Camden

- 40 primaries, 10 secondaries, 4 special and PRUs
- 33% children in poverty – 25% well off
- 85% of children bilingual. 20% refugee heritage.
- High performing primaries
- Highest % VA schools in the country
- Primary and secondary academies and free schools.
- No converter academies to date.
- Council – strongly against academisation – passionate about Camden learners
<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
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<tbody>
<tr>
<td>2014</td>
<td>Co-design of the schools’ led system by heads, officers and chairs – where expertise is systematically grown and distributed. All spend &amp; all can earn.</td>
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<tr>
<td>2015</td>
<td>System goes live with smaller council resource, growing school &amp; teaching school resource + smarter management and governance systems</td>
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<tr>
<td>2016</td>
<td>Consult and establish <em>Camden Learning</em> as a Schools Co. Ltd. by guarantee where each school and the Council is a member</td>
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<tr>
<td>2017</td>
<td>Not only a porous company but a sponsor?</td>
</tr>
<tr>
<td>2020</td>
<td>An umbrella over a mixed ecology of LA/VA schools and feds, academies &amp; MATs??</td>
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</tbody>
</table>
Co-design 2014

- Research based rationale – how the world’s best school systems improve
- 2 day residential conference
- What should schools do? What should be central? What should be in partnership?
- What is the knowledge development, transfer and mobilisation strategy?
- How can all partners purchase and earn?
- How led and how governed?
- Result....
- The Camden Schools Led Partnership
Camden Schools Led Partnership and Traded Schools Services

Prospectus

Camden Schools Led Partnership
Camden Traded Schools Services

Supporting Camden’s schools to be the best

camden.gov.uk/schools
A headteacher’s perspective...

• Why should we get involved – what’s in it for us?
• If not this – then what?
• Change – you can't stop it but you can influence it.
• Working collaboratively to achieve more with less – funding implications.

Sometimes good things fall apart so better things can fall together.”
Marilyn Monroe
CSLP

• Strategic plan designed by schools for schools
• Learning hubs and networks
• Development and research
• Collaborative, classroom-centred, teacher, leader, school & cluster development, Lesson Study based
• Capture and transfer of successful practice knowledge – SBP website
• Intelligent growth of curriculum, progress exemplification and assessment processes
• Peer led review – linking with external expertise
• Leadership, professional growth, capacity building
• A magnet - attracting the best new and experienced professionals to schools in Camden
A schools learning partnership to...

Help every Camden child to have the best start in life and let no child get left behind

Enable every Camden child to achieve the best possible educational outcomes in all areas of their lives, to develop growth mindsets, high aspirations and the ability to work independently and with others

Ensure that throughout their education learners are provided with inspiration for their adult lives and opportunities to translate high expectations into the best possible study and work destinations

Attract and develop and retain the very best education leaders and practitioners for our schools and services

Empower the Camden family of schools to continue to work together collectively to secure sustained educational improvement

Operate for the good of the community and in the interests of pupils, teachers, parents, leaders, governors and partners

Enable the Council to provide strong civic governance in order to secure the best outcomes
A schools learning partnership to...

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Seeing it from all sides.....

• Head, advisor, management board
• Commitment to making it happen
• Impact on our school
• Working collaboratively – adding strength to all partners
• Working models – how schools work together
• What are we willing to invest to make it work?
We are creating the reality we want, the one we know will be best for our children.

18 months in - how does it feel?

- Excited at the potential of what we are creating
- Clear about how our school fits into the model
- Our school has moved forward, greater capacity, greater clarity of purpose
- Links with a wide range of other schools well established and working productively
- Collegiality across Camden schools has grown
- More secure
- More autonomy
# Why should the CSLP become a legal entity?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Reason</th>
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<tbody>
<tr>
<td>Long-term stability of leadership and governance</td>
<td>To make the governance arrangements less dependent on the good-will and commitment of individuals (which leaves them vulnerable to key people moving on) through a set of legally recognised roles and responsibilities.</td>
</tr>
<tr>
<td>Leadership by headteachers and governors</td>
<td>A further step towards system-leadership. Headteachers and governors taking collective leadership and responsibility for a whole community of pupils. Research (Hargreaves, Fullan) suggests it is a strong platform for improvement.</td>
</tr>
<tr>
<td>Vehicle for strong civic governance from the local authority</td>
<td>In the face of legislation that has, and is likely to continue, to erode local government responsibilities for legislation, to provide a means to enable continued strong civic governance and accountability for outcomes.</td>
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<tr>
<td>Strengthening the Camden ‘Family of Schools’</td>
<td>Not the only means of asserting commitment to collaboration, but potentially a means to further secure existing ties. In future could provide a way to share some governance responsibilities or staff for schools that are not federated, if needed.</td>
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<tr>
<td>Ability to employ staff and enter into contracts</td>
<td>In future, could employ staff directly for school improvement services rather than have those services provided through the local authority. Could also choose to invest in CEO capacity. And could trade in its own right.</td>
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What about the academy sponsorship question?

The ability for the CSLP to sponsor any future academies in Camden is NOT the primary reason for making the CSLP into a legal entity, but it is an opportunity well worth pursuing in tandem...

The challenge
- Legislation which increases the categories of school which can be forced to become an academy
- Reduced opportunities to influence the choice of sponsor for schools which are forced to academies
- Government may have appetite to go further

The opportunity
- The CSLP may be able to become a sponsor in future for any school that chose to become an academy under the auspices of a locally based, collaborative organisation
- May provide further options to deal with future government policy
- DfE keen to increase the pool of credible sponsors

The risk
- Sponsors have to be approved by the SoS – not clear that the CSLP would be accepted
- Even if established as a sponsor, it may not be allowed to sponsor a school which was forced to academise
- May work best for schools which make a preemptive choice
Anchor and safety net

• An anchor for School Improvement
• Protection against academisation distraction
• Developing a safety net of local habits, routines and expectations of improvement practice that will be there before, during and importantly remain in place after the deluge
2016                           2020?

Schools working in improvement clusters (some formal/entities) sharing key expertise

...as members of **Camden Learning** that focuses on improving teaching, learning, curriculum & leadership: building system improvement capacity and succession

..**Camden Learning** coordinates supply of pupil places, recruitment and training of teachers, development and, in some cases, deployment of leaders and intervention into SCC, also oversees school performance and progress, trades beyond Camden and collaborates with other similar partners

*Adapted from Robert Hill*
The future?

Camden Learning
First three years

Phase 1. 2016-17
• Complete 15-17 plan
• Establish vision, finances and budget
• Establish board
• Appoint & employ key staff
• Strategic secondments
• Consult / agree key priorities & targets
• Draw up 17 – 20 plan business plan

Phase 2. 2017-18
• Launch New offer
• Commission programmes and services from member schools
• Take on commissions e.g. from Council
• Increase external business e.g. associates, seminars
• Strategically partner

Phase 3 2018-20
• ? Expand business by taking on Council traded services it makes sense to run directly
• ? Launch Camden SCITT
• ? MAT leadership prog
• ? Form sub-regional consortium
• ? National Conference program