

Culture Playbook

LETTA School Improvement Team



letta
learn together

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Background and rationale

Our culture playbook is a living, breathing document that guides how we do what we do, what emotional impact we want to have on the people and groups that we work with, what behaviours and values are expected from everyone on our team, and most importantly: why this matters for the people, stakeholders and communities we serve.

When our values, beliefs and behaviours are congruent we are acting with integrity.

It is important to us that everyone on our team knows precisely why our organisation exists, how it's different from other organisations out there, what kind of culture we are trying to create and how they fit into the bigger picture.

Research has shown that organisations that create a culture playbook are able to define direction towards goals with greater focus, develop resilience and solve problems effectively (Bajer, 2021).

Culture is not created or designed. It is something to be discovered and evolved. It is important to us that this document is something that we live and breathe, and revisit regularly. To do this, we will...

- Share stories about our culture. Storytelling is a fundamental part of the human experience and allows us to understand our world, ourselves and each other.
- Share our playbook with others.
- Communicate our culture with others.
- Share our failures as well as our successes.
- Commit to making decisions aligned with our culture playbook, and learn to say 'no' when opportunities don't have cultural fit.
- Rely on candour. We'll do this to hold each other accountable for living and breathing this playbook.



How we think about our culture

Our **culture** is based on a strongly held and widely shared set of beliefs that are underpinned by our values and principles. Our culture is supported by our purpose, vision, mission and strategy.

How we talk about culture

Values are our compass. They describe the core ethics that we will abide by, no matter what. Our values provide the basis for all strategic decision making.

Principles describe our value system in practice. They are how we live and breathe our values.

Core desired feelings describe how we want stakeholders to feel when they interact with us.

Spirit is the prevailing mood or attitude we aim to evoke in order to foster core desired feelings.

Purpose is why we exist. Our purpose guides everything we do.

Vision is where we're going. It describes the next big milestone we aim to achieve.

Strategy links our mission and vision. It's the path we will take to achieve our vision. Our strategy is captured in our three-year strategic plan.

Mission is what we do. It defines the things we do each day to move closer to our vision. Our mission is captured in our annual action plans.

Identity is our brand. It is what identifies and differentiates LETTA from other organisations



Purpose, vision, values and strategy

Our **purpose** is to transform lives in the communities we serve.

Our **vision** is to be a learning organisation that will:

- Champion civic engagement
- Seek impactful opportunities for all
- Grow our reach and learn from others

We stand for:

Values	Principles
Innovation	Transformative learning Challenge
Aspiration	Partnership Excellence
Generosity	Personal connection Community
Equality	Equity Respect

Our **strategic priorities** for 2021-2024 are:

- Professional learning
- Attracting and retaining talent
- Driving community opportunities
- Research engagement
- Growth and sustainability



Principles

Our principles describe how we live and breathe our values.

Our principles of **innovation** are:



Transformative learning

Changes in the understanding of self, personal philosophy and behaviour.

Ambitious expectations of all learners. An innovative curricula that is underpinned by a strong evidence base. An ethos of coaching for performance, supported by a coaching qualification that is obtained by all mentors. Honest and candid conversations with learners that encourage self-reflection and change.

At LETTA we help people grow through professional support and critical friendship. We encourage a mindset of abundance not scarcity, and a culture of wanting to grow.



Challenge

Learning experiences where struggle and progress go hand in hand.

Plan, Do, Review. Ambitious target setting that is time-bound. Learners are held to account for their progress and learning. A growth mindset that values the struggle and recognises that strength grows out of adversity. Celebrating the learning process through reflection and recognition.



Principles

Our principles of **aspiration** are:



Collaboration

People, groups and organisations pooling their common interests, assets and professional skills to promote broader interests for our communities.

Partnerships with schools and organisations are underpinned by trust, reliability and communication. Pooled expertise and experience improves our offers of initial teacher training, apprenticeships, professional learning and employment opportunities for young people. Meaningful collaboration impacts children's learning, our communities and the wider system.

At LETTA we embrace diverse perspectives.



Excellence

The quality of being extremely good and of the highest standard.

Attracting high-profile and well-respected partners and facilitators to provide quality and credibility. Exemplary outcomes and employability for learners. Drive and motivation through innovation and a culture of growth. High expectations for continuous professional development, self-reflection and sustained learning for the team and our learners. A high proportion of learners develop at pace through the system, with ex-trainees now occupying senior leadership and headship positions.



Principles

Our principles of **generosity** are:



Personal connection

Nourishment of mental, emotional, physical and social wellbeing and relationships. Valuing uniqueness and individual qualities.

Access to mental health and wellbeing support services for learners, staff and partners. A recognition that good mental health underpins successful learning and development. Training for staff and learners for mental wellbeing and self-care, developing an awareness of self and others, and providing a toolkit for resilience. Group and individual tutorials, good communication and a diverse community of learners promotes social wellbeing and opportunities for learners to network. Excellent pastoral care from the team, who know learners well and recognise and invest in them as individuals. Reasonable adjustments account for the uniqueness and individual qualities of all learners.



Community

Playing an active role in various communities for mutual benefit.

