



Annual Report 2019-2020

Chief Executive Officer



Craig Considine
Chief Executive Officer

The 2019/20 academic year will be remembered for many things, but chiefly of course the Coronavirus pandemic. COVID-19 is reminiscent of the SARS and Influenza A (H1N1) viruses, but its capacity to inflict harm has been significantly greater. The sadness and upset that beset the world in 2020 cannot be compared to any other moment in peace time. The gloom of the year was also compounded (and confounded) by man-made and natural disasters. These included wildfires in Australia and North America; floods in India, China and across Asia; earthquakes, volcanic eruptions, cyclones, and locust swarms; the explosions in Lebanon, and of course the Black Lives Matter movement, sparked in the USA by the death of George Floyd on May 25. Through all of this was a beacon of hope: education.

Term 1 of 2019/20 was a different stanza altogether, packed with committed learning, creativity and collaboration. Children and young people continued to engage positively in the classroom, on the sports field and on stage. Who could have imagined or foreseen how the year would grind to such a resounding halt?

The school moved to Remote Learning on March 19 due to uncertainty created in the Tanglin community by several factors. The movement of people travelling across borders and poorly co-ordinated controls made it impossible to ensure the safety of staff and students, and their families. We also feared a Government-imposed closure, should a case of COVID-19 be diagnosed among us. It is worth noting that after moving to Remote Learning, there were subsequent positive tests in the broader Tanglin community.

It was reassuring that the Chair of Governors (virtually) attended nearly all of the COVID-19 Crisis Committee meetings held. This ensured all Governors were kept informed of the processes that were being implemented within the school. I would like to say a particular thank you to Mr Nixon for his energy and wisdom throughout the escalation of the pandemic. The rapid removal of school-based learning created pressures for parents and children, for which we were sorry. Our thanks go to the parent community for their understanding, and acceptance of the limited notice they were given regarding the closure.

The school was pleased to see that, despite the disruption, parental feedback on the its online provision was positive. An early parent survey on Remote Learning received 846 responses that revealed engagement among students across Tanglin was high: 85% of Senior School students and 69% of Junior School students were actively engaged in four or more hours of learning each day during this time, with 75% of our youngest children in the Infant School engaged for at least two hours of learning each day. Several parents commented on the preparedness of their children for this period. While we were proud of what the community achieved, our preference at Tanglin will always be for learning to take place in class groups, physically gathered together, so naturally we were delighted to be able to welcome our students back onto campus from June 2.

COVID-19 created challenges for all businesses. A one-off rebate equivalent to 10% of Term 3 fees (for Infant School children), or 5% (for students attending the Junior and Senior schools) was credited to parents' accounts as recognition of the hardship parents were facing. The school felt it important to target those that required additional assistance, and so the Tanglin COVID-19 Support Fund was instituted. This fund was publicised to all families, key criteria were established and funds were disbursed to support families in need. The uncertainty surrounding examinations also led to the school accepting the burden of examination entry fees for IB Diploma, A Level and (I)GCSE students.

Teachers' salaries remained stable through the year, and there were savings associated with utility costs and other consumables, as well as additional income from the Government to support local workers. A number of our Malaysian staff were unable to travel into Singapore but were supported through their non-work period. There have also been additional costs associated with the Gate C construction project, and additional expenses around supply teachers, cleaning and sanitation supplies. The pandemic impacted several school suppliers. KAL – our bus transport supplier for the last 20 years – was negatively impacted by the move to Remote Learning and Tanglin made a co-contribution to the bus fee refund to parents.

A key strategic decision in the latter part of Term 3 was the continuation of the Gate C project in its current form. The building meets the expectations of the Singapore Government, who required an increase in the plot ratio of the site as part of the 2015 lease negotiation. This needs to be completed by 2023. Governors did, however, undertake a review considering a range of possible variations. After due consideration these were dismissed, as they still left the plot ratio requirement unfulfilled and did not lead to significant cost savings. The scarcity of construction workers and supply chain materials has delayed the TOP date of the building and the current completion date is most likely January 2022. The opportunities the building will afford our students once completed will be immense.

