



**50** YEARS OF  
EXCEEDING  
EXPECTATIONS  
1968 - 2018

# The British School Al Khubairat Board of Governors' Report 2017-18





## 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

## Our Values:

Empathy and Care  
Honesty and Integrity

Respect and Inclusion  
Endeavour and Resilience

## Chair's Report

This is a very special year for the British School Al Khubairat; the Year of Zayed and the School's 50th Anniversary year. BSAK has played a part in the story of Abu Dhabi itself since it was founded in 1968 and we are very proud of that relationship.

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

The School has a long association with the British Embassy and the Ambassador is the School's Patron. I would like to welcome Her Majesty's Ambassador Patrick Moody to the United Arab Emirates and we were delighted that he marked the opening of the 50th Anniversary year earlier this term.

As well as through our Board and Committee meetings, Governors know the School by participating in learning walks with the Headmaster, attending School events, meeting with new members of staff and with those who are leaving. During the 2017-28 academic year, Governors participated in 85 such events in the School. These and other forms of engagement, ensure that the Board understands the School's strengths and also the areas for further development. This enables us to hold the School to account.

Earlier this term the School was inspected under the ADEK UAE Framework. I am delighted to report that the School was rated as 'Outstanding'. This inspection result reflects the hard work and commitment of the School as a whole. The SLT, teaching and support staff have worked together as a team to continue to drive the School forward since the last inspection, two years ago, when the School was found to be 'Very Good'. The inspection report acknowledges our wonderful students as having 'exceptionally positive attitudes towards learning, a well developed understanding of Emirati culture and the skills to be creative and innovative learners'. The inspection result of 'Outstanding' is recognition for that commitment and everyone in the School should be very proud of their contribution.

In terms of public exam results, BSAK continues to perform extremely well by comparison to British schools in Abu Dhabi and schools in the UK. Last summer's A level and GCSE results were strong and further details are set out in this report. As a Board we are committed to continually improving the academic provision throughout the School and we work closely with the Headmaster on this.

We have very committed teaching and support staff who ensure that our students thrive at BSAK and enjoy a wide range of opportunities; academic and extra-curricular. I thank our teaching and support staff for their hard work and dedication to our students.

I would like to thank those parents who stood for election to the Board at the AGM. Governors volunteer their time and it is a significant commitment.

This is the third year that the Board has prepared an annual report in this form. We have received very positive feedback on the report in previous years and I hope that you will find it informative.



**Debby Burton Shaw**  
Chair of the Board of Governors

## Headmaster's Report

Time really does fly as it seems such a short time ago that I was writing for the 2016-17 Annual Report. So much has taken place and all extremely positive. We have much to celebrate. Our exceptional academic results are comparable to the leading schools, both in the region and the UK; we have a rich and diverse co-curricular programme that was recently described in our ADEK inspection as 'spectacular'; and we have an amazing body of staff willing to create new and exciting opportunities both inside and beyond the classroom for every student.

As a school, we continually look to improve. There are always areas of focus and we should never believe that we are the finished article. Now, celebrating our 50th year, we are in very good shape and the areas of focus both in the classroom and outside are tackled with a laser beam rather than a sledgehammer. It is these finer tweaks that now make the difference and continually improve our wonderful School. The classroom will always be our core focus, but there are aspects outside that impact within it, so it is our holistic approach to school improvement that supported the successful 2017-18 academic year.

An example of this holistic approach is the change and improvement to the School buses, ensuring a more efficient service. Our challenge now is to get more families using the service to reduce traffic outside the School. Traffic and driving behaviour around School was a focus last academic year and it has improved. Our parent surveys support this, but we want to develop this further.

Catering has for some time been a challenge and in our 2 previous years the ADEK parent survey has consistently identified this area as one to improve. I feel the work we did during the 2017-18 academic year to identify a suitable catering partner is now paying off and I look forward to seeing the feedback from the parent survey this year.

These are examples of continuous improvement, but it is within the classroom where this is most important; and I am delighted that the 2017-18 academic year saw such improvements. Our use of external benchmarking across the entire School gives us the data to not only identify year groups and their general needs but also individual students and their specific needs. This powerful data suite really drove our academic analysis and more importantly provision last year and will continue to be a focus moving forward. It supports academic provision, development and allows the Board to hold the School to account for the overall academic performance. This was highlighted as a significant improvement in our latest ADEK inspection.

The focus on the new GCSE and A Level examinations has had specific attention, building upon the strong work in previous years and the foundations set in Nursery through to Key Stage 3. The 2017-18 results reflect this and have been very successful, but there is always a drive by all staff to continually do even more for our students. This ambition and focus contribute to BSAK's success.

