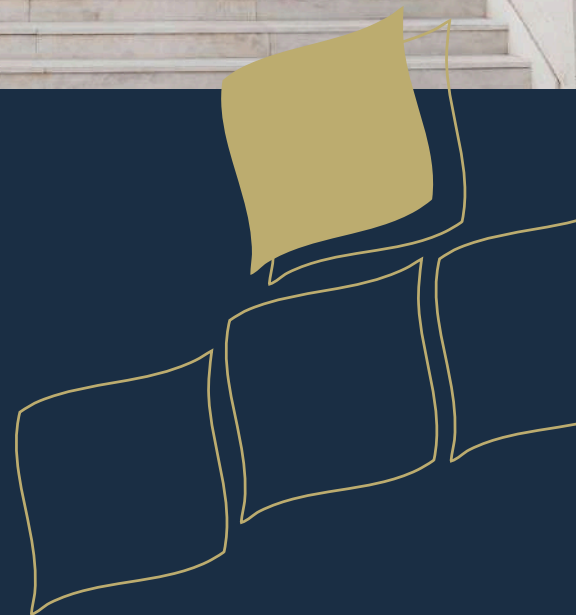




# BOARD OF GOVERNORS ANNUAL REPORT 2024-2025



**BISR  
BOARD OF  
GOVERNORS**







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# MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS

BISR exists for one reason: every child individually challenged and supported to thrive. From our beginnings in 1979 to a multi-campus community today, that promise has held steady as Riyadh has grown around us. As a not-for-profit school, every riyal is reinvested in teaching, support and facilities that benefit our students and the wider community.

This Annual Report shows what that looks like in practice: strong academic standards, prudent stewardship and a culture that puts children's safety and wellbeing first. It also asks us to be honest: we have made clear progress this year, but we are not yet where we want to be across every campus, every day. We are parents as well as governors, and we share the same high expectations. Our role as a Board is to support and challenge the school to meet them.

Three headlines:

**1) Learning and standards.** We raised expectations and consistency across our estate. 4 of our schools were graded "Outstanding across all areas" in May 2025 following external inspection. BISR was listed among the global top 100, top 15 in the GCC and number 1 in Saudi Arabia. We also appointed Jeremy as our new Director of Schools to drive the next phase of instructional improvement and leadership development. The task now is to make excellence routine, with the same experience in every classroom.

**2) Stewardship with backbone.** We invested where it matters most. We delivered Al Waha in partnership with Astra, and successfully co-located Al Hamra and Al Waha on a temporary basis. The Al Sharq campus opened successfully, expanding access and opportunity. Alongside estate improvements, we strengthened procurement, clarified delegations and tightened project controls so every riyal is well spent and felt in the classroom.

**3) Culture, safety and community.** Safeguarding remains everyone's business at BISR. This year we deepened training, increased student voice and made it easier to speak up early. We also established a Technology and Digital Taskforce, co-opting three parent experts to provide strategic oversight, independent challenge and practical guidance on current and emerging technology. Community spirit stayed a hallmark of our school, from everyday parent partnership to the lighter touches that bring us together, like our space on the new Riyadh Monopoly Board.

Behind these headlines is governance that is more transparent and more strategic. Our governors serve as volunteers, giving their time and professional expertise because they believe in this school and its mission. Our committees have done the unglamorous work that lets good decisions stick, and our Clerk was recognised as AGBIS "Clerk of the Year" in 2025, a sector-wide endorsement of the maturity of our model.

None of this happens without people. To our teachers and support teams: thank you for your craft and care. To our parents: thank you for your trust as we balance ambition with prudence. To our students: you are why standards matter, and your effort turns plans into progress.

The priority for the year ahead is consistency. Consistently excellent teaching in every classroom. Consistent outcomes across every campus, including our partner schools. Consistently wise use of your fees. And consistent kindness in how we treat each other. We will report openly against these priorities next year and the Board will hold itself to them.



**Nick Prince**  
Chair of the Board of  
Governors, BISR



VISION رؤية  
2030  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA

“

We will attract the finest Saudi and foreign minds and provide them with all they need.

King Salman bin Abdulaziz Al Saud



Photo: [www.houseofsaud.com](http://www.houseofsaud.com)



