

**Agenda Item**

Committee: **Cabinet**  
Date: **28 July 2009**  
Title: **Scrutiny Review of Governing Body Clerks**  
By: **Director of Law and Personnel**  
Purpose: **To provide an opportunity for the Cabinet to comment on the report of the Children's Services Scrutiny Committee**

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**RECOMMENDATION –**

**To consider any comments the Cabinet wishes to make to the County Council on the report of the Children's Services Scrutiny Committee**

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1. Background Information

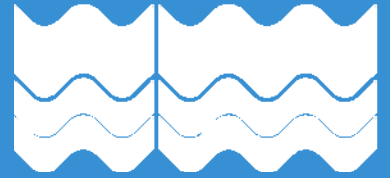
1.1 The Children's Services Scrutiny Committee has completed its scrutiny review of Governing Body Clerks.

1.2 The Committee's report will be submitted to the County Council on 13 October and a copy is attached. The Cabinet now has an opportunity to comment to the County Council on the recommendations in the Scrutiny Committee's report, although it cannot alter the report. Elsewhere on the agenda is a separate report by the Director of Children's Services commenting on the Scrutiny Committee's report.

ANDREW OGDEN

Director of Law and Personnel

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# Scrutiny Review of Governing Body Clerks

## Report by the Review Board:

Councillor Rosalyn St Pierre, Chairman

Mrs Sarah Maynard, Parent Governor  
Representative

Councillor Pat Ost

Mr Jeremy Taylor, Director of Education, Diocese  
of Chichester

May 2009

Children's Service Scrutiny Committee – 13<sup>th</sup> July 2009

Cabinet – 28<sup>th</sup> July 2009

Full Council – 13<sup>th</sup> October 2009

**The report of the Scrutiny Review of Services for Governing Body Clerks**

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# Recommendations

| Recommendation |  |
|----------------|--|
| 1              | Governor Services to develop a centrally run clerking service in line with the criteria suggested under the 'principles of operation' paragraph. (page 11)                                 |
| 2              | A bid to be made to the Schools Forum for £427,000 from the Headroom funding to enable a clerking service to be set up and administered by Governor Services.                              |
| 3              | The pay scales for clerks working in the clerking service to be re-assessed to ensure that the salaries reflect the additional roles and responsibilities that clerks will be undertaking. |
| 4              | The criteria for measuring the effectiveness of the clerking service to be developed in line with the short, medium and long term measures outlined at paragraph 41. (page 12)             |

## Objectives and scope of the review

1. A previous scrutiny review in 2008 focused on 'assessing how best the local authority can support governing bodies in East Sussex in carrying out their responsibilities in the future'. A series of recommendations were made to strengthen the training for governors and develop measures to ensure that governing bodies are sufficiently supported to enable them to be more effective in their role. The review also concluded that clerking support for governing bodies would benefit from scrutiny and set up this subsequent review.
2. The objectives of this review were to:
  - assess the roles and responsibilities of governing body clerks; and
  - provide a judgement on whether a centralised clerking service in East Sussex would be better and more cost effective.
3. To achieve this, the Review Board considered:
  - the current roles and responsibilities of clerks to governing bodies in East Sussex;
  - whether the role and responsibilities of clerks need to be expanded to increase the level of support that they provide to governing bodies; and
  - the advantages and disadvantages of a local authority operating a centralised clerking service.
4. Having addressed these objectives, the review then went on to consider how a clerking service could be developed in East Sussex. It identified the key characteristics of the service, funding options and the performance indicators that could be put in place to measure the effectiveness of the service.
5. The review concentrated solely on the roles and responsibilities of clerks and did not specifically look at the training available for clerks from Governor Services or issues around recruitment and retention.

## Background

### ***The role and responsibilities of governing body clerks***

6. All school governing bodies are supported by a clerk. Their responsibilities vary between governing bodies: some simply provide secretarial and administrative support, whilst others also provide constitutional advice, advice on legal matters and facilitate training for governors.
7. The Department for Education and Skills (now the Department for Children, Schools and Families) produced a model job description for clerks in 2001. The job description outlines the range of responsibilities it expects a 'high quality professional clerk' to provide. These are grouped under the headings of: supporting meetings, managing the membership of the governing body and providing advice and information. Clerks providing this level of service are also expected to undertake personal professional development, including successfully completing a nationally recognised qualification and ensuring that they remain up-to-date with current educational developments and legislation affecting school governance.

