

Camden Schools Led Partnership



Consultation on becoming a legal entity



Camden
Schools Led Partnership

Supporting Camden's schools to be the best

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Part One: The Case for Change - Proposals for Establishing the Camden Schools Led Partnership as a Legal Entity

1. INTRODUCTION

The purpose of this document is to seek the views of headteachers and governors of all schools in Camden as well as key partner organisations on proposals to establish the Camden Schools Led Partnership (CSLP) as a legal entity. The document is divided into two parts. Part One outlines the 'case for change' and proposals for establishing the partnership as a legal entity. Part Two sets out the specific consultation questions to which headteachers, governors and key partner organisations are asked to respond.

Since the decision was made to form the CSLP in summer 2014, CSLP partners have recognised that there may at some point be a need to explore whether the CSLP should be established as a legal entity, to ensure the long-term stability and effectiveness of the partnership. The proposals in this document are a result of ongoing discussions with headteachers, governors and key partner organisations.

The proposals in this document have also been developed in the face of possible changes by government to local authorities' statutory role and responsibilities in relation to schools. It is noted that Camden Council ('the Council') is committed to continuing to deliver its existing statutory responsibilities, to secure high standards in the schools it maintains and the wider Camden family of schools. Should the Council's duties change in the future, the commitment of the Council to uphold high standards will remain and its membership of any new CSLP legal entity would secure this position long term. The Council's role in driving forward proposals to create a CSLP legal entity signals the strength of its commitment to supporting this into the future.

This document (Part One) sets out:

- a) Scope of the consultation
- b) Process and timelines
- c) The case for change to establish the CSLP as a legal entity
- d) Options considered for establishing the CSLP as a legal entity (including recommended option to establish the CSLP as a company limited by guarantee)
- e) Proposals for membership and governance structure (for the proposed CSLP company)
- f) Proposals for company purpose, objectives and trading name
- g) Proposals for how a CSLP company might be funded and operate in its first trading year
- h) Frequently asked questions

2. SCOPE OF THE CONSULTATION

This document focusses solely on whether to establish the CSLP as a legal entity, what legal form the CSLP could take, and how this could operate (as listed in (e) to (g) above), particularly in its first trading year - seeking headteachers', governors' and partner organisations' support in taking this work forward. Until a decision to create such an entity is taken, however, it should be noted that more specific decisions about the precise nature, scope and activity of the business in its following years cannot be taken. This consultation sets out what might be possible but it does not address for

example how a new CSLP legal entity might be staffed (including any staffing changes required in the Council) or its activities beyond its first year.

3. PROCESS AND TIMELINES

Feedback on the consultation questions (listed in Part Two) are sought from headteachers, governors and key partner organisations by **5pm Thursday 18 February 2016**. This feedback will inform future decision-making and work to take forward, and establish, the CSLP as a legal entity. This includes consideration of final proposals by the CSLP governance group (made up of headteachers and governors) in mid-late March 2016, and a decision by the Council's Cabinet in April 2016 (on those areas for which the Council has responsibility).

Headteachers, governors and partner organisations are invited to respond to this consultation by filling out the survey online. A link to the online survey is available on the news section of the [Camden traded schools services website](#)¹ or can be accessed directly on the [we are camden](#)² website. Any further queries on the consultation can also be emailed to CSLPconsultation@camden.gov.uk.

The process and timeline for implementation is further bulleted below:

- **15 January 2016** – (9.00 – 1.00) headteachers and governors conference to seek views on these proposals.
- **5pm Thursday 18 February** - consultation with headteachers, governors and key partner organisations closes.
- **Mid-Late February** - consultation responses analysed.
- **Mid-Late March** - CSLP governance group considers consultation analysis and final proposed approach.
- **31 March 2016** - Children, Schools and Families Scrutiny Committee considers consultation analysis and final proposed approach.
- **6 April 2016** - Camden's Cabinet considers consultation analysis and final proposed approach and decides whether to proceed or not.
- **April 2016 onwards** - steps taken to set up a CSLP legal entity with the aim of this being operational by September 2016. Subject to a Cabinet decision to proceed.

4. THE CASE FOR CHANGE TO ESTABLISH THE CSLP AS A LEGAL ENTITY

4.1 Current operation and purpose of the CSLP

Camden schools and the Council have together established the Camden Schools Led Partnership (CSLP), an unincorporated association. The CSLP represents an agreed way of working together, implementing internationally evidenced principles for improvement,³ supported by a trading arrangement which enables schools to purchase improvement services, training and support from

¹ Alternatively type in this link to access the website: <http://schoolssupportservices.camden.gov.uk/news>

² Alternatively type in this link to access the website: <https://consultations.wearecamden.org/communications-strategy-improvement/camden-schools-led-partnership-consultation>

³ See the following: Mourshed et al (2010) [How the world's most improved school systems keep getting better](#); Michael Barber (2007) [How the world's best-performing school systems come out on top](#); and Hargreaves, D. H. (2012) *A self-improving school system: towards maturity*. Nottingham: National College.

either the Council or other schools in the borough, including the two teaching school alliances. The CSLP does not exist as an entity separate from its members and cannot in its own right employ staff or enter into contracts. The CSLP offer went live in September 2015. All schools are members and only two are yet to invest in a two-year service level arrangement with the partnership.

The CSLP exists primarily to bring schools together with the guidance and support of the Council to help every Camden child to have the best start in life and to let no child get left behind, which links to key aims in the Council's [Camden Plan](#). The CSLP also supports the [Camden Plan](#) aims to raise attainment and have the best schools by 2020. The CSLP supports these aims by enabling the Camden family of schools to work together collectively to secure sustained educational improvement in Camden. The CSLP seeks to support every Camden child to achieve the best possible educational outcomes in all areas of their lives, to develop strong self-esteem, growth mind-sets, the ability to work independently and with others and to ensure that throughout their education, learners are provided with high quality opportunities to translate these high expectations into the best possible study and work destinations. The CSLP seeks to attract, support and develop Camden's teaching staff, leaders, governors and parents to play their roles to the full in achieving this.

The CSLP seeks to achieve the above through its strategic plan and vision. The vision of the CSLP, as set out in the 2015-17 strategic plan is that:

“All Camden schools have a culture of aspiration and success and pupils are prepared to achieve the very best outcomes”

This is characterised by:

- Exceptional leadership and governance
- Recruitment of the best teachers, headteachers, governors and support staff
- All Camden pupils having access to inspirational and highly effective teaching
- Transitions that maintain the momentum and motivation of learners
- Improving standards and good progress at all key stages with no child left behind
- All children and young people are safe, valued and included

To date, activity undertaken by the CSLP includes: developing a school improvement offer that is being widely taken up by schools; implementing a new business management system across schools; incorporating a Traded Schools Services offer which helps schools to secure best quality and value from a range of council services; and seconding and commissioning school based expertise to support its partnership-wide development and a '[Sharing Best Practice](#)' website with its growing range of case studies by Camden schools, for Camden schools to use.

