



## ANNUAL REPORT FOR THE PERIOD 1 JANUARY 2017 - 31 DECEMBER 2017

### CORPORATE INFORMATION

Incorporated on 2 November 1995 as "Save the Children Singapore Limited" (UEN: 199507763G), the Company was registered as a Charity on 24 January 1996 (charity registration number 1152) and attained its Institute of a Public Character (IPC) status (IPC registration number 623) on 1 June 2008. On 13 September 2010, the Company, via an extraordinary meeting and ACRA lodgement, executed a change of Company name to "Trybe Limited".

The Charity's registered address is Block 479 Tampines Street 44, #01-241, Singapore 520479.

### VISION

Every Youth a Success Story

### CORPORATE VALUES

<b>Resilience</b>	-	Overcoming adversity and emerging stronger
<b>Integrity</b>	-	Guiding decisions with moral principles
<b>Serving</b>	-	Going the extra mile for others
<b>Excellence</b>	-	Expecting the best

### DIRECTORS OF THE COMPANY

<u>Name</u>	<u>Designation</u>
Ms Rachel Ong Sin Yen <i>Director since 9 January 2001</i>	Chairman <i>Appointed on 27 May 2015</i>
Mdm Wong Kee Yin <i>Director since 17 November 2015</i>	Secretary <i>Appointed on 6 June 2007</i>
Mr Daniel Ng Lok Man <i>Director since 6 September 2007</i>	Treasurer <i>Appointed on 17 November 2015</i>
Mrs Pamelia Lee <i>Director since 2 November 1995</i>	Director
Ms Ingrid Christina Hanson <i>Director since 12 July 2000</i>	Director
Mdm Julia Wong Fei Yen <i>Director since 1 June 2007</i>	Director
Mr Poh Yu Khing <i>Director since 1 October 2016</i>	Director

### BOARD SUB-COMMITTEES AND MEMBERSHIPS

<u>Audit Committee</u>	<u>Appointment</u>
Mdm Julia Wong Fei Yen	Chairman <i>Appointed on 17 November 2015</i>
<u>Human Resources Committee</u>	<u>Appointment</u>



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Ms Rachel Ong Sin Yen Chairman  
*Appointed on 23 June 2008*

**Mrs Pamelia Lee** **Member**  
*Appointed on 23 June 2008*

## CHIEF EXECUTIVE AND KEY EXECUTIVES OF THE COMPANY

The incumbent Chief Executive and the members of the Charity's Executive Committee (EXCO) are:

<u>Name</u>	<u>Current Designation (Appointment Date)</u>
Mr Nicholas Lee <i>Employed since 1 April 2005</i>	Chief Executive <i>Appointed on 30 August 2014</i>
Mr Amos Ng <i>Employed since 20 September 2010</i>	Head, Singapore Boys' Hostel <i>Appointed on 1 July 2014</i>
Mr Freddie Lai <i>Employed since 7 September 2015</i>	Head, Strategy & Development Division <i>Appointed on 26 October 2016</i>
Ms Yeo Bee Lian <i>Employed since 5 April 2010</i>	Head, Community & Youth Services Division <i>Appointed on 1 September 2014</i>
Mr Justin Loo <i>Employed since 2 January 2014</i>	Head, CRC Division <i>Appointed on 1 December 2015</i>
Mdm Jovita Tambayong <i>Employed since 21 June 2006</i>	Deputy Head, Hostel Division <i>Appointed on 4 August 2015</i>

## BANKERS

The Bankers to the Company are DBS Bank, OCBC Bank and Maybank.

## AUDITOR

The independent external auditor for the Company is Baker Tilly TFW LLP.

## OBJECTIVE

The objects for which the Company is established are:

- (1) *To relieve the distress and hardships, and to promote the welfare of children in Singapore and in so far as may be permitted by the laws and regulations of Singapore, any country or countries, place or places, without differentiation on the ground of race, colour, nationality, creed or sex and to educate the public concerning the nature, causes and effects of distress, hardship and want of welfare as aforesaid and to make available the useful results thereof to the public.*

(2) *Within the limits of the charitable objects set out in Clause 3 (1) above to do all or any of the under-mentioned things:-*

- (i) *to preserve child life wherever it is menaced by conditions of hardship and distress;*
  - (ii) *to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;*
  - (iii) *to promote child welfare and all that may concern the well-being of children in any charitable way including (without prejudice to that generality) by the provision of and support for the education of children (whether formal or informal, academic or vocational) for their proper nourishment, hygiene and health care (whether preventive or prescriptive, general or personal), for their better housing, for the provision of good water and sanitation, for the support of family life and child care (in any context), for their legal protection and representation, for the provision of their opportunity for sports, recreations, arts and crafts and for their security and safety; and*
  - (iv) *to enquire into the needs of those who may be benefitted hereunder the better to promote the charitable objects aforesaid.*
- (3) *Generally to aid, assist and give relief in any manner and to any extent, including in the absolute discretion of the Directors of the Company the application of the whole or any part of the assets for the time being of the Company, to any charitable institution whose object or objects are similar to or comparable with the objects of this Company including but not limited to hospitals, sanatoria, homes or places of refuge or shelter, libraries, orphanages, industrial welfare establishments and other charitable organizations.*

