



People Plan



[L-R]: Amy Donovan;
Troy Mariyanayagam;
Aidan Bowstead; Xavier
Cumberbatch; Justyna
Powrie; Laura Addae;
Melissa McEachen

People Plan

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Foreword from the Chief Executive Officer

At North Star Community Trust, at the core of everything we do is our people. We aim to shape the Trust for the future by investing in people and ensuring they thrive. The Trust's People Plan will be integral to the Trust's continued progress and takes into account external trends affecting the workforce in education and the essential skills needed for future success. Our strategy aims to set out how we will ensure that we have the right people with the right skills at the right time, working collaboratively to deliver our plan. The strategy focuses our attention on priorities that will make the biggest difference to our people and ultimately the overall performance of the Trust.

Culture

A key part of success is the culture of the organisation and what we believe in. It is very clear that our Trust focus is on helping as many children as possible to succeed in life. Regardless of the disadvantage many of our children face and the challenges that they have to overcome our Trust will always support them to reach their potential and beyond. To achieve this we need the best people we can recruit. Working together, supporting one another, collaborating and sharing our ideas and best practice is the way to achieve our goal. We work as one team, 'The Trust Team' or as Aristotle once said "The whole is greater than the sum of its parts" and because we are Stronger Together.

What is a People Plan?

It outlines the Trust's approach to working with staff and line managers to help everyone reach their potential. It sets out the Trust's plans, ambitions and commitments to all staff.

Why do we need a people plan?

Our People are the most important part of our organisation to deliver on our vision of preparing every young person for the changing world in which we live. We need to ensure our people have the right skills and training to ensure the success of our schools and Trust.

How does a people plan work?

Our people plan serves as an anchor to help us always remember how we will develop and treat our people. It will set how we work with and support our people to deliver the Trust's strategy.

Marino Charalambous
Chief Executive Officer

Our Vision & Values

Stronger Together.

Our mission is to provide every child and young person with an enriching and inspiring educational experience, where they can thrive academically and socially, both now and in the future. By being 'Stronger Together' in our educational quality, our parent and community engagement, our investment in our people and our sustainability, we can meet our specific pledges to all of our children, communities and staff.

Our vision is to prepare every Trust student for the changing world we live in. A world, which is more global, more driven by technology, a world where anything is possible with the right preparation and attitude. That means providing a curriculum and learning experience that reflects the highest academic standards and inspires and enthuses pupils through its creativity and openness to the world around us. Our children will be able to 'be the change they want to see in the world'. They will be resilient, optimistic, respectful, honest and well-rounded citizens, with a love of learning.

At the same time, we are all also members of our communities, places where we find friendship, support and common endeavour. Being at the heart of our communities is a hallmark of the Trust's Academies. We want our children and young people to have a sense of place, knowing the importance of 'giving back' and the value of community and togetherness to their everyday lives.

As a Trust, we will foster a culture that respects diversity and recognises that we are stronger together than we are apart. In pursuing this vision, trustees, staff and governors will model it every day, knowing that each one of us plays a part in making it a reality for every child and young person.

Our Ambitions

High quality curriculum, through excellent teaching and Learning

Ensure each school within the Trust provides the very best curriculum through excellent teaching in order to promote and provide high quality learning for the pupils.

Highly skilled, knowledgeable and talented workforce

Implement a CPD programme for each school to ensure that all staff have the right skills to further raise standards, deliver consistently good teaching and learning and disseminate good practice to ensure rapid improvement.

Everyone is a leader

Implement a strong rigorous and robust programme of quality assurance to support all staff, build expertise and capacity and raise standards in each school to deliver positive outcomes for pupils. Everyone is a leader in their role or task taking responsibility and ownership to help improve everything we do for our children. At the core of everything we do is the children.

Central Services

Ensure that the Trust has business arrangements that are efficient, effective and enables it to deliver on its commitments. Include strategies to grow, prosper and deliver value for money across all operations. Streamline processes and procedures to support recruitment and retention, performance management and CPD.

Strive to ensure the consistent delivery of best practice, minimisation of risk and management of resources to be concentrated to the front line of each school. At the heart of central service functions is support for the schools to provide expertise in key functions to enable schools to have more capacity to improve children's learning and school experience.

Health and Wellbeing

Ensure that policies and procedures in place support health and wellbeing of all staff.

Diversity

Be committed to fostering an environment where we can all be ourselves. We want to celebrate and encourage working with talented people from a wide range of backgrounds where we can all perform to the best of our abilities. We want the Trust culture to be supportive and flexible environment led by inclusive and effective leaders. A culture where we can raise ideas and challenge one another in a respectful way to arrive at the best decisions. We want our schools to reflect our community and be a place where we understand and respect each other's differences.

Our Commitment

“Support staff to maintain a healthy work life balance...”

Recognise staff who demonstrate commitment to the values of the Trust.

Demonstrate transparent and trustworthy leadership.

Support every member of staff in their career development, working with each individual to understand their hopes and aspirations for the future.

Provide professional development opportunities and support of the highest standard, drawing on experts within and beyond our Trust.

Ensure workload is fair and manageable, drawing on our professional community to share resources and planning wherever possible.

Support staff to maintain a healthy work life balance, recognising that our staff are also parents, carers and people with wider interests and responsibilities.

We will remain focused on ensuring that the Trust is a diverse and inclusive environment where different perspectives are valued, and all of our employees feel comfortable coming to work every day to do their best.

Our Priorities



Our Priorities

Priority 1:
Develop a high performance culture at North Star Community Trust where staff performance can be nurtured, enhanced through meaningful CPD and managed effectively.

The development of staff is key for the trust. We will achieve this via:

- Meaningful Trust wide CPD that is regularly evaluated and quality assured.
- Effective performance management that strives to stretch and develop all staff.
- Recognition that coaching, coupled with evidence-based teaching strategies is key to supporting high-quality teaching and supporting Early Career Teachers.

Priority 2:
Develop high impact leaders at North Star Community Trust who embrace a transformational approach to leadership and management.

We will achieve this via:

- Having high quality leaders that have a vision, passion and the ability to lead (not just manage) people.
- Having a clear set of leadership principles built around the Trust's vision and values to support new leaders develop.
- A culture of feedback and trust where leaders lead by example and with integrity.

Priority 3:
Attract and retain high quality staff through streamlined process of onboarding and induction.

We will achieve this via:

- Effective systems to track, share and support the recruitment process from advert through to onboarding, induction and probation.
- Effective planning to ensure skills gaps are resolved via recruitment or staff development and progressions.
- A brand, ethos, and work place experience that attract applicants from a diverse range of backgrounds.

Priority 4:
Encourage talent and ambition for future leadership capacity.

We will achieve this via:

- A clear set of progression pathways to enable future leaders to develop.
- A talent matrix to help inform succession planning, leadership development, training and support.
- A culture of ambition for all staff to develop and progress and be the best they can be.

Priority 5:
Develop a total reward approach at North Star Community Trust, where staff feel valued and fairly rewarded.

We will achieve this via:

- Provision of additional staff benefits in addition to just financial awards.
- Recognition of staff through financial and non-financial awards.
- Consistent application of our pay policy in a fair transparent way with regular benchmarking against other leading Trusts locally.

Priority 6:
To promote, support and value the health and wellbeing of staff at North Star Community Trust.

We will achieve this via:

- A benefits package that supports colleagues health and mental well being.
- A supportive culture, where challenge is seen as a positive process in the interests of doing what is best for the children.
- Regular review and monitoring of staff well being through surveys and monitoring of KPI's, encouraging a healthy work-life balance and providing opportunities for learning and development are key factors to include within the strategy.

Priority 7:
To promote, and support a values-based culture at the Trust, focused on diversity, inclusion and positive engagement of staff.

We will achieve this via:

- Modelling the values of our schools and Trust. Showing respect and courtesy in everything we do.
- Recognition of the incredible diversity that already exists within our Trust.
- Pursuing an inclusive environment where everyone feels able to participate.

