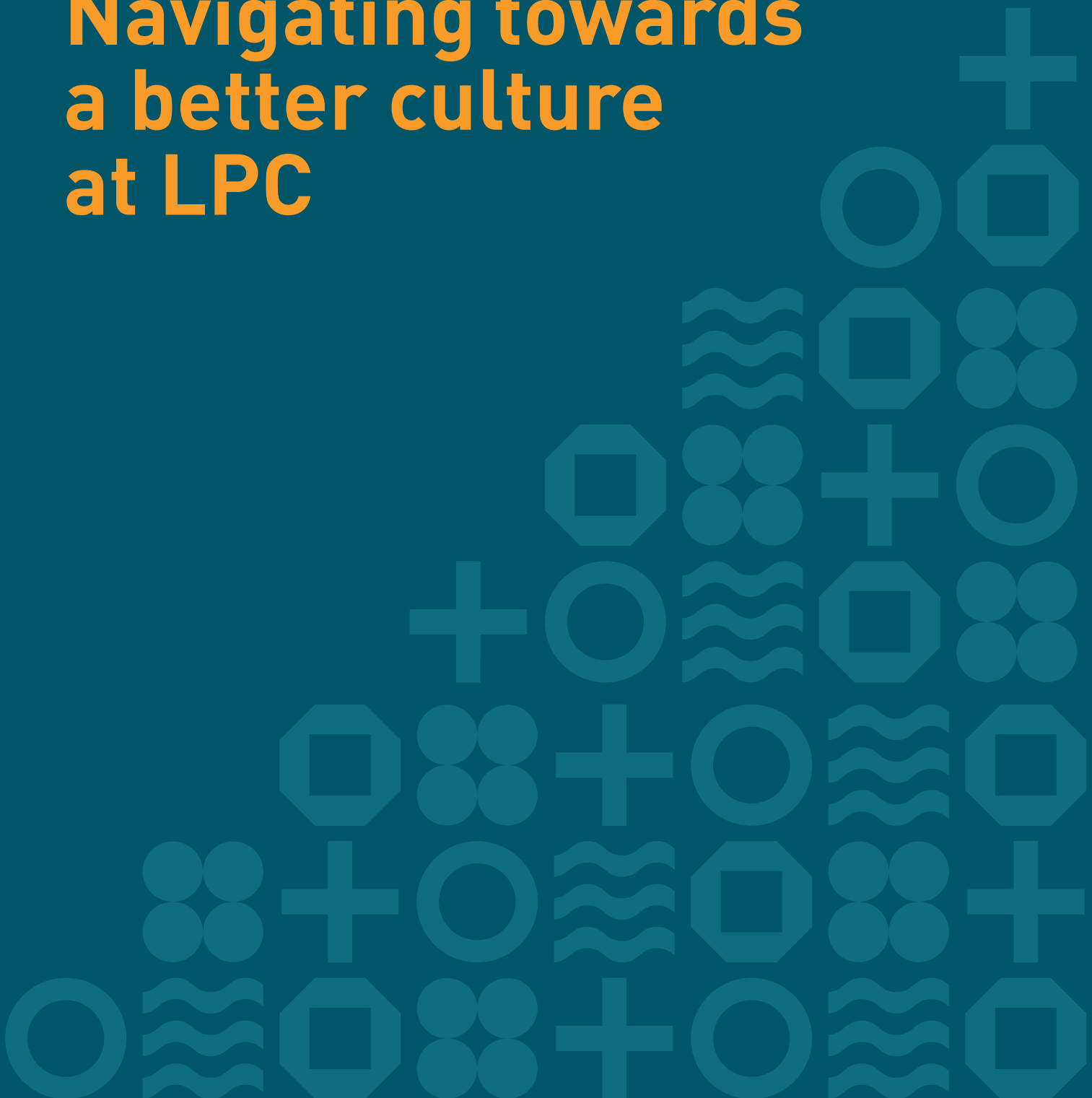


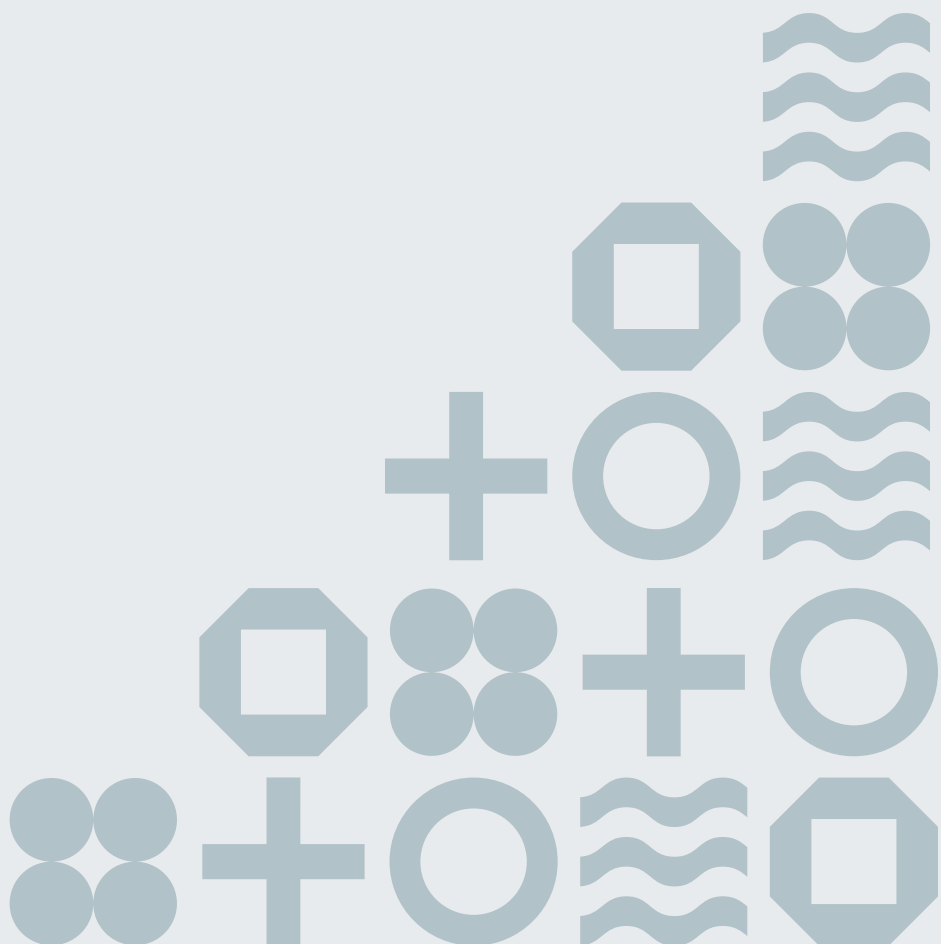
Six Monthly Report

Navigating towards a better culture at LPC



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Navigating towards a better culture at LPC



Kia ora,

This is Lyttelton Port Company's Workplace Culture Action Plan update for 31 March 2022. Following the Maria Dew QC report in 2021, we set the expectation on ourselves to deliver an update on where we are at in improving our workplace culture to the public every six months.

I am proud to report that in the past six months, we have achieved a lot. That is not to say that as of today, we have the ideal workplace culture. We know we still have a long way to go, and we are prepared for a long and arduous voyage.

We have though, made significant headway into many projects and initiatives. As outlined in the workplace culture action plan, we have priority areas we are now working towards.

These priority areas will enable us to build a culture where our kaimahi/employees can come to work every day and enjoy what they do, work in a diverse and inclusive culture where they are valued for the contribution they make, experience a sense of belonging, and go home safe at the end of their day.

Our values guide us along this journey. They articulate who we are, what we are here to achieve, and the collective values we have that define how we will go about our work. Our values influence our decision making at every level.

Our values have emerged from the contributions, ideas and feedback that have come from our kaimahi. Our values reflect what our people have told us is important to them.

We look forward to providing you with more updates in the future about how we are tracking towards bettering our workplace culture for us, for our kaimahi, for their whānau, and for Ōtautahi / Christchurch.

Ngā mihi,

A handwritten signature in black ink, consisting of a large, stylized 'K' followed by a horizontal line and a loop.

Kirstie Gardener
Acting CEO, LPC
Kaiwhakahaere Matua

Background and context

Revitalising LPC's workplace culture

To move forward, we must first acknowledge where we have come from and the events leading up to the Maria Dew (QC) report (the report).

The review was commissioned in 2020 by the CEO and Board following serious allegations around bullying, racism and sexual discrimination at LPC. Parallel to this review, an independent investigation was also carried out into the employment experiences of former employee Katrina Hey, who had tragically passed away.

Outlined in the workplace culture action plan are six priority areas to enable LPC to work towards building a culture where our kaimahi enjoy what they do in a diverse and inclusive environment. And one where they are valued for their contribution and go home safe at the end of the day.

