



Annual Report 2020-2021

Chief Executive Officer



Craig Considine
Chief Executive Officer

Writing this summary of the year's activities brings considerable pleasure; much has been achieved.

Our vision of three schools in one was further enhanced this year. Tanglin's strategic plan and vision for the future guides each school's development plan. Leadership teams across the school understand what great education looks like in each section of the school. Their work is supported by Tanglin's whole-school Academic, Co-Curriculum and Pastoral committees. The educational pathway for our students is continually molded to reflect what we know works and the evidence-based improvements that continue to equip our children so well.

The school strategic plan is centred on six key themes. These are:

- Inspired Learners
- Flourishing Individuals
- Personal Best
- Team Tanglin
- Sustainable Future
- Our People

We have achieved many of the goals we set ourselves in this plan. Given the challenges we have faced this year, however, we will continue to utilise the current strategic framework to ensure we achieve all targets. These will be modified through 2021/22. We will seek feedback from all stakeholders to consider our vision for the school and which areas require greater focus, and the Governors met in August to build on work they have done this year. These processes align well with the Tanglin centenary in 2025.

In 2020/21, the examination system was again disrupted for our Senior students undertaking public examinations. Though the IB Diploma exams were unscathed, A levels and GCSE exams were assessed by either teacher assessed grades (TAG) or an exam. This year UCAS (the Universities and Colleges Admissions Service) and the examination boards provided clearer guidance. Our teachers utilised an evidence-based approach in the determination of grades.

Teachers are of course critical to the management of a successful school. Globally we are noticing a tightening in supply, as fewer teachers want to work and live overseas. This reflects challenges we all face as expatriates, or as locals, who worry about family in other parts of the world and the health systems in other countries. There has been much anxiety and sadness over the past months as the Delta and newer Covid variants have decimated communities globally. We have tried to react to these circumstances to support teachers and families by modifying term dates for 2021/22 to ensure we can all travel. This may also require a flexible approach to education at school, but we hope this will serve our community well.

Despite the confusion and frustration for students, the grade outcomes reflected the intellectual capacity, creativity, and resilience of our students. Tanglin Trust is the only Singapore international school to offer a IB and UK A level pathway. In 2021 the IB Diploma students averaged 41 points and 86% of the cohort achieved 38 points or more. An exceptional 42% of all A Level results were graded A* and 70% were A*/A. Centre Assessed Grades were also upheld for our (I)GCSE students. 69% of the cohort secured eight or more A*/A grades. In (I)GCSE, 83% of all grades were A*, A or equivalent, and 100% of all students' results were graded A*-C. There have been many other key achievements and foci through the year, and I wanted to comment on just a few.

Creating a connected and coherent community is critical to the success of Tanglin Trust School. Therefore, one of our strategic themes is Team Tanglin. We have tried to keep people connected to the school through a vast number of virtual and face to face to face events. Nearby Café Melba certainly benefitted from the coffee mornings that were implemented and an array of parent support groups were offered. However, we know we have become

fragmented, and our Friends of Tanglin association will work doubly hard in the future to re-connect everyone as we move toward 2021/22.

Another element of growing our community is our Tanglin Alumni association. It has taken significant strides forward this year. A global alumni committee has been established and there are growing levels of engagement. School internships and career development grants have been offered and awarded. It has been fun and enlightening to sit on the interview panel to assess why the school should support our alumni. Tanglin Alumni are impressive, and it is good to be able to support their professional and personal development. This reflects the school's commitment to our community, even when they have moved on from the school.

Student leadership is central to a Tanglin education. This starts in the Infant School, where students are provided opportunities for personal growth and development, and elements of leadership are part of this. Caring for others, caring about the community and the planet, and understanding how one collaborates with others for the greater good, are all attributes that align nicely with the Tanglin values of Respect, Responsibility and Purpose. Speaking with reason and passion reflect the empathy, compassion and institutional savvy that young leaders will require. The recent Singapore Young Leader Summit, co-developed by the non-profit Bridge Institute and multinational company Accenture, was based at Tanglin. It brought together students from local and international schools to consider the Singapore Government's Green Plan and explore how it could be applied to a range of societal outcomes.

