

Headteacher Recruitment Pack



Sir Henry Fermor Church of England Primary School

Salary: Leadership Scale £75,049 - £86,803 (L16-L22- higher salary will be considered for an exceptional candidate)

Contract: Full Time

Start date: September 2026

Applications close: 20th April 2026, 10.00am

Introduction

From Abi Misselbrook-Lovejoy, our Director of Education for Primary

The role of headteacher at Sir Henry Fermor Church of England Primary School is both a significant opportunity and a genuine privilege. Situated at the heart of the Crowborough community, this is a school with real foundations to build on: an ambitious curriculum; a capable and experienced staff team; and outstanding facilities including forest school, an indoor swimming pool, a large field and two playgrounds. All of this speaks to the school's commitment to a rich and full education for every child.

Sir Henry Fermor is a school with much to be proud of, and the work of recent years has built something worth inheriting. What we are looking for now is a headteacher with the ambition and energy to take the school into its next chapter; to build on what is already here and ensure that every pupil in Crowborough is achieving as highly as they can. This is a role for someone who is genuinely standards-led: focused on teaching quality, passionate about equity, and committed to excellent outcomes for all.

The children and families of Crowborough deserve a visible, committed champion. They deserve a headteacher who understands that school improvement is not a destination but a culture, one that is built daily through relationships, high expectations, and a relentless belief in what pupils can achieve. As a Church of England school, Sir Henry Fermor is also a community of values, and we are looking for someone who will lead with both courage and compassion.

You will not be doing this alone. Tenax Schools Trust is committed to supporting its headteachers well, because we know that well-supported leaders build well-supported schools. You will benefit from a headteacher induction programme, regular professional development, peer networks with fellow headteachers, and the close support of our school improvement team, working alongside you, not above you.

We would encourage you to find out as much as you can before applying. You are welcome to visit the school, and you can contact us at HR@tenaxschoolstrust.co.uk to arrange a conversation with me or with one of my headteacher colleagues, who would be glad to share their experience of trust support first-hand.

Our vision is centred on educational excellence, and your role genuinely has the power to transform lives. I look forward to hearing from you and to exploring, together, what the next chapter of Sir Henry Fermor's story could look like.

Abi Misselbrook-Lovejoy



Welcome

from Mark Cole, CEO Tenax Schools Trust

Thank you for taking the time to read this pack and for considering a headship within our trust.

School leadership plays a central role in the success of our trust. The positive impact heads have on pupils' life chances; staff and our communities is palpable. Our headteachers set the tone, shape the culture, and hold the line on what excellence looks like for every pupil. At Tenax, leadership is valued and respected.

Across our trust, we work on the simple premise that schools are stronger together. Collaboration is not an add-on for us; it is the way we secure consistent quality and the way we help each other get better. We expect our headteachers to contribute to that collective effort and, in return, you can expect genuine support, shared expertise, and a professional community that wants you to thrive. As a headteacher here, you lead your school, with the backing of a trust.

We are entering a significant phase in our trust's development, with both myself and Abi, our Director of Education, bringing fresh leadership to this next stage. We share a clear vision that places pupils, particularly the most vulnerable, and our staff at the centre of our work. Over the past year, we have begun to put this into practice by strengthening access to professional networks, introducing instructional coaching for all teachers, and developing a shared, evidence-informed understanding of effective teaching through the expertise of our Teaching School Hub leads.

I hope the overview provided helps you to understand the role and the context in which you would be working. Ultimately, this is as much about you choosing us as it is about us appointing the right leader. If what you read resonates with you, then I would strongly encourage you to consider arranging an informal conversation with Abi by emailing HR@tenaxschoolstrust.co.uk.

Thank you again for your interest. Whether you move forward with your application or you decide we are not quite the right 'fit'; I wish you all the very best.

Mark Cole



The Next Headteacher of Sir Henry Fermor...

We are looking for the right person to lead Sir Henry Fermor. We are open minded about who this could be in terms of experience and wider contribution to the trust, but we are unapologetic that the next Headteacher must be able to focus relentlessly on the quality of learning for all pupils and make the difference to pupil outcomes, especially for the most vulnerable. You could be a Deputy Head, Headteacher, or someone aspiring to lead across a wider area of trust school improvement work, as well as being headteacher at Sir Henry Fermor.