Examinations are designed to assess various skills and forms of knowledge at terminal points in a young person's education. Alas, examinations for IB Diploma, A Levels and (I)GCSE subjects were cancelled for 2020, and Centre Assessed Grades (CAGs) became the currency for progression to university, work and other future possibilities. This was a significant disappointment to our students, who were readying themselves for the cut and thrust of testing their intellectual mettle in the fire of public examination.

Despite the confusion and frustration for students, the resulting outcomes amply reflected their efforts and achievements. In 2020, an exceptional 68% of all A Level results were graded A*, while our IB average now stands at a record 39.1 (compared to a global average of 29.9).

Centre Assessed Grades were also upheld for our (I)GCSE students and, in a number of Pearson subjects, even surpassed for some individuals. In (I)GCSE, 78% of all grades were A*, A or equivalent, and 99% of all students' results were graded A*-C.

I have only seen two Year 13 graduation ceremonies during my time at Tanglin; they were both superb. The 2020 Graduation Ceremony took place virtually, and carried a powerful message centred on parent and family aspirations. The inclusion of parent messages in the online event would not have happened had a "normal" graduation taken place. This was emotional and heart-warming – something for the annals of time – and no doubt something to work into future occasions. Let's see what Mr Goodliffe and his team come up with in 2021.

Our cultural boundaries were challenged in 2020 as the world reeled in the face of the Black Lives Matter movement. Tanglin is an anti-racist school and responded to an open letter from Alumni challenging our position on this, and questioning elements of diversity and inclusion in the school. Our response identified our position but indicated we will need to consider the different facets of these issues in more detail as 2020/21 progresses.

The challenge of teaching as a profession is enduring. As time passes, the students face change, assessment systems are modified, and there are differing societal and cultural expectations. However, this year has been one unlike any other, and I must thank the optimistic, effervescent, and positive colleagues I have the pleasure to work with. It is the people who make each and every day count who make a great school. The Tanglin community is fortunate to have such a professional and caring group of teachers and support staff.

In conclusion, this year has been one of the most challenging that schools across Singapore and the world at large have ever had. We have missed the day-to-day interactions with the students and young people whose lives we share. The richness of a true education is only ever realised within a community, where we can explore and reflect on our abilities and shortcomings. Doing, thinking, and reflecting make us who we are. We look forward to more of it in 2021.

Financial Overview



Ling Guan Heng
Chief Operating Officer

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.

The school started 2019/20 as usual but, like all businesses in Singapore and worldwide, it was affected by the ongoing Coronavirus pandemic. When the two circuit breaker periods were announced by the Singapore Government, the school succeeded in transitioning all members of staff to work at home, and students to begin Remote Learning. Worst-case scenarios of the impact of COVID-19 on student enrolment were conducted. The financials for Term 3 (2019/20) and the new year (2020/21), as well as cashflow analysis, were also reviewed. Cost-containment strategies were implemented almost immediately.

A collective effort by staff, management and governors did well to steer the school safely through this (ongoing) crisis. We managed to maintain the student roll for Term 3 (2019/20) and started the new Term 1 (2020/21) with a record student roll of more than 2830, as well as a strong waiting list. Our cashflow position was very healthy, too. For 2019/20, the operating fund was \$3 million; \$1.2 million higher than the budget approved by the Board in early 2019.

In the midst of this crisis, we introduced a \$1.8 million tuition fee rebates of 10%, 5% and 5% for Term 3 (2019/20) for Infant, Junior and Senior schools respectively, in order to alleviate the financial pressure on all parents. Alongside this, we also set up a \$3 million Tanglin COVID-19 Support Scheme to help families facing severe financial difficulties, a \$500,000 subsidy to offset examination and bus fees, and a \$300,000 contribution to jointly finance the four-week TTS Foundation Summer Programme that cost \$500,000 in total. We also exercised prudent in-capital expenditure and were mindful of the need to balance cash conservation with continual investment in campus improvement and new facilities. Of the \$3.8 million capital expenditure planned for 2019/20, we decided to prioritise \$1.8 million capital expenditure that was necessary and needed in the current financial year, and defer \$2 million capex to next year and beyond – so as to conserve cash while waiting for the uncertainties of this crisis to clear.

