



Candidate Brief

Director of High Performance, Culture & Belonging

City College Plymouth

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City College Plymouth

City College Plymouth is a large and dynamic further education provider at the heart of the city. With roots dating back to 1887, when it began as the Plymouth and Devonport Technical College, the College has a long-standing tradition of delivering high quality, career-focused education that supports the region's economy.

Today, City College Plymouth is an award-winning vocational and technical college, offering both further and higher education. With a group turnover of £49 million, the College is a major contributor to Plymouth's educational, cultural and economic life. In 2024, Ofsted rated the College as 'Good', recognising its strong leadership and high standards for student behaviour.

The College provides courses for students aged 14-16, 16-18 and adults. Programmes span from pre-entry to higher education, educating and supporting more than 12,000 students annually, including over 1,500 apprentices. As Plymouth's largest provider of full-time 16-18 education, the College serves as the anchor institution for skills, both locally and beyond.

The College operates from three locations across the city, with the majority of provision based at the Kings Road campus. Marine carpentry and additional construction programmes run from our Picquet location and higher



education marine provision runs out of the Centre for Higher Technical Innovation & Maritime Skills at the heart of the Oceansgate Marine Enterprise hub.

To ensure long-term sustainability and adaptability, the College has developed strategic actions to be delivered over a 10-year period. These actions serve as guiding frameworks, providing focus and direction while retaining the flexibility to respond to emerging opportunities that align with industry and community needs. They concentrate on high-growth, high-demand sectors, ensuring alignment with both regional priorities and national agendas.

The plans directly support the Skills 4 Plymouth Local Authority Plan and align with the Local Skills Improvement Plan, reinforcing the College's commitment to meeting the skills needs of the local and regional economy.

By aligning skills development with key economic drivers, the College ensures that businesses, industries and individuals have the training and expertise needed to thrive in an evolving economy. Through long-term planning, strong employer engagement and strategic investment in state-of-the-art training facilities, the College is future-proofing Plymouth's workforce while strengthening its position as a national leader in technical and vocational education. In addition, integrating green and blue skills, driving digital transformation and prioritising workforce upskilling, the College is not only supporting economic growth but also ensuring that no one is left behind as the city's landscape continues to evolve.

The College creates a learning environment and organisational culture that promotes wellbeing and sustainability, enabling our staff and students to reach their full potential. We leverage Plymouth's heritage as Britain's Ocean City to broaden our students' horizons, preparing them for global opportunities while supporting innovation and productivity in the local economy.

Through inclusive teaching and a curriculum that encourages learning without limits, we contribute to the health, well-being and life chances of our community.

Vision, Mission, Principles and Values

Vision

Learning destination of choice.

Mission

Learning without limits.

Our Guiding Principle

City College Plymouth has a learning environment and an organisational culture that impacts positively on the health, wellbeing and sustainability of our community, and enables all of our students and staff to achieve their full potential.

Underpinned with Digital, Equity Equality Diversity and Inclusion (EEDI), wellbeing and sustainability threading through everything we do.

Values

- Respect
- Ownership
- Integrity



Plymouth: Britain's Ocean City



Plymouth is a vibrant and attractive city with a unique combination of coastal lifestyle, history and modern regeneration. Britain's Ocean City blends a lively historic waterfront with contemporary developments, including the Barbican, Royal William Yard and Plymouth Hoe, offering a rich mix of cultural, dining and leisure experiences. Access to the South West Coast Path, extensive beaches and the dramatic landscapes of Dartmoor makes outdoor recreation easy and varied, supporting an active lifestyle.

The city's well-connected travel networks make exploring Plymouth and beyond effortless. Efficient trains link Plymouth to nearby towns and cities, while an extensive bus system navigates both central areas and surrounding neighbourhoods. Scenic ferry routes along the waterfront offer a unique perspective on the city and convenient access to neighbouring coastal destinations.

The city has a growing and diverse economy, with strengths in maritime, defence, advanced manufacturing and professional services. Recent investment in the naval dockyard and marine technology sector continues to strengthen local employment and innovation.

