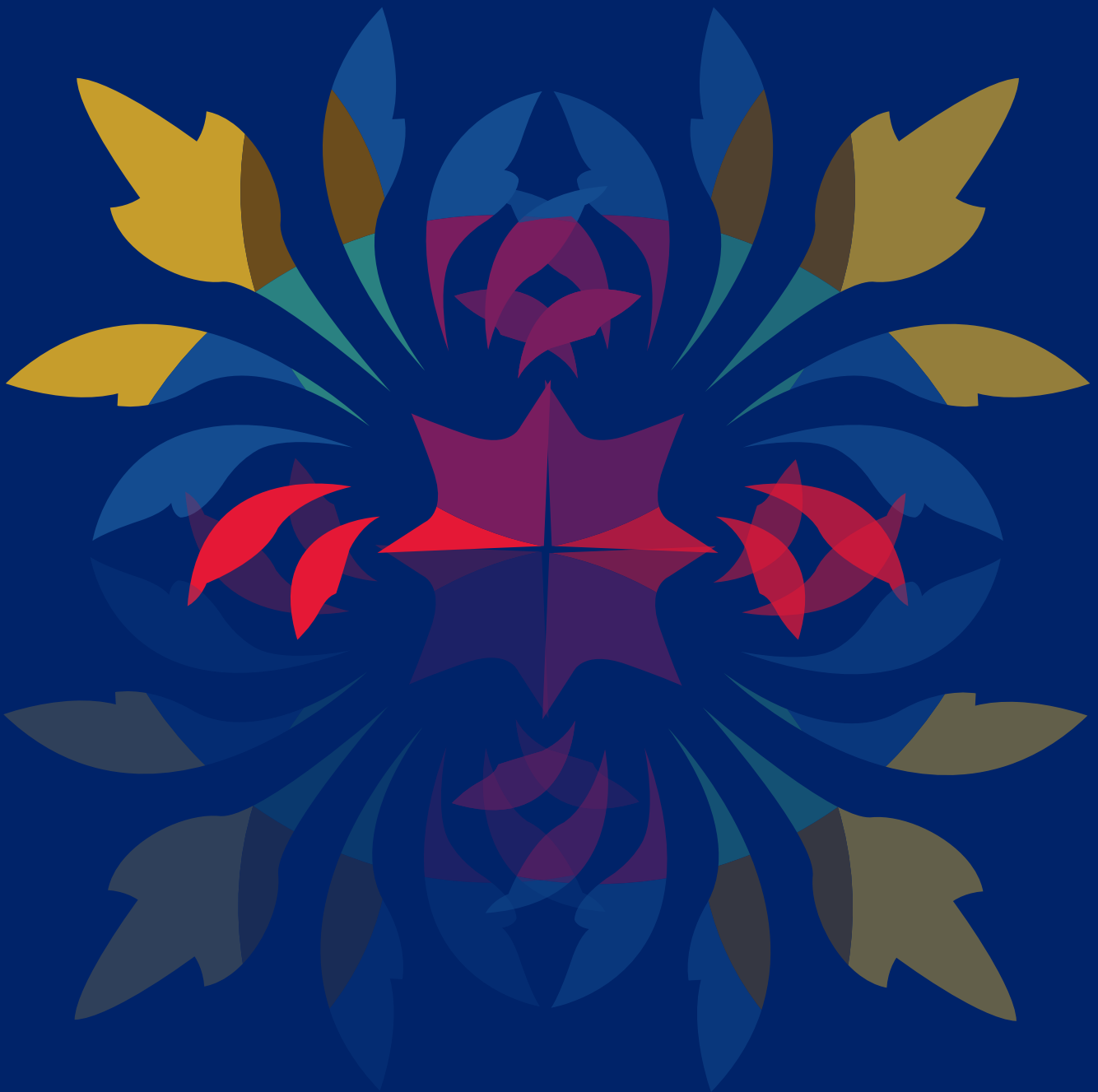


Reflections 2019





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Chief Executive Officer



Craig Considine
Chief Executive Officer

Having been at Tanglin for one term I am something of an imposter in reporting on the 2018 year. I do feel immensely fortunate to be associated with Tanglin Trust School and have thoroughly enjoyed my brief time as custodian of this exceptional institution.

Student numbers have risen through the last twelve months, mainly due to higher retention rates in the school. This perhaps reflects the instability of economies around the world and for many British expatriate families the uncertainty of Brexit. A strong roll is essential within a not-for-profit school and reflects the dedication of the staff in providing a high-quality education for all our children and young people. And it reflects parent's satisfaction. Here are just a couple of points of feedback, highlighted in our recent surveys:

"The opportunities offered to the children in Year 2 are exceptionally good, from Children's University and the music ensembles to a range of other activities which allow them a degree of control and choice over their lives. It is also a great opportunity for them to meet and mingle with other children in the year group which assists in the transition to Year 3."

"We're really happy with Tanglin. The Nursery and Reception teachers we've had are experienced and wonderful with pastoral care. Teacher assistants are trusted and well liked by our child too. We find school communications to be clear and love the level of access we have to teacher and classroom via open sessions, parent volunteer spots and parent teacher conferences."

"Our children were somewhat anxious about starting at Tanglin having previously been at another school. My husband and I (and our children) could not have wished for a more positive start to their school lives at Tanglin. It was as if scripted to perfection. All three children individually thanked us last week for transferring them to Tanglin and have been so happy and positive each day at pick up. I can only imagine the amount of hard work that gets put in by the entire team to ensure transition is so smooth and seamless."

"Having just returned from the UK where our son is a few weeks into his University adventure, we just wanted to put in writing our huge thanks for all you did to support him throughout his time at Tanglin. He went into University with a set of strong academic results, a great work ethic and a love of learning but also with the confidence to meet new people and a desire to try everything and aim high! We really appreciated the continuity of care you provided as you moved with him through each school year and we thought the support and academic guidance he was given was outstanding, particularly in Sixth Form where so many important decisions had to be made."

The dual pathway (IB Diploma and A Level) is offered at Tanglin and meets the needs of a broad range of students. The academic results at Tanglin are extremely good. Results are a function of young people working exceptionally hard and being well taught. This does not always result in A* and A grades. In fact some young people achieved lower grades, but when compared to benchmark data related to their ability, have outperformed others that achieve higher grades. This is a strong hallmark of a Tanglin education, where we applaud 'value-added' in the same way we do achieving the very top marks. In reviewing top achievements, three students attained the maximum IB Diploma score of 45 points and one received the prestigious Dual Language Award, while five students achieved three or more A*s at A Level. A number of students received awards at (I)GCSE level for either Best in Singapore or Best in World in their respective studies.

It is always difficult to gauge the success of students in their applications to university. The key statistic should be the number of students that achieved their first choice university offer. It is noteworthy then that over 90% of students did take up a place at their preferred university. This is a credit to the higher education advisers, families who worked the process with their children and the students themselves. The diversity of university destinations reflects the exposure students have had to presentations and work experience to create a sense of their individual path in life and not feeling the urge to follow the crowd.

The school currently undertakes a three year Inspection cycle with the British Schools Overseas (BSO). This quality assurance benchmarks Tanglin against expectations in the UK. It is pleasing therefore, that in the 2017-18 academic year the Infant School and Senior School both received the rating of Outstanding in all areas of school life. Well done to Mrs. Craigie and Mr. Forbes and the staff. The next Junior School Inspection will be in February 2019 and we wish Mrs. Clair Harrington-Wilcox and the Junior School team all the best.

Young people at Tanglin conduct themselves positively and well, accepting responsibilities and enjoying the opportunity to contribute to the student voice agenda that is promoted at Tanglin.

The New Year brings many opportunities at Tanglin Trust School. I am relishing working with my very talented colleagues and the members of the Board of Governors to shape the future educational experience of our children. We benchmark ourselves against best practice throughout the world. A broad holistic education is at the heart of Tanglin Trust School and we look forward to shaping the next generation of excellence.

Community Engagement

At Tanglin, we are an active member of the one-north community and enjoy close relationships with many of our neighbours. Students have visited local businesses to enhance their curriculum studies and Tanglin regularly participates in one-north community events. We are fortunate to be located within a close walking distance to several of the one-north parks (looked after by NParks) where students have enjoyed nature explorations and the opportunity to practice their cycling safety skills.

The school also collaborates closely with the Singapore business community, and local and international schools to provide enrichment opportunities for students and staff. Here are just a few of the projects undertaken this year.

Across Asia Youth Film Festival (AAYFF 2018)

Tanglin was delighted to host once again the Across Asia Youth Film Festival, which celebrated the talents of students aged 10 to 21, from 62 different schools and 14 countries. The Industry Day allowed shortlisted filmmakers access to tours, presentations and workshops at Disney, Industrial Light & Magic, Lucasfilm, HBO Asia and Mediacorp.

Interpretations @ National Gallery

The Padang Atrium at the National Gallery Singapore provided a stunning backdrop to 'Interpretations', a collaboration between the National Gallery Singapore and Tanglin Trust School that featured artwork, music and poetry – all made, played and performed by our students.

Botanical Beats at Singapore Botanic Gardens

Tanglin Trust School's Senior Music Ensembles, together with a special appearance by the Junior Chamber Choir, captivated the Singapore crowds with their 'Botanical Beats' concert at the Shaw Foundation Symphony Stage.

Springtime Harmony

The Tanglin community enjoyed a spectacular performance from distinguished guests, internationally renowned cellist, Li Wei Qin and pianist (and TTS Foundation Artist-in-Residence) Naomi Iwase, at the Springtime Harmony concert.

