

ST CLARE'S, OXFORD
ANNUAL REPORT
FOR 2022/23



CHAIRMAN'S FOREWORD

I am pleased to present the annual report and accounts for St Clare's, Oxford for the year ending 31 August 2023.

Given the accumulated threats to international schools of Brexit, COVID-19 and the ongoing war in Ukraine, 2022-23 started with only 233 students in the IB World School, the lowest number in recent years. The year was then marked by the highest inflation rates since the 1970s, upwards of 10%, with additional increases to energy and food costs. This was therefore the first year for a long time when costs exceeded income, with a £1.28m annual deficit. The total number of student weeks for the whole college in 2022-23 was 13,141 (13,778 in 2021-22).

This year we welcomed a new Principal, Duncan Reith, who has taken a firm grasp of the financial, marketing and education priorities of the College. The priority in the financial strategy is to improve student recruitment to remove the deficit and restore a surplus, and the introduction of new courses and the new direction in marketing are on track to achieve this. In terms of marketing, a better resourced marketing function was established, which reached into more countries and successfully recruited students for next year to increase IB numbers for 2023-24 to 263 and IC numbers to 117, higher than they have been in recent years. The Principal also reorganized the leadership of the international college, and appointed an entirely new team to lead our summer school programme. This year, the summer school programme sold particularly well at 2,234 weeks (2,244 in 2021-22) and was delivered to a very high standard.

In terms of the implementation of the highest quality of learning, the college has had another very successful year. Our IB results placed us high in the league tables of IB schools nationally, and our student progress rates were in the 86th centile, according to data from the CEM Centre. Three inspections within the year, from ISI PFE, ISI and the British Council, inspected all three business streams of the International College, the IB World School and the Summer School, and we passed all three inspections. The ISI compliance inspection of the IB World School found St Clare's to be compliant in all respects. The ISI PFE inspection commended St Clare's International College as excellent in all aspects of our business.

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. I would particularly like to thank two fellow Governors for their long-term service to the College: Peter Oppenheimer, a former Chair of the Board, who stepped down from the governing body in June 2023 after 37 years, and Ann Lewis, a former Chair of the Education Committee, who stepped down in June 2023 after 22 years.

We remain concerned about the consequences of Brexit, which tightened up immigration regulations, and reduced the attractiveness of the UK as a university destination. Both impact our student recruitment, and the right to work regulations reduce our capacity to employ a suitably international staff. There are further threats on the horizon from Westminster including the Labour Party's proposal to add 20% VAT to tuition fees, which will threaten the viability of many schools in the private sector. 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.

The outstanding quality of the education we offer to young people, the highly professional way in which the college is run, and the strength of our marketing efforts in more than 70 countries mean that St Clare's continues to flourish in an ever-changing and challenging environment.



Jens Tholstrup
Chairman

PRINCIPAL'S INTRODUCTION

As international relations continue to be tense, St Clare's inspiring mission to strengthen relations between nations through education is more important than ever. Through living and learning together, our young people from more than 40 different countries can challenge stereotypes and preconceptions and, as a result, gain a better understanding of other 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.

2022-23 has been a year for strong marketing to counter our unusually low numbers, given Brexit, COVID and the Ukraine war. It was also a year for inspections. Three different inspection bodies visited St Clare's this year: the ISI inspection confirmed that St Clare's IB World School was complaint in all respects, the ISI PFE inspection found St Clare's international college excellent in all aspects, and the British Council inspection recommended continued accreditation following its inspection of the English teaching and the Summer School. It was also a year for strong recruitment, both of staff and students. We made strong replacements of two members of the Senior Management Group: our Vice Principal Pastoral Ellen Hesse moved into the headship of Abbey College, Cambridge, and was replaced by the former Deputy Head of Roedean, Becky Allen; our Vice Principal Academic Al Summers moved on to co-ordinate KS5 for King's Interhigh, and was replaced by Dave White, formerly Deputy Head Academic of both UWC Singapore and the International School of Bucharest. It was also a year for restructuring as we appointed an entirely new leadership team for Summer Schools, a new Director the Summer Schools in Simon Talbot and a Director of the International College in Dobrila Arezina.

In a year where IB Diploma results globally dropped significantly to restore the spread of grades to pre-pandemic levels, our performance was again very strong with an average points score of 35.5, which again kept us more than 5 points above the global average of 30.2. 23% of our students achieved 40+, equivalent to A*A*A, and there were a number of students who scored 44 or 45. St Clare's is unselective in its intake which makes this performance even more impressive. Our graduates were again accepted into a broad spread of leading universities across the world, from Oxford to Hong Kong, to study a wide range of subjects, with economics, politics, science and medicine all being popular again this year.

