

RATED **OUTSTANDING** BY ADEK AND BRITISH SCHOOLS OVERSEAS



ABU DHABI



THE BRITISH SCHOOL AL KHUBAIRAT Board of Governors' Report 2018/2019

OUR SCHOOL

The British School Al Khubairat (BSAK) is Abu Dhabi's leading British not-for-profit, co-educational day school. From Nursery to A Level (3 – 18) our dynamic school culture offers students an enriching experience and outstanding results.

OUR VISION

Building on our unique local heritage, we will provide a world-class British education, inspiring all our students to exceed expectations.

OUR VALUES

Empathy and Care | Respect and Inclusivity
Honesty and Integrity | Endeavour and Resilience

INTRODUCTION

FROM THE CHAIR OF THE BOARD

The British School Al Khubairat has played an important part in the story of Abu Dhabi itself since it was founded in 1968. We are very proud of that relationship and appreciate the support that the School has received and continues to receive. I would like to express our gratitude to the late President His Highness Sheikh Zayed Bin Sultan Al Nahyan for his vision and his support. BSAK is registered by His Highness Sheikh Zayed Bin Sultan Al Nahyan's Emiri Decree which amongst other things donates land to the School in perpetuity.



Last year was a busy and very successful year for BSAK. The School's 50th Anniversary was celebrated with a number of wonderful events including the launch of the 50th anniversary book at the British Embassy, the Golden Anniversary Ball and the International Fete. We were delighted that Her Majesty's Ambassador Patrick Moody, the School's Patron, marked the opening of the year and His Excellency Younis Al Khoori and the Ambassador unveiled the time capsule as the final event of the 50th Anniversary celebrations. In terms of public exams, BSAK continues to perform very well. Last year's results are on a par with, or better than, many of the highly selective UK independent and grammar schools. The School also received a number of awards and was inspected very successfully under the UAE Framework and the UK Government inspection regime. I will leave it to the Headmaster to tell you more about last year's achievements and successes.

These successes come from strong leadership. The Board would like to acknowledge the exceptional leadership of our Headmaster Mark Leppard MBE and thank him for his hard work, dedication and vision for BSAK. The Headmaster is supported by a great team, BSAK staff, who work together to achieve these wonderful outcomes for our students. The Board views the School's strong base as the platform to develop and we remain committed to driving the School forward for the benefit of our students. This culture of striving for continual improvement and development is embedded in the School and we look forward to updating you on the progress that the School continues to make.

I would like to thank those parents who stood for election to the Board at the AGM. Being a Governor is a voluntary position, Governors spend many hours attending meetings which often go on late into the evenings, they attend school events, go on learning walks, review documentation and respond to emails - all of this takes place in their own time and I would like to recognise our Board of committed Governors.

I hope that you find this year's Annual report informative and on behalf of the Board I would like to thank you for your commitment and support.

Debby Burton Shaw
Chair, Board of Governors



HEADMASTER'S REPORT

To summarise the 2018-19 Academic Year will be extremely challenging as it was probably our most successful year to date and falling in our 50th year, our Golden Jubilee, makes it even more fitting. We really do have a great deal to celebrate and be proud of on many fronts.

We have always achieved strong academic results, but this year's were truly exceptional. They are comparable to leading international and UK schools, allowing students to transfer to Universities across the globe. I want to congratulate each BSAK student who exceeded expectations to produce such fabulous results, which are contained in this report and published on our website. Our diverse and ever expanding co-curricular programme caters for academic enrichment, art, music, drama and sport. It enables students to embark on expeditions, undertake charity work and experience things outside their comfort zone. I also want to acknowledge our inspirational staff for the engaging and caring environment they create to allow students to excel in so many fields.

Each year I feel we can do even more, as to stand still is in fact to go backwards. Last year we were certainly acknowledged for this approach as we successfully undertook both ADEK and UK Government BSO inspections. For both we were judged 'Outstanding' across every single standard. We were also recognised through the independent Schools Compared Top School Awards as having the Best Sixth Form and as the Best British School in the UAE. This recognition is excellent, but only serves to drive us on further, rather than rest upon our laurels.

As a school we grasped the important well-being agenda, with a particular focus upon mental health well-being. To gain the Leeds Beckett Mental Health Silver Award was wonderful, but to be the only school outside of the UK to receive this, made it very special.