Our Leadership Principles

At the Trust we believe that our people are our biggest asset, we want our leaders to be highly skilled and well equipped so that they can support staff at all levels with integrity. We want our leaders to have the knowledge to problem solve and vision to plan ahead. We want all our leaders to:

Lead by Example
Accountable. Respectful. Passionate
We have the courage to stand up for what is right, act with the highest integrity, and are accountable for our actions. We set the standard by treating others with respect and being passionate about what we do.

Communicate Openly
Vision. Communication. Empathy
We always share a clear vision of our organisation, provide context on how our challenges and our success connects to broader goals and we communicate and listen carefully—always actively seeking other perspectives.

Enable and Inspire
Inspirational. Progressive. Inclusive
We support other's growth and development, while inspiring them to go beyond, we remove barriers to progress and work to create an environment that is inclusive, diverse and encouraging for all to excel.

Excel with Partners and the Community
Relationships. Excellence. Innovative
We are committed to building strong relationships within our schools as well as others around us. We want to work closely with our parents and the local community. We always take a solutions-oriented approach and we strive to be a beacon in our community.

Act Decisively
Curious. Bold. Insightful
We respectfully challenge the status quo, are motivated to take risks and advocate for changes. And we make fact-based principled decisions quickly and we acknowledge and learn from our mistakes. We enable our staff to be curious and be open to their ideas.

Collaborate
Open. Aligned. Unified
We work together openly and honestly across schools and central services by always speaking and acting as one family, the Trust's family. We engage with our colleagues early and regularly to align and we share responsibility and resources for success.

Our People

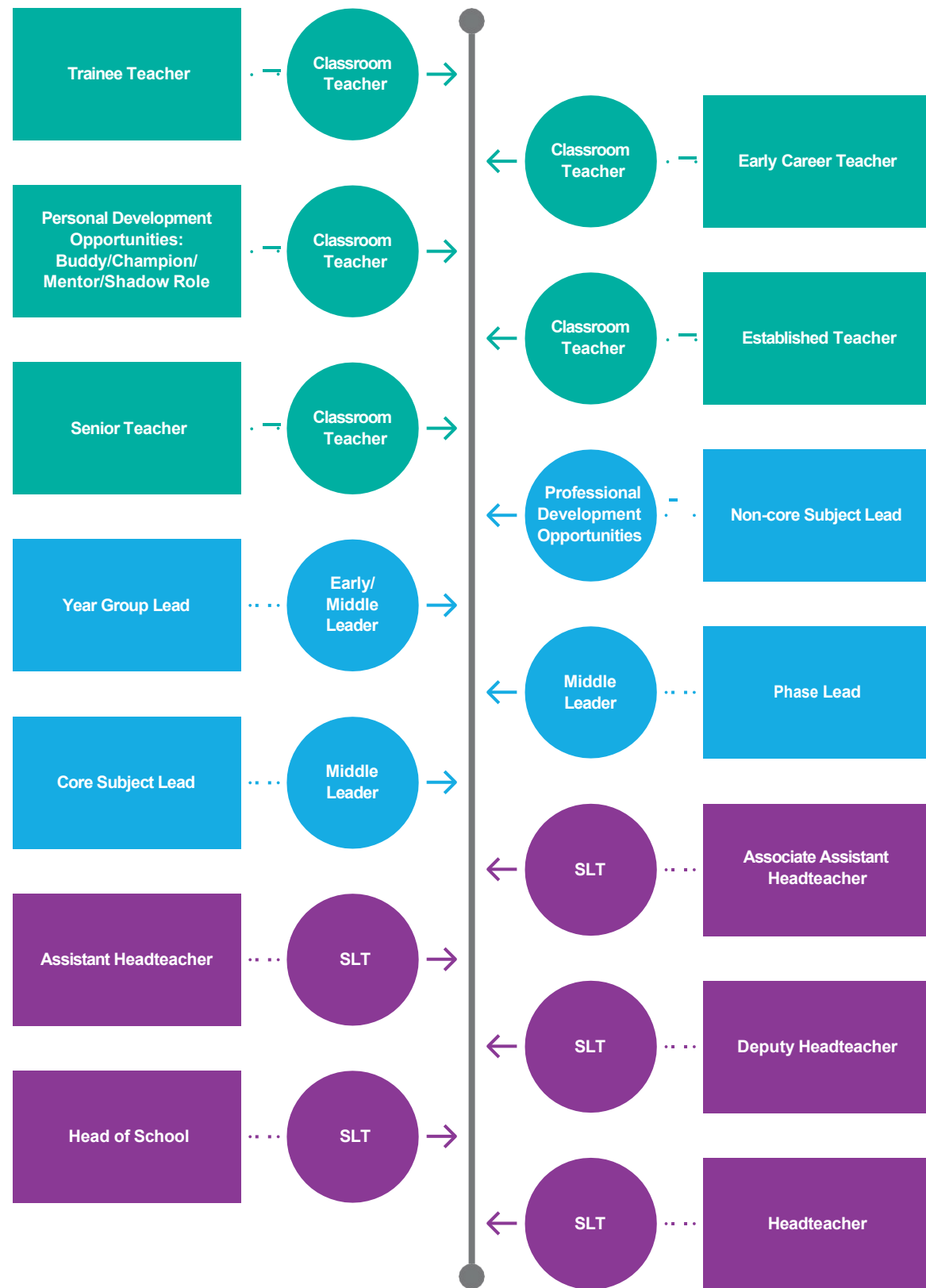
Through research the following characteristics were identified by colleagues as the most important for a Trust employee to possess. Developing these characteristics in line with the professional skills and knowledge needed are critical to the success of the Trust and all our people.

Dedication
Enthusiasm
Supportive
Passion
Resilience
Flexibility
Integrity
Empathy

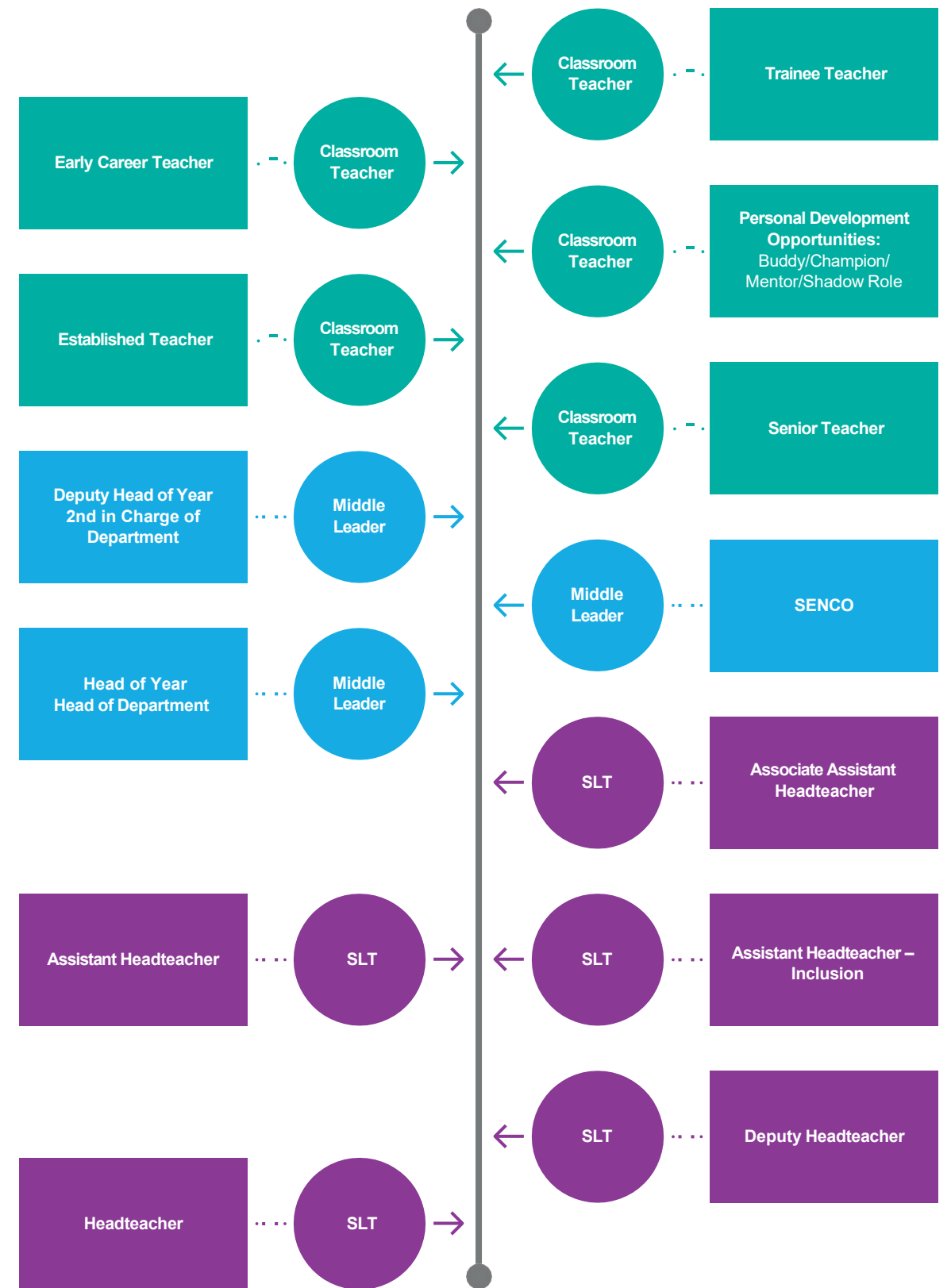
Some of the feedback from the research included the following key points. Staff who can:

- Commit to improving life chances
- Be passionate about learning
- Be supportive and work together
- Show initiative
- Learn from each other
- Collaborate and share good ideas and best practice
- Take pride in their own achievements
- Celebrate the success of others and value each other's experience
- Go the extra mile
- Challenge poor practice
- Focus on real outcomes
- Embrace and adopt the Trust's vision

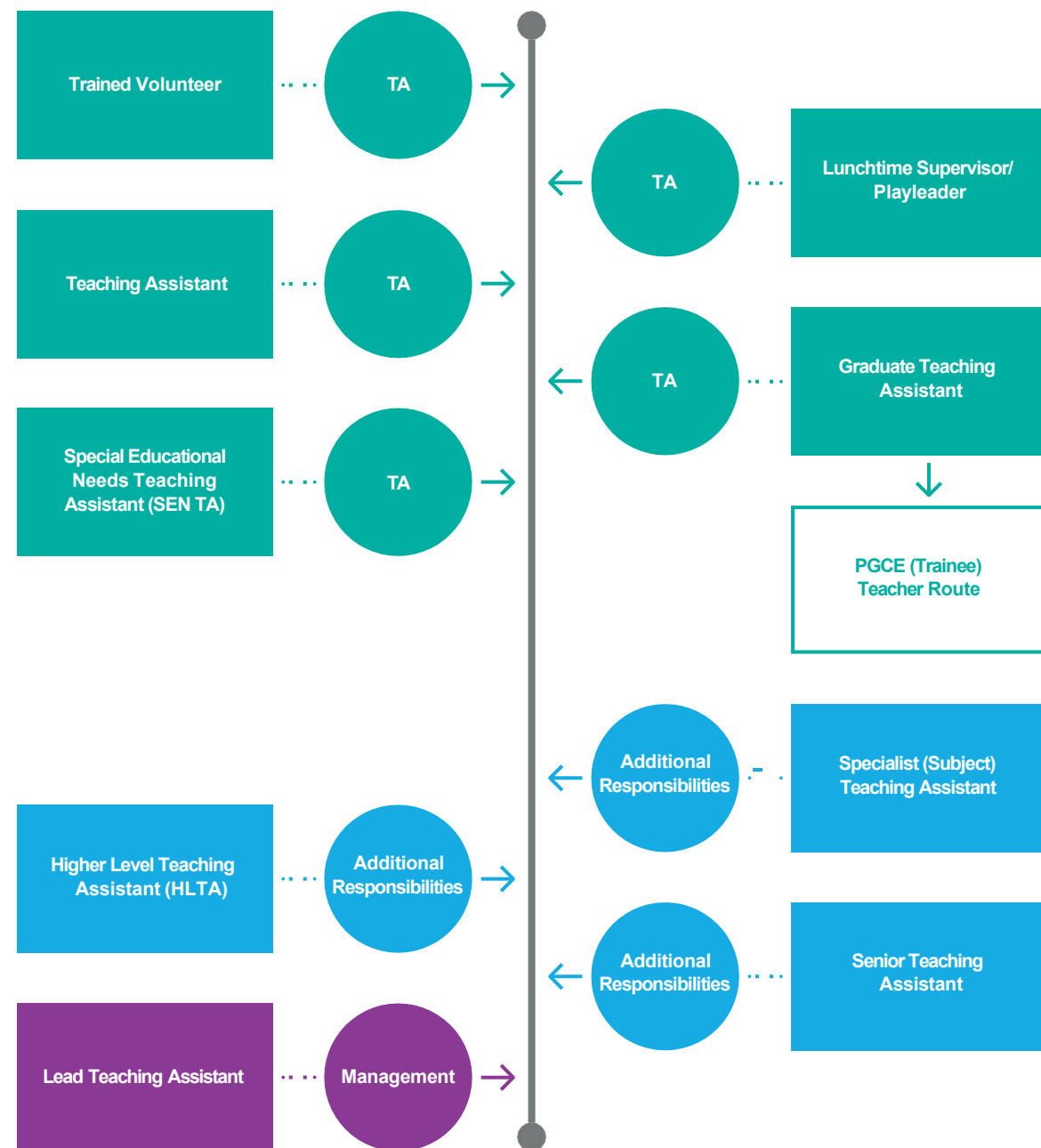
Primary Teaching Pathway



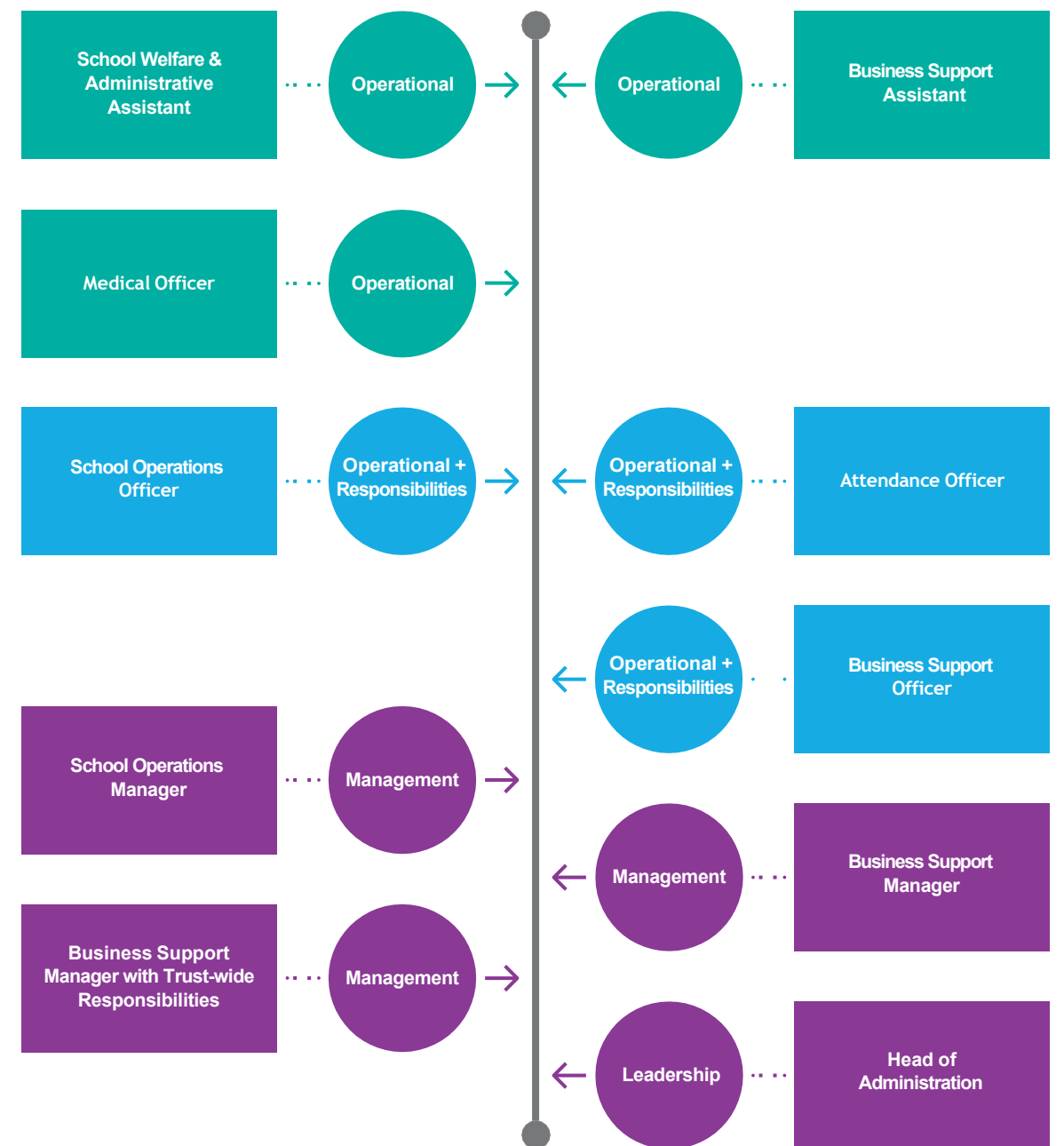
Secondary Teaching Pathway



