

ST CLARE'S, OXFORD
ANNUAL REPORT
FOR 2017/18



CHAIRMAN'S FOREWORD

I am pleased to present the annual report and accounts for St Clare's, Oxford for the year ending 31 August 2018.

The college has had another very successful year across the many fronts described in this report. Income for the year was £15.10 million, and the surplus was £1.16 million. The total number of student weeks for the whole college in 2017-18 was 15,457 (16,635 in 2016-17). As always, all surpluses are used for various forms of investment in the education of our present and future students and for the benefit of the public in accordance with our charitable objectives: to advance international education and understanding, and to run a successful educational establishment.

St Clare's achieves what it does only through the first-rate work of its staff under the overall leadership of the Principal. I take this opportunity of thanking them for all that they do to sustain and enhance the quality and standing of St Clare's, and to further our mission in the field of international education. I also thank my fellow Governors for their stewardship, their wise counsel and unswerving commitment to the benefit of the college.

We remain concerned about the uncertainty resulting from the Brexit referendum result in 2016 and the perceived hostility towards non-British people by the public, as well as the tightening up of immigration regulations, both in terms of student recruitment and because of the high proportion of our staff who were not born in the UK. These threats pose a challenge to the values of St Clare's. However, we are determined to rise to these challenges by maintaining our commitment to academic excellence and young people's personal development in an international context.

Richard Dick
Chairman



ST CLARE'S OXFORD

PRINCIPAL'S INTRODUCTION

There has never been a more important time for the optimistic mission of St Clare's, Oxford to be promulgated. The vision of Anne Dreydel and Pamela Morris remains as true in 2018 as it was in 1953 when the college was founded: young people from different countries living and learning together, challenging preconceptions and stereotypes and thereby achieving a greater understanding of each other's cultures. In a world in which xenophobia is on the increase the values of St Clare's are its antithesis: an open-minded welcome towards people from other countries and a willingness to adjust one's views in the light of such encounters.

2017-18 has seen continued success in all areas of college activity. The IB World School has had an enrolment of 265 students and boasts one of the largest cohorts of IB Diploma students in the UK. IB Diploma results in 2018 were again very strong, especially considering that St Clare's is unselective in its intake.

St Clare's is the only school in the UK which is an authorized IB training provider. Our IB Institute trained over 170 teachers from all over the world on 25 courses in various aspects of the IB Diploma during 2017-18, as well as running short IB preparatory courses for teenagers in the summer period.

Alongside all other providers, our International College is adjusting to the changing market for English language teaching and strong competition in the provision of University Foundation courses from UK universities and commercial providers.

The demand for Summer Courses in 2018 did not quite reach the recent peak of 2017, but nonetheless our Summer School performed strongly.

I hope that this report will enable those interested in St Clare's to gain an insight into our educational and other charitable activities as well as the sound business practices which support them.

Andrew Rattue
Principal

STRATEGIC REPORT

A. ACHIEVEMENTS AND PERFORMANCE

The Banbury Road Campus is the principal base for courses for pre-university students aged 15-19. The Bardwell Road Centre is the main academic centre for courses for students aged over 18. Aggregated bookings on all courses run during the year were as follows:

2017-18 Total Student Weeks	2016-17 Total Student Weeks
15,457	16,635

The College was founded in 1953 by Anne Dreydel and Pamela Morris who wished, amongst other things, to promote interaction between students from England and Europe after the Second World War. The College continues to support and give meaning to their ambitions by maintaining its mission of promoting international education and understanding. Last year 48 nationalities were represented at St. Clare's and 20 different languages were taught.

The College operates a number of business streams on two sites. The Pre-IB and International Baccalaureate Diploma are taught at the IB World School on the Banbury Road site. Separately, courses for students aged 17+ are taught at the International College situated at Bardwell Road.



B. ACADEMIC PERFORMANCE

At the IB World School, students prepare for the International Baccalaureate Diploma which is taken in May of each year. Results for our IB2 cohort of 116 students in May 2018 were excellent:

- One student scored 45 points –the highly unusual full marks which is obtained by only 0.3% of students around the world. 19 St Clare's students have obtained the maximum mark of 45 points in the last 10 years.