The six priority areas identified in the report include:

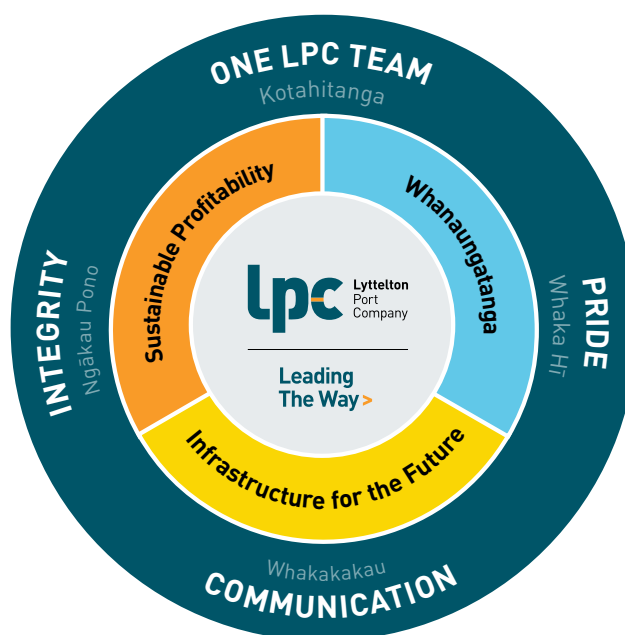
- Systems, processes and support
- Persistent dignity and respect
- Address diversity and inclusion
- People accountability and investment
- Immediate conduct concerns; and
- Reduce the 'us and them' barriers

Our values guide us

Our values articulate who we are, what we are here to achieve, and the collective values we have that define how we will go about our work. Our values guide our decision-making at every level.

These values have emerged from the contributions, ideas and feedback that have come from our kaimahi. Our values reflect what our people have told us is important to them.

Our Values:



The Culture and Transformation team – doing the mahi

The work in this report has been implemented by multiple teams at LPC. While it is led by the Culture and Transformation team, it is still a team effort to carry this work out.

Our Culture and Transformation team has been employed to carry out the work recommended by the report. The team, led by Rachel Wells, currently sits at four staff.

The team is motivated by positive and sustainable change and have many workstreams underway at any time.

Their current initiatives involve the roll out of 'Building a Culture of Respect' workshops for all LPC employees, the CityDepot culture review, delivery of the Mental Fitness workshops across LPC, and the development of the LPC Diversity, Equity, Inclusion and Belonging framework and strategy.

Tikanga as part of workplace culture change



Kia ora koutou,

On 16 March 2020, I began my role as Māori Development Adviser at LPC. I sit in the Engagement and Sustainability team, and am based at the Waterfront House offices.

My first project was to form a waiata group, which proved to be a great vehicle for staff to sing, relax and connect with other staff, while also learning Te Reo Māori.

The group has subsequently been utilised to provide waiata tautoko (singing backup) during the many blessings of key infrastructure projects around the organisation which have been completed after the Canterbury earthquakes. These waiata tautoko projects include the new rail line, reefer towers, the opening of the cruise berth and the new fuel bay.

These blessings were the first experience of tikanga being used to celebrate the beginning of a new project or facility, in a bicultural way. For many staff, this was their first experience with karakia, waiata and mihi mihi. In turn, this helped set a framework of understanding in place on what tikanga is and how it can be utilised within the LPC workspace.

Initially, there was pushback from staff members who felt challenged, or uncomfortable, by the emerging recognition of our bicultural history in the Port, and the part it will play in the organisation's future.

However, by promoting Te Reo Māori through bilingual signage, our waiata group, the inaugural mihi whakatau for new staff, and consistent use of tikanga Māori in everyday practice, it has become more of the norm around the organisation, and therefore more accepted.

Introducing tikanga into LPC has been difficult. But it has enabled staff to learn Te Reo Māori, about Matariki, and to take part in the processes of pōwhiri, mihi whakatau, poroporoaki, karakia, hīmene as well as learning about whanaungatanga, manaakitanga, kaitiakitanga, rangatiratanga and kotahitanga.

I look forward to what 2022 brings, and to continuing on this path of bringing tikanga to LPC.

Ngā mihi,

A handwritten signature in black ink, which appears to read 'Tahu Stirling'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Tahu Stirling

Māori Development Advisor
Pouwhakahaere Māori

What are we looking at?

Each of our achievements over the previous six months represent specific areas of change and improvement within LPC.

It is important we address these achievements in relation to our Workplace Culture Action Plan, which was published on 30 September, 2021.

This way, we are accountable not only to ourselves, but also to our community. We have laid out a timeline of actions to be undertaken by certain dates, and we are steadfast in meeting those deadlines.

These targets encompass all actions to be undertaken as recommended by the report in 2020. Along with the six priority areas identified, we are also including engagement as a priority area.

Although not included in the report's recommendations, engagement has been identified by the Culture and Transformation team as being a priority enabler, and additionally, speaks to our LPC Value of Communication / Whakakakau.

