

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 (WCAP) update for 30 September 2022. Following an independent review into workplace culture in 2021 we endeavoured to deliver a public update on where we are at in improving our workplace culture every six months.

And, since our report in March, we have come a long way. We know we still have a long way to go, but I am proud to say we are nearing completion on most of the targets set in that independent report.

You will see as you read on that we have condensed the seven priority areas outlined in the report down to just three – Leadership; Culture; and Diversity, Equity, Inclusion and Belonging (DEIB).

This is because, in many cases, we are ahead of the action plan (see appendix). So, we have begun to look beyond that horizon and start our own thinking around what workplace culture we aspire to have at LPC.

Building a culture where our kaimahi/employees can come to work every day and enjoy what they do is hugely important. We want our kaimahi to 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.

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

Ngā mihi,

A stylized, handwritten signature in black ink, consisting of a large 'K' followed by a series of loops and a long horizontal stroke.

Kirstie Gardener

Chief Executive Officer, Lyttelton Port Company

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 independent review in 2021, carried out by Maria Dew (QC).

A review and an independent investigation were commissioned in 2020 after the tragic death of former employee, Katrina Hey, who was a staff member at LPC for seven years, and serious allegations around bullying, racism and sexual discrimination in the wider LPC business.

Six priority areas were identified in that report, enabling LPC to work towards building a culture where our kaimahi enjoy what they do in a diverse and inclusive environment. We also included Engagement as a seventh priority area in 2021.

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

Looking forward

Initiatives outlined in the WCAP began in the second half of the 2021 financial year and set our course for the coming year and a half. Now, we are nearing the completion of those initiatives – but our workplace culture journey has only just begun. Our focus will move to continuing to embed and refine the initiatives that we have delivered, and our strategic focus will move toward three pillars, our pou:

- Building LPC Leadership capability
- Continue to build on our culture in an intentional and purposeful way
- Diversity, Equity, Inclusion and Belonging

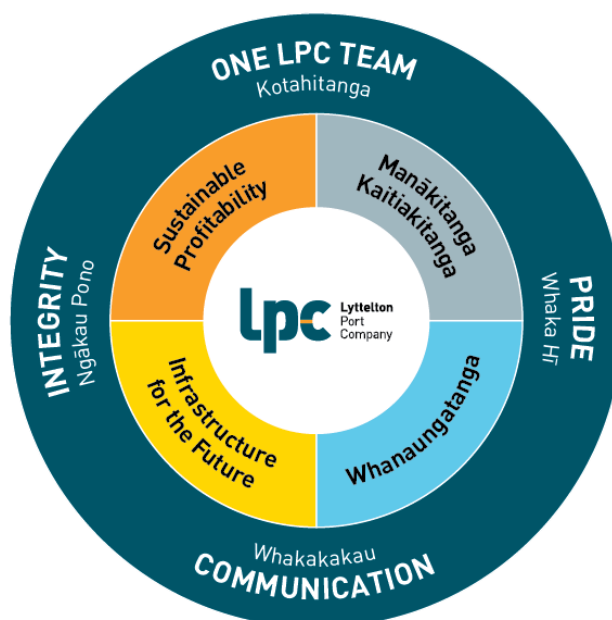
The Culture and Transformation team has begun work on what LPC's aspirational workplace culture will look like to enable the delivery of the Leading the Way Strategy. And while we're not in a position to share that just yet as we are in the early design stages; we will share more detail in our next external report in March 2023.

Our values guide us

Our values articulate who we are, what we are here to achieve, and the collective values 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



Background and context

The Culture and Transformation team – doing the mahi

Our Culture and Transformation team has been employed to carry out and enable the work recommended by the report. The team is motivated by positive, sustainable change and has many workstreams underway at any time.