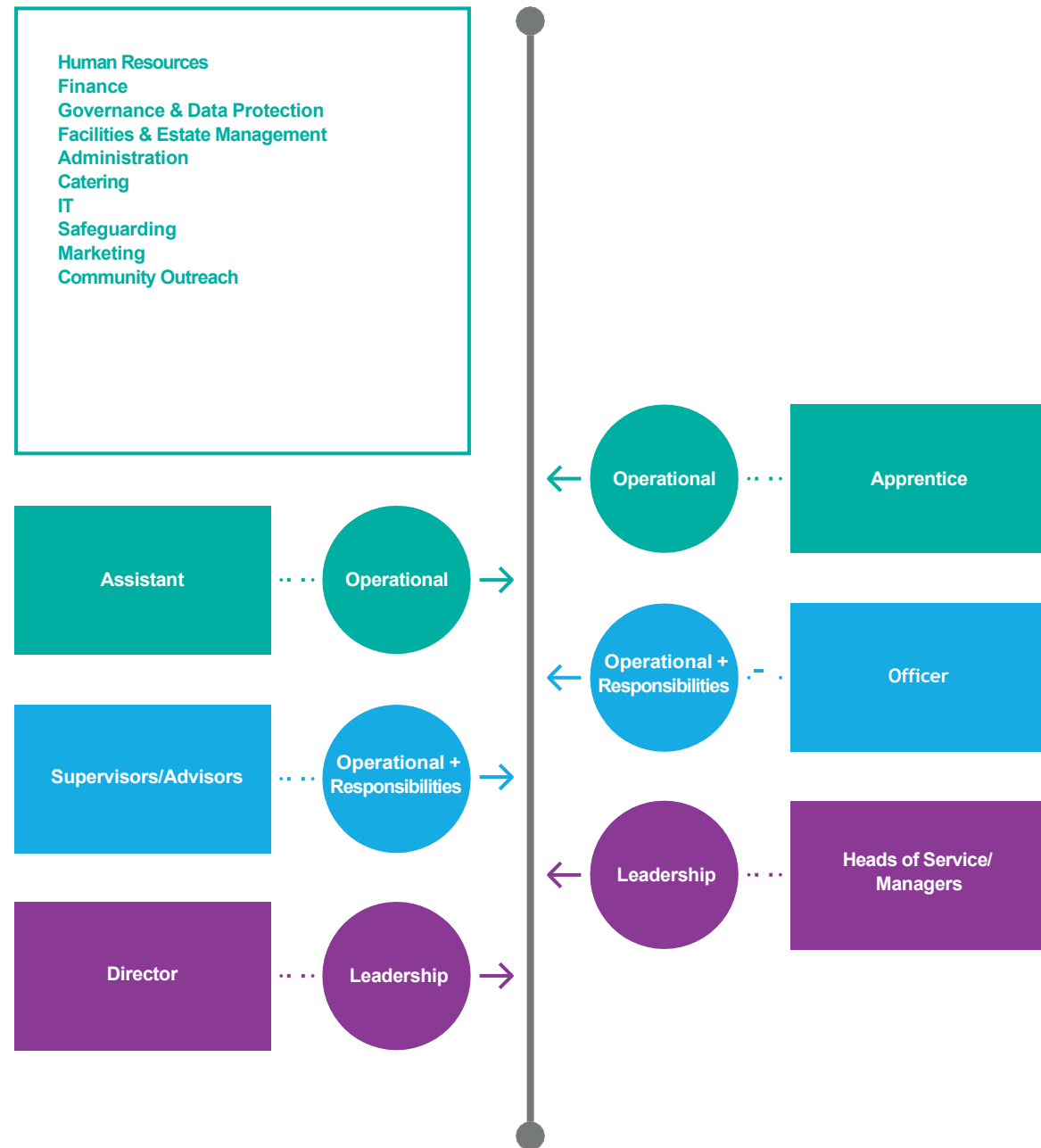
Teaching Assistant Pathways



Admin Pathways



Central Support Services Pathway



Our Employee Career Pathway

Amy Donovan
Woodpecker Hall – Primary

Justyna Powrie
Enfield Heights - Primary

Laura Addae
Central Support Services

Melissa McEachen
Woodpecker Hall – Primary

Aidan Bowstead
Heron Hall – Secondary

Xavier Cumberbatch
Central Support Services

Troy Mariyanayagam
Heron Hall – Primary and Secondary

Amy Donovan

Deputy Headteacher

Amy joined North Star Community Trust in 2013 at Woodpecker Hall.