*Provided always that notwithstanding anything heretofore contained no grant, aid or assistance shall be given which shall be in aid of any political organization or for any political purpose.*

## FUNDING SOURCES

The Charity is financially supported by:

- Government grants
- Payments and proceeds from programmes and services rendered to clients
- Donations

## CHIEF EXECUTIVE'S OVERVIEW OF THE PERIOD

One of the key highlights of this year was the official opening of the Tampines office, housing the Strategy & Development Division, Corporate Services Division and the Community & Youth Services Division. Held on 4 November 2017, the event was officiated by Mr Desmond Choo, Mayor for the North-East Community Development Council. The renovations were made possible through a corporate donor (who wishes to remain anonymous).

In an effort to enhance governance standards in Trybe, we conducted Phase I of an Internal Audit, covering the area of Governance including Board matters. The report was presented to the Board for review and discussion on 6 December 2017 and the organisation is in the process of implementing all recommendations of the Internal Auditor.

We continued to strengthen internal processes, especially in the area of Human Resources and Finance and also strengthened our efforts in coordinating our work and communications within the



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organisation. A new Assistant Manager of Finance was hired for this and plans were made to hire a new Head of Human Resources, moving forward.

Two Division Heads, Amos Ng (Head of the Hostel) and Yeo Bee Lian (Head of Community & Youth Services Division) were rotated as part of leadership development and grooming. Their new appointments took place on 1 January 2018. Such rotations and leadership development and grooming would continue into 2018 and beyond.

### DIVISIONAL UPDATES FOR THE PERIOD

#### Corporate Services Division

- Trybe started to conduct clinical supervision for all staff involved in casework as part of staff development. An external clinical supervisor was engaged for this purpose.
- Trybe continued to be involved in the HR consultancy project “Growing with People” under the auspices of the National Council of Social Services (NCSS). Trybe developed its staff development plans and refine its staff appraisal format under the guidance and advice from the HR consultant Willis Towers Watson (WTW).
- Trybe conducted Phase I of an Internal Audit, covering the area of Governance including Board matters. This report was presented to the Board for review and discussion on 6 December 2017 and the final report circulated by e-mail to the Board on 18 December 2017.
- Staff numbers are represented below:

Staffing as at	Community & Youth Services Division	Hostel Division	CRC Division	Corporate Services Division	Strategy & Development Division	Total
1 Jan 2017	9	26	20	8	3	<b>66</b>
31 Dec 2017	10	27	21	7	3	<b>68</b>

#### Strategy & Development Division

- Trybe strengthened its volunteer management framework and volunteer recruitment channels in the period. Staff were involved in regular volunteer recruitment fairs at various universities and corporates.
- Trybe's volunteer orientation was also developed and launched for use in briefings to all new volunteers.
- The Division kick started work with A\*Star to develop a volunteer management software.
- The Division also developed a corporate communications framework and ramped-up social media and online content for reach and brand awareness, including the weekly “Motivational Mondays” posts
- The Division continued regular feature of Trybe's activities/ programmes with our clients and it produced one mid-year campaign - Father's Day Video; and one year-end giving campaign – “Gift a Meal”.
- In 2017, Trybe's CE was featured on Channel News Asia's programme “On the Red Dot” which showcased how an ex-Hostel client had turned his life around with Trybe and worked towards success.

#### Community & Youth Services Division

- The Division conducted outreach and networking with employers, grassroots and social service organisations to enhance community resources for clients and families. Examples include:
  - Central CDC: Pass-It-On Project
  - YWCA: Sustenance for Families, Empowering Moms Project
  - SPH: Straits Times School Pocket Money Fund

- The Division spearheaded the renovation of the Tampines office to enhance work environment and enable new services, thereby segregating staff work spaces and public spaces for better work conduciveness and productivity.
- The Division launched the Community Profiling and Consultation Exercise to study youth-related needs, risks and potential service gaps in the Tampines community
- The Division continued to strengthen engagement and work with grassroots, schools and agencies in the North East District

**Hostel**

- The Hostel formed a Throughcare Taskforce, a ccollaboration with the Probation and Community Rehabilitation Services (PCRS) of the Ministry of Social and Family Development (MSF) and the Clinical and Forensic Psychology Service (CFPS) of the MSF, in order to develop and refine the throughcare programme for all Hostel residents.
- In order to achieve better synergies for this throughcare effort, all staff (SBHL, CFPS and PCRS) attended a full-day alignment activity to communicate and understand the vision for throughcare in the Hostel.
- The Hostel staff continued to engage the grassroots and residents in the Sengkang/Compassvale area.

**CRC**

- The Division set up a Programmes Department in order to focus development of new programmes and review/revise existing programmes. This has allowed for a significant increase in the frequency and quality in therapeutic-based and community-building programmes for residents.
- The CRC also managed to increase regular volunteer participation by 300%. It also allowed for differentiated platforms for volunteers to engage residents; all this so that there would be greater community support for residents after their stay at the CRC.