### ***East Sussex clerks***

8. At present, schools in East Sussex appoint either an administrator style clerk or an advanced advisor style clerk. Advanced clerks provide additional support, such as advice on legal and regulatory matters and carry out research to aid governing bodies in their work. Advanced clerks are also expected to undertake the Business and Technology Education Council (BTEC) Level 3 Award for Clerks to Governors qualification to aid their continued professional development.

### **East Sussex Governor Services view of an effective clerk**

A governing body can only be truly effective when it has an effective clerk in post. Qualities that contribute to an effective clerk include:

**Planning and preparation skills:** Planning an annual timetable. Preparing for meetings including reading and digesting all agenda papers and researching answers to potential questions or issues that may arise from the papers.

**Understand legislation and regulations:** Clerks are not expected to know legislation in great detail but they should know what legislation exists and how to access it. A familiarity with some of the main regulations is useful.

**Intervention:** An effective clerk is not afraid to intervene at meetings to keep the governors on track and to ensure that they are acting within the legal framework.

**Continued professional development:** An effective clerk will attend support meetings and any other training that is relevant such as minute-taking, Word & Excel training.

**Understand education concepts, theory and practice:** This is gained by attending the Induction programme for clerks and undertaking the BTEC qualification.

**Good communication/relationships:** It is vital that the clerk is kept in the loop and that governing bodies copy all communication to the clerk. This is aided by a good working relationship with the chair of governors which is built on trust and respect. An effective clerk who supports the governing body professionally will achieve that level of trust.

**Reliability:** An effective clerk will be reliable and will attend meetings regularly and on time.

**Ability to carry out research:** Reading the media, checking the internet and attending support sessions for clerks will facilitate the clerk to be professional and effective. An effective clerk will ensure he or she has access to the Governors' Guide to the Law and other regulations at all times.

**Confidence and competence:** This is achieved through training and experience. The BTEC will contribute significantly.

9. Governing bodies in East Sussex currently employ their own clerk and are responsible for all recruitment and administration matters. The chair, on behalf of the governing body, is the line manager of the clerk. Support and advice is available for clerks from Governor Services (currently part of the School Improvement Service provided to East Sussex County Council by the Centre for British Teachers - CfBT). Training can also be purchased from the Service. This includes an initial induction course, a support and development course and the BTEC qualification.

10. Clerks in East Sussex are all employed on a part time basis. Depending on the requirements of the governing body, they are employed between 75 and 216 hours per year. Since 1 April 2005 clerks have been paid within a grade 6 or 7 pay scale in accordance with the ESCC pay grades. The majority of the clerks (152 clerks) are on a rate of pay within a grade 6. Those with the BTEC qualification are usually on the higher rate of pay within grade 7. Wages range from £9.03 to £10.43 per hour (with the majority of annual salaries ranging from approximately £670 up to £2,300). Clerks are paid monthly through a centralised service provided by the County Council Personnel Department.

### ***Raising standards in schools – the role of the clerk***

11. In recent years the focus of East Sussex County Council, through the work of the School Improvement Service, has been to raise standards in all schools. Particular focus has been placed on raising standards in poorly performing schools to that of at least the national average and to reduce the number of schools that are considered by Ofsted to be 'failing'. Work in this area has had some success and the focus of the service in the future is to improve the performance of 'satisfactory' schools (often known as coasting schools) and thereby increase the number of schools which receive an 'outstanding' rating from Ofsted.

12. Raising standards in schools relies on a combination of factors, such as the quality of teaching, the leadership and management of the school, pupils' attitudes and personal development and support from parents. The governing body has a strategic role to play in raising standards. It monitors and holds to account the head teacher and the senior management team to ensure that they steer the school in the right direction and bring about improvements.

