



# HEADTEACHER Application Pack

Howard Primary School



***"Staff have high ambitions for all pupils, including those with special educational needs and/or disabilities (SEND). Pupils appreciate that their teachers never let them give up. Instead, they provide them with the tools to succeed."***

***-OFSTED 2022***



***"Pupils at this school are caring, respectful and eloquent. They are proud members of the school community and represent it with pride."***

***-OFSTED 2022***

## Contact:

Address: Dering Place, Croydon, CR0 1DT

Telephone: 020 8688 4216

email: [mholdway1.306@igflmail.org](mailto:mholdway1.306@igflmail.org)

website: [www.howard.croydon.sch.uk](http://www.howard.croydon.sch.uk)







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# LETTER FROM CO-CHAIRS OF GOVERNORS



October 2025

Dear Applicant,  
**Application for Headteacher at Howard Primary School**

Thank you for your interest in the role of Headteacher at Howard Primary School. We hope this information pack offers a meaningful insight into the fantastic opportunity we offer and warmly encourage you to visit us in person. Seeing our values in action—through the joyful learning of our children and the collaborative spirit of our staff—will give you a true sense of what makes Howard such a special place to work and grow.

After more than 40 years of dedicated service to Howard Primary School, including eight inspirational years as Headteacher, our exceptional leader will retire at the end of this calendar year. We are now seeking a very special individual to guide Howard into its next chapter—someone strong, supportive, and enthusiastic, with a deep commitment to excellence and a passion for nurturing both children and staff.

Howard Primary School is a thriving and successful school, maintained by the London Borough of Croydon and proud to be at the heart of our local community. We have sustained our 'Good' rating from Ofsted and are seeking a leader who can build on our strengths while addressing development priorities ahead of the next inspection. Our children are the heartbeat of our school, and we are proud of our strong identity and longstanding commitment to serving our rich, multicultural community for over 125 years.

Please take time to read this application pack carefully and explore our school website to learn more about [Howard Primary School](#). The pack contains key information about our school and offers a clear sense of the scope and richness of the opportunity this role presents. The person specification outlines the qualities we are seeking in our next Headteacher—someone with the wisdom, experience, and confidence to build on our strengths and ensure every child receives an outstanding educational experience, while nurturing the wider school community and beyond. We hope you find the information helpful—and that you feel inspired to apply.

## Shortlisting Process

References will be requested for shortlisted candidates within two days of the final list being drawn up. To prevent delays, please ensure your referees are aware that we may be contacting them. We ask that application forms are completed in full, and that your application clearly addresses all key areas outlined in the person specification. In your covering letter, we would also like you to share what excites you about the opportunity to work at Howard Primary School.

We are extremely proud of our school and the role it plays within our community. If you have any questions about the post, or would like to arrange a visit, we warmly encourage you to come and meet our staff and pupils to gain a deeper insight into the role. Please contact Maria Holdway on 020 8688 4216 to arrange a visit.

Applications should be sent to [mholdway1.306@lgflmail.org](mailto:mholdway1.306@lgflmail.org) by **10am on Monday 3rd November 2025**. Interviews are expected to take place during the week beginning **Monday 10th November**.

We are delighted that you are considering applying for this post and look forward to receiving your application.

Yours Sincerely,

Paul Smith & John Robinson  
Co-Chairs of Governors



# Our School Vision

Howard is an inclusive and effective learning community with high expectations of its staff and pupils. We want our school to reflect the rich, diverse, multicultural community of Croydon, to welcome diversity and to provide a high quality learning environment that is stimulating and supportive for both children and adults. We want children and adults to feel valued, safe and able to make choices that will contribute to a healthy lifestyle. We want members of our community to be responsible, confident people who are able to contribute fully to society.

# Our Core Values

Be Kind. Be Safe. Be Respectful. Be Prepared.

# Our School Aims

## Enjoy and achieve

- To provide a broad and balanced curriculum that will develop lively and enquiring minds, aspiring to achieve high standards and maximise potential
- To promote, facilitate and enable the inclusion of all children
- To develop a sense of pride and achievement in being part of our school community
- To provide an increasing range of creative experiences that will enable children to make full use of their imagination, thus gaining a sense of the responsibilities that their own creative engagement with the work can bring.

## Make a positive contribution

- To develop the ability to co-operate
- To nurture a sense of care for others
- To encourage our children to be ‘participating as caring citizens in a rapidly changing technological world’.

## Be healthy

- To provide a wide range of experiences that will encourage our children to make positive choices about their own well-being.
- To support the adult community in our school to help them make choices that will enhance their well being and assist them to support the children’s development.

