



**Glasgow
Kelvin
College**

Leadership & Management Framework

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Leadership & Management at Glasgow Kelvin College

Kelvin is built on a deep commitment to **people:**

our students

our staff

our communities

our partners

Glasgow Kelvin College Strategy 2030 sets out an ambitious and necessary direction of travel: to be a future-ready college that tackles inequality, delivers excellent student experiences, and acts as an anchor institution for inclusive growth.

Leadership at all levels is key to
delivering the Kelvin 2030 Strategy

Kelvin is a college with strong values, where people are deeply committed to doing the right thing for students and for each other.

Strong working relationships are the foundation of a values-driven, people-focused culture. This means building constructive, open, and transparent partnerships with staff, trade unions, students and external partners. Through active collaboration and clear communication, these relationships enable shared understanding, mutual respect and collective success.

At Kelvin, because we care about people, we...

- deliver excellent student experiences
- support all students reach their potential
- act with honesty and integrity
- treat each other with respect and care
- tackle challenging situations fairly and consistently
- work respectfully and meaningfully with our staff, Trade Union colleagues, students and external partners

Key Leadership Principles

Everyone at Kelvin is a leader. Leadership is not defined solely by job title or seniority, but by how we lead ourselves, our work and our relationships. You may lead students, colleagues, projects, courses, services, ideas, resources or change, and **all** these forms of leadership matter.

- leadership is grounded in the Kelvin **TIME values and behaviours**
- leadership is exercised through **everyday actions** as well as **formal authority**
- every line manager is a **people manager**
- we embrace **clarity** and **positive engagement** with one another
- Issues we **overlook** become behaviours we **permit**

These clear expectations must be matched with **training, support, time and organisational backing**. As a people-focused organisation, Kelvin recognises that sustainable improvement comes from enabling its leaders.

By embedding this Framework consistently, Kelvin aims to create an environment where leaders at all levels have the confidence to act early, fairly and with integrity; where staff experience clarity and respect; where inappropriate behaviour or harmful practice is challenged and addressed; and where strategic leadership time is freed to focus on innovation, improvement and the future.

Effective leadership at Kelvin is visible, values-led and consistent. It is experienced by staff and students through everyday behaviours, not just formal processes.

By embedding this Framework at Kelvin, we will see:

- Staff at all levels role modelling positive behaviours
- Staff feeling engaged, motivated and supported
- Clear expectations and consistency of people management across teams
- Visible and accessible leadership
- Learning and development as a continuous process
- Transparent, open and honest conversations

Kelvin Leadership & Management Framework

Clear. Consistent. People-focused.

At Kelvin, leadership is built through continuous growth and development. As colleagues progress through each level of leadership, expectations evolve and expand, building on the strengths, behaviours and values already demonstrated.

Leadership is not about leaving effective behaviours behind as roles change but about building on them by adding new layers of responsibility, influence and impact. Each stage of leadership builds on what has already been learned, enabling leaders to support others, shape culture and drive success across Kelvin.

Leadership Groups

Leaders are split into three key groups, reflecting differences in roles and responsibilities. This distinction enables tailored learning and development pathways, supporting leaders to meet current demands while preparing for future opportunities and priorities.

The three groups are based on the Kelvin TIME values groupings:

- **Everyone = Aspiring Leaders**
Staff who do not have formal line management responsibility, however, are keen to understand Kelvin's approach to leadership, the values-based culture and prepare for future opportunities
- **Management = Middle Leaders**
Staff with formal line management responsibilities, from team leaders to department heads, requiring practical support to deliver in their roles as people managers
- **Senior Management = Senior Leaders**
Staff who are members of the Senior Leadership Team, or with other specific strategic remits that mean there is significant requirement to engage at senior / Board level, focusing on self-development to advance system and organisation-wide aims

Leadership Development Focus

The development pathways for each group are tailored to support relevant development needs:

Group	Focus
Everyone <i>Aspiring Leaders</i>	Build Foundations – develop self Develop a strong understanding of leadership and management principles, alongside Kelvin's values, culture and operating environment, building self-awareness and readiness for future leadership opportunities.
Management <i>Middle Leaders</i>	Apply in Practice – develop self and others Translate leadership principles into day-to-day practice, leading teams effectively through strong people management, operational delivery and the application of systems and processes.
Senior Management <i>Senior Leaders</i>	Lead for Impact – develop self, others and the system Provide strategic leadership that is values-based and people focussed to deliver organisational priorities, shaping culture, developing others and driving performance and improvement across the College.