The \$1.8 million capital expenditure comprised a \$110,000 lift replacement for the Infant School, \$450,000-worth of new classroom furniture for the Junior School, \$230,000 for the refurbishment of the Senior School's Pastoral Hub, and \$700,000 for the replacement of IT and AV equipment, among others.

Notwithstanding the ongoing crisis, the school will continue to invest further funds to upgrade facilities and refresh the campus infrastructure over the next few years. These expenditures aim to provide quality facilities to

support education provision and will create exceptional experiences for our students.

In addition to this, the construction of the new building at Gate C broke ground in July 2019 and is scheduled for completion in early 2022. This new building will house a Gymnastics Centre; a 50-metre swimming pool; a Music School for Senior Music teaching, instrumental tuition and ensemble rehearsal spaces; The Institute; a Counselling Centre; Lifeskills department; and a café and co-working space for parents and staff, among others. The opening of the building will bring exciting opportunities for everyone in our community.

Overall, the total audited surplus of \$15 million (comprising a \$3 million operating surplus, \$9 million building fund, \$1 million placement rights fund and a \$2 million grant from the Singapore Government) was added to the school's reserve in 2019/20. This is primarily designated to future proofing the school in terms of infrastructure — new buildings, facilities and improvement projects — and lease renewal.

Financial Performance by Funds for 2019/20

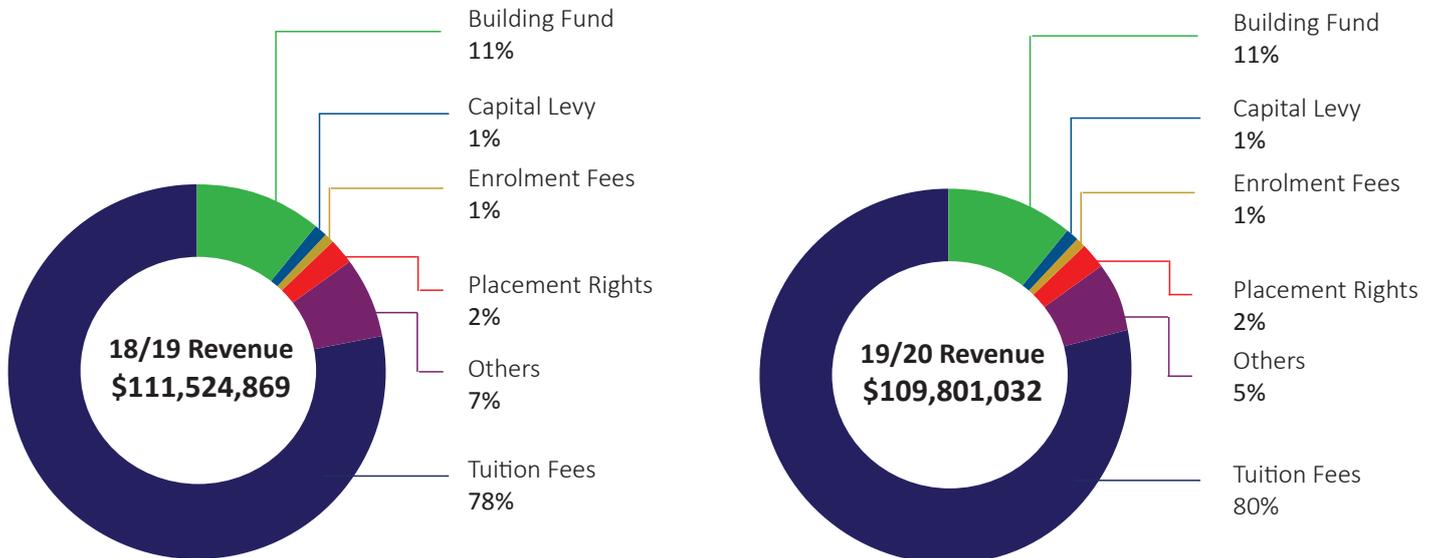
	Total	Operating Fund  For ordinary expenses relating to the operations of the school.	Building Fund  For renewal of lease, construction of buildings and facilities (including air-conditioning and electrical installations etc) as well as improvement projects as approved by the Board of Governors from time to time.	Placement 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	94 → 94			
Building Fund	14 → 14			
Placement Rights	2 → 2			
	110	94	14	2
Less: Operating Expenses	(97)	(91)	(5)	(1)
Net Surpluses	13	3	9	1
Net Surpluses (after JSS)	15	5**	9	1

