



ABU DHABI

THE BRITISH SCHOOL AL KHUBAIRAT
Board of Governors' Report
2015 - 2016





Our Vision:

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

Our Mission:

Providing the best teachers, leadership and support in a not-for-profit environment, we nurture a genuine passion for learning



Chair's Report

I would like to express our gratitude for the late President, His Highness Sheikh Zayed Bin Sultan Al Nahyan's vision and support for The British School Al Khubairat. The School was originally established in 1968 on land which His Highness generously donated and is registered by way of His Highness' Emiri Decree number 5 of 1971 which, amongst other things, donates land to the school in perpetuity.

As you will appreciate, from its origins in 1968 as the first British School in Abu Dhabi, the School has played an important part in the story of Abu Dhabi and we are very proud of that relationship. We are committed to supporting the United Arab Emirates, in particular the Government's vision for education as part of the UAE vision 2021.



Last summer Marc Jessel stepped down as Chair of the Board. I would like to thank Marc for his commitment to the School during his time as Governor and as Chair of the Board. I was delighted to have been elected Chair in June, after a period of 4 years on the Board and I am very grateful for the support which I have received from all Board Members as I have settled in to the role.

As is the nature of life in Abu Dhabi, people move on, Louise Evans and Sarah Thomas also stepped down from the Board this year and I would like to thank them for their contribution to the Board during their time as Governors.

Our students are wonderful young people and I was delighted that this was recognised in our recent inspection reports, which describe our students as:

'outstanding ambassadors for their school'.

'highly articulate, confident students with positive attitudes and respect for each other within a strongly inclusive ethos'.

The reports go on to say that our students have high aspirations for their future education and lives.

I am sure that you will agree that our students deserve the very best educational experience in the widest sense. I would like to thank our Headmaster, Mark Leppard for his hard work, drive and focus in striving for this for all our students.

On behalf of the Governors, I thank our staff for their hard work throughout the year. The School continues to offer a wide range of dramatic and musical opportunities, sporting fixtures as well as activities such as the Model MUN and the Duke of Edinburgh Award Scheme to name just a few. The successes and opportunities which our students enjoy would not take place without the dedication of our teachers and support staff.

This is the first year that the Board has prepared an annual report in this form and I hope that you will find it informative.

Finally I would like to thank parents and staff who attended this year's AGM and I would like to thank you for your support and continuing commitment to the school.

Debby Burton Shaw
Chair of the Board of Governors



Headmaster's Report



The 2015-16 academic year was hugely successful for BSAK. This success took various forms and there were also challenges along the way, but overall we saw BSAK moving in a very positive direction.

Academically, our students and staff worked incredibly hard to ensure very strong exam results. In fact, when we compare ourselves to non-selective independent and state schools in the UK we came 3rd in the league tables for GCSE and 13th for A Level. Details of this are following this report and it is important we always look to further improve, but we should also acknowledge this achievement.

We are an ambitious school and our new Vision and Mission highlight this ambition. The creation of the Vision and Mission was through an extensive consultation process with parents, staff and students, highlighting this strong and continually improving partnership that is so critical to successful educational provision.

The learning opportunities beyond the classroom are also extremely important to ensure a broad and balanced education; something that will support our students beyond BSAK. We have a wide ranging activities programme that offers opportunities for so many students. We are always looking to offer more to ensure every student has a choice.

We have had 2 inspections over the past fifteen months. The first was a British Schools Overseas inspection by the UK Government and the other a local Abu Dhabi Education Council inspection. Both identified our many strengths as well as areas to focus to further improve. Our positive approach to these show our appetite and ambition to be a global leader.

I want to take this opportunity to thank the Board of Governors for their continued support, guidance and friendship they all offer the school. It is greatly appreciated. I also want to acknowledge our superb and committed staff, supportive parents and all of our outstanding students who exceed expectations on a daily basis.