Current initiatives include:

Diversity, Equity, Inclusion and Belonging

Establishment of an Inclusion Committee, Te Whakaroopu, which is sponsored by our CEO, Kirstie Gardener. This committee will co-design, and develop LPC's DEIB Strategy and associated program of work, to build a diverse, and inclusive LPC where our kaimahi experience a sense of belonging. Initiatives in this space include:

- The work LPC has undertaken with The Female Career, around women at LPC
- A Diversity Works self-audit and associated program of work
- A Gender Pay Gap Analysis (GPGA) with the intention to report externally in 2023
- The ongoing delivery of the Mental Fitness workshops with our people, to enable them to bring their 'A game' to work and home
- The ongoing delivery and refinement of the Culture of Respect workshops, in partnership with The Ripples Project.

A more detailed program of work will be developed following the development of the LPC DEIB Strategy. This will be communicated in more detail in our March 2023 report.

Leadership Development

Building LPC's leadership capability will be achieved through partnering with an external provider, to co-design and develop and deliver a fit for purpose leadership development framework and program. Our people told us, through our 2021 engagement survey, that building leadership capability across LPC was important to them. We know that leadership is one of the most pressing issues facing organisations around the world because of the impact of Covid-19, The Great Resignation, and the emergence of the Future of Work. Investing in leadership capability builds our competitive advantage, it impacts':

- LPC's bottom line financial performance
- The attraction, development and retention of talent
- The execution of our strategy
- And dramatically increases our success when navigating change and disruption.

Sophisticated and 'fit for LPC' leadership development will provide a deeper, richer pipeline of talent to manage our succession risk.

“Great leaders attract, hire and inspire great people”

www.ccl.org

Background and context

Culture

Our kaimahi and culture is at the heart of everything we do. It is our shared values, beliefs, attitudes and behavioural norms.

LPC is committed to transforming workplace culture to achieve a positive and permanent impact on individual and organisational outcomes by informing mindsets, beliefs, and behaviours.

As we intentionally step into focusing more on our culture, from a holistic viewpoint, and continue transforming workplace culture in a structured and deliberate way, our LPC aspirational workplace culture will be defined and articulated. This initiative is scheduled to kick off in Q4 2023. This will be:

- Co-created with kaimahi (and key stakeholders), who will all be given an opportunity to participate and engage in the process
- Represented in a visual format that is bespoke and meaningful to LPC kaimahi and stakeholders. (This visual format is often referred to as a 'Culture Wall' although our LPC kaimahi will decide how this is referred to at LPC)
- Shared widely and celebrated and will guide our employee experience.

Our aspirational workplace culture will drive and underpin all decisions, actions, and behaviours at LPC. We will share our progress with external stakeholders, in our March 2023 Report.



Tahu Stirling: Whanaungatanga in workplace culture



When thinking about this important concept of whanaungatanga within Lyttelton Port Company, I am reminded of the well-known whakataukī or proverb which said:

Unuhia te rito o te harakeke kei whea te kōmako e kō

Whakatairangitia rere ki uta rere ki tai

Ui mai koe ki ahau he aha te mea nui o te ao

Māku e kī atu he tangata, he tangata, he tangata!

Remove the heart of the flax bush and where will the Bellbird sing?

Proclaim it to the land proclaim it to the sea

Ask me 'What is the greatest thing in the world?'

I will reply, 'It is people, people, people!'

Essentially it is talking about the harakeke plant which represents the world of whānau within whānau or families within families reflecting the sanctity of human life. Each harakeke can contain hundreds of young shoots (rito) which are protected by their parents (awhi rito) and the outside leaves represent the tūpuna (grandparents and ancestors). LPC is made up of many staff who have families and friends who they support and nurture whereby together we all depend on each other to ensure that everybody gets home safely while keeping our company sustainably profitable.

However, this whakataukī also talks to the importance of human connection and relationships. This is what creates community and enables people to flourish. It values the human being in all of us and reminds us of what is most important, it is people. Whanaungatanga is a key LPC value that helps to embrace relationships, kinship and a sense of family connections through shared experiences and working together (kotahitanga). It provides us with a sense of belonging that comes with rights and obligations which serve to strengthen each other in this rapidly changing environment.