- Our average points total was 36, which equates to 4.5 A grades at A Level. The world average is 29.8.
- St Clare's was placed in the Top 40 of Independent Schools in the UK for performance at IB Diploma/A Level in 2018 by the Daily Telegraph, considerably above local rivals such as Oxford High School, Headington School, St Edward's School and D'Overbroeck's.
- 20% of our students got 40 points or better which puts them in the top 5% of students around the world.
- Two of our students gained places at Oxbridge.
- Five students gained places to read Medicine at UK universities, and six gained places to study Law including two at the London School of Economics.
- A high proportion of St Clare's students gained access to prestigious and competitive universities in the UK, USA and Europe. Our students will be attending universities in twelve different countries.

At the International College (Bardwell Road) students studied a variety of courses, including English Language courses, the University Foundation Course, and English plus Academic Subjects. The College also runs semester programmes for undergraduate students mainly from the US. The University of Record for this course is the University of San Diego. Results have been very good at the International College although performance tables are not available to allow direct comparisons with other institutions.



The International College and Summer School were inspected twice by different external bodies during the academic year 2017-18. The International Association of Language Centres (IALC) conducted a periodic Quality Audit in September 2017 which was highly complimentary: 'The school is exemplary in striving for the highest quality assurance for both students and staff. Regular, principled formal feedback is complemented with continuous informal feedback. Open, transparent channels of communication are encouraged and lead to speedy dealing with problems and establishing systems that aim to consolidate what works well and to avoid future problems. The hands-on approach of managers and the willingness of all staff to make the student experience the best they can offer ensure a continuous vigilance of and attention to quality assurance'. The British Council conducted a re-accreditation inspection in

August 2018 and the Accreditation Scheme Advisory Committee has recommended our continuing Accreditation for another four years. All five of the Section standards were Met and eleven out of the fifteen sub-sections were judged to be Strengths, our best-ever performance and achieved at our busiest time of year. Moreover, the university destinations of our leavers demonstrate the high quality of the teaching and careers advice which they receive. The report by our UFC external examiner from the University of Warwick for the 2018 examinations was also highly complimentary: 'This is my second year as the External Examiner for St Clare's UFC. I continue to be impressed with the Programme and the quality of provision. The standards set for the awards in the Programme are appropriate for the qualifications.' (Dr Steve Gascoigne).

The College runs a nine-week summer programme of English Language Courses and courses related to the IB Diploma at the main site at Banbury Road, at the International College at Bardwell Road and also at Rye St Antony School which is hired every year to accommodate summer school students aged 10 to 15.



C. PASTORAL CARE

In common with all schools, colleges and universities we are very conscious of an increase in student welfare issues in recent years. As a boarding school with a high proportion of international students, St Clare's has a particular responsibility for their physical and emotional wellbeing. In addition to the established system of boarding house residential staff (wardens), personal tutors, Assistant Principal (Pastoral) and Vice Principal (Pastoral), the following enhancements were introduced at the IB World School during the academic year 2017-18:

- Additional appointment of a Boarding Manager and new contracts for Warden Tutors offering increased pastoral support, supervision and organized recreational activities from September 2017.
- Permanent appointment of a Counsellor.
- Training of wardens and teachers in Mental Health First Aid.
- Introduction of a CARE wellbeing programme as part of the PHSE programme.

Pastoral care at the International College is less formal owing to the age of its adult students. However, the IC Accommodation and Welfare Officer and other administrative staff are very efficient in dealing with any issues which arise. We also employ R&R Frontline Security, who have strong experience of emergency situations, to look after the adult residential accommodation at night.

D. CO-CURRICULAR ACTIVITIES: CREATIVITY, ACTIVITY AND SERVICE 2017-18

Creativity, Activity and Service (**CAS**) is an integral part of the International Baccalaureate Diploma and provides an excellent structure for the co-curricular and community service aspects of the education provided by St Clare's, as well as our pastoral mission to help develop the whole person.