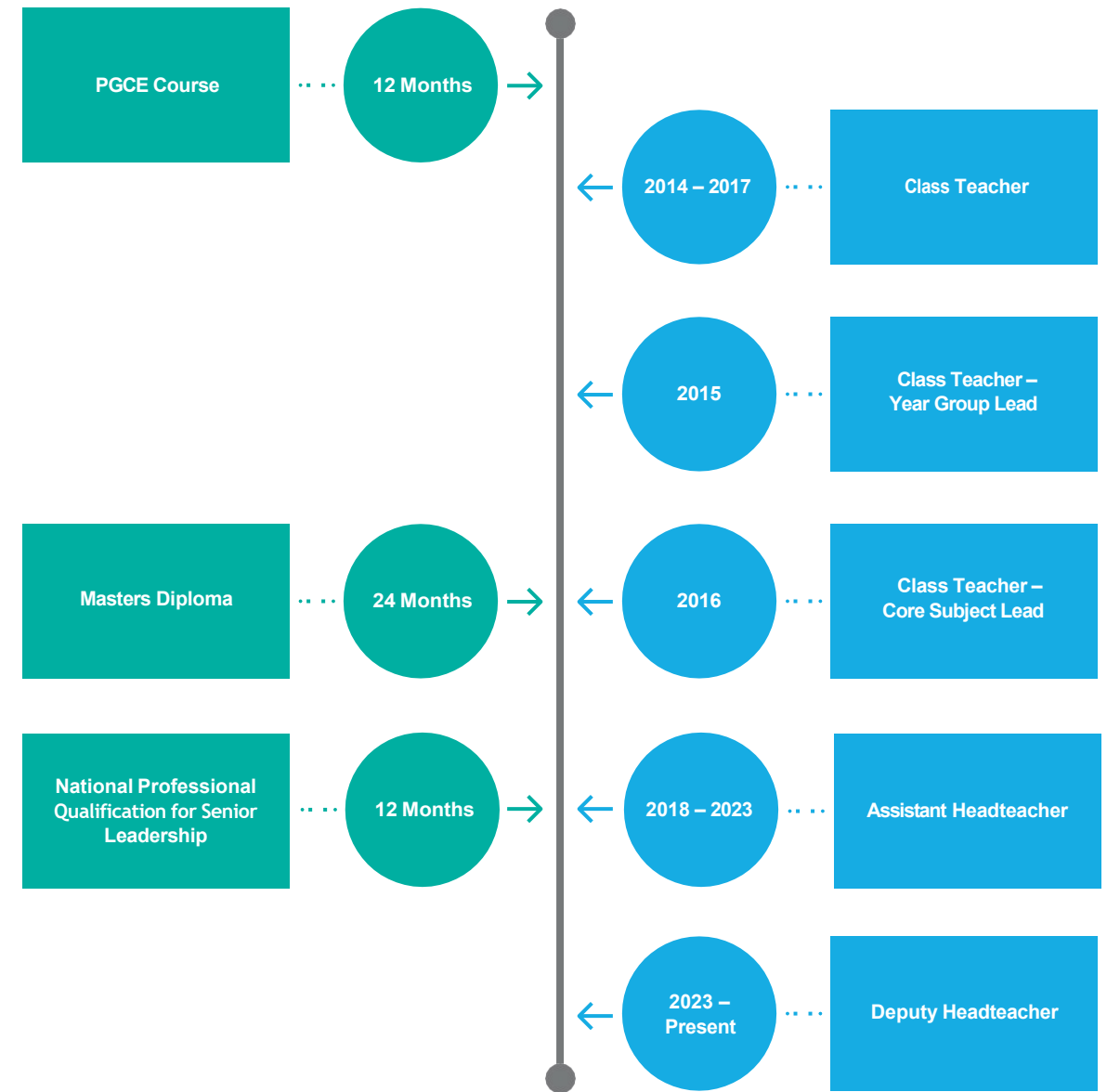
“My name is Amy Donovan, I am currently a Deputy Headteacher at Woodpecker Hall Academy. I first joined the trust as a trainee teacher, straight after finishing my degree. I embarked on my PGCE course with Buckingham University as part of the Graduate Teacher Programme, meaning that I trained alongside my class-based role.

I have always enjoyed having a challenge, so I always looked for the next opportunity to progress in my career. Fortunately, there has always been an opportunity for me within the Trust, so I became a subject leader for various subjects, as well as a Year Group Leader.

In 2017, I applied for my first Senior Leadership position and became an Assistant Headteacher, before progressing to my current role as Deputy Head in 2023. Throughout this time, I have been given opportunities for further professional development, including studying for a master’s with Warwick and an NPQSL with the IOE. I thoroughly enjoy working here and giving back to our local community.”



Amy’s Career Progress with North Star Community Trust



Justyna Powrie Headteacher

Justyna joined North Star Community Trust in 2019 at Woodpecker Hall.

“My name is Justyna Powrie, and I am the Headteacher of Enfield Heights Academy. I thank my mum, now a retired Headteacher of Kindergarten (Polish Preschool for 3-6year olds), for modelling to me her passion, creativity, and love for teaching to make a difference. I have been very fortunate to work with many children over the past 22 years and watch them learn and grow.

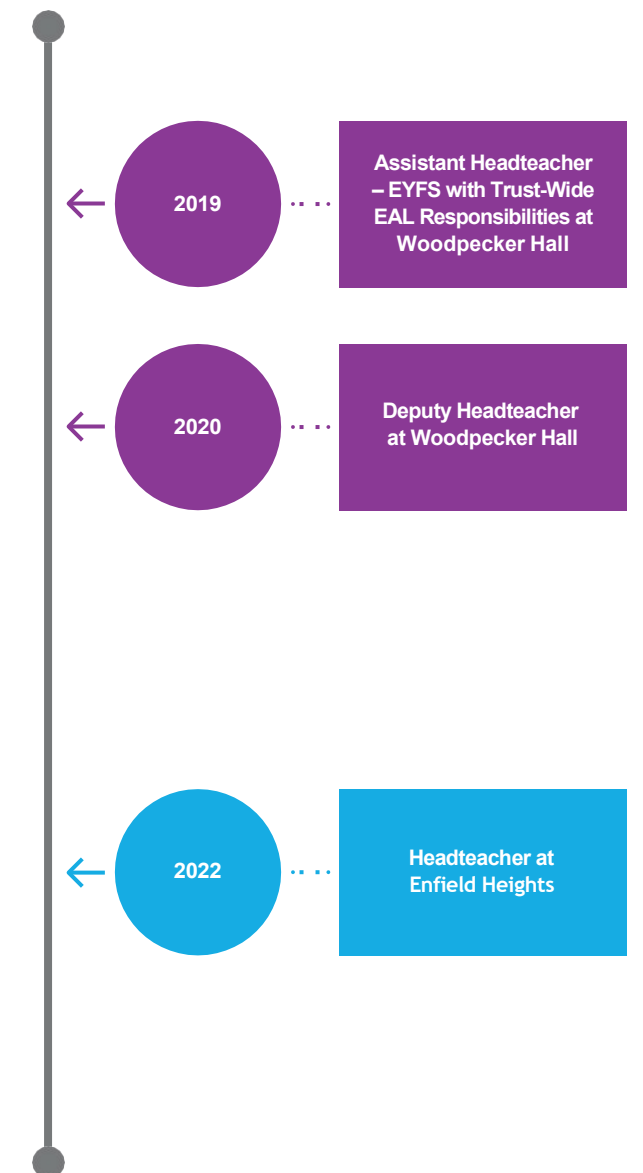
A graduate of Linguistics, I trained as a Secondary school teacher in Poland. I started my career teaching English as a Foreign Language to teenagers and young adults. Once in UK, I requalified for Primary Sector in 2005 becoming an active agent of my own professional growth-staying true to my lifelong passion of working with children. My journey entails being a class teacher, a phase leader, and a middle leader across all key's stages (EYFS, KS1 and KS2) leading on Design and Technology and then English. I was awarded a prestigious, nationwide 'Award for Best Subject Leadership in Design and Technology of year 2011'. It led me to the appointment as a member of D&T Nationwide Primary Working Group to review and comment on the National Curriculum 2014 as well as other government initiatives to promote Design and Technology in schools. I became a proud co-writer of 'The Project on a Page' scheme of work to help primary schools in England implement the National Curriculum for D&T in an imaginative way.

I joined NSCT in January 2021, firstly as an Assistant Headteacher with the responsibility for teaching and learning in EYFS and Year 1 and as the Trust EAL lead and then as a Deputy Head at Woodpecker Academy Hall. I remain determined to support all teaching staff to develop their understanding and use of EAL pedagogy to ensure that schools' curriculum and the resources reflect the diversity of our community and support pupils' learning. Becoming a Headteacher was a very proud moment and an important one in allowing me to continue making a difference; now on the larger scale being in the driver's seat.! I try to inspire the entire Enfield Heights Community ensuring that the children are nurtured to be their very best; that staff are happy, successful, and driven and that families feel welcomed and integral to our school environment. Thank you NSCT for giving me this opportunity.”



Justyna's Career Pathway with North Star Community Trust

Justyna joined as an experienced Assistant Head with over 15 years teaching experience



Laura Addae

Community Outreach Manager & Bid Writer

Laura joined North Star Community Trust in 2015.