The Outdoor Education and trips programme that Tanglin is so well known for has required modifications. Some of the rites of passage such as the Sarawak trip in Year 6, the Ladakh expedition in Year 9 and our Caring for Cambodia trip were all cancelled this year. Given the ongoing global challenges our schedule must change. The outdoors provides an amazing experiential learning opportunity that challenges students in diverse ways. We must build a modified approach into our timetable to retain these essential learning opportunities. Our Forest school programme for our younger students is being further developed, with modification of some of our limited green spaces. This will provide a rich resource.

The House system at Tanglin has reflected the school's development over time. Previously, each school had its own Houses and this year it was decided to consolidate these into to eight new Houses – Alexandra, Cameron, Claymore, Portsdown, Raeburn, Wessex, Weyhill and Winchester – that will provide a connected experience for students as they move through the school. Historic House names, such as the Infant School's Baloo, Bagheera, Rann and Sher, and the Junior School's Beruang, Elang, Harimau and Singa, will be retained in awards to honour their legacies.

Schools are regulated by several different authorities. In Singapore, our regulator is the Committee for Private Education (CPE). We also undertake regular inspections with several global bodies. As a British School Overseas, Tanglin is inspected against Department for Education standards. Given the alignment of the school, we chose to undertake future inspection as one school, rather than as three individual schools. This year, however, inspections were postponed for all schools; we are planning for our next inspection in November, 2022.

In the absence of school inspections and to maintain the very high standards required at Tanglin, we have engaged external partners to assess our adherence to a range of policies, procedures and KPIs. Cybersecurity, Outdoor Education and Trips, and Safeguarding have all been reviewed. These studies identified very positive processes and culture. Recommendations were made to improve our practice and we are busy implementing those suggestions.

Great schools are the product of great people. Sadly, from time to time, those who have given so much move on – and 2021 is such a time. They have been mentioned in the school overviews, but I also want to congratulate Chris Allen, Philippa Hatton and Angela Dawson on their stellar careers at Tanglin. As Pastoral Deputy Heads, these three people are responsible for our students flourishing – and isn't that a mammoth undertaking in such turbulent times? We owe each of these amazing people a significant vote of thanks. Empathy, care, and Tanglin are in their DNA; we shall miss them and wish them well for what lies ahead.

While this year has not quite had a normal rhythm to it, many of the classroom-based activities have progressed positively and well. The fact that so much of the co-curricular and community events have not occurred is a source of great sadness. We hope we can make up for this in the year ahead.

Roll on 2021/22.

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 operating environment continues to be difficult due to the ongoing disruptions caused by COVID-19 pandemic. The threats posed by the pandemic are real and would cripple our financial and operational viability if we were not careful. Hence, the school continues to be vigilant and has conducted sensitivity analysis on worst-case scenarios of the impact of COVID-19 on student enrolment and cashflow. Implemented cost-containment strategies are monitored on an on-going basis.

For the year 2020/21, we are pleased to report that the school achieved an operating surplus of \$2.4 million which was \$0.8 million higher than budget due to a record student roll of about 2,830 and lower operating expenditure because of the effective cost-containment measures implemented. The student roll for the year 2021/22 remains healthy and our cashflow position is very strong too.

During the year, we continued to invest in campus improvement and new facilities. We planned for a total of \$6.5 million capital expenditure, but we were only able to carry out \$2.8 million worth of project works comprising refurbishment for the following:

- Infant School toilets at \$500,000
- Junior School changing rooms at \$300,000
- Infant EYFS playground at \$300,000
- Lighting and ceiling for Infant School at \$300,000
- Junior School and Smithson Hall flooring at \$300,000
- Replacement of doors and windows for Infant and Junior School at \$200,000
- Staircase handrails for Junior School at \$100,000
- Relocation of Technology office at \$200,000
- Others at \$600,000

Due to the shortage of construction workers, unrealistically high pricing by contractors and delays in the completion of the Gate C building, relocation and renovation of the spaces below were deferred to a future date. The balance of \$3.7 million was earmarked:

- \$2.5 million for the conversion of all the halls and Forest café on Level 3 of Nixon Building to drama facilities and canteen respectively
- \$1.2 million to upgrade the Senior Language & English teaching facilities, extend the D&T lab and revamp the Year 10/11 communal area

We want to emerge from this crisis stronger and therefore are committed to investing more 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.

Overall, the total audited surplus of \$14.2 million (comprising \$2.4 million operating surplus, \$8.6 million building fund, \$1.2 million placement rights fund and a \$2 million Jobs Support Scheme Grant from the Singapore Government) was added to the school's reserve in 2020/21. This is primarily designated for the school's infrastructure, including, but not limited to, new buildings, facilities, and improvement projects.