13. School leadership and management is one of the five areas that are reviewed during an Ofsted inspection. An inspector considers and then grades a school on "how effective are leadership and management in raising achievement and supporting all learners". In September 2009, a new Ofsted inspection framework will be introduced. One of its aims will be to strengthen the role that governors play in raising standards. The new framework will require inspectors to collect evidence on the extent to which governors are asking challenging questions of senior managers to ensure a rise in standards. Clerks will have an important role to play in this by helping to ensure that the right questions are being asked by the governors and that sufficient evidence is documented to support any subsequent Ofsted inspection.

### **Questionnaire results**

14. The review sent a questionnaire to each clerk, chair and head in the 192 schools in East Sussex. The aim was to find out more about the role of clerks, see what improvements they might like to see for clerks in the future, and to ascertain the level of support for the development of a clerking service in East Sussex. A total of 155 completed questionnaires were received, 71 from clerks, 64 from chairs and 20 from heads (an overall response rate of 27%).

### ***Developing the role of clerks***

15. The responses revealed that the majority of clerks, chairs and heads felt that the role of clerks should be that of an advisor to the governing body. Whilst all clerks provide basic administrative support such as minuting meetings and circulating paperwork, only some provide additional advisory support. Two additional advisory functions which some chairs and heads would like to see their clerks undertaking were to provide legal advice at meetings and manage an action plan/diary of key work activities.<sup>1</sup>

16. Other areas where improvements in the role of the clerk were supported by the majority of those who responded included:

- a standardised system of working to ensure a consistent level of service is provided to all governing bodies;
- better access to IT and office equipment; and
- standardised pay and conditions.

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<sup>1</sup> 50% of heads and 23% of chairs would like their clerk to provide legal advice at meetings. Whilst 55% of heads and 34% of chairs would like their clerk to provide the governing body with an action plan/diary of key work.

## ***Views on a clerking service***

17. Chairs and heads were asked, "if a clerking service was to be set up; would you be interested in using it?" A total of 39 (46% of responses) said they would be interested in such a service or might be interested in the future. A further 14 (17% of responses) were not sure as to whether they would use the service and 31 (37% of responses) said they were not interested in using such a service.

18. Views on whether a clerking service should be offered to governing bodies were therefore mixed.

Comments received on the positive impact a clerking service could have:

- raise the standard of clerking across all governing bodies
- provide a career structure for clerks
- increase training opportunities
- help those schools that have difficulties in recruiting a clerk

Comments received on the negative impact a clerking service could have:

- the independence of clerks to manage their role as they see fit would be lost
- the service would add an additional layer of bureaucracy
- the clerks would not have such a high level of commitment to a governing body
- the clerks would not have sufficient knowledge about the schools that they support

## ***The independence of clerks***

19. There has been debate at a national level over the practice in some schools of the bursar or the personal assistant to the head also being employed as the clerk to the governing body. The concern is that as the clerk's first loyalty must be to the whole governing body. A dual role can lead to a conflict of interests or a blurred reporting structure. Both the National Governors' Association and the Information for School and College Governors do not believe it is good practice for the clerk to the governing body to also be employed in the school as a personal assistant or bursar.<sup>2</sup>

20. The Review Board, therefore, posed the question to clerks, chairs and heads as to whether they considered a clerk who is also a personal assistant/secretary/bursar in the school to be at risk of having a conflict of interests over certain issues. The responses from the questionnaires showed a mixed response on this point:

- 45% of respondents felt there could be a conflict of interests if a clerk was also employed as a bursar or personal assistant; whilst
- 42% did not feel that there would be a conflict of interests.

21. Further results from the questionnaire can be found at Appendix 4.

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<sup>2</sup> Policy on Clerking, National Governors' Association (2008)

Page 10, Clerking Matters, Information for School and College Governors (2001)

## **Evidence from local authorities running a clerking service**

22. During the course of the review the Review Board took evidence from several other County Councils. These included Northamptonshire, Hampshire and Surrey (which have developed a clerking service in recent years) and Durham (which has always provided a clerking service).

23. These authorities highlighted the benefits and the negative aspects that a clerking service had brought. Benefits included:

- developing a professional team of clerks which provide a guaranteed standard of service;
- a reduced administrative burden for schools; and
- a knock on effect in an improvement in school standards.

Negative aspects included:

- some clerks having to travel long distances to cover several governing bodies;
- the challenge of managing a large team of part time clerking staff; and
- difficulties around recruitment of clerks.