Whanaungatanga is the glue that has held our people together through the earthquakes and rebuilds, through the tragic deaths of our mates who left before their time and the enduring legacy of Covid-19 and its profound effect on our world.

Today LPC is transitioning to a space where people can respectfully express what's in their heart, rather than what we want to hear which reveals the aspirations and barriers of the many whānau here. Because at the end of the day, it is about people but it must also be hand in hand with Te Taiao the all-encompassing natural world.

Tahu Stirling

Māori Development Advisor

Pouwhakahaere Māori

Our seven priority areas explained in icons:

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 2021. Along with the six priority areas identified, we also include 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:

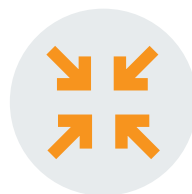
Our seven priority areas:



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.

The culture and transformation team are dedicated to delivering and embedding initiatives that will make the foundations strong, to ensure sustained and permanent change occurs.

What we set out to achieve:

- 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 Program and framework
- Identify, develop and appoint values / behaviour champions
- Design and implement a kaimahi reward and recognition values-based program
- Further expand the Leading the Way Values awards, to include an annual kaimahi and leadership award.



What we have achieved:

- Grown the content on the intranet platform, Kōtui, including refreshing the LPC Values webpage. There are now five videos accessible from the website. The videos are of LPC kaimahi talking about what the Values mean to them personally
- Since launching the Leading the Way Values awards in April 2021, there have been over 135 nominations made across LPC. The number of nominations from a wide variety of departments, coupled with feedback received, shows the Values are being embedded as 'the way we do things'
- The Values have been a key consideration when assessing potential partners to co-design the Leadership Development Program. The Values are the anchor around which the program is being developed
- As part of further embedding the values across LPC, the Executive Leadership team have been piloting the use of Values cards. The purpose of the postcards is to provide instant, personalised, and hand-written recognition to individuals when they display behaviours supporting our Values. These supplement the monthly Values awards. Feedback from ELT will be formally assessed, with a view to the postcards being available for all kaimahi.

What's next:

- Weave the Values through all our initiatives, in particular the upcoming work on defining the ideal LPC culture
- The appointing of values / behaviour champions is being aligned with the work on LPC culture. After reflection and talking to our kaimahi, the team recognised the importance of connecting these initiatives instead of having standalone champions in each area
- The upcoming all-LPC event will be the launch of the annual kaimahi and leadership awards, as part of expanding the Leading the Way Values awards.

Persistent Dignity and Respect



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

They want LPC leaders and colleagues at every level to consistently demonstrate dignity and respect in every interaction with others.

What we set out to achieve:

- 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.
- Successfully launched the co-designed employee handbook which articulates the behavioural expectations of our kaimahi. The response to the handbook has been positive, with work already underway for the next version with suggested content additions. This initiative, along with the new LPC Behaviour and Performance Policy, and the development of our e-learning module on Culture of Respect, meets the need for delivering workplace conduct training in a positive and holistic way
- We have continued to undertake the Culture of Respect and Mental Fitness programmes. The workbook materials provided have been reviewed following feedback from attendees, resulting in comprehensive resources that align closely
- The People team have reviewed and simplified our approach to managing performance, to reflect not only what we do, but how we do it consistently and aligned to our values
- In partnership with the Ripples Project and Chameleon, an e-learning offering has been created with the key concepts from 'Building a Culture of Respect'. This e-learning module will become part of the onboarding experience for all LPC employees, as well as being available 'on-demand' for employees to access for a refresh of the workshop learnings.