## Be safe

- To provide a safe, supporting and caring environment

## Achieve economic well-being

- To work in full partnership with all stakeholders
- To promote aspiration and innovation throughout the school community



*"In the early years, the curriculum is well planned and ambitious."*  
**-OFSTED 2022**



## About Our School

Howard Primary is a Local Authority Maintained Community School, with the capacity for 420 pupils aged 4 to 11. The main school building was completed in 1897 and formally opened on 25th April 1898, making it one of the oldest school buildings still in use in Croydon. Originally named *The Dering Place Board School*, the site comprised two separate departments—one for infants and one for older children. These departments were amalgamated in 1924, and in September 1930, the school was renamed *The Howard*, becoming an Infant and Junior Mixed School under the direction of Croydon Council.

Howard Primary School is named after Lord Howard of Effingham (1536–1624), who once owned the land on which the school stands. Lord Howard served as Lord High Admiral to Queen Elizabeth I during the time of the Spanish Armada, and his legacy is reflected in our school emblem: *an Elizabethan Man of War under full sail*, accompanied by the Latin motto “*Paratus*”, meaning *Be Prepared*. The school hall and administration block were added in 1937, and during the Second World War, the site served as a local fire station. From 1951 to 1975, the Infant Department was housed in a large residence at No. 5 Nottingham Road. When the building was later deemed unsafe, the department returned to the main school building.

In response to a rising birth rate, Howard became two-form entry in 2011. Temporary buildings were used during a major construction phase, culminating in the completion of a new west wing in 2015. This expansion doubled the size of the school, adding eight state-of-the-art classrooms and additional accommodation to support learning and enrichment. The development also included a flexible multi-use space, now serving as a dining hall and venue for a range of school activities. Additional outdoor space was incorporated into the site, enhancing opportunities for play, sport, and outdoor learning.

Since September 2004, our nursery building has been leased by the charity group *The Hive*, operated by Sherwood Early Years Centre. They provide breakfast and afternoon clubs for our pupils, offering valuable wraparound care and support for families. The school embraces its rich historical heritage, with its Victorian exterior maintained as a symbol of continuity and care. At the same time, we are forward-looking—committed to evolving both our environment and curriculum to meet the needs of today’s learners.

Our most recent Ofsted inspection 2022, captures the heart of our school and the strength of our community:

*‘Pupils at this school are caring, respectful and eloquent. They are proud members of the school community and represent it with pride, behaving well in lessons and around the school. Pupils look out for each other, reporting concerns about their peers to appropriate adults. Although bullying happens, it is rare and pupils give examples of incidents where adults have intervened, and the bullying behaviour has stopped. Staff have high ambitions for all pupils, including those with special educational needs and/or disabilities. Pupils appreciate that their teachers never let them give up. Instead, they provide them with tools to succeed. They are happy and safe here’.*



# Person Specification

Qualifications D= Desirable E=Essential	
Qualified teacher status and degree qualification	E
Evidence of further training in school leadership	E
NPQH Qualification	D
Experience	
Headteacher/Deputy Head or equivalent Senior Leadership role	E
Recent experience of working in an environment with an Ofsted judgment of good or outstanding	D
Track record of managing and delivering plans to drive, achieve and sustain school improvement	E
Ability to use rigorous data analysis and tracking to raise and drive ambitious pupil attainment and progress which prepare pupils from all backgrounds for their next phase of education and life	E
Knowledge	
Have an excellent understanding of the primary curriculum	E
Demonstrate a good understanding of the aims of 'assessment without levels' and alternative methods of assessing and tracking pupil progress	E
Ability to use, analyse and monitor pupil assessment data to identify needs and trends so as to promote an appropriate level of challenge	E
A clear understanding of the challenges facing schools in today's educational landscape, both locally and nationally.	E
Broad and current understanding of safeguarding protocols and procedures	E
Leadership skills	
Ability to create and sustain a shared, inclusive vision, ethos, strategic direction and plan in partnership with those responsible for governance and through consultation with the school community	E
A strong, decisive leader with drive and enthusiasm who listens to and values the opinions of others	E
Ability to lead school improvement, inspiring confidence and enthusiasm in others	E
Able to lead teams demonstrating a range of leadership styles appropriate to the task and securing successful working relationships	E
Management skills	
Strong organisational and management skills, including prioritisation, delegation and time management	E
Commitment to continuing professional development for self and others, identifying appropriate training and development opportunities	E
Ability to manage and effectively allocate staff and resources in line with strategic priorities and budgets, using sound financial management, planning, budget monitoring and principles of best value	E
Ability to tackle robustly underperformance in staff, working with individuals and leaders to develop strategies to deliver improvements	E
Ability to use IT as a management tool and a resource for learning	E
Communications and interpersonal skills	
Strengthen community engagement with parents, local organisations, and through extra-curricular opportunities— to ensure a strong reputation and secure pupil recruitment.	E
Excellent communication and strong interpersonal skills, able to inspire and empower others, build trust and positive working relationships	E
Demonstrate consistently high standards of principled and professional conduct	E
Able to build positive rapport with children	E
Ability to interact, engage and work positively with all stakeholders in the school community	E
Values	
Passionate about children, teaching and learning, always striving to offer the best to them	E
Caring and supportive of staff- valuing them	E
Actively promote inclusion and positive behaviour management	E
Demonstrate strong attention to detail and problem solving	E
Able to work under pressure and remain calm in difficult circumstances	E
Ensure Howard remains a place where values such as care, integrity, kindness, compassion, respect, honesty and responsibility are lived daily. Demonstrate and share these values by example and understand how these can impact on the pupils, parents and the wider community (uphold and demonstrate the Nolan principles).	E