We are seeking a person who:

- Will be brave in driving change
- Will set high standards, and hold staff and pupils to those standards
- Will be highly organised, and systematic in their ways of working
- Will improve outcomes for pupils (especially the most vulnerable), whilst maintaining a rich curriculum
- Has high levels of emotional intelligence, and manage relationships with others well
- Can maintain and build on the Christian ethos of the school

What can you expect from us?

- Support from a growing trust in improving the school- including a strong school improvement offer
- Working within a trust culture where we listen to our team and always endeavour to improve our support to schools and leaders
- Regular professional development for you and your staff team
- Consideration of flexible working
- Consideration of a contribution towards relocation costs for the role
- For those candidates who may come with significant school or trust leadership experience, we will consider a trust wide improvement responsibility, so that you can contribute to improvement beyond Sir Henry Fermor (with salary uplift)

How can I decide if the role is right for me?

Visits to the school are an expectation for a role at this level and should give you a sense of the school day-to-day feel and operation. As well as visits, our Director of Education, Abi, is happy to talk to any candidates about the role, and share pertinent school information which will help you decide if this is the role for you; please make contact to set up an MS Teams meeting or phone call. We are also able to facilitate discussions with a trust Headteacher if you wish to find out directly from a Tenax Head what it is like to work in our trust.

To take up any of these opportunities please contact Janet Owen, Executive Assistant on HR@tenaxschoolstrust.co.uk



Our Vision

Our vision is our shared purpose; our why. Every Tenax member of staff is part of the story of how we make this real.

Excellence together; transformative education for every child.

Inspired by our Christian values and beliefs we believe there is no limit to what can be accomplished for every child.

As a Church of England trust we are legally and spiritually one body and one family of schools in which all are known, valued and loved. This commits us to providing a transformative education where we work together to ensure every child has the opportunity to excel inside and outside the classroom. We are ambitious for all and work collaboratively to consistently open doors of opportunity.

Our trust name, Tenax, reminds us that just as God never gives up on us we are called to be tenacious and help every child flourish. Knowing that all in our school communities are unique, wonderfully made and loved by God calls us to build communities that are sources of hope and wisdom.

Our commitment to combining academic with character excellence aims to ensure all can feel liberated to serve a thriving society and work for the common good. All are invited to be part of our school communities through a warmth of hospitality and a humility that respects the innate dignity of all.

Tenax Values

In challenging times we believe that being in a trust is the best mechanism to create greater system resilience for schools. As a result, when we work together we find it helpful to be guided by our values of:

Courage



Compassion



Collaboration

These are the values which underpin our approach to working. They guide us in how we interact, lead and engage. We believe they help us get the best out of each other and achieve our vision.

