BELVEDERE
INTERNATIONAL SCHOOL

GOVERNANCE POLICY

2025-2026

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Approvals:			
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Signature		*Date:*	23/04/2026
BIS Board of Governors	**Dr. Naim Radi**		
Signature		*Date:*	23/04/2026

Purpose

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Belvedere International School (BIS) Governing Board ensures the school operates in accordance with a clear strategic direction, upholds the highest standards of teaching and learning within the British curriculum framework, and makes decisions that serve the best interests of every member of the school community.

This policy establishes the governance framework for BIS, operating under the regulatory oversight of the Abu Dhabi Department of Education and Knowledge (ADEK). It defines the structures, roles, responsibilities, and processes through which the Board of Governors exercises its authority and maintains accountability for the school's performance, operations, and compliance.

This policy is aligned with the ADEK School Governance Policy (Version 1.1, September 2024) and is effective from the start of Academic Year 2025/26.

This policy serves to:

- Establish a clear and effective governance structure for BIS, led by the Board of Governors as the school's senior authority.
- Define the membership, terms of reference, and ethical standards expected of all Board members.
- Set out the responsibilities of the Principal and Vice Principal in relation to governance, operations, and regulatory compliance.
- Specify the requirements for conducting, recording, and reporting on Board meetings and decisions.
- Ensure full alignment with ADEK's regulatory framework, relevant UAE federal and local legislation, and British Standards Organisation (BSO) inspection requirements.

Definitions

BOARD MEMBER	AN INDIVIDUAL APPOINTED, ELECTED, OR FORMALLY DESIGNATED TO SERVE ON THE BOARD OF GOVERNORS BY VIRTUE OF THEIR POSITION, EXPERTISE, OR ELECTION BY A CONSTITUENT GROUP.
CASTING VOTE	THE DECIDING VOTE EXERCISED BY THE CHAIR OF THE BOARD IN THE EVENT THAT VOTING RESULTS IN AN EQUAL NUMBER OF VOTES FOR AND AGAINST A MOTION.
COMMITTEE	A PERMANENT OR TEMPORARY SPECIALIST BODY ESTABLISHED BY THE BOARD OF GOVERNORS TO SUPPORT THE DELIVERY OF SPECIFIC GOVERNANCE FUNCTIONS, WITH DEFINED MEMBERSHIP AND TERMS OF REFERENCE.
CONFLICT OF INTEREST	A SITUATION IN WHICH A BOARD MEMBER'S FINANCIAL, PERSONAL, SOCIAL, OR OTHER INTERESTS COULD REASONABLY BE SEEN TO COMPROMISE THEIR IMPARTIALITY, JUDGMENT, OR DECISION-MAKING IN THEIR GOVERNANCE ROLE.
GOVERNANCE	THE STRUCTURES, RULES, PROCESSES, AND PROCEDURES THROUGH WHICH BIS IS DIRECTED AND ITS ACTIVITIES OVERSEEN, DESIGNED TO ENSURE ACCOUNTABILITY, TRANSPARENCY, INTEGRITY, AND APPROPRIATE STAKEHOLDER REPRESENTATION (UNESCO).
GOVERNANCE RULES	A DOCUMENT DEFINING THE GOVERNANCE STRUCTURE OF BIS, INCLUDING BOARD MEMBERSHIP, TERMS OF REFERENCE, SCHEME OF DELEGATION, COMMITTEE STRUCTURES, AND APPOINTMENT PROCEDURES (UNESCO).
GOVERNING BOARD	THE BOARD OF GOVERNORS OF BIS — THE SCHOOL'S SENIOR GOVERNING AUTHORITY, APPOINTED BY THE SCHOOL OWNER AND COMPOSED OF QUALIFIED REPRESENTATIVES, ELECTED MEMBERS, AND THE PRINCIPAL IN A NON-VOTING CAPACITY.
NON-VOTING MEMBER	A BOARD OR COMMITTEE MEMBER WHO PARTICIPATES IN AN ADVISORY OR INFORMING CAPACITY WITHOUT THE RIGHT TO VOTE ON DECISIONS.
PARENT	THE PERSON LEGALLY RESPONSIBLE FOR A CHILD OR ENTRUSTED WITH THEIR CARE, AS DEFINED UNDER FEDERAL DECREE LAW NO. (3) OF 2016 CONCERNING CHILD RIGHTS (WADEEMA).
PRINCIPAL	THE SENIOR SCHOOL LEADER WITH THE HIGHEST OPERATIONAL AUTHORITY AT BIS, ACCOUNTABLE TO THE BOARD OF GOVERNORS FOR THE DAY-TO-DAY MANAGEMENT AND PERFORMANCE OF THE SCHOOL.

