

People and Culture Strategy 2026-2030



Policy and Procedure	People and Culture Strategy
Owner	People and Culture
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The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

2026 - 2030

Glasgow Kelvin College People & Culture Strategy

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Welcome

Welcome to our People Strategy 2026–2030. Our mission - **Transforming lives through education** - depends on the commitment, professionalism and care of our people.

This strategy sets out how we will create the conditions for our staff to thrive, so we can deliver an inclusive, high-quality learner experience and strengthen our communities.

This People Strategy is grounded in Kelvin's **TIME values**:

- **Trust through Transparency**
- **Inclusive and Welcoming**
- **Make Meaningful Opportunities**
- **Excellence Created Together**

The Strategy aligns with College Strategy 2030 and reflects our commitment to being an employer of choice. It focuses on putting our people first and supporting wellbeing, ongoing learning and professional development. It has been shaped through collaborative feedback from staff, alongside input from managers and senior leaders, and is informed by best practice and changes in employment law.

Strategy Purpose

The purpose of this People Strategy is to provide a clear and coherent framework for shaping and sustaining a positive, high-performing workplace culture to support the delivery of our Strategic Ambitions. It sets the direction for how people are supported, developed and engaged, ensuring that organisational success is underpinned by effective and consistent people management practices. It sets out how we will:

- Create an inclusive, fair and supportive working environment
- Strengthen leadership and people management capability
- Enable continuous learning, professional growth and career development
- Support staff wellbeing, engagement and retention
- Ensure compliance with evolving employment legislation and good governance

Through this Strategy, we will foster an environment where fairness, respect and inclusion are embedded in everyday practice, and where individuals feel valued and able to contribute fully. It establishes a shared approach to strengthening leadership and people management capability, recognising the critical role these play in creating engaged, motivated and high-performing teams.

The Strategy also prioritises continuous learning, professional development and opportunities for growth, enabling people to build the skills and confidence needed to adapt and succeed. Alongside this, it reinforces our commitment to supporting wellbeing, improving engagement and retaining talent, recognising that a supported workforce is essential to long-term sustainability.

Finally, it ensures that our approach to people management remains aligned with current employment legislation and reflects high standards of governance, providing a strong and accountable foundation for decision-making.

Strategic Ambition, Priority and Objectives

To be an employer of choice, where people feel valued, supported and empowered to do their best work in service of learners, communities and partners.

Our ambition will be underpinned by a culture of openness, trust and partnership working, including constructive engagement with recognised trade unions and staff representatives to support positive employee relations and organisational improvement.

Delivery of this ambition depends on consistent, capable people management; credible systems and processes; and a culture that lives the College's TIME values.

Strategic Ambition

1. Leadership and People Management To build confident, consistent and values-led leadership and people management across the College.	2. Learning, Development and Talent To embed a culture of continuous learning that supports personal growth, career development and organisational capability	3. Wellbeing, Inclusion and Belonging To create a working environment where staff wellbeing, inclusion and belonging are actively promoted and sustained	4. Modern, Fair and Compliant People Services To provide modern, transparent and trusted people services that support managers and staff effectively.
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Strategic Objectives

1.1 Establish and embed a clear Leadership and Management Framework that defines expectations, behaviours and accountability at all levels	2.1 Establish a Kelvin Learning Academy as the focal point for leadership, management and professional development	3.1 Strengthen wellbeing support and preventative approaches to improve attendance	4.1 Develop and fully embed the Human Resources Information System (HRIS) to give managers access to timely, accurate people data
1.2 Strengthen people management capability in performance, absence and conduct management through practical, role-relevant development	2.2 Ensure performance and development review arrangements consistently support meaningful dialogue, professional growth and organisational capability	3.2 Embed equality, diversity and antiracism commitments into everyday practice and leadership behaviours	4.2 Review recruitment, induction and talent pipelines to support fairness, efficiency and inclusion
1.3 Ensure consistent induction, support and development for new and aspiring managers	2.3 Introduce coaching, mentoring and future leader pathways to strengthen succession and retention	3.3 Ensure staff voice informs decision-making and organisational change	4.3 Maintain robust compliance with current and emerging employment legislation, strengthening confidence in governance and people practices
1.4 Ensure leaders at all levels role-model the College's values in their everyday decisions, behaviours and interactions	2.4 Ensure equitable access to learning and development opportunities across roles and functions, supporting progression, capability and retention	3.4 Create safe, supportive environments where concerns are raised early, handled fairly and consistently, and resolved with confidence	4.4 Provide clear, consistent people processes that enable managers to act early, fairly and lawfully with confidence