# BOARD OF GOVERNORS 24/25



**Nick Prince**  
Board Chair



**Matt Wyatt**  
Deputy Head  
Lead-Finance  
Committee



**Sergi Monros**  
Lead-Education  
Performance



**Dr Shaden Qasrawi**  
Lead-Safeguarding  
Governor



**Dr Alice Burt**



**Dr Chris Payne**



**Mohamed Makki**



**Asad Khan**



**Atif Mirza**



**Chris Dolan**



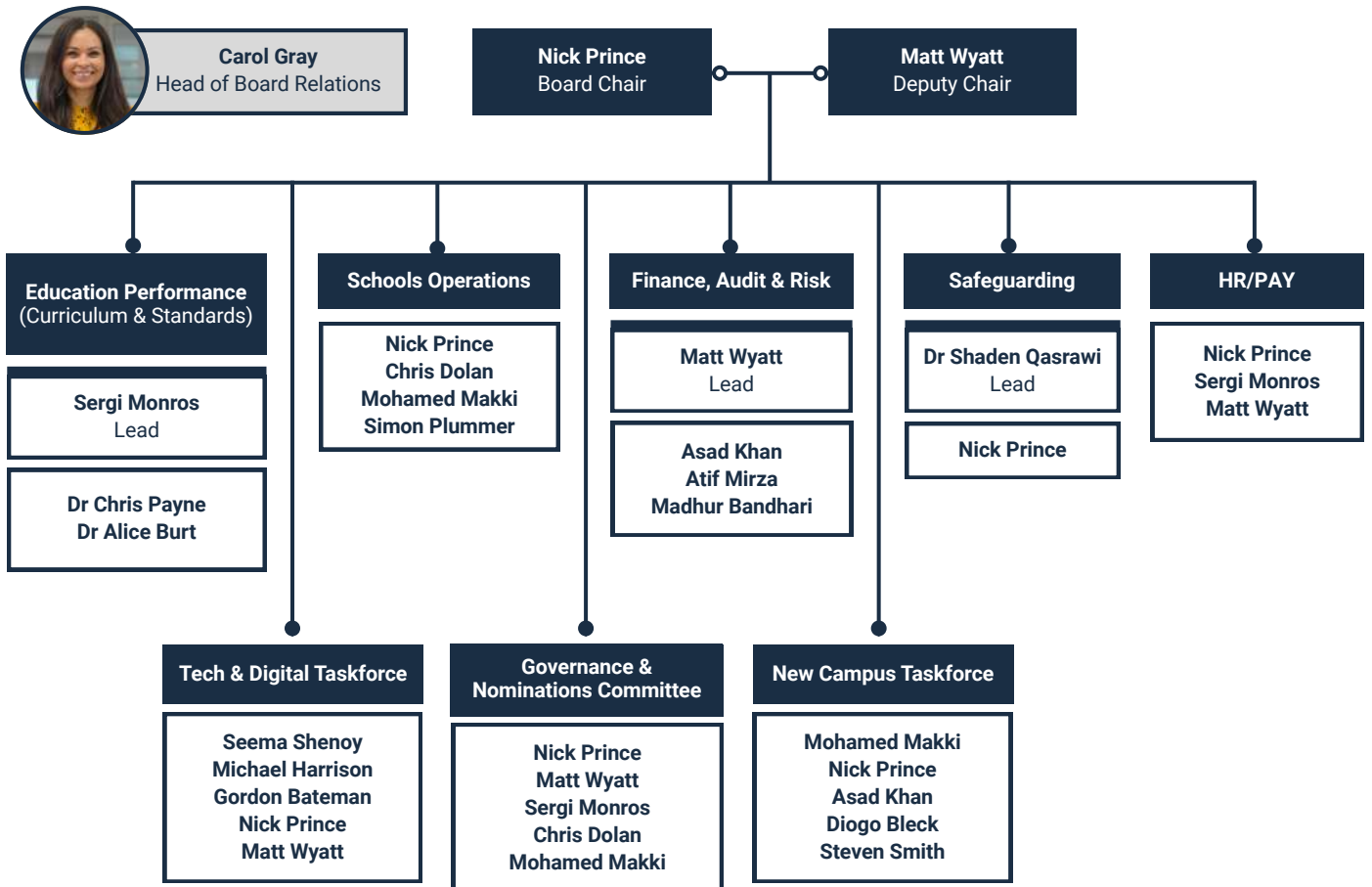
**Madhur Bandhari**



**Simon Plummer**



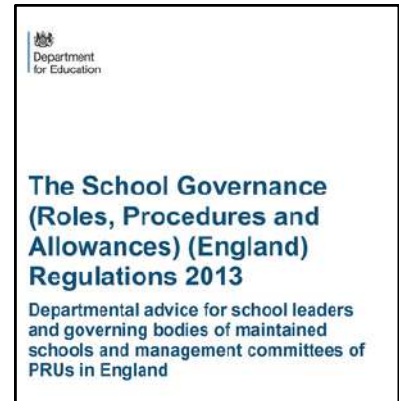
# STRUCTURE OF GOVERNANCE





# ROLE OF THE BOARD

- ◆ Ensuring clarity of vision, ethos and strategic direction.
- ◆ Overseeing the financial performance of the school and making sure resources are effectively deployed.
- ◆ Holding the Executive Leadership Team to account for the educational performance of the school and its students, and the performance of staff.
- ◆ **Welcoming new Leadership** – Appointing our new Director of Schools – Jeremy Newton.
- ◆ **Thank you and goodbye** to Simon Plummer & Matt Wyatt - two governors leaving in 2024-2025.
- ◆ **Introduction of two new VP roles in the new school year** – Safeguarding & Pastoral and Academic.





# OVERVIEW OF 24/25

## Celebrating Successes in the last Academic Year

### INSPECTION SUCCESS

All 4 BAE schools were graded as  
**'Outstanding Across all Areas'**  
in their May 2025 BSO inspections



### INTERNATIONAL RECOGNITION

BISR was ranked in the Spears Top 100 World,  
**Top 15 GCC** and  
**#1 in Saudi Arabia**



### COMMUNITY ENGAGEMENT

The Parent Teacher Association supported many community events by offering help in a number of ways, generously giving their time and energy.



- Community Iftars
- Bake Sales
- Festive Grotto
- Learn & Connect Workshops
- Mumpreneur Events
- Second Hand Uniform Sales





# OVERVIEW OF 24/25

## Celebrating Successes in the last Academic Year

### NEW WORLD CLASS FACILITIES

#### Al Waha campus

opened for the start of Term 1 2025-26



#### Al Sharq Campus

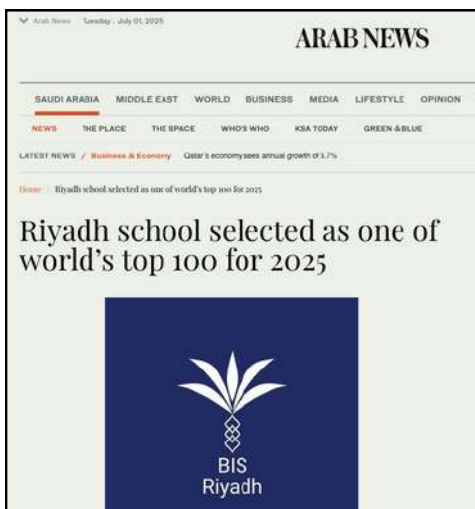
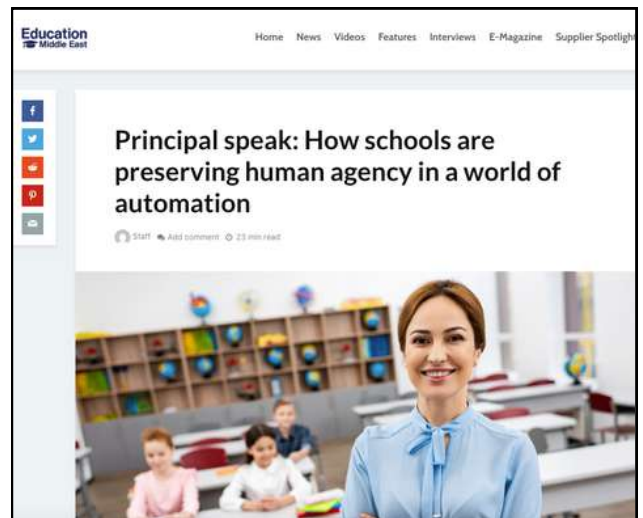
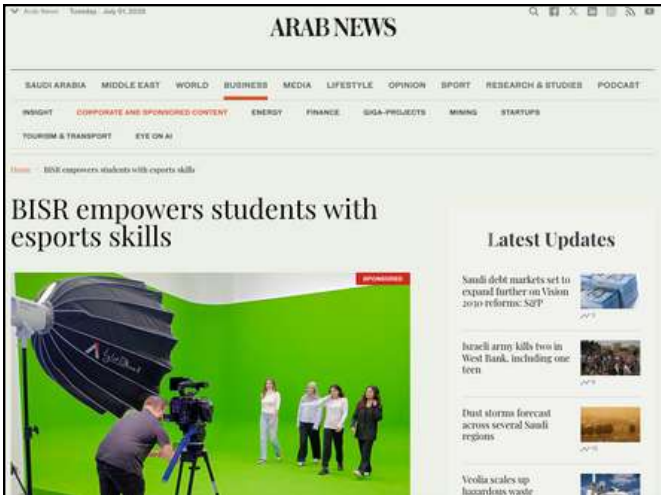


