ليـــوا للتعليم
Liwa Education

مدرســـة لـــيـــوا الـــدولـــيـــة
Liwa International School
الـقـطـارة Al Qattara

2026-2027

Governance Rules

Policy Document

AY 26/27

August 2026

Effective Date: Aug 2026
Review Date: Yearly

A. The Overall Governance Structure

The Chair of the Board is Dr. Ali Saeed Bin Harmal Al Dhaheri

The governing body comprises 11 (minimum 5 and maximum 15) members, including both a parent representative and a staff representative, as well as the Principal.

Most matters are under the control of the full board; board committees for

- School Improvement
- National Identity
- Will be set up for AY24/25 will be convened and other committees as and when necessary.
- Named board members are appointed annually to oversee Inclusion, Child Protection and Digital Security as well as Mental Health and Wellbeing

The board ensures that all mandatory school committees are extant and receives relevant reports on a regular basis.

B. The Terms of Reference and Membership of the Governing Board

The Board of Trustees (the "BOT") has been formed at **LIWA INTERNATIONAL SCHOOL AL QATTARA (LISQ)** for the following purpose:

- To establish policies for the management of school business and operations, and oversight, making decisions on major school issues.
- To develop strategic plans & objectives and ensure that the strategic decisions affecting the school are made collectively.

Key Responsibilities of the Board of Trustees includes the following:

- Provide advice and direction related to the school, operations and other relevant matters. This advice and direction is provided on the basis of the experience of the BOT's members in business and other matters; the information it receives and through discussion with school management.
- Reviewing and approving management's strategic plans for the school on an annual basis and monitoring performance against the approved strategic plans.
- Identifying the principal risks for the school and its operations and ensuring the implementation of appropriate systems to manage these risks.

- Ensuring that appropriate structures and procedures are in place so that the BOT and its Committees can function independently.
- Ensuring that the BOT as a whole and each of the members can carry out their roles effectively.
- Ensuring that the Principal and the other Senior Leaders have the integrity required for their roles and the capability to promote a culture of integrity and accountability within the school.

1. Responsibilities in relation to ADEK:

a. Ensure that the school operates effectively in line with ADEK's regulations, policies, and other requirements.
b. 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:

a. Define the mission and vision of the school and ensure the school provides a high-quality of education that leads to expected educational outcomes and meets the interests of stakeholders and regulators.
b. Approve the school's strategic, developmental, and operational plans.
c. Review and approve new school policies and amendments to existing policies and ensure that all policies are regularly reviewed and up to date to be in alignment with ADEK requirements.
d. Act as the school's primary financial authority, ensuring that proper books of accounts are kept, approving the annual budget and financial statements, and bearing overall responsibility for the school's assets.
e. Delegate authority to the Principal for the execution of strategic and operational plans, policies, and budgets approved by the governing board.
f. Act as the school's primary legal authority and, as such, ensure that systems are in place for meeting all the school's legal and contractual obligations, including those arising from contracts and other legal commitments made in the school's name.
g. Act as the employing authority for all staff at the school, with responsibility for benchmarking and reviewing models related to remuneration, benefits, and conditions of employment.
h. Ensure compliance with all applicable federal and local laws, regulations, and policies related to **LISQ**.

i. Govern risk, information, and technology in a manner that supports the school in achieving its strategic objectives, in line with the ADEK Digital Policy.
j. Ensure that the school's buildings and facilities are constructed in line with the ADEK Buildings and Facilities Policy and in line with relevant laws and regulations of Abu Dhabi and the UAE.
k. Investigate formal complaints against the school and take appropriate action in accordance with the school's Complaints Policy.
l. Promote ethical values and practice in the school's plans and activities, in line with the UAE national identity and cultural values.
m. Actively engage in key school events.
n. Ensure the appointment of board members with specific responsibilities (e.g., safeguarding, inclusion), as per the requirements in other policies and as per ADEK's requirements.
o. Nurture partnerships between the school and the wider community.

3. Responsibilities in relation to the Principal:

a. 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.
b. 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.
c. 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 relation to the governing board:

a. Monitor and evaluate its own performance and effectiveness as the governing body of the school.
b. Carry out its proceedings and duties in an ethical manner.
c. The scheme of delegation to any committees or individuals
d. The terms of reference and membership of any committees.
e. The procedure for appointing members to the governing board and committees.
f. The criteria for selection of board members.
g. The competencies and skillsets expected of board members.

C. The Scheme of Delegation to any Committees or Individuals

The Governing Body delegates responsibility for the day-to-day running of the school to the Principal. The Governing Body holds the Principal to account for the performance of the school.

The Principal in turn holds other members of the senior leadership team to account by line managing them. Whilst the Governing Body cannot ever delegate its accountability, it can delegate some of the detailed scrutiny, oversight and decision making. The Principal will report to the Governing Body on the performance of the school, although this will be supplemented by the monitoring of committees and individual Governors with any delegated responsibilities.

The Governors will establish two standing committees: School Improvement Committee and National Identity Committee, to carry out some of its governance functions which may include making decisions, although any decisions made will be deemed decisions of the Governing Body. The Committees will keep the Governing Body informed of the decisions they have taken by submitting minutes of their meetings to the Governing Body and by appropriate discussions by the Committee members at Governing Body meetings. The membership of committees is set out in the committee's terms of reference as approved by the Governing Body. In addition, there are occasional committees established by the Governing Body which meet as and when needed to include the Student Behavior Committee.