So, besides each of our achievements lie at least one of these icons, representing seven priority areas.

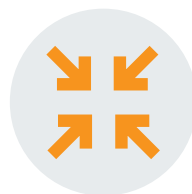
Our seven priority areas:



Systems, processes and support



Persistent dignity and respect



Address diversity and inclusion



People accountability and investment



Immediate conduct concerns



Reduce 'us and them' barriers



Engagement

Systems, Processes and Support



Our systems, processes and supports form the foundations to build a highly engaged and high performing LPC.

We have recruited a culture and transformation team dedicated and enabled to delivering the LPC Workplace Culture Action Plan (WCAP) and other enabling strategies.

Two independent advisers have also been appointed to the Workplace Culture Governance Committee to provide thought leadership, guidance and external market insights.

What we set out to achieve:

- Regular communication of the LPC Values
- Embedding the values further through the Leading the Way Values awards.

What we have achieved:

- Launched an intranet, Kōtui. A channel for communicating LPC's vision, strategy, and values
- Launched the Leading the Way Values awards in April 2021
- Embedded our values into the 'Building a Culture of Respect' and Mental Fitness programmes
- Continuing to develop supporting and enabling collateral to positively reinforce the LPC Values and kaimahi behaviour.

What's next:

- Undertake a review of the level of embedment of the values across LPC, and develop initiatives to further embed and reinforce the values across all employee experience touchpoints across the employee lifecycle
- Integrate the values into the LPC Leadership Development Programme and framework
- Identify, develop and appoint values/behaviour champions
- Design and implement a kaimahi reward and recognition values-based programme
- Further expand the Leading the Way Values awards, to include an annual kaimahi and leadership award.



Persistent Dignity and Respect



Our kaimahi told us that persistent dignity and respect goes to the heart of the matter.

They want LPC leaders at every level to demonstrate dignity and respect when engaging with others.

What we set out to achieve:

- Develop and introduce diversity and inclusion training for all kaimahi and the Board
- Develop and introduce mental health awareness training for our leaders
- Co-develop a joint LPC/Union statement on our collective commitment to eliminating bullying and harassment
- Develop and introduce workplace conduct training for all kaimahi and the Board
- Redesign the LPC Performance Management System to reflect 'what' and 'how' behaviours.

What we achieved:

- Partnered with The Ripples Project to co-design, develop and pilot the 'Building a Culture of Respect' programme of work. The programme officially kicked off in February 2022
- We delivered a workshop to our Kapa Manaaki group in January 2022 to ensure they were well equipped in supporting our people through times of challenge
- In conjunction with our Union partners, we delivered a Mental Health discussion through Mike King in August 2021
- Rolled out the inaugural Mental Fitness programme of work in partnership with Dr Paul Wood in February 2022. We have extended this from managers to be offered to all employees
- Rolled out the first Mental Fitness Executive workshops in January 2022 to all executive leaders
- Delivered a series of Mental Wellbeing workshops to leaders, in partnership with our EAP provider, in December 2021

- Co-designing and co-developing, with key stakeholders, an employee handbook that will clearly articulate behavioural expectations of our kaimahi
- The joint LPC-Unions statement committing to eliminating bullying and harassment at LPC was launched in February 2022.

What's next:

- Continue to roll out our Culture of Respect and Mental Fitness programmes, and iterate as we go to deliver an exceptional experience for our people
- Revisit the co-designed and developed workplace conduct e-learning content, and align to our employee guide, behaviour and performance policy, and Culture of Respect programme of work
- In partnership with the Ripples Project and Chameleon, co-design an e-learning offering on 'Building a Culture of Respect'
- Review and redesign our approach to managing performance, to reflect not only what we do, but how we do it consistently in line with our values
- We will be celebrating and supporting 'Pink Shirt Day', with pink high visibility vests delivered to staff. Other activities will be held on the day, in support of Pink Shirt Day.



Address Diversity and Inclusion



Addresses the need to improve diversity, inclusion, equality and belonging at LPC.

The Maria Dew report identified a lack of gender and ethnic diversity at LPC.

A diverse and inclusive environment is central to improving our workplace culture. We understand the people, economic, social, economic business case for building a diverse and inclusive LPC.

What we set out to achieve:

- Introduce diversity targets and reporting in the SOI and Annual Report
- To reflect Tikanga in our employment environment
- ELT and SLT to undertake Te Reo and Tikanga training and support and model our culture.

