



Candidate Brief

Principal & Chief Executive

Truro & Penwith College

Contents

- Welcome from the Chair of Governors
- Truro & Penwith College
- Mission, Curriculum, Values & Outcomes
- Curriculum Innovation & Financial Overview
- Job Specification
- Person Specification
- Terms
- Timeline
- How to Apply

September 2025



DODD PARTNERS

— BOARD & EXECUTIVE SEARCH —

www.doddpartners.com

Welcome from the Chair of Governors

Thank you for your interest in becoming the next Principal and Chief Executive of Truro & Penwith College.

As Chair of Governors, I am immensely proud of our College. From the excitement of results days to graduations at Truro Cathedral and our Apprenticeship Awards celebrations at the Eden Project, I see first-hand how Truro & Penwith transforms lives and plays a vital role in Cornwall's economy. Staff and students often talk about the "T&P magic ingredient": a unique spirit and culture that we are determined to preserve and strengthen.

With the planned retirement of our current Principal, Martin Tucker, at Easter 2026, we are seeking a truly inspirational and future-focused leader. You will bring strong financial acumen, the ability to deliver our next strategic plan and beyond, and the ambition to build on the firm foundations already in place; most recently recognised in our Ofsted inspection, where the College was graded 'Good' with 'Outstanding' features.

As one of the largest education organisations in the South West, serving communities across multiple campuses, we are proud to be a full tertiary college. Our provision spans GCSEs, A Levels, the International Baccalaureate, T Levels, apprenticeships and higher education, ensuring opportunities at every stage of the learner journey.

We are looking for a Principal and Chief Executive who will keep students at the heart of every decision, ideally with a deep understanding of further education and a genuine passion for driving regional growth. This is an exciting and pivotal time for Truro & Penwith College, as we move through an important period of change. Your leadership will provide clarity, stability and inspiration for staff, students and the wider community.

We expect candidates to bring a strong track record of delivering positive change, alongside the ability to engage and influence stakeholders at local and national level. Above all, we seek someone who will share our values, embrace our mission, and continue to deliver the unique "T&P magic" that makes our College such a special place to learn and work.

Should you wish to have an informal discussion about the role, in the first instance, please contact John Dodd of Dodd Partners on 07545 431 848 or 01244 738 450. Alternatively, email: johndodd@doddpartners.com

We look forward to hearing from you.

Robert Townsend

Chair of Governors
Truro & Penwith College



Truro & Penwith College

Truro & Penwith College serves the communities of Cornwall and the Isles of Scilly, which face economic deprivation and limited access to high-value employment opportunities. The College plays a transformative role in addressing these challenges through education and skills development.

Renowned for its ability to respond to local, regional and national skills priorities, Truro & Penwith College continually develops the skills necessary through qualification-based study, a wide range of enrichment activities and employer engagement, ensuring that our learners progress successfully into higher-level study, training, or employment. Continual evaluation of the college curriculum offer ensures that it is purposeful and reflects the knowledge and skills requirements identified by employers and stakeholders, and provide the correct levels of stretch and challenge, preparing individuals for their next steps. We're very proud of our academic record in Oxbridge outcomes and Russell group university offers.

Partnership working is extensive and provides a rich variety of support mechanisms. The strength of personal professional relationships ensures partnerships with other organisations, adding to the capacity and reach of T&P College, for example, complementing the careers offer in NEETs prevention and enabling aspirations. The College has well-established partnerships with higher education institutions, particularly with local universities, which are strong and effective in supporting progression. There are very good examples of appropriate referral to other agencies to provide IAG on sexual health and consent, drug addiction, personal safety and LGBTQ support.



Strategic planning is strong and well-informed, drawing on robust partnerships with the former Local Enterprise Partnership (now the Cornwall and Isles of Scilly Economic Forum), the local authority and other county-wide stakeholders.

Campus Locations

The College has campus facilities in Truro, Penzance and Bodmin, and its wide reach is reflected in learner numbers, with over 5,000 full-time further education students, more than 550 higher education and Access students, 800 plus apprentices and approximately 2,000 adult learners engaged in full and part-time programmes.