As mentioned, we will never sit back presuming we have arrived. Excellence is a journey, not a destination and to this effect, three areas I feel should be highlighted are our food provision, our migration to improved digital technology and the reformation of our Friends of BSAK.

In the 2018-19 year we partnered with a new catering provider, Food Nation. This came from clear feedback that our previous provision was simply not good enough. Since the start of this new partnership the food provision has significantly improved and I am very excited about our new Primary Dining Hall.

Digital Technology is with us and it is important we support this, but not look at it as a replacement for great teaching. We certainly did not rush this journey, but we now have new systems in both Primary and Secondary that support great teaching. The devices are academically focussed ensuring they are used appropriately. This highlights the culture at BSAK that everything we do is to support students and their education.

I was absolutely delighted that we relaunched our Parent Association under the new Friends of BSAK framework which now incorporates parents, staff and students. Please do get involved as all their work supports our students.

Please take time to look at our public examination results and university destinations. They are something to be extremely proud of also to continually try and build upon.

We have an exceptional body of staff, both inside and outside the classroom. They are supported by a very strong leadership team who in turn are supported and challenged by an exceptional Board of Governors who hold the School to account for the education we provide. I would not want it any other way as this supports our continual improvement.

We are an ambitious school with fantastic students. Such a combination allows for exciting times ahead. I am extremely proud of what we are achieving together as well as where we are heading.

BSAK is a unique and exceptional school that we should all be proud to be associated with, be that as a parent, governor, staff member or student.

Thank you for your continued support.

Mark Leppard MBE
Headmaster

BSAK ACADEMIC RESULTS 2019

PRIMARY

	English	Maths
Key Stage 1	Meeting 93%	Meeting 89%
	Above 38%	Above 47%
Key Stage 2	Meeting 96%	Meeting 97%
	Above 62%	Above 38%

SECONDARY

	English	Maths	Science
Key Stage 3	Meeting 91%	Meeting 95%	Meeting 96%
	Above 39%	Above 55%	Above 58%

GCSE

Full Cohort of 113 students
37% of all grades 9-8 / A*
57% of all grades 9-7 / A*-A
86% of all grades 9-5 / A*-B

Top 100 students



67 Students achieved 5 or more 9-7/A*-A grades
4 Students achieved 7 or more grade 9s
out of 732 in the world

A Level

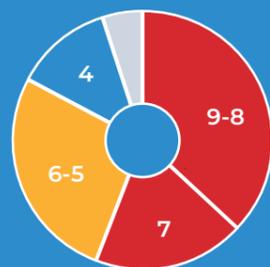
Full Cohort of 97 students
19% of all grades A*
46% of all grades A*-A
67% of all grades A*-B

25 students achieved 3 A*-As (or better)
41 students achieved 3 A*-Bs (or better)

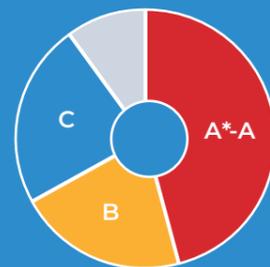
BTEC

100% Distinction* Distinction/ Equivalent to A*-A at A Level
8 out of 12 students achieved the highest grade of D*-D*

GCSE Results



A Level Results



Ministry of Education Final Year 12 Exam

Arabic and Islamic Education

Pass Rate

100%





SUMMARY OF OFFERS

- 64 students (65%) UK through UCAS. 63% first choice, 18% insurance, 19% clearing

MOST POPULAR DESTINATIONS THIS YEAR

- London (9), Manchester (8), Cardiff (6), Nottingham (4), Edinburgh (4), Durham (3)
- Destinations include: Imperial, Kings, LSE, Oxford, Durham, Bath, Cardiff, Manchester, John Hopkins, Berkeley and Boston (56% Russell Group)
- Courses include: Economics / Business (12) Medicine (7) Engineering (7), Politics/PPE (7), Law (6), Media (5)
- Countries include: UK (64), US (9), UAE (8), Canada, Jordan, Czech Republic, Netherlands, Gap Year/ Military service (7)

UNIVERSITY DESTINATIONS 2018/2019

DESTINATIONS IN THE UAE

GULF MEDICAL UNIVERSITY
Medicine

NYU ABU DHABI
Liberal Arts
Legal Studies

ZAYED UNIVERSITY ABU DHABI
Media Communications
Business and Marketing
Public Relations