We are now officially an 'Outstanding' school and the work last year to build upon our already very good holistic educational provision has been recognised. 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 2018

### Primary School

	English	Maths	Science	Arabic	Islamic
<b>Key Stage 1</b>	Meeting 93%	Meeting 84%	Meeting 98%	Meeting 96%	Meeting 94%
	Above 75%	Above 71%	Above 70%	Above 58%	Above 38%
<b>Key Stage 2</b>	Meeting 87%	Meeting 91%	Meeting 86%	Meeting 95%	Meeting 95%
	Above 76%	Above 72%	Above 62%	Above 52%	Above 38%

### Secondary School

	English	Maths	Science	Arabic	Islamic
<b>Key Stage 3</b>	Meeting 95%	Meeting 95%	Meeting 99%	Meeting 82%	Meeting 87%
	Above 63%	Above 82%	Above 92%	Above 51%	Above 46%

### GCSE Results

<b>GCSE A*- A</b>	56%
<b>GCSE A*- B</b>	83%
<b>GCSE A*- C</b>	95%

### A Level Results

<b>A Level A*- A</b>	33%
<b>A Level A*- B</b>	69%
<b>A Level A*- C</b>	89%

Ministry of Education Final Year 12 Exam	Pass rate
<b>Arabic and Islamic Education</b>	100%



## University Destinations 2018

### Summary of Offers:

#### UK

- 77% attending UK Universities
- Offers Firm (57%)  
Insurance (27%)  
Clearing (16%)
- 1 student attending Oxbridge
- 4 UK Medics
- 37% attending Russell Group
- Top 5 Subjects  
Law, Engineering, Economics, History & Politics,  
Psychology
- 36% of students studying STEM subjects

#### Most popular destinations

- London  
LSE, UCL, King's, Brunel
- Manchester  
Manchester University & Manchester Metropolitan
- Edinburgh  
Edinburgh University & Heriot Watt
- Newcastle  
Newcastle University

#### USA/Canada/Others

- 13 students attending US Universities
  - Brown University, UCLA, UC San Diego, North Eastern
  - 2 Soccer scholarships in the US
- 5 students attending Canadian Universities
  - University of Toronto, Concordia
- 2 students attending UAE Universities
  - NYUAD
- 1 student attending University in Holland
  - Sciences
- 1 student attending University in Hungary
  - Veterinary medicine
- 4 students attending University in Czech Republic, India, Jordan & UAE
  - All studying Medicine

### Destinations in the UK

- BATH**  
Chemical Engineering
- BIRMINGHAM**  
Law
- BOURNEMOUTH**  
Media Production
- BOLTON**  
Photography
- BRISTOL**  
Electrical and Electronic Engineering
- BRUNEL**  
Economics and Business Finance, Engineering with an Integrated Foundation Year, Civil Engineering with Sustainability, Computer Science, Communication and Media Studies, Economics and Business
- BRISTOL UNIVERSITY OF WEST OF ENGLAND**  
Politics and International Relations
- CAMBRIDGE**  
Human, Social, and Political Sciences
- UNIVERSITY OF CENTRAL LANCASTER**  
Architecture
- DERBY**  
Civil Engineering
- DUNDEE**  
Law (Eng/NI) with Spanish
- UNIVERSITY OF EAST ANGLIA**  
Natural Sciences with a Year Abroad
- EDINBURGH**  
Philosophy and Economics, Economic History, Psychology, Architecture
- ESSEX**  
Law, Theatre Arts
- HERIOT WATT**  
Psychology x2, Mechanical Engineering, Civil Engineering, Chemical Engineering x2
- KING'S COLLEGE LONDON**  
Neuroscience, English Law and French Law, Film Studies
- UNIVERSITY OF KENT**  
Law, History, Biomedical Science
- LOUGHBOROUGH UNIVERSITY**  
Politics, History and International Relations
- LEEDS UNIVERSITY**  
Medicine, Economics
- LIVERPOOL JOHN MOORES**  
Law and Criminal Justice, Accounting and Finance with Foundation Year, Business with International Business Management
- LONDON METROPOLITAN UNIVERSITY**  
Sport and Exercise Science, Economics, Law (Bachelor of Laws)
- LIVERPOOL**  
Aerospace Engineering
- MANCHESTER UNIVERSITY**  
Medicine, Science with an Integrated Foundation Year, Philosophy, Biomedical Sciences with Industrial / Professional Experience (4 years)
- MIDDLESEX**  
Fashion with Foundation Year
- MANCHESTER METROPOLITAN UNIVERSITY**  
Economics, Physiotherapy (Foundation), History/Politics x2, International Business Management, Law, Fashion Business and Management
- NEWCASTLE**  
Mathematics and Accounting, Chemical Engineering, Law x2
- NOTTINGHAM TRENT UNIVERSITY**  
Psychology, Psychology with Sociology, Media and Communication and Society, Film Production Technology
- NOTTINGHAM**  
Law, Economics
- OXFORD BROOKES**  
Communication, Media and Culture
- QUEEN MARY UNIVERSITY LONDON**  
Economics and Finance, Medicine
- ROYAL HOLLOWAY UNIVERSITY OF LONDON**  
History, Politics and International Relations
- SALFORD**  
Business and Economics, International Business
- SHEFFIELD**  
Sociology with Criminology
- SHEFFIELD HALLAM UNIVERSITY**  
Aerospace Engineering
- UNIVERSITY OF BUCKINGHAM**  
Medicine
- SURREY**  
Law with Criminology, Biomedical Science, International Hospitality and Tourism Management
- SWANSEA**  
Geography
- UNIVERSITY COLLEGE LONDON**  
Natural Sciences
- UNIVERSITY OF HIGHLANDS AND ISLANDS**  
Food, Nutrition and Textiles Education
- UNIVERSITY WESTMINSTER**  
Business, Law with French Law
- ACADEMY OF CONTEMPORARY MUSIC, GUILDFORD**  
Music Industry practice