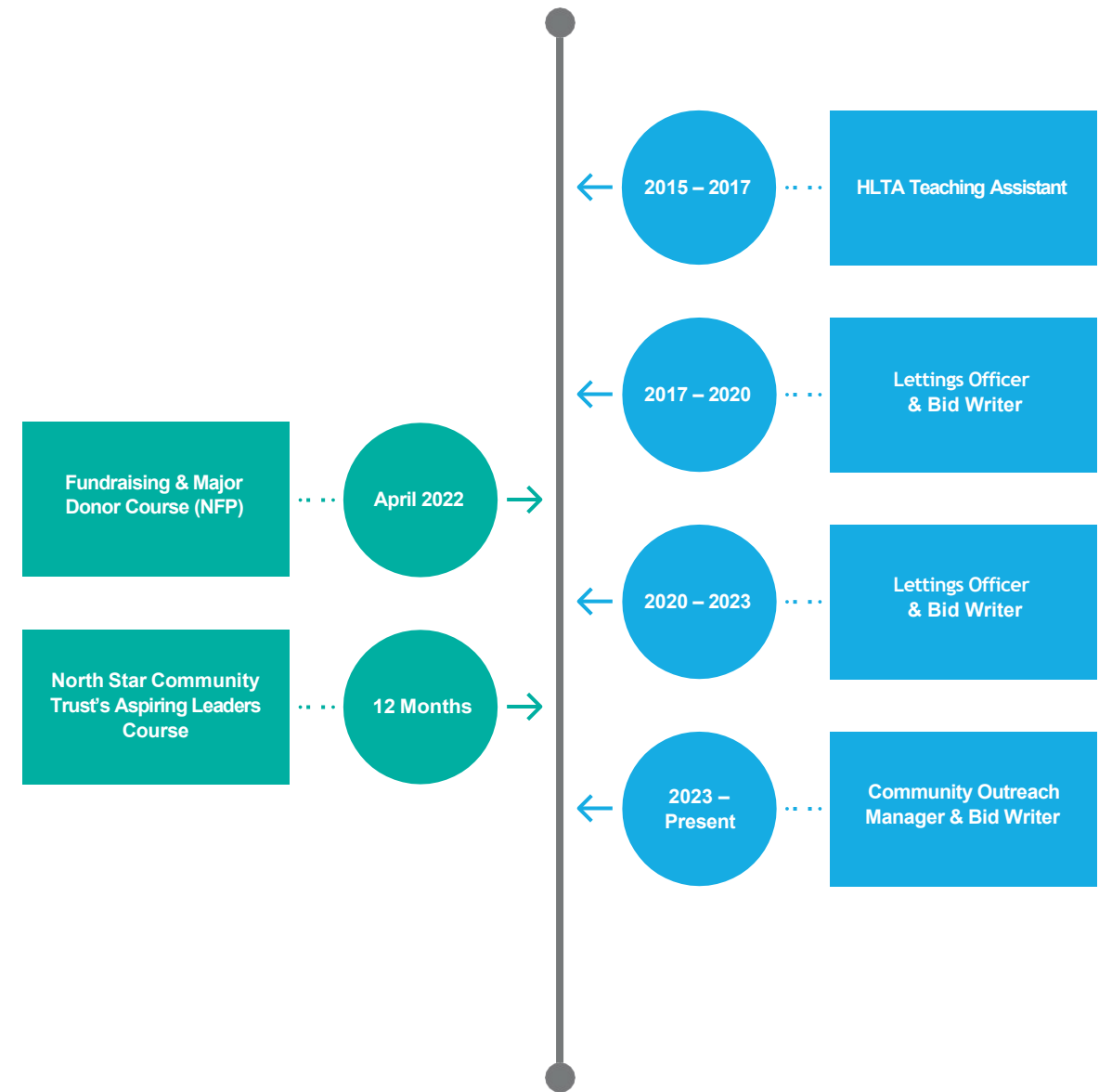
“My name is Laura Addae, and I have held various roles across North Star Community Trust (NSCT). Prior to joining NSCT, I worked in community engagement, sports development, and project management. My experience includes roles at Bolton Council, the University of Bolton, and Westway Development Trust, where I managed community projects and sourced funding. At NSCT, I have been an HLTA, Lettings Officer, Bid Writer, and Fundraiser and Community Outreach Manager.

Working at NSCT has been fulfilling. I’ve made great friends and aligned with the Trust’s mission to provide education, community, and opportunities. My passion for education comes from a deep connection to the community and helping people achieve their goals. After having children, I realized the impact I could make in education.

At NSCT, I enjoy visiting various schools, working with families, and building networks to enhance the Trust’s provision. I use my fundraising skills to secure funding for activities and projects. The values we share make my career at NSCT rewarding, and I am committed to transforming lives through education and community support.”



Laura’s Career Progress with North Star Community Trust



Melissa McEachen

Class Teacher & Year Lead

Melissa joined North Star Community Trust in 2015 at Woodpecker Hall.

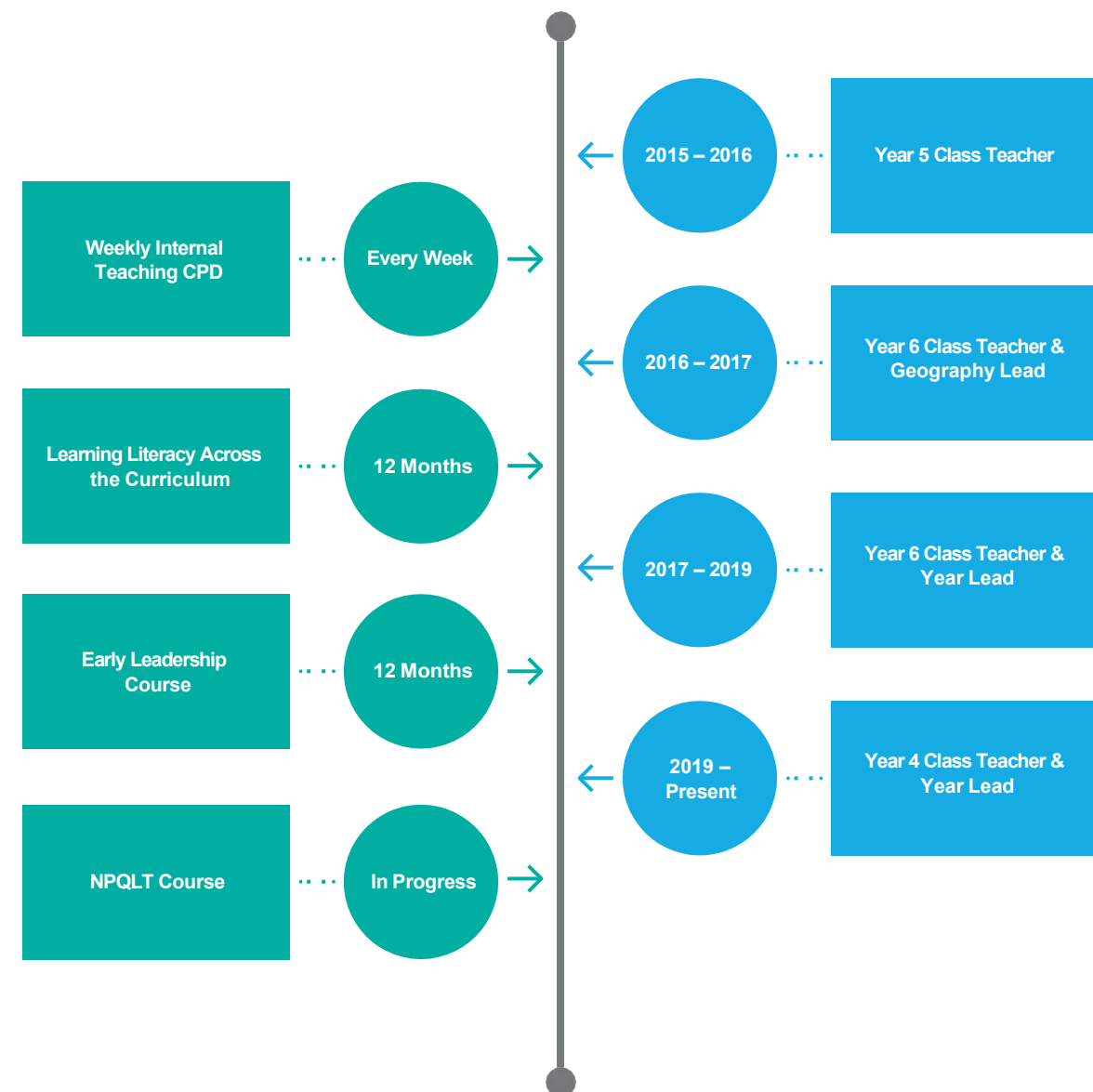
“My name is Melissa McEachen, and I am a Year 4 Class Teacher and Year Group Lead at Woodpecker Hall. I joined the Trust in 2015 as a Year 5 Class Teacher and have enjoyed teaching in the various year groups as well as holding several different early leadership responsibilities.

