

# **Camden Learning Limited**

## **Directors' Report and Financial Statements**

**31 March 2020**

A company limited by guarantee

Registered number: 10238772 (England and Wales)

## Contents

### Reports

Directors' Report	Page 4
Independent Auditor's Report	Page 13

### Financial Statements

Income Statement	Page 16
Balance Sheet	Page 17
Principal Accounting Policies	Page 18
Notes to the Financial Statements	Page 21

## Legal and administrative Information

**Board of Directors** Jonathan Edward James Abbey  
Alan Chesters  
Katherine Rose Forsdyke  
John Simon Hayes  
Cllr Angela Margaret Mason  
Gary Moore  
Martin Paul Leslie Pratt  
Julian James Christian Turner

**Chair (also a director)** Christine Bridget Gilbert CBE

**Registered Office** 11<sup>th</sup> Floor  
5 Pancras Square  
London N1C 4AG

**Auditor** Buzzacott LLP  
130 Wood Street  
London EC2V 6DL

**Banker** Nat West Bank  
106 Finchley Road  
London NW3 6JN

**Accountants** Compton Pond Ltd.  
12 Constance Street  
London E16 2DQ

**Solicitors** Winckworth Sherwood  
Minerva House  
5 Montague Close  
London SE1 9BB

**Co reg. no** 10238772 (England and Wales)

## Directors' Report

Year to 31 March 2020

The Directors present their report together with the financial statements for Camden Learning Limited for the year ended 31 March 2020.

### About Camden Learning

Camden Learning is a local partnership created for the benefit of children and schools. It is a joint enterprise between Camden state funded schools and the council and is focused on achieving both excellence and equity in the local system. It is driven by schools who take collective responsibility for the quality of education in Camden. Camden Learning brings teachers, head teachers and other education practitioners together to share expertise, drive improvement and develop excellent practice. This includes:

- Working with schools to improve teaching and learning.
- Supporting local schools with their development.
- Attracting and retaining the very best teachers.
- Encouraging local practitioners to be creative and innovative.

Camden Learning provides and brokers development opportunities for teachers, head teachers, governors and other practitioners. We identify outstanding practice and put schools in touch with others to share learning and accelerate improvement. By working together, schools can improve more rapidly and serve young people better.

By creating a strong partnership between schools, the council and others with an interest in education, Camden Learning helps to enrich learning, raise standards and drive improvement. This makes sure that every child gets the right support and reaches their potential.

### Our Vision

We want Camden to be a place where everyone has a chance to learn and nobody gets left behind. This means ensuring that every child enjoys learning and achieves well, so they leave school as confident, successful learners and good citizens.

### What we do

Camden Learning:

- works with schools to improve teaching and learning, sharing responsibility for the achievement of children and the excellence of all schools.
- supports schools with their development and to help ensure that they have the best people and practices in place. This means working to attract and retain the very best teachers, headteachers and school leaders, and encouraging local practitioners to be creative and innovative.
- creates development opportunities for teachers, headteachers, governors and other practitioners. We identify outstanding practice and put schools in touch with others to share learning and accelerate improvement.

By creating a strong partnership between schools, the council, and others with an interest in education, Camden Learning helps to enrich learning, raise standards and drive improvement. This makes sure that every child gets the right support to thrive and reaches their potential.

### **Our Goals**

- High standards
- Exceptional schools
- No child left behind
- Joint endeavour
- A centre of innovation and educational excellence

### **Our Priorities**

Our strategic priorities for the period of the Report, and up to the end of December 2020, are:

1. Building Camden Learning as a force for improvement
2. Developing great teachers and inspiring learners
3. Attracting, developing and keeping the best leaders
4. Enriching learning in Camden

### **Review of the business to March 2020**

The principal activities of the company during the year were the provision of school improvement services, governor support services and other support and training services.

### **Summary**

During 2019/20, Camden Learning continued its work to improve schools, increase the achievements and outcomes of children and young people and to promote the health and wellbeing of pupils and their families. The principal source of income to the company was through its commission from the London Borough of Camden. This commission represents approximately 70% of the company's revenue. The commission includes much of the company's school improvement work and also funds a number of other services, which Camden Learning manages and/or provides on the council's behalf. During the period, these were:

- Camden SENDIASS
- Health and Wellbeing Team
- Inclusion Service
- Supplementary Schools outreach
- Camden Music Service (Line management)
- Education Prevent Officer (Line management)

The balance of revenue was derived from schools (predominantly within the borough) who pay the company for school improvement or other services. These services primarily consist of training, CPD and targeted consultancy provided by the company's staff and consultants' network. More information on the company's school improvement offer and its outcomes are below.