4.2 Development of legal entity proposals with schools and partners

In 2014 Camden headteachers, governors and senior council officers, spent two days co-designing the current CSLP, supported by input from international education leaders and Ofsted. While the purpose was, and remains, the provision of highly effective joint delivery of improvement across Camden schools, council and partner organisations, there was also a longer term agenda of future-proofing the ability of the Camden family of schools to continue to work together in a policy landscape that was likely to be affected by reduced funding and an uncertain future schools policy.

Discussions on future proofing the CSLP were taken forward in June 2015 when headteachers, governors and Cabinet members discussed and considered the likely direction of funding and policy over the coming three years. This thinking was then further developed at a conference for over 100 governors and headteachers held on 15 September 2015, and a subsequent series of meetings with partner organisations. At the September 2015 conference and meetings, support was given for the CSLP to develop collaborative arrangements which were more likely to secure excellent outcomes in a context of reducing resources, and also to develop proposals for establishing the CSLP as a legal entity. Very well attended, structured workshops on this were held with headteachers and chairs of governors in November 2015, which considered possible forms of legal entity for the CSLP, and these matters were also the subject of discussion at heads consultative and governor forum meetings in the autumn term. The rationale for taking forward work to establish the CSLP as a legal entity is set out in the next section.

4.3 The case for establishing the CSLP as a legal entity

4.3.1 Reasons to establish the CSLP as a legal entity

The case for establishing the CSLP as a legal entity is supported by five compelling reasons:

1) Long-term stability of leadership and governance

The current CSLP is governed by a board of headteachers and governors which is recognised in the borough, but has no legal standing. While this arrangement has served the CSLP well during the period in which it has become established, it is vulnerable in the long-term. The CSLP is an informal body and the engagement of governors and headteachers in its leadership is heavily dependent on the good will and commitment of the individuals involved. There are no formally recognised posts (such as the non-executive directors of a company or the trustees of a charity) which attract a suite of legally defined responsibilities, and which must be filled even if individuals move on from the organisation. A legal entity would thus strengthen stability.

2) Strategic leadership by headteachers and governors

Thus far the activities of the CSLP have been driven on a day-to-day basis largely by the Council. Establishing a legal entity in which schools have the controlling share would shift the focus of strategic leadership away from the Council and towards schools themselves, enabling collective decision making. This would be a further move towards the concept of “system leadership” as promoted by Michael Fullan, Professor of Education at Ontario Institute of Studies in Education and others as a strong basis for school improvement. It involves schools taking ownership of outcomes for the whole community of pupils that they jointly serve, rather than just their own pupils. It also means that any legal vehicle to be used for the CSLP must reflect the collaborative principle upon which it is based, ensuring the vehicle is accountable to its membership.

3) A vehicle for ongoing civic governance from the local authority

The current national policy environment is one in which local authority responsibilities for, and control over, education is being steadily eroded, both as a result of the increasing pressure on schools to become academies and ongoing cuts to local authority budgets. Stated government policy is to end these historic local authority arrangements before the end of the parliament. However, Camden Council remains resolutely committed to the concept of supporting education

as the primary means of transforming the life chances of children and young people in the borough. There is still a strong belief that democratic civic governance is an important element of an improving and responsive local education system and that democratically elected representatives should play a role in championing educational outcomes for local children. Establishing a legal entity which is at arm's-length but which involves the Council amongst its membership, and governance is desirable. This creates a platform from which civic governance can be exercised.

4) Strengthening the Camden 'family of schools'

International evidence demonstrates that schools are stronger and more effective when working together as a community than in isolation, and that collaboration between schools can make a strong contribution to school improvement (See 4.1 above). While increasing collaboration is not dependent on the existence of a legal entity that allows schools in Camden to come together in a formal structured way, it can be greatly facilitated by such an entity. For example, an entity can continually reinforce collaboration when individuals who move on, are replaced by others who share the entity's values and goals.

Setting up the CSLP as a form of legal entity of which all schools are members would have an important symbolic value. Current legislation forbids formal collaboration between maintained schools and academies where such collaboration involves the delegation of governing body powers. Establishing the CSLP as a legal entity will provide a vehicle to enable all Camden schools irrespective of legal status to remain part of the family of Camden schools, working together to improve educational outcomes because they share a common ideal not simply because they are located in the same borough.

5) The ability to employ staff and enter into contracts

Finally, establishing the CSLP as a legal entity would enable it to do certain important things that it cannot currently do. Firstly it could employ staff in its own right. This could be a very considerable advantage in the future. It could second staff to and from schools on a full or part time basis (a function currently carried out for the CSLP by the Council) and it could enable staff currently employed by the Council on school improvement or other school support services to be employed directly by the CSLP. It would enable the CSLP to develop its own leadership capacity thus securing its own future, for example by appointing a Chief Executive Officer or equivalent. Secondly it would enable the CSLP to enter into contracts and to carry out trading activities in its own right. This may facilitate the trading of services with other boroughs or enable joint purchasing agreements to be made on behalf of all member schools. Finally, the local authority could decide to delegate (or contract) some of its education functions to the CSLP, with agreement from schools.

4.3.2 Potential for CSLP to become a sponsor of future academies

Camden is an area with very few academies. The academies and free schools which do exist make a strong and collegiate contribution to the Camden family of schools.

Camden schools and the Council are keen to support school improvement through the CSLP, to ensure that schools in Camden perform at a high level, and are not *forced* to academise - with schools instead making the choice to become an academy should they wish. The best way to avoid a

situation of forced academisation is to ensure that robust school improvement processes are in place to prevent schools falling into the categories that may make them vulnerable to this. The CSLP in its current form, and arguably more so in a strengthened future form, should provide a solid platform to support school improvement. However, no process, particularly in the current inspection and accountability climate, can be guaranteed to be 100% effective.

If the CSLP as a legal entity were to apply and be granted permission by the Secretary of State, it could sponsor any Camden school which chose to convert to academy status and named the CSLP as a sponsor. This could be taken as a pre-emptive step by any school which feels it may become vulnerable in future to forced academisation or a school which simply sees a value in CSLP sponsorship irrespective of their current performance. Should all schools be removed from council maintained status and forced to convert on mass to academy status, as indicated in recent government announcements, academy sponsor or school improvement adviser status would become an important role for the CSLP.