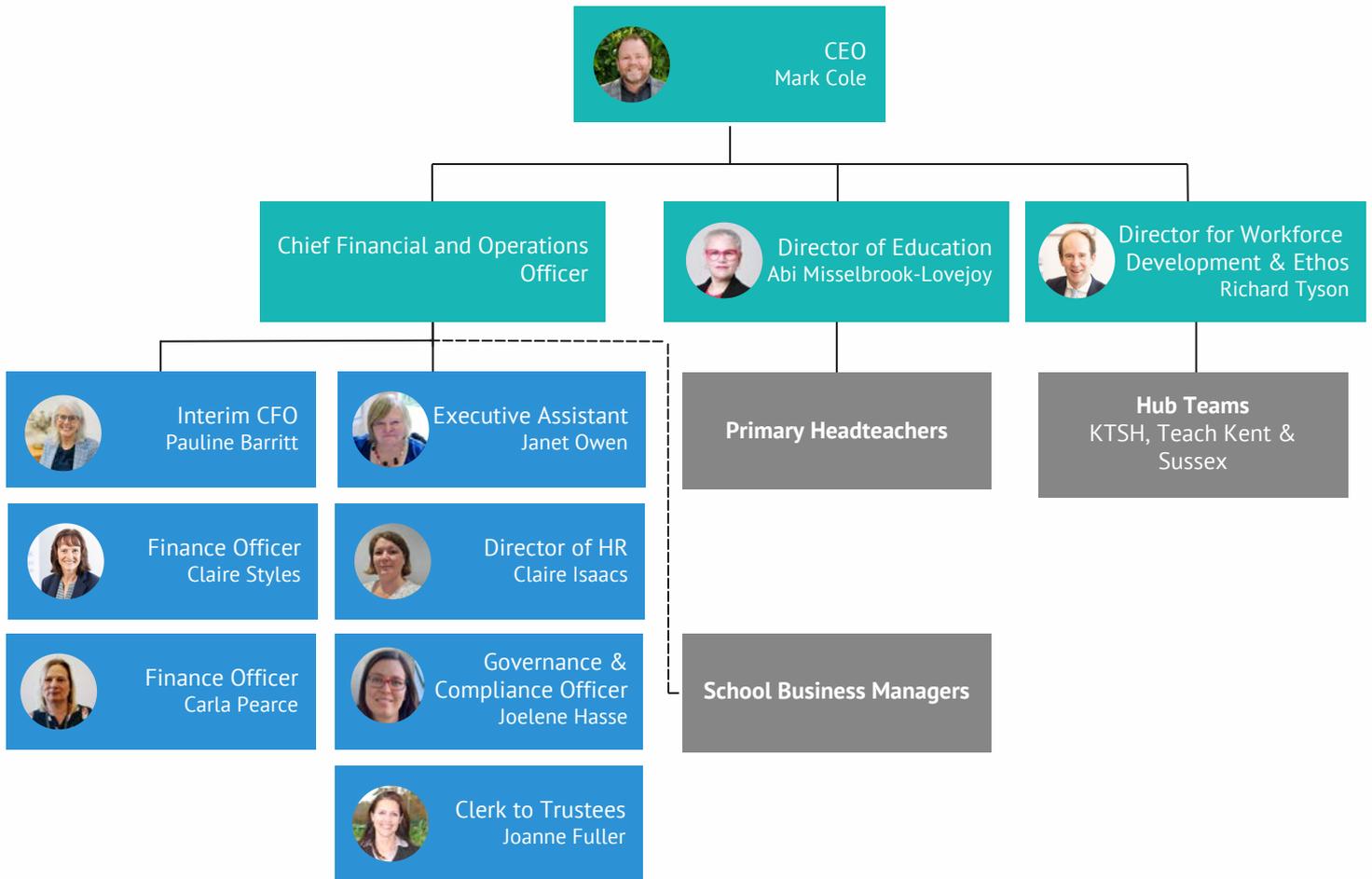


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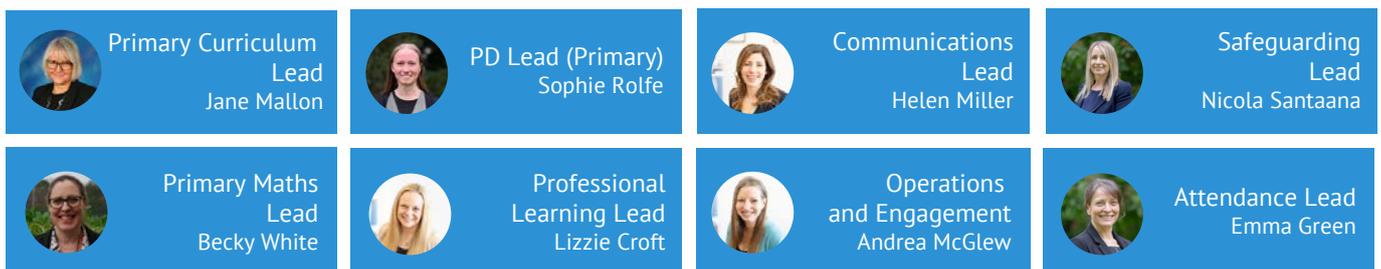
Our Teams

We have divided our Tenax central team into two for illustrative purposes.

Our **core team** purely focus on supporting the family of schools and are funded from schools' trust contributions.



Since September 2024, we have been building our capacity and strengthening our collaboration. Our **wider team** have a trust level remit, but they also have substantive roles either in their schools or as part of the hub team.



Our Schools

We are a strong and growing family, currently with 8 primaries, one secondary school, a teaching school hub and ITT provider. Based in Kent and the East Sussex border, we are proud to serve both the Diocese of Chichester and the Diocese of Rochester.

Tenax is a Church of England, mixed trust that includes community schools with no denominational ethos alongside Church of England Voluntary Aided (VA) and Voluntary Controlled (VC) schools.