** Operating Fund comprises a \$3 million surplus and a \$2 million grant from the Singapore Government.

2019/20 Revenue and Expenses

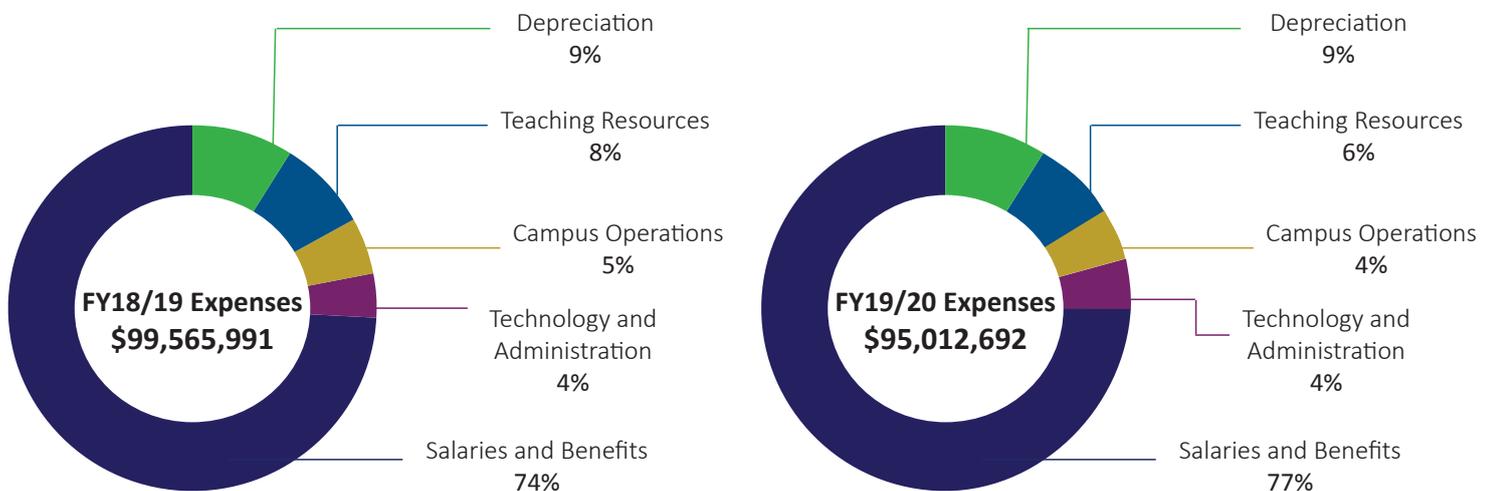
Student enrolment and new student admissions stand at more than 2,800 and 400 students respectively.

School fees and related revenue comprised 95% of total revenue, with other miscellaneous revenue making up the remaining 5%. Revenue composition for 2019/20 remained fairly consistent with 2018/19.