Long standing partnerships with schools, local communities and organisations such as local art groups, theatre, MIND & Local Authority. Involvement in initiatives such as Kickstart and Connecting Communities, and the delivery of apprenticeships, raises aspirations and employment opportunities.

At LETTA we aim to provide our local community with experienced teachers, who then continue to develop through our CPD programmes. We see everyone as learners and we actively look for new and sustainable initiatives to develop our communities.



Principles

Our principles of **equality** are:



Equity

Recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Bespoke opportunities to ensure equality of outcomes for all our stakeholders. Facilitators ensure resources are adapted based on individual needs. Personal and social circumstances do not hinder individual success. A collaborative environment aims to bring out the very best in everyone.

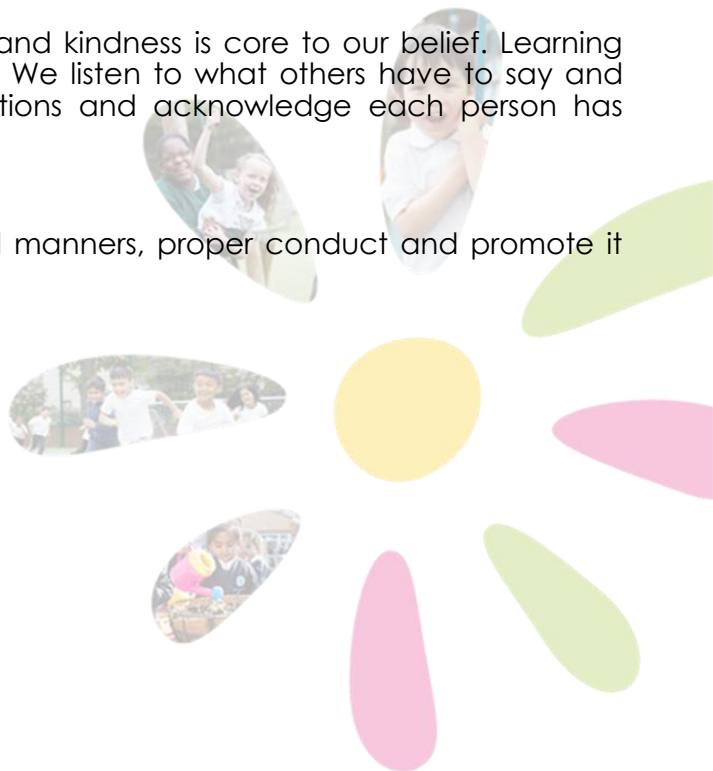


Respect

Due regard for the feelings, wishes and rights of others and oneself.

A safe environment for everyone. Support and kindness is core to our belief. Learning Agreements ensure transparency and trust. We listen to what others have to say and value everyone's time. We value contributions and acknowledge each person has unique strengths.

At LETTA we understand the value of good manners, proper conduct and promote it through our own actions.



Core desired feelings

When we interact with others, our goal is to evoke these core desired feelings:

-  Connected
-  Supported
-  Valued
-  Enthusiastic

This is how we define the core desired feelings:

Connected – Frequent interaction and communication. Working collaboratively. Relating to people, ideas, objectives, perspectives, backgrounds and values.

Supported – Encouraging to connect socially, recognising achievements and providing assistance. Valuing contributions and caring about well-being.

Valued – Holding and respecting in a high regard. Recognising and acknowledging others views, opinions and beliefs.

Enthusiastic – Feeling excited and motivated about a particular subject or activity, and a desire to be involved. A subject that produces a feeling of joy.

To evoke the core desired feelings, we approach every interaction with our **spirit** in mind.



You are important to us.



Identity

Our **identity** is our brand. It is what identifies and differentiates LETTA from other organisations. It is how we evoke an emotional connection and association with our stakeholders. Our identity is consistent across all documents and media.

Elements

Trading name	LETTA
Registered names	Bygrove SCITT London East Teacher Training Alliance Bygrove Primary School The LETTA Trust LETTA School Direct Ltd.
Logos	
Strapline	Learn together
Colour scheme	
Pictures and symbols	<p>We use pictures from our own bank of professionally photographed stock images. If we use other stock images they are royalty free and 'on-brand'. That is, they are representative of our core values and principles.</p> <p>We draw on a bank of symbols from the Noun Project. Symbols are aligned to our colour scheme, or black and white.</p>
Sound	Music or soundscapes chosen for events are representative of our core values and principles.
Design – formatting	<p>We use Century Gothic for internal and external documentation. We also use Comfortaa for some external documentation. Generally, headings are size 20, subheadings are size 12 and text is size 11.</p> <p>Documents are spacious. Text is spaced around images to avoid clutter. We maintain consistent paragraphing and spacing.</p>

Design - letterhead	External correspondence is written on a letterhead. The letterhead contains our company number (LETTA School Direct Ltd.), ESFA UKPRN (apprenticeship provision) and VAT number. Our pre-formatted letterhead template is saved here: G:\Shared drives\Bygrove - LETTA TSA\LETTA Letterhead
Design – slide deck	Training and presentations delivered by LETTA are presented on either our branded PowerPoint or Google Slides template. Our pre-formatted slide deck template is saved here: G:\Shared drives\Bygrove - LETTA TSA\LETTA PowerPoint template

