CONFIDENTIAL

Shirley Warren Primary & Nursery School
Proposed Interim Executive Board Terms of Reference

1. Background

The IEB of Shirley Warren Primary & Nursery School was appointed by the Local Authority according to its powers under Section 65 of the Education and Inspections Act 2006, following consent from the Secretary of State, with effect from Friday 27th February 2026 for one year. March 2027 will be a period of transition for the IEB to work alongside the re-established governing body for the school, subject to review by the Local Authority.

The members of the IEB are:

IEB members
Dominic Boddington MBE (Chair)
David Eager
Silas Bingley - LA representative
Ann Langran
Karen Mellor - Bridge Co-operative Trust representative

The RISE supporting organisation lead, RISE adviser, Acting Head and other relevant persons attending to report to and observe the IEB as required.

2. Constitution, Terms of Office and Proceedings

2.1 Members of the IEB will hold office for the period that the IEB is in existence, 1 year from February 27th, 2026, although individual members may resign at any time.

2.2 The LA may appoint additional members of the IEB at any time and may remove existing members for reasons of incapacity or unacceptable conduct.

2.3 The Chair of the IEB shall be appointed by the LA. The LA may remove or replace the Chair for reasons of incapacity or unacceptable conduct.

2.4 The Education (Governors' Allowances) (England) Regulations 2003 do not apply in relation to an IEB.

2.5 The School Governance (Procedures) (England) Regulations 2003 do not apply in relation to IEBs. It is for the IEB, once constituted, to agree appropriate procedures for the conduct of its business.

2.6 The IEB may make such arrangements as they see fit for the discharge of their functions by any other person in agreement with the Director of Education at Southampton City Council.

2.7 Whilst it is for the IEB to determine the regularity of meetings, it is anticipated that the Board will meet at least monthly during term time, to ensure the pace of improvement is maintained and to monitor improvement.

2.8 IEB members will commit to attending all meetings, unless due to personal circumstances – in which case the Clerk will be informed in advance of the meeting.

2.9 All IEB members and the Headteacher, unless the Headteacher is being discussed, and members of the shadow governing body, once established as planned in March 2027 (subject to review in December 2026), may attend meetings of the IEB and its committees although non-IEB members will not have voting rights. The shadow governing body is planned to be established to be operational from March 2027 to join meetings from this point forward to ensure a smooth handover and transition from IEB into an operational governing body once the IEB process ceases. This is subject to ongoing monitoring in line with DFE guidance.

2.10 Other individuals and observers, including other representatives of the LA, may only attend with agreement of the IEB.

2.11 Where confidential matters are being discussed it will be for the IEB to determine if non-members can be present;

2.12 The quorum for all meetings of the IEB will be three members and must include the chair or someone delegated by the chair to act on their behalf.

3. Duties of the Board

3.1 The IEB will fulfil all functions of a governing body and will conduct the school in a way that ensures improvement and promotes high standards of educational achievement.

3.2 The main function of the IEB will be to secure governance of the school, developing a sound basis for school improvement, with the intention of enabling the school rapidly to secure sustainable improvement.

3.3 The duties of the IEB can be summarised under three key roles.

3.3.1 Be strategic leaders of the school by:

- Setting targets for school improvement.
- Overseeing the conduct of the school leadership and management Including performance management of all staff.

- Setting and overseeing the management of the school's delegated budget, including setting a policy of spending decisions and limits to decisions that can be made by the Headteacher alone, and those decisions that must be referred to the IEB for approval.
- Setting staffing structures.
- Agreeing policies and plans drafted by the Headteacher and setting an appropriate policy framework within which the school must operate.
- Ensure that all necessary information is provided to the RISE adviser and that the RISE supporting organisation is bringing about the improvement required at the school.
- Where swift improvement is not evident the IEB will carry out a full option analysis, review all viable options and make a recommendation regarding Academy progression in the best interests of the pupils and local stakeholders.
- Appointing senior managers and other key staff as determined by the IEB

3.3.2 Act as critical friend to the school's senior leadership team by:

- Monitoring the quality of provision and standards of achievement within the school.
- Monitoring performance against targets set by the IEB.
- Monitoring the implementation of the policy framework set by the IEB and its impact on standards of achievement.
- Monitoring school self-evaluation and satisfying itself to the accuracy of this, including via external support as determined by the IEB.
- Ensuring the school complies with statutory requirements.
- Providing challenge and support to the Acting Headteacher and SLT.
- Monitoring and evaluating progress towards post-inspection action Points and actions from RISE adviser visits as well as supporting organisation actions.