I have been working with children since I was 12 years old and have always enjoyed helping them succeed and teaching them new things. As I got older and throughout my formal education, I became very interested in how our brains develop and began to understand and realise how much of a privileged responsibility it is to be a part of that process in such an impactful way. The more I studied various pedagogies, the more I developed a love of life-long learning and still hope to continue my own education and development and inspire that in others.

Teaching has always been my passion and I have always been driven to have my own classroom, full time, and this is what drove me to the U.K. as teaching jobs in Ontario were very sparse. I spent quite a few years in post-secondary education and achieved a bachelor’s degree in Humanities, majoring in English; an Early Childhood Education Diploma; and my Bachelor of Education Degree before, moving to the UK in 2015 for a role at North Star Community Trust.”



Melissa’s Career Pathway with North Star Community Trust



Aidan Bowstead

Apprentice Trainee Teacher

Aidan joined the North Star Community Trust in 2018.

“My name is Aidan, and I joined Heron Hall Academy in September 2018, straight after completing my A’ Levels in Physical Education (PE), Biology, and Art at an Enfield secondary school. Despite not enjoying school much, I persevered and passed all three A’ Levels. This experience fuels my passion for working in education, as I want to provide a positive experience for students and show them the benefits of hard work.

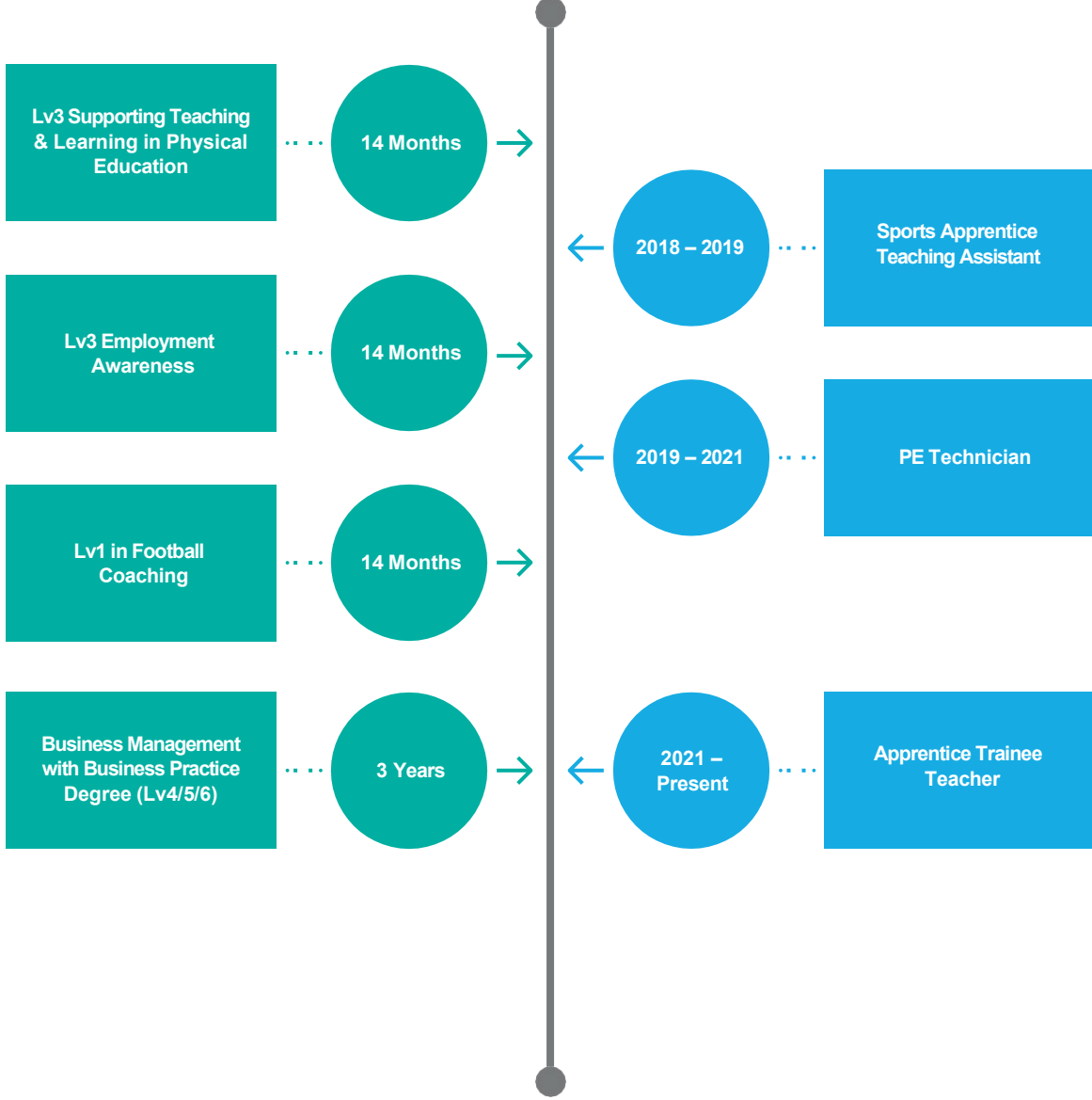
When a vacancy for an Apprentice Teaching Assistant at Heron Hall was advertised, I jumped at the opportunity and started in September 2018. North Star Community Trust has continuously supported my development. After completing my first apprenticeship in 2019, I became a PE Technician for two years. In 2021, I began a Degree Apprenticeship, which I will complete in the summer of 2024.

What I love most about working in education is the variety and the motivation I get from seeing students’ progress. The Trust, SLT, and my colleagues have been incredibly supportive throughout my training. I have now moved into an unqualified PE Teacher role, where I teach my own classes and plan and deliver the curriculum to secondary students.

Once I complete my degree, I aim to obtain Qualified Teacher Status and become a Qualified PE Teacher at Heron Hall Academy.”



Aidan’s Career Progress with North Star Community Trust



Xavier Cumberbatch

Business Operations Officer

Xavier joined North Star Community Trust in 2019.