In our continuing efforts to provide outstanding education services, Tanglin continues to invest the majority of its fee income in attracting and retaining talents. Tanglin employs more than 600 staff members, of which 260 are Faculty staff. Salaries and benefits were the single largest category of expenses, at 77% of total costs.

Depreciation was the next largest category at 9% of total costs. Teaching resources, campus operations, and technology and administration costs made up the remaining 14%. Cost composition for 2019/20 was fairly consistent with 2018/19.



Governance

Tanglin Trust School Limited (formerly known as Tanglin Trust Limited) was incorporated on August 21, 1961, as a public company limited by guarantee. It was registered under the Charities Act on December 29, 1984.

Unique Entity Number (UEN): 196100114C

Registered Address: 95 Portsdown Road, Singapore 139299

Banker: Hong Kong & Shanghai Banking Corporation Limited

Auditor: KMPG LLP

Governing Instrument: Tanglin Trust School Constitution

Governing Board Members of Tanglin Trust School Limited 2019/20

Dominic Nixon

Governor and Acting Chair of Board of Governors and Board Building Sub-Committee
(Member since March 19, 2002)

Robert Arbuthnott

Governor
(Member since February 16, 2012)

Fang Eu-Lin

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

Colm McCarthy

Governor
(Member since March 7, 2013)

Sue McNamara

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

Clare Wijeratne

Governor and Chair of Board Staff Sub-Committee
(Member since March 1, 2017)

Jon Robinson¹

Governor and Chair of Board of Governors
(Member February 11, 2006 – December 31, 2019)

Jon Button²

Governor and Chair of Board Building Sub-Committee
(Member September 1, 2011 – March 19, 2020)

Sim Preston

Governor and Chair of Board Building Sub-Committee
(Member since June 1, 2020)

Rajan Raju

Governor
(Member since July 2, 2016)

Chris Riley

Governor
(Member since July 1, 2017)

Neil Tottman

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

Gina Lee-Wan

Governor
(Member since February 19, 2005)

Belinda Charles³

Governor
(Member March 1, 2017 – March 19, 2020)

Sally Robinson³

Governor (Member May 1, 2016 – March 19, 2020)

¹Resigned as Governor and Chair of Board of Governors on December 31, 2019

²Resigned as Governor and Chair of Building Sub-Committee on March 19, 2020

³Resigned as Governor on March 19, 2020

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%. For Governors who have served beyond 15 years, re-election to the Board requires unanimity.

Board membership is voluntary and not remunerated. There are no paid staff who are close members of the family of the Chief Executive Officer or Board Members for the periods September 1, 2018 to August 31, 2019, and September 1, 2019 to August 31, 2020.

Sub-Committees

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

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

Attendance Record for Board of Governors' and Board Sub-Committees' Meetings

Period: September 1, 2019 – August 31, 2020

Governors' Attendance	Board of Governors' Meeting	Building Sub-Committee Meeting	Development Sub-Committee Meeting	Education Policy & Schools Curriculum Sub-Committee Meeting	Finance & Audit Sub-Committee Meeting	Staff Sub-Committee Meeting
No. of Meetings Held	6	4	3	3	7	4
Dominic Nixon	6	3	2	2	5	
Robert Arbuthnott	4				5	
Jon Button**	1	2	-			
Belinda Charles**	-			-		
Fang Eu-Lin	6				7	3
Colm McCarthy	6	4		3	6	
Sue McNamara	6	4		3		3
Sim Preston #	1	1		1		
Rajan Raju	6	4	3	3	6	
Chris Riley	4		3			
Jon Robinson*	2	1		1		1
Sally Robinson**	2			1		1
Neil Tottman	2	2	3		6	
Gina Lee-Wan	5			2		3
Clare Wijeratne	5		1	2		4

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.