# Job Description

**Authority:** Croydon Council  
**Job Title:** Headteacher  
**Reporting to:** The Governing Body

**Location:** Howard Primary School  
**Salary Range:** Leadership Scale L18-L24 (dependent on experience)

## Main Purpose:

To provide exceptional strategic leadership and professional management of the school, ensuring the highest standards of pupil achievement, progress, and well-being. The Headteacher will inspire a shared vision, foster an inclusive and joyful culture, and lead with integrity, ambition, and care.

## Strategic direction and development of the school.

The Headteacher, will:

- **Work in close partnership with the Governing Board**, and engage in meaningful consultation with the wider school community, to establish and sustain the school’s ethos and strategic direction—ensuring the school is well-positioned to meet its future needs with clarity, ambition, and care
- **Lead by example**, providing inspiration and motivation for the pupils, staff, governors and parents
- **Implement the School Development Plan**, shaping and renewing it through a culture of continuous improvement
- **Collaborate with the Governing Board, parents, the Local Authority, and wider stakeholders** to further the school’s aims and objectives
- **Create an inclusive and nurturing environment for learning**, where every child feels cared for, secure, and well-prepared for their transition to secondary education and for life beyond school
- **Ensure that the school’s management, finances, organisation, and administration** effectively support the achievement of the aims and objectives set out in the School Development Plan
- **Work with the Governing Board to set and maintain a sustainable budget strategy**, enabling the school to meet its long-term goals
- **Empower and develop leadership capacity across the school**, supporting succession planning and fostering a culture of professional growth
- **Ensure full compliance with statutory requirements**, with robust, up-to-date policies and procedures that are clearly understood and consistently applied by all.

## Teaching and Learning.

To secure and sustain the quality of teaching and learning for pupils the Headteacher will:

- **Lead by example**, setting high expectations and modelling excellence to inspire and develop teaching across school
- **Create and maintain an environment** that promotes outstanding teaching and learning, enabling all staff to exceed the expectations set out in the Teachers’ Standards
- **Monitor, evaluate, and review the quality of teaching and learning**, using evidence-informed approaches to improve pupil progress and attainment
- **Analyse pupil data rigorously**, ensuring that progress is tracked effectively and that teaching strategies are adapted to meet individual and cohort needs
- **Implement and oversee a rich, inclusive curriculum** that meets statutory requirements, reflects the school’s values, and enriches pupils’ learning experiences
- **Foster strong links with the wider community**, extending the curriculum and enhancing learning through meaningful partnerships
- **Collaborate with external agencies** to support the academic, spiritual, moral, social, emotional, and cultural development of pupils, and to provide guidance and care for parents and carers
- **Work in partnership with other schools**, sharing expertise and supporting one another in the collective aim of securing excellent outcomes for all children.

## Leadership and Management.

The Headteacher will lead, motivate, support, challenge and develop staff to secure improvement and achieve the school’s aims and objectives and will:

- **Ensure a positive and effective working relationship with the Governing Board**, built on trust, transparency and shared purpose
- **Promote an open, fair, honest, and respectful working environment** for all staff and volunteers, fostering a culture of collaboration and wellbeing
- **Manage the recruitment, selection, and retention of teaching and non-teaching staff**, in partnership with governors and senior colleagues



- **Implement and sustain effective systems for staff appraisal and performance management**, ensuring clarity, consistency, and professional growth
- **Ensure appropriate continuing professional development (CPD)** is available and encouraged for all staff, tailored to individual and school-wide priorities
- **Ensure that the professional duties of all staff are fulfilled**, in accordance with the Teachers' Standards and the Headteachers' Standards
- **Delegate tasks and responsibilities effectively**, enabling clear prioritisation of workload and empowering others to lead
- **Develop the impact of the Senior Leadership Team**, nurturing leadership capacity and strategic alignment across the school
- **Maintain strong working relationships** with governors, staff, children, parents/carers, the wider community, and the local authority
- **Regularly review own leadership effectiveness**, seeking feedback and modelling a commitment to reflective practice.