Such decisions are for the legal entity to make when the time comes but it is right to flag them up here. Furthermore, it is by no means a given that the CSLP, as a legal entity, would be given permission by the Secretary of State to become a sponsor. However, if the CSLP were able to demonstrate a clear track record and expertise in supporting schools, strong leadership from highly effective local schools, and the required local authority interest of no more than 20%, there is no reason why the CSLP might not become a sponsor or school improvement partner.

It is also by no means a given that if a school were to get into difficulty and were to become a candidate for forced academisation that the Regional Schools Commissioner would allow it to be sponsored by the CSLP. However, this risk may be mitigated by schools taking the pre-emptive step of converting, as described above, and by the CSLP of developing a track record as an effective sponsor. In reality, every case is likely to be played out on its individual merits. However the opportunities for Camden schools in such a situation are only likely to be increased if credible, local, collaborative sponsors are available, of which the CSLP could be one.

In short, the potential to become an academy sponsor is not the main reason for putting the CSLP on a legal footing. The key reasons are set out above under 'reasons to establish the CSLP as a legal entity'. However, it may be prudent to opt for a legal basis for the CSLP which does not preclude sponsorship options.

Proposal One:

Based on the above commentary it is proposed that work is progressed to establish the CSLP as a legal entity.

Consultation Question:

- ***Do you agree in principle that the CSLP should be established as a legal entity?***
- ***Do you have any other comments?***

5. OPTIONS CONSIDERED FOR ESTABLISHING CSLP AS A LEGAL ENTITY

A range of options were considered, in discussion with headteachers, governors and key partner organisations, when developing proposals for what form a CSLP legal entity could take. This section sets out the possible options and analyses which provide viable and preferred options.

5.1 Options for establishing CSLP as a legal entity

5.1.1 *Retain the Status Quo*

Firstly, considerations were given as to whether the CSLP should be established as a legal entity at all - or whether it should simply continue in its current form. This option however is not considered appropriate for the reasons set out above under 'development of legal entity proposals with schools and partners' and 'the case for establishing the CSLP a legal entity'. Those sections sets out an appetite by the Council, headteachers, governors to take this work forward, as well as clear drivers for taking forward proposals to establish a legal entity. It is therefore proposed that this option is not progressed.

5.1.2 *Tests to assess other possible options*

Secondly, in order to assist consideration of whether the CSLP should be established as a legal entity, a set of nine 'tests' were developed, which any possible form of CSLP legal entity would need to pass in order to be in contention. These tests are:

1. Can all Camden Schools join *in their current form* if they choose to do so?
2. Is exposure of schools to risk limited?
3. Is it easy to establish?
4. How significant is the ongoing burden of regulation - is it easy to manage?
5. Does the membership and governance model work for Camden given the stated aims?
6. Could the organisation employ staff?
7. Could the organisation trade and enter into contracts - either itself or through a subsidiary?
8. Would there be a significant tax burden - is charitable tax status possible?
9. Is there the possibility that it could become an academy sponsor in future (with agreement from the Secretary of State) or a School Improvement Partner?

The options outlined below were all assessed against these tests.

5.1.3 *Different legal vehicles considered*

Thirdly, a range of different legal vehicles that achieve distinct legal identity (i.e. identity separate from those participating in it), most of which are not companies, were considered in identifying possible options for the CSLP. These included (with a brief explanation of what they are):

- **A limited liability partnership** – an independent vehicle registered at Companies House established by those who wish to work in partnership for profit which benefits from tax transparency, i.e. returns are taxed in the hands of the partners not the vehicle;

- **A cooperative or community benefit society** (formerly known as an industrial and provident society) – a corporate vehicle registered with the Financial Conduct Authority which is established for a social purpose rather than a profit making purpose and which complies with certain conditions or principles identifying it as a cooperative or for a community benefit;
- **A trust corporation** – a corporate body established to act as a trustee of charitable assets; and
- **An academy trust** - a company limited by guarantee that has entered into “academy arrangements” with the Secretary of State for Education, the primary purpose of which is to operate a school or schools.

None of these however are recommended because their purpose does not fit with the stated aims of CSLP, they involve unnecessary complication, and they don’t sufficiently meet the nine ‘tests’. The above legal vehicles are not typically used for school led organisations and so will be unfamiliar and their usage may have unforeseen implications

5.1.4 Establish the CSLP as a company

Lastly, consideration was given to whether the CSLP could become a limited company, of which there are many forms. Companies have the benefit of being straightforward to establish and to administer, and provide the right risk protection for members and directors. Discussions with headteachers, governors and key partner organisations has therefore mainly focused on what type of limited company the CSLP could adopt, as outlined in the next section.

It is noted that in addition to becoming a company the CSLP could take on charity or cooperative status. This is considered later in this document under ‘should the company register as a cooperative, a charity, or both’.

5.2 What form of limited company is best suited to the CSLP?

5.2.1 Four possible forms of company

There are four main forms of company that could be a possible legal form for the CSLP. These are:

- 1) **A company limited by shares**
This is an ‘ordinary’ company registered and regulated by Companies House. Membership is determined according to shares which may have a small nominal value. The purpose of such a company is to carry on a trade or activity for profit for the benefit of the shareholders and profits must be distributed according to the shareholding.
- 2) **A company limited by guarantee**
This is also an ‘ordinary’ company registered and regulated by Companies House. However, it differs from a company limited by shares in that liability is limited to the extent of the guarantee provided by members (typically £10), rather than the nominal value of the share. Members have voting rights (just like shareholders) and typically profits are not distributed, hence it is a common vehicle for a charitable venture.

3) **A community interest company**

This is a form of company limited by shares or by guarantee, which is set up to fulfil a specific community purpose. It is suitable for social enterprises that do not have charitable status but wish to demonstrate their value and commitment to the community. An 'asset lock' limits the distribution of profits which must be reinvested in the social enterprise.

4) **A charitable interest organisation**

This is not strictly a company but is a corporate type vehicle designed to enable individuals to set up a charitable venture quickly. It is registered and regulated only with the Charity Commission (not with Companies House). It can enter into contracts and own property. Trustees have no or limited responsibility for debts.

5.2.2 School Company by default

In addition to the above four options, if the CSLP were to become a form of company it would also, by default, become a "school company". This is because the regulations on school companies automatically apply to any company which includes maintained schools in its membership. The regulations which apply to schools companies are not onerous.

