

Six Monthly Report

# Navigating towards a better culture at LPC



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# Navigating towards a better culture at LPC



Kia ora,

Following the conclusion of the Workplace Culture Action Plan (WCAP) in Dec 2022 – this is a final update that stemmed from the independent review of the workplace culture in 2021.

We continue to build a greater culture where our kaimahi/employees enjoy coming to work every day, work in a diverse and inclusive culture, feel valued and go home safe at the end of the day.

Thirty-two actions have been completed as part of the Workplace Culture Action Plan. Five remaining actions are incorporated into our People and Culture Workplan FY 24.

- Develop and introduce a diversity training programme for all staff and the Board; HPHE Charter to include a section on Tikanga Māori; Work with Unions to redesign cargo-handler PD to make roles more accessible for women; Work with Unions to review rosters for all roles to increase leadership visibility.

We continue to focus on

- Building a culture of respect
- Diversity, Equity, Inclusion & Belonging
- Kotahitanga One Team.

As we sign off this part of the work set in that independent report, I am proud of the journey we have travelled together as one team as we continue building a greater culture for our kaimahi, their whānau, and Ōtautahi Christchurch.

Ngā mihi,

A handwritten signature in black ink, appearing to read 'J Quinn', written in a cursive style.

**Jim Quinn**

Interim Chief Executive Officer, Lyttelton Port Company

# 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 views 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

# 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, a staff member at LPC for seven years, and serious allegations of 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:

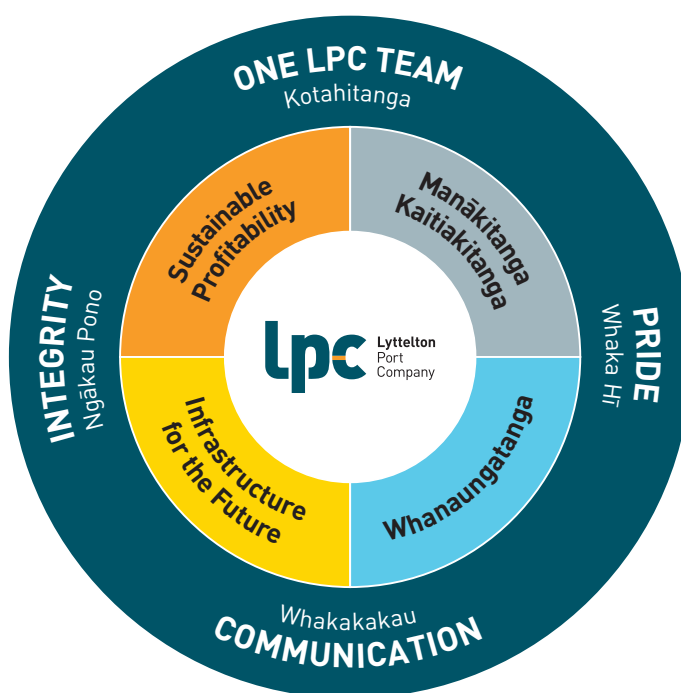
- Systems, processes and support
- Persistent dignity and respect
- Address diversity and inclusion
- People accountability and investment
- Immediate conduct concerns; and
- Reduce the 'us and them' barriers

## Our values guide us

Our values articulate who we are and 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 from our kaimahi. Our values reflect what our people have told us is important to them.

## Our Values



# Looking to the Future

## Following two years of activity under the WCAP, we have implemented 31 of the 36 identified actions.

The remaining five actions are underway, for example:

- Working with Unions to redesign cargo-handler position description to make roles more accessible for women
- Working with Unions to review roster details

We look forward to continuing to develop our culture here at LPC and are planning our priorities for the following year. We know that many elements that have started throughout the Workplace Culture Action will continue to be our foundational focus areas. These are:

## Culture of Respect

We are very clear that we want LPC to be an organisation where people are treated with respect. We will continue articulating what that means and giving people the tools to nudge themselves and others in the right direction.