Mark Leppard MBE
Headmaster



BSAK Academic Results 2016

Primary school

	English	Maths
Key stage 1	Meeting 94%	Meeting 93%
	Above 41%	Above 44%
Key Stage 2	Meeting 97%	Meeting 95%
	Above 48%	Above 49%

Secondary school

	English	Maths	Science
Key Stage 3	Meeting 96%	Meeting 96%	Meeting 94%
	Above 45%	Above 66%	Above 55%

GCSE A*-C	96%
GCSE A*-B	77%
A Level A*-C	90%
A Level A*-B	73%

Ministry of Education final Year 12 exam	Pass rate
Arabic for natives	90%





University Destination List 2016 Entry

Summary of Offers:

Students from BSAK took up places on a wide range of universities and courses in 2016 from Fashion Marketing to Medicine and Journalism to Chemistry.

78 students went to the UK, 9 to the US, 3 to Canada, 2 to the UAE and 1 to the Netherlands.

In the UK 41 (52%) went to Russell Group Universities with 3 reading courses at Oxbridge. In the US 2 students have gone on to Ivy League Universities of Harvard and Cornell.

The most popular universities for our students in 2016 were:

- Edinburgh University (5)
- Nottingham University (4)
- Nottingham Trent University (4)
- University of Bath (3)
- Sheffield University (3)

The most popular courses were:

- STEM- (Science Technology, Engineering and Mathematics)(32)
- Engineering (11)
- History/Politics (10)
- Law (7)
- Psychology (5)



ABU DHABI

Universities in the UK

University	Course
Birmingham City University	Film Production Technology
Bristol, University of the West of England	Psychology
Cardiff Metropolitan University	Business and Management Studies (3 Years or 4 Years including Foundation)
Cardiff Metropolitan University	Product Design
Cardiff University	Pharmacy
Cardiff University	Politics and Economics
De Montfort University	English Language and Journalism
Edinburgh Napier University	Business Management with Marketing
Falmouth University	Fashion Marketing
Glasgow Caledonian University	International Events Management (GCU Pathways)
Heriot-Watt University, Edinburgh	Psychology
Imperial College London	Mechanical Engineering
Kingston University	Drama
Kingston University	Mechanical Engineering
Liverpool John Moores University (LJMU)	Business Studies
London School of Economics	History
London South Bank University	Product Design
Loughborough University	Electronic and Electrical Engineering
Northumbria University	Computer and Information Technology (with Foundation Year)
Nottingham Trent University	Global Studies and International Relations
Nottingham Trent University	Law
Nottingham Trent University	Politics
Nottingham Trent University	Politics
Plymouth University	Conservation Biology
Plymouth University	Dental Surgery
Plymouth University	International Tourism Management
Plymouth University	Marketing
Royal Holloway, University of London	Law
Staffordshire University	Geography with Mountain Leadership
Swansea University	English Literature
Swansea University	English Literature and Spanish
The University of Edinburgh	Applied Sport Science
The University of Edinburgh	Biological Sciences (Biochemistry)
The University of Edinburgh	Biological Sciences with Management
The University of Edinburgh	Chemical Engineering
The University of Edinburgh	Chemistry



ABU DHABI

Universities in the UK continued

University	Course
The University of Liverpool	Law
The University of Manchester	Mechanical Engineering
The University of Manchester	Modern History with Economics
The University of Nottingham	Animal Science
The University of Nottingham	History and Politics
The University of Nottingham	International Media and Communications Studies
The University of Sheffield	Mechanical Engineering (4 years)
The University of Sheffield	Mechanical Engineering with a Year in Industry
The University of Sheffield	Mechanical Engineering with Industrial Management
The University of Stirling	Psychology
The University of Strathclyde	Biomedical Science
The University of Strathclyde	English Law
The University of Warwick	Computer Science
The University of Warwick	History and Sociology
The University of York	Economics
UCL (University College London)	Computer Science
UCL (University College London)	Engineering (Civil)
University of Bath	Biology (With Professional Placement)
University of Bath	Chemical Engineering (with placement)
University of Bath	Integrated Mechanical and Electrical Engineering
University of Brighton	Journalism BA(Hons)
University of Brighton	Law with Business
University of Brighton	Marketing
University of Bristol	Law
University of Cambridge	Natural Sciences
University of Cambridge	History
University of Chichester	Sport Development and Coaching
University of Dundee	Education
University of East London	Psychology (with Foundation Year)
University of Glasgow	Computing Science/Psychology
University of Glasgow	History (Medieval/Modern or Medieval/Modern/Scottish)
University of Glasgow	Medicine
University of Leeds	Fashion Marketing
University of Leeds	Graphic and Communication Design
University of Leeds	Mechanical Engineering