Governor joined the Board of Governors on June 1, 2020

* Governor who left the Board of Governors on December 31, 2019

** Governors who left the Board of Governors on March 19, 2020

Management Team for 2019/20



Craig Considine
Chief Executive Officer
Appointed August 1, 2018



Ling Guan Heng
Chief Operating Officer/
Chief Financial Officer
Appointed April 13, 2009



Brian Teng
Director of Operations
Appointed January 22, 2007



Paula Craigie
Head of Infant School
Appointed August 1, 2014



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



Allan Forbes
Head of Senior School
Appointed September 1, 2015



John Ridley
Director of Learning
Appointed September 1, 2011



Keith Rutherford
Director of Educational
Business Technology
Appointed August 5, 2019



Tom Evans
Director of Marketing
and Communications
Appointed June 17, 2019



Cecilia Handel
Director of Development
Appointed August 23, 2010



Sophie Harle
Director of Human Resources
Appointed June 1, 2013



Michael Holiday
Director of Co-Curriculum
Appointed January 1, 2020

Examination Results: (I)GCSE

(I)GCSE Results Table

2016	100*
2017	100
2018	100
2019	100
2020	100

* (I)GCSE examination results for Class of 2022 (2020)
- 100% of Tanglin students achieving 5 A* to C or numerical grades 9-4

Year	No. of Candidates	No. of subjects offered
2016	173	30
2017	174	29
2018	184	29
2019	166	24
2020	187	25

Subject	No. of Candidates	No. of Grades							%A*/A	%A*A	%A*-C
		9	8	7	6	5	4	3			
Art and Design	29	15	7	5	2				76%	93%	100%
Biology	107	55	27	19	6				77%	94%	100%
Business	49	11	8	12	12	2	2	2	39%	63%	96%
Chemistry	107	55	27	19	6				77%	94%	100%
Design and Technology	32	7	11	11	1	2			56%	91%	100%
English Literature	187	71	58	42	13	3			69%	91%	100%
French	49	18	12	7	5	2	5		61%	76%	100%
Further Maths	79	33	30	16					80%	100%	100%
Graphic Communication	6	4	1	1					83%	100%	100%
History	52	19	14	10	8	1			63%	83%	100%
Maths	187	56	47	32	23	23	6		55%	72%	100%
PE	49	18	6	8	10	6	1		49%	65%	100%
Physics	107	55	27	19	6				77%	94%	100%
Psychology	56	12	11	12	9	7	5		41%	63%	100%
Science (Double Award)	160	15	19	28	50	19	22	7	21%	39%	96%
Spanish	40	13	8	10	4	4	1		53%	78%	100%
TOTAL	1296	457	313	251	155	69	42	9			
TOTAL %		35%	24%	19%	12%	5%	3%	1%	59%	79%	99%

Subject	No. of Candidates	No. of Grades						%A*	%A*A	%A*C
		A*	A	B	C*	C	D			
Computer Science	68	35	27	4		2	51%	91%	100%	
Drama	37	18	15	4			49%	89%	100%	
Economics	39	19	11	8		1	49%	77%	100%	
English Language	187	41	75	56		14	22%	62%	99%	
Geography	55	31	19	4		1	56%	91%	100%	
Latin	18	12	6				67%	100%	100%	
Chinese	48	32	10	4		1	67%	88%	98%	
Moving Image Arts	60	11	25	20	1	3	18%	60%	100%	
Music	21	12	8	1			57%	95%	100%	
TOTAL	533	211	196	101	1	22				
TOTAL %		40%	37%	19%	0%	4%	0%	40%	76%	100%

Equivalency Table

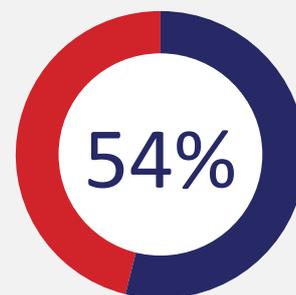
UK Grading	A*/A	B	C	D	E	F/G
USA Grading	A+/A	A-/B+	B-/B-	C+/C	C-/D+	F