Plymouth offers an attractive cost of living compared with many other parts of England. Housing options include waterside apartments, Georgian terraces, modern developments and family-friendly suburbs. The city also provides a good range of schools, cultural and recreational facilities, and a smaller urban scale that reduces commute times.

Cultural and civic amenities continue to grow and flourish. Theatres, galleries, music venues, festivals and community events complement a thriving food and hospitality scene. The combination of city amenities, accessible coastline and nearby countryside creates a lifestyle that balances professional and personal opportunities, making Plymouth a compelling place to live, work and explore.

For more information about the College, please visit: www.cityplym.ac.uk

Job Specification

Job Title: Director of High Performance, Culture & Belonging
Reports To: Chief Executive & Principal

Purpose

As a member of the College Leadership Team, the Director of High Performance, Culture & Belonging will provide strategic leadership for the development and delivery of a people-centred approach that enables the College to fulfil its role as an opportunity creator. In doing so, the post holder serves as the accountable owner of the Strategic Action for Culture & Belonging, ensuring its effective implementation and alignment with the wider College strategy. The role will make a significant contribution to the overarching College strategy, embedding culture and belonging as critical enablers of delivery, performance and sustainable growth.

The Director of High Performance, Culture & Belonging will work in close partnership with leaders across the College to align culture, capability and workforce planning with strategic priorities. This includes strengthening attitudes and behaviours and ensuring that culture is a key driver of performance, innovation and continuous improvement.

The role will lead integrated approaches to talent, workforce development, reward, performance, engagement, wellbeing and inclusion. It will ensure that staff are equipped with the skills, confidence and support required to deliver excellence in learning, teaching and student outcomes. Through a strong focus on professional development, meaningful induction and labour market informed workforce planning, the role will create the conditions for staff and students to thrive, enabling the College to deliver on its ambitions and create opportunity at every level.

Key Responsibilities

Strategic Leadership

- Lead the development and delivery of a College-wide high-performance culture and people strategy that enables the College to fulfil its role as an opportunity creator.
- Act as an advisor to the Executive Leadership Team, ensuring alignment between culture, workforce capability and strategic priorities.
- Contribute to whole College strategy, ensuring culture and belonging underpin delivery, performance and growth.
- Maximise employee engagement and productivity through a balanced approach to high performance and wellbeing.



Culture & Values

- Embed and champion the College's values of respect, ownership and integrity across all areas of the organisation.
- Drive a high performing, inclusive culture that supports innovation, collaboration and continuous improvement.
- Lead initiatives that strengthen staff engagement, belonging and organisational identity.

Workforce Planning & Development

- Lead workforce planning aligned to labour market intelligence, curriculum priorities and future skills needs.
- Oversee talent management, succession planning and leadership development to build organisational capability.

- Ensure the delivery of high quality continuous professional development that supports both individual and organisational growth.

People Experience & Wellbeing

- Develop and deliver a comprehensive approach to staff wellbeing, engagement and inclusion.
- Ensure meaningful staff induction that connects colleagues to the College's purpose, culture and expectations.
- Create an environment where all staff feel supported, valued and able to perform at their best.

Performance & Reward

- Lead the development of performance and reward frameworks that drive accountability, recognise contribution and support high standards.
- Use data and insight to monitor performance, measure impact and inform continuous improvement.

Learning, Teaching & innovation

- Work in partnership with curriculum and business leaders to strengthen learning, teaching and innovation through workforce capability.
- Ensure staff have the skills, knowledge and behaviours required to deliver high quality outcomes for students.

Equality & Diversity

- Champion equality, diversity and inclusion across all aspects of the College's operations.
- Ensure inclusive practices are embedded in policy, process and culture.

General

- Undertake such other duties commensurate with the grade of the post as may reasonably be required and you may be required to be trained to administer First Aid, if necessary.

Notes

This role profile is intended to provide an overview of the role in the context of the ambition of City College Plymouth.



Person Specification

Qualifications

- Degree-level qualification (or equivalent professional experience) in people management/human resources or a related field.
- Evidence of continued professional development at a senior level.