What we achieved

- D&I targets were introduced in early 2021 and have been reported on
- LPC has worked in collaboration with CCHL and Anna Johnson of The Female Career to complete a review into gender balance at LPC
- LPC had partnered with Diversity Works and completed a Diversity Equity and Inclusion (DEI) self-audit in February 2022
- LPC Women's Networking group set up and launched Nov 2021
- We undertook a survey in November 2021 of our IEA salaried staff to ask them what benefits are important to them
- We delivered our inaugural LPC Mihi Whakatau in November 2021
- Our internal signage, including our values are in both Te Reo and English
- We have a weekly Waiata group at LPC Waterfront House, which is also offered on MS Teams virtually.

What's next?

- We will pragmatically review our gender and ethnicity targets to ensure they are stretching us, but achievable
- We will survey our kaimahi to track our D&I progress across LPC
- Culture and Transformation in partnership with the LPC Māori Advisor are developing cultural (Te Reo / tikanga) development initiatives for inclusion in all senior leader kaimahi development plans (roll out July 2022), and an LPC Cultural Competence Framework
- Broader Te Reo and Tikanga learning offerings across LPC
- We will form a Diversity Council, and co-create the LPC Diversity, Inclusion and belonging strategy, framework and programme of work – this function will form LPC's centre of excellence
- We will review and prioritise recommendations from the CCHL LPC Gender Balance work, and develop an LPC Gender Balance Action Plan.

“Diversity is having a seat at the table; inclusion is having a voice and belonging is being heard”

Liz Fosslien

People Accountability and Investment



The independent review highlighted a lack of accountability for poor conduct across LPC, and at the same time a lack on investment in the performance and development of our people.

What we set out to achieve

- Partner with the Unions to jointly re-design our Cargo Handler Selection Process
- Update the LPC Bullying and Harassment Policy to align with Worksafe
- Update LPC IEA employment agreement to reflect anti-bullying position to all staff
- Executive leader and senior leaders' key result areas to reflect both what and how behaviours

What we achieved

- LPC IEA updated to reflect our anti-bullying position
- We are reviewing our Harassment and Bullying Policy; further refinements have been made to the policy to reflect our Culture of Respect programme of work.
- ELT and SLT KRA's reflect the 'what' and 'how' behaviours, incorporating the LPC values. Further enhancements will fall out of the review of the LPC Performance Management System

What's next?

- Harassment and Bullying Policy consultation, approval and roll out
- Co-develop with our kaimahi and stakeholders, harassment and bullying workshops; build awareness and understanding; give our people the knowledge, competence and confidence to stand up to bullying and harassment. We will build on existing respect work, and upskill our leaders and kaimahi on harassment and bullying, to provide them with tools and learning opportunities in that space.



Immediate Conduct Concerns



The report highlighted several workplace conduct concerns. These concerns were addressed, and a broader culture review was undertaken at the LPC CityDepot.