#### Al Saqr Campus



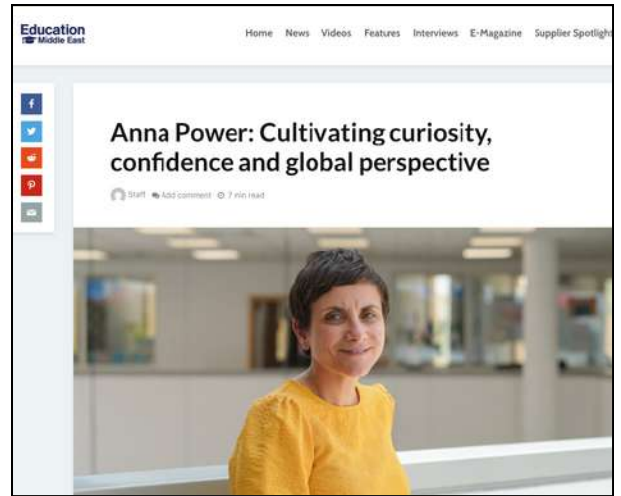


# OVERVIEW OF 24/25 Positive & Impactful Media Coverage





# OVERVIEW OF 24/25 Positive & Impactful Media Coverage



### Discover excellence in education at this school in the Middle East

For over 45 years, British International School Riyadh (BISR) has been a cornerstone of British education in Saudi Arabia. Across seven campuses, more than 3,150 students of over 90 nationalities flourish in an environment that blends high academic standards with a warm, inclusive ethos. As Saudi Arabia advances its Vision 2030, BISR is charting its own bold path through Reach 2030: a strategic plan shaped by its core values of respect, excellence, accountability, challenge and happiness, designed to ensure that students thrive and staff are supported in their professional growth.

With pathways including BTEC, A-level and International Baccalaureate programmes, BISR offers a world-class education. The school was rated 'outstanding' following a British Schools Overseas (BSO) inspection across four of its campuses – a testament to the school's unwavering commitment to excellence. Find out more at [bisr.com.sa](https://www.bisr.com.sa)

British International School Riyadh (BISR) offers a world-class British education in the heart of Saudi Arabia



# OVERVIEW OF 24/25

## Celebrating Successes in the last Academic Year

### NEW PARTNERSHIPS



ELITESPORTS®



أسترا للإنشاءات  
ASTRA CONSTRUCTION



أسترا  
ASTRA



Kidzink



Spago  
GROUP

### BRAND RECOGNITION

BISR occupies the first square on the new Riyadh Monopoly board.



### COMMITMENT TO SAFEGUARDING

TSA were engaged to conduct a second follow up Safeguarding Audit.



THE SAFEGUARDING  
ALLIANCE

### COMMITMENT TO GOVERNANCE

Independent AGBIS Review & the Board Clerk won the AGBIS Clerk of the Year 2025

**AGBIS** / LEADERS IN GOVERNANCE



# BRIEFING ON SCHOOL FINANCES



**Matt Wyatt**  
Deputy Head  
Lead-Finance Committee

- ◆ The school finances are stable and take a long term view
- ◆ The priority is to invest in Teaching & Learning
- ◆ The fees are being managed responsibly
- ◆ We are investing in the future – but carefully



# FINANCIAL STABILITY AND SUSTAINABILITY OF THE SCHOOL

	<u>2024/2025</u>	2023/2024	VARIANCE
<b>INCOME (SARS IN MILLIONS)</b>			
Total Students	2,695	2,423	11%
Tuition Fees	181.5	162.4	12%
CAP/DEV Admissions Fees	15.5	12	29%
Other Income	7.7	7.5	3%
<b>TOTAL INCOME</b>	<b>204.7</b>	<b>181.9</b>	<b>13%</b>
<b>EXPENDITURES (SARS IN MILLIONS)</b>			
Staff Costs	152.5	120.9	26%
Educational Supplies	4.7	4	17%
Rent	13.7	8.4	64%
Repairs and Maintenance	8.1	6.7	21%
IT Expenses	5.6	5.1	11%
Depreciation	9.2	8.5	8%
Other Overheads	17.8	11.7	52%
Pre-Operating Expenses - Al Waha	4.6	2.3	98%
<b>TOTAL EXPENDITURES</b>	<b>216.3</b>	<b>167.7</b>	<b>29%</b>
<b>Surplus/(Loss) from Operations</b>	<b>-11.6</b>	<b>14.2</b>	<b>-182%</b>
<b>Capital Investment</b>	<b>32</b>	<b>37</b>	<b>-14%</b>
<b>Average Costs Reserves (Months Cover)</b>	<b>3.8</b>	<b>4</b>	<b>-5%</b>

## Positives

- Steady growth in student numbers
- Fee increase was frozen in 24/25
- Ramp-up for 25/26 opening at Al Waha and DQ to full-capacity underpinned Capital Dev/Ad.fees
- Solid growth of other incomes

## Challenges

- Al Waha delay meant reduced student enrolment vs budget
- Staffing already committed by time of Al Waha delay becoming known
- Rent commencement of Al Waha in June 2025
- Facility Management has been active on Al Waha campus for several months
- Other Overheads impacted by additional security, staff transport, professional & legal fees
- Average cash reserve operating at 4-month operating costs; Increased CAPEX spending on AW