Financial Performance by Funds for 2020/21

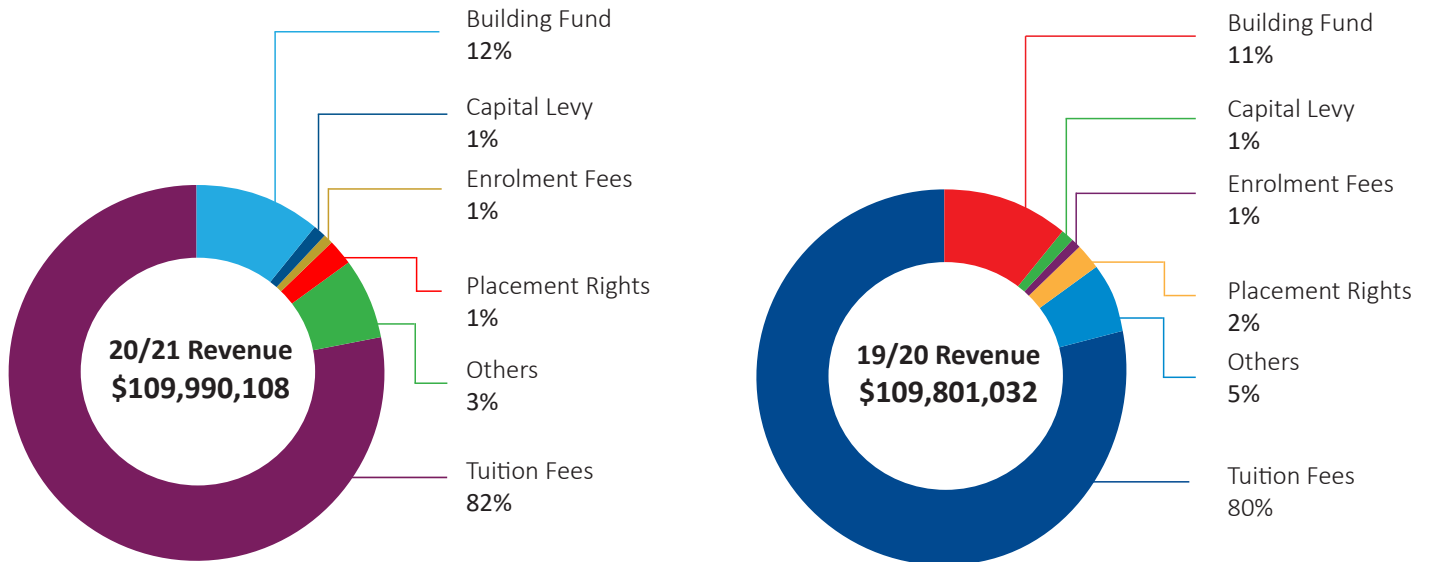
	Total	Operating Fund  For ordinary expenses relating to the operations of the school.	Building Fund  For renewal of lease, construction of buildings and facilities (including air-conditioning and electrical installations etc) as well as improvement projects as approved by the Board of Governors from 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	(98)	(92)	(5)	(1)
Net Surpluses	12	2	9	1
Add: Jobs Support Scheme Grant (JSS)	2	2	-	-
Net Surpluses (after JSS)	14	4*	9	1

* Operating Fund comprises a \$2 million surplus and a \$2 million Jobs Support Scheme Grant from the Singapore Government.

2020/21 Revenue and Expenses

Student enrolment and new student admissions stand at more than 2,830 and 400 students respectively.