What we set out to achieve

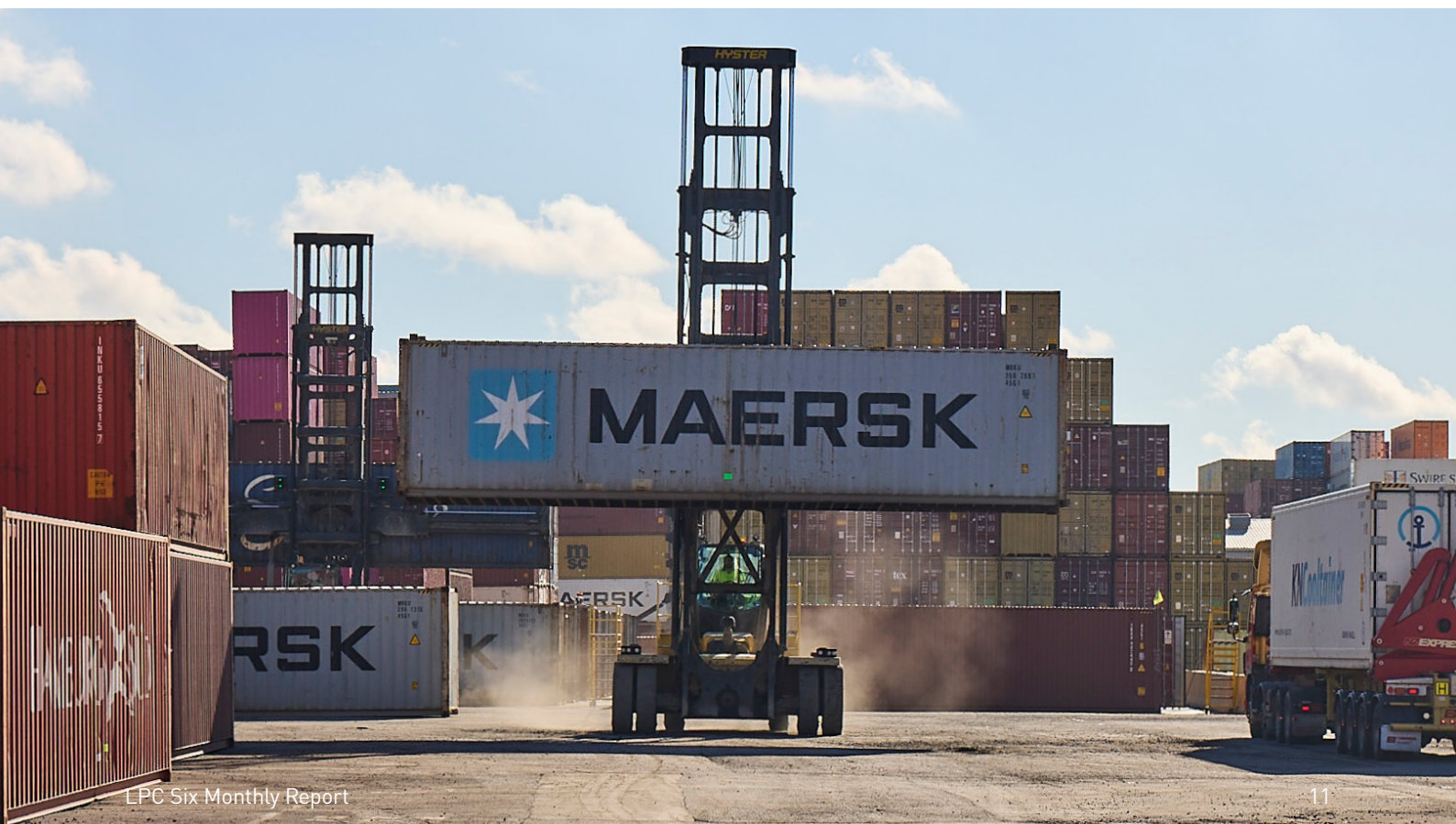
- Conduct independent investigations into complaints raised through the process
- Review the Culture at CityDepot
- Audit overtime and work allocation for cargo handlers to identify if issues existed

What we achieved

- Internal investigations into complaints raised were completed in 2021.
- A review of the culture at CityDepot was completed in 2021, with findings and recommendations presented to the Board, executive leadership, Union partners and CityDepot employees in December 2021. This culture review, 'CityDepot Korero', engaged with 93% of CityDepot kaimahi thought out the process
- Overtime was audited in two parts. Older contracts have been scoped and a strategy and approach are being worked through to consult with respective parties. The other part of the audit included a wider picture lens as to how overtime is being paid. This has been picked up as part of a programme of works concerning HR upgrades and the Humanforce project.

What's next?

- Continue to deliver the CityDepot recommendations, monitor and measure progress against plan
- Continue to work on reviewing staff overtime as recommended



Reduce 'us' and 'them' barriers



The independent review noted a central theme repeated by many kaimahi during the review process.

Our people expressed their concerns about the us and them barriers, and silos across LPC.

What we set out to achieve:

- Empower our social club to develop more internal social events and celebrations
- Introduce a new intranet to ensure access to key information and policies for all staff
- Plan and conduct an 'All of LPC' social function for staff and partners
- Develop an internal fund to support social events and sports activities by staff

What we achieved:

- We have an empowered and diverse social club that actively plans for social events and celebrations
- We launched Kōtūi, LPC's intranet in mid-2021. Kōtūi is our central communication platform for communication to our kaimahi.
- We have begun planning an all of LPC event, however this has been impacted by the current covid restrictions. Planning will recommence in the 2nd half of 2022.
- We have an internal sponsorship fund to support our people attending social, sporting and cultural activities, such as the GodZone Adventure Race, international sporting events where our staff are representing New Zealand for their chosen sport, and regional weightlifting champions.

- We developed an LPC Orientation for all new starters – *LPC Mihi Whakatau*. This is an opportunity to bring different employees and teams together; this goes to the heart of whanaungatanga and creating opportunities across LPC to bring people together to break down barriers
- The Culture and Transformation team use employee centered design methodology to co-design and co-develop all initiatives. This too provides multiple structured opportunities for kaimahi to be involved with cross-functional groups, and build on whanaungatanga. *The answers that we seek lie in the people that we serve, humankind.*

What is next?

- Culture and Transformation team continue to apply Employee Experience / Human Centred Design (EX/ HCD) to all initiatives that impact our people
- Co-develop and pilot a senior managers 'day in the life of a front-line employee'

Me mahi tahi tatou mo te oranga o te katoa.

We must work together for the wellbeing of all.

Engagement Priorities



In April 2021 LPC undertook an annual engagement survey.