## Outcome

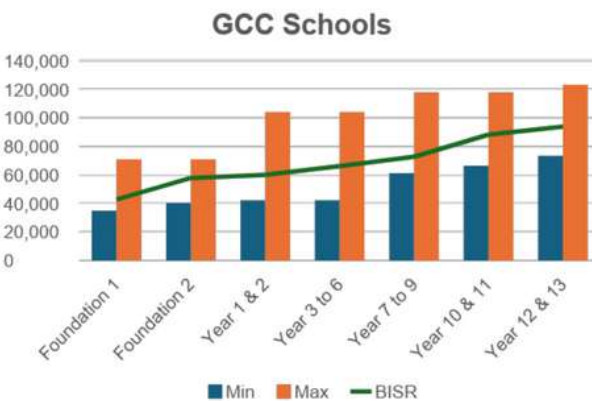
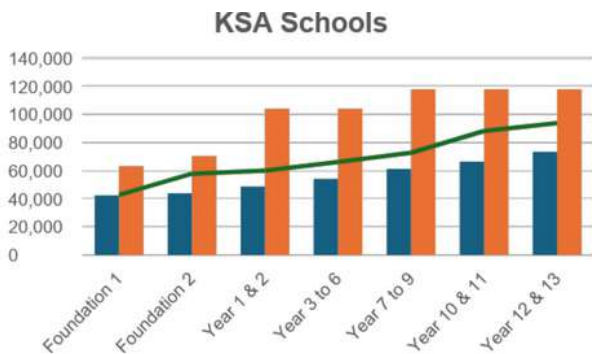
- Clean audit report for 24/25.



# TUITION FEES

ACADEMIC YEAR	BISR AVERAGE FEES INCREASE	CALENDAR YEAR	KSA CPI
20/21	0%	2020	3.4%
21/22	0%	2021	3.1%
22/23	1.2%	2022	2.5%
23/24	1.9%	2023	2.3%
24/25	0%	2024	2%
25/26	3.5%	2025	2.1%
<b>Average</b>	<b>1.1%</b>		<b>2.6%</b>

- ◆ BISR fee increase is comparable across KSA, GCC and Spears Index.
- ◆ BISR ranked as one of Top 100 international schools in the world and Top 10 in the GCC (Spear's Ranking Index).





# YOUR FEES ARE BEING RESPONSIBLY MANAGED

“ We want to assure you that your fees are carefully stewarded. Every riyal is invested in delivering the best possible education, while maintaining financial prudence.

- ◆ Collective learning efficacy and student safety is a priority for BISR. For 24/25 school year, 76% of student fees are directly allocated to teaching quality and student support with 6% allocated for maintaining campus facilities and security for students . A further 3% was allocated for information technology expenditure.
- ◆ BISR financial performance is in line with industry wide benchmarks in relation to employee costs/total expenditure (BBD), overheads/revenue (DOE (UK)) and staff/student ratios (BBD).
- ◆ There was no fee increase in 24/25 (CPI 24/25 was 2% and 25/26 CPI is 2.1%). The average fee increase of 3.5% is needed to ensure sufficient working capital is available across all 7 campuses (including our 4 BAE sites – Al Sharq, Tabuk, Al Saqr and Taif) to facilitate the increase in 490 student numbers.



# THE SCHOOL'S FINANCES ARE STABLE, AND TAKE A LONG-TERM VIEW

“ We remain financially stable, with appropriate reserves and a strategy that balances current needs with long-term sustainability.

◆ Following the delay in opening the Al Waha campus last year BISR has strengthened its fiscal, procurement, financial due diligence and project management controls to ensure financial stability and allow for sufficient funds available for its ambitious strategic plans.

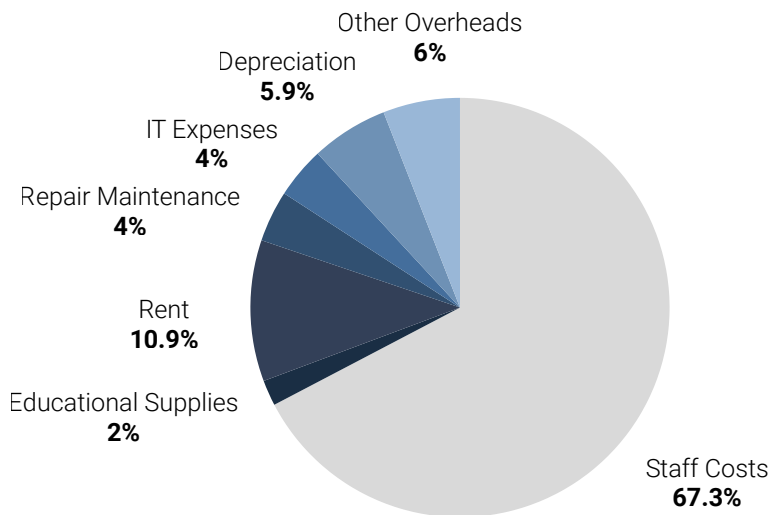
◆ The FINCOM has played an active role in ensuring financial stability and sustainability by strengthening BISR governance processes.

- **Full construction audit of the Al Waha campus** (November 2024 – January 2025).
- **New BISR Procurement Policy** (January 2025).
- **Redesign of BISR Delegation of Authority** (March 2025).
- **Cashflow and vendor liability management** (October 2024 – August 2025).
- **Negotiations with Astra** (October 2024 – June 2025).
- **Finance Away Day for identifying detailed risks, opportunities, initiatives and road map** (May 2025).



# INVESTMENT IN TEACHING & LEARNING REMAINS THE PRIORITY

**BISR Budgeted Expenditure 25/26**



“ The majority of our budget continues to go toward hiring and retaining exceptional teachers, enhancing curriculum delivery, and supporting student development.

- ◆ Student enrolments set to increase to 3189 students (25/26) versus 2695 students (24/25).
- ◆ Significant investment in EdTech, Digital & AI Framework (approx. SAR 9m) as part of BISR Digital Strategy. A dedicated Digital Task Force Committee created in 2025 will supervise and monitor progress and spend.
- ◆ CPD and professional development for BISR teachers @ SAR 750k.



# WE ARE INVESTING IN THE FUTURE (BUT CAREFULLY)

“ We continue to invest in facilities and innovation—  
— but only where it enhances the student experience  
or protects long-term value.

◆ **BISR will be providing capital improvements in Al Hamra and DQ during the summer which will include:**

- Reconfiguration of classrooms and new classroom furniture.
- New astroturf at Mantz Park.
- Maintenance activity: swimming pool.
- General repairs: water tank, flooring and drainage.
- Shading around the Larder, additional CCTV and new IB room furniture at DQ.
- Primary Field shading, paving and field returfing is scheduled for next AY at DQ.