St Clare's is the only school in the UK to be authorised as an IB training provider. Our IB Institute trained 181 IB teachers from all over the world on 18 workshops in various aspects of the Diploma Programme during 2022-2023. We resumed our face-to-face workshops and consolidated our international reach with participants from 34 different countries. Our long-serving Director of the IB Institute, David Fowkes, retired over the summer. He has been replaced by Dr Karen Heath, who also leads our Admissions at the International College.

Our International College has adjusted and strengthened its provision of courses to respond to the changing market for English language teaching and to the strong competition in the provision of University Foundation courses from UK universities and commercial providers. We added CELTA courses for the first time this year, which have already proved popular. Many candidates come to us from the local Oxford area, but we also welcomed others from Argentina, Greece, Ireland, Malta, the Netherlands, and New Zealand. We have also worked to extend our university partnerships to attract more undergraduate students pursuing Study Abroad programmes.

2023 saw the first full return to a nine-week summer following COVID, and we ran a summer school which was sold out for most of those weeks, operating at the main site on Banbury Road, at the International College in Bardwell Road and at Rye St Antony School, which hosted our junior summer school students aged 10 to 15. This was superbly organised by our entirely new leadership team at the Summer School.

Finally, by building a brand-new front door and landscaping the area in front of 139 Banbury Road, we improved the College's front and gave visitors a better first impression. This will be followed by various interior office renovations, including the relocation of the Bursary offices downstairs, which will make new spaces available for classrooms, enabling us to allocate more classrooms for use by the International College.

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.



Duncan Reith
Principal

STRATEGIC REPORT

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:

2023 Total Student Weeks	2022 Total Student Weeks
13,141	13,778

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 41 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.



ACADEMIC PERFORMANCE

IB World School

This was the first round of IB results from a full set of examination assessments since 2019 as the previous three cohorts either took a reduced set of examinations or had their final grades calculated based on predictions and coursework. The IBO, in common with OfQual (the examinations and qualifications regulator in England), announced that they would be returning the grading to pre-pandemic levels this year, and the statistical information from the IBO confirms this has been the case. For this reason, the attainments of our students are particularly impressive

despite a drop in average points from the pandemic era, with a clearance above the world average of over 5 points, a difference in line with previous years.

The return to harder grading was experienced worldwide, with other major IB schools in the UK and internationally reporting similar patterns to St. Clare's. Given this context, the overall outcomes for IB23 were very pleasing indeed, with the ALIS value-added for the cohort remaining strong, with St Clare's performing better than 86% of schools offering the IB qualification. A summary of the results is below:

- **Average points score of 35.5** compared to a **world average of 30.2**.
- The pass rate was 99% (cohort size: 98)
- One student scored 45 points, the maximum possible score achieved by less than 0.3% of students around the world. A further three students scored 44 points.
- 23% of students scored 40 points or higher, widely regarded as the elite level internationally.
- University destinations in the UK include Oxford, Imperial, Kings, LSE, Warwick, UCL and Durham. High profile destinations overseas include Hong Kong University, National University of Singapore, NYU (New York and Abu Dhabi), Bocconi University in Italy, Bowdoin College, Chicago and Boston amongst others in the USA.
- Six students, including one taking a gap year from IB22, were admitted to medicine, vet science or dentistry courses

2023 also saw a set of IGCSE English Language results for a small group of 10 Pre-IB students. The cohort average was grade 7, equivalent to an A grade in the old system.

International College

At the International College (Bardwell Road) students studied a variety of subjects within the following programmes:

- English Language (EFE)
- University Foundation (UFP)
- English plus Academic Subjects (EAS)
- Undergraduate Study Abroad (UGP)

University of San Diego remains our University of Record for the Undergraduate Programme.

It was another year of excellent outcomes for students at the International College. Ten students successfully completed the UFP and their strong grades enabled them to access high quality, selective, English-taught programmes around Europe. Business students enrolled on diverse programmes in Management, Management with technology, Business with law and Hospitality management as well as more traditional business administration programmes. A Russian student will be studying computer science at Bath University, in the Top 10 for the subject in the Times Higher Education rankings.

Our EAS students were particularly successful in securing places on selective courses in the Netherlands: psychology at the University of Amsterdam, philosophy and physics at University College Utrecht, and admission to the 75-spot PPE programme at Utrecht University. A gap semester at St Clare's is excellent preparation for an increasingly popular, interdisciplinary liberal arts and sciences degree. Other students enrolled at University College Freiburg in Germany and on the Global Leadership Bachelors at University College Fryslan (University of Groningen). These students will be able to progress to masters in a wide variety of fields and develop the multi-faceted skills and knowledge prized by employers and government organisations.