Work Experience Week 2018 (WEX)

180 Year 10 students spent a week developing useful skills, making contacts and being inspired, as part of the wider enrichment curriculum. Companies from one-north and across Singapore offered placements from a diverse range of industry sectors. Tanglin also hosted the WEX Breakfast, an opportunity for employers and students to reconnect and reflect on their experiences.

IN Art Exhibition

Tanglin's vibrant Arts programme was once again celebrated at the IN Art Exhibition 2018, now in its eighth year and hosted by the Australian High Commission. A selection of Tanglin students contributed to the collaborative exhibition which showcased pieces created by over 150 young artists from international schools in Singapore.

one-north X-periment Festival

At the one-north X-periment Festival, Tanglin Senior School students shared their STEM projects and research with the community, and our Head of Design and Technology presented the keynote speech on a modern education.

Links with Community Schools

Tanglin works closely with community schools and the Infant School once again welcomed children from Chen Su Lan Children's Home. During these visits, children worked together as a whole class and in small groups on a range of activities to help develop communication, co-operation and collaboration skills.

ParentWise Programme

Tanglin has a diverse and vibrant community and provides opportunities for parents to engage with the school and with each other. Tanglin's ParentWise programme was established to enable our community to connect with the school and provide a toolkit for Tanglin parents and carers to gain knowledge, increase confidence and seek assurance. ParentWise is playing an increasingly pivotal role in helping to ensure the wellbeing of our community. During the last year, Tanglin hosted a total of 68 events, consisting of courses, information sessions and workshops covering four main themes: Educational and Curriculum Support; Parent and Student Wellbeing; Hot Button Topics and Inspirational Speakers.



The AAYFF 2018 judging panel included Tanglin's neighbours at one-north: L-R Garon De Silva, Vice President, Original Productions at HBO Asia; Doreen Neo, Chief Content Officer at Mediacorp; and Tom Batchelor, Disney's General Manager of Studio Entertainment for South East Asia.

Inspirational Speakers and Events

Tanglin welcomed numerous international speakers and organised and participated in various prestigious events to enrich our curriculum. The following pages highlight just a few of the high-profile inspirational speakers who worked with our children, staff and parents, as well as the major events hosted and organised by Tanglin. Many of these speakers and events were supported by the TTS Foundation.

Jonathan Taylor: Technology and Living in a Digital Age

Jonathan Taylor (formerly a covert Internet Investigator with the Metropolitan Police Child Abuse Investigation Unit), an Independent Child Safeguarding expert specialising in E-Safety, engaged our children, staff and parents, stating that we need to narrow the gap between parents as 'digital visitors' and children as 'digital residents'.

Dr. Stephen Cobey: Sport Talent Identification and Development

Supported by the TTS Foundation

Of particular interest to Junior and Senior School parents, this workshop gave an insight into how to support children through maturation. Dr. Cobey's research has been used by Sport Australia to revolutionise how we look at sport from a young age, all the way through to adulthood.

Dick Moore: Teenage Mental Health

Supported by the TTS Foundation

Dick Moore, formerly an English teacher, rugby coach and headmaster, before immersing himself in adolescent emotional wellbeing after his son's suicide in 2011, ran dedicated sessions for staff, parents and Junior and Senior School students.



Dr Ghazala Ahmad-Mear: Beyond the Fear **Supported by the TTS Foundation**

Dr Ghazala Ahmad-Mear, mountaineer, surgeon and environmental activist, inspired all members of our community with her adventurous spirit. In January 2018, she carried the Tanglin flag through the icy 'last degree' to stand on the South Pole with Robert Swan.

Simon Armitage: Award-winning Poet

Highly acclaimed poet and engaging speaker Simon Armitage captivated Years 9 and 10 students with his readings and reflections of his work. He spoke of using poetry to "fill the gaps" when someone doesn't have a voice, and suggested that poetry tries to hold still a moment in time, provoking the imagination of the reader.

Alistair Bryce-Clegg: The Value of Play

Infant School parents and helpers enjoyed a workshop run by Alistair Bryce-Clegg from ABC Does (UK). Known for his original and creative ideas and witty and accessible writing style, Alistair's books provide many brilliant ideas and practical approaches for use in Early Years education.

Sugata Mitra: The Hole in the Wall

Supported by the TTS Foundation

Educational scientist and TED prize winner Dr Sugata Mitra, best known for his 'Hole in the Wall' educational experiment in the slums of New Delhi, worked with staff, ran a series of Self Organising Learning Environment sessions for Junior and Senior School students, and fascinated parents at a special evening event.

Erin Erceg: Friendly Schools

Supported by the TTS Foundation

Erin Erceg, National Director and a primary author of Friendly Schools, presented latest research on the social and emotional development of children, understanding bullying and cyber bullying behaviours, and supporting child wellbeing.



White Noise Ltd: A Passion for Sound Supported by the TTS Foundation

Dave Whitehead and Michelle Child from White Noise Ltd spent a week at Tanglin to talk to students from each school, staff and parents about their experience in and passion for sound in film, television and music.

Biological Innovation Seminar

Over 50 parents, teachers and students attended the SymBIOSIS Biological Innovation Seminar, organised by two Tanglin Year 12 biology students. Presenters from the one-north community covered a number of topics and answered some challenging questions from the floor.

Singapore Lion City High School Fair

Tanglin hosted over 65 University and College institutions from around the world at the first Singapore Lion City High School Fair. The Fair had been organised in conjunction with other international schools in Singapore and students and parents enjoyed the opportunity to talk with all the university representatives.

International STEM Conference 2018

Tanglin, in collaboration with Technology Supplies Ltd International and Timstar, hosted the International STEM Conference 2018 which saw over 100 delegates from across the world come together to discuss, network and ultimately gain a wider perspective on the provision of STEM subjects for students.

Tanglin Model United Nations

Following the success of last year's inaugural conference, 120 students from six schools across Singapore attended the Tanglin-hosted event, eager and ready to join the relevant discussions. Model United Nations is a simulation of the real United Nations, a diplomatic organisation, where students debate critical global issues by representing various countries.



TEDx: The Domino Effect Supported by the TTS Foundation

Members of the Tanglin community gathered for Tanglin's second student-led TEDx event, a fun and engaging way to spread ideas and to encourage debate and discussion on pressing issues. The audience listened to 'thinkers and doers' share their ideas on the theme, 'The Domino Effect'.

Beyond COP 21 Symposium 2018 Supported by the TTS Foundation

As host of the Beyond COP 21 Symposium in conjunction with Target4Green, Tanglin invited 100 students from international schools in Singapore to join the debate on Climate Change. The day-long event focused on the global response to the UN Sustainability Development Goals and students engaged with the key arguments made at COP 21 in Paris in December 2015.

Careers Fair

The Careers Fair saw over 80 members of the Tanglin community volunteer their time to talk to our students about their personal career paths and university choices. The Moot in the Nixon Building was a hive of activity as students took every opportunity to find out more about the various industries and roles represented.



Awards and Achievements



Wellbeing for Schools

Tanglin has achieved the prestigious 'Wellbeing Award for Schools', developed by the UK Children's Bureau, and with a glowing report. This achievement recognises Tanglin's commitment to promoting and protecting wellbeing across the community.



Unicef UK's Rights Respecting Schools Award, Bronze: Rights Committed

The Junior School has been awarded the Unicef Rights Respecting Schools Award (RRSA), Bronze: Rights Committed. Unicef's RRSA is a moral framework, based on the 54 articles of the UN Convention on the Rights of the Child (UNCRC) with the aim of embedding children's human rights into a school's ethos and culture.



SEC School Green Awards: Vanda Miss Joaquim

Tanglin was presented with the Vanda Miss Joaquim Award, the highest level of the School Green Awards, at the 2018 Singapore Environment Council Green Awards 'Green Day', along with the Best 3R Award for our efforts to Reduce, Re-use and Recycle across the campus. In 2017, Tanglin received the Lotus Sustained Achievement Award in recognition of attaining the 'Lotus' standard for the third year running.



British Schools Overseas (BSO) Inspections

Tanglin Trust Senior School and Tanglin Trust Infant School were awarded 'outstanding' in the 2017 and 2018 British Schools Overseas (BSO) inspections (quality assured by Ofsted) respectively, in all areas of assessment. The next Junior School BSO inspection will take place in February 2019.

National SSWG Award

Tanglin's Security and Facilities teams have received the National Safety and Security Watch Group (SSWG) – Outstanding Individual Award 2018, in acknowledgement of their efforts to ensure the security and status of the campus.

Infant School



Paula Craigie
Head of Infant School

‘The quality of teaching and learning is outstanding and the driving force behind pupils’ impressive and strong record of achievement,’ was the message from our BSO Inspection Team in February 2018.

We were delighted to receive such praise as we continue our journey to excellence each and every day. We do this in a number of ways, but all is underpinned by our pedagogy which is rigorous but ensures all children can flourish and enjoy their time at school.

This year we have focused on ensuring our curriculum remains broad and balanced whilst delivering strong outcomes. We have also ensured the pastoral curriculum remains a key feature through our approach to wellbeing.

How do we preserve the integrity of each subject while delivering a cross curricular approach?

One way is through professional development. Over the past year we have been very fortunate to welcome key players in the educational world to work alongside our staff. Mathemagician, Andrew Jefferies, helped support Maths Day and Alistair Bryce-Clegg, an Early Years guru, spent a week with us discussing key themes within the framework of ‘Early Excellence’ and enhanced continuous provision.

These experiences extend to our parent body as well and our ParentWise events such as those led by guest speakers, to internal experts on the importance of sleep by our Educational Psychologist, to hands on workshops led by our curriculum leaders, are widely celebrated and very well attended. We have since extended these opportunities to helpers – promoting the importance of physical development to keeping safe online.