The company is also responsible for the brokerage and account management of a range of traded services provided to schools by the London Borough of Camden. These are known as 'traded-services' within the council and the company has a role in enhancing the quality of service provision from this portfolio.

Following the outbreak of Covid19 at the end of the 2019-20 financial year, Camden Learning operated as a "first point of contact" and extensive support for the borough's schools, with an expanded role in coordinating briefings and information exchange.

## School Performance

Outcomes for young people are at the core of the company's mission.

During the year, Camden Learning continued to contribute positively to school performance. From 1 January 2020, all state-funded schools (all Camden Learning Members) in Camden were rated as Good or Outstanding by Ofsted. This is above the national and London averages.

This report covers the financial year 2019-20, with academic outcomes from summer 2019. Camden Learning identified the following as highlights in its annual Assessment and Standards report.

- significant improvements over last three years for Early Years Foundation Stage Profile, and ranking nationally has increased from 129<sup>th</sup> to 55<sup>th</sup> in three years; and was now broadly in line with London.
- KS1 results are variable over a period of time, with significant improvements in the % of pupils reaching greater depth
- Camden ranks in the top 9 nationally for all measures at KS2. In particular, for progress scores, Camden ranks 2<sup>nd</sup> and 3<sup>rd</sup> in the country and in London for Reading, Writing and Maths
- Camden has performed better than the national averages for Attainment 8 for the last 3 years, 42<sup>nd</sup> out of 150 LAs, and is slightly lower than London averages. KS4 progress scores are positive – pupils are making better progress than similar pupils nationally.
- Camden ranks in the 25<sup>th</sup> percentile nationally (38 / 150) for Progress 8.
- At the end of KS4, disadvantaged pupils (pupils eligible for free school meals in the last 6 years) made up 56% of the local authority 2019 KS4 cohort compared to 28% nationally. 59% of Camden disadvantaged pupils achieved a standard pass in English and Maths, which remains well above national and London averages.
- A Level / KS5 results are broadly average across measures and Camden ranks close to national averages for most measures.
  - 23% of students achieved AAB in their A levels, which is 3ppts above the national average and 2ppts above the London average.
  - Over 80% of students from school sixth forms went onto higher education
  - 23% of students went onto Russell Group universities, which ranks Camden 34<sup>th</sup> in the country

At the close of the financial year, the Covid19 outbreak had begun. This will affect reporting on national outcomes available in future periods.

### **School Improvement**

Camden Learning continued to deliver school improvement through a combination of activity commissioned by the London Borough of Camden and activity paid for directly by schools.

Commissioned activity was divided between a universal offer delivered to all schools and a targeted offer to those schools identified as requiring additional support. The universal offer included support to headteacher recruitment, an assigned Professional Partner and an annual Standards Meeting for each maintained school. New developments in the period included an annual scorecard; this allows each school to review its performance against an extensive basket of indicators, including school improvement, exclusions, attendance and finance.

The targeted offer is driven by the Schools Requiring Additional Support process, which Camden Learning coordinates under its commission. This brings together senior Camden Learning staff, service leads from the London Borough of Camden and headteacher representatives to assess schools performance against a basket of indicators and assess the need for additional support. During the period, schools were identified for additional support, which is delivered and overseen by a Project Group. As outlined under school outcomes, these processes are working well and delivering on the outcomes required by the commission.

In addition to school improvement services delivered under the commission, the company offered an extensive range of training, CPD and consultancy, delivered by a combination of staff, schools and consultants.

Over the past four years, Camden schools have continued to harness the exceptional skills, expertise and talent of local leaders and teachers, with Hubs offering a vibrant collaborative network for school-based professionals. Once again, nearly ninety percent of Camden schools participated in at least one Learning Hub, with schools in other London boroughs making requests to join our network. Despite the challenges of COVID-19, schools and groups of schools came forward enthusiastically to deliver a Hub for the new academic year, some responding to the needs of a system that required renewal and others with a focus on important system issues such as those relating to the Black Lives Matters movement and others fixed firmly on the detail of teaching and its impact on learning.

The company also operated a full range of services to Governing Bodies, including a Clerking Service, CPD programme and a Complaints Service. Camden Learning is also a delivery partner for the National Governance Association's Chairs' Development Programme.