% A* or 9/8	% A*/A or 9-7	% A*-C or 9-4
48%	77%	99%

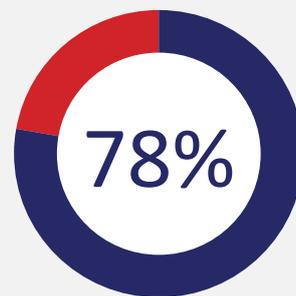
(I)GCSE Summary for 2020 (Class of 2022)

187

187 students who took (I)GCSE in 25 subjects



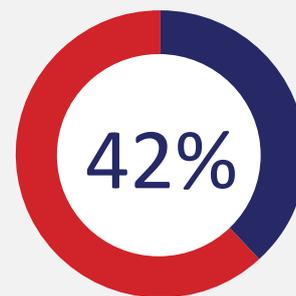
of all grades achieved were A* or equivalent



of all grades achieved were A*, A or equivalent



of all grades achieved were A*-C or equivalent



of students achieved A or A* in all their subjects

Examination Results: A Level

A Level Summary for 2020

Year	No. of Candidates	Tanglin % passed
2016	122	100
2017	117	100
2018	97	100
2019	120	100
2020	118	100

% of A*/A grades achieved by Tanglin Students

TTS Average 42%	2016
TTS Average 50%	2017
TTS Average 45%	2018
TTS Average 47%	2019
TTS Average 68%	2020

% of A-B grades achieved by Tanglin Students

TTS Average 70%	2016
TTS Average 78%	2017
TTS Average 75%	2018
TTS Average 73%	2019
TTS Average 90%	2020

% of A-C grades achieved by Tanglin Students

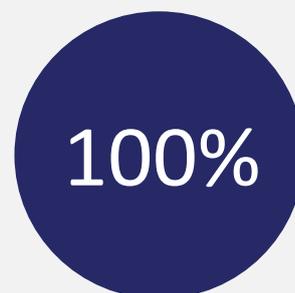
TTS Average 92%	2016
TTS Average 92%	2017
TTS Average 93%	2018
TTS Average 91%	2019
TTS Average 98%	2020

Subject	No. of Candidates	No. of Grades							%A*A	%A*C	%A* - E
		A*	A	B	C	D	E	U			
English Language	7		1	4	2				14%	100%	100%
English Literature	15	1	4	4	5	1			33%	93%	100%
Psychology	23	8	12		1	2			87%	91%	100%
Philosophy	11	3	3	3	1	1			55%	91%	100%
Mathematics	59	18	19	13	6	1	2		63%	95%	100%
Further Maths	11	6	2	2	1				73%	100%	100%
Computer Science	13	4	7	2					85%	100%	100%
Art and Design	15	9	4	1	1				87%	100%	100%
Drama	5	2	2	1					80%	100%	100%
Moving Image Arts	18	4	10	4					78%	100%	100%
Biology	39	24	5	6	3	1			74%	97%	100%
Chemistry	30	13	11	5	1				80%	100%	100%
Physics	25	8	5	9	3				52%	100%	100%
Geography	8	4	2	2					75%	100%	100%
History	14	4	6	4					71%	100%	100%
Politics	17	5	5	5	2				59%	100%	100%
Business	18	2	6	9	1				44%	100%	100%
Economics A	13	7	4	2					85%	100%	100%
Economics B	15	4	5	6					60%	100%	100%
Chinese	2			1	1				0%	100%	100%
French	1	1							100%	100%	100%
Spanish	3	1		1	1				33%	100%	100%
PE	10	5	3	1		1			80%	90%	100%
Totals	372	133	116	85	29	7	2	0			
Percentage		36%	31%	23%	8%	2%	1%	0%			
No of Students	118										

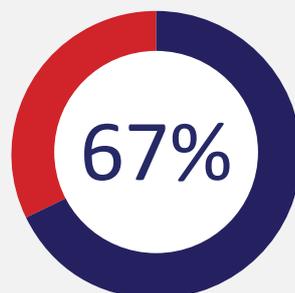
Subject	No. of Entries	A*	A	B	C	E	U
Extended Project Qualification	117	53	33	20	11		
Percentage		45%	28%	17%	9%	0%	0%