Strategic Enablers

Digital Capabilities

Digital enables the People & Culture Strategy by supporting new ways of working, reducing unnecessary manual workload and strengthening digital confidence and leadership capability. Automation, process redesign and AI-enabled workflows release staff capacity for higher-value activity, while modern digital tools support flexible, collaborative and data-informed working practices.

Alongside this, digital platforms enhance access to professional development and learning through the Learning Academy, enabling staff to engage in continuous learning in a way that is accessible, flexible and aligned to their roles and career aspirations. This supports the development of skills, builds confidence in using digital tools and reinforces a culture of ongoing improvement.

Together, these capabilities contribute to workforce sustainability, wellbeing and continuous improvement, ensuring that people are equipped, supported and empowered to adapt and thrive in a changing environment.

Supporting digital enablers:

1.3, 2.1, 2.4, 3.3, 4.1, 4.2, 4.3, 4.4

Sustainability

Sustainability enables the People & Culture Strategy by embedding a long-term, high-performance mindset across leadership, workforce development and organisational culture. The focus is on building a resilient and future-ready organisation, where people, capability and resources are aligned to deliver consistent, high-quality outcomes for learners.

Sustainable practice in this context means developing and supporting a skilled, engaged and adaptable workforce, strengthening leadership capability and ensuring that ways of working are efficient, effective and responsive to changing needs. Consideration of long-term workforce planning, performance, risk and ethical decision-making is integrated into governance and professional learning, supporting informed and responsible leadership at all levels.

By prioritising sustainability in this way, the College is better positioned to maintain stability, drive continuous improvement and achieve its strategic ambitions. This approach ensures that staff are supported to perform at their best, creating the conditions for strong learner outcomes and the ongoing success of the organisation.

Supporting sustainability enablers:

2.1, 2.4, 4.5, 5.1, 5.4

Activities, Targets and KPIs to 2030

Key Activities

Key actions to deliver this Strategy include:

- Embed the College's TIME values into everyday practice through leadership behaviours, people processes and ways of working
- Deliver Workforce 2030 people-related commitments
- Implement the Leadership & Management Framework
- Deliver the Leadership & Management Framework Development Pathways
- Redesign and relaunch the PDR process
- Overhaul staff induction, including manager and senior leader induction
- Expand coaching and mentoring provision
- Establish the Kelvin Learning Academy
- Enhance wellbeing, mental health and attendance support
- Modernise recruitment and workforce planning processes
- Strengthen workforce diversity through inclusive recruitment, progression and talent development practices
- Embed HRIS as a core management tool
- Ensure ongoing compliance with employment law changes

Strategic Targets

By 2030, Glasgow Kelvin College aims to:

- Embed the College's TIME values across leadership, decision making and everyday behaviours, ensuring they are consistently reflected in how staff work, lead and collaborate.
- Be recognised as an employer of choice, evidenced by strong staff engagement, retention and external reputation.
- Embed confident, consistent and values led people management so that staff experience fairness, clarity and accountability across all areas of the College.
- Sustain a culture of wellbeing, inclusion and belonging, where staff feel safe, supported and have a strong sense of belonging.
- Develop a skilled, future ready workforce, enabled through continuous learning, leadership development and effective talent pipelines.
- Operate modern, compliant and trusted people services, underpinned by robust systems, data and governance.