Knowledge & Experience

- Significant senior leadership experience in a people, culture or organisational development role.
- Proven experience of developing and delivering organisation wide people strategies aligned to strategic priorities.
- Strong understanding of workforce planning, talent management and organisational development in a complex organisation.
- Experience of driving cultural change and embedding values led behaviours across an organisation.
- Knowledge of learning, teaching and skills environments or a strong understanding of skills-based sectors and labour market dynamics.
- Experience of leading inclusion, wellbeing and engagement strategies that deliver measurable impact.
- Experience of using data, insight and evidence to inform strategy and drive improvement.

Skills

- Strategic thinking with the ability to translate vision into delivery.
- Strong leadership and influencing skills with the ability to engage and inspire at all levels.
- Excellent communication skills with the ability to articulate clear direction and purpose.
- Ability to build effective relationships internally and externally.
- Strong analytical and problem-solving skills, using data to inform decisions.
- Ability to lead change and manage complexity in a dynamic environment.
- Commercial awareness and the ability to align people strategy to organisational performance.



Personal Qualities

- A strong commitment to the College's values of respect, ownership and integrity.
- Passion for creating opportunity and improving outcomes for individuals and communities.
- Visible, authentic and values-led leadership style.
- Resilient, adaptable and able to lead through change and uncertainty.
- Collaborative and inclusive approach, with a focus on empowering others.
- High levels of personal credibility, professionalism and integrity.
- A proactive and forward-thinking mindset, with a focus on continuous improvement.

Context

City College Plymouth expects staff to:

- Work within the context of the College's core values, code of conduct, quality requirements and ethos of continuous improvements.
- Actively contribute to an inclusive culture where every learner and apprentice is welcomed, respected, and supported to achieve their potential. This includes:
 - maintaining consistently high expectations for all learners, including those who are disadvantaged, have SEND or high needs, are known to social care, or who face other barriers to learning and well-being
 - understanding the diverse barriers that learners may face and play an active role in early identification of emerging needs
 - working proactively to remove or reduce barriers to participation, learning, and progression
 - modelling inclusive language, behaviour and attitudes at all times.
- Undertake their duties in accordance with College policies and procedures, particularly with respect to:
 - Safeguarding Children and Safer Recruitment in Education, including Prevent
 - people management policies and procedures
 - health and safety policies and procedures
 - equality, diversity and inclusion policies and procedures
 - the College's policy on the confidentiality of data stored electronically, and by other means, in line with data protection legislation.
- Keep abreast of developments in their own area of expertise and undertake staff development opportunities where identified and approved, subject to funding.
- Undertake such other duties commensurate with the grade of the post as may be reasonably be required.
- You may be required to be trained to administer First Aid.

This job description is current at the date shown. It is liable to variation by management, in consultation with you, to reflect or anticipate change in, or to, the job.

Other supporting information can be found on the College's website.

Terms

Remuneration

The remuneration for this post is highly competitive and commensurate with the needs of the role.

Annual Holidays

The annual leave entitlement is 35 days per annum, plus recognised public holidays.

Pension Scheme

The holder of this post will have access to an LGPS or Teachers' Pension Scheme.

Relocation Package

Relocation support will be in line with HMRC guidelines.

Checks

This appointment is subject to satisfactory pre-employment references and DBS clearance.

How to Apply

The recruitment process is being undertaken by Dodd Partners on behalf of City College Plymouth. If you wish to apply for this position, please supply the following:

- A covering letter highlighting your suitability and how you meet the **Knowledge & Experience** criteria detailed within the Person Specification, along with your current remuneration details.
- A comprehensive CV setting out your career history, with responsibilities and achievements.
- All applications should be emailed to Dodd Partners at your earliest convenience, to contactus@doddpartners.com
- We close for application at 9 am, Monday 25th May 2026.

Should you wish to have an informal discussion about the role, please contact John Dodd on 07545 431 848 or 01244 738 450. Alternatively, email: [johndodd@doddpartners.com](mailto: johndodd@doddpartners.com)

