



ANNUAL REPORT FOR THE PERIOD 1 JANUARY 2018 - 31 DECEMBER 2018

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

MISSION

Journey with youths who face adversities to lead purposeful lives; inspiring them to impact others

CORPORATE VALUES

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

DIRECTORS AND OFFICE BEARERS

<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>	Director <i>Formerly Secretary</i> <i>Appointed on 6 June 2007</i> <i>Stepped down as Secretary on 3 April 2018</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> <i>Resigned on 12 November 2018</i>	Director



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Ms Gwendolin Lee Soo Fern

Company Secretary
Appointed on 3 April 2018

BOARD SUB-COMMITTEES

Audit Committee

Mdm Julia Wong Fei Yen

Appointment

Chairman
Appointed on 17 November 2015

Mdm Wong Kee Yin

Member

Appointed on 18 May 2018

Human Resources Committee

Ms Rachel Ong Sin Yen

Appointment

Chairman
Appointed on 23 June 2008

Mrs Pamelia Lee

Member

Appointed on 23 June 2008

CHIEF EXECUTIVE

The incumbent Chief Executive of the Company is:

Name

Mr Nicholas Lee

Employed since 1 April 2005

KEY EXECUTIVES OF THE COMPANY

The incumbent members of the Charity's Executive Committee (EXCO), who are appointed by the Chief Executive are:

Name

Current Designation

Mr Amos Ng

Employed since 20 September 2010

Head, Community & Youth Services Division

Mdm Cristela Yeo

Employed since 28 October 2009

Head, Corporate Services Division

Ms Yeo Bee Lian

Employed since 5 April 2010

Head, Singapore Boys' Hostel

Mr Justin Loo

Employed since 2 January 2014

Head, Community Rehabilitation Centre

Mr Vimel Rajoo

Employed since 7 October 2014

Deputy Head, Strategy & Development Division and
Singapore Boys' Hostel

Mdm Elyna Wee

Employed since 1 February 2018

Head, Human Resources
Corporate Services Division



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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 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.



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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

A key highlight of the period was the setting up of the Practice & Development unit with the hiring of Trybe's first Lead Social Worker. CE's vision is for a dynamic and professional practice within Trybe that would not only be kept abreast with best practices but would also spearhead initiatives that could become industry standards for the sector. Within two months of joining, the incumbent Lead Social Worker already identified needs in the charity and had set in place networks to develop the professional staff. This was done with close coordination with Trybe's HR Department.

The charity conducted a visioning and alignment workshop attended by senior management and Board members in June 2018. This was followed by internal discussions which would serve to clarify the vision of the charity – “every youth a success story” – and it would also culminate in the articulation of the charity's new mission statement: to *“Journey with youths who face adversities to lead purposeful lives; inspiring them to impact others”*. With this, CE had started engaging staff to communicate the vision, mission and values of the charity.

The charity was formally accorded the United Nations Economic and Social Council (ECOSOC) status on 3 August 2018 and will continue to engage with the Ministry of Social and Family Development (MSF) to discuss Trybe's participation at this Council.

Following advice from legal counsel and the charity's sector administrator, the charity formally adopted a new Constitution on 27 November 2018 at an Extraordinary General Meeting (EOGM). This new Constitution (drafted by legal counsel) merges the former Memorandum of Association and Articles of Association of the charity and also aligned it with current requirements and recommendations per the Companies Act.

We continued to strengthen corporate governance within the charity – another internal audit exercise covering human resource and payroll processes, procurement and payment processes and donation processes was carried out. The internal audit report was presented to the Board on 28 August 2018 and management would continue to oversee implementation of the audit recommendations.