School Improvement activities, including governance services, contributed to the surplus outlined in these accounts.

## **Health and Wellbeing**

The Health and Wellbeing Team has three main areas of focus as part of the commission from London Borough of Camden: obesity prevention, mental health in schools, and general health and wellbeing in schools (including PSHE). The team delivers its work through a mix of training, consultancy, promotion, bespoke support and whole setting interventions and awards schemes.

During the period covered in the accounts, in addition to the regular programme, key achievements included the creation of the Families for Life Community Champions Programme, support for the introduction of Trauma Informed Practice, and the creation of a Relationships and Sex Education Policy for Camden (with associated support to schools).

## **Camden Learning Centre (CLC)**

The company operates the Camden Learning Centre (formerly the City Learning Centre). The centre provides IT and computer training, primarily to primary school age children. As part of the company's review of its training centres, the use of the centre was expanded, with an increased number of training sessions held on site rather than in external venues, contributing to a cost saving in venue hire and together with a reshaping of the training offer, an overall improved financial performance by the CLC.

## **Increased range of services**

During the year, Camden Learning increased the range of services provided under the commission. In September 2019, it became responsible for delivering the Inclusion Service for the London Borough of Camden. The Inclusion Service is responsible for exclusions and children missing education. The change allows the Inclusion Service to work more closely with schools and school improvement and benefit from the company's managerial expertise.

In September 2019, it also became responsible for the strategic management of the Camden Music Service. The company is paid a management fee by the London Borough of Camden for this work, with the Music Service's income and expenditure remaining the Council's responsibility. Financial statements reflect the income and expenditure for these services.

These extra services follow the addition of Camden SENDIASS to the commission from the Council in 2018-19 and were followed by the addition to the commission of the London Borough of Camden's Attendance Service and STEAM and Partnerships team after the period covered by the accounts. This forms part of the directors' overall strategy to diversify the services the company manages and delivers and reflects the strength of the relationship with London Borough of Camden. However, this potentially increases the proportion of the company's income that derives from its commission from the local authority.

Company revenues are derived from the core commission from the London Borough of Camden, which are agreed in advance of the financial year. The first commission expired on 31 March 2019 but has been renewed for a further two years with effect from 1 April 2019. The services paid for directly by schools reported in these

statements was also the first year of a two-year cycle of agreements with the schools, following the review carried out in 2018-19.

Expenditure for the company is mainly our staff (seconded from London Borough of Camden) and our network of school improvement and governor support consultants. Non-staff expenditure includes the funding of school improvement hubs (one of our highly regarded school improvement products), and the running of several conferences targeted at head teachers, deputy head teachers, governors and school business managers.

### **Principal risks and uncertainties**

The directors have given due consideration to the principal risks and uncertainties facing the company. These include the impact on the company of the challenging funding environment faced by the company's customers, and the ability to recruit and retain staff in key roles as the company's autonomy from the London Borough of Camden becomes more acute. The biggest risk in terms of delivery is the impact on achievement and well-being, particularly of the most disadvantaged and vulnerable children and young people, caused by loss of schooling,

### **Business Continuity Risks**

The company, like all others, was affected by the impact of the coronavirus outbreak which came in the last few weeks of the financial year. Schools were largely stood down from regular teaching, with only the children of key workers and those children considered to be vulnerable attending school. Much teaching went on to new platforms. From Camden Learning's perspective, the significant business risks centred on the quality of education for children and young people, most particularly for the most disadvantaged young people. Operationally, there were major risks relating to the organisation's ability to deliver its services in this environment, and ongoing business management with revised working arrangements for key staff. These risks were managed by responding to the impact of the coronavirus on schools by providing them with support in the management of the impact and the synthesis of advice, and the use of technology in maintaining services. Business management has been facilitated by the provision of agile working kit, and a programme of regular all team meetings to ensure the entire company remained fully up to date with developments and the business agenda. The Going Concern Review and Liquidity Assessment has concluded that, at the time of approval of these statements, coronavirus was not anticipated to have a material impact on the company's financial performance. This is due to the response the company has mounted to the crisis, the fact that schools have been encouraged to maintain contractual arrangements for business continuity reasons and because there has been no pressure whatsoever from customers to revise financial arrangements by reason of the coronavirus.

The largest uncertainty is the medium to long-term effect that coronavirus will have on council finances and any consequences for the value of the commission. These are unquantified at the time of writing, though revenue reduction scenarios have been incorporated in our trading forecasts for the three financial years following the period for this report. The board will regularly re-assess this risk and amend its operations and cost base if necessary.