Universities in the UK continued

University	Course
University of Newcastle upon Tyne	Electronics and Computer Engineering
University of Oxford	Mathematics and Philosophy
University of Reading	Computer Science with Industrial Year
University of Reading	Mathematics and Psychology with a Placement Year
University of Southampton	Marine Biology with Oceanography
University of Surrey	Law
University of Sussex	Law with a Language (with a study abroad year)

Universities in the USA

Cornell University
Harvard University
Boston University
Boston University
Northeastern University
Northeastern University
The Pennsylvania State University (Penn State)
University of Bentley
University of Boulder Colorado

Universities In Canada

Concordia University
Concordia University
University of Waterloo

Other universities around the World

New York University Abu Dhabi
Zayed Univeristy Abu Dhabi
University of Amsterdam





Financials

This Honorary Treasurer's Report, together with the Report and Accounts for the financial year ended 31st August 2016 prepared by Ernst & Young in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board, has been posted to the School's website and will be available for review there.

For the year ended 31st August 2016 the School reported an accounting loss of a little under AED 550 thousand, a very considerable improvement on the previous year's accounting loss of just under AED 3 million, in turn a much better result than that in the preceding year. The loss this year was expected, given the Abu Dhabi Education Council's (ADEC's) decision to decline the School's application for a fees increase in the year 2015-16. For the financial year just ended the loss was relatively modest and of limited concern in the context of the School's cashflow and scale, but the Board is keenly aware of the need to continue to build cash reserves to meet capital expenditure requirements as these become necessary. Our continuing model as a Not-for-Profit community school is to keep fees low and to manage them over extended business cycles such that there are no sharp fee increases and costs are controlled, but with a clear, maintained focus on quality of provision. Therefore it is very probable that the Board will seek a fees increase for the year 2017-18 after two years of no increases in an environment where costs are continuing to rise. Nevertheless, my expectation is that our fee levels will continue to compare very favourably with our peer group.

Whilst revenue was slightly down, I am pleased to report that this was more than offset by savings in staff costs and reduced finance costs, combined with much lower depreciation. However, such reductions cannot be continued every year and we would expect costs to stabilise at current levels, subject only to inflation.

The balance sheet is robust and the School has been conservative in its policies as regards end of service benefit provision, depreciation and asset/liability matching among other things; and for the short to medium term the School is therefore in a strong position.

The School's student roll remains at over 1840 students, slightly down from the previous year's record high of 1865 but continuing to run, as for many years now, at more or less full capacity; our waiting lists remain very healthy. As a Not For Profit School, which ploughs all revenues into education and which has no shareholders, we have been very careful to husband cash meticulously over the last 9-10 years and have now achieved a healthy overall position. Our liabilities are primarily long-term in nature and we remain satisfied with our gearing, notwithstanding our prudential wish to rebuild equity. As noted in my previous year's report, we identified at the start of the current business cycle four key financial principles around leverage, cash reserves, liquidity and our long term financial health. I am pleased to report that we have made consistent progress against these indicators. Notwithstanding this progress, we are not complacent and recognise the challenges posed by the prevailing economic backdrop in Abu Dhabi.