Five of our gap year Undergraduate Programme students were accepted at top universities in the USA: Brown University, Ithaca College, Emerson College, University of Virginia, and the College of Charleston. Two will be going to University College Utrecht (Netherlands) and Edinburgh (UK).



2023 included the introduction of the CELTA programme. CELTA is the most widely recognised English teaching qualification in the world. 20 candidates gained the qualification, with three joining our teaching team in the summer.

Summer School

The College ran 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.



PASTORAL CARE AND SAFEGUARDING

The key elements of pastoral care and boarding in 2022-23 were:

- Preparation for inspections
- Maintaining, and enhancing our team of pastoral staff, and medical care and counselling to ensure better support for Pre-IB, IB and IC students
- Implementation of our full pastoral care programme
- Implementation of the guardianship scheme
- Implementing of the Social Justice Committee's aims to ensure diversity, equality and inclusivity in St Clare's community
- Student Welfare Tracking
- Staff Training: providing an enhanced training programme for senior house parents, house parents and personal tutors in order to deliver even higher level of pastoral care

Preparation for inspection

At the start of the year, we were already overdue an ISI inspection of the IB, so we were well-prepared, though the ISI inspection of the IB World School did not in fact take place until June. It was a compliance inspection, and we were judged compliant in all respects.

We were also due an ISI PFE inspection of the International College, which took place in December, and were delighted that this judged all aspects of the College as excellent.

The British Council inspection of our English programme and Summer School provision then took place in July, and we were again recommended for full accreditation.

In all aspects of pastoral care, our provision was deemed compliant and/or excellent with no recommendations for improvement.

Maintaining, and enhancing our team of pastoral staff, and medical care and counselling to ensure better support for IB and IB students

- We have a full-time nurse who works every day of the week until 17:00 which means that students can access the nurse daily and can see the nurse after school. We had very positive feedback from our students on the quality of medical care. IC students have the same access to the college nurse as IB students.
- We have a College Counsellor and had counselling services available throughout the year for students in both the IB World School and the International College.
- We appointed an Accommodation Residential Manager for International College housing to increase the support for students.
- Our Vice Principal Pastoral, Ellen Hesse, who has been an outstanding leader of pastoral care, left us in April. A very successful recruiting process enabled us to choose from a broad field of capable candidates and recruit Becky Allen, formerly Deputy Head of Roedean, who will start in September 2023. In the intervening period between Ellen's departure in April and Becky's arrival in September, Emily Woodeson stepped up as Acting Vice Principal Pastoral, and was a superb pastoral leader.

Implementation of our full pastoral care programme

We are proud of the high quality of pastoral care in the college, based on the twin pillars of Relationships and a Healthy Lifestyle. The Pastoral Team led a full and active wellbeing programme (Healthy World, Healthy College, Healthy You) throughout the year with six areas of focus: physical, emotional, study, future, technological and global health. This was delivered through a full PSHE and CAS curriculum, through events with external trainers such as the Relationship and Sex Education Day with Johnny Hunt, and the drug awareness session with external speakers Sabina Gray and Zoe Shuttleworth. Other events were held frequently in boarding houses. The provision of healthy food was monitored throughout the year.

Implementation of the guardianship scheme

We have completed the implementation of the requirements that every student has to have an educational guardian. Terms and Conditions and Guardianship Policy are signed by parents to ensure that they understand that they have a full responsibility in appointing guardians and ensure that arrangements do not compromise our safeguarding practice.

Implementing of the Social Justice Committee's aims to ensure diversity, equality and inclusivity in St Clare's community

Our Diversity, Equity, Inclusivity and Justice Conference took place on 6th February 2023 at St Clare's. The following schools attended the conference: St Clare's, UWC Atlantic College, Abbey

College Cambridge, Oxford Spire, Europa School, Padstow School, Lucky House School, Oxford Sixth Form College. We were delighted with the outcome of the conference. The speakers, Dianne Regisford, Andrew Young, Guy Biggs and Kelly Gilbert, were inspirational and thought-provoking and were rated highly by visiting staff and students. All students were highly engaged in the project and worked in their mixed groups with real focus, determination and showed a great degree of collaboration.

Following this, the St Clare's Commitment to Justice and Non-discrimination working party which meets annually to update members on progress, met to define the strategy for next year.