## Findings and conclusions

### *Expanding the role of clerks*

24. The Review Board recognises that an efficient and effective clerk is a key component of a good governing body and that improving the quality of clerking can "bring about a step change in the effectiveness of governing bodies, with knock-on effects in school improvement"<sup>3</sup>.

25. The Review Board wants all governing bodies in East Sussex to have access to a clerk who can offer both administrative and advisory support. By carrying out such tasks as researching current legislation and keeping governors up to date on important issues; providing legal and constitutional advice and organising an annual timetable of work, a clerk can help a governing body to be more efficient. This additional support can also free up governors' time to enable them to concentrate more on their strategic role and responsibilities. The new Ofsted inspection framework is another area where clerks will be able to provide added support to their governors as highlighted at paragraph 13.

26. The Review Board, having considered the evidence from other authorities that have experience of running a clerking service, believes that the positive benefits of a service outweigh the negative aspects. It, therefore, believes that the best way to bring about improvements to clerking in East Sussex is to develop a clerking service. The service should be developed and administered by Governor Services. Not only do they have a good working relationship with governors at present, but they are also best placed in terms of resources and knowledge to administer and develop such a service.

### *Developing a clerking service*

27. The Review Board recognises that developing a clerking service will be a challenge and will require changes in ways of working. It recognises that some hesitancy about the service was expressed in the questionnaire results and the Review Board has responded to the concerns by laying out how it would wish to see the service developed.

28. Following discussions with Governor Services, the Review Board has developed an outline approach to implementing and managing a clerking service, this includes how funding could be accessed to run the service and the performance indicators that could be put in place to measure the effectiveness of the service.

29. The Review Board wants the service to be rolled out to all schools that wish to use it during the first year of operation. To manage demand and aid with the recruitment of clerks it recommends a phased service with three start dates offered for take up of the service during the first year.

30. Clerks recruited to the service would initially be drawn from the current pool of clerks working in East Sussex. The preference would be for them to be BTEC trained, or working towards this qualification. The Review Board believes that it is important that the clerk's first loyalty is to the governing body and agrees with the concerns raised by the National Governors' Association and the Information for School and College Governors on this issue (as noted at paragraph 19). Therefore, the Review Board would wish the clerking service in the future to work towards the practice of clerks not being employed within the school in another capacity.

31. Initial work on developing the structure and outline of the service is paramount to ensure that the service is set up to reflect the needs of clerks and governing bodies in East Sussex. The Review Board recommends that Governor Services carries out a series of briefings with all clerks, governors and heads to give them the opportunity to understand the benefits of the proposal and feed in suggestions about how the service should be developed.

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<sup>3</sup> Page 21, Clerking Matters, Information for School and College Governors (2001)

32. This process should include discussions at:

- the East Sussex Governors' Representative Group/County Forum;
- area meetings of governors; and
- meetings of the County Primary Heads and the County Secondary Heads

33. The induction of the current clerks who transfer to the service will be crucial to ensure that the service being provided is of a high standard from the outset. Clerks transferring to the service will have an intensive induction programme covering a refresher on the skills that they have learnt whilst taking their BTEC qualification, enhancement of their research skills and sessions to ensure that clerks have sufficient knowledge of the governing bodies and schools that they are working with.

34. Initial preparation work could begin as early as September 2009 and would involve briefings and discussions on the service, recruitment and training of clerks and initial development of the service structure. A phased roll out of the service to schools would be likely to begin in early 2010.

### **Funding**

35. The majority of governing bodies in East Sussex spend between £670 and £2,300 per annum on wages for their clerks (with an average salary of £1,000). On top of this there will be additional expenditure for recruitment, administration and management of clerks, as well as expenses for the provision or use of office equipment and stationery. However, the total amount of this additional expenditure by governing bodies is unclear, as it is likely to be incorporated in with other school expenditure.

36. Evidence from those authorities that operate a clerking service reveals that the average cost for a governing body to purchase a standard clerking service package is £1,400 per year (see appendix 2 for more information). For this the services provide support for between 3 to 6 meetings, or around 50 hours of work per year.

