

### LSB culture

#### How we do our work

In order to carry out our challenging work programme in the demanding timeframe, we need the right approach to our work and our relationships with our many partners and stakeholders. We will therefore operate as an organisation (and as individuals and teams within that) which will:

- Be **independent** and act with **integrity** in all our dealings, by:
  - Remaining objective in all decision-making and interventions by ensuring all decisions are evidence-based, interventions are proportionate and are applied with consistency; and
  - Inviting and respecting the views, interests and perspectives of stakeholders (including those circumstances where we do not necessarily agree with them).
- Strive for **excellence** by being **challenging, bold, robust** and **accountable** for our work and costs, by:
  - learning from experience -by developing successful approaches and working practices which are transferable and, conversely, recognising where an approach needs improvements;
  - being open to ideas on best practice from outside the organisation and the introduction of methodologies for the management of projects, risk, contingency planning etc in order to maximise business efficiency and minimise costs.
- Be **open accessible** and **clear** about our role and how it relates to consumers and citizens and then to our other stakeholders, including:
  - the Legal Profession and the market place;
  - Approved Regulators;
  - Office of Legal Complaints; and
  - Ministers, the Ministry of Justice and Parliament.
- To achieve this, we will produce clear communications in “Plain English”, using appropriate media, including the LSB website, sign-posting to other organisations, meetings, contributions to conferences and seminars, discussion documents, consultation documents etc. We intend that informal consultation and innovative communication methods will be just as much the norm as traditional formal consultation as we develop policy statements, rules and guidance.
- Be **passionate, reforming** and **innovative** about the pursuit of the **consumer interest** in our work and the legal services sector by:
  - keeping access to justice issues at the top of the agenda;
  - seeking the views of the profession;
  - facilitating improvements in the operation of the Legal Services market where there is a benefit to consumers;
  - drawing on the widest possible range of research and undertaking on our own; and
  - making our policies relevant to difference within the legal sector including urban/rural/regional/national and size differences.

## **What it's like at LSB**

### **Responsibilities/accountabilities**

- Individuals matter and they fully understand their role and accountabilities and how they fit in with the strategy, business plan, personal objectives cascade.
- Individuals care about the success of the organisation and its mission and accept their responsibilities and obligations to it.
- Ownership/Leadership -all colleagues must know and understand who is responsible for what, ie who is the sponsor for any piece of work/project and their role in its delivery, where to go for advice etc
- Outcomes are valued/measured
  - While robust analysis/debate is required to determine an approach it is the outcome which is critical.
  - Individuals take responsibility for the delivery of their work on time and to budget; how this is to be achieved will be agreed between them and the work sponsor.

### **High performing organisation**

- Active management of performance
- Promptly recognising and managing under-performance
- Ensuring opportunities for development/improving performance where it is assessed as acceptable/good/outstanding.
- Target-setting
- Robust debate/constructive criticism
- Provide best tools for getting work done
- Innovative and ambitious

### **Relationships**

- Mutual respect between colleagues regardless of level, Adult : adult relationships
- Collegiate -inclusive, using term „we“ rather than „the LSB“
- Collaborative -team-working, sharing ideas, knowledge, skills
- Diverse -comfortable environment for colleagues from any section of society
- Friendly and fun
- LSB interested in colleagues well-being
- Collective responsibility

### **Recognition**-for individuals and organisation

- Celebration of success, ranging from personal „thank you“ to performance reflected in pace of pay progression.
- Recognition of contribution eg name on papers

### **Learning environment** - for individuals and organisation

- Refreshing corporate memory from experience.
- Feedback from colleagues, Board etc to ensure knowledge sharing, learning and skill/experience development for good and not so good outcomes.
- Recognise lack of success and examine why
- Open to new ways of doing things