### Destinations in the UAE

- MOHAMED BIN RASHED UNIVERSITY, DUBAI**  
Medicine
- NYUAD**  
Psychology, Economics
- DUBAI INSTITUTE OF DESIGN AND INNOVATION**  
Design



## Destinations in Middle East & South Asia

**UNIVERSITY OF JORDAN**  
Medicine

**ARMY MEDICAL COLLEGE, RAWALPINDI**  
Medicine

## Destinations in Australia

**NEW SOUTH WALES UNIVERSITY**  
Law

**MELBOURNE UNIVERSITY**  
Mechanical Engineering, Business

**UNIVERSITY OF SYDNEY**  
Neurology

## Other Destinations in Europe

**INSA DE LYON, FRANCE**  
Aerospace Engineering (deferred Glasgow Uni until 2019)

**HZ UNIVERSITY OF APPLIED SCIENCES, NETHERLANDS**  
Applied Science

**EINDHOVEN INSTITUTE OF TECHNOLOGY**  
Sustainable Innovation

**UNIVERSITY OF VETERINARY MEDICINE, BUDAPEST**  
Veterinary Medicine

**CHARLES UNIVERSITY, PRAGUE**  
Medicine

## Destinations in the US and Canada

**UC IRVINE**  
Business and Economics

**UNIVERSITY OF CALIFORNIA, SAN DIEGO**

Astrophysics

**WELLESLEY COLLEGE**

Liberal Arts

**PENN STATE**

Pre-Med

**UNIVERSITY OF WISCONSIN**

Chemical Engineering

**UNIVERSITY OF CALIFORNIA, LOS ANGELES**

Physics

**PARSONS SCHOOL OF DESIGN**

Fashion/Design

**SARAH LAWRENCE COLLEGE**

Liberal Arts

**WHITTIER COLLEGE**

Economics and Business finance

**NORTHEASTERN UNIVERSITY**

Maths

**BROWN**

Political Science

**NYU**

Liberal Arts

**WEST VIRGINIA UNIVERSITY**

Civil engineering

**UNIVERSITY OF OTTAWA**

Business, Commerce and Finance

**UNIVERSITY OF TORONTO**

Economics, Human Biology, Human Biology

**CONCORDIA UNIVERSITY**

Psychology

## Financials

This Honorary Treasurer's Report, together with the Report and Accounts for the financial year ended 31st August 2018 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 2018, the School reported a net surplus of AED 3.6 million which represents a strong performance. This is a significant improvement on the previous financial year which reported a small deficit of AED 760 thousand. There were a number of contributory factors to this excellent result including the achievement of a record number of students which averaged 1,889 over the course of the academic year compared with the previous School roll of 1,860.

We were able to open a new FS1 classroom during the year in January 2018, which allowed the School to offer places to an additional 25 nursery children, many of whom were siblings. Student numbers continue to be strong and we have already exceeded that number for the new academic year starting September 2018 with the current student numbers now exceeding 1,900 for the first time in the School's history.

Our revenues increased in 2017/18 owing to ADEK approval of an uplift in fees of 5%. This uplift was essential in helping the School to meet the significant additional costs facing companies in the UAE including increased regulatory costs, inflation and higher operating costs such as utilities, and VAT which was introduced in January 2018.