## Financial risks

The company has no long-term debt and this ameliorates any financial risks that may arise from the poor management of financial instruments. The latter are realised entirely from operations and the company has oversight of these through the receipt of regular trading and balance sheet reports, including forecasts of the same enhanced by cash-flow forecasts.

### Financial performance risk

The company is exposed to future pricing risk stemming from both the core-commission and from school funded business. The company seeks clarity on the core commission value through its regular dealings with London Borough of Camden officers, and has re-assessed its pricing and operating models with respect to the schools funded business to ensure its service offer remains attractive and is commercially viable. The company is likely to face increased competition risk as a result of an increase in digital offers from competitors in the CPD market. A further risk is the decline in school finances as a result of the decline in pupil numbers in Camden and associated measures (including school closures); this may mean a decline in effective demand for CPD and consultancy. The company is seeking to enhance its service portfolio and broaden its customer base as a further risk mitigation factor.

It is of note that the current two-year commission from the London Borough of Camden expires on 31 March 2021. There is an understanding that this commission will be renewed but, at the time of writing, a renewal has not been formally agreed. Non-renewal of the commission would cast significant doubt whether the company could operate as a going concern.

### Liquidity risk

The company has favourable cash receipt arrangements with its customers, aided by our close working relationships. The board receives cash-flow forecasts regularly.

## Camden Learning Governance

The company is governed by a board of directors. The board consists of 5 members elected from the entire body of schools, two representatives from the London Borough of Camden (LBC), the managing director of Camden Learning and an independent chair. The board met regularly during the financial year and is responsible for setting the strategic direction of the company, for assessing and managing the financial and operational performance of the company, and for address key risks. The company members meet at an annual general meeting to agree the strategic plan. During the period, the members agreed to amend the articles of association to simplify reporting and to revise the membership rules to reflect the growth of the company.

## Financial Review for the year ended 31 March 2020

The financial results for the period to 31 March 2020 are set out in the sections below. In summary, the company reported a pre-tax surplus of £293,015 for the period. This represents a margin of 7% on turnover and is better than expectations mainly due to economies on expenditure. The balance sheet at the reporting date shows good liquidity. The directors consider the financial performance and position of the company as satisfactory, risks notwithstanding, at the balance sheet date.

## The Directors during the year

The directors who held office during the year up to the date of signature of the financial statements were as follows:

### Board of Directors

Jonathan Edward James Abbey  
Alan Chesters (appointed 7 May 2020)  
Margaret Duncan (resigned 8 February 2020)  
Katherine Rose Forsdyke  
John Simon Hayes  
Cllr Angela Mason  
Gary Moore (appointed 1 September 2020)  
Martin Paul Leslie Pratt  
Jacques Szemalikowski (resigned 31 August 2020)  
Julian James Christian Turner

### Chair (also a director)

Christine Bridget Gilbert CBE

### Directors' responsibilities statement

For the year ended 31 March 2020

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including Financial Reporting Standard 102 Section 1A, the accounting standard applicable in the United Kingdom and Republic of Ireland. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company of the profit or loss of the company for that period. In preparing these statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and to disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for

taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the directors confirms that:

- So far as the directors are aware there is no relevant audit information of which the company's auditor is unaware; and
- The directors have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This information is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The above report has been prepared in accordance with the special provisions as set out in Financial Reporting Standard 102 Section 1A and part 15 of the Companies Act relating to small companies.

For and on behalf of Camden Learning

A handwritten signature in black ink, appearing to read 'Christine Gilbert'.

Christine Gilbert CBE

Chair

Approved on: 9 October 2020

## Independent Auditor's Report

### Opinion

We have audited the financial statements of Camden Learning Limited (the 'company') for the year ended 31 March 2020 which comprise the statement of comprehensive income, the balance sheet, the principal accounting policies and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Material uncertainty related to going concern

We draw attention to the accounting policy on going concern in the financial statements, which indicates that the company is reliant on its member; the London Borough of Camden, to continue to commission from the company. As stated in the accounting policy on going concern, these events or conditions, along with other matters indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

### Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of directors**

As explained more fully in the Directors' responsibilities statement on page 6, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms

part of our Auditor's report.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Edward Finch (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 17/2/21

## Income Statement

Year to 31 March 2020

		2020	2019
		£	£
	Notes		
Income	1	4,126,505	3,182,177
<b><u>Expenditure</u></b>			
Staff costs	2	1,924,464	1,581,375
Consultants		348,548	356,770
Training expenses	3	98,591	133,067
Business expenses	4	1,461,886	960,804
		<u>3,833,490</u>	<u>3,032,016</u>
Surplus		<u>293,015</u>	<u>150,161</u>
Corporation tax		55,956	28,659
Retained Surplus		<u>237,059</u>	<u>121,502</u>

All of the company's activities derived from continuing operations in the above financial period.