AMERICAN UNIVERSITY OF SHARJAH
Psychology

DESTINATIONS IN THE UK

CARDIFF METROPOLITAN UNIVERSITY
Sport and Exercise Science
Sport Management

CARDIFF UNIVERSITY
Environmental Geography (2)
Economics

CITY OF GLASGOW COLLEGE
HNC Business

DURHAM UNIVERSITY
Accounting and Finance with Placement Year
Liberal Arts | Lucie Loridon - PPE

EDINBURGH NAPIER UNIVERSITY
Mass Communications

IMPERIAL COLLEGE LONDON
Biological Sciences
Biotechnology

KING'S COLLEGE LONDON
Dentistry

LEEDS ART UNIVERSITY
Foundation Diploma in Art

LIVERPOOL JOHN MOORES
Media, Culture, Communication

LONDON SCHOOL OF ECONOMICS
Economics

LOUGHBOROUGH UNIVERSITY
Civil Engineering

MANCHESTER METROPOLITAN UNIVERSITY
Graphic Design
Biomedical Sciences

NEWCASTLE UNIVERSITY
Geography
Physical Geography

NOTTINGHAM TRENT UNIVERSITY
Business Management and Entrepreneurship
Physics
Product Design

NOTTINGHAM UNIVERSITY
Chemical Engineering

PERTH COLLEGE, SCOTLAND
HNC in Music

QUEEN MARY UNIVERSITY OF LONDON
Economics
Aerospace Engineering with Management

ROYAL HOLLOWAY, UNIVERSITY OF LONDON
Management with Marketing

UNIVERSITY OF BATH
Politics with Economics
Spanish and Politics

UNIVERSITY OF BIRMINGHAM
Psychology

UNIVERSITY OF BRIGHTON
Illustration
Nursing
Design for Digital Media

UNIVERSITY OF EAST LONDON
Performing Arts

UNIVERSITY OF EDINBURGH
Mathematics
Architecture
Law
Ancient and Medieval History

UNIVERSITY OF ESSEX
Film Studies
Engineering
Politics and International Relations

UNIVERSITY OF KENT
Psychology with Clinical Psychology

UNIVERSITY OF LEEDS
Medicine

UNIVERSITY OF LIVERPOOL
Medicine

UNIVERSITY OF MANCHESTER
Law (2)
Computer Science
Economics and Politics
Medicine
Biochemistry

UNIVERSITY OF OXFORD
PPE

UNIVERSITY OF PLYMOUTH
Physiotherapy

UNIVERSITY OF SOUTHAMPTON
Marine Biology

UNIVERSITY OF SURREY
Law with International Relations
Computer Science
Economics and Finance
Biomedical Engineering

UNIVERSITY OF SUSSEX
Psychology

UNIVERSITY OF WARWICK
Economics
Politics and International Studies

UNIVERSITY OF WESTMINSTER
Architecture
Television Production

UWE BRISTOL
Biomedical Science with Foundation Year

APPRENTICESHIP
PwC

DESTINATIONS IN CANADA
WESTERN ONTARIO
Biomedical Science

GAP YEAR
Flight School

DESTINATIONS IN JORDAN
UNIVERSITY OF JORDAN
Medicine

DESTINATIONS IN THE NETHERLANDS
HOTEL SCHOOL, THE HAGUE
Hospitality Management

DESTINATIONS IN THE CZECH REPUBLIC
CHARLES UNIVERSITY PRAGUE
Medicine

DESTINATIONS IN THE USA
UNIVERSITY OF CALIFORNIA, BERKELEY
Computer Science

BOSTON COLLEGE
Liberal Arts
Biology
Computer Science

JOHN HOPKINS UNIVERSITY
Electrical Engineering

MICHIGAN STATE UNIVERSITY
Liberal Arts

PARSONS SCHOOL OF DESIGN
Media Communications
Strategic design and management

UNIVERSITY OF ILLINOIS
Aerospace Engineering

FINANCIAL REPORT

This Honorary Treasurer's Report, together with the Audited Accounts for the financial year ended 31 August 2019, prepared by KPMG Lower Gulf Limited, in accordance with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board, has been posted on the School's website where it is available for review.

