



NADEEN  
SCHOOL  
BAHRAIN

# Nadeen School

## Governing Board and Parent Board Handbook

### **Vision and Mission**

We are a child-centred, inclusive and diverse family with a shared love of learning. Our mission is to provide a caring, nurturing and empowering environment in which all children can learn and thrive. Our children and team have the skills and mindset to:

- think, explore and grow
- celebrate and respect ourselves and the people around us
- be compassionate and have a positive impact on the world

### **Values**

Respect

Unity

Compassion

Growth

## 1. Nadeen School Legal Status

- 1.1. Nadeen School (the School) is a legally recognised international co-educational school in Bahrain, licensed by the Bahrain Ministry of Education and is operated under its owning entity, Nadeen School – Dilmunia CR number: 146715-1
- 1.2. The School operates under the laws of Bahrain for the operating company and under Ministry of Education decree and regulation for all daily operational and educational processes at the School.
- 1.3. There are three levels of Board at the School, as follows:
  - 1.3.1. **Operating Company Board**
  - 1.3.2. **School Governing Board**
  - 1.3.3. **Parent Board**
- 1.4. And one level of Association at the School, as follows:
  - 1.4.1. **Nadeen Community Association**

## 2. School Mission, Vision, and Values

All representatives of School Boards and School Associations within the school abide by the following:

### 2.1. School Mission

Our mission is to provide a caring, nurturing and empowering environment in which all children can learn and thrive. Our children and team have the skills and mindset to:

- think, explore and grow
- celebrate and respect ourselves and the people around us
- be compassionate and have a positive impact on the world

### 2.2. School Vision

We want our children to grow and develop their emotional, creative, social, imaginative, spiritual and physical sides as well as their academic and intellectual sides. We also instil in our children the importance of finding their own identity, meaning, and purpose in life through connection to their community, the natural world and through encouraging personal and collective responsibility.

We are a child-centred, inclusive and diverse family with a shared love of learning.

### 2.3. School Values

Our values guide us every day in everything we do.

- Respect – respect for ourselves, each other, and the natural world around us
- Unity – together, as a family, we are supportive and strong
- Compassion – the truest expression of our common humanity (Sir Ken Robinson)
- Growth – growth mindset, YET, and excited to be challenged

### 2.4. School Philosophy

Nadeen School Bahrain is an outstanding school, offering a high-quality international education in beautiful Bahrain, with a personalised approach to learning which enables each child to achieve beyond their perceived potential.

We believe in ensuring that all students are unique, should be encouraged to follow their passions, interests and we celebrate their individual successes.

To facilitate this, we have adopted our philosophy that places the development of the whole child at the forefront of everything we do.

This encapsulates all aspects of learning and underpins to our commitment of our holistic education. We model a growth mindset with five underlying principles that are referred to and embedded in our curriculum to support, encourage and develop all learners at Nadeen School.

## 2.5. Three core principles

**Personal development:** to develop and grow holistically all aspects of the self: social, emotional, physical, spiritual, and intellectual; to develop the mindset and skills required to live in harmony and balance with oneself; remaining connected and in awareness of our consciousness and own natural wisdom

**Social awareness and community service:** to understand the part we all play in our community and society; to be in service to others and our community; to respond compassionately and act accordingly; to engage in a positive, supportive, pro-active, and constructive way within society

**Environmental preservation and sustainability:** to understand the part we all play in the preservation and protection of our natural environment; embracing a personal-to-local-to-global responsibility mindset

## 2.6. Our commitment:

**Commitment to our learners:** we are committed to providing a safe, welcoming learning environment where all learners are inspired, supported, and encouraged to achieve beyond their perceived potential

**Commitment to our families:** we are committed to providing a safe, welcoming, and collaborative environment where parents are partners in education and where our students remain at the center of what we do

**Commitment to our teaching and support teams:** we are committed to providing a safe, welcoming learning and working environment for our team, and to supporting personal and professional development.