Student Welfare Tracking

Our Safeguarding and Pastoral watchlist is managed weekly by the Welfare Team (VPP, APP, Counsellor, Nurse). They record, monitor and provide intervention for a range of mental health and wellbeing concerns.

All students in the IC, IB and Pre-IB were interviewed or surveyed, and there was near-universal praise by students about the quality of experience they have here and the support they receive. Word of mouth recommendations this year accounted for 49% of our current students, a strong indicator that the quality of student experience has been consistently high year on year.

Student Council

Five new officers to the Student Council were elected. They met with Catering to discuss changes to the food in the dining hall, sold silk roses for Valentine's Day and arranged an event to mark one year since the invasion of Ukraine. A smaller group of students who were not elected have also come together to form an 'arts committee' to develop the use of the redeveloped Sugar House space for student concerts, art exhibitions, poetry readings, and board game nights.

Staff Training

The entire boarding team had a six-hour Mental Health First Aid training course delivered by Dr Tom Murfitt from Oxford CBT. This reflects our continuing commitment to raising the standard of care that we provide for our students.

Over the last term a number of key members of the pastoral team have completed (or nearly completed) courses which will enhance their roles. Our nurse has successfully finished a BSA course in school nursing, conducting research into sleep habits and making some effective suggestions for improvement in terms of our PSHE provision and general practice around supporting students with their sleep patterns. Our counsellor has completed a course with the UK Adult ADHD Network which is going to be a first step to use being able to provide in house ADHD diagnosis. Some Senior House Parents are engaged in a BSA Diploma in boarding practice – leadership and will be undertaking projects on the role of teaching staff in boarding and new staff induction respectively.

As part of the usual program of boarding training the whole team have engaged with sessions on developing a culture of positive reinforcement, grief and bereavement, suicide awareness and prevention and have also benefited from some wellbeing sessions.

The personal tutors have spent a lot of their time supporting their students with their exams and effective preparation. They are, as ever, very ably supported by the University Guidance and Careers team. Head of CHE Helen Forey provided training for personal tutors on the changes to the UCAS referencing system and how this will affect what they write.



CO-CURRICULAR ACTIVITIES: CREATIVITY, ACTIVITY AND SERVICE 2022-23

The International Baccalaureate [mission](#) aims to develop inquiring, knowledgeable, and caring young people who help to create a more peaceful world through intercultural understanding and respect. Through a variety of clubs and societies at the IB World School, the staff help the students to:

- set goals,
- plan and complete experiences,
- establish links with the local Oxford community,
- with the help of [seven learning outcomes](#), reflect about what has been learned.

Setting goals and planning were very evident in the following sample of activities this year:

- The 2023 Student Diversity Leadership Conference organised and run by students for eight schools across the region.
- IB24 students choreographed a surprise dance, (Flash Mob), for the IB23 Graduation event.
- Guided by the Music Department, students organised a profoundly moving act of remembrance for Holocaust, with contributions by students and staff.
- The Creative Craft club has proven very popular giving more students the opportunity to cook and work in our renovated kitchen space in the student activities hub, (The old Sugar House Café).
- The St Clare's Union debating club participated in the Schools' MACE competition.

Completing the Bronze Duke of Edinburgh's Award is a highlight of the PIB programme at St Clare's:

The students use their weekly CAS experiences to work through the volunteering, skills and physical sections from September to June. There are monthly walks and camp craft sessions, and it is topped off with a first aid course for school pupils' certificate.



Our programme features a strong emphasis in our students' establishing links with the local Oxford community:

- The Photography club visited the local art weeks exhibition. There, they had the opportunity to talk to one of the artists who was displaying their work and get some inspiration for their own pictures.
- Matthew Byrne, an Academic Surgeon who is completing a DPhil in Cancer science at Oxford University, visited the CAS MedSoc, (Medical Society). His inspiring question and answer style presentation covered a wide-ranging view of life as a medical graduate in the UK.
- The Young Enterprise participated in the annual YE Company presentation event. They also sold out all their products in the recent Witney trade fair.
- The Running Club have been busy competing against neighbouring clubs in the Oxford Self-Transcendence summer race series held at Cutteslowe Park.
- The Football teams, Badminton team, Basketball team and Tennis Club played matches against other schools.
- A new relationship was established with the Waterstock Dressage and Riding school. Dr Leigh Lawrence is accompanying a CAS Equestrian group there weekly.
- Our Golf club have been playing at the Kirtlington golf club.
- Our students have been helping a primary school in Kidlington with painting and decorating a classroom.
- We ran a nutrition workshop at the nursery on Lathbury Road.
- Several students volunteered in the local Nursery.
- We have run two conservation work parties at the Trap Grounds.