◆ **25/26 capital expenditure for Al Hamra redevelopment and maintenance for Al Waha and DQ will be closely monitored by FINCOM.** All substantial capex deployment requires BISR Board/Board Committee approval for RFPs contracts, purchase ordering, and payments as specified within the BISR Delegation of Authority.



# CAREFULLY INVESTING IN THE FUTURE

“ We continue to invest in facilities and innovation—but only where it enhances the student experience or protects long-term value.

◆ **Future Investment Initiatives – plan and allocate resources with a strategic, long-term view to support continuous improvement and future growth**

- Further developing IT infrastructure for Digital Strategy
  - Invest in digital tools, AI & data management to enhance academic/sports delivery and outcomes.
  - Use technology to streamline administrative processes and reduce bureaucracy.
  - Simplify digital platforms to enhance communication with parents.
  - DQ campus is leading on EdTech development & investments such as Toddle and Bluesky.
- Sourcing sponsorship & developing strategic partnerships
- Developing facilities & capabilities for existing and future students.

“ As parents, your trust and input are vital. We want to ensure transparency in how we manage school resources and are happy to engage further.

- ◆ BISR parents can get involved, or offer support (e.g. fundraising, business development opportunities, etc.).



# SUMMARY OF ACADEMIC PERFORMANCE





# EPC SUMMARY OF THE YEAR

The EPC and school has worked together to;

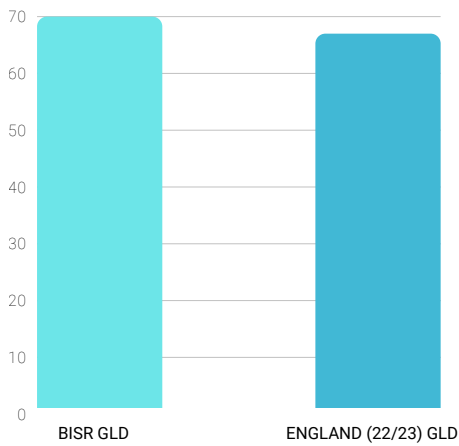
- ◆ **Ensure consistency and alignment of offerings across campuses** – e.g. Trilogy and Single sciences, Economics.
- ◆ **Introduce BTEC as new post 16 pathway** – increasing the post 16 pathways available to our students.
- ◆ **Attain inspection success** – All 4 BAE schools were graded as outstanding across all areas in their May 2025 BSO inspections.
- ◆ **Achieve** excellent results.
- ◆ **Align and grow** the careers programmes across campuses.



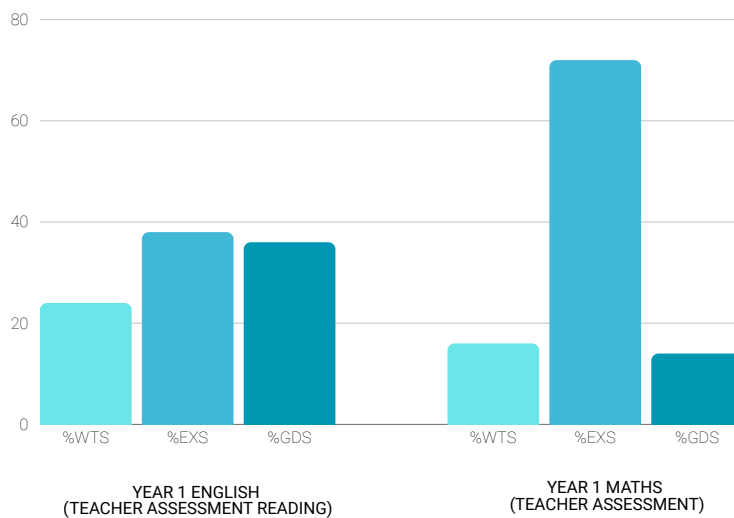
# ATTAINMENT

## PRIMARY – FS AND KEY STAGE 1

### Foundation Stage GLD (Teacher Assessment)



### Key Stage 1 (Attainment Teacher Assessment)



- WTS = WORKING TOWARDS THE EXPECTED STANDARD
- EXS = WORKING AT THE EXPECTED STANDARD
- GDS = WORKING AT GREATER DEPTH WITHIN THE EXPECTED STANDARD