Another way is through high quality special days and inspirational speakers and when you speak to the children, these are the memorable moments and learning experiences that they savour. More details on these can be found in the ‘Community Engagement’ section of Reflections.

Our library is a wonderful platform of inspiration and just this year we have welcomed a host of authors, such as Matthew Gollub, Evelyn Bookless, Pamela Butchart, author/illustrator Satoshi Kitamura and storyteller extraordinaire, Cassandra Wye.

Other year group magical days have been transformed by performers from Centre Stage or visits to the theatre. In collaboration with the Senior film department, Year 2 children spent time with White Noise sound designers. These opportunities are often funded by the TTS Foundation and the Parent Teacher Association (PTA). Travelling musicians enthrall our young audiences, whilst the introduction of the Linguist-in-Residence enhances Chinese language learning; all courtesy of the TTS Foundation.



High quality resources and a learning environment that we are always adapting, changing and improving is a constant priority. You will notice the influence of sustainability as you walk through the Infant School. We promote the use of natural materials and resources wherever possible and this also ensures a calm and purposeful 'feel'. This approach is evident in the playground as well as shown by our natural outdoor kitchen and the music shed.

In the library, you will find the Creation Station, supported by the PTA, with an emphasis on upcycling; another new addition is the 'Space Place' themed reading area. The Mandolin Room was opened to connect Music and Chinese – this shared space has been a great learning and practice area for break out and small groups during teaching sessions and co-curricular activities. We even have designed a bespoke map of Singapore for the Infant School to use in different ways, with Tanglin Trust School as a landmark!

Finally, we plan daily learning to incorporate key skills through exciting activities and enhanced continuous provision and we assess what has been learned so that next steps in learning can be identified and planned for. This is the true bread and butter in securing strong outcomes and this underpins all that we do. Detailed daily planning is the key ingredient and we take the children's interests mixed with next steps to tailor the curriculum to each child. This learning is captured



through the Interactive Learning Diary in the Early Years Foundation Stage and Seesaw in Key Stage 1. Parents are able to access these apps and have a window into their child's world at school.

Nurturing our community is very important to us and we are always seeking new ways to enhance the wellbeing of our children and colleagues. This is through the pastoral and the teaching of life skills such as balance bikes for our youngest children to cycle days for Year 2. All of our children get to develop climbing skills on our Infant climbing wall.

Staying safe online is an important lesson to learn and our eCadets have been supporting our digital citizenship programme through leading assemblies and house day activities. Similarly, the integration of Chromebooks throughout Key Stage 1 allows children to learn basic



typing skills, access school subscribed digital learning resources and develop track pad and mouse skills. Lego Robotics is now taught to all Year 2 children developing a physical understanding of computer coding.

A successful transition from Reception into Year 1 was a key feature for this past year, with classes being split and new friendships being made not only for the children but also for parents. Teachers focused on delivering specific Personal, Social, Health and Citizenship Education (PSHCE) lessons to help children connect with each other and feel safe and comfortable in their new environment. We feel it was a positive initiative and classes within Year 1 are working well.

House Days continue to unite Key Stage 1 children and give all of them the opportunity to make new friends and try new activities and our last two days have been successful with clear foci – Sports and Yoga in June and Wellbeing in September, which focused on healthy living.

In conclusion, although we have achieved so much, we still have lots to do and are looking forward to continuing to develop STEAM (Science, Technology, Engineering, Art and Maths) and Forest School wherever we can.

Ultimately our vision is to continue on this journey so that we can nurture and inspire our Infant community so everyone can be the best they can be.



Junior School



Clair Harrington-Wilcox
Head of Junior School

2018 proved to be another exceptional year at Tanglin filled with exciting learning opportunities, new and inspirational learning spaces and innovative curriculum developments both within the school grounds and beyond; reflecting our core values of Respect, Responsibility and Purpose.

Our commitment to working with all stakeholders is evidenced by the numerous working parties we have led from home learning, to anti-bullying, from co-curricular activities provision to competitive sport. Staff have led on the importance of managing wellbeing for the benefit of pupils and staff alike. This is reflective of our dedicated team who work tirelessly towards our aspiration: to be the best school in the world.

Respect

In 2018, we were proud to announce that we had been awarded the Bronze level of the Unicef Rights Respecting Schools Award (RRSA). RRSA works with schools to create safe and inspiring places to learn, where children are respected, their talents are nurtured and they are able to thrive. The Rights Respecting Schools Award embeds these values in daily school life and gives children the best chance to lead happy, healthy lives and to be responsible, active citizens. We look forward to further embedding the UN Convention on the Rights of the Child into our practice and culture as we work towards becoming a Gold Level Rights Respecting School.

Responsibility

To demonstrate our belief that pupils' pastoral development should be given equal importance to academics, in 2018 our Junior School Senior Leadership Team was restructured to two deputy headteachers; with key responsibilities of pastoral development and teaching and learning split between them.

Our ongoing focus on sustainability and the 2041 agenda was brought to life throughout the year with visiting speakers and authors including Evelyn Bookless who spoke to children about her book 'Captain Green and the Plastic Scene'; a great way to teach young children about the dangers of plastic waste and how they can become true 'super humans' who take care of the world.

Our Global Guardian and Eco-Hero teams met with school leaders to present a proposal for funding from the TTS Foundation for a 'Green Garden'. They designed a wonderful, creative space which can be enjoyed by all; a green garden to support learning, as well as our world. Students from across the Juniors contributed ideas about how the garden could look and what it might include. An eco survey conducted by the Global Guardians suggested that we should focus on building greater biodiversity and this idea was kept at the forefront of the proposal. A fantastic example of student leadership in action; the children spoke articulately and passionately about their plans.

The focus on teaching our students how to contribute positively to the wider community and society as a whole has been maintained and enhanced



with the appointment of a Philanthropy Leader in the school. To further embed philanthropy and to create genuine learning opportunities for the students, each year group has a local charity that they learn about and fundraise for, these are currently: Year 3 Conservation International, Year 4 Food from the Heart, Year 5 Cerebral Palsy Alliance Singapore (CAPS), Year 6 Animal Concerns Research & Education Society (ACRES). Students are actively engaged and involved with student leaders taking on the role as 'charity representative' to support this process. Where possible charities are chosen to link to a curriculum area specifically relevant to the year group or a student in the year group. As well as the year group local charities, the House System supports a local charity with the two overseas charities being supported by the Junior School as a whole. In addition to these cross school philanthropic opportunities, the Year 6 CCA carry out a tremendous amount of individual fundraising to support 'Caring for Cambodia' culminating in a 'working' residential trip to Cambodia to use their fundraising to complete school building projects.

Purpose

We are justifiably proud of our broad and balanced curriculum, providing all children with the opportunity to develop and nurture their talents, whether academic, artistic or sporting. During 2018 our children participated in a wide range of events and activities with children from other schools; hosting the 2018 FOBISIA Music Festival, a dynamic and inspirational event involving 270 students and 34 staff from 12 FOBISIA





schools; hosting a Junior School International Schools Theatre Association festival; travelling to Ho Chi Minh to take part in the FOBISIA Primary Mathematics Challenge; and hosting the second Across Asia Youth Film Festival. In line with our key purpose of ensuring that all children flourish and thrive in the Junior School, 2018 saw the development of the Personalised Learning Team (PLT). Consisting of Learning Support, Precision Teaching and Enrichment, the Personalised Learning Team works with the children, teachers, parents and relevant professionals, to support child development. The PLT works collaboratively with teachers and the Head of Data Analysis to ensure early identification of children who are experiencing challenges with learning and progress, children who may require additional support or challenge; as well as monitoring the progress of children receiving intervention.

As the PLT is now working with more children than ever, ensuring that all of our students are challenged appropriately and make the progress of which they are capable, we have developed a new, flexible learning space for these groups to work in. The incorporation of new technologies, alongside writable surfaces on tables, walls and cupboards, has created an engaging and inspiring learning space.

As we strive to ensure that every space is an exciting learning environment we have begun redesigning our classroom spaces with a variety of staff, students and parents. We look forward to seeing this innovative project realised in the coming few years to continue

building world class learning spaces and opportunities; absolutely what we feel our students deserve.

In February 2019, we will be welcoming the British Schools Overseas (BSO) inspection team to the Junior School. The inspection takes place every three years and in 2019 we hope to continue the momentum of the 2016 'outstanding' outcome across all areas of assessment.



Senior School



Allan Forbes
Head of Senior School

I was once again delighted with the academic results achieved in the 2018 examination session at (I)GCSE, IB and A Level. The headlines included:

- **More than three-quarters (77%) of all (I)GCSE grades were either A*, A or equivalent (7,8 or 9)**
- **93% of all A Level grades were in the range A* to C**
- **Our IB average stands at an impressive 38.1 (compared to a global average of 29.8)**

These exceptional outcomes should be taken in the context that Tanglin is a non-selective school and we remain focused on supporting our students pastorally and developing their learning and skills with experiences beyond the classroom through service projects, outdoor education opportunities and links with our local community and further afield. The central aim of the Senior School is to 'Prepare Students for Life Beyond Tanglin' and the Tanglin educational journey reaches destinations way beyond the single-minded desire, drive and achievement of these amazing academic outcomes.

The Class of 2018 have now settled into a variety of diverse opportunities with 14 students embarking on National Service, nine taking a GAP year and many studying in the UK, USA, Canada, Australia as well as several other countries across Asia and Europe. I have noted a dip in UK matriculations from 74% last year to 66% this year with an increase from 2% to 9% in the United States. The changing demographics in the Senior School cannot be ignored, with diversity remaining a cause for great celebrations with 51 nationalities across Years 7 to 13.