A school company simply refers to a company established by one or more maintained schools exercising their powers under Section 11 of the Education Act 2002 and the School Companies Regulations 2002. This power is given to maintained schools only in relation to specified activities, which include:

- to provide services or facilities for any schools;
- to exercise relevant local authority functions; and
- to make, or facilitate the making of, arrangements under which facilities or services are provided for any schools by other persons.

The regulations set out a number of requirements for the constitution and operation of school companies. These include:

- who can be the members of the company – limited to educational providers;
- the composition of the board of directors – which must include appointments by the Council;
- funding and borrowing;
- circumstances where a school must withdraw – when a school is causing concern; and
- designation of a local authority as a supervising authority. It is noted supervising authorities have certain duties to notify the Secretary of State about the school company and to monitor the management and finances of the company.

In deciding which form of company the CSLP is to take, it must be flexible enough to accommodate the requirements of the Schools Companies Regulations.

5.2.3 Assessment of four possible forms of company and recommended option

All four forms of company under consideration (outlined under 'four possible forms of company') perform equally well against five of the nine 'tests' listed earlier, which are: there is nothing to prevent any type of school from joining; they all include provisions to limit exposure to risk; they could all employ staff and enter into contracts, and all have the potential to become sponsors or improvement partners in future.

However, there are four tests which differentiate the options which are further assessed below:

- **Is the company easy to establish and is the ongoing burden of regulation onerous?**

- **[Test three and four]**

- Companies limited by shares whilst straightforward to establish are more burdensome to regulate on an ongoing basis than companies limited by guarantee because of company legislation designed to protect the interests of minority shareholders and the listing of shares. Community Interest Companies (CIC) are also normally established as companies limited by shares and may therefore be less desirable on that basis. A CIC cannot be a charity which may be a step the CSLP would wish to consider at some point. In applying to become a CIC, standards set out by the Office of the Regulator of Community Interest Companies must be met and continue to be adhered to.

- **Does the membership and governance model work for Camden? [Test five]**

- The membership and governance model which applies to companies limited by guarantee is extremely flexible. The company's 'constitution' would be set out in articles of association, enabling the requirements of the Schools Companies Regulations to be met (see 'School Company by default'). The day to day working of a company limited by guarantee could be described in either its membership rules or a separate membership agreement both of which can be similarly tailored, the former being a slightly more flexible tool allowing for the evolution of the organisation. This makes a company limited by guarantee a very powerful vehicle for bringing together members to deliver a commonly defined vision. In contrast a charitable interest organisation would have to use the Charity Commission's articles of association which would not offer the same flexibility over membership and constitution.

- **Is there a significant tax burden? [Test eight]**

- The tax burden depends on the extent to which 'trading' income counts as taxable income. As the fundamental purpose of a CSLP company would be 'not for profit' and largely charitable in purpose this would not be likely to attract tax. Should the entity at some point, begin to receive significant taxable income, it would need to take further advice. It would be possible for the CSLP entity to establish a trading subsidiary in order to alleviate any tax burden.

5.2.4 Summary table of company options assessed

The above assessment is summarised on the following table:

	1. Can all Camden Schools join in their current form?	2. Is exposure of schools to risk limited?	3. Is it easy to establish?	4. How significant is the ongoing burden of regulation – is it easy to manage?	5. Does the membership and governance model work for Camden given the stated aims?	6. Could the organisation employ staff?	7. Could the organisation trade and enter into contracts – either itself or through a subsidiary?	8. Would there be a significant tax burden – is charitable tax status possible?	9. Is there the possibility that it could become an academy sponsor in future or a School Improvement Partner?
Company limited by shares	✓	✓	✓	✗	✓	✓	✓	✗	✓
Company limited by guarantee	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community interest company	✓	✓	✓	✗	✓	✓	✓	✗	✓
Charitable interest organisation	✓	✓	✓	✗	✗	✓	✓	✓	✓

Key: ✓ = test met; and ✗ = test not met.

Based on the above assessment is it recommended that the CSLP is established as a company limited by guarantee, as this form of company meets all of the nine ‘tests’ set out above. While an alternative approach could be to adopt another form of company, this is not considered appropriate given the three alternative company forms do not sufficiently meet the nine ‘tests’. It is noted that once established as a company limited by guarantee, the CSLP cannot be changed into another kind of company i.e. one limited by shares. Equally, if the proposed company is established for the primary purpose of education without any ability to distribute profits it cannot be changed to subsequently allow for distributions to be made.

Proposal Two:

Based on the argument set out above it is proposed that the CSLP be established as a company limited by guarantee, and by virtue of the fact that it will include maintained schools as members, also a school company.

Consultation Questions

- ***Do you agree that the CSLP should be established as a company limited by guarantee, which would also be a school company?***
- ***Do you have any other comments?***

5.3 Should the company register as a cooperative, a charity or both?

If the CSLP were to become a company there is also the option of it becoming either a cooperative, a charity or both (or neither of course). The arguments for and against this are set out in this section.

It is noted that in the discussions with headteachers, governors and key partner organisations (described under ‘development of legal entity proposals with schools and partners’), the question of

whether the CSLP in future might be a company, a charity and / or a cooperative has been front and centre. In fact, the question – “company, charity or cooperative” – is based on a false premise. Charities and cooperatives are not legal entities in themselves. They represent a “status” awarded to a legal entity, such as a company or a community benefit society for example. The question is not, therefore, whether the CSLP should be a company, a cooperative or a charity. The question is whether, having become a company, the CSLP should also seek to become a cooperative, a charity, or both. Becoming a company is perfectly compatible with also being a cooperative or a charity.

5.3.1 Cooperatives

A cooperative is a business owned by its members which adheres to the Cooperative Principles established by the International Cooperative Alliance (“ICA”). These principles consist of: Voluntary and Open Membership; Democratic Member Control; Member Economic Participation; Autonomy and Independence; Education, Training and Information; Co-operation among Cooperatives; Concern for Community. Subject to those principles, a cooperative can take any legal form.

a) The reasons for becoming a cooperative

- Registering as a cooperative can send a powerful message about the type of organisation that you intend to be – your vision, your principles, and how you intend to work.
- One of the core principles of cooperatives is democratic member control. It provides a strong foundation for securing members’ ownership of and participation in the organisation.
- Becoming a cooperative will assist with an application to register as a charity – cooperatives which are in effect joint ventures between participating bodies will reflect the charitable status of their members, in this case the schools.

b) The reasons against becoming a cooperative

- The more separate ‘registrations’ an organisation has, the greater the potential regulatory burden. A company limited by guarantee must be registered with Companies House, and a school company must adhere to the School Company Regulations. Cooperative status would impose a further set of requirements which would have to be both met and demonstrated.
- Compliance with the cooperative principles may mean there is less flexibility in adapting the constitution of the company to suit the specific needs of the Camden schools and the other regulatory burdens on the proposed CSLP company.
- Legal advice is that if the company was set up as a formal cooperative, this would require Camden’s schools (who are members of the company) to also become cooperative schools, which is neither practical nor desirable given this may conflict with schools’ existing status as voluntary aided or trust schools for example.

c) Comment

If not formally a cooperative, a company limited by guarantee could still be formed in accordance with cooperative principles, with such principles written into the articles of association. Under this approach, the company could seek to reform as a cooperative at some future point should members so wish. The business objects could also establish the mutual benefit of the schools and the Council working together, which would be consistent both with a cooperative and also being charitable. It is

therefore recommended that, should the CSLP become a company limited by guarantee, it does not become a cooperative at this time, and instead references to mutual benefit and the cooperative principles are written into the articles of association.