**Commitment to our community:** we are committed to serving our community and to sharing our time, effort, knowledge, and expertise to benefit and improve our local and wider community

## The School Governing Board

The School Governing Board (SGB) comprises:

1. Three representatives from Nadeen Holdings - term of office: 2 years, renewable
2. One representative from Naseej - term of office: 2 years, renewable
3. One representative from Ithmaar Development Company - term of office: 2 years, renewable
4. Two independent governors, selected for their key area of expertise, willingness, and ability to support the School - term of office: 2 years
5. One Parent Representative as voted in by parents of the school - term of office: 2 years

There will be a Chair and Vice-Chair of the School Governing Board, members, and a clerk to the Board

The Principal issues a monthly report to the School Governing Board for review.

The School Governing Board formally meet in October, January, April, and June each year with the Principal in attendance.

The School Governing Board is charged with the shared responsibility of monitoring key academic outcomes and supporting in maintaining the school's excellent standing in the community.

The Chair of the School Governing Board shares responsibility of monitoring matters concerning the Parents via the Parent Representative.

Specifically for the support of the school in the community, the School Governing Board are required to support the Operating Board and School Principal in enhancing positive relationships with cultural, environmental, and community-based associations that complement and support the School’s three core principles, vision, and mission

**Member requirement**

All SGB members must:

- Provide a good conduct certificate from the Bahrain Ministry of Interior prior to their first meeting
- Undergo mandatory safeguarding training prior of their first meeting
- Undergo mandatory school governance training within the first month of appointment
- Declare any conflicts of interest that may arise between other members of the Board, the Operating Board, parents of the school, staff members, or members of the school community

**Complaints**

The Governing Board will establish procedures for dealing with complaints in conjunction with the school’s Complaints Policy and Appeals Procedure. All complaints are directed to the Chair of the Governing Board

**The School Parent Board - as a side committee of the School Governing Board**

-see Roles and Responsibilities below

**Expectations of the School Governing Board and any sub-committees or associated Boards**

<p>The School Governing and Parent Board expects that the School will:</p>	<p>The School expects that the School Governing and Parent Board will:</p>
<ul style="list-style-type: none"> <li>• Understand and respect its role and purpose;</li> <li>• Recognise the shared commitment to improving the education provided for all students;</li> <li>• Respect board members, who bring other skills, experiences and perspectives, and value their contribution;</li> <li>• Work openly with the Board of Governors and provide clear, concise and relevant information on which to base decisions;</li> <li>• Contribute to the induction, training and development of Board members;</li> <li>• Ensure that where educational jargon is unavoidable it is, at least, explained.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect the professional expertise of the Owners, Principal and staff;</li> <li>• Work openly in partnership with the Principal and staff for the benefit of the school and its students;</li> <li>• Demonstrate its commitment and support of the school collectively and individually;</li> <li>• Act and take decisions that are in the best interests of the school and not those of self, individuals or groups;</li> <li>• Support the school with parents and in the community;</li> <li>• Recognise the need for both board member induction and on-going training and development.</li> </ul>

**The School Governing Board**

The School Governing Board is a corporate body in which all powers are vested. Individual Board members have no powers other than those that are delegated to them.

It is expected of individual Board members that they will:

- Enhance the work of the Governing Board
- Be a critical friend at meetings but not openly critical in public
- Prepare for meetings so that they are well informed, having as a minimum read all the papers sent out with the agenda
- Attend meetings (Board of Governors /committees/working groups) and play an active part
- Support the school with parents and in the community
- Recognise the corporate status of the Governing Board and the concept of collective responsibility
- Respect confidentiality and the need to act with circumspection
- Accept responsibility for their own training and development

### **Responsibilities of the School Governing Board**

The school has laid down a set of governance rules related to the formation and functions of the Board of Governors ensuring that such rules consistently comply with local regulatory expectations and meet BQA inspection expectations foremost, as well as British and other International inspections and accreditations where possible.