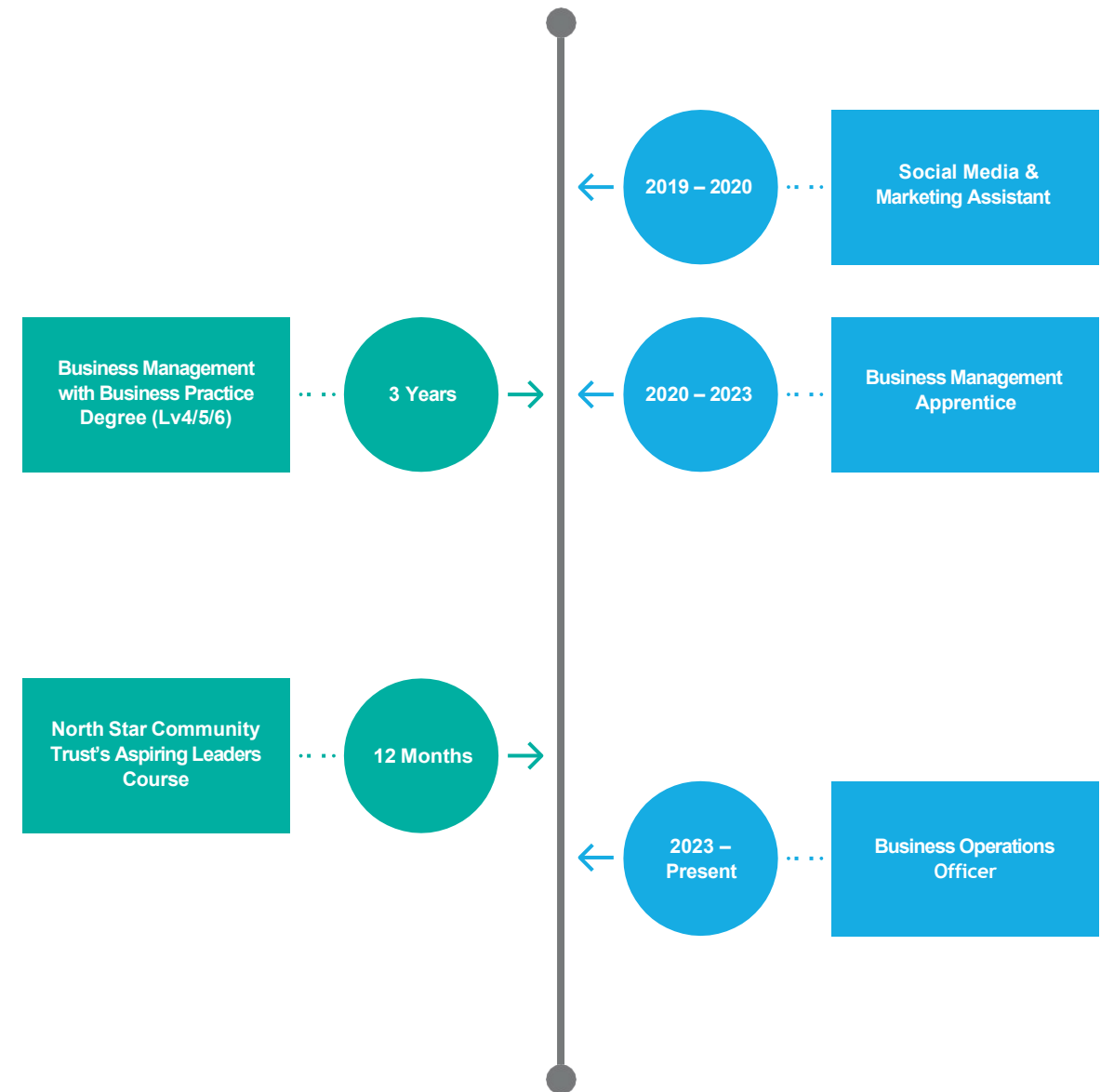
“My name is Xavier Cumberbatch, and I currently hold the position of Business Operations Officer at North Star Community Trust. Beginning as a Social Media and Marketing Assistant in 2019, my journey within the Trust has been dynamic. I’ve had the opportunity to explore various business roles, including a 12-month placement in our HR department, customer-facing roles in two of our school offices, collaboration with senior management in strategic planning teams, and involvement in health and safety compliance within the estates and facilities department.

The degree apprenticeship has been a pivotal stepping stone, providing me with invaluable skills and insights essential for my professional growth. I am deeply appreciative of the Trust’s unwavering support, which has been instrumental in propelling my career forward.

Contributing to the Trust’s mission goes beyond mere employment; it’s a source of pride. Knowing that my contributions contribute to creating optimal learning environments for schools and students fills me with immense satisfaction.”



Xavier’s Career Progress with North Star Community Trust



Troy Mariyanayagam

Art Teacher & Deputy Head of Year

Troy joined the North Star Community Trust in 2015.

“I’m Troy Mariyanayagam, an Art Teacher, and Deputy Head of Year 10 at Heron Hall Academy. My journey started at Cuckoo Hall Academy, where I worked as a Teaching Assistant, primarily with KS3 students. I supported higher-ability students with SATs and assisted SEN students with reading, writing, and creativity through art clubs. Outside of work, I pursued my passion for art, freelancing for private clients.

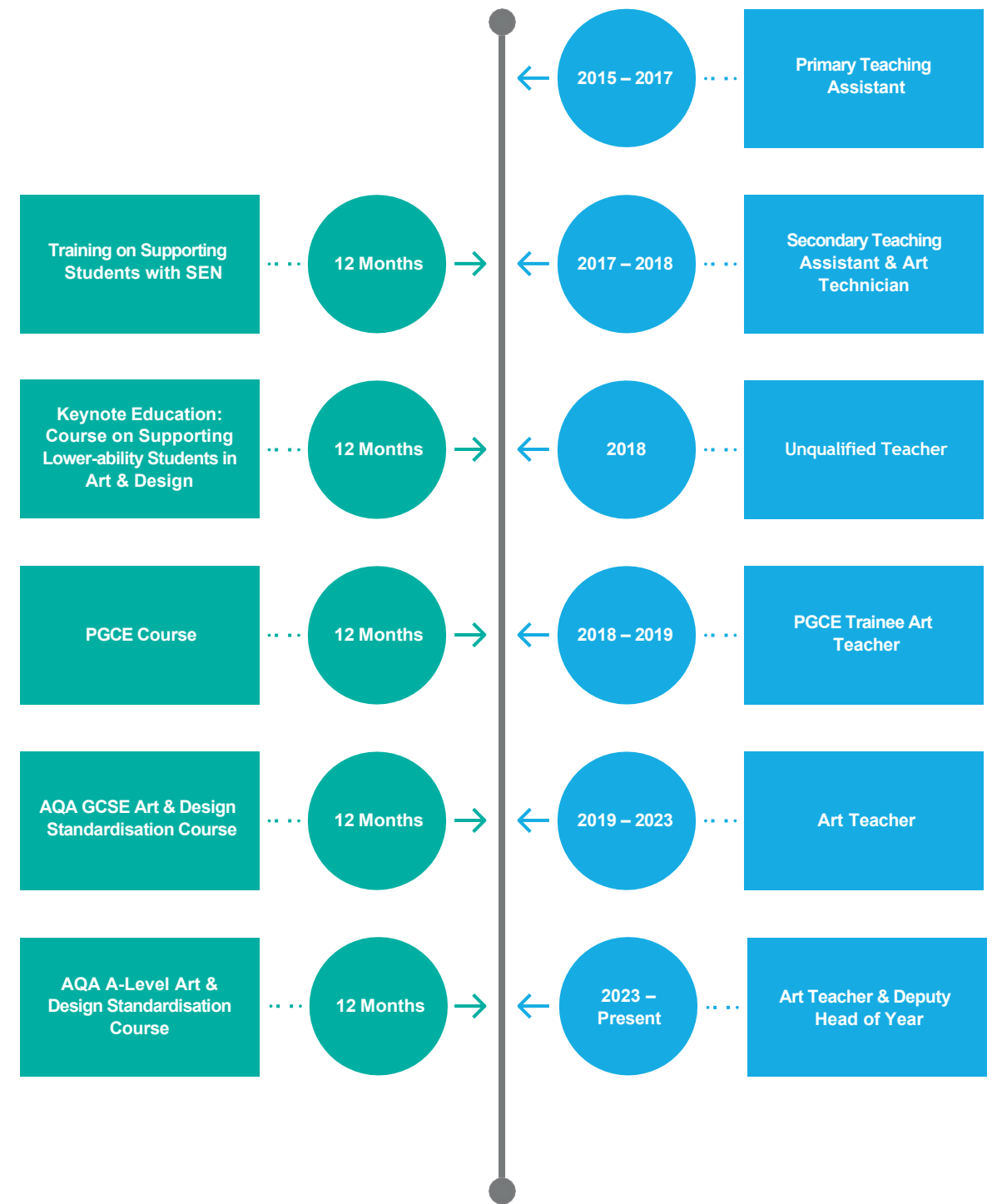
Transitioning to Heron Hall Academy, I took on a mixed role supporting both the SEN and Art Departments. Later, I assumed the role of an unqualified teacher, aiding Year 11 students with their Art GCSE alongside another art teacher.

In 2018–2019, I pursued my PGCE at the University of Warwick, specializing in Art and Design. While training nationwide, I continued teaching at Heron Hall Academy, applying newfound pedagogy with the support of my mentors.

Since obtaining my QTS, I’ve continued teaching art at Heron Hall Academy, taking on pastoral responsibilities and improving the art curriculum. In 2023, I became the Deputy Head of Year 10, working closely with the Head of Year. Additionally, I began teaching A-level art in the newly opened Sixth Form, attending targeted CPD sessions to enhance my KS5 teaching skills.”



Troy’s Career Progress with North Star Community Trust



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