Truro

Truro College campus is purpose-built and located to the west of the city. Across 13 main buildings, the campus offers excellent, modern facilities designed around the needs of our students. www.truro-penwith.ac.uk/truro_college_campus

Penzance

Our Penwith campus in Penzance was created following a major £30million redevelopment, incorporating historic buildings with state-of-the-art facilities. Situated in an elevated position in the heart of Penzance, the campus overlooks Mounts Bay, with good bus and rail links close by. www.truro-penwith.ac.uk/penwith

Bodmin

Offering a wide range of post-16 education in Engineering, Digital, Manufacturing, Healthcare and Nursing; facilities include engineering workshops, a health simulation suite and modern digital technology. Situated in Bodmin, the STEM & Health Skills Centre is accessible to students in North and East Cornwall.

truro-penwith.ac.uk/stemcentre and [Drone Tour](#)

Economic Impact

Truro & Penwith College serves Cornwall and the Isles of Scilly, an area of economic deprivation, where people have traditionally not had the same life chances as many other areas within the UK. The economy has been dominated by agriculture and tourism with productivity levels behind the rate for the Southwest region and the rest of the UK.

Cornwall has continuously had a lower average rate of unemployment than the rest of England for the last decade. However, rather than a paucity of employment opportunities, there is a persistent challenge of low levels of highly skilled and highly paid roles, and high volumes of insecure and seasonal jobs.

Despite its status as the fourth poorest county in terms of value added per head, Cornwall ranks 21st most expensive in terms of average house prices. However, poor transport networks also prove a challenge to the local community, which leads to significant challenges with students accessing work experience and limits employment options for those without their own transport.

Due to significant investment in Cornwall and the Isles of Scilly (ESF, UK Shared Prosperity, Town Deal, Future High Streets Fund, Getting Building Fund), natural resources within the county and a shared determination, there are several significant and emerging growth sectors within Cornwall:

- Clean energy resources - capitalising on unrivalled natural resources including unique opportunities in floating offshore wind and deep geothermal.
- Geo-resources - harnessing expertise and the critical minerals necessary for the low-carbon transition, in a sustainable way, including technology metals e.g. lithium.
- Data and space - exploiting the unique physical, digital and intellectual assets in the region, and using data to overcome local and global challenges.
- Visitor economy - potential to be a global leader for low-carbon experiences for visitors and residents, maximising links to the environment, heritage and culture.
- Agri-food - creating a productive and sustainable sector maximising market opportunities for land and marine management, and food processing/production.
- There is also a significant construction sector within the county, driven by population growth higher than UK norms.

These growing industries will provide high skilled jobs, providing more career opportunities for local people, with a shared ambition of overcoming the challenges faced across the region.

Regional Challenges

- Low productivity and high in-work poverty.
- High house prices due to holiday home demand.
- Education in coastal and rural communities - remote/isolated learners, extreme weather and poor transport infrastructure.
- 23.3% of working-age population economically inactive.
- High levels of long-term health conditions and early retirement.
- Earnings significantly below national averages.
- Growing competition in the FE sector in Cornwall

Economic Landscape

- 88.6% of businesses are micro-enterprises.
- Over-representation in hospitality, health and retail.
- Emerging sectors: Data & Digital, Space, Critical Minerals and Renewables.

Strategic Opportunity

The College is central to Cornwall's future workforce development, particularly through apprenticeships and adult learning aligned with local growth sectors.

Mission, Curriculum, Values & Outcomes

Mission Statement

The purpose of the College is to provide the best possible learning experience, leading to the highest possible level of achievements by our students.

Curriculum Ambition “Go Further”

Student Experience: [We love Truro & Penwith College](#)
Enrichment: [Enrichment | Truro & Penwith College](#)

The curriculum is designed to empower students to overcome socioeconomic barriers and achieve exceptional outcomes and future success through the following ambitions:

- **Look Further** - develop ambitious career aspirations.
- **Reach Further** - achieve high academic and skill-based outcomes.
- **Go Further** - progress successfully into employment, apprenticeships, or university.

Core Values

- **Wellbeing** - supporting physical, emotional, and social health.
- **Engagement** - full participation in academic and enrichment opportunities.
- **Aspiration** - encouraging belief in a successful future.
- **Respect** - fostering inclusive, respectful communities.