The Governing Board will take responsibility for the monitoring and evaluation of these specific responsibilities including:

- Monitoring key academic outcomes
- Monitoring the strategic plans of the school and the achievement of its goals and mission
- Supporting in maintaining the school's excellent standing in the community
- Enhancing positive relationships with cultural, environmental, and community-based associations that complement and support the School's three core principles, vision, and mission
- Be a link between the Parent Board and the School Principal via the Parent Representative

### **School Governing Board Standing Orders**

At the first meeting after the end of the term of office of any Chair or Vice-Chair, the Governing Board shall fill the vacancy or vacancies by election from among its number. A representative from Nadeen Holdings will be the Chair of the School Governing Board.

Prior to the election, the Governing Board will decide the date on which their term of office shall end (not less than one year or more than three years from the date of election).

The Clerk will take the chair when the Chair is being elected. Otherwise, the Chair will conduct all meetings of the Governing Board except that, in his/her absence, the Vice-Chair will take the chair.

If the election of the Chair or Vice-Chair is contested it will be decided by secret ballot.

If both the Chair and Vice-Chair are absent from a meeting, the Governing Board will elect a Chair for that meeting

If the Chair resigns or has to relinquish the office for any reason, the Vice-Chair will act as Chair until a successor is appointed at the next meeting of the Governing Board.

If the Vice-Chair resigns or has to relinquish the office for any reason, a successor will be appointed at the next meeting of the Governing Board.

If both the Chair and Vice-Chair resign or have to relinquish the office for any reason other than the expiry of the term of office, the Clerk shall immediately convene a special meeting of the Governing Board to be held within seven days to elect their successors. The requirement in clause 6.1 for the notice and papers to be given to those entitled to them at least seven clear days in advance of meetings shall not apply.

### **Calendar of Meetings**

The full Governing Board shall meet four times per academic year (October, January, April, June).

Sub-committees with a particular remit and designation will meet monthly to ensure board business is managed.

### **Timing and Duration of Meetings**

Meetings will start at times which are acceptable to the Board of Governors.

A meeting may be discontinued at any time if the Governing Board so resolves. If so, or if the meeting has to be abandoned because it is no longer quorate, a further meeting shall be called as soon as practicable to complete the unfinished business. The Governing Board may at any time resolve to adjourn a meeting to a specified date and time not more than 14 days later.

### **Quorum**

The quorum for a meeting of the Governing Board and for any vote on any matter at such a meeting shall be one half of the membership of the Governing Board when complete.

If there is no quorum present at the time fixed for the beginning of a meeting, or if a meeting becomes inquorate later, the meeting shall be either discontinued or suspended for such time, not exceeding one hour, as the board members present shall determine. A suspended meeting may be commenced or recommenced at any time when a quorum is present. If no quorum is present when the period of suspension expires, the meeting shall be discontinued.

Where there is an equal division of votes the Chair or as the case may be the person who is acting as Chair for the purposes of the meeting (provided that person is a board member) shall have a second or casting vote.

### **Convening Meetings**

The Clerk will convene all meetings, in accordance with arrangements made by the Governing Board, but subject to a) any direction from the Chair where a matter is urgent and b) any requisition by three Governing Board members

### **Notice of Meetings**

The Clerk shall give notice of the meeting, a copy of the agenda for the meeting and any reports or papers to be considered at the meeting at least seven clear days in advance to:

- Each Governing Board member
- The principal (she/he is not a Board member)

This notice may be in one or more forms of written communication – namely in writing or by e-mail.

Where the Chair so determines, on the grounds that there are matters demanding urgent consideration, it shall be sufficient if the written notice of the meeting states that fact and along with agenda and any other papers to be considered are given within such shorter period as he/she directs. Non-receipt of a notice will not invalidate the meeting. Notices of meetings, and the accompanying agenda, will be made available at the school, at all reasonable times, for inspection by anyone who wishes to see them

### **Agenda**

The agenda will be prepared by the Clerk in accordance with any resolution of the Governing Board and in consultation with the Chair. Any governor may place an item on the agenda by writing to the Clerk no later than ten days before the meeting

### **Attendance**

- The Clerk will keep a record of those governors and all other persons present at meetings of the Governing Board and of its committees
- The point in the meeting at which a board member departs or arrives after the meeting has started will be recorded in the appropriate item in the minutes
- Where a Board member misses three meetings over a one-year period, the Governing Board, except the one who has missed the meeting, will decide whether it is in the interest of the Governing Board to ask said Governing Board member to resign. This will be by simple majority voting