What we achieved:

- We celebrated 'Pink Shirt Day' for the first time at LPC with pink high visibility vests, decorations and clothing delivered to staff. The level of involvement from kaimahi was phenomenal and over \$1600 was raised for the Mental Health Foundation
- Our Executive Leadership Team completed the Dr Paul Wood's Leading for Mental Fitness programme (consisting of four workshops), with very positive feedback on the value of the programme
- In addition to the ELT, the Leading for Mental Fitness programme has been completed by 40 people leaders (with an employee Net Promoter Score of 83). The Building Mental Fitness programme for non-people leaders has been completed by 26 staff (eNPS 60). The workshops received overwhelmingly positive reviews

What's next:

- Continue to review all workshop and e-learning content in collaboration with our kaimahi and partners, with improvements being made as needed
- Our policies and processes will continue to be reviewed to align the messages our kaimahi receive, and to be employee-centred.

eNPS is the employee Net Promoter Score is a scoring system that measures the impact of people and culture initiatives. A score of:

- 10 - 30 is considered good.
- 50 + is considered excellent.
- 80 + is considered best in class.

Address Diversity and Inclusion



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

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

“Diversity is being invited to the party. Inclusion is being asked to dance”

Verna Myers

What we set out to achieve:

- 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 our Māori Development Advisor are developing cultural (Te Reo / Tikanga) development initiatives for inclusion in all senior leader kaimahi development plans (roll out July 2022), and a Cultural Competence Framework
 - Broader Te Reo and Tikanga learning offerings across LPC
 - We will form a Diversity Council, and co-create the Diversity, Equity, 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 a Gender Balance Action Plan.
- From the recommendations of the CCHL LPC Gender Balance work, we are collaborating with Anna Johnson of The Female Career to undertake gender pay gap analysis for LPC. We will report key findings and prioritise any resulting recommendations as part of the LPC Gender Balance Action Plan
 - The Women’s Networking group has continued with two meetings being held in 2022. These successful events have invited guest speakers to engage with our wahine
 - As a result of the November 2021 survey of IEA salaried staff, benefits were added to the IEA offering. The additional benefits were the ones most valued by IEA staff. In addition, wording of the agreement was updated to be employee-centred and aligned to the Values and culture we want. An example of this is new staff are eligible for sick leave, domestic leave, bereavement leave, etc from their first day of employment
 - The LPC Mihi Whakatau continue to be held, with two more taking place in May and August
 - Following on from the success of the weekly Waiata group at LPC Waterfront House, which is also offered on Microsoft Teams virtually, attendance has continued to grow. Te Reo and Tikanga learning across LPC is continuing to grow. Led by our Māori Development Advisor Tahu Stirling, visits to Rāpaki Marae have been offered to staff to increase Tikanga learning as part of the He Huanui Māori Pathways Programme organised across CCHL
 - A new survey platform has been introduced giving increased functionality for collecting and reporting on survey data. The DEIB survey will be the first survey on this new platform and will be rolled out to staff and contractors in Q3 2022.

What’s next?

- Working alongside our kaimahi and union stakeholders, the HPHE charter will be updated to include tikanga Māori.

What we achieved

- LPC has formed an Inclusion Committee / Te Whakaroopu consisting of 23 staff from across the organisation, who volunteered to be part of this mahi. These volunteers are co-creating a strategy, framework, and programme of work. Their first piece of the programme of work is the implementation of Diversity and Unconscious Bias training across LPC to begin to raise awareness

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

- Harassment and Bullying Policy consultation, approval and roll out
- LPC and Unions to jointly review and refine the recruitment and selection processes
- 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.

What we achieved

- All vacancies continue to be advertised internally across LPC. We continue to work closely with our Union Partners and WorkPlace teams during recruitment processes to ensure all processes are fair and transparent
- The refreshed and modernised Harassment and Bullying Policy along with the Quick Guide and resolution pathways were rolled out across LPC in connection with Pink Shirt Day. The C&T and People teams collaborated to link these initiatives to provide kaimahi with consistent messaging

What's next?