Student Outcomes (2025)

- A Level: 99% pass rate, 172 A* grades, 25% A*-A.
- STEM Excellence: Chemistry (66% A*-B), Physics (70% A*-B), Electronics (100% A*-C).
- University Progression: 95% placed on first-choice courses, 10 Oxbridge, 250+ Russell Group offers.
- Vocational Success: 70%+ top grades in creative subjects; BTEC high grades 14% above national average.
- Occupational Achievement: 91% overall; Construction (92%), Hospitality (95%).
- T Levels: 34% Distinction vs 18% national average.
- Apprenticeships: 74.3% achievement rate; 3rd nationally; Expert Provider status.



Curriculum Innovation and Financial Overview

Truro and Penwith College has thirty years of experience in delivering a high-quality provision of full-time further education programmes, vocational qualifications, Apprenticeships, T Levels, higher education, Continued Professional Development courses and Part-time Leisure programmes to high volumes of learners from across Cornwall.

Curriculum Offer

- A Levels: 40+ subjects, including niche options and International Baccalaureate
- Extended Diplomas: Applied learning with strong HE and employment progression
- Occupational Courses: Construction, Motor Vehicle, Hair & Beauty, Hospitality
- Apprenticeships: 31 standards aligned with local industry needs
- T Levels: Offered in sectors with employer demand (e.g., childcare, nursing)
- Sector-leading enrichment programme.

Income

- 75% 16-19 DfE funding.
- 7% High Needs.
- 9% Apprenticeships.
- 9% adult.
- Support Funding: Significant learner support for transport and access.

Expenditure

- Staffing: Recent restructuring reduced costs to 73% for 2025/26.
- Premises: 7%; Central costs: 15%.

Financial Health

- EBITDA target, 7.2% in 2025/26.
- Cash reserves: 42 cash days (forecast to rise to 57).
- No debt.

For more information please visit:

- Annual report: truro-penwith.ac.uk/Financial-Statements-2024-07-31
- Ofsted inspection report: <https://files.ofsted.gov.uk/v1/file/50269582>
- College website: www.truro-penwith.ac.uk



Job Specification

Job Title: Principal & Chief Executive Officer for Truro & Penwith College
Reports To: Chair of the Corporation & Board of Truro & Penwith College
Reports: Senior Management Team

Purpose

The Principal and Chief Executive Officer provides the leadership required by Truro & Penwith College to achieve its ambitious objectives, ensuring that the College operates within the relevant regulatory frameworks to deliver high-quality, innovative and inspiring education and skills that respond to local, regional and national priorities, whilst remaining financially robust. To facilitate this, the job holder provides progressive and inclusive leadership to all stakeholders, especially to colleagues, ensuring that they can feel, share and demonstrate the College's Mission and Values.

Key Accountabilities

Strategy Development and Planning:

- Working with the Board and other external stakeholders, including employers, develop the College's short- and long-term strategies, annual and longer-term objectives and plans for the provision of education services to students and potential students in Cornwall.
- Ensure that the College plays a contributory role in developing local social and economic development plans with local and national Government and other public sector bodies, particularly Cornwall Council and local MPs.
- Provide leadership and co-ordination where required and relevant, to bring private and public sector bodies together to find solutions to Cornwall's short and long-term development.
- Lead the development of commercial strategies ensuring that the College generates a level of income so that it is able to invest in its long-term future and its support for the regional economy.

Operation of the College:

- Working with the Senior Management Team, provide a high-quality education experience to every learner:
 - Championing excellence in learning, teaching and assessment.
 - Pioneering new ways of learning and challenging conventions.
- Ensure that the College delivers against the challenging needs of the apprentice and student learning cycles.
- Ensure that a culture of continuous quality and performance improvement is embedded across all areas of the College, in line with the principles of the Ofsted (or relevant Government) framework. Ensure the College achieves Board-defined objectives for Ofsted inspections.
- Focus on ensuring the very best outcomes for students and colleagues and overcoming the barriers to learning experienced by so many learners in Cornwall.
- Working with the Chief Financial Officer, uphold financial probity and compliance, so that the College is managed on a sound and prudent basis which ensures sustainability and breadth of service.



People Leadership: Great Place to Work:

- Ensure that every member of staff, plus those who provide contracted services, give their very best performance and contribution, the job holder should provide inspiring and motivational leadership which both challenges and supports colleagues to deliver a culture where learners, partners and stakeholders achieve their potential in line with the College's Mission and Values.
- Provide all colleagues with a cohesive sense of purpose, particularly during periods of change, ensuring a progressive culture is embedded across all levels of the organisation.