### **Minutes of the Meetings**

- The minutes of the meeting will be kept on consecutively numbered pages. Any dissenting views will be recorded in the minutes of the meeting, if that is the wish of one or more board members.
- Action will be taken on the basis of decisions and need not await the approval of the minutes at the next meeting.
- Within 7 working days the Clerk will send draft minutes to the Chair and Principal for checking.
- Copies of the draft minutes once approved by the Chair will, wherever possible, within 10 working days of the meeting, be sent to each member of the Governing Board, by e-mail.
- The approval of the minutes of the previous meeting will be on the agenda of every meeting of the Governing Board and once approved as a true record (subject to any agreed amendments) the minutes will be signed and dated by the Chair.
- Those matters which the Governing Board determines shall remain confidential shall be minuted separately on pink paper and such minutes will not be made publicly available.

### **Correspondence**

- All incoming correspondence to the Governing Board (other than any concerning a complaint) is for the attention of the whole Governing Board, even if addressed to the Chair
- Significant items will be circulated to all board members as and when received or presented to each meeting of the Governing Board for action or information as appropriate
- The Chair will report upon any correspondence on which action has already been taken
- The Chair, Vice-Chair or Clerk may sign letters or send or respond to e-mail communication on behalf of the Governing Board. The Governing Board may also authorise other named Board members to sign letters on its behalf, either generally or for specific purposes

### **Information and Advice**

- The principal has a duty to keep the Governing Board fully informed, and will present a monthly written report to the Governing Board
- Where (exceptionally) important information required by the Governing Board is given orally, it will be recorded in the minutes in appropriate detail
- Where information required by the Governing Board is not readily available, reasonable time will be given for its production

### **Discussion and debate**

- The Chair will ensure that all Board members enjoy equality of opportunity to express their views
- The Governing Board will receive and note without debate any decisions on matters which it has delegated to a committee or to an individual. Decisions will be recorded in the minutes

### **Decision Making**

- All decisions must be made by the Governing Board unless the Governing Board has specifically delegated the function to a committee or individual Only Governing Board members present at a meeting may vote. Proxy voting is not allowed

- In the event of a voting tie, the Chair has a second or casting vote – except in the case of a select on panel deciding which, if any, candidate to recommend to the Governing Board for appointment as Principal

### **Public Statements**

- Public statements on behalf of the Governing Board will be made by the Chair of the School Governing Board, after notifying the Operating Company Board for comment

### **Access to Meetings of the Governing Board**

The following shall be entitled to attend any meeting of the Governing Board:

- A Governing Board member (unless suspended)
- The Clerk to the Governing Board
- The principal of the school
- Such other persons as the Governing Board may determine
- The Governing Board can require any non-board member present at the meeting to leave at any time

### **Complaints**

The Governing Board will establish procedures for dealing with general complaints. The Chair of the Governing Board will:

- Be the point of contact for parents with complaints where they feel efforts to approach directly the class teacher or member of the leadership team have been exhausted
- Report the parents' complaint to the leadership team or Governing Board or Operating Board as appropriate
- Provide guidance to the school leadership team where appropriate

### **Exercise of Functions**

Any individual or committee to whom a function of the Governing Board has been delegated or that has otherwise exercised a function of the Governing Board, shall report to the Governing Board in respect of any action taken or decision made with respect to the exercise of that function.

The Governing Board will review annually the exercise of functions it has delegated.

### **Committees**

Committees to which the Governing Board has delegated any of its functions will act strictly in accordance with the terms of delegation (terms of reference). When establishing committees, the Governing Board will ensure compliance with the regulations concerning the constitution of committees and will:

- Determine the membership and the arrangements for appointing a Chair
- Establish and record Terms of Reference
- Determine when the committees shall meet and/or allow the committees to determine their own timetables within given limits
- Determine procedures for reporting back
- Review the need for, and the membership of, committees annually

The Governing Board may remove the Chair of any committee from office at any time.