BUILDINGS AND PREMISES

St Clare's occupies 24 buildings in North Oxford, 23 of which are owned freehold by the College and one is 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 2022-23, the budget for repairs, refurbishment and maintenance was £3,018K. A project to improve access and reception to the main IB site at 139 Banbury Road was completed in June 2023 at a cost of £1,013K.

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, directly and indirectly, in the following ways:



Direct Benefits:

Means-tested bursaries and scholarships. In 2022-23 there were 45 students at St Clare's in receipt of means-tested scholarship and bursary support. None were on full bursaries which were funded from fee income. The total amount of means-tested fee discount in 2022-23 was £877,452 (£896,844 in 2021-22). Both IB World School and International College students benefit. The Marie-Noelle Kelly Bursary (named in honour of one of our original Governors) at the International College, for instance, is aimed specifically at adult asylum seekers. These have helped young people have access to the College who would otherwise not be able to do so.

Assistance for refugees. During 2022-23, St Clare's International College, through its CELTA programme, provided English language tuition free-of-charge to members of the community including Ukrainian refugees.

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. Two formal partnerships have been registered with the ISSP (Independent/State Schools Partnership). The first is between St Clare's and XP School, a state-funded Free School in Doncaster. The second partnership is with The Europa School, a state-funded Free School in Culham, Oxfordshire. St Clare's supported The Europa School as it introduced the IB Diploma for its Sixth Form students from September 2020. Less formally, St Clare's has also supported two other state schools which either deliver IB Diploma or which are preparing to do so: Westminster Academy in west London, and Ysgol Bro Pedr in Lampeter, Wales. St Clare's has been supporting the Swan School (part of the River Learning Trust), a new state secondary school in Marston, in a variety of ways.

Facilities and lettings. St Clare's allowed several local organisations to use its facilities either free-of-charge or at cost price: Japanese and Bulgarian Schools each weekend, and Oxford Bardwell Speakers Club (affiliated to Toastmasters International) each month. The Alliance Française, Oxford has had occasional use of our premises at nil cost.

Governance of state schools and other educational organisations. The Head of Science is a Governor of St Swithun's Primary School in Kennington. The Bursar is a Trustee of Vale House, a specialist care home for people with dementia in Sandford-on-Thames near Oxford.

Providing work experience. St Clare's provided work experience for young people from several local state schools in a variety of work areas.

Custodianship of local heritage and buildings of historic interest. St Clare's plays an important role in maintaining and promoting the heritage of the City of Oxford. We own and therefore have the responsibility for maintaining 24 Victorian/Edwardian buildings, many of which are in the North Oxford conservation area. Over the past ten years, through a process of sympathetic redevelopments and renovations, at a cost of over £13 million (largely to local businesses), the college has made considerable improvements to the built environment of the North Oxford conservation area. This has been recognised not only by favourable comment from local residents but also formally by the award of two Oxford Preservation Trust (OPT) certificates and a letter of commendation.



Indirect Benefits:

Savings to the local authority education budget. St Clare's contributed £1.94 million to the public purse by way of income tax and NIC on payroll, together with irrecoverable VAT on purchases during 2022-23. With 38 UK students who would be entitled to a free place at a maintained school, the parents saved the public purse a further £172K (based on the national funding formula for Oxfordshire).

Student spending in local businesses. Assuming (conservatively) an average weekly spend of £40 in local businesses, the students contributed at least a further £551K directly to the local economy.

Employment of local people. During the year, St Clare's employed c.211 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 £6.9 million.

Contracts for local suppliers. St Clare's provides or has provided work for many local businesses, amounting to £2.9 million in 2022-23 and averaging £2.2 million in each of the past two years to local (Oxfordshire) suppliers. Thirty-one businesses with OX postcodes benefited from contracts with St Clare's which were worth more than £15K in 2022-23, of which seventeen were worth more than £50K.

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, Uruguay, Kazakhstan and South Korea. In October 2021 and 2022, students participated in the Youth Leadership Summit hosted by Collegio San Carlo in Milan.

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, 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 (EAP) 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. Senior managers listen sympathetically to requests for career development opportunities.

St Clare's staff have received pay increases of between 1.0% and 2.5% most years for the past decade while many employees in the public and private sectors and teachers (in both state and



independent schools) have either had their pay frozen or have only received minimal 1% increases. In September 2022, staff were awarded a 4.0% pay increase, and low-paid staff were guaranteed at least the Oxford Living Wage (£10.50 per hour).