5.3.2 Charities

A charity is a specific type of voluntary organisation, established to fulfil a charitable purpose for the benefit of the community and subject to oversight by the Charity Commission. A charity must comply with charity law and whatever other regulation applies to the form of vehicle used (e.g. company law for companies). Being a charity is a status, not generally a legal form (though a charitable incorporated organisation is an exception to this rule). Charities cannot change their fundamental purpose without the consent of the Charity Commission. Whilst often described as “not for profit” underlining the fact that charities are not established to carry on a trade but to undertake a social function, charitable vehicles can generate financial surpluses over the year (and indeed should do so to ensure financial robustness from one year to the next). Such surpluses should however be reinvested back into the organisation and be used to further the aims of the organisation.

a) The reasons for becoming a charity

- As is the case with cooperatives, registering as a charity can also send a powerful message to both members and the outside world about a company’s social mission and purpose. Some grant making bodies, for example, will only provide grants to charities. Equally, similar charities (i.e. charities established with the same or similar objects, in this case “the provision of education”) can support each other (without expecting a return). This will make it easier for the schools to participate in the proposed CSLP company and provide support to it either through the provision of funding or human resources.
- Charities are exempt from paying corporation tax meaning all funds generated from the activities of the proposed CSLP company can be ploughed back into education in Camden.
- An early application to register as a charity will assist in the development of the CSLP strategic plan, partly because it may provide a route to initial grant finding and partly because the engagement with the Charity Commission will help to refine the strategic objectives of the proposed CSLP company and its long term viability.

b) The reasons against becoming a charity

- Again, as in the case of cooperatives, becoming a charity imposes an additional regulatory burden over and above those associated with being a company limited by guarantee and a school company.
- The proposed CSLP company would need to clearly demonstrate it provides a public benefit and would continue to do so, otherwise registration can be removed.
- Charities cannot distribute any profits or pay a dividend (return) to members – membership benefits to the schools would need to be structured in a different way and carefully monitored to ensure the organisation does not breach restrictions against member benefits.
- Charities cannot trade (their purpose being charitable not commercial) and so any pure trading type activity that the proposed CSLP company may want to do will need to be hived

off into a trading subsidiary – this may complicate the final solution, though charities establishing trading subsidiaries is not uncommon.

- As with any purchasing entity, a charity will pay VAT on supplies made to it but, unlike the Council and the schools who benefit from special VAT exemptions, it generally cannot recover that VAT. This may result in tax leakage, though a trading arm can be used to offset VAT liabilities in so far as purchases relate to relevant activities.

c) Comment

While registering a CSLP company limited by guarantee as a charity would send a powerful message about the company's purpose and social mission, the requirements associated with being a charity need careful consideration (for example, the additional regulatory burden associated with being a charity and how any trading would be managed). It is therefore proposed that a new CSLP company would not seek registration as a charity as part of its establishment. After the proposed CSLP company is formed, however, and the day to day operations and requirements of the company become clear, it is proposed that the new company gives consideration as to whether registering as a charity would be appropriate.

Proposal Three:

It is proposed that the proposed CSLP company does not register as a charity at this stage, but considers this after the company is formed and the day to day operations of the company becomes clear.

It is also proposed that a CSLP company limited by guarantee does not become a cooperative as meeting the requirements of the International Cooperative Alliance is likely to be too burdensome, cooperative status does not confer the same grant-receiving and tax advantages as charitable status, and requiring all member schools to become cooperatives is not desirable. It would still be open for the company to express cooperative principles in its constitution.

Consultation Questions:

- *Do you agree that the CSLP should not register as a charity at this stage?*
- *Do you agree that the CSLP does not become a cooperative, and instead, as a company limited by guarantee, it writes into its articles of association that it is not for profit, exists for the mutual benefit of members and the community, and is guided by the cooperative principles?*
- *Do you have any other comments?*

6. PROPOSALS FOR MEMBERSHIP AND GOVERNANCE STRUCTURE

The proposed CSLP company limited by guarantee offers considerable flexibility in how the membership and governance of the company is constructed. In this section a proposition for the future membership and governance of such a company is set out.

6.1 Membership and Decision Making

It is proposed that the option to become a member would be open to any state funded school in Camden and the Council. Over time, should it be considered desirable, the membership could be

opened up to include schools from other boroughs but it is not proposed that this is made possible from the outset. Schools would need the agreement of their governing bodies to become members and would need to apply to the company to be a member (membership rules may be helpful to regulate this). Membership would confer a range of rights on the school (with member rights and responsibilities set out in the articles of association and membership rules). These would be:

- The right to vote for non-executive directors.
- The right to vote on a range of decisions that are of such significance they must be put to the whole membership body. These might include: the approval of the annual business plan; changes to the classes of membership; a significant change in strategic direction; and the remuneration of senior executive officers of the CSLP (should it have any). In practice, the directors would recommend action or the approval of policy at an annual general meeting (AGM) and the membership would vote on it when they vote to approve the annual report. Specific one-off resolutions could be taken to the membership at an extraordinary general meeting (EGM). It is recommended that each school and the Council would have one vote with certain decisions requiring the express approval of the Council given its responsibilities as supervising authority (see section on 'School Company by default' above).

Membership would also confer a range of responsibilities for the school. These would be:

- The oversight of directors.
- In the event of the company becoming insolvent members would be liable for a contribution of £10 to the winding up of the company. In the event of any litigation or other financial claims on the company a member's liability would also be limited to £10.

It is recognised that a new CSLP company would need to work closely with other partner organisations such as Church dioceses (and other religious bodies), academy sponsors, colleges and universities. A new CSLP company would therefore seek to identify strategic partners with whom it would draw up formal partnership agreements in the form of memoranda of understanding.