The Governing Board will establish (where appropriate and necessary):

- Meetings of the Board of Governors
- School Inclusion & Achievement Committee
- School Development Committee



- The School Parent Board is a sub-committee of the School Governing Board, established by the Principal in cooperation with the Parent Representative and other school parents by majority vote

All committees with delegated powers will report in writing at the next relevant meeting of the Governing Board about any decisions made or action taken.

All committees with delegated powers will keep formal minutes duly signed. Copies of minutes will be circulated to all governors.

The committee shall as soon as is practicable make available for inspection:

- The agenda for every committee meeting.
- The signed minutes of every such meeting.
- Any report or other paper considered at any such meeting (excluding confidential items).

### **Confidential Matters**

- The Governing Board must be open about the decisions it makes and the action it takes. However, neither the Governing Board nor any person who attends its meetings should divulge the details of the discussions within such meetings, the views of individual members or the voting of any member
- Governing Board members must respect the confidentiality of items of business, which the Governing Board decides are confidential and those by which are confidential by reason that matters discussed include information on a named teacher, other employee at the school or student

## **Roles and Responsibilities**

### **ROLE OF THE CHAIR OF GOVERNING BOARD**

The Chair's functions include:

- Ensuring the business of the Governing Board is conducted properly, in accordance with the legal requirements
- Ensuring that meetings are run efficiently, focusing on priorities and making best use of the time available
- Ensuring that all members have equal opportunities to participate fully in discussions and decision making
- Encouraging all members of the Governing Board to work together as a team

### **ROLE OF VICE CHAIR OF GOVERNING BOARD**

The Vice Chair will deputise for the Chair in their absence and carry out the duties as specified in the Role of the Chair.

### **ROLE OF THE CLERK TO THE GOVERNING BOARD**

The Clerk will be accountable to the Governing Board, working effectively with the Chair and other Governing Board members. The Clerk will be responsible for preparing agendas and minutes and notifying the Board of Governors of up and coming meetings. The Clerk will secure the continuity of Governing Board business and observe confidentiality requirements.

The Clerk will:

- Work effectively with the Chair before the Governing Board to prepare a purposeful agenda.
- Encourage all to produce agenda papers on time
- Produce collate and distribute the agenda and papers so that recipients receive them at least seven days and preferably ten before the meeting

- Record the attendance of governors at the meeting and take appropriate actions re absences as requested
- Advise the Governing Board on governance legislation and procedural matters where necessary before, during and after the meeting
- Take notes of Governing Board meetings to prepare minutes, including indicating who is responsible for actions
- Record all decisions accurately and objectively with timescales for actions
- Send drafts to the Chair and Principal for amendment/approval
- Copy and circulate the approved draft to all board members within the timescale agreed with the Governing Board
- Advise absent board members of the date of the next meeting
- Keep a file of signed minutes as an archive record
- Liaise with the Chair, before the next meeting to receive an update on progress of actions agreed previously by the Governing Board
- Chair that part of the meeting at which the Chair is elected

### **Membership**

The Clerk will:

- Maintain a database of names, addresses and category of Governing Board members and their term of office
- Initiate a welcome letter to newly appointed governors including details of terms of office
- Maintain copies of current terms of reference, committee membership and nominated board members
- Advise board members and appointing bodies of the expiry of the term of office before the term expires so that elections or appointments can be organised in a timely manner
- Inform the Governing Board of any changes to its membership
- Maintain Governing Board meeting attendance records and advise the Governing Board of non-attendance of board members

### **Advice and information**

The Clerk will:

- Advise the Governing Board on procedural issues
- Ensure that new board members have any guidance from regulatory authorities in relation to governance and other relevant information
- Maintain records of the Governing Board correspondence

### **Additional tasks**

The Clerk may:

- Clerk all Governing Board committees
- Give advice and support to board members taking on new roles
- Maintain a file of relevant local regulatory documents
- Maintain archive materials
- Prepare briefing papers for the Governing Board as necessary
- Help produce a Governing Board year planner which includes an annual calendar of meetings and the cycle of agenda items for meetings of the Governing Board and its committees