The Review Board would want to develop a clerking service in East Sussex that provides a greater level of support than just 6 meetings a year. It has therefore estimated that employing a clerk for 100 hours per year would be more suitable (this would allow cover for up to 10 meetings, as well as time to carry out research, manage elections and appointments of governors, carry out training and manage an action plan/diary of key work). An estimated figure of £2,224 per governing body is being suggested based on the breakdown outlined in figure 1 (a full breakdown of these figures can be found at appendix 3).

Fig 1. Estimated breakdown of the cost for a clerk from a clerking service in East Sussex

| <b>Expenditure</b>                                | <b>Amount</b> |
|---|---------------|
| Maximum hourly wage <sup>4</sup>                  | £11.49        |
| Additional salary add-on costs                    | £7.99         |
| Management & admin costs                          | £1.10         |
| One-off costs                                     | £1.66         |
| <b>Total per hour</b>                             | <b>£22.24</b> |
| <b>Total cost to employ a clerk for 100 hours</b> | <b>£2,224</b> |

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<sup>4</sup> The figure used here is the top rate of pay for a grade 8 scale. At present pay scales for clerks are either a grade 6 or 7. However, the Review Board has recommended (see recommendation 3) that the salary scale for the clerks is reassessed so that it takes into account their additional roles and responsibilities and would expect them to be paid something closer to this level.

37. The Review Board recognises that for some governing bodies the additional cost of accessing a clerk from a clerking service may be too expensive, especially for smaller primary schools. The Review Board believes that all governing bodies should have access to the same level of clerking service. Following discussions with the Director of Children's Services and the Children's Services Lead Member, the Review Board recommends that funding for the clerking service is sought from Headroom money (this is additional funding for education which is provided from national government directly to the Schools Forum to distribute as it sees fit). This would mean that the service could be free at the point of access for all schools that choose to use it. This would offer an additional benefit for schools as it would free up the money schools currently spend on their clerk's salary, which could be used to fund other areas or services within the school.

38. The estimated cost for managing the service and paying the salaries of the clerks that the service employs would be approximately £427,000 per annum. This is based on £2,224 per school.

### **Principles of operation**

39. The Review Board would wish to see a clerking service developed along the following lines:

#### a) Clerking team

- A team of highly skilled clerks that provide administrative and advisory support to governing bodies.
- The clerk would provide 100 hours per year, to be used to cover the preparation of, attendance at and completion of the minutes for 10 main meetings per year (this could be taken as 3 or 4 full governing body meetings and 6 or 7 main committee meetings), research, elections and appointments of governors, training and the management of an action plan/diary of key work
- If a governing body wanted their clerk to work over 100 hours, additional hours could be bought from the service.
- A structured career framework for the clerks offering good pay and conditions of service.
- Clerks to have, or be working towards, Level 3 BTEC award for clerks to governors.
- Clerks to use standardised systems and set timescales to produce agendas and minutes to ensure a uniform level of service is provided to all governing bodies accessing the service.

#### b) Set up of the service

- Providing that Headroom money is available, the service would be free at the point of access
- Schools will not be obliged to use the service and, if they wish, can continue with their current arrangements.
- Schools will have a designated named clerk, whom they will be able to choose to best suit their needs.
- Governor Services will liaise with the chair of the governing body to find out what they want from the service and ensure that the service meets their needs.
- The aim, wherever possible, would be to match clerks with schools in their local area. Also, if possible, one clerk could work for those governing bodies of 'cluster' schools to ensure continuity across them all and an easy point of contact.
- The service will provide emergency clerk cover to governing bodies if their designated clerk is unavailable due to sickness or holiday.

c) Management of the clerks

- Governor Services will be the employer of the clerk and will handle all administrative, recruitment and payroll functions.
- The chair, on behalf of the governing body, will be the client of the service. Chairs will report any performance or management issues about their clerk directly to Governor Services who will be responsible for resolving these issues.
- The line management of the clerk will lie with Governor Services, which will have the responsibility for managing the performance and effectiveness of clerks.
- Annual appraisals for clerks will be introduced, in line with the system used across East Sussex County Council. Chairs will have an opportunity to feed their views on their clerks to Governors Services and this information will be used as part of that appraisal process.