6.2 Directors

It is proposed a CSLP company limited by guarantee would be managed by a board of directors. This could comprise non-executive and executive directors (i.e. the latter being directors with management responsibilities). The board would reflect as far as possible the mix of schools in Camden.

6.2.1 Non-executive directors

These would be unpaid posts. They would collectively be responsible for: setting the strategic direction of the company; holding the management of the company to account; providing a creative contribution to the board by providing objective criticism; and ensuring that the company is financially sound. It is proposed that the non-executive directors of a CSLP company limited by guarantee comprise:

- Two secondary school representatives – elected by a vote of all members
- Two primary school representatives – elected by a vote of all members
- One special school representative – elected by a vote of all members

- Two local authority representatives – one of which may be an elected member
- One finance expert – appointed by the elected directors from a suitably qualified shortlist
- One independent chair – elected by the non-executive directors, subject to the approval of the members from a shortlist drawn up by the Council
- Any additional representatives as are required, as agreed and elected by a vote of all members (for example, this could be a business representative).

While the board may have two directors representing the Council, the company's articles of association would make it clear that the overall stake that the Council has in the company is **not more than 19%**. This is because to hold a greater stake in the company may disqualify the company from being eligible to apply to become an academy sponsor at some future point.

It is noted that non-executive elected directors would serve for one year and may be elected and re-elected at each year's AGM.

6.2.2 Executive Directors

Executive directors would have the same legal responsibilities in the provision of good governance and strategic leadership of the company as non-executive directors. However, executive directors are paid posts and would be delegated the management responsibility for the organisation. Executive directors would typically spend the majority of their time working for the company. It is likely that as a new CSLP company grows and becomes established it would take the decision to appoint a Chief Executive Officer to be an executive director on the board and to oversee the effective management of the company on a day to day basis. It would be the responsibility of the non-executive directors to appoint a Chief Executive Officer.

6.3 Employing staff

It is likely that even in the early days a new CSLP company would need to employ some staff, particularly administrative staff and then a Chief Executive Officer. The company would need to draw up a staffing, finance and business plan for approval by the board of directors. While the company may well take on staff from schools and council teams in order to meet its stated aims possibly on a secondment or consultancy basis initially, employment of large numbers of staff would load costs and other liabilities onto the fledgling company and is unlikely to be viable. Over time when the organisation is ready, permanent or temporary appointments can be considered and the business plan will need to be reviewed on an ongoing basis.

Proposal Four:

It is proposed that all state funded schools in Camden are given the opportunity to become members of the proposed CSLP company limited by guarantee and that their rights and responsibilities would be set out in the articles of association and membership rules. Each member school and the Council would have one vote.

It is further proposed that a board of non-executive directors be established at the outset of the proposed company's creation (comprised of the directors set out under 'non-executive directors' and bulleted below) and that the board would elect an independent chair.

Consultation Questions:

- ***Do you agree that all state funded schools in Camden are given the opportunity to become CSLP company members?***
- ***Do you agree that each member school should each have one vote?***
- ***Do you agree with the proposals to establish a board of non-executive directors, comprised of the following directors (listed under 'non-executive directors')?***
 - ***Two secondary school representatives***
 - ***Two primary school representatives***
 - ***One special school representative***
 - ***Two local authority representatives***
 - ***One finance expert***
 - ***One independent chair***
 - ***Any additional representatives as are required and agreed***
- ***Do you agree that the board of non-executive directors, with the agreement of members, should appoint an independent chair?***
- ***Do you have any other comment?***

7. PROPOSALS FOR COMPANY PURPOSE, OBJECTIVES AND TRADING NAME

7.1 Company Objectives and Purpose

It is proposed that a CSLP company limited by guarantee would have the following objectives, which are consistent with and seek to meet the vision of the CSLP as outlined under 'current operation and purpose of the CSLP'.

- To help every Camden child to have the best start in life and let no child get left behind
- To enable the Camden family of schools to continue to work together collectively to secure sustained educational improvement in Camden
- To ensure that throughout their education learners are provided with high quality information, inspiration and the opportunity to translate high expectations into the best possible study and work destinations following their education in Camden schools
- To enable every Camden child to achieve the best possible educational outcomes in all areas of their lives, to develop growth mind sets, high aspirations and the ability to work independently and with others
- To support teaching staff, governors and parents to play their roles to the full
- To attract and develop the very best staff to member schools and organisations
- To attract and to develop excellent education leaders for our schools and services
- To enable the Council to provide strong civic governance of the education of Camden residents and pupils in schools in Camden in order to secure the best outcomes
- To operate for the good of the community and in the interests of pupils, teachers, parents, leaders, governors and partners

- To operate for the mutual benefit of schools and the council which will work together for this purpose which would be consistent with being both cooperative and charitable
- To provide a strong financial base for education in Camden and to reinvest any surplus created by external trading into the company's capacity to further these objectives
- To develop and maintain effective partnerships with key organisations in the UK and around the world who can help the company to secure these objectives

The purpose of the CSLP as a new legal entity would also, fundamentally, be the same as outlined under 'current operation and purpose of the CSLP'. It would be a partnership of state funded schools in Camden, the Council, and would include working with other key strategic partner organisations that have come together for the purpose of ensuring that every child in Camden is able to access an excellent education, fulfil their aspirations, and achieve their potential. The CSLP, both now and in the future, is based on the belief that Camden schools are stronger and more effective when they work together than when they work in isolation. It is considered the creation of this legal entity is the best way of preserving and sustaining the Camden family of schools.

It is proposed that the company is called 'Camden Schools Learning Partnership' and would have the strapline 'Camden Learning'.

Proposal Five:

It is proposed that the company adopts the objectives outlined above and has broadly the same purpose as the current CSLP. It is proposed the company is called 'Camden Schools Learning Partnership' and would have the strapline 'Camden Learning'.

Consultation Questions:

- *Do you agree with the proposed objectives and purpose for the company?*
- *Do you agree with the proposed company name?*
- *Do you have any other comments?*

8. PROPOSALS FOR HOW A CSLP COMPANY MIGHT OPERATE IN THE FIRST YEAR

8.1 Functions

8.1.1 CSLP strategic plan and taking on additional functions

The CSLP currently has a set of aims and activities set out in the CSLP strategic plan. It is proposed that these form the core of what a CSLP company limited by guarantee would focus on in its first year of operation. The main areas of CSLP activity would therefore be:

- Providing high quality information, support and challenge to schools through Camden Professional Partners and a new CSLP data set.
- Preparing schools for the new assessment accountability measures through joint standardisation of pupils' evidence of learning, and shared agreement of expectations of progress across all key stages.
- Brokering and quality assuring a school-to-school support, consultancy and professional development offer through consultants based in schools and centrally.