Notable successes over the past twelve months have included last October's British Schools Overseas (Ofsted) inspection with the Senior School achieving 'outstanding' in all eight categories. I am also thrilled to see the development of Life Skills (replacing the PSHCE programme) and the introduction of Design & Technology to Tanglin. Pastorally, an increasing number of teaching and support staff have been trained in Applied Suicide Intervention Skills Training (ASIST) which enhances skills in recognising, talking about and setting plans in place to avoid anxiety and suicide amongst our community. Beyond the classroom, I was delighted to see a more focused and practical approach to sustainability and the introduction of an awards ceremony that recognises student success and commitment to opportunities beyond the academics in our second, Learning Beyond the Classroom Awards Ceremony mirroring the established and high-profile academic occasion.

The Senior School welcomed nine new teachers in August 2018 and a similar number of support staff. The Senior Leadership Team is now much more 'balanced' with the appointment of a second Deputy Head, Rob Randall, who oversees the academic side of the Senior School with Mike Roberts and Claire Russell, whilst Chris Allen, Deputy Head Pastoral, is supported by Clare Anderson-Au and Andy Goodliffe leads on student support, care and welfare. This new structure has further empowered and energised the leadership of



the Senior School as we strive forward with the mantra, 'we can be truly successful together'.

The reviewed and revised commitments of the Senior School Development Plan are:

Pastoral

- Students are known well and supported in all that they do

Academic

- Students are resilient enquirers with strong self-management skills
- Students are well informed about their attainment and attitudes to learning and parents are kept informed through clear feedback systems
- Students are inspired by our curriculum to achieve highly and have positive attitudes to learning
- Staff experience a variety of opportunities for professional learning and leadership development

Classroom and Community

- Students are as likely to learn and develop outside of the classroom as they are inside it
- Positive relationships and effective communication lead to a strong community ethos

Resources and Environment

- Students flourish with the support of outstanding student services in world class facilities

Parents

- Parents are welcomed, listened to and informed on matters relating to their child's education, care, guidance and support in an atmosphere of mutual respect and cooperation

Further detail on our 2017-2018 initiatives and priorities can be found here:

Pastoral

- Act upon the findings of the Co-ordinated Wellbeing Services
- Review Parent Information Evenings
- Review curriculum provision in daily tutor times
- Continued implementation of the ASIST programme
- Corporate Professional Development (CPD) to support tutors' level of expertise
- Formation of a Senior School student wellbeing group
- Promoting stronger links between the three schools through the Head Team
- Development of new pastoral spaces in the Senior School
- Develop a "Positive Education" culture in the Senior School

Academic

- Plan homework and assessment opportunities that balance students' independent learning and wellbeing needs appropriately
- Review the provision of academic enrichment and student voice opportunities



- Create opportunities for student enquiry, self-management and independent learning and continue the development of effective study habits such as research, academic honesty, memorisation and recall
- Develop departmental teaching and learning resources that use the full functionality of pen-enabled devices
- Introduce the new “Personalised Options Plan” system
- Finalise reporting changes across the Senior School
- Evaluate impact of curriculum changes including Years 7-9 Lifeskills, Year 10 D&T and new Year 9 option
- Review GCSE curriculum model, considering increasing provision for Science

Learning Beyond the Classroom and Community

- Continue to define the learning beyond the classroom journey through the Senior School, develop staff training and enhance student opportunities
- Promoting the sense of ‘belonging’ to the House System
- Continue the excellent work and progress with Our World 2041
- Continue to raise the profile of ‘Service’ throughout the Senior School
- Develop parent engagement

Resources and Environment

- Plan exam access arrangement/oral rooms, beyond the classroom department, counselling department
- Build a Pastoral Hub for Head of Year offices, meeting rooms, and quiet spaces for students
- Retro fit the languages floor in the main School building
- Refit apps to provide access arrangement rooms during the Gate C build

It is difficult to select the ‘standout’ or ‘beyond exciting’ priorities from this list but I will single out the consultation and planning for the new building which will bring to Tanglin a 50m swimming pool and various other state-of-the-art facilities. I am also looking forward to the five-year review visit and renewal of our International Baccalaureate Diploma (IBDP) accreditation (established at Tanglin in 2009), as well as the continued development of Academic Enrichment and Student Voice in the Senior School. I feel we need to address the pastoral needs of our students further to support them with the ever-changing demands that are being placed upon them, academically and socially. Finally, the move from the NYAA to the Duke of Edinburgh Award scheme over the next few years will, I feel, be better suited to our context.

My final comments are to emphasise how fortunate I feel to be at the helm of such an impressive and outstanding school and to recognise the importance of building trust, maintaining balance and showing appreciation for the incredible amount of work, energy, commitment and support from those around me; staff, students, parents and the governing body.

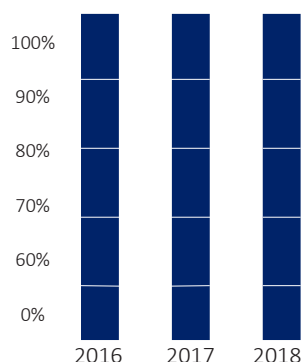




**Student
Achievement**

Examination Results (I)GCSE

(I)GCSE Results Table



Year	No. of Candidates	No. of Subjects Offered
2016	173	30
2017	174	29
2018	184	29

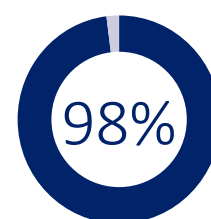
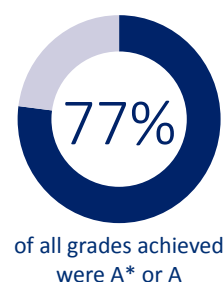
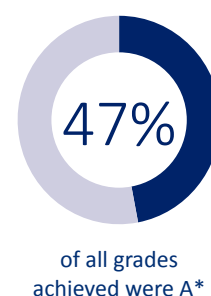
(I)GCSE examination results for Class of 2020 (2018) - 100% of Tanglin students achieving 5 A* to C or numerical grades 9-4

(I)GCSE Summary for 2018 (Class of 2020)

184

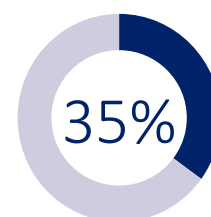
students who took (I)GCSE examinations in 29 subjects

Subject	No. of Candidates	No. of Grades									% A*	% A*/A	% A*-C
		A*	A	B	C	D	E	F	G	U			
Astronomy	3	-	2	-	1	-	-	-	-	-	0%	67%	100%
Biology	90	75	13	2	-	-	-	-	-	-	83%	98%	100%
Business Studies	54	6	32	9	5	2	-	-	-	-	11%	70%	96%
Chemistry	90	77	12	1	-	-	-	-	-	-	86%	99%	100%
Chinese	64	35	12	10	5	1	1	-	-	-	55%	73%	97%
Classical Civilisation	10	1	4	3	2	-	-	-	-	-	10%	50%	100%
Computer Studies	56	25	25	5	1	-	-	-	-	-	45%	89%	100%
Drama & Theatre	44	16	24	4	-	-	-	-	-	-	36%	91%	100%
Economics	39	13	14	7	5	-	-	-	-	-	33%	69%	100%
English Language	184	37	84	51	10	2	-	-	-	-	20%	66%	99%
French	34	17	9	5	2	1	-	-	-	-	50%	76%	97%
Geography	34	17	14	3	-	-	-	-	-	-	50%	91%	100%
History	66	39	17	9	1	-	-	-	-	-	59%	85%	100%
ICT	8	5	1	1	1	-	-	-	-	-	63%	75%	100%
Latin	9	4	1	2	1	1	-	-	-	-	44%	56%	89%
Media Studies	76	14	28	30	4	-	-	-	-	-	18%	55%	100%
Music	13	3	6	3	1	-	-	-	-	-	23%	69%	100%
Physics	90	78	11	1	-	-	-	-	-	-	87%	99%	100%
Psychology	42	4	17	18	2	-	1	-	-	-	10%	50%	98%
Science (Double)	185	44	57	40	30	8	4	1	-	1	24%	55%	92%
Spanish	52	27	18	5	2	-	-	-	-	-	52%	87%	100%
TOTAL	1243	537	401	209	73	15	6	1	0	1			
TOTAL %	100%	43%	32%	17%	6%	1%	0%	0%	0%	0%	43%	75%	98%



Subject	No. of Candidates	No. of Grades									% A*	% A*/A	% A*-C
		9	8	7	6	5	4	3	2	1			
Art & Design	38	25	9	4	-	-	-	-	-	-	89%	100%	100%
Dance	4	-	1	2	-	1	-	-	-	-	25%	75%	100%
English Literature	183	73	47	45	13	3	2	-	-	-	66%	90%	100%
German	11	2	1	3	-	1	3	1	-	-	27%	55%	91%
Graphic Comm	11	8	3	-	-	-	-	-	-	-	100%	100%	100%
Mathematics	183	40	41	44	27	21	8	2	-	-	44%	68%	99%
Physical Education	34	7	9	11	4	3	-	-	-	-	47%	79%	100%
Religious Studies	13	2	4	4	1	2	-	-	-	-	46%	77%	100%
TOTAL	477	157	115	113	45	31	13	3	0	0			
TOTAL %	100%	33%	24%	24%	9%	6%	3%	1%	0%	0%	57%	81%	99%

of all grades achieved were A* to C



Subject	No. of Candidates							%A*-E
		A	B	C	D	E	U	
Additional Mathematics	78	28	18	9	10	4	9	88%