D. The Terms of Reference and Membership of any Committees

1. Name of the Committee:

The name of the committee will be specified.

2. Composition of the Committee

The committee will comprise:

At least 3 members of the governing body.

Quorum: two thirds of members.

Members of the school leadership have the right to attend meetings, as necessary.

3. Election of Chair

The committee will elect a chair at its first meeting in the academic year.

4. Meetings

The committee will normally meet once a term but may meet at other times, as necessary. The committee will report back to the full governing body at least once per term and copies of the minutes will be circulated to all governors. Minutes will be taken by members on a rotating basis or by the secretary to the BoT.

5. Review

The terms of reference will be reviewed annually by the committee and recommendations made to the full governing body.

6. Terms of Reference

A committee is responsible to the governing body under the following terms of reference:

School Improvement Committee The named governors for Inclusion and Wellbeing will be members of this committee and will report back to the committee directly.

The Governing Body has agreed on that this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

a. To ensure that all areas of the school's curriculum are managed to support pupils' learning and achievement and the provision of a quality education for all pupils.
b. To engage in self-evaluation with the Principal, other members of staff and members of the school community, as appropriate.
c. To engage in school improvement planning with the Principal and other members of staff as appropriate.
d. To ensure that there are systems in place which enable all pupils to have equal access to the curriculum and the opportunity for pupils to make progress, and that the governing body does not discriminate unlawfully against pupils on the grounds of gender, race, or disability.
e. To ensure that all pupils are supported in developing personally, socially, and emotionally.
f. To ensure that the school complies with all statutory and ADEK requirements for students of determination.
g. To ensure that there are effective systems for assessing, recording, and reporting pupils' attainment and progress, and that this information is used to inform curriculum planning.
h. To ensure that that there are systems in place to support and promote pupils' health, safety, and welfare.
i. To ensure that data is used to inform decision making.

j. Together with the Principal, to set annual targets for pupil achievement and to monitor and review the school's target setting procedures.
k. To monitor attendance and lateness and their impact upon pupil achievement.
l. To ensure that the school complies with the US and MoE curriculum requirements, including assessment and testing arrangements.
m. To ensure that the school has effective behavior, discipline, and anti-bullying policies.
n. To ensure that the school and governing body have effective systems in place to communicate with parents and to promote the school within the wider community.
o. To monitor and evaluate the impact of enrichment activities and extended provision.
p. To advise other committees of the curricular implications of any matters they may consider.
q. To undertake tasks from time to time as directed by the governing body.
r. To report back to the governing body at least once a term.
s. To review terms of reference annually and recommend any variations to the governing body.

National Identity Committee 3 Emirati parents will be members of this committee.
The Governing Body has agreed on that this committee should have delegated powers to carry out the following activities and to report its decisions to the governing body:

a. To engage in self-evaluation with the Principal, other members of staff and members of the school community, as appropriate and to create a focused action plan
b. To ensure that there are systems in place to monitor the development of National Identity within the curriculum.
c. To ensure that all pupils are supported in developing an understanding across the 9 elements of the 3 domains in the National Identity Framework - values, culture, and citizenship.
d. To ensure that the school complies with all statutory and ADEK requirements.
e. To ensure that the school has effective Cultural Consideration and Values and Ethics policies.
f. To ensure that the school and governing body have effective systems in place to communicate with parents and to promote National Identity within the wider community.

g. To monitor and evaluate the impact of enrichment activities linked to National Identity.
h. To undertake tasks from time to time as directed by the governing body.
i. To report back to the governing body at least once a term.
j. To review terms of reference annually and recommend any variations to the governing body.

E. The Procedure for Appointing Members to the Governing Board and Committees

The BOT shall be comprised of that number of members as shall be determined from time to time by the BOT upon recommendation of the Nomination Committee of the BOT. The Nomination Committee shall maintain an overview of the desired size of the BOT, the need for nomination and the expected skill set of new candidates.

F. The Criteria for Selection of Board Members

BOT members must have an appropriate mix of skills, knowledge and experience in business and an understanding of the investment and education industry and the cultural values and geographical areas of UAE. Members selected should be able to commit the requisite time for all of the BOT's activities.

G. The competencies and skillsets expected of board members

Board members are expected to possess the following characteristics and traits:

1. Demonstrate high ethical standards and integrity in their personal and professional dealings;
2. Act honestly and in good faith with a view to the best interests of the company;
3. Devote sufficient time to the affairs of the company and exercise care, diligence, and skill in fulfilling their responsibilities as BOT member;
4. Provide independent judgment on a broad range of issues;
5. Understand and critically evaluate the key business plans and the strategic direction of the company;
6. Raise questions and issues to facilitate active and effective participation in the deliberation of the BOT;
7. Make all reasonable efforts to attend all BOT meetings; and
8. Review the materials provided in advance of the BOT.

Policy Owner Department

Education Department

Key Stakeholders		
Policy Owner:	Margaret Haynes	Director of Schools
Reviewed by:	Kevin Wallis	Deputy CEO
	Dr. Shereen Gobran	Chief Executive Officer
Approved by:	Dr. Ali Saeed Bin Harmal Al Dhaheri	Chairman