The Framework continues in greater values-led detail on the behaviours and expectations on the following pages, with the core expectations of all outlined here.

Behaviours of Everyone
What Effective Leadership Looks Like
Communicating clearly and respectfully, seeking to listen and understand
Taking appropriate responsibility and acting fairly
Building trust and positive relationships with colleagues, managers and students
Addressing any issues early to promote positive experiences for staff and students
Where We Focus Improvement Efforts
Avoiding or delaying action when this will impact others negatively
Creating confusion, upset or mixed messages
Reluctance to self-reflect and engage in development
Dismissing others' experience, contribution or input





Behaviours of Management
What Effective Leadership Looks Like
Being visible, approachable and available to direct reports and teams
Supporting continuous learning, development and growth of self and others
Giving clear direction, feedback and recognising contribution
Addressing issues, including performance and behaviour, promptly and consistently
Where We Focus Improvement Efforts
Being uncontactable or unavailable to colleagues, direct reports or teams
Avoiding, delaying or being unclear or inconsistent with difficult conversations
Treating learning and development as a tick-box exercise
Micromanaging, overlooking effort or applying standards inconsistently



Behaviours of Senior Management
What Effective Leadership Looks Like
Modelling visible, accessible leadership, driving a consistent organisational culture
Setting clear strategy, expectations and priorities for the organisation and depts
Communicating clearly, regularly, openly and consistently
Supporting all leaders to be accountable for their own management and leadership
Where We Focus Improvement Efforts
Leading from a distance, being unavailable or unaccountable
Sending mixed or unclear messages, or delaying communications
Focusing too closely on operations and not seeing the bigger strategic picture
Not providing appropriate support and challenge in line with Kelvin's policies, values and priorities

Kelvin's TIME Values

This Leadership & Management Framework is based on Kelvin's existing values framework, as seen below.

More information is available here: [Values](https://glasgowkelvin.ac.uk/media/5jrn0kjg/values-and-behaviours-2026.pdf) (<https://glasgowkelvin.ac.uk/media/5jrn0kjg/values-and-behaviours-2026.pdf>)

TIME - Kelvin's Values

Trust Through **T**ransparency

**We communicate
clearly and openly**

Act with integrity

Listen actively and
respond

Deliver on our
promises

Inclusive and **W**elcoming

**We create a true
sense of belonging**

Act with respect and
dignity

Embrace diversity and
value everyone

Support and
encourage

Make Meaningful **O**pportunities

**We are committed to
our communities**

Place communities at the
centre, learners at the heart

Support learning for
life

Provide accessible routes
to meet students' needs

Excellence **C**reated Together

**We move forward as
a team**

Give people skills to
empower themselves

Encourage innovation and
continuous improvement

Collaborate and share
learning

Value: Trust Through Transparency

Be clear. Be honest. Act Early.

Effective Trusting and Transparent Leadership
Communicating decisions and expectations with clarity and rationale
Acting with integrity and clarity of purpose, aligning with Kelvin's values
Using objective information and suspending judgements, actively listening to understand people and situations
Giving clear, honest feedback, even when it's difficult
Raising any issues early and discussing them openly and constructively

We embrace clarity and positive engagement, so we have honest, open, ongoing communication and dialogue.

Aspiring Leader Behaviours	➡	Middle Leader Behaviours	➡	Senior Leader Behaviours
Asking for clarity rather than working around issues		Setting and explaining clear expectations for the team and individuals		Setting and communicating clear strategic priorities and direction
Sharing relevant information to help Kelvin progress and others succeed		Holding regular 1:1s with team members, engaging in development conversations		Communicating the 'why' behind decisions consistently
Speaking up early with questions, suggestions and concerns		Supporting others to understand context, priorities and direction		Modelling transparency and openness in decision making
Communicating openly, respectfully and constructively		Addressing any issues early, directly and clearly		Aligning leadership behaviour, messaging and expectations across teams

Where We Focus Improvement Efforts
Ensuring we aren't avoiding issues or hoping they resolve themselves
Not diluting, delaying or withholding feedback, especially when it's difficult
Ensure we don't make or communicate decisions without clarity or consistency
Never relying on assumptions, opinions or hearsay over evidence and facts

Value: Inclusive and Welcoming

Create belonging. Be visible. Treat people fairly.

Effective Inclusive and Welcoming Leadership
Visible, present and approachable
Actively listening, engaging and responding
Creating psychologically safe environments for open conversations
Acting consistently and making fair, transparent, inclusive decisions
Balancing empathy with accountability and responsibility

We lead with integrity, fairness and consistency because the experience of our staff directly shapes the experience of our students.