What success looks like by 2030

- TIME values are visible in everyday practice, shaping behaviours, relationships, leadership expectations and the overall staff experience.
- Leaders and managers are confident and consistent in people management (performance, absence, conduct, wellbeing).
- Induction is structured, timely, role specific, and reduces risk and uncertainty for new starts and promotions.
- PDR becomes an ongoing development and performance framework embedded in daily practice.
- Workload and prioritisation are addressed through clearer operating rhythms, role clarity and better systems support.
- Communication and cascade are more consistent, so staff understand decisions, priorities and change.
- Digital capability and sustainability are embedded in how we work, lead and develop.

KPIs to 2030

Strategic Objective(s)	KPI	Baseline KPI	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30
1.1, 1.2, 1.4	Staff confidence in leadership and people management	Staff survey baseline – % of staff confidence in raising concerns and level of satisfaction	40% of staff confidence in raising concerns and level of satisfaction	50% of staff confidence in raising concerns and level of satisfaction	60% of staff confidence in raising concerns and level of satisfaction	75% of staff confidence in raising concerns and level of satisfaction
1.2, 3.1	Absence rate	Current absence % rate based on no of working days lost – AY 2024-25 – 4.9%	Reduce by 0.5%	Further reduction by 0.5%	Sustained reduction 3% or less	Sustained reduction 3% or less
1.3, 4.2	Completion of structured induction and quality	% completing - currently 50%	≥85%	≥90%	≥95%	100%
2.1, 2.3, 2.4	Participation in CPD / Learning Academy activity	Participation rate – currently 73%	Increase – 80%	Increase – 85%	Sustained growth – 90%	≥95% participation
2.2, 1.2	PDR completion and quality	Baseline completion – currently 72%	≥80%	≥85%	≥90%	≥95%
2.1, 2.3, 2.4	Participation in Aspiring Management programme	Participation rate – new programme, measure 31.07.26	Increase on baseline by 10%	Increase on 2026/27 target by 10%	Sustained growth - ≥85%	≥90% participation
3.2, 2.4	Workforce equity profile (protected characteristics)	Baseline profile –	Improved representation and access to opportunities, consistency of experience and strong retention.	Further improvement	Sustained improvement	Proportionate representation and equitable outcomes across the workforce
3.3, 3.4	Disciplines, Grievances and Disputes	Time to resolve and satisfaction with outcome	Improve	Improve	Sustained	Sustained
4.1, 4.4	Manager use of HRIS self service reports	Usage baseline	Embedded	Consistent use	Optimised	Business as usual
4.2	Time to recruit (average days)	Recruitment baseline	Reduce	Further reduction	Sustained	Below or equal to CIPD and FE Sector benchmark
4.3	Compliance incidents / audit findings	Current position	Zero high risk	Zero high risk	Zero high risk	Zero high risk

KPI Measurement

The table below sets out how each KPI will be measured and the primary data source, ensuring transparency, auditability and consistency over time.

Strategic KPI	How the KPI is Measured / Calculated	Primary Data Source
Staff confidence in leadership	% of staff confident in raising a concern and positive responses to staff survey leadership questions	Staff Survey – pulse checks 6 monthly Staff survey - annual
Absence rate	% of total absence measured each AY	Absence data - annual
Induction completion	% of new staff completing core induction elements	Survey staff at 6 months – feedback HRIS / Learning records- annual
CPD participation	% of staff attending at least one CPD activity per year	Learning Academy records - annual Insights profile/PDR – self assessment - annual Staff survey
PDR completion	% of PDRs completed per year	HRIS (PDR module) – annual Staff survey
Workforce equity profile	Representation by protected characteristic vs baseline and staff survey results	HRIS / Equality Monitoring/staff survey - annual
Employment Relations	% of disciplines, grievances and disputes (informal and formal)	HR data - annual
HRIS manager usage	Number of managers accessing system	HRIS system analytics/staff survey - annual
Time to recruit	Average calendar days from advert to start date	Recruitment system / HRIS - annual
Compliance	Audit Outcome Reports and number of areas for action	HR / Internal Audit – in line with internal and external audit schedule

Triangulation of data – to strengthen validity of data, for example: leadership confidence – combine survey, turnover and grievance trends. Wellbeing – combine absence, engagement and EAP usage and turnover.