For the year ended 31 August 2019, the School has reported a net surplus of AED 5.19 million which represents an exceptional performance. This is an uplift on the previous financial year which achieved a healthy surplus of AED 3.65 million. There were a number of contributory factors to this excellent result including the achievement of a record number of students, which averaged 1,903 over the course of the academic year compared with the previous School roll of 1,889. Demand for places at BSAK continues to be strong and we have already exceeded that number for the new academic year starting September 2019, with the current student numbers now at a record level of 1,933.

Income for 2018/19 remained in line with the previous financial year as the School did not implement any fee increase. There has been an increase in School fees from September 2019 which was very carefully considered by the Board of Governors to ensure that BSAK strikes a careful balance between remaining highly competitive among the other British curriculum schools within Abu Dhabi, whilst ensuring there is sufficient surplus generated to underpin both School sustainability in addition to generating the capacity for investment in facilities and learning resources.

The operating costs have been well-controlled during the 2018/19 financial year, resulting in marginal savings of AED 468k. Management has delivered savings on payroll for the full year of AED 746k which has enabled increased investment in learning resources and the maintenance of School facilities.

The School engaged leading British architects in 2018 to develop an ambitious capital masterplan; and the trading surplus which is generated will be reinvested in maintaining and enhancing our world-class facilities with the focus as always on maximising student benefit. The first phase of this exciting masterplan was undertaken during the summer with the development of our new Primary Dining Hall which is supporting Primary children with the opportunity to access nutritious hot meals in a friendly and sociable environment. We have also introduced school-owned Chromebooks for Secondary students in Autumn Term 2019 funded through the fee increase to enhance the use of digital technology as a learning tool.

The balance sheet remains robust and the School has been cautious in its approach to end of service benefit provision, depreciation and asset/liability matching; hence, for the medium term the School is in a robust financial position. As a not-for-profit community school, which reinvests all of its cash surpluses into excellence in education, and which has no shareholders, we have been very careful to manage cash prudently and are well-positioned for our next phase of capital investment.

As Honorary Treasurer, I wish as usual to convey my thanks to the Finance team led by Brunella Koutsileos (Head of Finance & Deputy Bursar).

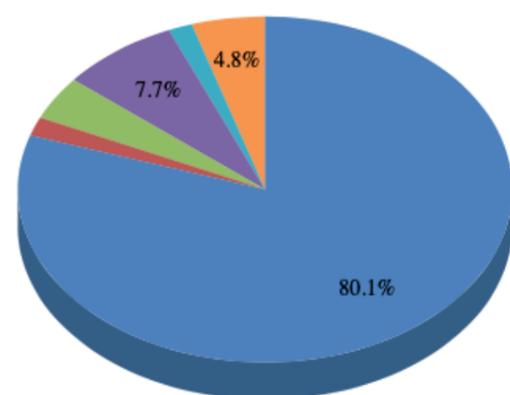
Adam Boukadida
Honorary Treasurer



INCOME STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2019

	2019 AED	2018 AED
INCOME		
Tuition fees	105,149,050	105,185,352
Other income	4,946,594	4,153,373
Finance income	479,791	309,087
Total income	110,575,435	109,647,812
EXPENDITURE		
Staff costs	(82,514,238)	(83,260,320)
Books, stationery and equipment costs	(1,805,839)	(1,759,192)
Repairs and maintenance	(4,228,372)	(3,862,354)
Depreciation	(7,962,347)	(8,804,213)
Utilities	(1,611,843)	(2,189,039)
Miscellaneous expenses	(4,947,385)	(3,663,291)
TOTAL EXPENDITURE	(103,070,024)	(103,538,409)
SURPLUS FROM OPERATIONS	7,505,411	6,109,403
FINANCE COSTS	(2,315,871)	(2,457,320)
SURPLUS FOR THE YEAR	5,189,540	3,652,083



- Staff costs
- Books, stationery and equipment costs
- Repairs and maintenance
- Depreciation
- Utilities
- Miscellaneous expenses



Building on our unique local heritage, we will provide a world-class British education, inspiring all our students to **exceed expectations.**





ABU DHABI

The Board hopes that you have found this report useful. Whilst as governors we are not involved in the operational running of the School, we continue to welcome student, parent and staff comments and feedback.

If you would like to contact the Board you can do so via the Clerk to the Board, Lesley McPherson on 02 204 0229 or by emailing clerktotheboard@britishschool.sch.ae.



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