The overall result for 2021 LPC Our Say, Our Future Engagement survey was 55 against an Ask your Team survey benchmark score of 65.

We had a 53% response rate against a benchmark response rate of 72%.

The survey identified four key priorities:

Leadership and Management Capability – lifting our leadership and management capability to improve our leaders' confidence to lead through culture transformation and manage.

Internal Communication – place a higher emphasis on quality face-to-face communication and create new delivery channels to enable messages to be more easily received.

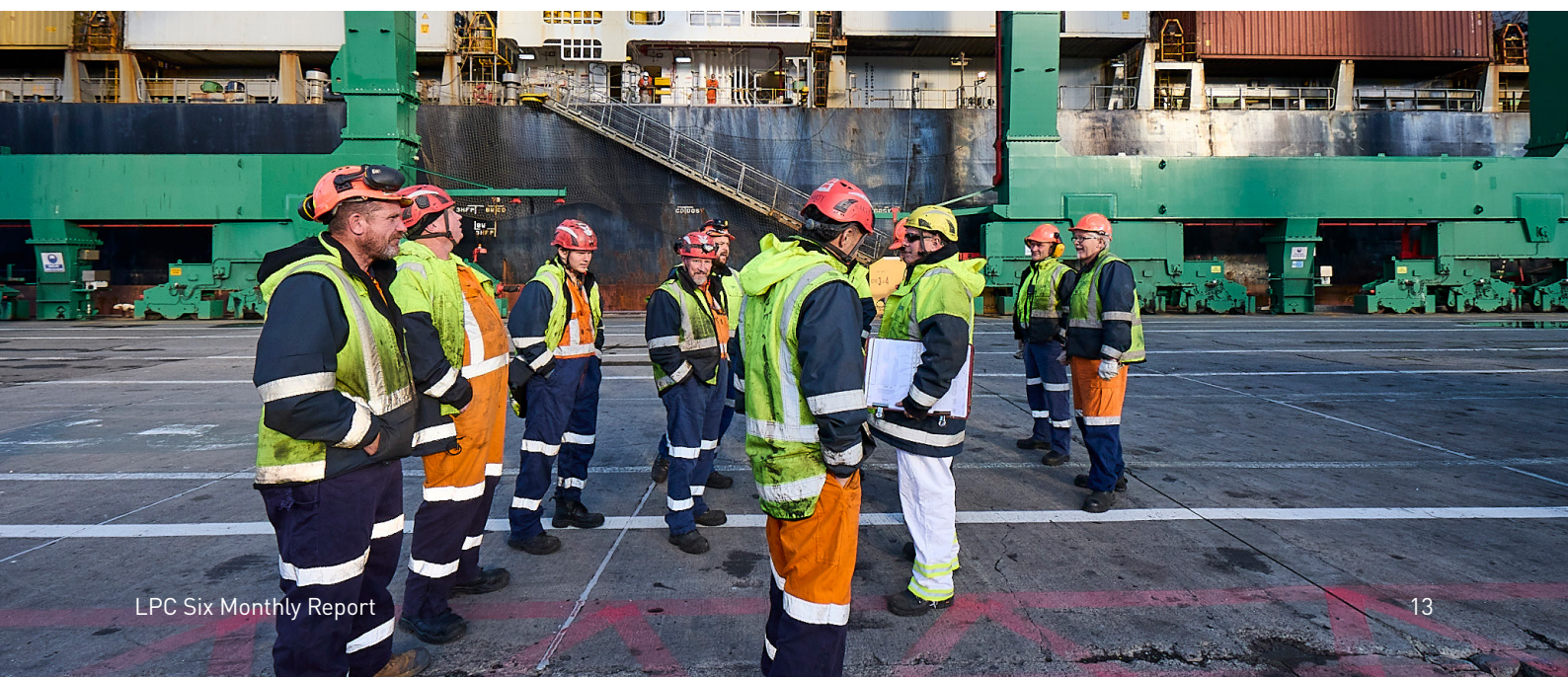
Performance Development – enable regular coaching and feedback to staff and ensure development planning becomes 'part of the conversation'.

Culture – Deliver and measure all elements of the Workplace Culture Action Plan.

What have we committed to?