Enhancing the College's Reputation:

- Protect the College's Mission and Values whilst enhancing and promoting its reputation locally, regionally and nationally.
- Act as an ambassador for the College, working with a wide range of stakeholders from industry, academia, government and FE partners.

Technology & Infrastructure:

- Ensure the College and its learners are able to experience the best and most relevant equipment, technology and facilities, especially as new ways of learning are developed, to enable learners to achieve and connect with the College more easily.
- Partner with relevant organisations who develop and innovate in this space to provide a testbed for new ideas, get early interventions and provide an interactive and creative development experience both for learners and developers.

Governance:

- Ensure that the College meets all its statutory, regulatory and legal governance obligations.
- As a member of the College's Board, play a full and proactive role in its work and that of its committees.



Person Specification

Qualifications

Degree-level qualification with evidence of, and a commitment to, ongoing self-development and training.

Essential Experience

- Strong and inspirational leadership and senior management experience in an education-based organisation of relevant size, scope and complexity.
- A strong track record of leading and managing change and integration successfully, with demonstrable improvements in service delivery and operational effectiveness.
- Proven experience of taking a strategic perspective and providing a clear vision to deliver successful and sustainable outcomes in an education business whilst maximising and embracing new opportunities of relevance to support the regional economy.
- Experience of developing a vision and strategic plan for the delivery of high-quality educational services whilst managing risk and driving quality improvement philosophy.
- Have a proven ability to oversee and guide curriculum innovation, risk management and quality improvement.
- Successful track record of strong financial management and business acumen with the proven ability to develop financial strategies that deliver sustainable profit/surplus.
- Proven experience of working through others to ensure plans are delivered successfully and risks are managed.
- Demonstrable experience of working with a Governing Body and a working knowledge of funding bodies.
- Strong commercial skills to identify and prioritise opportunities to ensure growth whilst remaining inclusive and supportive of the diverse community the College serves.
- Experience of successfully managing a range of key stakeholders from employer-partners, funding bodies, local authorities and academic organisations, with political insight and sensitivity to protect and enhance the reputation of Truro & Penwith College.
- Proven experience of conceiving and delivering digital and capital development strategies that are aligned to an overarching business vision.
- Demonstrable success of inspiring, motivating and developing a senior team to improve organisational performance and produce consistently outstanding results, set against a changing educational context.

Personal Qualities & Skills

- An innovator and motivator who promotes new thinking to achieve change and continuous improvement, both in individuals and across the organisation.
- Undisputed personal integrity and a personal style that demonstrates authority and commitment with a proven track record of insightful judgement and delivering against organisational objectives.
- Provide direction and leadership in a way that inspires confidence and commitment from others. Listening, strong delegation and empowering skills.
- Clear capacity to develop strategic and operational plans to achieve organisational objectives in a clear and concise fashion.
- Capacity to be financially prudent with clear analytical mindset to manage complex and informative data.
- Excellent communication skills with the ability to engage effectively with apprentices, students, the Board, academic and operational colleagues at all levels, and to communicate complex issues in clear language to a range of audiences.
- Strong negotiating and influencing skills and the ability to convince through personal credibility.
- Robust judgement with the ability to seek and challenge information to reach and take decisions.
- Demonstrable commitment to, and understanding of, diversity and equality.

Terms

Remuneration

The remuneration for this position is highly competitive and commensurate with the role's requirements.

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. We operate a policy of Safer Recruitment under KCSIE Guidance.

Timeline

The following timeline is indicative and should only be used as a guide. This may be subject to change.

Process	Date
Close for Applications	9:00am Monday 27 th October 2025
Interviews with Dodd Partners	w/c 3 rd November 2025
Shortlist Meeting	11 th November 2025
Interviews with Truro & Penwith College	27 th November 2025

How to Apply

Dodd Partners are undertaking the recruitment process on behalf of Truro & Penwith College. If you wish to apply for this position, please supply the following:

- A covering letter highlighting your suitability and how you meet the **Essential 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 and no later than **9am Monday, 27th October 2025**, to contactus@doddpartners.com clearly marked with reference number **DP3145**.

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)