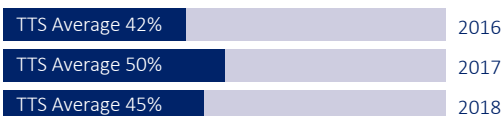
Equivalency Table						
UK Grading	A*/A	B	C	D	E	F/G
USA Grading	A+/A	A-/B+	B-/B-	C+/C	C-/D+	F

Examination Results A Levels

A Level Results Table

Year	No. of Candidates	Tanglin % passed
2016	122	100
2017	117	100
2018	97	100

% of A*/A grades achieved by Tanglin students



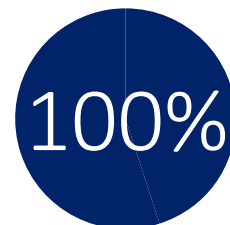
% of A*-B grades achieved by Tanglin students



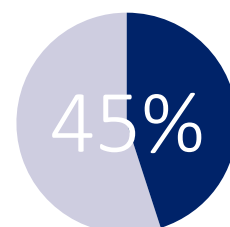
% of A*-C grades achieved by Tanglin students



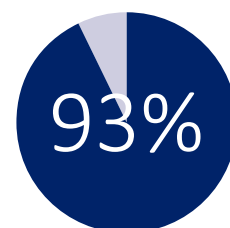
A Level Summary for 2018



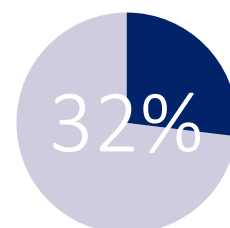
pass rate of
A Level students



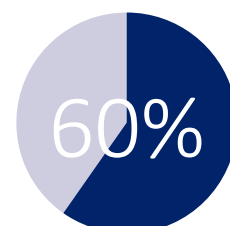
of grades were
at A* or A



of grades were in the
range of A* to C



of students taking the
EPQ achieved an A*



of students taking the EPQ
achieved A* or A

2018 A Level Examination Results

Subject	No. of Entries	No. of Grades							% A*-E	% A*-C	% A*/A
		A*	A	B	C	D	E	U			
Art & Design	6	4	1	1	-	-	-	-	100%	100%	83%
Biology	27	9	11	3	4	-	-	-	100%	100%	74%
Business Studies	20	1	4	11	3	1	-	-	100%	95%	25%
Chemistry	15	1	2	8	4	-	-	-	100%	100%	20%
Chinese	1	-	1	-	-	-	-	-	100%	100%	100%
Classical Civilisation	4	-	1	1	2	-	-	-	100%	100%	25%
Computer Studies	14	-	6	6	2	-	-	-	100%	100%	43%
Drama & Theatre	7	3	3	1	-	-	-	-	100%	100%	86%
Economics A	6	1	2	3	-	-	-	-	100%	100%	50%
Economics B	6	-	2	3	1	-	-	-	100%	100%	33%
English Language	5	-	-	5	-	-	-	-	100%	100%	0%
English Literature	18	-	4	2	5	5	2	-	100%	61%	22%
Film Studies	25	-	10	9	6	-	-	-	100%	100%	40%
French	3	1	1	1	-	-	-	-	100%	100%	67%
Further Mathematics	7	-	6	-	1	-	-	-	100%	100%	86%
Geography	16	7	5	4	-	-	-	-	100%	100%	75%
Greek	1	-	1	-	-	-	-	-	100%	100%	100%
Government & Politics	13	2	4	-	4	3	-	-	100%	77%	46%
History	14	1	5	3	3	1	1	-	100%	86%	43%
Information Technology	2	-	-	-	1	1	-	-	100%	50%	0%
Mathematics	41	5	17	11	4	4	-	-	100%	90%	54%
Physical Education	11	-	1	7	2	1	-	-	100%	91%	9%
Physics	16	-	5	5	6	-	-	-	100%	100%	31%
Psychology	23	4	6	7	3	3	-	-	100%	87%	43%
Spanish	3	-	-	1	2	-	-	-	100%	100%	0%
TOTAL	304	39	98	92	53	19	3	0			-
TOTAL %		13%	32%	30%	17%	6%	1%	0%	100%	93%	45%

Extended Project Qualification (EPQ)

TOTAL	96	31	27	23	10	5	0	0	100%	95%	60%
TOTAL %		32%	28%	24%	10%	5%	0%	0%	100%		

Equivalency Table

UK Grading	A	B	C	D	E	U
USA Grading	A+/A	A-/B+	B/B-	C+/C	C-/D+	F

Examination Results IB Diploma

IB Results Table

Year	No. of Candidates	Tanglin % passed
2016	41	100
2017	43	100
2018	53	100

Tanglin Students' Average Diploma Score (out of 45)

TTS Average 38.1	2016
TTS Average 38.8	2017
TTS Average 38.1	2018
World Average 29.8	2018

IB Diploma Summary for 2018

100%

pass rate for all our students who completed a regulation IB Diploma

25%

scored 42 points or more

Almost three fifths

scored 38 points or more

1

student achieved the prestigious bilingual diploma (Dutch)

3

students achieved the maximum 45 points

2018 IB Diploma Examination Results

Subject	No. of Candidates	No. of Grades				
		7	6	5	4	3
English A1 Lang & Lit HL	20	6	13	1	-	-
English A1 Lang & Lit SL	26	9	15	2	-	-
English A1 Lit HL	6	2	3	1	-	-
English A1 Lit SL	1	1	-	-	-	-
French B HL	1	1	-	-	-	-
French B SL	8	3	3	1	1	-
French ab initio. SL	6	3	2	1	-	-
German B HL	2	1	1	-	-	-
German B SL	3	1	1	1	-	-
Chinese - Mandarin B SL	13	10	2	1	-	-
Spanish B HL	1	1	-	-	-	-
Spanish B SL	10	3	5	2	-	-
Spanish ab initio. SL	8	3	2	2	1	-
Economics HL	12	4	5	2	1	-
Economics SL	6	3	1	2	-	-
Env. and Soc. SL	10	2	1	6	1	-
Geography HL	6	4	2	-	-	-
Geography SL	1	1	-	-	-	-
History - Europe/Me HL	4	-	4	-	-	-
History - Europe/Me SL	5	3	2	-	-	-
Philosophy HL	1	-	1	-	-	-
Psychology HL	11	5	3	3	-	-
Psychology SL	2	2	-	-	-	-
Business & Man. HL	12	4	5	3	-	-
Business & Man. SL	2	2	-	-	-	-
Biology HL	18	4	6	8	-	-
Biology SL	8	2	3	1	2	-
Chemistry HL	15	6	4	1	4	-
Chemistry SL	2	1	-	1	-	-
Physics HL	9	3	3	2	1	-
Physics SL	2	-	-	2	-	-
Computing HL	6	1	2	1	1	1
Computing SL	1	-	1	-	-	-
Maths HL	17	6	6	3	2	-
Further Maths HL	1	1	-	-	-	-
Maths SL	25	3	8	7	4	3
Maths Studies SL	11	2	1	4	4	-
Film HL	9	8	1	-	-	-
Film SL	4	4	-	-	-	-
Music SL	3	2	1	-	-	-
Theater HL	5	4	1	-	-	-
Theater SL	2	1	1	-	-	-
Visual Arts A SL	4	2	2	-	-	-
Visual Arts SL	2	1	1	-	-	-
TOTAL	321	125	112	58	22	4

Equivalency Table							
IB Grading	7	6	5	4	3	2	1
USA Grading	A+	A+/A	B+/B-	C+/C	C-/D+	D/D-	F

University Destinations

The following gives an overview of the many universities Tanglin graduates have attended or received offers from in 2018.

United Kingdom

Aston University
Bournemouth University
City, University of London
Coventry University
De Montfort University
Durham University
Falmouth University
Goldsmiths, University of London
Imperial College London
King's College London
Lancaster University
Liverpool John Moores University
London School of Economics and Political Science
Loughborough University
Northumbria University
Nottingham Trent University
Oxford Brookes University
Queen Mary University of London
Royal Holloway, University of London
Royal Veterinary College, RVC
St George's, University of London
Swansea University
University College London, UCL
University of Aberdeen
University of Bath
University of Birmingham
University of Brighton
University of Bristol
University of Cambridge
University of Cardiff
University of Dundee
University of Edinburgh
University of Exeter
University of Kent
University of Leeds
University of Leicester
University of Liverpool
University of Manchester
University of Newcastle
University of Nottingham
University of Oxford
University of Roehampton
University of Southampton
University of St Andrews
University of Staffordshire

University of Suffolk
University of Surrey
University of Sussex
University of the West of England, Bristol
University of Warwick
University of Winchester
University of Worcester
University of York
York St John University

United States of America

Arizona State University
Boston University
Colorado State University
Columba College, Chicago
Cornell University
Duke University
George Washington University
Georgia Institute of Technology
Georgia State University
Hult International Business School, San Francisco
Johns Hopkins University
Loyola Marymount University
Northeastern University
Rice University
Stanford University
Temple University
University of Arizona
University of California, Los Angeles
University of California, San Diego
University of Colorado Boulder
University of Denver
University of Illinois at Chicago
University of Michigan
University of Pennsylvania
University of Rochester
University of San Francisco
University of Southern California
University of Virginia
University of Colorado Denver
Vanderbilt University
Washington University in St Louis

Canada

Concordia University
University of British Columbia
University of Toronto
University of Waterloo

Europe

BI Norwegian Business School, Norway
Delft University of Technology, The Netherlands
Ecole hôtelière de Lausanne, Switzerland
IE University, Spain
Queen Mary, University of London in Malta
Royal College of Surgeons, Ireland
Trinity College Dublin, Ireland
University of Leiden, The Netherlands
Worms Institute, Germany

Australia

University of Melbourne
Monash University
University of New South Wales
Queensland University of Technology

Asia

Lakeland University Japan
National University of Singapore

The Arts



The Arts

Tanglin has a thriving, vibrant and energetic Arts programme which is a vital part of the school curriculum and plays an important part in school life. Throughout the year, there are many high quality ensembles, recitals, performances and exhibitions. Tanglin also participates in many national, regional and international festivals and conferences that have inspired our students, staff, parents and the wider community.