- Offering professional senior and middle leadership development, provided both by the local authority and schools.
- Offering support for governance and for newly qualified teachers.
- Facilitating learning hubs and research and development networks between schools.
- Capturing, transferring and sharing effective practice across and between schools.
- Through Camden Traded Schools Services, offering a central point of contact and brokerage for schools.

These would be overseen through strict quality assurance arrangements, and delivered through a single well-managed service-level agreement with each school.

As the proposed CSLP company becomes more established, the further functions it is envisaged it would take on include:

- Brokering and facilitating peer-challenge between schools.
- Taking on responsibility for some education functions currently carried out by the local authority, on contract to the local authority. These could include, for example, school improvement support, behaviour support, or schools human resources.
- Tackling issues which are common to multiple schools such as teacher recruitment
- Jointly procuring goods or services to achieve economies of scale

In relation to the CSLP strategic plan moving forward, it is also proposed that the incoming board of directors would be tasked with revising the plan from 1st April 2017 onwards and to identify additional services or functions through that process that the proposed CSLP company could take on for the benefit of all schools with a business plan for sales and delivery.

8.1.2 Council statutory and non-statutory functions

It is noted that the Council would retain its statutory functions and is committed to continue to deliver these functions, for example in relation to:

- i. ensuring a sufficient supply of school places;
- ii. maintaining a fair system of admissions;
- iii. utilising intervention powers in the instances where maintained schools are not performing sufficiently well;
- iv. operating a Fair Access Protocol which secures the education of all children;
- v. ensuring the provision of full-time education for pupils excluded from school; and
- vi. assessing special educational needs and funding special educational provision.

However, it is noted that over time the Council may decide to contract out to the proposed CSLP company some of the activity, support and challenge which would enable the Council to meet its statutory responsibilities. For example the Council could contract with the CSLP to oversee fair access arrangements on its behalf, to provide strategic advice and leadership of the intervention strategy for underperforming schools, or to take responsibility for both reducing exclusions and ensuring high quality provision for excluded pupils. In such cases, while the statutory responsibility would still rest with the Council, the CSLP would lead a programme of work to deliver a set of outcomes set out in a contract with the Council. In this regard, the Council would exercise its monitoring and reporting functions as the supervisory authority of the CSLP company under the Education Act 2002 and School Companies Regulations 2002.

Non-statutory responsibilities currently delivered by the Council, such as the training and development of school staff, the provision of school improvement advice and services, and subject specific support and advice could similarly be delivered by the proposed CSLP with the agreement of both parties.

8.1.3 Examples of other similar approaches and functions undertaken

There are number of organisations run by schools for schools in different local authorities across the country. These all have a slightly different focus determined by size, context, the relationship with the local authority and local priorities. Herts for Learning, for example, carries out improvement support and training for schools on a range of topics including school effectiveness, teaching and learning, subject specific consultancy, behaviour and PSHE, SEND and gifted and talented pupils, and early years. They run the equivalent of a school improvement partner programme and also deliver support services such as Human Resources, ICT, recruitment and access to school business manager services.

The Harrow School Improvement Partnership was established in 2011 through collaboration between primary and special schools in Harrow. The local authority commissioned school improvement support for all schools in Harrow from the partnership, but particularly schools causing concern. The local authority remained responsible for statutory activities including place planning, admissions and monitoring school performance.

Newham Partnership Working in contrast, focused more on back-office support services for schools and school leadership including education ICT, schools HR and payroll, school management support (including health and safety, catering and cleaning services) and governor services.

Hackney Learning Trust is different again. It was established in 2002, and awarded a ten year contract to improve education services for Hackney Council. This was the first private, not-for-profit company in the UK to takeover a council's entire education function. Having achieved considerable success in raising standards of education in Hackney it has now become a department in Hackney Council's children's and young people's service again.

8.2 Accountability

It is noted that a CSLP company limited by guarantee would not be a provider of schools and would not take on formal governance or accountability for individual schools. The statutory responsibility and powers for intervening in maintained schools which are failing to provide a good standard of education would remain, as they do currently, with the local authority. However, it is the intention that the overall strategy for improving schools in Camden, which includes the targeting of intervention and the exercising of statutory powers alongside the much wider spectrum of support and challenge, would be owned collectively by the proposed CSLP company and led by the CSLP board.

8.3 Funding

The CSLP's current annual budget is £1,722k. This is made up of £556k subscriptions and additional payments for services from schools and £800k contribution from the Council's general fund and a contribution of £366k from Public Health. The budgets fund the activity (including employment costs) of the Learning Improvement Service, the Business Unit and a portion of the Training and Development Service.

It is proposed that in the first year of operation of a CSLP company the CSLP budget would remain the same and this would allow existing activity to flourish. As the partnership becomes more embedded it is anticipated that its income would grow as a result of:

- Growth in trading outside Camden providing additional revenue.
- A greater range of services and support which schools may wish to purchase.
- Taking on commissions from the Council for services to schools.

The contribution from schools for membership has been agreed to 1st April 2017 and the Council contribution has been agreed to 1st April 2018. By this point the proposed CSLP company would re-contract with schools and the Council and would have started to build a trading base outside of Camden.

Proposal Six:

It is proposed that during its first year of operation that the CSLP continues to work to its existing strategic plan and budget in order to ensure stability and continuity, and to make a lasting success of the activity that is already underway. It is further proposed that the incoming board of directors be tasked with revising the strategic plan from 1st April 2017 onwards and to identify additional services or functions through that process that the proposed CSLP company could take on for the benefit of all schools and a business plan for sales and delivery.

Consultation Questions:

- ***Do you agree that a CSLP company limited by guarantee should continue to work to the CSLP's existing strategic plan and budget for its first year of operation?***
- ***Do you agree that the proposed CSLP company should be tasked with revising the CSLP strategic plan from 1st April 2017?***
- ***Do you agree that during the first year the company should be negotiating additional work from clients including the Council?***
- ***Do you have any other comments?***

9. CONCLUSION

The proposals in this document could not have been developed without the valuable input and discussions from headteachers, governors and key partner organisations. This input is acknowledged and appreciated and further views are invited on the proposals in this document. For a full set of the consultation questions please refer to Part Two, which sets out in full all of the questions outlined in this document and how to respond to the consultation.