Secondary School

- Bennett Memorial Diocesan School, TN4 9SH, *Outstanding 2024, NOR 1901*
 - Kent Teaching School Hub
 - Teach Kent and Sussex

Primary Schools

- West Malling CE Primary School and McGinty Speech and Language Srp, ME19 6RL, *Good 2023, NOR 185*
- Sir Henry Fermor CE Primary School, TN6 2SD, *Good 2024, NOR 404*
- Brenchley and Matfield CE Primary School, TN12 7NY, *Good 2024, NOR 209*
- Leybourne, St Peter and St Paul CE Primary School, ME19 5HD, *Ofsted Jan 2026- Expected all areas, NOR 209*
- Jarvis Brook Primary School, TN6 3RG, *Good 2024, NOR 94*
- Bishop Chavasse CE Primary School, TN11 0FB, *Good 2022, NOR 362*
- Fordcombe CE School, TN3 ORY, *Good 2022, NOR 56*
- St Mark's Church of England Primary School, TN4 8LN, *Good 2022, NOR 359 (joining member)*

Benefits



Pension Scheme

Our pension scheme ensures that you can plan for a secure financial future. All employees can be part of either the Teachers Pension Scheme, or a Local Government Average Salary (LGPS) pension scheme. Benefits include life cover, lower tax, survivor benefits and ill health cover.



Professional Development

Exceptional professional development through partnerships with external agencies, and a blend of formal training such as NPQs ECF, bespoke in-house programmes, and instructional coaching for all teachers.



Flexible Working

Find balance with our flexible working patterns, strong line management and active commitment to staff voice. Tenax is a trust where people feel supported to do their best work.



Coaching

Develop your skills and career with personalised instructional coaching and mentoring. Our trust-wide use of Steplab and experienced professionals will support your professional growth.



Teacher Networks

Our professional networks link schools across the trust through shared themes such as curriculum, leadership and year focused teaching. Spend time away from the classroom to reflect and learn from colleagues working in other schools.



Support

At Tenax we have a shared commitment to each other as well as the organisation; we are not just a workplace but a community where people work together and support each other.

Role Description

Headteacher

Reports to: Director of Education (Primary)

Remuneration: £75,049 - £86,803 (L16-L22, higher salary will be considered for an exceptional candidate)

Core Purpose

The Headteacher shall carry out the professional duties as described in the School Teachers Pay and Conditions Document and would be expected to have considered these in relation to being a trust school.

The Headteacher is accountable to the Director of Education for ensuring the educational success of the school within the framework of the Trust's strategic plans. The Headteacher will provide professional leadership and management to the school and must establish a culture that promotes excellence, equality and high expectations of all pupils.

Responsibilities

To be accountable to the Director of Education for:

- The effective implementation and embedding of the agreed school vision, principles and policies within the school;
- Providing leadership across all aspects of the internal organisation: professional leadership, management and control of the school;
- Creating a culture of constant improvement and being an inspirational leader, committed to the highest achievement for all in all areas of the school's work;
- The Headteacher will have line management responsibilities for the Deputy Headteacher/Assistant Headteachers in the school, as well as other designated staff
- Promote excellence in teaching and learning, ensuring a continuous and consistent focus on pupils' achievement and development (whole-person as well as academic);
- Ensuring that a high-quality educational experience is available for all children and young people;
- Creating a positive culture of support and high expectations, in order to achieve the School Improvement Plan, raise standards and improve the quality of teaching;
- Ensuring that teaching in all classes is improving;
- Ensuring that all children make good progress including where there are barriers to learning, through clear, consistent and excellent systems and provision for all, actively promoting inclusion;
- Ensuring effective and appropriate pastoral support is available to children in the school;
- Through robust and effective monitoring and evaluation, identify and act on areas of improvement in relation to the curriculum and assessment;
- Keeping informed of developments within the National Curriculum and other relevant curriculum development sources, to ensure that the curriculum is rich, relevant and inspirational and contributes to exceptional educational and whole-person outcomes;

- Ensuring creativity, innovation and the use of appropriate new technologies to achieve excellence;
- Developing an inclusive and supportive approach so that the school is a place where all young people and the wider school community feel welcome.