CAS has six main characteristics for personal development:

- ***Enjoy and find significance in a range of CAS experiences***

The students are required to commit to one creativity, one activity, and one service experience each term from a programme which offers over 50 different choices each week. The Activities Department plans, coordinates and publishes the term's programmes which draw on the experience of the teaching and non-teaching staff for leadership. Creativity experiences include the coding club, studio art, economics club and the law society. Activity experiences (which incorporate team sports and individual sports) include students working on their gym programmes at the Oxfordshire Health and Racquets club, the football club at Oxford City FC, the basketball club at the Ferry Sports Centre and the tennis club. Service experiences (which includes advocacy, research or direct work) include the animal rights action group, the human rights action group and visiting the elderly. Students can choose to continue with the same set of experiences throughout the two years of their diploma. However, we do encourage them to try a variety.

- ***Purposefully reflect upon their experiences***

All CAS students are expected to maintain and complete a CAS portfolio as evidence of their engagement. The Portfolio is meant to be a collection of evidence that showcases the overall experience and is a source of pride for the student. Through regular CAS sessions the CAS Coordinator coaches the students on how to produce meaningful reflection, which are often spoken or written. We also encourage students to explore visual (photography, painting), kinaesthetic, (dance, theatre), and auditory, (lyrics) means of reflection.



- **Identify goals, develop strategies and determine further actions for personal growth**

Guidelines focus the students on identifying goals in each of their chosen experiences, developing strategies on how to progress and through the process of regular reflection, determine further actions for personal growth. Through regular CAS sessions, the CAS Coordinator assists the students through these steps.

- **Explore new possibilities, embrace new challenges and adapt to new roles**

We are continuing to support students who establish and offer “student led” experiences in the programme.

- **Actively participate in planned, sustained, and collaborative CAS projects.**

Every Diploma student must participate in a sustained collaboration to discover the benefits of teamwork and of achievements realised through an exchange of ideas and abilities. The CAS project challenges students to show initiative, demonstrate perseverance, and develop skills including cooperation, problem-solving, and decision-making.



- **Understand they are members of local and global communities with responsibilities towards each other and the environment.**

Students who are members of the HAMSA project group have installed and maintained recycling bins in the student accommodation buildings and classrooms. Students who volunteer with the Oxford University’s Kids Enjoy Exercise Now (KEEN) and the Oxford City football team, the Casuals, have first-hand experience of working with young people with mental and physical disabilities. The peer support group are second year Diploma students who arrange drop-in sessions for fellow students to discuss all aspects of boarding life at St. Clare’s, exam preparation and technique, friendship and relationship advice amongst many other topics.

The pets and plants group help to develop the skills associated with the care of reptiles in the Science department. Students who join the visiting the elderly group visit elderly people who live locally while students who join the teaching assistants group interact with the younger members of our local community at St. Nicholas Primary School. Students who volunteer in

the local charity shops are gaining an insight into the impact of organisations such as Oxfam, Scope, Sobell House, and Blue Cross.

Examples of projects undertaken by St Clare's students during 2017-18 include:

CREATIVITY

Sofia (IB18) led the dance fit group. She has a background in ballroom dancing and challenged herself to teach her peers. With the assistance of the Activities Department Sofia was responsible for having visiting dance teachers in street dance and Zumba. Anna (IB18), chaired the international affairs discussion group raising awareness of global events and issues. This group has provided a healthy forum for debate and opinion. The musical theatre production group staged their fifth musical, John Kander and Fred Edd's revue, "And the World Goes Round" in June 2018. The Model United Nations group organised another successful whole school conference held at the Oxford Town hall in November 2017. The Chess team participated in the Oxfordshire Schools' league and played teams home and away from Cherwell School, Magdalen College School and Radley College.