3.3.3 Hold the Acting Headteacher and SLT to account, and be accountable to any interested party for the school's performance by:

- Receiving regular information from the Acting Headteacher and SLT on the performance of all aspects of the school;
- Agreeing a performance management policy and monitoring its implementation;
- Conducting the performance management of the Headteacher and Monitoring progress towards agreed targets;
- Ensuring that the school website meets statutory requirements;
- Agreeing a complaints policy and monitoring its implementation;
- Receiving appeals on issues relating to staff grievance, capability, complaints and exclusions;
- Determining how the school's relationships with parents will be managed including what will be communicated, in what medium and how frequently where appropriate.

4. The Role of the Headteacher (Acting)

4.1 The Acting Headteacher with the support of the DFE RISE Supporting organisation will be responsible for the internal organisation, the leadership and management and control of the school, and for advising on the implementation of the IEB's strategic framework.

4.2 The Acting Headteacher will provide the IEB with regular information on the performance of all aspects of the school and will comply with any reasonable request from the IEB for information. It is for the IEB to determine the range, content and regularity of these reports. The IEB may request any member of the SLT to attend its meetings to provide information on the performance of any aspect of the school for which they are responsible.

4.3 Where the IEB delegates any function to the Acting Headteacher the IEB has the power to give the Acting Head reasonable directions in relation to that function and oblige the Acting Head to comply with those directions.

5. Conduct of the IEB

5.1 The IEB will conduct its business in an open and transparent way and in accordance with the principles of standards in public life as determined by the Nolan committee, and with reference to the Maintained schools: governance guide (2025).

5.2 The IEB is a corporate body and consequently no individual has the power to act alone, unless delegated to do so by the IEB.

5.3 Where functions have been delegated to an individual, or a group, they must report back to the full IEB on actions taken under delegation at the earliest possible opportunity. The IEB remains responsible for any action undertaken on its behalf under delegation.

5.4 Individual members of the IEB must respect confidentiality. It is for the IEB to determine which parts of meetings, and the associated minutes, should remain confidential. Serious breaches of confidentiality may result in the LA removing an individual member from the IEB.

5.5 All dialogue with press agencies will be through close liaison with Southampton City Council Communications team, and through the Acting Headteacher and the Chair of the IEB. No member of the IEB should have contact otherwise with press agencies, unless authorised by the Chair.

5.6 Clerking of the meetings will be undertaken by the existing Clerk, employed by the Bridge Education Trust and time purchased by the school. The Clerk will also be bound to confidentiality but also has the right to raise concerns to the Local Authority regarding the conduct of any IEB member or practice that indicates harm to children.

6. Procedural issues/ suggestions

6.1 IEB minutes will be collated and sent to the Chair within three working days for approval, before wider circulation to the members of the IEB, by email.

6.2 Non confidential minutes will be published on the school website as soon as is practicable.

6.3 The agenda for IEB meetings will be determined by the Chair of the IEB for twelve months, at least seven days before the meeting. An agenda planner will be put into place to be shared with SLT and the RISE supporting organisation to support the SLT to prepare documents in advance. After this point consideration will be given to the capacity of leadership to contribute to the agenda development.

6.4 On request the Acting Headteacher and where necessary the supporting organisation nominated person will present a report to the IEB on progress against each of the improvement objectives, and including a financial update report, and any staffing/HR issues. The report will also include relevant data, assessment information including behaviour and attendance data. This will be supported by the lead for the supporting organisation for the planned term of the IEB.

6.5 The IEB will determine the agreed signatories for financial decision making and will determine the spending thresholds for the Acting Headteacher, without needing approval by the IEB. This is underpinned by ensuring accountability, without procedures negatively impacting the securing of rapid progress to address the issues.

6.6 Urgent decisions that need to be taken by the Acting Headteacher in the period between IEB meetings will be with the approval of the Chair of the IEB and support of an agreed member of the RISE supporting organisation team.

6.7 The decision-making processes of the IEB will be open and transparent, and in partnership in the best interests of the school and its progress towards addressing the improvement objectives for the school. In the event of a split decision, the Chair of the IEB will have the casting vote.

6.8 The IEB will contribute to a regular newsletter to update parents on the progress the school is making and will also inform parents on the outcome of external visits, including HMI and OFSTED visits to the school.

6.9 The IEB will provide half termly updates to the Director of Education or her nominated officer on progress towards targets set.

7. Shadow board development

7.1 The IEB will determine when shadow governing body members can attend IEB meetings following review in December 2026. IEB members will provide support to enable the shadow governing body to be up to date with school information and decisions to ensure effective transition back to local governing body arrangements subject to review.

7.2 The planned shadow board arrangements will be reviewed if a process to become an academy is begun, via outcome from inspection, RISE support ending after 2 years or other decision making such as government policy change.

Signed 

(Donna Tandy, Director of Education)

Dated 10.03.2026