi.



Q&A





Kā mihi...

A big KĀ MIHI NUI to everyone who helped shape our new Values and direction — especially “The 60”, the implementation group, and all staff who shared their voices.

We’d love to hear your stories! Share how you and your team are living the Values via Connect over the next week. And yes... there might be a prize or two up for grabs!

Watch Connect for more details!

Whakamutunga – Closing Karakia

*Unuhia, unuhia
Te pou, te pou
Kia wātea, kia wātea
Āe, kua wātea*