ACTIVITY

Eight students completed their Gold Duke of Edinburgh Award in 2018. The Running club participated in the Teddy Hall relays, Oxford Park run and a selection of county 10k races. The boys' football team were runners-up in two competitions: the Mediterranean International School's football tournament held in Verona, and the D'Overbroeck's-organised Oxfordshire Schools tournament. The team was defeated 2-1 in the semi-final of the Oxfordshire Schools Under 19 league. The girls' football team won the plate final at the Independent Schools Football Association National Seven-a-side tournament at Charterhouse School. The boys' basketball team were runners-up in the inaugural Oxfordshire School's development league.

SERVICE

The environmental awareness (HAMSA) group has done good work in raising awareness of the environment within the college. The group is organizing a whole school "Environmental Awareness" day in September 2018.

E. BUILDINGS AND PREMISES

St Clare's occupies 27 buildings in North Oxford, 25 of which are owned freehold by the college and 2 are leasehold. Many of these buildings are in the North Oxford Conservation Area and one of them is Grade II listed. We maintain all our properties to a high standard and adapt and upgrade them as needs arise. During 2017-18, the spend on repairs, refurbishment and maintenance was £1.33 million. A project to convert office and residential space to academic use was completed in May 2018, following surrender of one of our leasehold properties during the year. Further major works are planned to improve the dining experience, to expand student social space and to modernize the kitchen, thus improving the working conditions for kitchen staff among other benefits. Plans are also in the early stages of development for a dedicated medical centre and improvements to the main Banbury Road site.





F. PUBLIC BENEFIT

The primary purpose of St Clare's, Oxford is the advancement of education and the fostering of international education and understanding. Inextricably linked with this purpose is the aim of contributing to the public good. St Clare's aims to contribute considerable public benefit to the local, national and international community. Students are encouraged and expected to develop an understanding of, and a commitment to, public benefit values as an integral part of their education. Students absorb these values both consciously and unconsciously and the college tries to deliver an appropriate programme in both a structured and unstructured way, and to lead by example. Perhaps the greatest public benefit that St Clare's can offer is the provision of an education that maximises the likelihood of its students developing into principled, informed, open minded and confident citizens who respect the beliefs of others and who are determined to make a positive contribution to society.

Alongside our primary role of educating young people who attend the college, St Clare's also contributes to the public good in the following ways:

Direct Benefits:

- 1. Means-tested bursaries and scholarships.** In 2017-18 there were 29 students at St Clare's in receipt of means-tested scholarship and bursary support, all of which was funded from fee income. Five of those students received bursaries of more than 90% of fees. The total amount of means-tested fee discount in 2017-18 was £738,080 (£655,000 in 2016-17). Both IB College and IC College students benefit. The Marie-Noelle Kelly Bursary (named in honour of one of our original Governors) at the IC College, for instance, is aimed specifically at adult refugees. These have helped young people have access to the College who would otherwise not be able to do so.
- 2. Partnerships and teacher training.** St Clare's has informal partnership agreements with a number of local primary and secondary schools which host adult teacher trainees from other countries who undertake work experience: The Cherwell School, Pegasus Primary School, West Kidlington Primary School, St Nicholas' Primary School, SS Philip and James Primary School. A formal partnership has been registered with the ISSP (Independent/State Schools Partnership) between St Clare's and XP School, a state-funded Free School in Doncaster. St Clare's provided support in the XP School plans to teach IB Diploma from September 2019. Unfortunately, for a variety of



reasons their plans changed, and they have chosen not to follow the IB route. Nonetheless, the partnership continues.

- 3. Facilities and lettings.** St Clare's allowed several local organisations to use its facilities either free-of-charge or at cost price: Japanese, Finnish and Bulgarian Schools each weekend, and Oxford Bardwell Speakers Club (affiliated to Toastmasters International) each month. Cherwell School pupils benefited from Chess coaching free of charge from the St Clare's Chess coach, who is a FIDE Master.
- 4. Governance of state schools and other educational organisations.** The Principal is a Governor of the Oxfordshire Hospital School, and a Trustee of the Alliance Française, Oxford. The Bursar chairs the Audit, Risk and Remuneration Committee of St Peter's College, Oxford. The Head of Science is a Governor of St Swithun's Primary School in Kennington. The Catering Manager is a Governor of St Thomas More Catholic Primary School in Kidlington.
- 5. Providing work experience.** St Clare's provided work experience for young people from City of Oxford College in a variety of work areas. Four young people benefited in 2017-18.