### **ROLE OF THE PARENT REPRESENTATIVE**

The Parent Representative (PR) holds office for two years and is elected by the parents of the school. The PR:

- Must be a current parent of the school and must remain a current parent of the school for the duration of their office

- In the event a PR leaves the school a new PR will be voted by the parent body within 10 working days
- Will provide parent perspective but not speak on behalf of specific parents or parent groups within the school

#### **ROLE OF ALL BOARD MEMBERS**

- To generally support and uphold the mission, vision, and values of the school
- Be a supporter of and advocate for the school at all times, always working and operating in its best interests

#### **ROLE OF THE PARENT BOARD and PARENT BOARD MEMBERS**

**The School Parent Board (SPB)** comprises elected parents to, ideally, represent all phases within the school (Early Years, Primary, and Secondary) and is chaired by the School Principal

- The SPB is arranged without formal parent leadership positions
- The SPB is represented at School Governing Board level by the Parent Representative
- The School Principal issues a monthly report to the School Parent Board for review
- The SPB formally meets in October, January, April, and June each year
- The SPB is tasked with supporting the Principal and School Governing Board and with providing parent support regarding school improvement and development
- To provide parent perspective, when requested or required, regarding the medium- and long-term development of the school, reviewing progress of development via the monthly report and in termly meetings with the Principal
- To support the school and authorize changes, when requested or required, in school income, including changes to fees, in order to support the development of the school as messaged in the school development plan
- To support the school and act as Parent representatives, when requested or required, during government or accreditation inspections and parent meetings

#### **Members overview and responsibility:**

- The SPB comprises existing parents of the school who have professional knowledge and experience to benefit and support the school
- Potential members are identified according to the needs of the school and in accordance with the school improvement plan at the time
- From this the SPB members are voted into position by the current parent community, covering all phases within the school wherever possible
- There may be one SPB member who is also an employee of the school
- SPB members are not required to elicit opinion or viewpoints from the wider parent body but may work with the Principal to develop formal parent voice opportunities
- SPB members are not responsible for any decision-making regarding school policy or daily operations but may be required to formally message their approval of these
- SPB members may be required to attend government or accreditation inspection meetings in order to represent the parent body
- The Principal reserves the right to request the School Board to remove any SPB member who does not actively support and promote the school's mission, vision, and values

#### **School Governing Board and Parent Board members' aide memoire for handling complaints**

All School Governing Board and School Parent Board members must be familiar with the school's Complaints Policy, listed on the school website.

All complaints have to be handled with care.

There are separate procedures for dealing with complaints about the curriculum and for considering complaints about the way in which students' special educational needs are met.

The following principles apply for the handling of general complaints:

- Wherever possible differences should be settled quickly and collaboratively
- Formal mechanisms for dealing fairly and effectively with complaints should only be used where it is impossible to settle a complaint informally
- Procedures should be made available to parents, staff and governors.

#### Procedures

1. Complaints in the first instance should generally be made to the class teacher and then, if necessary, to the Principal and then, if unresolved, to the Chair of the Governing Board
2. The Chair of the Governing Board should be the first person to approach only in cases which could involve disciplinary or legal action against the Principal
3. Any Board member approached by a complainant should refer him or her to the Principal, according to 1 or 2 above.
4. If discussions between the Principal and the complainant prove fruitless, the complainant will be advised of the Complaints Procedure by the Principal
5. Formal complaints to the Governing Board are made to the Chair, who should take care that no Board member can be accused of prejudice by ensuring that:
  - a. An individual governor does not deal with the complaint
  - b. The complaint is quickly referred to the relevant committee or to the Principal if complaint procedures at that level have not been exhausted
  - c. All parties to the complaint are given a fair hearing
  - d. The decision of the committee is given in writing to the complainant
  - e. The complainant is told of any right of appeal if the decision is given against them
6. Board members involved in a complaint by either an individual or a group cannot take part in any formal hearing of a complaint, or appeal against a decision made by the complaints committee.
7. Individual complaints cannot be raised at full meetings of the Governing Board, unless the meeting is part of the complaints procedure