**Future development of the service**

40. The Review Board is confident that Governor Services has the ability to develop and further enhance its role in the future. Were the service to support a member of its team to become a qualified assessor and a BTEC verifier, the service could expand as a clerks training centre, which could be accessed by neighbouring authorities and generate income for the local authority.

**Measuring success**

41. Performance indicators will need to be put in place by Governor Services to measure the effectiveness of the service. Short, medium, long term measures will be needed to monitor how the service develops over time. These could be based on the following criteria:

a) Short term

- Take up of service by governing bodies
- Take up by clerks of BTEC qualification, or the number working towards it

b) Medium term

- Feedback in School Improvement Partner (SIP) reports on improvements in governance
- Reduced turnover of clerks
- Quality assurance of clerking by Governor Services
- Feedback from chairs of governing bodies
- Satisfaction survey of governing bodies

c) Long term

- Assessment of governing bodies in new Ofsted inspection reports
- Proof of added value and movement in the Ofsted category given to a school

### ***Review Board membership and support***

Review Board Members: Councillor Rosalyn St Pierre (Chairman), Sarah Maynard (Parent Governor representative), Councillor Pat Ost and Jeremy Taylor (Denominational representative).

The Project Manager was Gillian Mauger (Scrutiny Lead Officer). Logistics and support was provided by Sam White (Scrutiny Support Officer).

### ***Review Board meeting dates***

23<sup>rd</sup> January 2009, 12<sup>th</sup> February 2009, 16<sup>th</sup> March 2009, 1<sup>st</sup> April 2009, 23<sup>rd</sup> April 2009, 14<sup>th</sup> May 2009

### ***Evidence papers***

| <b>Item</b>  | <b>Date</b>             |
|--|-------------------------|
| <i>Clerking Matters</i> , Information for School and College Governors                               | 2001                    |
| <i>Making it better, Improving School governance</i> , Ofsted  | 2001                    |
| <i>National Training Programme for Clerks to Governing Bodies</i> , DfES                             | 2003                    |
| National benchmarking of Governor Services   | April 2007 – March 2008 |
| <i>Ofsted Inspects</i> , Ofsted  | 2009                    |
| <i>Policy on Clerking</i> , National Governors' Association  | 2008                    |
| <i>The role of the chair in the recruitment and development of the Clerk to the Governors</i> , CfBT |                         |

### ***Witnesses providing evidence***

**The Board would like to thank all the witnesses who provided evidence in person:**

- Caroline Collins, Governor Services Co-ordinator, CfBT
- Matt Dunkley, Director of Children's Services, East Sussex County Council
- Peter Davidson, Governor Services Manager, CfBT
- Alison Du-Sautoy, Governance Consultant (registered with the Association of School and College Leaders - ASCL)
- Councillor Keith Glazier, Lead Member for Children's and Adult Services, East Sussex County Council

**The Review Board would also like to thank the following who provided evidence over the telephone and via email:**

- Gillian Antosiewicz, Governors Support Officer, Buckinghamshire County Council
- Carol Barker, Governor Services Support Officer, West Sussex County Council
- Emma Barr, Information Assistant, East Sussex County Council
- Rosy Bass, Governor Services Manager, West Berkshire Council

- Debbie Clapshaw, Manager Governor Support, Devon County Council
- Vicky Cobb, Clerking Manager, Surrey County Council
- Hollie Gilbey, Governor Services Support, Hertfordshire County Council
- Anne Graveling, Manager of Clerking Services, Norfolk County Council
- Catherine Harris, Governor Training, Buckinghamshire County Council
- Linda Lissimore, Head of Governor Services, Kent County Council
- Rosemarie Lunn, Governor Services, Essex County Council
- Judith Peart, Area Co-ordinator, School and Governor Support Service, Durham County Council
- Sue Platt, Governor Services, Norfolk County Council
- Grant Skinner, Governor Services Administrator, Suffolk County Council
- Bob West, Governor Services Co-ordinator, Hampshire County Council
- Gillian Windass, Policy Officer, National Governors' Association

### **Consultation**

The Review Board is extremely grateful to all the clerks, chairs of governors and heads who took the time to participate in the questionnaire. The comments received enabled the Review Board to build up a detailed picture of the service currently provided by clerks in East Sussex and areas where improvements would be welcomed.