- 6. Community and charity.** St Clare's students volunteered in the local community with the following organisations:

The Visiting the Elderly group arranged weekly visits to two local residential homes in Summertown.

The Teaching Assistants Volunteer Scheme sent volunteers to:

- St. Nicholas Primary School in Marston, Monday to Friday.
- The German language school for children on Saturday mornings.
- Oxford City Football Club where they coach young people with learning difficulties on Sunday mornings.
- The Oxford Nursery, Summertown, Monday to Friday.

Over 20 students volunteered in 7 local charity shops based in Summertown and the City Centre. Our students worked for the Oxford University KEEN group providing three

different activity sessions for disabled young people in the Oxfordshire area. The Conservation group worked with the North Hinksey Conservation Volunteers to protect wildlife and enhance the landscape at Louie Memorial fields.

The HAMSA group worked on raising awareness of recycling and energy conservation. The Knitting and Crochet groups sold their handiwork at local craft markets and managed to fundraise £120 for the Rainbow Trust. The Human Rights Club and the Animals Rights Action Group advocated and raised awareness within the school and local community. Through a variety of fundraising initiatives, the Student Council raised £4379.70 for local, national and international charities in 2017-18.

One of our Art teachers, Francesca Shakespeare, was one of the organisers of a project to improve the appearance of the Marston Road underpass, working with children from St Nicholas' Primary School to design and paint an attractive, locally-themed mural.

Indirect Benefits:

- 7. Savings to the local authority education budget.** St Clare's contributed £1.9 million to the public purse by way of income tax and NIC on payroll, together with irrecoverable VAT on purchases during 2017-18. With 23 UK students who would be entitled to a free place at a maintained school, the parents saved the public purse a further £140k (based on local funding formula for Oxfordshire LEA).
- 8. Student spending in local businesses.** Assuming (conservatively) an average weekly spend of £30 in local businesses, the students contributed at least a further £500,000 directly to the local economy.
- 9. Employment of local people.** During the year, St Clare's employed almost 240 people who mostly live within 15 miles of the City of Oxford, thus making a significant contribution to the local economy through a payroll of £6.5 million.
- 10. Contracts for local suppliers.** St Clare's provides or has provided work for many local businesses, averaging of £5.5 million in each of the past two years to local (Oxfordshire) suppliers. Thirty-five businesses with OX postcodes benefited from contracts with St Clare's which were worth more than £15K in 2017/18, and ten were worth more than £50K.
- 11. International links.** St Clare's has contributed to the public good in encouraging international links and fostering open-mindedness about the world. Our students come from over 50 countries world-wide. All IB students study at least one modern foreign language in addition to their own. We teach literature in 25 modern foreign languages and virtually all our languages teachers are native speakers. Non-British students gain a good insight into British society and institutions as well as working alongside people from other nations in events such as the Model United Nations. St Clare's current practice is closely aligned with its original mission. St Clare's has long-



standing links with overseas schools and universities in Italy, the USA, China, Argentina, Kazakhstan and Korea.

G. EMPLOYMENT AND STAFFING.

St Clare's remains a good place to work both because of the terms and conditions which it offers employees but also because of the positive workplace environment which the College promotes. HR practices are fair and thorough, with all employees and candidates for employment being treated with equity, courtesy and consideration. Staff benefit from free lunch and other refreshments, good pension arrangements, life assurance and an Employee Assistance Programme provided by Life and Progress which provides confidential care and support. A Staff Welfare and Recognition package was introduced in December 2017. This offers all staff long-service awards, periodic staff breakfasts, free yoga classes, mindfulness classes and discounted membership of Oxfordshire Health and Racquets Club via our partnership with Nuffield Health. Staff turnover is low and, despite the expense of living in Oxford, excellent quality teachers and other staff have been recruited to replace those who leave. Staff are provided with the professional training they require to do their jobs, and senior managers listen sympathetically to requests for career development opportunities.