From Nursery to Sixth Form, there are numerous opportunities for students to develop their skills in art, design, drama, music, film-making and dance, facilitating creative, social and intellectual development.

Our students are inspired by specialist teachers, and very often, each other. We also invite a variety of Arts practitioners to the school on a regular basis to perform, and to work with students and inspire the community.

Visual Arts

Our well-resourced art departments, together with our robust programmes, create a rich learning environment in which our children and students have the opportunity to thrive as young artists. Learning in art fosters a sense of wellbeing and confidence. Through a variety of media, individual and collaborative art is actively inspired and students are encouraged to be positive, creative risk takers as well as mindful individuals. We foster a community spirit, supporting many school initiatives and participating in school exhibitions, as well as in various Singapore and International Arts festivals. Examples in 2017-18 included Junior Arts Night, the MaD March Drawing Fair, Pristine Planet, Chinese Calligraphy, Summer Art Exhibition, Interpretations @ National Gallery and the IN Art Exhibition at the Australian High Commission.

Music

We aim to foster a love and appreciation of music, providing opportunities for students of all ages and ability levels to fulfil their musical potential. Over the past year, our students have had many opportunities to create and explore self-expression and have participated in high quality ensembles, recitals and performances, at school and within the community. We have enjoyed the Year 2 Ensembles, performances at the Singapore Zoo, Singapore General Hospital and Fusionopolis at one-north, A Festival of Music, Junior Arts Night, Junior Young Musicians, 'Live at the Movies' Senior Ensembles and Battle of the Bands. The Senior School holds regular 'Live @ Vive' Musical Performances and the Junior

School hosted the prestigious FOBISIA Primary Music Festival. One of the musical highlights of the year for many was 'Botanical Beats' at the Singapore Botanic Gardens.

Drama

At Tanglin, we recognise that drama is a collaborative art form that brings together a wide range of experiences and skills. It has an important role to play in the personal development of our students, and in maturing important skills and qualities such as teamwork, creativity, leadership and risk-taking. Our drama provision enables every student to have a moment to shine and in 2017-18 Tanglin students had several opportunities to share their talents. Performances included the Reception, Year 1 and 2 Concerts; 'Groovy Greeks', 'Bard Brain' and 'Calypso Cruise' performances, as well as the ISTA Drama Festival and Junior Arts Night in the Junior School; and 'The Odyssey' and 'Bend it Like Beckett' Senior Drama Performances.

Film

Tanglin Trust School is located in the heart of one-north, a dynamic media and technology hub for Singapore. Tanglin supports film making as a collaborative process that promotes independent learning, a spirit of creative freedom and the development of skills necessary to solve logistical problems. Tanglin launched the Across Asia Youth Film Festival (AAYFF) in 2017 to help emerging film makers from schools and institutions across Asia reach the broadest possible audience and to generate international dialogue through their films. AAYFF 2018 attracted over 300 film submissions from 62 different schools and 14 countries, with a heightened level of creativity and innovation.



Sport



Sport

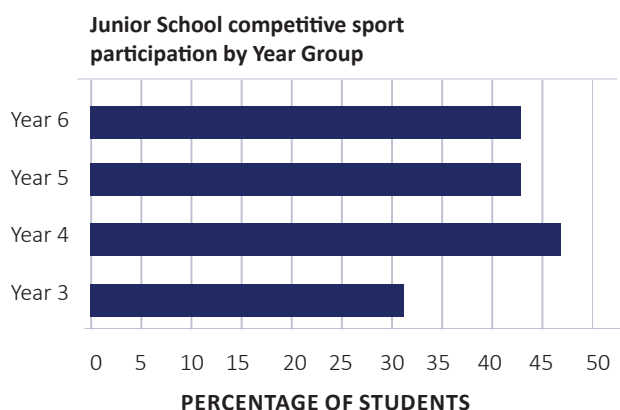
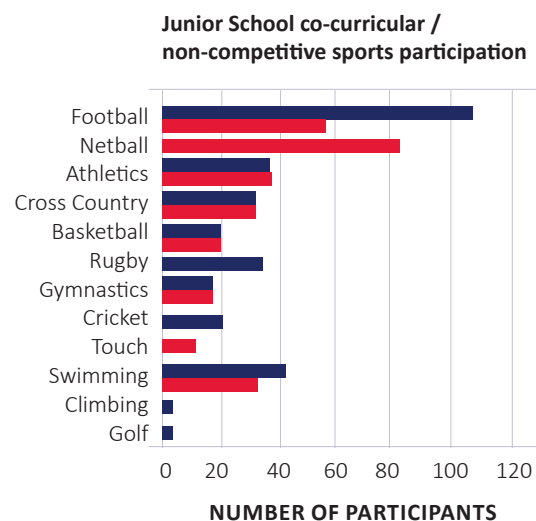
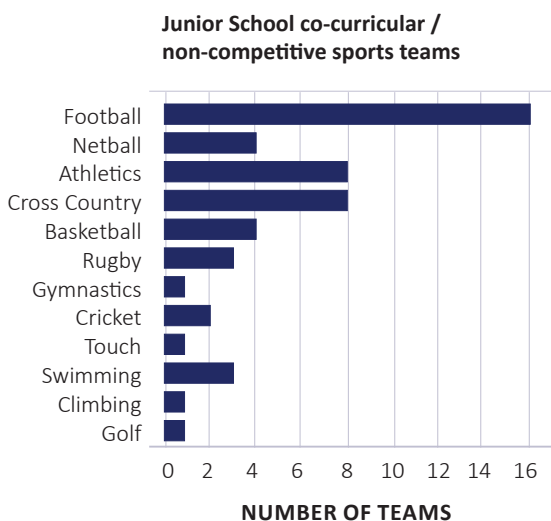
At Tanglin, everyone is encouraged to participate in sport and celebrate success at all levels. Thanks to our outstanding facilities, students can take part in a wide range of competitive and non-competitive activities and find out what inspires them.

Tanglin's extensive sports programme offers students the opportunity to compete in inter- and intra-school events, both in Singapore and overseas. Junior School and Senior School teams represent Tanglin at the Athletics Conference of Singapore International Schools (ACSIS). We are also a member of the Federation of British Schools in Asia (FOBISIA) and participate in the South East Asia Student Activity Conference (SEASAC). These sporting events promote healthy competition, a pursuit of excellence, social and cultural interaction and the development of friendships within the region. There are also exciting opportunities to compete in overseas tournaments.

We encourage maximum participation, individual aspiration, squad achievement and personal excellence, and are immensely proud of our sports participation and provision, competitively and non-competitively.

Junior School

The Sport for All initiative in the Junior School strives to educate all students on the benefits of sport participation. The value of sport goes beyond physical to social and personal development both at school and throughout life. Students of all ages, genders and ability levels are encouraged to participate in a range of sports. Sport is a vibrant element of the ethos of the Junior School and is firmly embedded in our school culture. We recognise the role sport plays in building character and enriching student's experiences, and therefore celebrate and reward success at all levels.