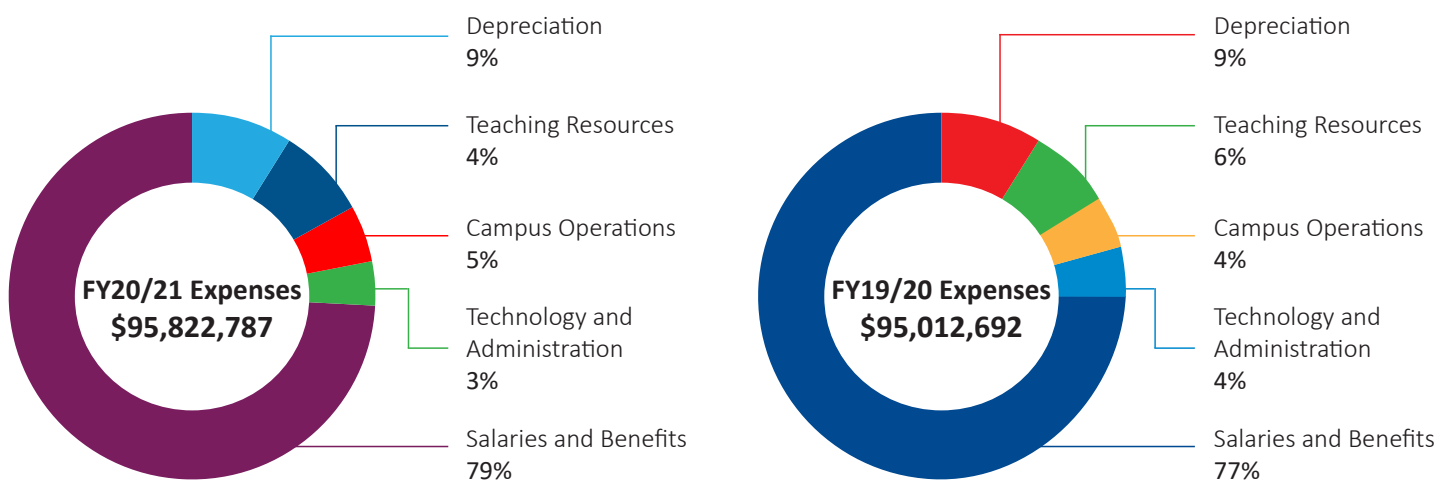
School fees and related revenue comprised 97% of total revenue, with other miscellaneous revenue making up the remaining 3%. Revenue composition for 2020/21 remained fairly consistent with 2019/20.



In our continuing effort to provide outstanding education services, we invest the majority of our revenue to attract and retain the best teachers and staff. We employ more than 600 staff members, of which 260 are Faculty staff. Salaries and benefits were the single largest category of expenses, at 79% 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 12%.

Cost composition for 2020/21 was fairly consistent with 2019/20.



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 Limited Constitution

Governing Board Members of Tanglin Trust School Limited 2020/21

Dominic Nixon

Governor and Chair of Board of Governors
(Member since 19 March 2002)

Robert Arbuthnott

Governor
(Member since 16 February 2012)

Fang Eu-Lin

Governor and Chair of Board Finance and Risk 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 Committee
(Member since 1 September 2009)

Sim Preston

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

Rajan Raju

Governor
(Member since 2 July 2016)

Chris Riley

Governor
(Member since 1 July 2017)

Richard Routledge

Governor
(Member since 1 September 2020)

Neil Tottman

Governor and Chair of Board Development and Alumni Committee
(Member since 13 September 2007)

Gina Lee-Wan

Governor
(Member since 19 February 2005)

Clare Wijeratne

Governor and Chair of Board Talent Committee
(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.

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 period 1 September 2020 to 31 August 2021.

Committees

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

- Building
- Development and Alumni
- Education
- Finance and Risk
- Talent

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

Period: September 1, 2020 – August 31, 2021

Governors' Attendance	Board of Governors' Meeting	Building Committee Meeting	Development and Alumni Committee Meeting	Education Policy & Schools Curriculum Committee Meeting	Finance and Risk Committee Meeting	Talent Committee Meeting
No. of Meetings Held	7	3	3	3	6	4
Dominic Nixon	7	3	2	3	6	
Robert Arbuthnott	5				4	
Fang Eu-Lin	6				6	3
Colm McCarthy	7	3		3	4	
Sue McNamara	7	1		3		3
Sim Preston	6	3	2	3	6	
Rajan Raju	6	3	2	3	6	
Chris Riley	6		3			
Richard Routledge	7		3			4
Neil Tottman	7	2	3		6	
Gina Lee-Wan	6			3		4
Clare Wijeratne	7		1	3		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 Committee meetings.