QUORUM	THE MINIMUM ATTENDANCE THRESHOLD FOR A BOARD MEETING TO BE VALID — NO FEWER THAN TWO-THIRDS OF BOARD MEMBERS MUST BE PRESENT FOR DECISIONS TO BE MADE.
SCHEME OF DELEGATION	A REFERENCE DOCUMENT DEFINING WHAT AUTHORITY THE BOARD HAS DELEGATED TO COMMITTEES OR INDIVIDUAL POST-HOLDERS, PURSUANT TO THE BOARD'S OWN TERMS OF REFERENCE (NCVO).
SERVICE TERM	THE DURATION OF AN APPOINTED OR ELECTED BOARD OR COMMITTEE MEMBER'S TENURE.
TERMS OF REFERENCE	THE FORMAL DOCUMENT DEFINING THE SCOPE, RESPONSIBILITIES, AND LIMITATIONS OF THE BOARD OF GOVERNORS OR ANY OF ITS COMMITTEES.
VOTING MEMBER	A BOARD OR COMMITTEE MEMBER WITH FULL RIGHTS TO PARTICIPATE IN AND VOTE ON FORMAL DECISIONS.
VOTING RIGHTS	THE ENTITLEMENT OF DESIGNATED BOARD OR COMMITTEE MEMBERS TO CAST A VOTE ON MATTERS BEFORE THE BOARD.

1. Governance Rules

BIS will develop and maintain its Governance Rules in accordance with this policy and all applicable UAE federal and Abu Dhabi local laws and regulations. The Governance Rules will be published on the BIS website and kept up to date at all times.

1.1 Content of Governance Rules

The Governance Rules will include, as a minimum:

- **Overall governance structure:** A clear description of the governance framework at BIS, including the Board of Governors and all standing committees.
- **Board terms of reference and membership:** The formal scope of authority, responsibilities, and composition of the Board of Governors.
- **Scheme of Delegation:** A clear record of what authority the Board delegates to committees and to the Principal.
- **Committee terms of reference and membership:** The scope and composition of each committee established by the Board.
- **Appointment procedures:** Transparent processes for appointing and electing members to the Board and its committees.

- **Member selection criteria:** The standards and criteria applied when selecting Board members.
- **Competencies and skills:** The competencies, skills, and experience expected of Board members.

1.2 Submission and Amendments

Any amendments to the Governance Rules require ADEK approval before implementation. BIS will submit amendments in a timely manner and will not enact changes prior to receiving formal approval.

1.3 Communication

BIS will ensure that the Governance Rules are effectively communicated to all relevant stakeholders and are accessible on the school website.

2. Governing Board Composition

2.1 Overview

The Board of Governors is the senior authority and governing body of BIS. It provides strategic oversight, ensures regulatory compliance, and holds the Principal accountable for school performance. The Board operates collectively and exercises its authority in the best interests of the school community.

2.2 Size and Composition

The Board of Governors will consist of a minimum of five (5) voting members and one (1) non-voting member, up to a maximum of fifteen (15) members in total (inclusive of the Chair). Board composition will reflect an appropriate balance of skills, gender, age, and professional experience.

2.3 Board Membership

2.3.1 Voting Members

The Board of Governors will comprise the following voting members:

- **Ex-Officio Member:** The school owner or their formally designated representative will serve as an ex-officio member of the Board, either as Chair or as a general voting member.
- **Parent Representative:** At least one parent representative, elected by the parent body, will serve on the Board. Parent representatives are expected to represent the interests of the wider parent community, not personal or individual family interests.
- **Teacher Representative:** At least one teacher representative, elected by the teaching staff, will serve on the Board. Teacher representatives are expected to represent the collective interests of the teaching body, not personal interests.
- **Independent Member(s):** At least one external independent member, appointed by the Board, will serve on the Board. Independent members should ideally hold significant expertise in education or a relevant professional field such as law, finance, human resources, or student wellbeing.
    - The Board is encouraged to appoint an independent member with business community experience to support the school in achieving its strategic objectives.
- **Chair:** The Chair is appointed from among the voting members of the Board. The mechanism for appointment is defined within the Governance Rules.