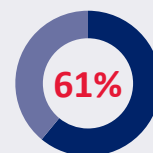
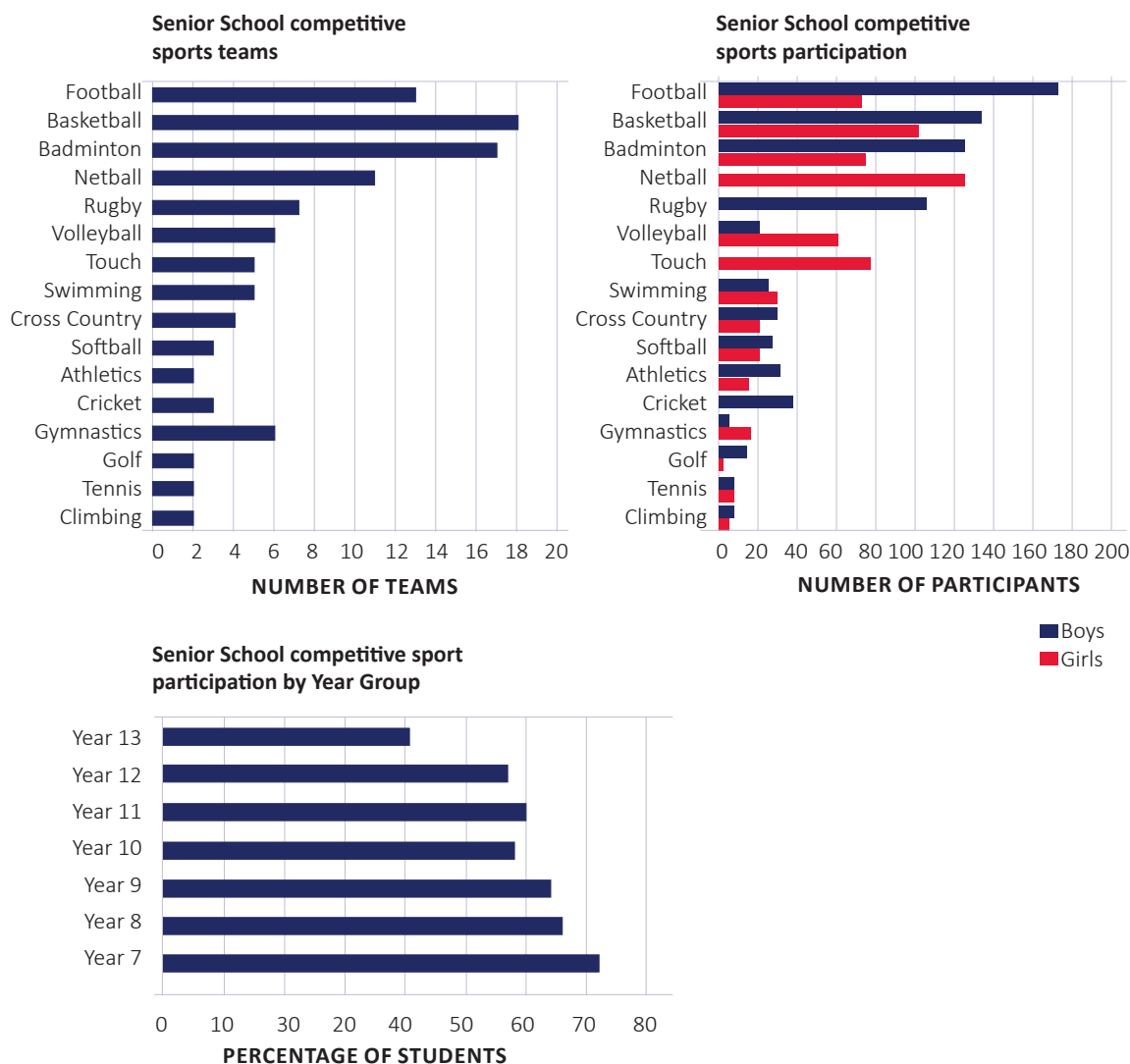
40%

of Junior School students (Years 3 to 6) have represented the School in competitive sport.

Senior School

The Senior School Sport for All initiative allows students to pursue excellence in their chosen field or simply to enjoy participating in sports teams with their friends, regardless of their experience or ability. In addition to core and examinable PE in the Senior School curriculum, the sport CCA programme offers a huge range of competitive opportunities through an extensive and fully inclusive sports programme.

With over 100 sports teams across 16 different sports, students have the opportunity to experience the myriad of benefits that sport and competition can offer. Each year our teams play over 600 fixtures across Singapore, with our most able students competing a further 40 different tournaments both in Singapore and overseas.



of Senior School students (Years 7 to 13) have represented Tanglin in competitive sport. This is the highest number to-date.



422 boys and 343 girls.

106

competitive teams across 16 different sports. Approximately 600 ACSIS fixtures and 39 different tournaments.

16

overseas sports trips.



Football is the most popular sport for boys; **netball** is the most popular sport for girls.

Major Sporting Achievements of 2017-18

9&U Athletics:	AC SIS Champions
9&U Football:	Div 1 ACSIS Champions
11&U Cross Country:	ACSIS Girls Champions
11&U Athletics:	ACSIS Champions; Junior FOBISIA Champions
11&U Netball:	Div 2 ACSIS Champions
Junior Gymnastics:	SEASAC Level 4 Champions
14&U Rugby:	Div 1 ACSIS Champions
16&U Rugby:	SCC Champions
16&U Netball:	Div 1 ACSIS Champions, SEA Netball Champions
19&U Football:	Div 1 Girls ACSIS Champions; Div 1 Girls SEASAC Champions
19&U Netball:	Div 1 ACSIS Champions; SEA Netball Champions
19&U Rugby:	Div 1 SEASAC Champions; Div 1 ACSIS Champions; SCC Champions



Outdoor Education

Nursery

Labrador Park
Chinese Garden

Reception

Wet Market and Cold Storage
Singapore Zoo

Year 1

West Coast Park
Jacob Ballas Gardens

Year 2

Boat Quay
Sungei Buloh

Year 3

Singapore Zoo Sleepover

Year 4

Pulau Ubin and Sentosa Island

Year 5

Malacca

Year 6

Sarawak
Junior Award Scheme for Schools (JASS),
Cambodia

Year 7

Wild Week – Kaeng Krachang
National Park, Thailand

Year 8

Earth Camp – Gopeng, Malaysia

Year 9

India Adventure – Rishikesh, North India

Year 10

Expedition Week Options:

Australia Adventure
Thailand Mae Teng River Adventure
Thailand Chiang Mai Adventure
Thailand River Kwai Kayak Expedition
North Vietnam Adventure

Year 12

CAS Expeditions Week:

Himalaya Medical Service and Trek
Kampong Experience, Borneo
Caring for Cambodia, Siem Riep
Orca Scuba, Malaysia
Operation Wallacea, Indonesia
Mae Kong River Village, Thailand
Walk Japan

Progressive, meaningful programmes that build outdoor skills from an early age have enormous benefits for student wellness and academic resilience. We place great value on the contribution that Outdoor Education makes to the wider Tanglin experience and are committed to ensuring that carefully constructed outdoor learning is embedded throughout the school curriculum.

For our very youngest children in Infant School, a morning trip to West Coast Park with the class teacher feels like a real adventure. Children experience new situations which are great fun, but designed to develop the whole child.

Outdoor trips in the Junior School, from an overnight stay at the Singapore Zoo to a five-day retreat to Sarawak, nurture independence, support children to build new friendships, and develop resilience and risk taking.

By the time our students reach the Senior School, they are ready for an India adventure in Rishikesh, an exploration in Laos and an extended trek in the Himalayas. In the Senior School, our Outdoor Education programme is designed to give students specific opportunities to develop the Tanglin Learner Profile qualities: Inquirers, Knowledgeable, Thinkers, Communicators, Principled, Balanced, Reflective, Open-Minded, Caring, Risk-takers. Those who wish to undergo a more formal assessment of their skills in Year 10 and above are encouraged to register for the National Youth Achievement Award (NYAA). The NYAA is the official Singapore version of the globally recognised International Duke of Edinburgh's Award for Young People. From September 2019 the school will begin the process of transition from NYAA to the more rigorous International Duke of Edinburgh Award scheme.

Finding the right level of challenge and adventure for students can be tricky. Our Outdoor Education team strives to strike a balance between finding an inspirational location as well as a variety of unique experiences. Part of the answer lies in the progression. For each year group, we scaffold the new experience to build upon the learning that happened on previous trips. Trips vary in focus on length, increasing in the level of challenge as students move through the school.

Overall, students learn to take responsibility for their own decisions in the outdoors. This is where the magic lies – by teaching students how to look after themselves and each other in a challenging environment we are encouraging the development of our core values - Respect, Responsibility and Purpose.



Financial Overview

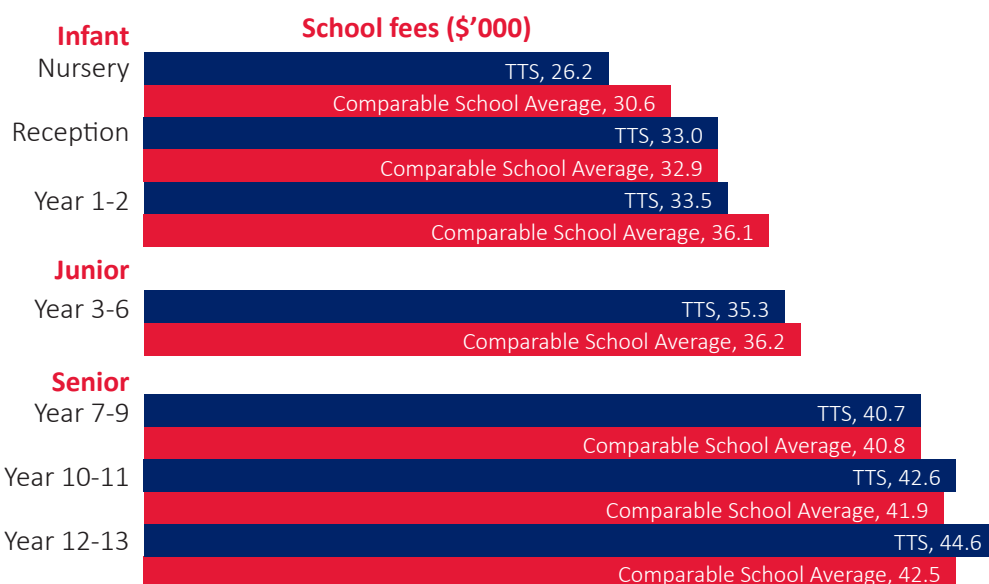
Tanglin Trust School Ltd is a company limited by guarantee and is registered as a charity under the Charities Act. The school is governed by a Board of Governors that serves without remuneration. All key financial decisions including establishment of annual budget and schedule of fees are reviewed and approved by the Board of Governors. The Board of Governors also ensures that an annual financial audit is conducted.

For the financial year ended 2017-18, the school performed favourably against the challenging economic certainty across the world and the stiffer competition in Singapore. Strategies to address these challenges have resulted in a healthy student enrolment not only for 2017-18 but also for 2018-19 and 2019-20. Alongside the higher student enrolment, the school also benefited from higher other operating revenue and prudent cost management. Consequently, our audited financial results for 2017-18 school year compared favourably to the budget.