Over the last two years we have made several changes and simplifications to our compensation package for staff to ensure that we continue to attract and retain a very high calibre team. This programme is largely complete. As reported last year, we are introducing new systems in the HR and Accounting areas but this will be at low cost and with minimal disruption for parents.

As Honorary Treasurer I wish to convey my thanks to my colleagues on the Board and in the Finance and Premises Committee; and to our Finance and Operations Managers and their hard-working teams.

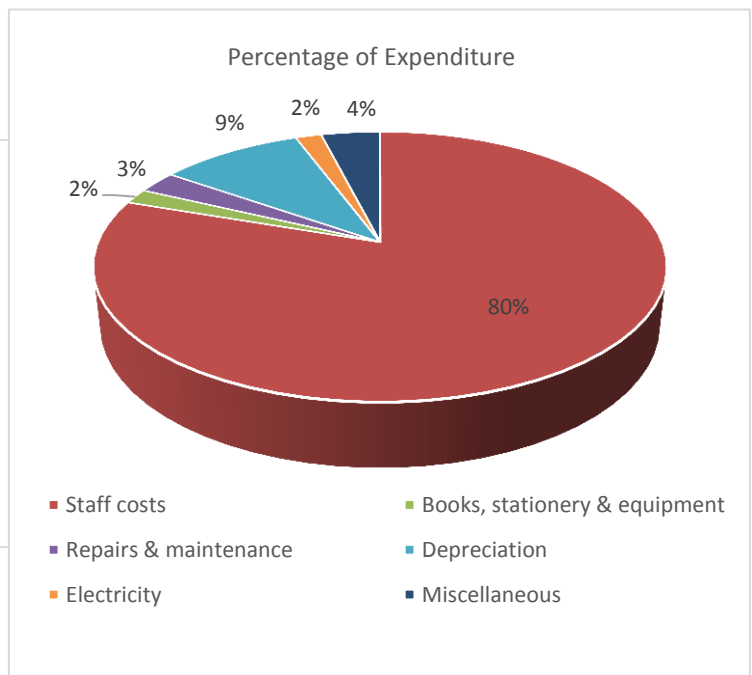
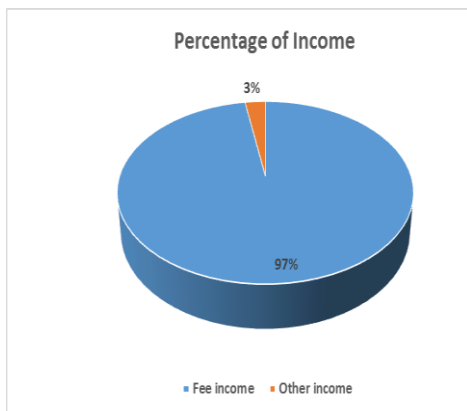
Richard S Oliver
Hon. Treasurer, Board of Governors



Financials continued

Income statement for the year ended 31st August 2016

Details	2016 AED	2015 AED
Income from fees	98,547,734	99,945,833
Other income	2,673,169	2,377,393
TOTAL INCOME	101,220,903	102,323,226
Staff costs	(79,611,109)	(80,230,182)
Books, stationery & equipment costs	(1,796,682)	(1,907,678)
Repairs & maintenance expenses	(2,641,321)	(2,708,289)
Depreciation	(9,543,446)	(11,658,865)
Electricity expenses	(1,717,720)	(1,494,854)
Miscellaneous expenses	(3,930,170)	(3,852,825)
TOTAL EXPENDITURE	(99,240,448)	(101,852,693)
SURPLUS FROM OPERATIONS	1,980,455	470,533
Net Finance costs	(2,525,649)	(3,464,434)
TOTAL DEFICIT FOR THE YEAR	(545,194)	(2,993,901)





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 parent and staff comments and feedback.

If you would like to contact the Board you can do so via the Clerk to the Board, Mary Brogan on xtn.229 or by emailing clerktotheboard@britishschool.sch.ae



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world class British education
inspiring all our students to exceed expectations



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