Management Team for 2020/21



Craig Considine
Chief Executive Officer
Appointed August 1, 2018



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



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



Sophie Harle
Director of Human
Resources
Appointed June 1, 2013



Cecilia Handel
Director of Development
Appointed August 23, 2010



John Ridley
Director of Learning
Appointed September 1, 2011



Brian Teng
Director of Operations
Appointed January 22, 2007



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



Keith Rutherford
Director of Technology
Appointed August 5, 2019



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



Elizabeth Briggs
Director of Admissions
Appointed July 19, 2021



Richard Sellers
Director of Pastoral Care &
Deputy Head (Senior School)
Appointed August 11, 2021

Examination Results: (I)GCSE

(I)GCSE Results Table

2017	100
2018	100
2019	100
2020	100
2021	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
2017	174	29
2018	184	29
2019	166	24
2020	187	25
2021	189	25

Subject	No. of Candidates	No. of Grades						%A*	%A*/A	%A*-C
		9	8	7	6	5	4			
Art and Design	33	14	9	7	3			70%	91%	100%
Biology	121	59	32	23	7			75%	94%	100%
Business	39	10	5	16	6	2		38%	79%	100%
Chemistry	121	52	31	24	12	2		69%	88%	100%
Design and Technology	35	13	13	3	5	1		74%	83%	100%
English Literature	189	61	67	39	18	4		68%	88%	100%
French	39	16	6	12	3	2		56%	87%	100%
Further Maths	57	28	20	7	2			84%	96%	100%
Graphic Communication	9	5	3	1				89%	100%	100%
History	44	14	14	9	6	1		64%	84%	100%
Maths	189	65	50	36	18	18	2	61%	80%	100%
PE	34	17	9	6	2			76%	94%	100%
Physics	121	54	30	23	12	2		69%	88%	100%
Psychology	36	10	15	6		3		69%	86%	100%
Religious Studies	7	6		1				86%	100%	
Science (Double Award)	134	5	17	32	39	30	9	16%	40%	99%
Spanish	53	12	14	14	11	1	1	49%	75%	100%
TOTAL	1261	441	335	259	144	66	14			
TOTAL %		35%	27%	21%	11%	5%	1%	62%	82%	100%

Subject	No. of Candidates	No. of Grades						%A*	%A*/A	%A*C
		A*	A	B	C*	C	D			
Computer Science	68	61	5	2				90%	97%	100%
Drama	48	36	11	1				75%	98%	100%
Economics	65	41	13	7		3		63%	83%	98%
English Language	189	93	58	31		5	2	49%	80%	99%
Geography	72	50	11	10		1		69%	85%	100%
Latin	11	10	1					91%	100%	100%
Chinese	52	36	12	4				69%	92%	100%
Moving Image Arts	42	9	16	8	6	2	1	21%	60%	98%
Music	32	16	16					50%	100%	100%
TOTAL	579	352	143	63	6	11	3			
TOTAL %		61%	25%	11%	1%	2%	1%	61%	85%	98%

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%

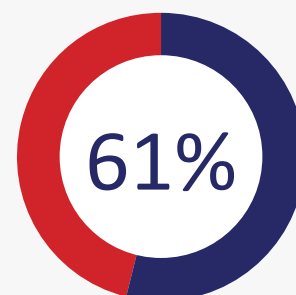
(I)GCSE Summary for 2021 (Class of 2023)

189

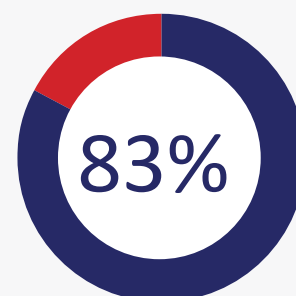
189 students who took (I)GCSE in 25 subjects

39

students achieved A* or equivalent in all their GCSEs



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

Examination Results: A Level

Year	No. of Candidates	Tanglin % passed
2017	117	100
2018	97	100
2019	120	100
2020	118	100
2021	116	100

% of A*/A grades achieved by Tanglin Students

TTS Average 50%	2017
TTS Average 45%	2018
TTS Average 47%	2019
TTS Average 68%	2020
TTS Average 70%	2021

% of A*-B grades achieved by Tanglin Students

TTS Average 78%	2017
TTS Average 75%	2018
TTS Average 73%	2019
TTS Average 90%	2020
TTS Average 86%	2021

% of A*-C grades achieved by Tanglin Students

TTS Average 92%	2017
TTS Average 93%	2018
TTS Average 91%	2019
TTS Average 98%	2020
TTS Average 97%	2021