10. FREQUENTLY ASKED QUESTIONS

Would the responsibilities of governing bodies be affected by becoming a member of the proposed CSLP company limited by guarantee?

No. The purpose of the proposed CSLP company would be providing support, challenge and improvement services to schools. It would not be a provider of schools itself and would not take on any governance responsibilities for member schools.

Would voluntary aided and voluntary controlled schools be able to join the proposed CSLP company?

Yes. There is nothing about membership of a school company or company limited by guarantee which is incompatible with voluntary aided or voluntary controlled status. The governance, land or assets of the schools are in no way affected.

Would the liabilities of member schools be limited?

Yes. In a company limited by guarantee members enjoy the same limitations on risk as in any other limited company. The maximum financial exposure of a member school is proposed to be set at £10.00.

Would schools that have decided not to become members still be able to buy services from the proposed CSLP company?

Yes. We hope that as many schools as possible would decide to become members because it is through such collective ownership and responsibility that the company would gain strength. However, any school that decides not to become a member would still be able to purchase services through the proposed CSLP company. Non-membership would mean the school cannot vote for representatives of the board or on any decisions affecting the future of the company.

Would the same responsibilities that apply to the company, for example auditing of accounts, also apply to member schools?

No. The financial regulations which apply to the company only apply to the assets of the company itself. The financial affairs of member schools are entirely separate.

Part Two: Consultation Questions for Response

PURPOSE

The purpose of Part Two is to outline the specific consultation questions that headteachers, governors and key partner organisations are asked to respond on. For further context for these questions please refer to Part One.

Feedback on these consultation questions are sought by **5pm Thursday 18 February**. This feedback will inform future work to take forward, and establish, the CSLP as a legal entity. This includes consideration of final proposals by the CSLP governance group (made up of headteachers and governors) in mid-late March 2016, and a decision by the Council's Cabinet in April 2016 (on those areas for which the Council has responsibility).

Headteachers, governors and partner organisations are invited to respond to this consultation by filling out the survey online. A link to the online survey is available on the news section of the [Camden traded schools services website](#) or can be accessed directly on the [we are camden](#) website. Any further queries on the consultation can also be emailed to CSLPconsultation@camden.gov.uk. A copy of the online survey is outlined below for information.

CONSULTATION QUESTIONS

A) General

- 1) Please advise in what capacity you are responding?
 - Headteacher - please provide the name of your school below
 - Governor - please provide the name of your school below
 - Partner organisation - please provide the name of your organisation below
 - Other - please outline your interest in the CSLP proposals below

- 2) What is your name?

- 3) What is your email address?

B) Case for establishing the CSLP as a legal entity

Proposal One:

It is proposed that work is progressed to establish the CSLP as a legal entity.

Consultation question:

- 1) Do you agree in principle that the CSLP should be established as a legal entity?

 Y N

Do you have any other comments?

C) Options considered for establishing CSLP as a legal entity

Options for establishing CSLP as a legal entity

Proposal Two:

It is proposed that the CSLP be established as a company limited by guarantee, and by virtue of the fact that it will include maintained schools as members, also a school company.

Consultation Questions:

- 1) Do you agree that the CSLP should be established as a company limited by guarantee, which would also be a school company?

 Y N

Do you have any other comments?

Should company register as a cooperative, a charity or both?

Proposal Three:

It is proposed that the proposed CSLP company does not register as a charity at this stage, but considers this after the company is formed and the day to day operations of the company becomes clear.

It is also proposed that a CSLP company limited by guarantee does not become a cooperative as meeting the requirements of the International Cooperative Alliance is likely to be too burdensome, cooperative status does not confer the same grant-receiving and tax advantages as charitable status, and requiring all member schools to become cooperatives is not desirable. It would still be open for the company to express cooperative principles in its constitution.

Consultation Questions:

- 1) Do you agree that the CSLP should not register as a charity at this stage?

 Y N

Do you have any other comments?

- 2) Do you agree that the CSLP does not become a cooperative, and instead, as a company limited by guarantee, it writes into its articles of association that it is not for profit, exists for the mutual benefit of members and the community, and is guided by the cooperative principles?

 Y N

Do you have any other comments?

D) Proposals for membership and governance structure

Proposal Four:

It is proposed that all state funded schools in Camden are given the opportunity to become members of the proposed CSLP company limited by guarantee and that their rights and responsibilities would be set out in the articles of association and membership rules. Each member school and the Council would have one vote.

It is further proposed that a board of non-executive directors be established at the outset of the proposed company's creation and that the board would elect an independent chair.

Consultation Questions:

- 1) Do you agree that all state schools in Camden are given the opportunity to become CSLP company members?

 Y N

Do you have any other comments?

2) Do you agree that each member school should each have one vote?

 Y N

Do you have any other comments?

3) Do you agree with the proposals to establish a board of non-executive directors, comprised of the following directors?

- Two secondary school representatives
- Two primary school representatives
- One special school representative
- Two local authority representatives
- One finance expert
- One independent chair
- Any additional representatives as are required and agreed

 Y N

Do you have any other comments?

4) Do you agree that the board of non-executive directors, with the agreement of members, should appoint an independent chair?

 Y N

Do you have any other comments?

Proposal Five:

It is proposed that the company adopts the objectives outlined under ‘company objectives and purpose’ in Part One and has the same purpose as the current CSLP. It is proposed the company is called ‘Camden Schools Learning Partnership’ and would have the strapline ‘Camden Learning’.

Consultation Questions:

1) Do you agree with the proposed objectives and purpose for the company?

 Y N

Do you have any other comments?

2) Do you agree with the proposed company name?

 Y N

Do you have any other comments?

F) Proposals for how the CSLP might operate in the first year

Proposal Six:

It is proposed that during its first year of operation that the CSLP continues to work to its existing strategic plan and budget in order to ensure stability and continuity, and to make a lasting success of the activity that is already underway. It is further proposed that the incoming board of directors be tasked with revising the strategic plan from 1st April 2017 onwards and to identify additional services or functions through that process that the proposed CSLP company could take on for the benefit of all schools and a business plan for sales and delivery.

Consultation Questions:

1) Do you agree that the proposed CSLP company limited by guarantee should continue to work to its existing strategic plan and budget for its first year of operation?

 Y N

Do you have any other comments?

2) Do you agree that the proposed CSLP company should be tasked with revising the CSLP strategic plan from 1st April 2017?

 Y N

Do you have any other comments?

3) Do you agree that during the first year the company should be negotiating additional work from clients including the Council?

 Y N

Do you have any other comments?

G) Other Comments

Are there any comments that you would like to make about the proposed approaches? Or do you have any alternative ideas you would like to share?



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