In 2022 we will:

- Identify building our leadership capability as critical for enabling the delivery of culture transformation. Our leadership capability build is a strategic enabler, and a priority for FY2022. LPC is in the early stages of scoping what this initiative might look like. In addition, we will:
- Review our current offering of leadership development and tools
- We will co-design and co-develop an LPC Leadership Development Framework and programme that is fit for purpose and will enable the delivery of our five-year plan and cultural transformation
- We will ensure our leaders are supported to model our values and lead our cultural transformation
- We will ensure our leaders are developed to lead our culture of respect, and lead in the mental wellbeing space
- Develop opportunities for women to grow as leaders at LPC, including the development of women's networking events, and specific leadership development initiatives
- We will design and develop a talent identification framework, to identify our emerging leaders
- We will in partnership with the University of Canterbury, develop an approach to succession, to ensure our talent receive targeted development to ready them for their next career step



Appendix

LPC's Workplace Culture Action Plan as of 31 March 2022

Workplace Culture Action Plan

● Board
 ● Social Club
 ● Senior Leadership Team
 ✓ Complete / embedding
 ● Joint unions / LPC
 ● People Team
 ● Engagement and Sustainability Team
 ✦ Started / work in progress

	FY21 2 ND half	FY22 1 st half	FY22 2 ND half	FY23 1 st half
Systems, Processes and Support	<div>✓</div> <p>1.0 Recruit and create a Culture & Transformation team</p>	<div>✓</div> <p>1.1 Regular communication of LPC values</p>	<div>✦</div> <p>1.2 Establish diversity / inclusion / anti-bullying centre of excellence at LPC</p>	
Persistent dignity and respect	<div>✦</div> <p>2.0 Develop and introduce diversity training programme for all staff and the Board</p> <div>✓</div> <p>2.1 Develop and introduce mental health awareness training programme for managers</p> <div>✓</div> <p>2.2 Joint LPC / Union statement on commitment to eliminating bullying & harassment at LPC</p>	<div>✦</div> <p>2.3 Develop and introduce workplace conduct training for all staff and the Board</p> <div>✦</div> <p>2.4 Redesign performance management system to reflect "what" and "how" behaviours</p>	<div>✓</div> <p>2.5 LPC support for a community based Mental Health group</p> <div>✦</div> <p>2.6 Introduce an annual anti-bullying event</p> <div>✦</div> <p>2.7 Continue issuing 'Essential Worker' / LPC pride clothing items</p>	<div>✦</div> <p>2.8 Design and implement staff/team recognition / behaviours recognition program</p> <div>✦</div> <p>2.9 Appoint LPC values / behaviour champions</p>
Address diversity and inclusion	<div>✓</div> <p>3.0 Introduce diversity targets and reporting in the Statement of Intent and the Annual Report</p>	<div>✓</div> <p>3.1</p> <div>✦</div> <p>3.2 ELT & SLT undertake Te Reo and Tikanga training, and model / support behaviours</p>	<div>✦</div> <p>3.3 HPHE Charter to include section on Tikanga Māori</p>	<div>✦</div> <p>3.4 Work with Unions to redesign cargo-handler PD to make roles more accessible for women</p>
People accountability and investment	<div>✓</div> <p>4.0 All role vacancies advertised internally with clear selection process</p> <div>✓</div> <p>4.1 LPC & Unions jointly redesign Cargo Handler selection process</p> <div>✓</div> <p>4.2 People team and Unions jointly review all recruitment and selection process to ensure fair</p>	<div>✓</div> <p>4.3 Update LPC Bullying and Harassment policy to align with WorkSafe</p> <div>✓</div> <p>4.4 Amend employment agreements to reflect anti-bullying position of LPC</p> <div>✓</div> <p>4.5 ELT and SLT KRA's to reflect both "what" and "how" behaviours</p>		<div>✓</div> <p>4.6 Jointly review and refine the new recruitment and selection processes</p> <div>✦</div> <p>4.7 Work with Unions to review rosters for all roles to increase leadership visibility</p>
Immediate conduct concerns	<div>✓</div> <p>5.0 Conduct independent investigations into complaints raised through review process</p> <div>✓</div> <p>5.1 Review culture at CityDepot</p>	<div>✦</div> <p>5.2 LPC & Unions engage to prevent "future intimidation" for people who speak up – and include in HPHE charter</p> <div>✓</div> <p>5.3 Audit overtime and work allocation for Cargo Handlers to identify if issues exist</p>		
Reduce 'them and us' barriers	<div>✓</div> <p>6.0 Empower Social Club to develop more internal social events and celebrations</p> <div>✓</div> <p>6.1 Introduce new Intranet to ensure access to key information and policies for all staff</p>	<div>✦</div> <p>6.2 Plan and conduct an "All of LPC" Social function for staff AND partners</p> <div>✓</div> <p>6.3 Develop an internal fund to support social events and sports activities by staff</p>	<div>✓</div> <p>6.4 LPC to provide structured opportunities for different teams to interact with each other</p> <div>✦</div> <p>6.5 Senior managers do "a day in the life" – work on the front line</p>	