- Partner with the Unions to jointly re-design our Cargo Handler Selection Process (2023/2024)
- We are committed to the ongoing delivery of the Culture of Respect program of works



Immediate Conduct Concerns



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

What we set out to achieve

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

What we achieved

- The leaders at CityDepot have continued to deliver the recommendations from the CityDepot Culture Kōrero and to monitor and measure these against the agreed plan. As a result, a Workplace Conversations series of workshops are being piloted across Inland Ports to support our people in having courageous conversations to deal with conflict in a constructive way.

What's next?

- Continue to deliver the recommendations, and report on progress against plan
- Provide further opportunities for cross-site collaboration for CityDepot kaimahi
- Undertake a baseline culture survey at CityDepot.



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:

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

What we achieved:

- The social club continues to grow and is hosting regular events and celebrations
- The Culture and Transformation team continue to use employee centred design methodology to co-design and co-develop all initiatives, providing structured opportunities for kaimahi to be involved with cross-functional groups
- Planning for the All of LPC event is already underway, and scheduled to take place in November.
- Inclusion of 'A day in the life of a front-line worker' in all People Leader Inductions.

What's next?

- Host an 'All of LPC' social function for staff and partners.

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.

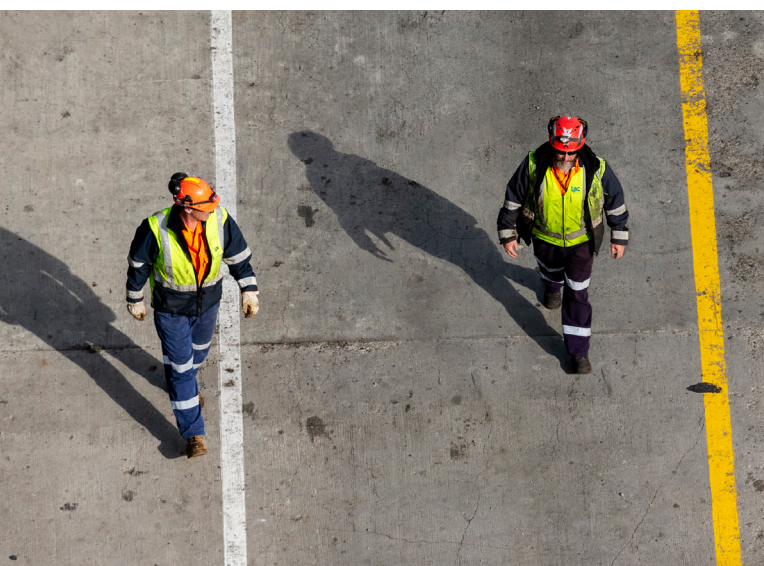
The survey identified four key priorities:

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 we achieved:

- We are undertaking work to provide transformational opportunities for LPC leadership development. This offering will be co-designed with our partner provider and our kaimahi, and will provide bespoke and individualised learning options for our leaders and aspiring leaders. We have taken a radical approach to development in place of traditional 'off the shelf' programmes, as we recognise the future of work is changing and we need to provide innovative solutions for our leaders to be prepared and succeed.
- Two fully funded places on the Global Women's Activate Leaders Program were awarded to LPC wahine, to provide leadership development. The program consists of four workshops which started in June and will be completed in September.
- External coaching opportunities have been provided to a number of our wahine, as part of an assessment of development options for this group.
- The Dare to Lead programme has been attended by several LPC kaimahi who have returned great feedback. As a result, we are looking at potential collaborations with the provider of the programme.
- Two wahine toa attended the recent Boma Transformational Leaders Program.

What's next?

- We are partnering with University of Canterbury to develop an approach to succession planning. The first milestone for delivery is the end of October, when the initial draft of the framework will be completed.
- We have undertaken an RFP to build our leadership framework and program. We are in the early stages of this work, and look forward to sharing our progress in March 2023
- We will continue to imbed and renew the WCAP initiatives to ensure they remain relevant and fit for purpose.

Appendix

LPC's Workplace Culture Action Plan as of 9 August 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 LPC to reflect Tikanga in our employment environment</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>	