DIVISIONAL UPDATES FOR THE PERIOD

Corporate Services Division

- The Division facilitated the conduct of clinical supervision for all staff involved in the casework. As a result of the 2-year exercise that was completed in August 2018, Trybe's internal clinical supervision structure has been developed through the guidance of the external clinical supervisor and advice from the newly hired Lead Social Worker.
- The Division fronted the Internal Audit exercise that was completed in August 2018. The independent review covered three areas (i) Human Resources & Payroll, (ii) Procurements & Payments, and (iii) Donation Management. Detailed findings, significant issues and recommendations have been complied with and implemented almost immediately.
- New policies for the Company such as the Whistleblower Policy, Personal Data Protection Policy and the Risk Management Policy were written and approved by the Board in May 2018. The Reserves & Investments Policy was also approved by the Board in May 2018.
- Mdm Elyna Wee joined the Company in February 2018 to head the Human Resources (HR) Department in Trybe. Under her headship, HR practices were reviewed and continued to be



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looked into. New initiatives such as internal job posting, exit interviews and regular staff bonding events were introduced.

- The HR Department implemented the new performance management system (PMS), in consultation with Willis Towers Watson (WTW), the appointed HR consultant (under the NCSS People Practice Consultancy). The new PMS aims to align the Company's goals with that of the individual's goals, resulting in new performance management approach, rating scales, forms and processes.
- Staff numbers are represented below:

Staffing as at	Corporate Services Division	Strategy & Development Division	Community & Youth Services Division	Hostel Division	CRC Division	Total
1 Jan 2018	8	3	10	27	21	69
31 Dec 2018	11	1	11	22	20	65

Strategy & Development Division

- The Division went through restructuring and alignment of roles and functions of the staff. The title of the staff in the division was changed to Strategy Officer, and their existing portfolios maintain the same with an emphasis on strategic planning and organisational development.
- The Division embarked on a volunteer management consultancy project which was aimed at strengthening the Company's volunteer management system (VMS).
- The Division also published a number of Success Story videos across Trybe's social media platform; and they were well received by the online community.
- The Division hosted visits from various agencies and organisations including one from the Malaysian Government and the Minister of State (MSF).
- The Division led the participation of Trybe in a few national events such as SG Cares Carnival, Music For A Cause and SHINE Festival.
- The Division facilitated a Youth Worker in Trybe to be featured under the Generation Grit column of the Straits Times in October 2018.
- In line with a campaign to showcase Social Service Professionals and inspire others to join the social service sector, a staff from the Division was featured on NCSS Social Service Tribe profile.

Community & Youth Services Division

- The Division adopted more structured framework using Choice Theory Reality Therapy (CTRT) both in casework and supervision of workers.
- The Division reviewed the strategic direction for Training & Development (TD) department to align with overall mission statement of Trybe. The TD department started the process to shift the focus on at-risk youths population.
- The Division started to explore expansion of community based casework into youth mental health issues; and held conversations with various agencies involved in youth mental health work.
- The Division continued to engage and strengthen relationships with external parties, i.e. government agencies, schools, hospitals and social service organisations, in aspects of service planning and collaboration.



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Hostel

- The Hostel collaborated closely 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 the implementation of the *Throughcare* Programme. Positive preliminary results were obtained in this first year of implementation, in the areas of reduction of residents' infringements and increased positive perception towards staff.
- The Hostel continued to advocate for the usage of restorative practices (RP) in rehabilitation through hosting learning journeys for groups from MSF Youth Residential Service, Singapore Prison Service, and Muhammadiyah Welfare Home. Trybe was also invited to make a presentation at the Restorative Practices Conference 2018, titled "Diving into Restoration of Relationships".
- The Hostel started its first parents support group session to harness the strength of the community in enhancing support among parents of our residents. The session had an encouraging turn-out of 16 parents who provided positive feedback and suggestion for these sessions to continue on a quarterly basis.

Community Rehabilitation Centre

- In January, during a Learning Journey for Council Members of the National Youth Council (NYC), the CRC hosted the Minister for Culture, Community and Youth (MCCY), Ms Grace Fu, and the Senior Parliamentary Secretary for the Ministry of Home Affairs (MHA) & Ministry of Health (MOH), Mr Amrin Amin.
- The CRC partnered with Outward Bound Singapore (OBS), to host CRC's first overnight camp (3 days 2 nights) in Pulau Ubin for the residents. The event focused on developing resilience and hope within the youths. This event involved having the CRC staff participating and staying overnight with residents, providing a platform to further develop a coaching relationship between staff and residents. The partnership with OBS hopes to provide such programmes twice a year.
- The CRC also partnered with NUS Malay Language Society to develop programmes that would link residents up with volunteers that can function as community support upon their discharge. The continued partnership aims to facilitate such programmes for residents, and their families, in the coming year.