In addition our staffing costs increased 4.6% on prior year largely as a result of aligning the packages for UAE curriculum staff with those recruited from the UK, which the Board of Governors viewed as significant in the material improvements that are being seen in the teaching of UAE subjects. There was no base salary increase for UK curriculum staff, and, with the significant exodus of ex-pats from the UAE, the School will need to continue to be mindful of the increasing costs of living in Abu Dhabi.

The Board of Governors is also very aware of the more challenging economic backdrop prevailing in the local economy and there is commitment to ensuring that our fees remain competitive against the other UK curriculum schools. However, if the School is to continue its outstanding track record and reputation, there will need to be significant future investment in our facilities and learning resources. The School has engaged leading British architects to develop an ambitious capital masterplan and any 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 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 sound 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.

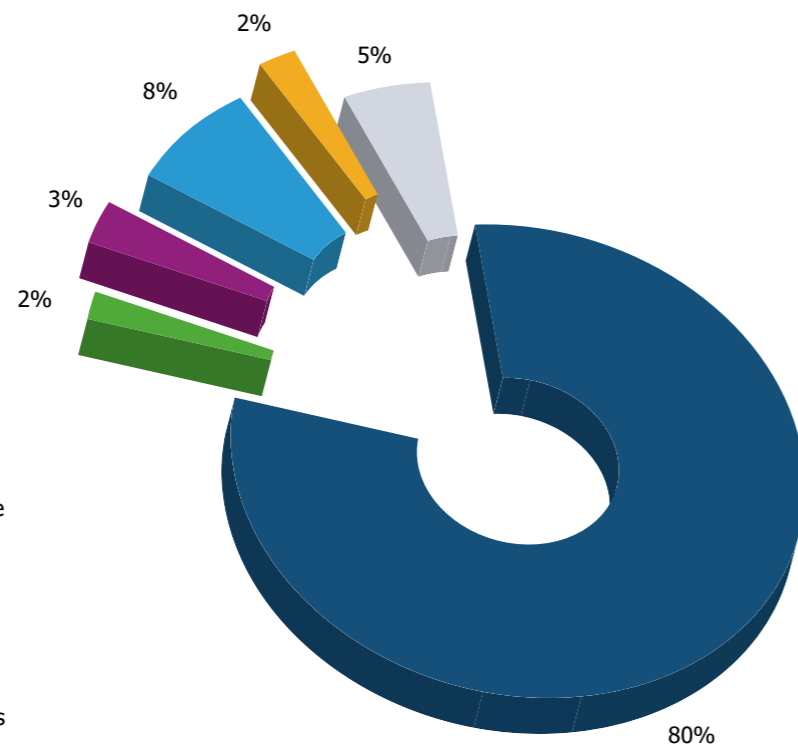
As Honorary Treasurer I wish as usual to convey my thanks to our excellent support team, led by Mr Peter Church our Bursar. During the year they were able seamlessly to introduce a new MI and accounting system, they effected great work in maintaining and growing registrations in challenging times to support our revenue and improved so many aspects of daily life at BSAK from transport to catering, from teacher induction to parent communications to name but a few. Their efforts continue to enhance our remarkable School.

**Richard S Oliver**  
Honorary Treasurer, Board of Governors



## Income Statement For The Year Ended 31<sup>st</sup> August 2018

Details	2018 AED	2017 AED
Income for fees	105,185,352	99,157,370
Other income	4,462,460	3,746,106
<b>TOTAL INCOME</b>	<b>109,647,812</b>	<b>102,639,894</b>
Staff costs	(83,260,320)	(79,594,291)
Books, stationery & equipment costs	(1,759,192)	(1,882,047)
Repairs & maintenance expenses	(3,013,517)	(3,530,984)
Depreciation	(8,804,213)	(9,487,395)
Electricity expenses	(1,899,588)	(2,025,697)
Miscellaneous expenses	(4,801,579)	(4,546,227)
<b>TOTAL EXPENDITURE</b>	<b>(103,538,409)</b>	<b>(101,066,641)</b>
SURPLUS FROM OPERATIONS	6,109,403	1,836,835
Net Finance costs	(2,457,320)	(2,597,557)
<b>TOTAL SURPLUS (DEFICIT) FOR THE YEAR</b>	<b>3,652,083</b>	<b>(760,722)</b>



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





# 50 YEARS OF EXCEEDING EXPECTATIONS

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The Board hope 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](mailto:clerktotheboard@britishschool.sch.ae).



@bsakabudhabi  
@bsakoaks  
@AKParentCommunity



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