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An information pack containing the research carried out during the review obtained by contacting the Scrutiny Lead Officer

**Comparison of clerking service costs**

| <b>Local Authority</b>   | <b>Service provided</b>   | <b>Costs</b>                         | <b>Additional meeting costs</b>   |
|--|---|--------------------------------------|---|
| Durham   | Up to 6 meetings  | £1,200                               |   |
| Kent   | Each full GB meeting<br>Each committee meeting<br>One-off set up fee<br>Each additional meeting | £200<br>£85<br>£75<br>£20 (per hour) |   |
| Northampton  | 6 meetings:<br>- Primary and special schools  | £1,105                               | £185 per meeting  |
|  | - Secondary schools   | £1,208                               | £200 per meeting  |
|  | Pay as you go service   | £230 (per meeting)                   |   |
| Hampshire  | 54 hours to cover full GB meetings  | £1,200                               | £144 to £162 for additional full GB meeting<br>£16 to £18 per hour for other meetings |
| Essex  | Each full GB meeting  | £241                                 | £63 per hour for other meetings   |
| Buckinghamshire  | 3 meetings  | £1,380                               | £39 per hour for other meetings   |
| Norfolk  | 6 meetings  | £995                                 |   |
| <b>Info from a recent study carried out by Durham County Council</b> |   |                                      |   |
| Authority 1  | 3 meetings, GB of 20  | £1,835                               |   |
| Authority 2  | 3 meetings  | £1,291                               |   |
| Authority 3  | 4 meetings plus central training  | £1,450                               |   |
| Authority 4  | Up to 4 meetings  | £1,370                               |   |
| Authority 5  | 3 meetings  | £1,370 - £1,545                      |   |
| Authority 6  | Secondary schools –<br>3 meetings (11 hours)  | £1,987                               |   |
|  | Primary schools –<br>3 meetings (9 hours)   | £1,355                               |   |

**Estimate of clerking service costs in East Sussex**Salary per clerk

| <b>Expenditure</b> | <b>Amount</b> | <b>Comments</b>  |
|--------------------|---------------|--|
| Salary for clerk   | £1,149        | Based on paying the clerk the top rate of a grade 8 scale of £11.49 per hour<br><br>The clerk would provide 100 hours of work to a governing body. This would cover:<br>- the preparation of, attendance at and completion of the minutes for 10 main meetings per year (this could be taken as 3 or 4 full governing body meetings and 6 or 7 main committee meetings)<br>- research<br>- elections and appointments of governors<br>- training<br>- management of an action plan/diary of key work |

Additional costs per clerk

|                    |             |  |
|--------------------|-------------|--|
| On-costs           | £299        | 26% of salary costs for above (covers national insurance & pension)  |
| Travel costs       | £160        | Calculated using standard rate of 40p per mile. Estimated at:<br>- 10 meetings per year, living 10 miles from school = £80<br>- attendance at clerking training 4 times per year, living 25 miles from where training held = £80 |
| Stationery         | £100        | Covers paper, printer cartridges and postage   |
| IT - ongoing costs | £240        | 12 month charge for broadband  |
| <b>Total cost</b>  | <b>£799</b> |  |

Costs for management and administration of service

| <b>Expenditure</b>                                  | <b>Amount</b>  | <b>Comments</b>  |
|---|----------------|--|
| Backfill of Caroline's post - admin post at grade C | £16,900        | This person would back-fill Caroline's post so that she would have sufficient time to manage the clerking service<br><br>The role would be responsible for:<br>- quality checking governing body minutes<br>- collation and distribution of agendas for Area meetings & East Sussex Governors' Representative Group meetings<br>- conduct Parent Governor Representative elections<br>- provide support for Local Authority Governors<br>- additional support as required for the new clerking service |
| On-costs  | £4,394         | 26% of salary costs (covers national insurance & pension)  |
| <b>Total cost</b>                                   | <b>£21,294</b> |  |

One off costs

| <b>Expenditure</b>              | <b>Amount</b> | <b>Comments</b>                      |
|---------------------------------|---------------|--------------------------------------|
| IT – initial cost for equipment | £500          | standard computer package for clerks |
| BTEC course                     | £300          | Charge for clerks taking the exam    |
| <b>Total cost</b>               | <b>£800</b>   |                                      |