Practice & Development

- Practice & Development (PD) was formed in October 2018. PD reviews and develops practice standards among Trybe's practitioners, to ensure alignment of standards across three of Trybe's main services. PD focuses on three key areas:
 1. Developing Clinical Supervision structure and standards
 2. Training of practitioners in Trybe
 3. Enhancing access to practice resources through knowledge management
- PD started preparations for the Practitioners Network Group (PNG) for its 2019 launch. Objective of the PNG is to implement supervision structure for the social workers and case workers in Trybe. PNG will include individual supervision for every social worker and case worker, group supervision within each division as well as tapping on external experts to enhance the clinical competencies and nurture specialised skillset amongst the senior social workers and case workers.



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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. The Company had complied with all required conditions.

DISCLOSURE FOR TERMS OF DIRECTORSHIPS BEYOND 10 YEARS

<u>Name</u>	<u>Remarks</u>
Mrs Pamelia Lee <i>Director since 2 November 1995</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.
Ms Ingrid Christina Hanson <i>Director since 12 July 2000</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 and continues to seek out possible collaborations between Trybe and other Agencies.
Ms Rachel Ong Sin Yen <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 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 <i>Director since 6 September 2007</i>	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 <i>Director since 1 June 2007</i>	Mdm Julia Wong has brought her experience in the public service to Trybe, especially in the area of communications. Her advice to the Board and executive has been well regarded and appreciated. She also advises the Board and Chief Executive on issues of governance and best practices.



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DISCLOSURE OF RELATED PARTIES IN EMPLOYMENT

The Charity has no paid staff who are members of the family of the Chief Executive nor Directors/Board Members during this financial year.

BOARD MEETINGS AND BOARD MEMBER ATTENDANCE

<u>Name</u>	<u>Board Meeting</u> (3 Apr 2018)	<u>Board Meeting</u> (18 May 2018)	<u>Annual General Meeting</u> (18 May 2018)	<u>Board Meeting</u> (28 Aug 2018)	<u>Board Meeting</u> (27 Nov 2018)	<u>Extraordinary General Meeting</u> (27 Nov 2018)
Ms Rachel Ong Sin Yen	Yes	Yes	Yes	Yes	No	No
Mr Daniel Ng Lok Man	Yes	Yes	Yes	No	Yes	Yes
Mdm Wong Kee Yin	Yes	Yes	Yes	Yes	Yes	Yes
Mrs Pamelia Lee	Yes	No	No	Yes	No	No
Ms Ingrid Christina Hanson	Yes	Yes	Yes	Yes	Yes	Yes
Mdm Julia Wong Fei Yen	Yes	Yes	Yes	Yes	No	No
Mr Poh Yu Khing	Yes	Yes	Yes	Yes	Resigned on 12 Nov 2018	

RESERVES

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

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted Funds (Reserves)	3,514,759	3,639,219	(3.42%)
Restricted / Designated Funds:			
- Building Fund	0	0	-
- Bursary Fund	10,000	10,000	-
- Others	347,723	477,695	(27.21%)
Endowment Funds	0	0	-
Total Funds	3,872,482	4,126,914	(6.17%)
Ratio of Reserves to Annual Operating Expenditure*	0.86	0.93	(7.53%)

Note

*Annual OPEX	4,095,479	3,919,487	4.49%
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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.



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REMUNERATION OF TOP THREE KEY EXECUTIVES

<u>Salary Band</u>	<u>Number of Staff</u>
Between \$100,000 and \$200,000	1
Below \$100,000	2

These three staff do not serve as Board Members of the Charity.

CONFLICTS OF INTEREST

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