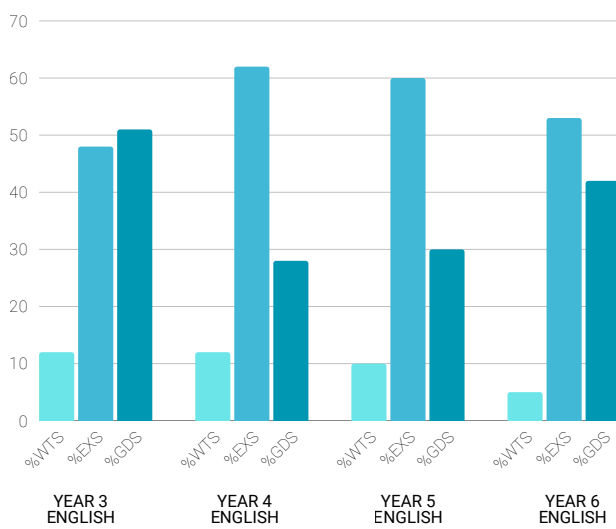
PROGRESS TEST STANDARDISATION AVERAGE DISTRIBUTION	
WTS	23%
EXS	54%
GDS	23%



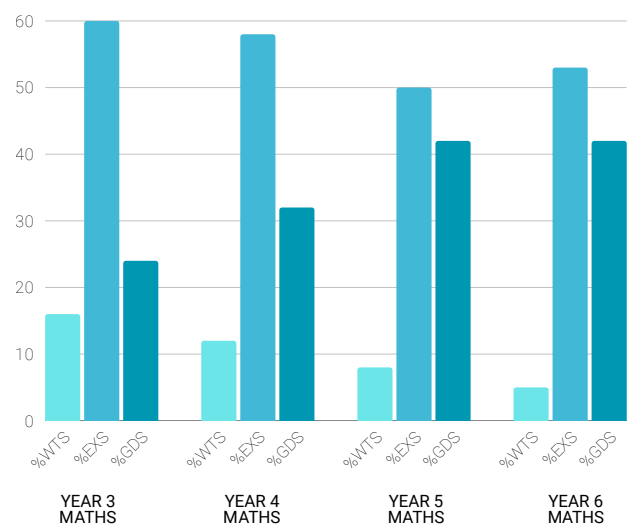
# ATTAINMENT

## PRIMARY – KEY STAGE 2 GL PROGRESS TEST

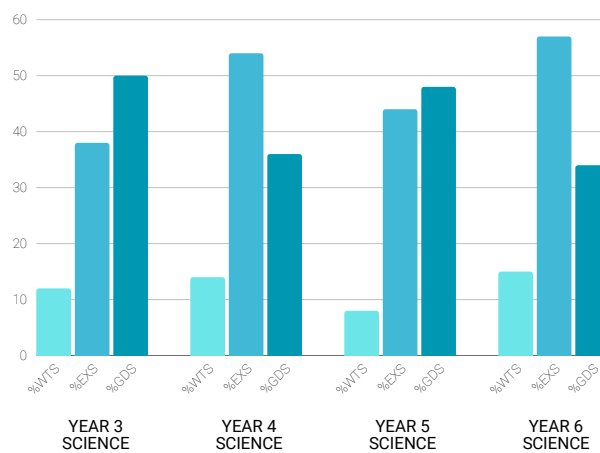
### English



### Maths



### Science



- WTS = WORKING TOWARDS THE EXPECTED STANDARD
- EXS = WORKING AT THE EXPECTED STANDARD
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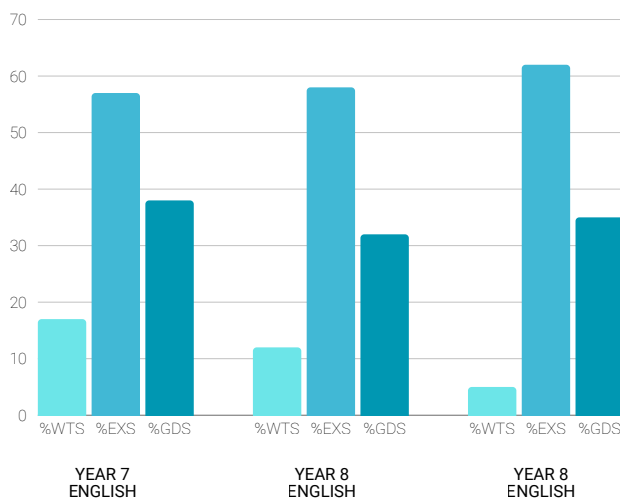
**PROGRESS TEST STANDARDISATION AVERAGE DISTRIBUTION**  
 WTS 23%  
 EXS 54%  
 GDS 23%



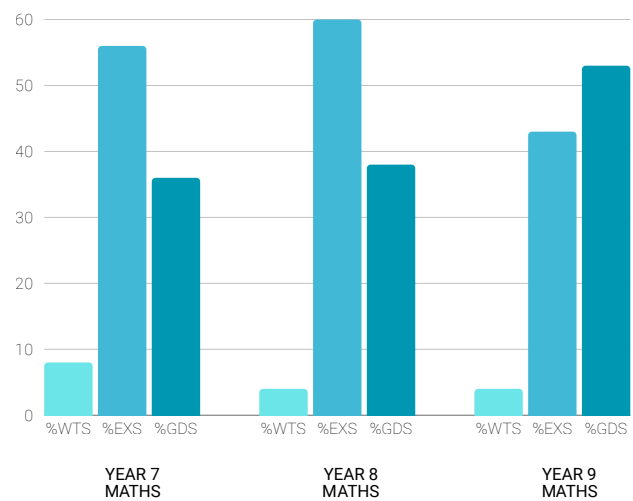
# ATTAINMENT

## SECONDARY – KEY STAGE 3 GL PROGRESS TEST

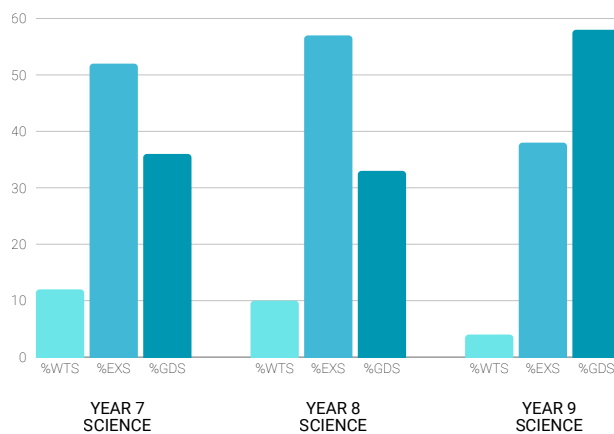
### English



### Maths



### Science



- WTS = WORKING TOWARDS THE EXPECTED STANDARD
- EXS = WORKING AT THE EXPECTED STANDARD
- GDS = WORKING AT GREATER DEPTH WITHIN THE EXPECTED STANDARD

**PROGRESS TEST STANDARDISATION AVERAGE DISTRIBUTION**  
WTS 23%  
EXS 54%  
GDS 23%



# GCSE RESULTS

AL WAHA	9	8/9	7-9	4-9
2025	10%	23%	41%	89%
2024	13%	31%	50%	90%
2023	15.1%	32%	50.1%	93%

DQ	9	8/9	7-9	4-9
2025	6%	18%	38%	93%
2024	9%	18%	36%	91%

# A LEVELS & IB RESULTS

A LEVEL	A*	A*/A	A*/B	A*/C
2025	12%	39%	66%	86%
2024	9.9%	39.7%	72.8%	91.8%
2023	10.1%	33.8%	56.8%	84.1%

IB	7-6	7-4
2025	35%	94%
2024	13%	84%

\*RESULTS AS OF AUGUST 2025



# CLASS OF 2025

## UNIVERSITY OFFERS

### UNITED KINGDOM

University of Liverpool  
City (City St George's, University of London)  
University of Manchester  
University of Brighton  
UCL (University College London)  
University of Bath  
University of Sheffield  
Leeds Beckett University  
University of Bristol  
Kings College  
Edge Hill University  
Brighton and Sussex Medical School  
Queen Mary University of London  
University of Manchester  
University of Birmingham  
Loughborough University  
Royal Holloway, University of London  
Aston University, Birmingham  
University Of Reading  
University of Swansea  
University of Leeds  
Imperial College London  
Durham University  
Manchester Metropolitan University  
Queen's University Belfast





# CLASS OF 2025 UNIVERSITY OFFERS



## CANADA

University of Toronto  
Concordia University  
University of British Columbia  
Queen's University  
McMaster University  
McGill University  
Western University  
University of Ottawa  
York University