2.3.2 Non-Voting Member: The Principal

The Principal serves as a non-voting member of the Board of Governors. The

Principal attends all Board meetings to provide expert advice, respond to Board enquiries, and present reports on the school's operations, academic performance, and strategic progress.

- If the Principal is unable to attend, the Vice Principal will attend in their place.
- The Principal or Vice Principal will not attend any part of a meeting in which the Board is reviewing the Principal's own performance or remuneration, or any session where the Chair determines their presence to be inappropriate.

2.3.3 Student Representative

The Board of Governors may include student representatives, subject to the following conditions:

- Representatives must be Cycle 3 students with a demonstrated record of leadership, elected by the student body.
- The Board, with the owner's approval, may award voting rights to student representatives.
- Where student representatives are non-voting members, their attendance and participation are at the Chair's discretion.

3. Appointment and Responsibility of Governing Board members

3.1 Appointment of Members

BIS will ensure that all appointment and election processes for Board membership are clear, transparent, and consistent. Specifically, the school will ensure that:

- All procedures for appointing or electing Governing Board members should be clear and transparent
- All members of the Governing Board must have a good conduct certificate and be committed to upholding UAE values and the UAE national identity
- All members of the Governing Board should be able to demonstrate skills, qualifications and experience which will support the school. Governing Boards need to ensure an appropriate balance of skills and experience within their members
- Members of the Governing Board will not receive any remuneration for their services
- The school will research / vet a list of potential Board members who will have appropriate skills and expertise for when new members are required

An effective governor will:

- get to know the school, undertake induction, visit school activities and events

- attend and participate in meetings and come prepared
- act in the best interests of the school at all times
- behave in a professional manner
- maintain confidentiality.

3.2 Governors Tenure

The following conditions govern the tenure of Board members:

1. The service term of a member of the governing board is limited to a maximum of 3 years. Schools are authorized to appoint a member of members for an additional term or terms via the selection process, in accordance with the school's Governance Rules.
2. The owner is exempt from the restriction on service term length.
3. If a member does not complete their term (e.g., due to resignation or dismissal), a replacement member shall be appointed for the remainder of the service term, subject to the selection process.

4. Board Offices

The governing board shall not have a permanent office based at the school and shall not disrupt the regular operation of the school by visiting it daily.

5. Governing Board Ways of Working

- Governing Board discussions and deliberations are confidential. Members of the Board are subject to a code of conduct (appendix 1) which, along with this policy, sets out the expectations and commitment required of Board members.
- When initially starting as a member of the Board of Governors the Principal will ensure that each governor is invited to the school for an induction session to familiarize them with the school. This may include touring the school and meeting students.
- Governor training sessions may be offered from time to time to further develop member's skills and knowledge.
- The Governing Board will meet at least once every three months as required by the Chair or the Owner of the school. Dates should be set well in advance to enable governors to ensure their attendance.
- There should be at least two thirds of board members attending for a meeting

to be quorate and decisions to be made.

6. Open and Closed Meetings

Meetings of the Board of Governors may be designated as open or closed at the Chair's discretion:

1. Open Meeting: Relevant stakeholders (i.e., parents and teachers) authorized to observe the meeting.
   a. Schools are authorized to conduct open meetings. In case of such meetings, schools shall share the agenda and expectation with the attendees.
2. Closed Meeting: Only voting board members, the Principal and individuals specifically invited by the Chair are authorized to attend the meeting.
3. Closed Executive Meeting: Only voting board members are authorized to attend the meeting.

7. Voting

BIS will apply the following decision-making principles in all Board proceedings:

- It is expected that decisions by the governing board will be reached by consensus and after due discussion. However, where a vote is required, decisions shall be made on the basis of a majority of those attending and voting at a meeting where quorum is achieved.
- Only voting members are authorized to cast a vote. Principals and any other non-voting members shall not have voting rights (except if a student representative is given that right). In the event of an equal number of votes being cast, the Chair shall have the casting vote.