**Rate per hour:**

Hourly wage                    £11.49

Additional costs                £7.99 (799 ÷ 100 hours)

Management & admin    £1.10 (£21,294 ÷ 192 schools ÷ 100 hours)

One off costs                    £1.66 (£800 x 40 clerks ÷ 192 schools ÷ 100 hours)

= £22.24 per hour

**To employ a clerk for 100 hours would cost £2,224**

**Overall cost to run the clerking service - £427,000**

## Conclusions from the questionnaire

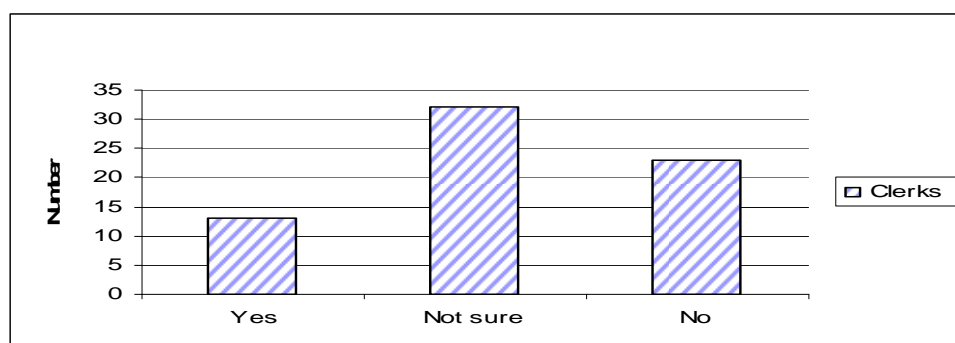
### Responses

|               | Primary | Secondary | SEN | Overall responses received |
|---------------|---------|-----------|-----|----------------------------|
| <b>Clerks</b> | 56      | 9         | 3   | 71 (37%)                   |
| <b>Chairs</b> | 47      | 12        | 4   | 64 (33%)                   |
| <b>Heads</b>  | 15      | 5         | 0   | 20 (10%)                   |
| <b>Total</b>  | 118     | 26        | 7   | 155 <sup>5</sup>           |

### Views on a clerking service

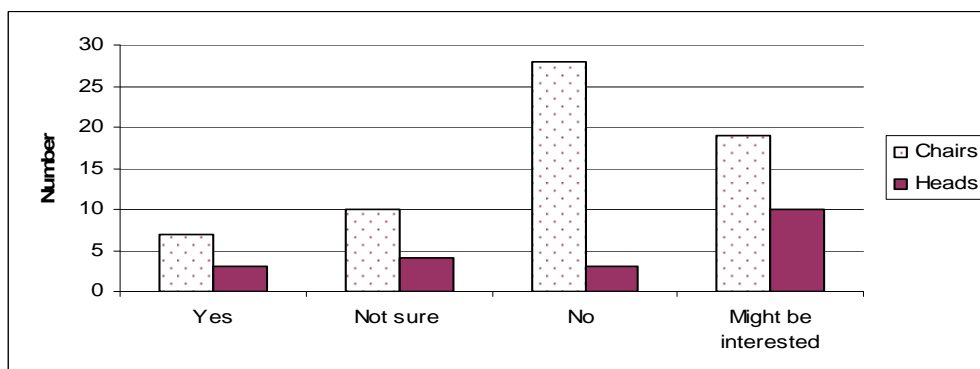
When asked if they thought it would be a good idea to set up a clerking service, the responses from clerks were:

- Yes - 13 people (18% of responses)
- Not sure - 32 people (45% of responses)
- No - 23 people (32% of responses)



When chairs and heads were asked if, were a clerking service to be set up, they would be interested in using it, their combined responses were:

- Yes – 10 people (12% of responses)
- Not sure – 14 people (17% of responses)
- No – 31 people (37% of responses)
- Might be interested in the future – 29 people (35% of responses)



<sup>5</sup> The overall responses figure is higher than the total from the breakdown of the schools as not all respondents indicated which type of school they were from

**Responses to a series of questions asked of clerks, chairs and heads**