**GOVERNANCE EVALUATION CHECKLIST**

The Charity maintains the list of Governance Evaluation Checklist (GEC) as prescribed by the Charity Council. These are updated on the charity council website.

**DISCLOSURE FOR TERMS OF DIRECTORSHIPS BEYOND 10 YEARS**

<u>Name</u>	<u>Remarks</u>
<b>Mrs Pamelia Lee</b> <i>Director since 2 November 1995 (22 Years)</i>	Mrs Lee was the founding Chairperson of Trybe Limited (formerly known as Save the Children Singapore Limited). She was key to rallying support to set up the charity in the beginning; instrumental in initial and continued fundraising efforts, Mrs Lee has developed networks to advise on the work that Trybe does and Mrs Lee continues to advise the executive actively, provide guidance and rally support and fundraising efforts for Trybe. Mrs Lee is committed and has built strong mutual trust with the executive.
<b>Ms Ingrid Christina Hanson</b> <i>Director since 12 July 2000 (17 Years)</i>	Ms Hanson has been actively involved in the work of Trybe, specifically, she has played a key advisory role in the setting up of the Boys' Hostel. In addition, she has maintained her interest in the family work in Trybe. Ms Hanson continues to be supportive and passionate about Trybe's work.
<b>Ms Rachel Ong Sin Yen</b> <i>Director since 9 January 2001</i>	Ms Rachel Ong was the Director who launched Trybe's new phase of growth since 2001. She has been pivotal in the



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(16 Years)

development of Trybe to what it is today. Her support, guidance and advice to the executive has seen Trybe grow in stature and gain more recognition for its work in Singapore and beyond. As the incumbent Chairman, Ms Ong continues to lead the Board with passion, dedication and foresight, developing networks and making links to widen the horizon and scope for the executive at Trybe.

**Mr Daniel Ng Lok Man**  
Director since 6 September 2007  
(10 Years)

A career banker, Mr Daniel Ng has brought sound financial management advice to the Board and to the executive at Trybe. Mr Ng has also been involved in growing the fund raising efforts in Trybe through his own network of friends and family. The Board and executive are grateful for his personal commitment to Trybe. Mr Ng continues to advise in the savings and building the reserves at Trybe.

**Mdm Julia Wong Fei Yen**  
Director since 1 June 2007  
(10 Years)

Mdm Julia Wong has brought her experience in the public service to Trybe, especially in the areas of governance and corporate communications. Her advice to the Board and executive has been well regarded and appreciated. As the communications department is new, the Chief Executive has already made plans for the executive to consult and seek Mdm Wong's more in the coming months.

### BOARD MEETINGS AND BOARD MEMBER ATTENDANCE

<u>Name</u>	<u>Board Meeting (22 May 2017)</u>	<u>Annual General Meeting (22 May 2017)</u>	<u>Board Meeting (6 December 2017)</u>
Ms Rachel Ong Sin Yen	Yes	Yes	Yes
Mr Daniel Ng Lok Man	Yes	Yes	No
Mdm Wong Kee Yin	Yes	Yes	Yes
Mrs Pamelia Lee	Yes	Yes	Yes
Ms Ingrid Christina Hanson	No	No	No
Mdm Julia Wong Fei Yen	Yes	Yes	No
Mr Poh Yu Khing	Yes	Yes	Yes

### RESERVES

The table detailing the Charity's Reserves is as follows:

	<b>Current Year</b>	<b>Previous Year</b>	<b>% Increase / (Decrease)</b>
<b>Unrestricted Funds (Reserves)</b>	<b>3,668,525.00</b>	3,388,905.00	8.25%
Restricted / Designated Funds:			
- Building Fund	<b>0.00</b>	0.00	-
- Education Fund	<b>10,000.00</b>	0.00	100.00%
- Others	<b>448,389.00</b>	111,618.00	301.72%
Endowment Funds	<b>0.00</b>	0.00	-
<b>Total Funds</b>	<b>4,126,914.00</b>	<b>3,500,523.00</b>	<b>17.89%</b>



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<b>Ratio of Reserves to Annual Operating Expenditure*</b>	<b>0.97</b>	1.03	(5.82%)
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### Note

*Annual OPEX	3,777,622.83	3,277,164.06
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Trybe's reserves include unrestricted funds available to it and will aim to build the level of Reserves equivalent to 1.5 times of the annual operating expenditure (based on the average OPEX of the past three financial years).

## REMUNERATION OF MEMBERS OF THE BOARD

Members of the Board of Directors do not receive remuneration for their services

## REMUNERATION OF TOP THREE KEY EXECUTIVES

<u>Salary Band</u>	<u>Number of Staff</u>
Between \$100,000 and \$200,000	3
Below \$100,000	0

## CONFLICTS OF INTEREST

All Directors and key appointment holders of the Company make annual declarations of conflict of interest(s) with the external auditors. ***There were no recorded Conflicts of Interest in the Charity during the reporting period.***

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