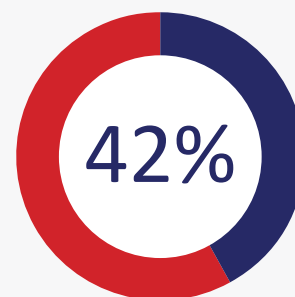
Subject	No. of Candidates	No. of Grades							%A*/A	%A*-C	%A*-E
		A*	A	B	C	D	E	U			
English Language	7	1	1	4	1				29%	100%	100%
English Literature	21	5	7	5	3	1			57%	95%	100%
Psychology	25	15	3	2	5				72%	100%	100%
Philosophy	3	1	1		1				67%	100%	100%
Mathematics	61	25	18	7	8	2	1		70%	95%	100%
Further Maths	9	7	2						100%	100%	100%
Computer Science	18	12	2	2	1	1			78%	94%	100%
Art and Design	14	5	3	5	1				57%	100%	100%
Drama	11	5	3	3					73%	100%	100%
Moving Image Arts	17	4	7	4	2				65%	100%	100%
Biology	33	16	11	3	2	1			82%	97%	100%
Chemistry	23	6	11	4	2				74%	100%	100%
Physics	24	9	8	2	3	2			71%	92%	100%
Geography	22	15	4	1	1	1			86%	95%	100%
History	12	4	5	3					75%	100%	100%
Politics	8	2	3	2	1				63%	100%	100%
Business	25	4	3	9	8	1			28%	96%	100%
Economics A	19	10	8	1					95%	100%	100%
Chinese	1			1					0%	100%	100%
French	3	2		1					67%	100%	100%
Spanish	1	1							100%	100%	100%
PE	4	3	1						100%	100%	100%
Totals	361	152	101	59	39	9	1	0	70%	97%	100%
Percentage		42%	28%	16%	11%	2%	0%	0%			
Cumulative Percentage		42%	70%	86%	97%	100%	100%	100%			
No of Students	116										

Subject	No. of Entries	A*	A	B	C	D	E	U
Extended Project Qualification	113	53	31	17	11	1		
Percentage		47%	27%	15%	10%	1%	0%	

