POLICY TITLE:	Governance and Monitoring
Policy Number:	50
Applies to:	Al Karamah School and Training Institute - Abu Dhabi
Version Number:	07
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Date of Next Review:	August 2025
Author:	Governance Committee
Ratified by:	School Governors
Responsible signatory:	Chair of Governors

Outcome:
Strong governance is essential for good schools. The key role of governance is to support and challenge the school and its leadership to ensure students and students receive the best possible education.

INTRODUCTION AND PURPOSE

Management structure of the school

Prior to reviewing the school's governance structure, it is important to understand the ownership and structure of the school and relationship within the partnership between ADEK and the Priory/Aspris Group. This adds clarity to the overall governance process.

Al Karamah School and Training Institute delivers the day-to-day operational management of the school and the school governors oversee the running of it, including the approval of certain key matters. In this way ADEK and the Governors hold both the Principal and Aspris Education to account.

Governors hold the Principal to account for the strategic direction of the school, the quality of education, the progress of the students and the financial/commercial operations.

Frequency	Meeting/Report	Associated document

Monthly	**QUALITY IMPROVEMENT & ASSURANCE:**
	
	Divisional SMT Meeting
	Quality and Compliance Visits
	   1. Director of Quality Compliance
	   2. Educational Development Director
		Divisional SMT slides
		
		Record School Governors visits

Termly	**School Governing Body Meeting**	School Governance Agenda/minutes/actions
Monthly	**Middle East Quality Review Meeting**	Middle East Quality Review Meeting minutes/actions/Slides
As required	**Reporting Up** – Level 1 - severe harm or impact – **MUST BE REPORTED UP** Level 2 - significant harm – **MUST BE REPORTED UP**	Reporting Up Process

	Level 3 – concerning – (resulting in minimal harm) – **MAY BE REPORT UP – PRINCIPAL/COO DISCUSSION** Level 4 – worried but no harm – **MAY BE REPORTED UP** - Principal's discretion to COO, Director of Quality and Compliance/Education Development Director	
Ongoing	**Governance File** - file for the academic year of School Governance.	Governance File SEF, SDP, ISS, QA monthly visits.

1.PROCEDURE AND PRACTICE

School Governors Meeting - Agenda	
Item	**Subject Matter**
	Follow up on actions from previous meetings (including KPI indicators)
1.	**Review of the School's Current Self-Evaluation**, school development plan, safeguarding audit, and school risk register
2	**Learner outcomes, Progress, Outcomes,** assessment, social and emotional outcomes, transition plans/destinations, education observations
3	**Curriculum, Quality of Teaching,** learning and assessment, moderation.
4	**Personal Development, Behaviour and Welfare**, attendance, running away and missing child incidents, incident analysis and commentary, impact of therapy provision.
5	**Equality and Diversity**, reported incidents of bullying, careers provision.
6	**Financial & QPI review**
7	**Performance Management update**, staff attendance, staffing matters issues, recruitment, HR update

8	**Stakeholder Relationship**, parents and carers feedback and comments/survey results and actions, staff engagement survey, work with other schools, interaction with the Aspris Group and cross divisional, complaints, compliments
9	**Report from Board of Governors following any planned visits to the school,** KPI Indicators
10	**Health and Safety**
11	**Summary and Forward Planning**
12	**AOB**

The Process of School Governance – to ensure that all stakeholders are fully informed of the school's operations.

The reporting process to ADEK, Chief Operating Officer and Governors is outlined below.

2. ROLES AND RESPONSIBILITIES

Effective Governing Bodies carefully consider how they are organised; this includes the SLT thinking about whether and how to use their powers to delegate functions and decisions to committees or individual governors.

The SLT of the school are the key strategic decision-making body and it is their job to set the school's strategic framework to ensure that it meets all its statutory duties.

The School Governors constitute:

School Principal
Vice Principal/s
Director of People of Determination (ADEK)
Director of Quality and Compliance
Education Development Director
Chief Operating Officer

Parent governors (2 members)Abu Dhabi Community/business members (1 members)Abu Dhabi Academic members (1 members from educational establishments in the region)School senior teacher representative (1 member)

The Governance meeting is held three times per year and governors are expected to be informed, engaged and passionate about achieving the best possible outcomes for the children in a challenging, exciting, and happy environment.

The agenda for the meetings will be sent out two weeks prior to the meeting with specific information redacted for parents and staff governor for confidentiality purposes.

This level of engagement and first-hand information about all aspects of the school puts Governors in a position to challenge and support the school leadership.

The local community is a vital part of the ethos of the school. The school sits in the heart of the community, and we seek for the children to feel part of the this.   The school has been designed in such a way that the hall and multiuse games area and changing rooms could be accessible to community groups outside school hours.