8. Terms of Reference

Schools shall ensure that the terms of reference of the governing board include the following provisions:

1. Responsibilities in relation to ADEK:

- Ensure that the school operates effectively in line with ADEK's regulations, policies, and other requirements.
- Respond to any directives issued by ADEK that require action to be taken by the school or the school governing body, for example, in relation to inspection outcomes and compliance issues.

2. Responsibilities in relation to the school:

- Vision and Mission: The Board will define and uphold the mission and vision of BIS, ensuring the school delivers high-quality education aligned with British curriculum standards and expected educational outcomes.
- Strategic Planning: The Board will approve the school's strategic, development, and operational plans, including the School Improvement Plan (SIP) and School Evaluation Framework (SEF).
- Policy Oversight: The Board will review and approve new and revised school policies on a regular cycle, ensuring all policies remain current and aligned with ADEK requirements.
- Financial Authority: The Board serves as the school's primary financial authority, approving the annual budget and financial statements, ensuring accurate financial records are maintained, and bearing overall responsibility for the school's assets.
- Delegation to the Principal: The Board will formally delegate authority to the Principal for the execution of Board-approved plans, policies, and budgets through a documented scheme of delegation.
- Legal Authority: The Board acts as the school's primary legal authority, ensuring systems are in place to meet all contractual and legal obligations entered into in the school's name.
- Employer Responsibilities: The Board acts as the employing authority for all staff at BIS, with responsibility for reviewing and approving frameworks for remuneration, benefits, and employment conditions.
- Legal Compliance: The Board will ensure compliance with all applicable federal and Abu Dhabi legislation, regulations, and ADEK policies relevant to schools.
- Risk, Digital, and Technology Governance: The Board will govern risk, information, and technology in a manner that supports the school's strategic objectives, in alignment with the ADEK School Digital Policy.

- Buildings and Facilities: The Board will ensure that school buildings and facilities meet the standards set out in the ADEK School Buildings and Facilities Policy and relevant UAE legislation.
- Complaints: The Board will ensure that formal complaints are investigated and resolved in accordance with the BIS Complaints Policy.
- Ethics and Values: The Board will actively promote ethical conduct and the values of the UAE national identity across all school activities and decisions.
- Conflict of Interest: The Board will ensure that decisions are made in the best interest of the school. Members must not allow personal relationships or interests to influence school decisions — for example, by intervening in disciplinary matters involving students related to Board members.
- Community Engagement: The Board will actively participate in key school events and nurture productive partnerships between BIS and the wider Abu Dhabi community.
- Designated Governor Responsibilities: The Board will appoint members with specific governance responsibilities — including safeguarding and inclusion — as required by ADEK policies.

3. Responsibilities in relation to the Principal:

- Appoint and review the performance of the Principal, in line with the *ADEK Employment Policy*, and where required, dismiss the Principal after obtaining ADEK's approval.
- Hold the Principal accountable for the effective implementation of board-approved plans and policies, in line with the school's mission, vision, values, and approved budget.
- Ensure that the Principal maintains an up-to-date master copy of all policies and procedures, in line with the *ADEK Records Policy*.

4. Responsibilities in relation to the governing board:

- Monitor and evaluate its own performance and effectiveness as school governing body of the school.
- Carry out its proceedings and duties in an ethical manner.

5. Responsibilities of the Chair:

Facilitate the efficient and effective functioning of the governing board by:

- Moderating discussions, ensuring that different perspectives are considered, and resolving conflicts.
- Fostering a culture conducive to good governance, including a constructive working relationship between the Principal and other board members.

6. Ethical Requirements:

All Board members at BIS are required to adhere to the following ethical standards:

- Members will conduct themselves in accordance with the ADEK School Professional Code of Ethics, ADEK Values and Ethics Policy, ADEK Cultural Consideration Policy, this policy, and the Code of Conduct for Education Professionals in General Education (MoE, 2022).
- Members must declare any personal, financial, or other interest that could be perceived as compromising their impartiality or creating a conflict with their governance duties. Declared conflicts will be recorded, and the member will withdraw from any related discussion or vote.
- Members must not offer or accept gifts — financial or otherwise — in connection with Board membership. This prohibition applies both to prospective and current Board members.
- All Board discussions and deliberations are strictly confidential. Members are bound by this obligation during and after their service term, except where disclosure is required by law.

