Striking the balance - commercial company versus the Camden ethos
(Our Approach)

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Camden Learning
Perceptions

• Commercial company – negative connotations?
• Camden ethos – collective responsibility, trust, rapport.
• Company limited by guarantee – legal entity.
• Neither good or bad. We determine the objectives, values, and behaviour.
• We have 61 members (all Camden state funded schools + Camden Council).
• Member schools will decide the priorities through our Board.
How has it worked?

• Journey not a destination
• Formation of Camden Schools Led Partnership (CSLP) – established 2014
• Extensive consultation about the way forward – late 2015/early 2016
• Strong support from Camden Council
• Two groups formed to support the CSLP have been critical in the transition – Management Group and Governance Group
• They have helped maintain the drive and momentum. Vital communication channels
Key Steps – Articles & Membership rules

- Drafted by Andrea Squires of Winckworth Sherwood
- In line with consultation
- Time invested getting this right
- Session by AS with Governance Group
- Finalised and ratified by Governance Group
- Company incorporated 17th June – using small number of schools and Council as first members
Key Steps - Our Prospectus (Head teachers conference)

- Vision & Objectives
- Background of CSLP and National context
- Outcomes achieved to date
- Financial model
- How they could become members
- Governance & Management of the company
- The Future
- The benefits of joining
## Key Step – Financial Model

<table>
<thead>
<tr>
<th>Camden Learning Limited</th>
<th>In £s today</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 2</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year Ended</strong></td>
<td>31/03/2017</td>
<td>31/03/2018</td>
<td>31/03/2019</td>
<td>31/03/2020</td>
<td>31/03/2021</td>
<td></td>
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<tr>
<td>Months</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>60</td>
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</table>

### COSTS

#### Start Up Costs (One Off):
- Legal Costs for incorporation etc: £25
- Interim MD costs: £48
- Prospectus: £10
- Marketing: £5
- Chair recruitment costs: £12
- MD recruitment costs: £17

#### Existing
- Staffing (seconded staff): £1,700
- Other Direct Costs: £400 (Year 1), £375 (Year 2), £350 (Year 3), £325 (Year 4), £300 (Year 5)
- Overheads: £200
- Council costs in kind - Finance/IT/HR/ Accom etc: £700

#### New (Ongoing)
- Permanent MD: £0
- Chair’s expenses: £10 (Year 1), £20 (Year 2), £20 (Year 3), £20 (Year 4), £20 (Year 5)
- Co Secretarial costs: £10

**TOTAL COSTS**
- £3,137 (Year 1), £3,145 (Year 2), £3,020 (Year 3), £2,945 (Year 4), £2,920 (Year 5), £15,167

### FUNDING

- TDS trading - CSLP element - Camden schools only: £550 (Year 1), £570 (Year 2), £600 (Year 3), £625 (Year 4), £650 (Year 5)
- - external clients: £50 (Year 1), £75 (Year 2), £100 (Year 3), £125 (Year 4), £150 (Year 5)
- Camden Council - commissioning: £1,722 (Year 1), £1,722 (Year 2), £1,222 (Year 3), £1,222 (Year 4), £1,222 (Year 5)
- Camden Council funding in kind - Finance/HR/IT/Accom: £700 (Year 1), £700 (Year 2), £700 (Year 3), £700 (Year 4), £700 (Year 5)

- Reserve - CPEE: £80 (Year 1), £0 (Year 2), £0 (Year 3), £0 (Year 4), £0 (Year 5)
- Other Reserves: £0 (Year 1), £0 (Year 2), £0 (Year 3), £0 (Year 4), £0 (Year 5)
- Supply Teacher Service (CL margin): £79 (Year 1), £315 (Year 2), £315 (Year 3), £315 (Year 4), £315 (Year 5)
- Project Mgt for Supply Teacher set up: (£61) (Year 1), (£61) (Year 2), (£61) (Year 3), (£61) (Year 4), (£61) (Year 5)
- Supply Teacher ongoing mgt: (£60) (Year 1), (£60) (Year 2), (£60) (Year 3), (£60) (Year 4), (£240) (Year 5)
- Schools’ Additional Contribution: £0 (Year 1), £0 (Year 2), £0 (Year 3), £0 (Year 4), £0 (Year 5)

**TOTAL FUNDING**
- £3,120 (Year 1), £3,322 (Year 2), £2,877 (Year 3), £2,927 (Year 4), £2,977 (Year 5), £15,223

<table>
<thead>
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<th>Surplus / (Shortfall)</th>
<th>18</th>
<th>177</th>
<th>(143)</th>
<th>18</th>
<th>57</th>
<th>56</th>
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<tr>
<td>Cum Surplus / (Shortfall)</td>
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<td>160</td>
<td>17</td>
<td>(2)</td>
<td>56</td>
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Key Step - Recruitment of Independent Chair

- Critical role of leading the company board and providing high quality challenge
- Produced detailed job/person specification
- We worked with Gatenby Sanderson (executive search) – Penny Ransley
- Attracted a very high quality field
- Shortlisting and final interview process involved heads, governors, officers and Council member for education.
- Appointed Christine Gilbert in September.
Key Step – The Board

- Board representative of company members:
- 2 non-executive Directors elected annually by Primary Schools;
- 2 non-executive Directors elected annually by Secondary Schools
- 1 non-executive Director elected annually by Special Schools
- 2 non-executive Directors appointed by the Council
- Chair of the Directors
- Managing Director
- 2 further Directors appointed by the Board
Key Step – Board Elections

- Elections held for school representatives on the board
- Self nomination – verifies willingness to serve
- Open to heads (extended to leadership team for special schools) and governors
- Schools vote for representatives for their phase.
- Results announced w/c 7th November
Key Step – Recruitment of Managing Director

• Leader on a day to day basis
• Sufficient gravitas to influence senior school leaders and Council officers
• School improvement; running an effective organisation
• Detailed job/person specification produced in conjunction with interim board
• Shortlisting and interviews planned for November
Other steps......

• Continue to understand the finances – restructure accounts and reporting
• Formalise secondment arrangements for staff
• Develop the new strategic plan for the coming years. This will determine our resource requirements and the shape of the company going forward
Some observations

• Having the shared vision is critical.
• Taking the various stakeholders with you is vital. CSLP Governance and Management Groups have been pivotal in keeping things on track
• Collective involvement !!!
• Having a dedicated resource to drive things forward is essential. Existing staff are already busy!
• Agreeing a shared language particularly around ‘the company’ is important