

# Our Culture



#AsOne

**Kernow Learning**

“

An organisation is not a machine – it is **a collection of individual human beings**...built on normal, **everyday human relationships**, and it will work so much better for us if we approach its design from a **human-level perspective** ...understanding the “cultural magic” that makes an organisation feel truly human and creates **a sense of connection and belonging.** ”

Tracey Camilleri, et al., 2023

# Our Culture

**Culture** is the lynch-pin that guides whether an organisation will be successful in its goals. Without the right culture, an organisation will fail; with the right culture, **it will flourish**. Organisational Culture is the manifestation of values which become solidified into the **“way we do things here”**. It is about being able to articulate **“that’s how we work here”** and subscribing to and living by those values. Healthy organisations derive their sense of meaning and purpose from passionately held, and lived out values.

Our culture is centred around **honesty and humility**. All Kernow Learning stakeholders should have opportunity to express their views and thoughts where these will add strength to our Trust. Our culture is aimed at developing a **sense of belonging and purpose for every pupil and colleague**, where their own strengths and accomplishments are suitably stimulated, recognised and rewarded. Our culture is about creating an environment where our people are **empowered to work hard and celebrate success**, whilst being granted the time needed to relax and unwind away from work. A positive culture is not borne through dictating when and at what time people can work. It is, however, catalysed by liberating people to turn off their emails and put away their marking at a time that suits them, without expectation that they will be working outside of normal hours, whilst recognising that

for others this is time where they feel energised, inspired and want to work.

For Kernow Learning, our culture is about embracing and welcoming our families, our schools and other partnerships. To get the most from these powerful collaborations, we need to actively nurture them; making all others feel as though they are a part of our community of excellence and removing all barriers to full participation. We start this through the way we communicate, which is always accessible, compassionate and engaging.

To succeed we will ensure that the culture of our Trust is such that people feel empowered, valued, inspired, engaged and with a full sense of belonging. Kernow Learning aspires to enable people to become what they were intended to be and this applies across the whole of our Trust especially for our children. We will find the optimal balance between alignment and self-determination through our rigorous process of **Synthesis, Securing, Strengthening & Stretching beyond**.

We will succeed by creating something so worthwhile that everyone will want to play their part.

# Our Mission: Why do we exist?

## BUILDING EXCELLENT Schools Together

Our mission of 'Building Excellent Schools Together' is at the heart of everything we do and underpins the culture of our organisation. Collectively, we are all here to scaffold, challenge, support, and build the successes of our schools - where our colleagues, our pupils, and our families can flourish.

We want our schools to be excellent in every way. We position ourselves as an innovative community that is forward thinking and looks both internally and externally in order to shape an inspirational and aspirational future for our pupils, our colleagues and our Trust.

Through 'Building Excellent Schools Together' we exist to improve the future for thousands of children in Cornwall, challenging educational underachievement and social deprivation and strengthening communities. That's why we do what we do!



# Our Core Shared Values: What do we do?

**STRENGTH**  
**WISDOM**  
**COURAGE**

Our core shared values are a unifying set of principles, shared across all our schools and throughout our Trust. Our commitment to these values is unwavering as it is by being true to these values that we will ensure our collective success. We believe that these values are fully inclusive and enable the kind of organisation we want to be.

As a Trust, we will all have the strength and courage to make difficult decisions and the wisdom to defer to the brilliance of others. We will have the courage to take risks, and to support and develop colleagues to empower their excellence. We will have the strength and wisdom to leave silos and egos at the door so that we

have a holistic view of our Trust and the courage to continue our improvement journey against the backdrop of the challenges we face.



# Our Philosophy

## How do we behave?

# work hard, be honest & help others.

Our Kernow Learning philosophy tells us the fundamental 'way of being' that we expect from all our pupils, families, colleagues and volunteers

Working hard. We are determined to get things done. In this respect we know that there will be challenges to overcome. We know that we will need to be resilient, tenacious, selfless, driven, constantly communicating, and reinforcing the mission to all.

Being honest. We must act, at all times, with integrity, truthfulness and courage. We will use accurate, reliable, and valid data to guide decision making, planning and implementation. We will always treat others with dignity and respect.

Helping others. We will always act with humility and recognise the worth of everyone as individuals with lives of their own. We create and lead teams, and improve communities.



# How do we communicate?

Fundamentally, our communication style has a professional, positive, warm, and friendly tone in accordance with the message that is delivered. Our style is confident about our successes, but humble in recognising areas for improvement; it is always approachable and respectful. Importantly, we will always have a considered approach to both the style and delivery, ensuring that the medium for delivery is appropriate for the content and accessible to the audience.

## Our shared language for change

We categorise every area of development in our Trust by their stage in our journey towards excellence. We use this language when considering how we drive improvement across individual schools and our organisation as a whole. The stages of our journey in all our areas of change and development are:



**Synthesising**

When we 'synthesise' we spend time forensically interrogating all areas of performance to ensure that we have a thorough understanding of every aspect and detail.



**Securing**

The term 'securing' is reserved for any element of our Trust development that is deemed critical, or at its beginning phases. It triggers the highest capacity of resource.



**Strengthening**

The term 'strengthening' is used to describe any element of our Trust development that has a solid starting point, or has elements of good practice that needs to be built upon.



**Stretching beyond**

The term 'stretching beyond' is used to describe any element of our Trust that is worthy of disseminating across our Trust, or outside our Trust on a local, regional, or national basis.



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