BIS will ensure that any suspected breach of these ethical requirements is formally investigated. Where a breach is confirmed, the member concerned will be removed from the Board. Staff with concerns about ethical practice may raise these through the school's complaints committee in line with the ADEK School Compliance Policy, or via the school's whistleblowing mechanism under the ADEK School Values and Ethics Policy.

9. Board Effectiveness Self-Evaluation:

The Board of Governors will conduct a formal annual self-evaluation of its effectiveness, using an internally developed evaluation framework. The evaluation will incorporate feedback from the Principal and, where appropriate, from other stakeholders. Outcomes will inform governance improvement planning.

The Board will evaluate itself on the following criterias:

- Vision, Strategic Direction & School Priorities
- Governance Structure, Roles, Operating Model & Policy Oversight
- Role Clarity: Strategic vs Operational
- Accountability, Challenge & Leadership Performance Management
- Data, Evidence & School Performance Monitoring
- Safeguarding & Child Protection Committee Oversight
- Inclusion Committee Oversight
- Student Wellbeing Committee Oversight
- Behaviour Management Committee Oversight
- School Health & Safety Committee Oversight
- School Complaints & Appeals Committee Oversight
- National Identity Committee Oversight
- Financial Sustainability & Resource Oversight
- Risk Management, Assurance & Regulatory Compliance
- Governance Culture, Ethics & Continuous Improvement

10. The Principal and Vice Principal

10.1 Roles and Authority

The Principal holds the highest operational authority within BIS and is directly accountable to the Board of Governors. The Vice Principal serves as the Principal's deputy, standing in during periods of absence and supporting the Principal's leadership responsibilities.

The following conditions apply:

- The Principal may not be the school owner or a direct or indirect representative of the owner, and may not be a first- or second-degree relative of the owner.

- The Principal and Vice Principal will meet all requirements of the ADEK School Staff Eligibility Policy and adhere to educational leadership standards as defined by ADEK.
- Depending on the size and operational needs of the school, BIS may appoint more than one Vice Principal.

10.2 Succession Planning

BIS will maintain a documented leadership succession plan to ensure continuity of school operations in the event of a leadership gap. This plan will clearly define how the Principal's responsibilities are transferred to the Vice Principal (or designated Vice Principal) and will include task-sharing arrangements to mitigate operational disruption, in accordance with the ADEK School Employment Policy.

10.3 Responsibilities Towards the Board of Governors

The Principal will:

- Prepare and present all governance documentation — including the organizational structure, school policies, and reports — to the Board for review and approval.
- Keep the Board fully informed of all ADEK directives, communications, and regulatory updates in a timely manner.
- Disclose any potential personal conflict of interest to the Board promptly and withdraw from any related discussions or decisions.

10.4 Responsibilities in School Operations

The Principal will:

- Maintain full accountability for all aspects of the day-to-day management of BIS.
- Lead the school's self-evaluation and performance review processes, identifying priorities for continuous improvement and raising standards of teaching and learning, in line with the ADEK School Quality Assurance Policy.
- Provide instructional leadership, actively monitoring and supporting the quality of teaching and learning across the school.
- Develop, manage, and monitor the school budget in line with Board-approved parameters.

- Oversee the maintenance and upkeep of school buildings, resources, and facilities.
- Act as the key communication channel between ADEK and relevant members of the school community, conveying directives clearly and promptly.

10.5 Responsibilities Towards ADEK

The Principal will:

- Establish and uphold rules, procedures, and educational standards at BIS that are consistent with ADEK's regulatory requirements.
- Notify ADEK within 24 hours of identifying any legal violation or significant compliance issue with the potential for serious impact.
- Serve as the primary point of contact between BIS and ADEK. The Principal may designate a senior staff member to manage routine communication and ensure that logistical matters are handled in a timely and appropriate manner.
- Respond promptly to all requests and communications from ADEK.