Developing Self and Working with Others

- Treat everyone within the school fairly and equitably;
- Develop a culture of personal responsibility that recognises both excellence and supports appropriate strategies to deal with under-performance in accordance with Trust policies and procedures;
- Ensure a high standard of professional development for all staff and for self, including attending PD/training events;
- Work with the SLT to recruit and retain staff of the highest quality, in line with Trust policy and safer recruitment procedures;
- Work with senior colleagues to deploy all staff effectively in order to improve the quality of education provided;
- Regularly monitor the budget for the school and the use of resources;
- Manage and organise the school environment efficiently and effectively to ensure that it meets the needs of the curriculum and health and safety regulations;
- Ensure that the allocation and use of accommodation within the school provides a positive learning environment that promotes the highest achievement for all;
- Work with Tenax Schools Trust, the Director of Education and School Leadership Team to maximise the level of external funding that is attracted to support the academy's development;
- Promote, embed, secure and monitor all agreed trust/school policies.

Securing Accountability

- Work with the Local Committee to enable them to meet their responsibilities;
- Ensure that individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation;
- To develop a school ethos which will enable everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes;
- Develop and present a coherent, understandable and accurate account of the academy's performance to a range of audiences including Local Committee Members, parents and carers;
- Reflect on personal contribution to school achievements and take account of feedback from others.

Strengthening Community

- Build a school culture and curriculum which takes account of the richness and diversity of the School's communities;
- Ensure learning experiences for pupils are linked into and integrated with the wider community and within the Tenax Schools Trust community of schools;
- Create and maintain an effective partnership with parents and carers to support and improve pupils' achievement and personal development.

Shaping the Future (Strategic Leadership)

- Work with stakeholders to develop the shared vision and strategic plan for the school, which is responsive to the community it serves. At the core of this should be the educational and personal development of the pupils;
- Work with stakeholders to define and implement the school's vision and strategic direction so that it is understood and acted upon by all;

- Work within the school community to translate the vision into agreed objectives and operational plans, which will drive forward and sustain school improvement;
- Ensure the sustained raising of aspiration, achievement and attainment, is met through an inclusive, sustainable and innovative lifelong education environment;
- Demonstrate the vision and values of the school in everyday work and practice;
- Motivate and work with others to create a shared culture and positive climate;
- Promote the school/trust and develop effective and productive relationships with a wide range of stakeholders
- Secure the commitment of parents and the wider community to the vision and direction of the school/trust;
- Challenge, motivate and empower others to attain ambitious outcomes;
- Working with the Director of Education, develop strategies for school readiness in Early Years and a positive transition across Key Stages and into both primary and secondary education for children and parents.

Leading Learning and Teaching

- Drive and inspire a passion for learning in every member of the school community;
- Provide a model of exceptional practice to all staff in teaching and school leadership;
- Secure and sustain effective teaching and learning throughout the school by ensuring sound strategies are in place for monitoring and evaluating the quality of teaching and standards of pupils' achievement, using benchmarks and setting targets for rapid improvement of all children including those in vulnerable groups;
- To build a collaborative learning culture within the school and actively engage with other schools within the wider Tenax Schools Trust family to build effective learning communities;
- Work with all staff to build effective teams;
- Sustain their own enthusiasm and motivation and develop and sustain that of other staff;
- To ensure effective planning, allocation, support and evaluation of work undertaken by teams and individuals, ensuring clear delegation of tasks and devolution of responsibilities;
- Develop and maintain effective strategies and procedures for staff induction, professional development and performance evaluation as below;
- Effective and consistent implementation of the Teachers' Performance and Development Policy and other systems of quality assurance and professional development of teachers;
- Motivate and enable all staff to carry out their respective roles to the highest standard, through high quality continuing professional development based on assessment of needs and identified through the PDR process;
- Develop and maintain respect across all stakeholders, inspiring individuals to contribute positively to shared ideas and plans for the school and the wider Tenax Schools Trust family;
- Under the direction of the Director of Education, develop capacity, through coaching and mentoring members of the SLT;
- Keep abreast of educational developments and best management practice in order to introduce appropriate innovation and contribute to joint practice development.

Managing the Organisation

- Produce and implement clear, evidence-based improvement plans and policies for the development of the school and its facilities;
- Manage the school's financial and human resources effectively and efficiently to achieve the school's educational goals and priorities;
- Seek opportunities to invite parents and carers, community figures and those from the wider Tenax Schools Trust family, business or other organisations into the school to enhance and enrich the school and its value to the wider community.

Equal Opportunities

- Take responsibility, appropriate to the post, for tackling unlawful discrimination amongst all groups in line with the Equality Act 2010.