As a school we are always seeking opportunities to develop local relationships and the Governors are key to facilitating this action.

We seek to attract Governors onto the body who reflect both the region in terms of business, employment and education.

Governance in Finance

Finance plays a vital role in the strategic development, planning and review of performance across all departments. The management has set an appropriate control environment through the finance department to ensure robust, transparent processing of all capital and operational expenditure; accounts are audited externally, and the tax liability filed with the Federal Tax Authority. The funding is systematically organised and utilised through established internal processes from procurement to payment.

Reporting requirements are completed regularly and periodically to ensure transparency in monitoring actual spending compared to the approved budget; oversight of the management of expenses is in line with budget by UK Finance.

Required reports include actual-versus-budget figures (monthly), forecasts (quarterly), invoice observation responses (quarterly) and governance reports (termly).

4.<u>MONITORING AND REVIEW</u>

The Governors will support and strengthen the leadership in the day-to-day running of the school. It will play a strategic role, focusing strongly on holding the Principal to account and avoiding being drawn into direct involvement in operational matters.

To achieve these key objectives a structure of reporting has been developed which will be adopted as a model of best practice.

GOVERNORS QUALITY ASSURANCE VISITS

Governors develop a first-hand knowledge of the school following monthly Quality Assurance visits to the school, which are supported by wider reading and attending the school governors meeting.

All Governor visits are recorded on a QA which should be presented with the pack of information which is available for each governors meeting. These visits will take place at least monthly during term time.

THE PRINCIPAL'S MONTHLY RECORD

The Governors recognise that school leadership plays a key role in improving outcomes for students, influencing the motivations and capacities of teachers, as well as the school climate and environment.

Effective school leadership is essential to improve the quality of education for students.

The Principal's monthly reports within the Quality Review meeting and Divisional SMT supports the focus on continuing the drive to improve overall student performance, serving the school to use more evidence-based teaching practices. The process provides a structured framework for evaluation, review and support for improvement by concentration on key areas to ensure the school's educational provision remains relevant, effective and in line with Aspris and ADEK quality assurance expectations. ADEK monthly specialist provision monitoring cycle serves as an essential tool in gauging the effectiveness and impact of the specialist provision, contributing to a holistic assessment of the educational framework. The alignment aims to enhance accountability and facilitate a cohesive approach to educational excellence.

Governance Schedule

August	September	October	November	December	January	February	March	April	May	June	July
Winter Term					**Spring Term**				**Summer Term**		
SEF/SDP ISS Audit					SEF/SDP/ (including Capex and Opex requests) ISS Audit				SEF/SDP ISS Audit		
Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits	Quality assurance visits
ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.	ME Quality Review Mtg.
ADEK Specialist Provision visit	ADEK Specialist Provision visit	ADEK Specialist	ADEK Specialist	ADEK Specialist Provision visit	ADEK Specialist Provision visit	ADEK Specialist	ADEK Specialist	ADEK Specialist Provis	ADEK Specialist Provision visit	ADEK Specialist	ADEK Specialist

		Provision visit	Provision visit			Provision visit	Provision visit	ion visit		Provision visit	Provision visit
Divisional SMT	Divisional SMT	Divisional SMT	Divisional SMT	Divisional SMT	Divisional SMT	Division al SMT	Division al SMT	Divisional SMT	Divisional SMT	Division al SMT	Division al SMT
Risk Register			Safeguarding Audit Student Survey	Parental Survey Staff Survey	Risk Register		Safeguarding Audit Student Survey		Risk Register Safeguarding Audit Student Survey	Parental Survey Staff Survey KPI/QPI Annual Outcomes Data	
School Governance Committee Meeting					School Governance Committee Meeting				School Governance Committee Meeting		

5. Appendices

Appendices I:

General Environment	Reviewed (Yes/No/N/A)	Notes
Conditions of building / Maintenance issues		
Resources		
Education and Learning		
Student attendance records		
IEP / ILP /Planning/EHCP (per phase)		
Student Progress Data		
Student Voice		
Behaviour incident records		
Learning Walks		
Curriculum Development		
The Protection of Children		
Sample safeguarding referrals/concerns Review of Safeguarding Audit		
Training Safeguarding Officers		
Staff induction		
Staff aware of who to contact if an allegation made about a staff member / Principal		
Missing children policy		
Student risk assessments		
Leadership and Management		
Complaints		
Compliments		
Moderation/ Performance Management		
Leavers / Exit interviews		
SEF		
SDP		
Impression staff morale		
Impression student morale		
Support requirements		

Monthly Governance Visit

Visit completed by: Governor   **Date:**

Actions (Prior Mth/Year):

Role			

Signature		**Date**	
Governors Name			