## USA

University of Illinois  
Parsons  
University of Pittsburgh

## BUDAPEST

Corvinus University of Budapest

## CYPRUS

American University of Beirut Mediterraneo

## FRANCE

Aix-Marseille University

## IRELAND

University College Dublin

## SPAIN

IE University  
ESADE Business School

## BAHRAIN

RCSI Bahrain

## JORDAN

Princess Sumaya University for Technology

## KSA

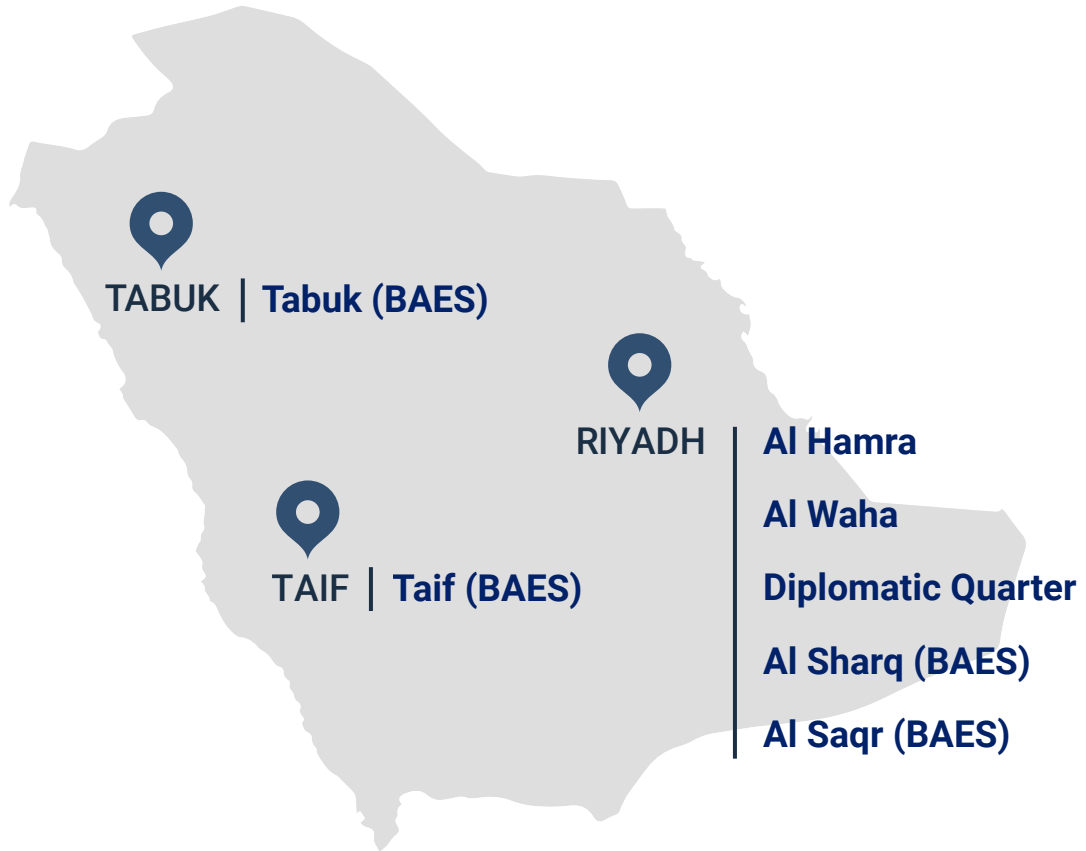
Al Faisal University  
Prince Sultan University

## UAE

Canadian University of Dubai  
Herriot Watt University Dubai



# BISR CAMPUSES



# RIYADH COMPOUND AND SCHOOL CAMPUS LOCATIONS



## BRITISH INTERNATIONAL SCHOOL CAMPUS LOCATIONS

1. Diplomatic Quarter
2. Al Hamra
3. Al Waha
4. Al Sharq\*

## COMPOUNDS

1. Salwa Garden Village
2. SABIC Sabic Compound Riyadh
3. Yamami Residence Compound
4. Al Bustan Village
5. KAPSARC
6. Kingdom City
7. Al Romaizan Compound
8. Wadi Qortoba Compound
9. ALREEM Compound
10. Alsharq Village\* / Fal Compound / California Compound
11. Arizona Golf Resort
12. Cordoba Oasis Village Compound
13. Al Nakhla Residential Resort
14. Tala Compound
15. Eid Villas Compound / Nakheel Village / Granada Village Compound
16. Najd Compound
17. Ishbilia Residential Compound
18. Marvela Residential Community
19. Seder Village Compound
20. Vives Compound
21. Arabian Homes Compound
22. Riyadh Village Compound
23. Green City Compound
24. Akaria Compound
25. Al Rabwa Compound
26. Ranco Village Compound
27. Villa Palma Compound
28. Carolina Palms Compound
29. Star Compound

## BRITISH & US EMBASSY

\*BAE families only.