Aspiring Leaders	➡	Middle Leaders	➡	Senior Leaders
Including others in discussions and decisions		Being visible, approachable and accessible to your team		Being visibly present across campuses, departments and teams
Supporting new colleagues and help them feel welcome		Encouraging inclusive practices and ensuring all voices are heard		Listening and responding meaningfully to staff feedback
Respecting different perspectives, backgrounds and needs		Supporting wellbeing while maintaining clear and fair standards		Modelling respect, inclusion and fairness in all decisions
Contributing to a positive and inclusive team environment		Handling difficult conversations with, respect, fairness and consistency		Building and sustaining a culture of belonging across the organisation

Where We Focus Improvement Efforts
Not being hard to find, unresponsive or distant
Avoiding dismissing, ignoring or minimising input from others
Ensuring we provide appropriate support and challenge
Not allowing poor behaviour or conduct to go unchecked
Avoiding applying standards inconsistently or showing favouritism

Value: Make Meaningful Opportunities

Develop people. Recognise progress. Link to purpose.

Effective Leadership to Make Meaningful Opportunities	
Meeting with staff regularly, engaging meaningful with them and in development conversations	
Linking development to clear priorities and outcomes at individual and team level	
Recognising progress and contribution consistently and fairly	
Creating opportunities for growth and encouraging ownership of development	

We care about professionalism and career long professional learning because we know it enhances the experience of our students.

Aspiring Leaders	➡ Middle Leaders	➡ Senior Leaders
Taking ownership of your development and act on feedback	Holding regular, meaningful development conversations	Investing in leadership and management capability across the organisation
Seeking opportunities to learn and grow	Linking individual development to team and College priorities	Creating clear pathways for progression and succession
Sharing learning and good practice with colleagues	Recognising progress, effort and contribution regularly and timeously	Ensuring consistent recognition and development opportunities across teams
Showing ongoing commitment to continuous improvement	Providing stretch opportunities and constructive feedback	Removing barriers to development (time, systems, clarity)

Where We Focus Improvement Efforts
Not treating PDR as an isolated or one-off task
Avoiding development being vague, disconnected or not prioritising it
Ensuring we aren't taking good work for granted rather than celebrating successes
Not limiting opportunities or showing little commitment to development of self and / or others

Value: Excellence Created Together

Collaborate. Take ownership. Improve continuously.

Effective Leadership to Create Excellence Together
Working collaboratively across teams to make improvements, solve problems and tackle challenges
Regularly and systematically encouraging ideas, input and contribution from others
Sharing learning and driving continuous improvement through growth and development
Taking ownership of opportunities, challenges and problems at the appropriate level, acting early

We work together to innovate and improve for the benefit of our students, business partners and communities.

Aspiring Leaders →	Middle Leaders →	Senior Leaders
Working collaboratively with colleagues and teams to solve problems	Creating space for team ideas, feedback and innovation	Breaking down silos and enabling effective collaboration across teams
Offering solutions, ideas, complements and concerns to improve services and outcomes	Making time and space to work with colleagues to solve problems and develop new ideas and services	Fostering a culture of continuous improvement and innovation through decision making and role modelling
Sharing personal learning and good practice with colleagues	Driving team responsibility, accountability and consistent standards	Providing support and challenge to ensure continuous improvement
Contributing to improving ways of working	Addressing any issues early and taking responsibility at the appropriate level	Challenging any inconsistency and / or avoidance of accountability, role modelling positive behaviours

Where We Focus Improvement Efforts
Ensuring we aren't creating or working in silos
Being clear not to avoid ownership, or escalating or passing everything on to others
Avoiding overly or unnecessarily controlling decisions or excluding others' voices
Not ignoring opportunities to improve or share good practice

What success looks like

When this Framework is embedded well:

- Staff consistently experience fairness, clarity, respect and inclusion
- Managers act earlier, take ownership and address issues confidently and consistently
- Difficult issues are handled constructively, appropriately and at the right level
- The TIME values are visible in behaviours and experienced consistently across the College
- Leaders create space to think, plan effectively and lead visibly
- Strategic priorities and improvement initiatives progress with pace and consistency
- Positive and productive employment relations are evident, with staff and Trade Union colleagues working collaboratively and constructively

At Kelvin, leadership is everyone's responsibility, exercised at all levels.

Clear expectations, applied consistently and supported organisationally, create fairness, confidence and a positive experience for staff, students and communities.