

Glasgow Kelvin College

Board of Management Meeting of 10 December 2025

Kelvin College Values and Behaviours

Report by Director of People and Culture

1. Introduction

This purpose of this paper is to seek approval of College's new organisational Values and associated Behaviours.

The paper outlines the consultation and engagement activities undertaken, the emerging outcomes, and the next steps leading to full implementation of the Values and the associated Behaviours.

2. Background

In line with the College's commitment to fostering a positive, inclusive, and high-performing culture, a comprehensive process has been undertaken to refresh and redefine the College Values. An external company was appointed after a competitive bidding process to support this exercise.

There was broad engagement with staff, Trade Union colleagues, the Senior Leadership Team (SLT) and student representatives, supported by the external partner and led by members of staff from across the College.

The aim of the refreshed Values was to embed a shared cultural foundation across the organisation, supporting delivery of the new College Strategy 2030, effective organisational change and enhancing the overall student and staff experience.

3. Consultation and Engagement Activities

A wide-ranging engagement programme was delivered to ensure that the development of the Values was inclusive and representative of the whole College community.

Key activities included:

- Launch of the Values initiative by the Vice Principal Operations at the Staff Welcome Event on 13 August 2025.
- A College-wide Staff Survey issued on 14 August 2025 to gather initial views.
- Appointment of 10 Values Ambassadors, from both teaching and support staff, to work closely with the external company throughout the process.

- Delivery of five Values Workshops involving staff, SLT, Trade Union colleagues, and student representatives.
- A staff-wide voting exercise to rank the proposed Values, aligned to four thematic areas.
- Refinement of the feedback into four core College Values.
- An analysis of organisational strengths
- Discussions with the Chair to the Board - Three meetings
- Three-hour workshops with the Values Ambassadors - Eight meetings.
- Updates and discussions with College Leadership - Nine meetings.

4. Development of College Values and Supporting Behaviours

The development of the College's Values was a collaborative and evidence-based process designed to reflect the College's purpose, culture, and aspirations.

Through structured engagement activities, outlined above, the College identified the principles that most authentically represent its identity and ambitions. These values were developed by our staff through collaborative workshops and genuinely reflect who our staff are and what the College represents.

This process ensured that the resulting Values are meaningful, relevant, and aligned with the College's strategic priorities. The defined Values serve as a foundation for expected Behaviours, decision-making, and organisational culture, guiding how will staff work together and interact with students, partners and the wider community.

Once the Values were agreed, the Ambassadors, working with the external partner, drafted a set of Behaviours, which took account of the feedback received from the workshop sessions and surveys, and which are intended to underpin and bring each Value to life. These Behaviours are designed to articulate what the Values look like in practice for all staff across the College.

The draft Behaviours were circulated for staff feedback, and further refinement was undertaken to ensure they reflect the views, expectations, and aspirations of staff.

The external partner worked with the Ambassadors and SLT to finalise the Behaviours aligned to each of the four Values, ensuring that staff feedback was incorporated.

5. Final Stage

The College's Values and the associated Behaviours are presented to members of the Board of Management for approval at **Appendix 1**.

6. Next Steps

The College has developed a framework to communicate and jointly launch its Strategic Plan and Values, and the associated Behaviours, to all staff and students in January 2026.

A key component of this Framework will involve internal and external engagement and awareness campaigns. The Strategic Plan 2025 and Values Launch framework is attached as **Appendix 2**.

Effective communication of the agreed Values and implementation approach is essential to ensuring that the Values, and the associated Behaviours are fully understood so that they can positively influence the College's culture and brand.

Practical strategies are planned for integrating the Values into daily practice and alignment with existing systems. It is crucial that the Values are reflected consistently in decision-making, leadership practice, and people-management processes. Intentional culture development involves integrating Values into all aspects of people management activity, including recruitment, induction, training, performance management, professional development. The embedding of the College Values and associated Behaviours will require commitment from staff across all levels of the organisation.

The College will undertake regular staff surveys to assess the alignment between its Values and the lived culture, enabling data-driven adjustments where necessary.

7. Resource Implications

There are no resource implications identified as a result of this report.

8. Impact on Students

The Values and associated Behaviours will be embedded across the College's policies, practices and all services which should positively enhance the student experience by fostering a supportive, inclusive, and high-quality learning environment.

9. Risk and Assurance

There are no risk implications identified as a result of this report.

10. Equality and Inclusion

The Values and associated Behaviours will have a positive impact on equality and diversity by promoting an inclusive culture in which all individuals feel respected, supported, and empowered to succeed.

11. Data Protection

There are no implications for data protection identified as a result of this report.

12. Environmental and Sustainability

There are no Environmental and Sustainability implications arising as a consequence of this report.

13. Recommendations

Members of the Board of Management Committee are recommended to:

- i) approve the Values and associated Behaviours (**Appendix 1**); and
- ii) note that Values and associated Behaviours will be communicated and launched in January 2026.

14. Further Information

Further information on the content of this report and its appendices can be obtained from Joanna Campbell, Principal jbcampbell@glasgowkelvin.ac.uk Jeanette Evans, Vice Principal Operations, jevans@glasgowkelvin.ac.uk or Doreen Shiels, Director of People & Culture Services dshiels@glasgowkelvin.ac.uk

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