We are continuing to:

- Develop our partnership with The Ripples Project ([www.ripples.co.nz](http://www.ripples.co.nz)), which focuses on building bespoke team interventions, including respectful behaviour, a shared language and toolkit, and a renewed sense of pride,
- Embed and celebrate our organisational values,
- Roll out our eLearning induction course that ensures all new employees have tools to build a respectful culture at LPC and Collaborate with our union partners



# Looking to the Future

## Diversity, Equity, Inclusion and Belonging

Under the WCAP, we commenced on our pathway to improving DEIB at LPC. The first two years included a lot of diagnostic and research activity, and we now have a framework guided by the following mission and aims co-designed by our employee DEIB committee, Te Whakarooapu.

### Te Whakarooapu Mission:

Our strength lies in our diversity of stories, thoughts and experiences. Together we make up the kaleidoscope that is LPC.

We want to create an LPC where everyone comes to work as themselves and is valued for who they are and what they bring. We want everybody to feel supported, welcome and proud to belong at LPC.

Through education, awareness, celebration and action, we will build a stronger LPC.

Be you. Be curious. Be brave. Be willing.  
We are better together.



### Diversity

Reflecting the diversity of Aotearoa allows us to hear different ideas and innovate.

Through diversity we will be a stronger, safer company that can better serve our customers and community.

**Whakakakau  
Communication**



### Equity

We want to provide the environment where everyone can be at their personal best.

Through continuous learning and improvements we can build fair and equitable systems for everybody.

**Ngākau Pono  
Integrity**



### Inclusion

To help people feel truly included at LPC we all have a role to play in educating ourselves, challenging biases and creating a culture of curiosity. We will encourage allyship as a core part of who we are – we want to have the courage to stand up for one another.

**Whaka Hī  
Pride**



### Belonging

We are social creatures and feeling like we belong is foundational to our wellbeing. By celebrating and embracing differences we will foster empathy and greater understanding of our fellow hoamahi/ workmates and all those we interact with.

**Kotahitanga  
One LPC Team**



# Looking to the Future

## DEIB framework activity includes:

- Develop and support Te Whakaroopu as our employee led pathway for change.
- Improve relationships and processes within LPC utilising Te Reo Māori me ōna Tikangā Māori as the framework for learning and transformation.
- Measure, report and work towards closing our Gender Pay Gap.
- Attract and retain more females to the port to pursue our gender balance target of 82:18 by 2025.
- Provide education and awareness opportunities for our employees.

## Kotahitanga One LPC Team

Due to our size and geographically spread, we know we need to continue to provide opportunities for employees to connect.

We are actively working to:

- Share and connect employees to our organisational strategy and vision
- Continue to develop our Senior Leadership Team (made of senior leaders from across the entire business)

- Provide opportunities for employees from different teams and levels to connect and work together.
- Promote and encourage 'day in the life opportunities'
- Provide internal sponsorship fund to support our people attending social, sporting and cultural activities - provided and promoted by comms team
- Bring people together to celebrate special occasions.

## Culture

Our kaimahi and culture are 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 positively and permanently impact individual and organisational outcomes by informing mindsets, beliefs, and behaviours.





# Appendix

LPC's Workplace Culture Action Plan as of 30 June 2023

## Workplace Culture Action Plan

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

	FY21 2 <sup>ND</sup> half	FY22 1 <sup>st</sup> half	FY22 2 <sup>ND</sup> half	FY23 1 <sup>st</sup> half
<b>Systems, Processes and Support</b>	<div>✓</div> <p>1.0 Recruit and create a Culture &amp; 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>	
<b>Persistent dignity and respect</b>	<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 &amp; 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>
<b>Address diversity and inclusion</b>	<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 &amp; 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>
<b>People accountability and investment</b>	<div>✓</div> <p>4.0 All role vacancies advertised internally with clear selection process</p> <div>✓</div> <p>4.1 LPC &amp; 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>
<b>Immediate conduct concerns</b>	<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 &amp; 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>		
<b>Reduce 'them and us' barriers</b>	<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>	