Equivalency Table

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



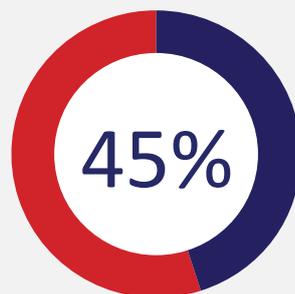
Pass rate of Tanglin students



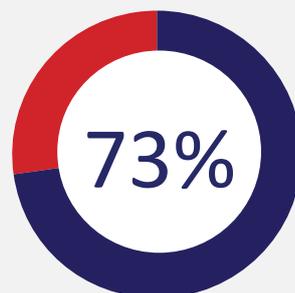
of grades were at A* or A



of grades were in the range of A*-C



of students taking the EPQ achieved an A*

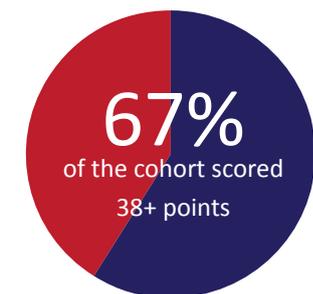
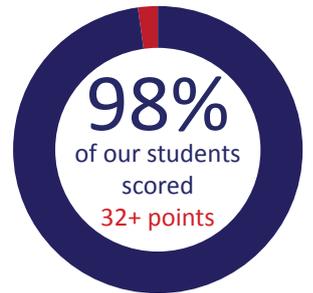


of students taking the EPQ achieved A* or A

Tanglin Students Average Diploma Score (out of 45)

2016	38.1
2017	38.7
2018	38.1
2019	38.2
2020	39.1
2020 World Average	29.9

Subject	No. of Candidates	No. of Grades				
		7	6	5	4	3
English A: Lang and Lit HL	25	14	9	2		
English A: Lang and Lit SL	21	12	7	2		
English A: Literature HL	4	1	1	2		
English A: Literature SL	7	3	3	1		
Danish A: Literature SL	1			1		
Dutch A: Literature SL	1			1		
French A: Literature SL	2	1	1			
Spanish A: Literature SL	1	1				
Chinese B HL	3	2	1			
Chinese B SL	4	2	1	1		
French Ab Initio SL	9	4	3	2		
French B HL	3	1	2			
French B SL	6	4	2			
Latin SL	2		2			
Spanish Ab Initio SL	19	9	5	4		1
Spanish B HL	2	1	1			
Spanish B SL	7	2	5			
Business Management HL	11	6	4	1		
Business Management SL	2	1	1			
Economics HL	13	2	4	6	1	
Economics SL	4	1	2	1		
Geography HL	7	4	3			
Geography SL	6	5	1			
History HL	5	2	3			
History SL	5		5			
Philosophy HL	5		4	1		
Philosophy SL	3	1	2			
Psychology HL	5	3	1		1	
Psychology SL	3	2	1			
Biology HL	15	6	4	4	1	
Biology SL	13	4	6	2	1	
Chemistry HL	17	8	7	1	1	
Computer Science HL	4	4				
Computer Science SL	1	1				
Environment and Society	8	3	3	2		
Physics HL	14	9	2	3		
Physics SL	3	1	1		1	
Maths Studies SL	12		2	10		
Mathematics HL	20	6	6	3	4	1
Mathematics SL	26	1	15	9	1	
Film HL	9	6	2	1		
Film SL	5	4	1			
Music HL	4	1	3			
Theatre HL	3	3				
Theatre SL	2	2				
Visual Arts HL	5	4	1			
Visual Arts SL	1		1			



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

Whistleblowing Policy

Tanglin Trust School's Whistleblowing Policy is posted on the school's website, at tts.edu.sg/about/policies. It may be used, if needed, by employees, suppliers, business partners and others in the school community.





GENERATIONS
of **EXCELLENCE**

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