Safeguarding Children and Safer Recruitment

- Have due regard for safeguarding and promoting the welfare of children and young people and to follow all associated child protection and safeguarding policies as adopted by the trust;
- Ensure that all policies and procedures are fully implemented and followed by all staff;
- Where agreed, act in the role of designated safeguarding lead and fulfil all associated duties as outlined in keeping Children Safe in Education;
- Ensure that sufficient resources and time are allocated to enable the designated person and other staff to discharge their responsibilities, including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children;
- Ensure that all staff and volunteers feel able to raise concerns about poor or unsafe practice in regard
- to children, and such concerns are addressed sensitively and effectively in a timely manner in accordance with agreed whistle blowing practices.

Health and Safety

- Work in compliance with the trust's Health and Safety policies and under the Health and Safety at Work Act (1974), ensuring the safety of all parties with whom contact is made, such as members of the public, in premises or sites controlled by the school;
- Ensure compliance with procedures is observed at all times under the provision of safe systems of work through a safe and healthy environment and including such information, training, instruction and supervision as necessary to accomplish those goals.

Data Protection

- To ensure compliance with the Data Protection Act (2018) and the Freedom of Information Act (2000).

Person Specification

All essential criteria must be demonstrated and any desirable that are met. Sadly, many candidates do not have regard for the person specification when setting out their reason for application. They are not shortlisted as inference cannot be made.

Qualifications and training	Essential or Desirable
Qualified teacher status	E
Degree	E
National Professional Qualification for Headship	E or working towards
Recent professional development focused on school effectiveness	D

Experience

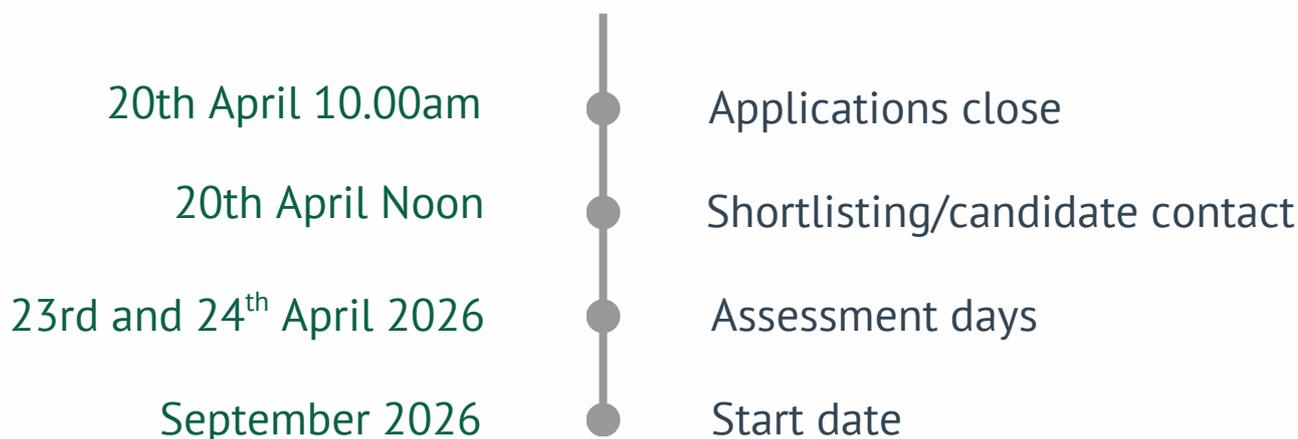
Successful leadership and management experience in a school, with evidenced impact on pupil outcomes, especially for vulnerable groups	E
Successful classroom experience, with evidenced high impact on pupil outcomes	E
Demonstrable experience of successful line management and staff professional development	E
Success in tackling under- performance	E
Evidence of leading school self-evaluation and improvement	E
Experience of leading beyond 1 school (for example a school improvement strategy across a trust, or group of schools)	D

Skills and knowledge

Data analysis skills, and the ability to use data to set targets and identify weaknesses	E
Understanding of high-quality teaching based on evidence, and the ability to model this for others and support others to improve (ideally use of group rehearsal or instructional coaching)	E
Effective communication for a range of audiences	E
Ability to communicate a vision and inspire others	E
Ability to build effective working relationships and a positive culture	E

Personal qualities	Essential/ Desirable
Data analysis skills, and the ability to use data to set targets and identify weaknesses	E
Understanding of high-quality teaching based on evidence, and the ability to model this for others and support others to improve (ideally use of group rehearsal or instructional coaching)	E
Effective communication for a range of audiences	E
Ability to communicate a vision and inspire others	E
Ability to build effective working relationships and a positive culture	E

Applications



How to Apply and Guidance for Candidates

Application Form

To request an application form please contact Claire Isaacs, Director of HR at hr@tenaxschoolstrust.co.uk. Completed applications should be returned to the same address.