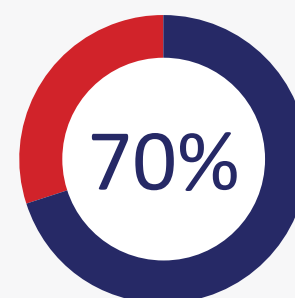
Equivalency Table

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

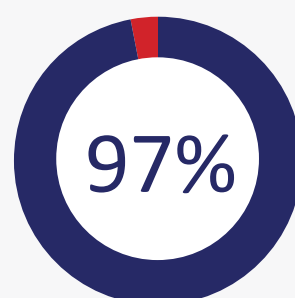
A Level Summary for 2021



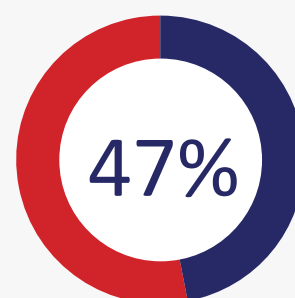
of grades were at A*



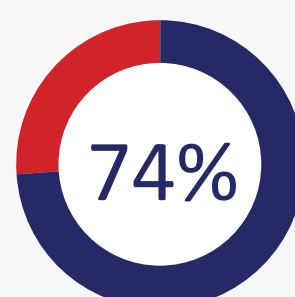
of all grades were an A* or A



of all grades were in the A*-C range



of EPQ grades were A*



of EPQ grades were A* or A

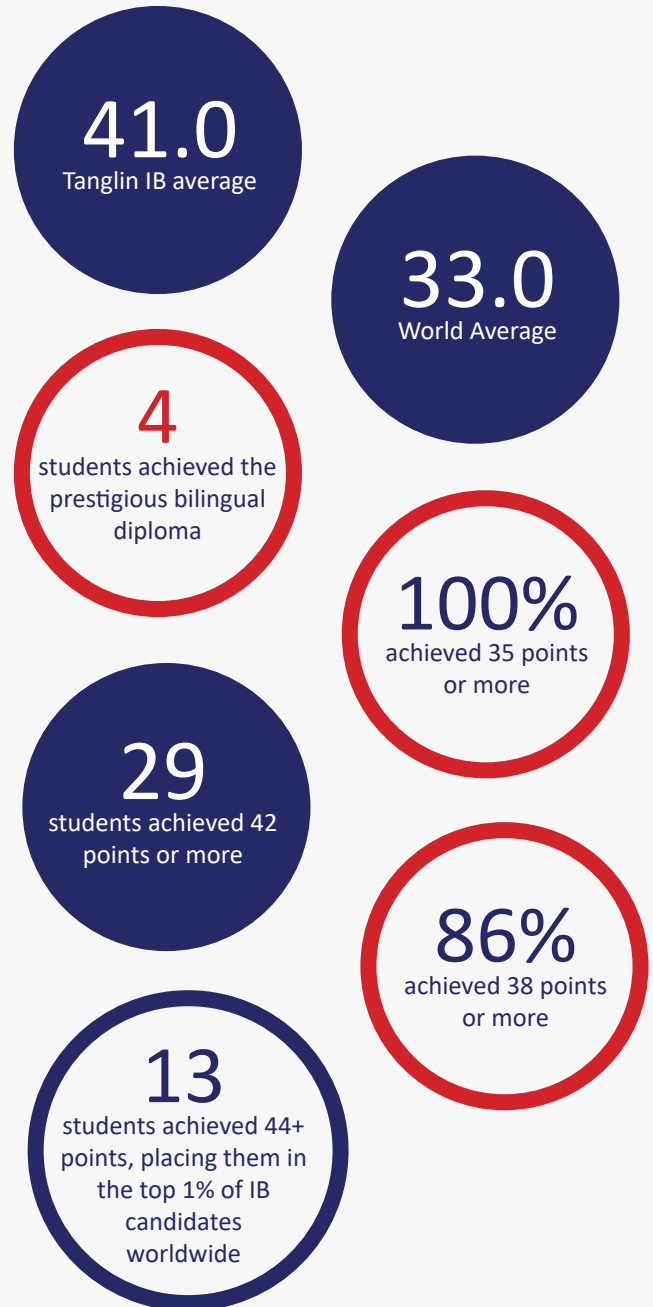
Examination Results: IB Diploma

Subject	No. of Candidates	No. of Grades				
		7	6	5	4	3
English A: Lang and Lit HL	27	9	11	7		
English A: Lang and Lit SL	25	11	13	1		
English A: Literature HL	4	3	1			
English A: Literature SL	3	2	1			
Chinese A: Lit Self Taught SL	1		1			
Chinese B SL	11	4	7			
Dutch A: Lit Self Taught SL	1		1			
French Ab Initio SL	3	2	1			
French B HL	3	3				
French B SL	8	6	2			
German A: Lit Self Taught SL	1		1			
Latin HL	3	3				
Latin SL	3	3				
Latin SL	2		2			
Russian A: Lit Self Taught SL	1		1			
Spanish Ab Initio SL	11	5	5	1		
Spanish B SL	13	9	4			
Business Management HL	8	7	1			
Business Management SL	2	2				
Economics HL	22	13	9			
Economics SL	3	2	1			
Geography HL	7	6	1			
Geography SL	1	1				
Global Politics HL	4	4				
Global Politics SL	1		1			
History HL	5	4	1			
History SL	5	3	2			
Philosophy HL	2	1	1			
Philosophy SL	1		1			
Psychology HL	12	12				
Biology HL	19	11	5	3		
Biology SL	6	2	1	3		
Chemistry HL	10	6	3	1		
Chemistry SL	3	1	2			
Computer Science HL	5	5				
Computer Science SL	5	5				
Environment and Society SL	7	3	3	1		
Physics HL	9	6	3			
Physics SL	5		3	2		
Mathematics AA HL	13	4	6	3		
Mathematics AA SL	28	9	12	7		
Mathematics AI HL	4	3	1			
Mathematics AI SL	14	5	6	3		
Film HL	7	4	2	1		
Film SL	5	2	3			
Music HL	2	1	1			
Music SL	2	2				
Theatre HL	7	6	1			
Theatre SL	1	1				
Visual Arts HL	5	3	1	1		
Visual Arts SL	6	1	5			
TOTAL	354	195	125	34	0	0

Tanglin Students Average Diploma Score (out of 45)

2017	38.1
2018	38.2
2019	39.1
2020	41.0
2021 World Average	33.0

IB Diploma Summary for 2021



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

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.





Tanglin Trust School
95 Portsdown Road, Singapore 139299
Tel: (65) 6778 0771
www.tts.edu.sg

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