The company had no gains or losses other than those shown above.

## Balance Sheet

### Balance Sheet

As at 31 March 2020

		2020	2020	2019	2019
		£	£	£	£
	Note				
<u>Non-Current assets</u>					
IT Equipment and furniture	5		1,625		678
<u>Current Assets</u>					
Debtors	6	2,353,938		1,154,464	
Prepayments	7	6,622		42,087	
Cash		681,759		309,236	
		<u>3,042,319</u>		<u>1,505,787</u>	
<u>Current Liabilities</u>					
Creditors incl taxation	8	2,483,940		1,173,692	
Deferred income	9	62,280		47,770	
Accrued expenditure	10	108,124		132,460	
		<u>2,654,343</u>		<u>1,353,922</u>	
Net Current Assets			387,976		151,865
Net Assets			<u>389,601</u>		<u>152,542</u>
<u>Capital and Long-term liabilities</u>					
Retained earnings	11		383,501		146,442
Long-term liabilities	12		6,100		6,100
			<u>389,602</u>		<u>152,542</u>

The financial statements have been prepared in accordance with the special provisions relating to the small companies regime within Part 15 of the Companies Act 2006 and FRS 102 Section 1A.

Signed for and behalf of Camden Learning Limited



Christine Gilbert CBE  
Chair

Approved on: 9 October 2020

Camden Learning Limited

Registered number: 10238772 (England and Wales)

## **Principal Accounting Policies** for the year ended 31 March 2020

### **Company Information**

Camden Learning Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Floor 11, 5 Pancras Square, London N1C 4AG.

### **Basis of accounting**

These statements have been prepared for the year to 31 March 2020. These financial statements have been prepared in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

### **Going Concern**

The directors have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The directors have made this assessment in respect to a period of one year from the date of approval of these accounts.

The company is reliant on the continuation of the contracts for services from its members and, in particular, the commission from the London Borough of Camden; the London Borough of Camden represents approximately 70% of the company's income. The commission from the LBC was renewed for a two-year period commencing 1 April 2019. There is expectation from all parties that the commission will be renewed for at least a two-year period commencing in April 2021, so the directors have agreed that preparing these financial statements on a going concern basis is appropriate. The non-renewal of the commission from the London Borough of Camden would cast significant doubt about the company's ability to continue as a going concern.

The directors have prepared trading and cash flow projections to September 2021 which, taking into account of reasonably probable changes in trading performances, show the company should be able to operate within the level of its current contractual and financial environment during this period. The directors therefore have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

## Cash Flow

The financial statements do not include a statement of cash flows because the company is exempt from the requirement to prepare such a statement under Section 1A of Finance Reporting Standard 102.

## Income

The company's revenue arises primarily in the UK. The only revenue arising from outside of the UK is an EU grant for activities under the Erasmus scheme which has now expired. Revenue is recognised to the extent that the company obtains the right to consideration in exchange for the carrying out of its operational duties under contract. Revenue is measured at the fair value of the consideration, excluding value added tax.

## Tangible Fixed Assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost net of depreciation. Camden Learning capitalises appropriate expenditure of £500 or more. Depreciation is recognised so as to write off the cost over the useful lives of fixed assets on the following basis:

Furniture, fittings & equipment	over three years
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## Financial Instruments

The company has elected to apply the provisions of section 11 'Basic Financial Instruments' to its financial instruments.

Basic financial assets (cash and debtors) are measured at transaction price. The requirement to amortise basic financial assets using the effective interest method does not arise as all basic financial assets are receivable within one year.

Basic financial liabilities, including payables, are initially recognised at transaction price.

## Taxation

The tax expense represents the sum of the tax currently payable, there is no deferred tax for this period.

### *Current tax*

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net surplus as reported in the income statement because it includes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted by the reporting end date.