10.6 Principal's Reporting to the Board of Governors

The Principal will provide the Board with a formal report at each meeting. Reports will include, as appropriate:

Reporting Category	Frequency	Examples
Academic Performance	Each meeting	Student progress data, attainment trends, curriculum review outcomes
Operational Management	Each meeting	Resource management, staffing structure, facilities update
Strategic Progress	Each meeting	SIP implementation, SEF updates, school improvement milestones
Compliance & Risk	Each meeting	Policy monitoring, safeguarding updates, ADEK communications
Student Data	Termly / At least annually	Attendance trends, inclusion data (SEN / G&T), admissions projections

Reporting Category	Frequency	Examples
Examination Results	Annually	Key Stage outcomes, public examination results
Staff and HR	As and when	Staff appointments, resignations, vacancies, formal complaints summary
Community & Engagement	Annually	Parental engagement plans, community partnerships, stakeholder surveys

11. Committees

11.1 Formation of Committees:

The Board of Governors will establish and maintain the following mandatory committees, in line with the relevant ADEK school policies:

Committee	Policy Reference
School Complaints Committee	ADEK School Compliance Policy
Behavioural Management Committee	ADEK School Student Behaviour Policy
Appeals Committee	ADEK School Student Behaviour Policy
School Health and Safety Committee	ADEK School Health and Safety Policy
School National Identity Committee	ADEK Governance Policy
Any additional committee required by ADEK school policies (e.g. Wellbeing Committee)	As directed by ADEK

11.2 Additional Committees

The Board may establish additional committees to support its functions as required. These may include, but are not limited to, committees focused on:

- Inclusion and Intervention
- Financial oversight and audit
- Safeguarding and Student Protection
- Wellbeing
- School Quality Assurance
- Resources Compliance
- Innovation and AI

- Improvement and Strategic Planning
- Communications and Engagement

The governing board shall determine the membership and terms of reference of these committees.

12. Records and Reporting

12.1 Meeting Minutes

BIS will ensure that formal minutes are recorded for every meeting of the Board of Governors and its committees. Minutes will:

- Accurately capture key discussion points, decisions made, and action points agreed.
- Be produced by a designated administrator and circulated to all Board members within two weeks of the meeting in draft form.
- Be reviewed and formally approved as the first agenda item of the subsequent Board meeting.
- Be made available to ADEK upon request.

12.2 Publication of Decisions

BIS will publish or communicate to relevant stakeholders any Board decisions that materially affect the school community. This will be carried out in a timely and transparent manner.

12.3 Pre-Meeting Documentation

All documents requiring Board review or decision will be circulated to members at least one week prior to the relevant meeting. This ensures members have adequate time to read, consider, and prepare questions or observations.

12.4 Agenda Management

Meeting agendas will be prepared by the Principal, subject to the Chair's approval, and circulated in advance of each meeting. Board members may request agenda items in advance. The agenda will include, as appropriate:

- Welcome Address by the Chairman
- Report on Findings
- Report on Students Attainment and Progress

- Progress on Action Items Since the Last Governors Meeting
- Subcommittee Reports
- Teacher Representative Presentation
- Student Representatives Presentation
- Board of Governors Priorities and Next Steps
- Comments and Recommendations
- Agreement on the Date and Time for the Next Meeting
- Closing Remarks by the Chairman

Appendix 1

Code of Conduct

الإمارات العربية المتحدة
وزارة التربية والتعليم

Declaration

Declaration

I (full name) ……. Job Type: ……

declare that I have received and reviewed a copy of the code of conduct for educational professionals in general education institutions and understood its content and pledge to abide by the provisions contained therein.

Signature: …… Date: / /

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Note: Refer to ADEK's Code of Conduct for Educational Professionals for the comprehensive form.

Appendix 2

Principal's Reports to Governors

To be able to support the school effectively the Governing Board needs to have accurate information about the performance of the school. This may be via the Principal's report or via a specific agenda item. Information and data should include:

- student progress
- management of school resources
- progress on the implementation of the school strategic plan

Examples of items which could be included in a termly report

- progress on targets including curriculum developments
- achievements of students and other members of the school community
- inclusion: SOD and G&T data
- school visits and journeys
- extra-curricular activities
- projections for number on roll figures and admissions trends over time
- staffing structure and responsibilities
- emerging priorities for school improvement planning
- review of material resources, premises requirements and risk assessments
- policy monitoring information
- outcomes of curriculum reviews

Example of items which could be included at least once a year

- pupil attendance data with trends
- baseline assessments and a review of key trends
- public examination results
- leavers' destinations
- parental engagement plans and actions
- community links and any shared use of school facilities

Examples of items which could be included as and when

- staff appointments and number of applicants
- staff changes, resignations, vacancies
- number of formal complaints with any detail anonymized
- policy monitoring information
- maintenance and improvement work to premises