It is vital that the application form is completed in full and, where possible, electronically signed. As you will be submitting your application form electronically, you will also be asked to sign the form should you be invited to interview. Submission of an electronic application, whether signed or unsigned, will be considered to be a declaration that the form is complete and accurate.

We also ask that you complete our Equalities Monitoring form at <https://forms.office.com/e/BXDScZLry8>. Any details provided in that form are not shared with those involved in the shortlisting or selection process and the data is used strictly for statistical and monitoring purposes.

When submitting your application, it is important that you relate your skills, experience and abilities against the person specification, identifying examples of your expertise. The shortlisting panel cannot guess or make assumptions.

Please do not attach a previously prepared CV as an alternative. It is important that we are able to compare candidates' experience by drawing on the same range of information.

Commitment to Equality of Opportunity

The Tenax Schools Trust is committed to creating inclusive teams that represent a breadth of backgrounds, perspectives, and skills, and that can provide role models to all in our communities. If you think you meet the essential criteria for one of our roles, we would love to hear from you regardless of sex, age, disability status, ethnicity, gender, religion or sexuality. Where possible, we seek to facilitate flexible working opportunities.

Accessibility

Any candidate identifying as having a disability, or diagnosed with a neurodivergent condition is encouraged to contact the Trust to discuss any reasonable adjustments that would enable them to participate fully and with equal access to the selection process. Please advise us as soon as possible if you require reasonable adjustments to enable you to participate in this recruitment process. This may include alternative arrangements at the application or interview stage. Please contact Claire Isaacs, Director of HR at hr@tenaxschoolstrust.co.uk regarding such needs.

Our Headteachers lead their schools, with the backing of the trust.



Referees

As part of our commitment to safer recruitment practices, we will take up references on shortlisted candidates. Please give your current or most recent employer as one of your referees. Due to short timescales between shortlisting and selection, we would ask candidates to make referees aware of requests, to avoid delays.

We ask that you do not include photocopies of open testimonials. We will always write to your current or previous employer for a professional judgement of your suitability for the post. If you have been employed in your present post for less than three years, the Trust may wish to seek further supporting information from your previous employer(s).

Qualifications

You will need to provide documentary evidence of your qualifications, (excluding GCSE, O and A levels) at your interview. This includes degree and professional qualifications relevant to the role. The Trust will ask to see the original certificate, and copies will be taken to support your application.

Medical Information and Disclosure and Barring Service (DBS) Disclosure

Prior to appointment, the successful candidate will need to complete a health statement that will be assessed by Tenax Schools Trust's Occupational Health Team.

The Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. All staff will be expected to hold or be willing to obtain an enhanced DBS disclosure issued with the Trust as the employer.

This disclosure will need to be approved by Tenax Schools Trust before we can fully confirm a candidate's appointment. Please note that having a criminal record does not automatically mean that an offer of appointment will be withdrawn.

Section 128 check

The post of Headteacher is a management position, and the Trust will ensure that the successful candidate is not subject to a section 128 direction made by the Secretary of State.

Eligibility to Work in the UK

In line with Safer Recruitment guidance issued by the DfE and other employment related legislation, shortlisted candidates will be required to provide evidence of their identity and eligibility to work in the UK.

The evidence required is one of the following documents:

- a full British passport (current or expired) or national identity card issued by a state which is party to the Europe Economic Agreement or other passport stating your eligibility to work in the UK
- a full birth certificate issued in the UK or Republic of Ireland AND an official document showing the candidate's National Insurance number, for example, P45, P60 or a document issued by HM Revenue & Customs or another Government Department. (A document showing a temporary NI number would not be satisfactory).

Candidates who are not a British or Irish citizen can prove their right to work with a share code, or immigration documents. For more information please see <https://www.gov.uk/prove-right-to-work>



www.tenaxschoolstrust.co.uk



hr@tenaxschoolstrust.co.uk to arrange to speak to our *Director of Education*



hr@tenaxschoolstrust.co.uk to receive and submit application forms



Tenax Schools Trust, Bennett Memorial Diocesan School, Culverden Down,
Tunbridge Wells, Kent, TN4 9SH