**Staff costs**

All employees, with the exception of the Chair, of Camden Learning Ltd. are seconded from the London Borough of Camden. Employee costs are inclusive of all pension and other benefit costs which remained the responsibility of the London Borough of Camden in the period.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

**Judgements and key sources of estimation uncertainty**

In the application of the company's accounting policies the directors are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## Notes to the Financial Statements year to March 2020

### 1. Turnover

	2020	2019
	£	£
Provision of services to London Borough of Camden	3,236,636	2,246,768
Provision of services to schools in Camden	774,381	722,241
Grant income	13,471	95,803
Income from other local authorities	10,778	42,500
Other service income	76,667	52,163
Other commercial income	14,571	22,701
	<u>4,126,504</u>	<u>3,182,177</u>

The income from LBC includes £539,404 (2019: £354,235) in lieu of income received to cover the costs of the receipt of benefits-in-kind. Also see note 4.

### 2. Staff costs

Staff costs were as follows:

	2020	2019
	£	£
Staff costs	1,898,464	1,555,375
Chair Stipend	26,000	26,000
	<u>1,924,464</u>	<u>1,581,375</u>

### 3. Training expenses

Training expenses have been calculated as follows:

	2020	2019
	£	£
General expenditure on training	64,115	37,265
Expenditure on the ERASMUS programme	34,476	95,803
	<u>98,591</u>	<u>133,067</u>

### 4. Business Expenses

Business expenses for the year were £1,461,886 (2019: £960,804). Camden Learning receives accommodation and services from the LBC through a benefit-in-kind arrangement valued at £539,404. This is included in the value for business expenses (2019: £354,235). Also see note 1.

**5. Tangible fixed assets**

	2020	2019
	£	£
Amount brought forward	678	1,355
Additions	2,438	0
Depreciation for the year	1,490	677
Carried forward	<u>1,625</u>	<u>678</u>

**6. Debtors**

	2,020	2,019
	£	£
Amounts falling due within one year		
Amounts owed by LBC	1,699,051	789,629
Other trade debtors and accruals	654,887	364,836
	<u>2,353,938</u>	<u>1,154,465</u>

**7. Prepayments**

	2,020	2,019
	£	£
Pre-paid training costs	6,622	40,587
Other prepayments	0	1,500
	<u>6,622</u>	<u>42,087</u>

**8. Creditors**

	2,020	2,019
	£	£
Amounts falling due within one year		
Amounts due to LBC	2,335,946	1,057,093
Corporation tax	55,956	28,659
Other taxation	0	21,111
Trade and other creditors	92,038	66,829
	<u>2,483,940</u>	<u>1,173,692</u>

## 9. Deferred Income

Camden Learning acts as the commissioner for the Newly Qualified Teacher (NQT) programme. The company charges schools for this activity which is delivered over the academic year. Therefore the proportion of income due for activity in 2020-21 is deferred.

	2020	2019
	£	£
Erasmus programme	0	13,742
NQT Income deferred	24,352	29,652
Other deferred income	37,928	4,376
	<u>62,280</u>	<u>47,770</u>

## 10. Accrued Expenditure

The following expenditure is accrued at 31 March 2019:

	2,020	2,019
	£	£
Goods and services provided by LBC	10,075	48,934
Other accruals	98,049	83,526
	<u>108,124</u>	<u>132,460</u>

## 11. Retained earnings

	2,020	2,019
	£	£
Retained earnings brought forward	146,442	24,941
Surplus for the year	293,015	150,161
Corporation tax	(55,956)	(28,659)
Retained earnings carried forward	<u>383,501</u>	<u>146,442</u>

## 12. Amounts owed to members

Each member of Camden Learning has subscribed to £100 on incorporation for a total of £6,100. This is held by LBC. (2019: £6,100)

### 13. Related Party Transactions

#### Remuneration of key personnel

The aggregate remuneration of key personnel for the year was £294,477.  
(2019: £277,376) The average number of seconded staff during the year was 37 (32)

#### Other related party transactions

During the year the company entered into the following transactions, in the normal course of business with the London Borough of Camden and Schools which are members of the company.

##### London Borough of Camden

£3,236,636 of income (2019: £2,250,770) for the supply of school improvement and health and wellbeing services.

##### Schools (members)

£774,381 of income (2019: £752,491) for the supply of school improvement, governor support and computer training services.

##### London Borough of Camden

£3,475,144 of expenditure (2019: £2,088,177) for the provision of seconded staff, non-staff expenditure and benefits-in-kind.

##### Schools (members)

£234,313 of expenditure (2019: £157,068) for the support of school improvement and sundry other activities.

### 14. Controlling Party

The directors are of the opinion that there is no single controlling party.