# AL WAHA CAMPUS

## KEY FACTS & FIGURES

OPENED 27TH AUGUST WITH

**1,764**  
STUDENTS

AVERAGE CLASS SIZE

**20-24**  
Students

TEACHING & SUPPORT STAFF

**250**  
Approx.

MAXIMUM STUDENT CAPACITY

**1,924**

**Primary School**

(20–24 students per class), up to 1,024 students

**44**  
Classes

**Senior School**

(20–24 students per class), up to 900 students

**39**  
Classes

TOTAL INVESTMENT BY BISR

**SAR 57m**

in FF&E and site enhancements

CAMPUS FOOTPRINT

**30,000m<sup>2</sup>**

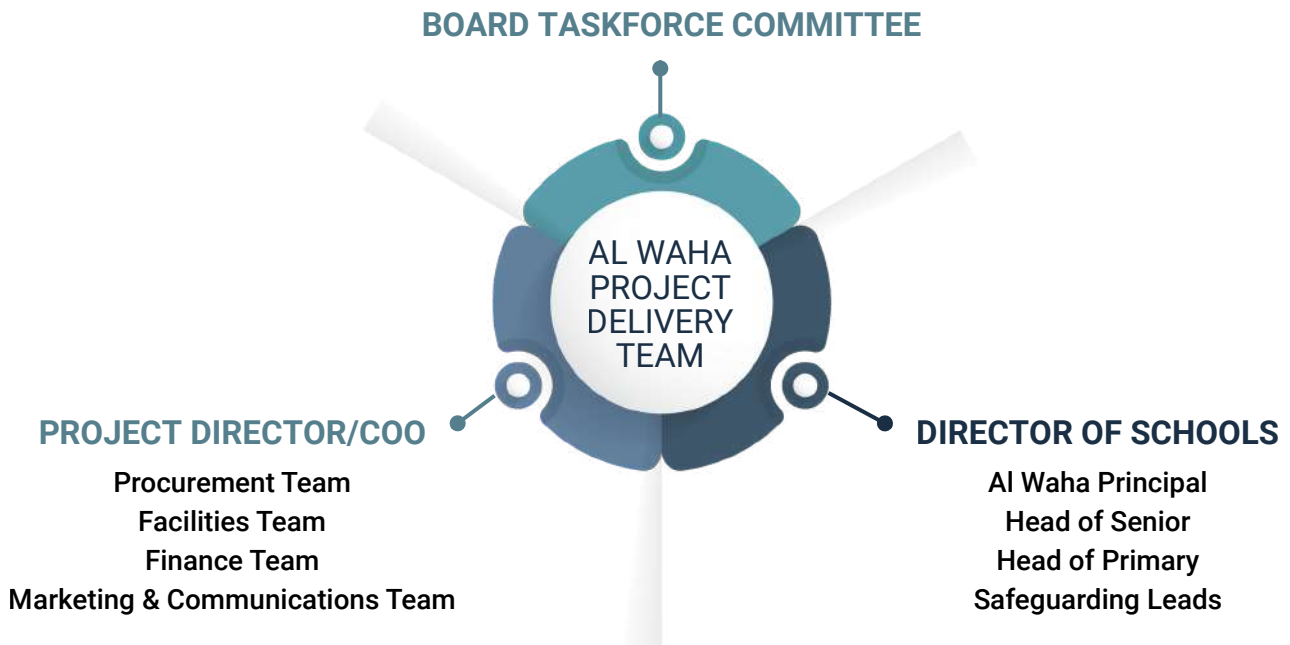
built on a

**50,000m<sup>2</sup>**

site



# AL WAHA – PROJECT DELIVERY TEAM



## SCHOOL FACILITIES



### **Creative and Reflective Facilities:**

- Purpose-built auditorium
- Specialist drama and music rooms
- Modern, well-stocked library



### **STEAM and Learning Spaces:**

- Large, well-equipped classrooms
- Dedicated spaces for science, technology, engineering, art, and maths



### **Sport and Physical Development:**

- Dedicated sports complex
- Olympic-standard swimming pool
- Outdoor play and PE areas



### **Technology and Safety:**

- Dedicated ICT suites
- Campus-wide Wi-Fi
- Integrated safety and security systems



# OUR PARTNERS



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# SAFEGUARDING REVIEW





# SAFEGUARDING REVIEW

## OUR COMMITMENT

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At BISR, Safeguarding remains a central priority.

- ◆ As a Board, we work closely with the school’s Designated Safeguarding Lead and wider team to ensure a safe, respectful, and inclusive environment for all students.
- ◆ Safeguarding is everyone's responsibility, and we are proud of the culture of vigilance and care that continues to grow across the school.



**Dr Shaden Qasrawi**  
Lead-Safeguarding  
Governor

## OUR SAFEGUARDING PARTNERS





# SAFEGUARDING REVIEW

## DEVELOPMENTS THIS YEAR

- ◆ New staff training on key topics related to this year's trends.
- ◆ Greater student involvement in safeguarding awareness campaigns.
- ◆ Child-friendly policies.
- ◆ Trips process reviewed and evaluated.
- ◆ New Vice Principal Position established - GDSL reporting directly to Director of Schools.
- ◆ Common Sense Media to be introduced to all campuses - IT Platform that helps with Internet Safety and best practice for digital platforms.
- ◆ Successful launch of MyConfide, allowing staff and students to report concerns confidentially and safely.
- ◆ A whole-staff Safeguarding Website with full transparency on safeguarding practices.
- ◆ Policies are updated in line with KCSIE 2024 and local safeguarding guidance.
- ◆ Stronger integration between safeguarding, H&S, and pastoral care, ensuring more holistic support for students.
- ◆ PSHE – PEEC Well-being curriculum created in collaboration with HOYS/Safeguarding to incorporate trends and patterns.



# SAFEGUARDING REVIEW

## DEVELOPMENTS THIS YEAR

- ◆ 150 + wider staff members (including cleaners, maintenance workers, bus drivers...) have undertaken basic safeguarding training.
- ◆ ChildSafeguarding.com has allowed training in the mother tongue.
- ◆ Keeping Children Safe in Education 2024 - distributed to the wider staff.
- ◆ Anaphylaxis in Schools completed by all staff.
- ◆ Advanced DSL training refreshers for key stakeholders.
- ◆ 39% decrease in Behaviour Points at Al Waha (614 in 2023/24 vs 375 in 2024/25).
- ◆ Recruitment procedures & processes evaluated and modifications made to meet best practices, including the appointment of a social media company engaged to carry out checks.
- ◆ Attendance Working Party created and automated attendance letters implemented.
- ◆ Attendance Officer appointed & attendance tracked by Pastoral teams.
- ◆ Refinement of Low Concerns Policy and the Whistleblowing Policy.
- ◆ Regular Al Waha visits conducted by Safeguarding team.



# TECH & DIGITAL TASK FORCE





# TECH & DIGITAL TASK FORCE

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The Task Force has been established to provide strategic oversight, guidance, and accountability to the Board of Governors on all matters related to current and future technology and digital initiatives.

## **Aligning IT with school-wide strategic priorities**

### **Learning & Teaching**

- Adoption of adaptive technologies for personalised learning and improved academic outcomes
- Benchmarking against leading international schools in the UK and globally

### **Parent Engagement**

- Parent portal to consolidate school applications - currently under trial
- Streamlining communication channels and content distributed through iSAMS and Toddle

### **Admissions, Digital & Social**

- Enhancements to the school website

### **Safeguarding**

- Due diligence in the selection and use of EdTech applications
- Digital Citizenship and ethical use of technology: promoting safe, respectful and responsible use of IT

### **Data Security ,Governance & Compliance**

- Strengthening IT infrastructure to support fast, secure and reliable operations
- Compliance with local regulations (KSA PDPL)
- Review of key IT policies including IT Procurement policy, 'mobile-free' school policy

### **Administrative Services**

- Digitalisation of manual processes to improve staff efficiency







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