The school continues to invest in new facilities and improvement works during the year. Capital expenditure totalling \$4m was spent on the completion of the Design and Technology space at Senior School, installation of solar panels, replacement of air-conditioning across the campus, new flooring for the Berrick Sports Hall and new shades for the swimming pool, among others. These expenditures provide quality facilities to support education provision and maintain the campus.

Overall, the total surplus of \$9.7m in 2017-18 was added to the school's reserve that is primarily designated for school's infrastructure including, but not limited to, new buildings, facilities and improvement projects.

It is notable that Tanglin fees in 2018-19 are comparable to similar schools in Singapore:



Notes: School fees include tuition fees and building fund and are inclusive of GST. Fees of 4 comparable schools in Singapore are used for the above analysis.

2017-18 Revenue and Expenses

Ongoing enrolment management resulted in student enrolment and new student admission standing at around 2,760 and 550 students respectively.

Total school fees and related revenue comprised 95% of total revenue, with other miscellaneous revenue making up the remaining 5%.

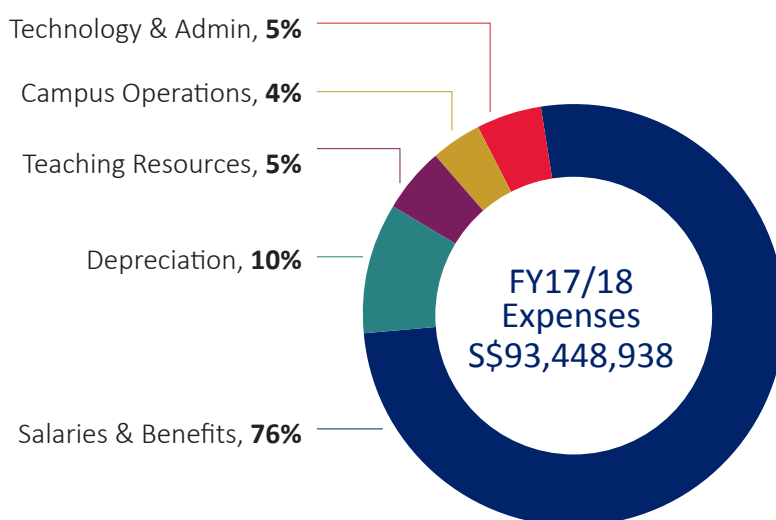
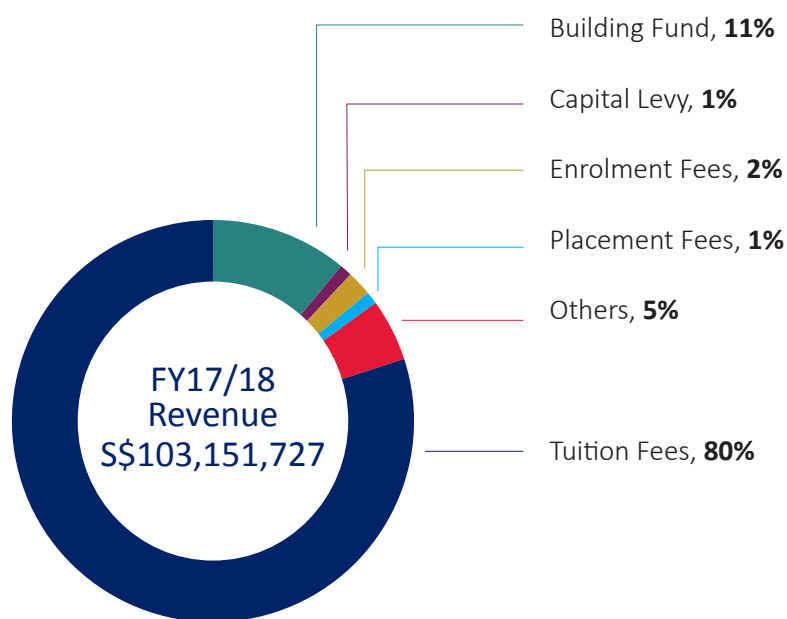
Revenue composition for 2017-18 remained consistent with 2016-17.

In its continuous efforts to provide outstanding education services, Tanglin continues to invest the majority of fee income in attracting and retaining talent. Tanglin employs close to 600 staff members, of which faculty staff make up 260. Salaries and benefits was the single largest category of expenses at 76% of total costs.

Depreciation was the next largest category at 10% of total costs.

Teaching Resources, Campus Operations and Technology and Administration costs made up the remaining 14%.

Cost composition for 2017-18 was consistent with 2016-17.



Financial Performance for 2017-18

	Total	Operating Fund  For ordinary expenses relating to the operations of the school.	Building Fund  For renewal of lease, construction of buildings and facilities (including air-conditioning and electrical installations etc) as well as improvement projects as approved by the Board of Governors from time to time.	Placements Rights  Offers accelerated access to school places. An amount is diverted annually to support the TTS Foundation for enrichment projects within the school and for projects approved by the Board of Governors.
All in S\$'m				
Tuition Fees and Operating Income	89 → 89			
Building Fund	13 → 13			
Placement Rights	1 → 1			
	103	89	13	1
<u>Less:</u> Operating Expenses	(93)	(87)	(6)	-
Net Surpluses for the year	10	2	7	1

All net surpluses for the year is designated to be invested in the school's infrastructure including, but not limited to, developing and maintaining the school's buildings.

Governance

Tanglin Trust Limited was set up on 21 August 1961 as a public company limited by guarantee. It was registered under the Charities Act on 29 December 1984.

Unique Entity Number (UEN): 196100114C
Registered Address: 95 Portsdown Road, Singapore 139299
Banker: Hong Kong & Shanghai Banking Corporation Limited
Auditor: KPMG LLP

Governing Board Members of Tanglin Trust School Limited

Jon Robinson

Governor and Chair of Board of Governors (*Member since 11 February 2006*)

Robert Arbuthnott

Governor (*Member since 16 February 2012*)

Jon Button

Governor and Chair of Board Building Sub-Committee (*Member since 1 September 2011*)

Belinda Charles

Governor (*Member since 1 March 2017*)

Fang Eu-Lin

Governor and Chair of Board Finance & Audit Sub-Committee (*Member since 1 May 2016*)

Colm McCarthy

Governor (*Member since 7 March 2013*)

Sue McNamara

Governor and Chair of Board Education Policy and Schools Curriculum Sub-Committee
(*Member since 1 September 2009*)

Dominic Nixon

Governor (*Member since 19 March 2002*)

Rajan Raju

Governor (*Member since 2 July 2016*)

Chris Riley

Governor (*Member since 1 July 2017*)

Sally Robinson

Governor and Chair of Board Staff Sub-Committee (*Member since 1 May 2016*)

Neil Tottman

Governor and Chair of Board Development Sub-Committee (*Member since 13 September 2007*)

Gina Lee-Wan

Governor (*Member since 19 February 2005*)

Clare Wijeratne

Governor (*Member since 1 March 2017*)

Some Governors have served beyond 10 years. The Board, collectively, wishes to retain these Governors as they have the necessary skills, relevant experience and commitment to serve Tanglin Trust School. For those Governors who have served beyond 10 years, re-election to the Board requires a simple majority approval of 50 per cent. For Governors who have served beyond 15 years, re-election to the Board requires unanimity.

Board membership is voluntary and not remunerated.

Whistleblowing Policy

Tanglin Trust School has a Whistleblowing Policy. The Policy is posted on the School's website (tts.edu.sg) and may be used, if needed, by employees, suppliers, business partners and others in the school community.

Sub-Committees

The Board appoints separate sub-committees in relation to the following areas of responsibility

- Education
- Staffing
- Finance and Audit
- Building
- Development

Board of Governors and Board Sub-Committees Meeting Attendance Record

Period: 1 September 2017 to 31 August 2018

	Board of Governors' Meeting	Building Sub-Committee Meeting	Development Sub-Committee Meeting	Education Policy & Schools Curriculum Sub-Committee	Finance & Audit Sub-Committee Meeting	Staff Sub-Committee
Governors' Attendance						
No. of Meetings Held	3	4	3	3	5	3
Jon Robinson	3	4		3		2
Robert Arbuthnott	2				3	
Jon Button	3	4	3			
Belinda Charles	2			2		
Fang Eu-Lin	1				5	1
Colm McCarthy	3	4			5	
Sue McNamara	2	2		3		3
Dominic Nixon	3		3	2	2	
Rajan Raju	3	4	3	2	5	
Chris Riley	2		3			
Sally Robinson	3			3		3
Neil Tottman	2	3	3		3	
Gina Lee-Wan	2			2		2
Clare Wijeratne	3		2	3		2

Note: Due to business travel, work commitments and/or being in countries with different time zone, a few Governors were unable to attend some of the Board and Board Sub-Committee meetings.

Management Team

Management Team of Tanglin Trust School Limited



Craig Considine
Chief Executive Officer
Appointed 1 August 2018



John Ridley
Director of Learning
Appointed 1 September 2011



Ling Guan Heng
Chief Operating Officer
Appointed 13 April 2009



Brian Teng
Director of Operations
Appointed 22 January 2007



Paula Craigie
Head of Infant School
Appointed 1 August 2014



Cecilia Handel
Director of Development
Appointed 23 August 2010



Clair Harrington-Wilcox
Head of Junior School
Appointed 1 August 2016



Sophie Harle
Director of Human Resources
Appointed 1 June 2013



Allan Forbes
Head of Senior School
Appointed 1st September 2015

Tanglin Trust School Limited
95 Portsdown Road Singapore 139299
t: +65 6778 0771 f: +65 6777 5862 w: www.tts.edu.sg

CPE Registration No.: 196100114C CPE Registration Period: 7 June 2017 to 6 June 2023