**Efficient and effective deployment of staff and resources.** The Headteacher will deploy staff and resources efficiently and effectively to achieve the school's aims and objectives, set out in the School Development Plan and other key policies, and within the context of the school's budget. They will:

- **Contribute to the formulation of policies and procedures** with the Governing Board relating to resource and asset management, and safety, in line with the School's Financial Management and Practice Policy
- **Set clear priorities for expenditure, allocation of funds, and effective administration**, including:
  - Strategic management of the school's budget
  - Rational allocation and monitoring of time, space, and material resources
  - Safe and effective arrangements for the location and storage of materials and equipment
- **Manage and organise the school's accommodation** to meet curriculum needs and comply with health and safety regulations
- **Ensure the security and effective supervision** of the school buildings, their contents, and the grounds
- **Respond promptly to maintenance needs**, repairs, modifications, and any breaches of health and safety legislation, in accordance with the Governing Board's delegation arrangements
- **Maintain effective working relationships with external agencies and contracted services**, including those commissioned by the Governing Board and the Local Authority
- **Ensure value for money** in all purchasing and contracting decisions for supplies, services, and works
- **Work with governors and senior colleagues** to recruit and retain high-quality administrative and support staff
- **Manage, monitor, and review the range, quality, and use of all available resources**, to enhance the quality of education, raise pupil achievement, ensure operational efficiency, and secure long-term sustainability.

**Accountability.** The Headteacher will be accountable to the Governing Board and the wider community for the efficiency, effectiveness, and impact of the school. They will:





- **Ensure the school is fully committed to safeguarding and promoting the welfare of children and young people**, with all practices, policies, and procedures reflecting this commitment
- **Provide timely, objective advice and support to the Governing Board**, enabling it to fulfil its responsibilities for securing high-quality teaching and learning, raising standards of achievement, and ensuring efficiency and value for money
- **Maintain strong, positive communication** between the school and parents/carers, stakeholders, and the wider community
- **Foster a culture of shared accountability**, where all staff recognise their role in contributing to the success of the school
- **Celebrate and communicate the achievements of pupils, staff, and the school**, ensuring successes are recognised and shared widely
- **Present a coherent and accurate account of the school's performance**, tailored to a range of audiences—including governors, the Local Authority, the local community, Ofsted, and other stakeholders
- **Ensure that parents/carers and pupils are well informed** about the curriculum, attainment, progress, and how they can support learning and contribute to school improvement
- **Undertake any reasonable duties** as required by the Governing Board.

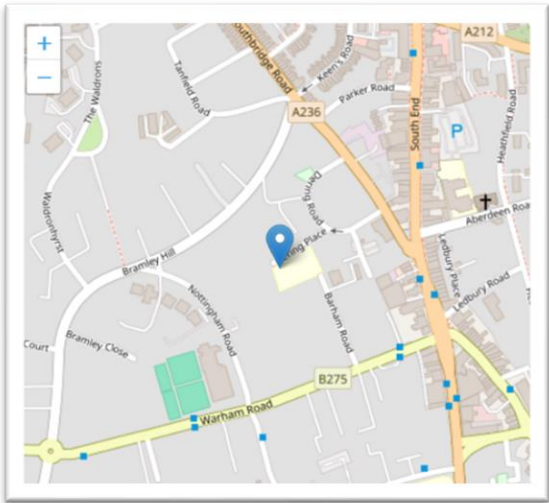


# How To Find Us

Howard Primary School is located in South Croydon and within walking distance of public transport. It is a slightly farther walk from East Croydon Station than South Croydon Station.

## Getting Here:

-  **By Train:** East Croydon Station is a 20-minute walk away. South Croydon Station is a 7-minute walk away.
-  **By Tram:** George Street tram stop is nearby, connecting to Wimbledon and Beckenham Junction.
-  **By Bus:** Routes 119, 466, 403 and 312 stop close to the school.
-  **By Car:** Limited visitor parking is available by prior arrangement. On-street and nearby public car parks are also available.



## Advert

**Salary:** Leadership Scale L18-L24 (dependent on experience)  
**Job type:** Full Time, Permanent  
**Start date:** January 2026 (or as soon as possible, thereafter)  
**Apply by:** Monday 3rd November, by 10am.

## Lead with Vision. Inspire with Heart.

Due to the retirement of our current Headteacher, an exciting opportunity has arisen for an exceptional, inspiring, dynamic, and passionate school leader who is committed to excellence in primary education. We are seeking someone with a proven track record to lead our school, build on its existing strengths and achievements, and accelerate our improvement journey towards even greater success.

Nestled in a vibrant community, Howard Primary School is a friendly and thriving school for children aged 4 to 11. We are Local Authority maintained, with a capacity of 420 pupils, and we are proud of our strong identity and longstanding commitment to serving our rich, multicultural community for over 125 years. We are dedicated to fostering a nurturing, engaging, and challenging environment for all our pupils. Our committed staff and supportive governors work closely with families to provide an enriching educational experience for every child.

## The successful candidate will have:

- A strong track record of leadership.
- A clear understanding of the challenges facing schools in today’s educational landscape, both locally and nationally.
- The ability to inspire and empower others.



We have maintained our ‘Good’ rating from Ofsted and are seeking someone who can sustain our success while addressing development priorities ahead of the next inspection. You will work closely with the Governing Body, Local Authority, staff, pupils, and parents, and continue our strong relationships with local schools to foster a positive and enriching school culture that champions pupil voice.

**The successful candidate will also:**

- Drive forward academic and personal development.
- Innovate in curriculum design and delivery, shaping broad and meaningful learning experiences.
- Develop staff capacity, celebrate successes, and foster professional growth.
- Strengthen community engagement—with parents, local organisations, and through extra-curricular opportunities— to ensure a strong reputation and secure pupil recruitment.
- Ensure Howard remains a place where values such as integrity, kindness, respect, and responsibility are lived daily.
- Oversee staffing and resource management to ensure financial security and effective budgeting.

**You can expect from us:**

- Colleagues who are hardworking, supportive, and committed to ensuring every child flourishes, with safety and wellbeing as a priority.
- Highly supportive governors with a wide range of skills to help the new Headteacher move Howard forward.
- Children who are engaged and eager to learn.
- The chance to lead a school at the heart of the community and make a meaningful difference.
- Positive links with a close-knit community and access to good facilities.

**We are looking for:**

- A dedicated, inspiring senior leader who will work collaboratively with staff to promote excellent standards of teaching and learning, value every individual, celebrate achievement, and drive high expectations.
- Someone who motivates a committed staff team to deliver outstanding education through quality coaching.
- A leader who develops and implements strategies to raise pupil achievement and champions the highest standards of teaching and learning.
- Someone who ensures the school is a safe, happy, and positive learning environment, and who is committed to our core values: *Be Kind, Be Respectful, Be Safe, Be Prepared*. We proudly champion the UNICEF Rights Respecting School ethos.
- An engaging personality who maintains strong links with the community and communicates effectively with parents, staff, pupils, and governors.
- Someone committed to continued professional development—for themselves and for all staff.
- A visionary leader who is ambitious to move a “Good” school to “Outstanding”.

**Closing date for applications:** Monday 3rd November at 10am.  
**Interviews will take place:** Week beginning 10th November 2025

We welcome applications from all parts of our community.  
**To apply:** please use the Application Pack.

For more information about the school, please visit our [website](#).



**Please visit us!** We encourage all prospective applicants to visit the school, meet our community, and gain insight into the role. Please contact Maria Holdway on 020 8688 4216 to arrange a visit.

**Safeguarding**

This school is committed to safeguarding and promoting the welfare of children and expect all staff to share this commitment. The successful candidate will be subject to all necessary pre-employment checks, including enhanced DBS; Prohibition check; Childcare Disqualification (where applicable); qualifications (where applicable); medical fitness; identity and right to work.

All applicants will be required to provide two suitable references. CVs will not be accepted.

An online search will also be carried out as part of due diligence on all short-listed candidates.

This post is exempt from the Rehabilitation of Offenders Act 1974 and the amendments to the Exceptions Order 1975, 2013 and 2020. This means that, when applying for certain jobs and activities, certain spent convictions and cautions are ‘protected’, so they do not need to be disclosed to employers, and if they are disclosed, employers cannot take them into account.

This post is covered by Part 7 of the Immigration Act (2016). Therefore, the ability to speak fluent and spoken English is an essential requirement for this role.

