

**TRYBE LIMITED**  
**Annual Report for Year Ended 31 December 2014**

**CORPORATE INFORMATION**

- 1995: Incorporated on 2 November as “*Save the Children Singapore Limited*”
- ✦ Company limited by guarantee
  - ✦ UEN: 199507763G
  - ✦ Governed by Singapore Law: Charities Act and Companies Act
  - ✦ Address: Block 479, Tampines St 44, #01-241, Singapore 520479
- 1996: Charity Registration No 1152
- 2008: Institute of a Public Character (IPC) Registration No 623
- 2010: Change of Charity name to “Trybe Limited”

**Directors / Members of the Board**

<u>Name</u>	<u>Designation</u>	<u>Date of Appointment</u>
Mrs Pamela Lee	Chairman	2 November 1995
Mdm Kuok Oon Kwong	Member	2 November 1995
Mdm Corrine Tham Seok Gek	Member	2 November 1995
Mdm Sally Liew	Member	2 November 1995
Ms Ingrid Christina Hanson	Member	12 July 2000
Ms Rachel Ong Sin Yen	Member	9 January 2001
Mrs May Oh Buong Yu	Member	14 September 2001
Mdm Julia Wong Fei Yen	Member	1 June 2007
Mr Daniel Ng Lok Man	Member	6 September 2007

Banker: DBS Bank  
OCBC Bank  
Maybank

Auditor: Baker Tilly TFW LLP

Other Advisers: Allen & Gledhill (Legal Adviser)

**OBJECTIVE**

The objects of the Charity are in laid out in the memorandum and articles of association of the company as lodged with ACRA.

It is to be noted that amendments were made to the Memorandum and Articles of Association of the Company, in 2014, according to the recommendations/requirements of the Ministry of Social and Family Development, Sector Regulator of the Charity. These amendments were adopted at the Annual General Meeting held on 16 May 2014 and the amended M&A documents have subsequently been lodged with ACRA.

## **POLICIES**

The organisation has procured the following policies, which guide its governance and operations:

- Policy Governance Manual
- Policy for Board Governance
- Financial Policy
- Investment Policy
- Reserves Policy
- Expenditure Policy
- Human Resources Policy
- Employee Handbook

All Board Members and key management staff make annual declarations of conflict of interest(s). This is in accordance with the financial policies of Trybe Limited.

## **FUNDING SOURCES**

The Charity is financially supported by:

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

## **REVIEW OF 2014**

### **Key Staff Changes/Deployments and Reorganisation**

Mr Nicholas Lee stepped down as Head of the Hostel Division (managing the Singapore Boys' Hostel) on 30 June 2014. He remains Head of the CRC Division (managing the CRC). He was appointed as the Chief Executive of the organisation on 30 August 2014 and is concurrently heading the CRC and Corporate Services Divisions.

Mr Amos Ng was promoted to Deputy Director of Trybe, and was appointed as the Acting Head of the Hostel Division on 1 July 2014.

Ms Yeo Bee Lian was promoted to Assistant Director of Trybe, and was appointed as the Acting Head of the Programmes Division on 1 September 2014, following the resignation of Mrs Jaime Lee, former head of Programmes.

### **Key Activities in 2014**

Trybe continued its work in providing programmes aimed at developing youth in educational institutions. Trybe also continued to run the Singapore Boys' Hostel (SBHL) as the managing agent appointed by the Ministry of Social and Family Development (MSF). In May 2014, the Singapore Prisons Services (SPS) also appointed Trybe as the managing agent for the Community Rehabilitation Centre (CRC), for a period of three years.

### Programmes

- A total of 7,819 participants from 51 schools experienced our range of youth development programmes in 2014.

- During the year, 20 tertiary students benefitted from our 3-month internship programme.
- The Programmes Division was appointed a Community Partner of the Youth Corps Singapore (YCS), a national initiative under Ministry of Culture, Community & Youth (MCCY), to empower youths to ignite positive change in the community through volunteerism, where we guided 2 teams of YCS aspirants in the pioneer cohort to conceptualise and implement meaningful and sustainable projects that impacted the intellectually disabled and mentally ill communities.
- As a result of the commendable performance at YCS, the Programmes Division was appointed as the training partner for Bowen Secondary School, which is 1 of the 3 pilot Community Youth Leadership schools funded by National Youth Council.
- We also saw an increase in requests from schools to conduct Time Out Programmes (TOP) to help reduce attrition amongst students at-risk from dropping out of schools. A total of 14 (2013: 7) TOP, each lasting 8 to 12 sessions were conducted for 264 students in 13 secondary schools during the year.

#### Hostel

- MSF renewed Trybe's contract as managing agent of the hostel, from 5 September 2014 to 4 September 2017.
- During the year, MSF conducted an audit of the Hostel, during which MSF made several recommendations for improvement, which were adopted by the Hostel.
- The Hostel held its bi-annual parents' night in June and December; with strong parent support and attendance, residents performed various song and dance items. The Hostel also invited various stakeholders and community partners to this event
- In August 2014, Hostel implemented a change to the weekend home leave system where confinements were removed in order to encourage all residents to work towards freedom and learn to value it. The Hostel saw a change of culture in more residents successfully sustaining an offence-free record.
- The supervision team started a community care plan exercise whereby each staff will be allocated a dorm to work on personal plan to correct a wrong behaviour with the accountability to their dorm mates.
- There was a restructuring of departments with an introduction of a Programmes Department with 2 units of Youth-centered Programmes and Family-centered Programmes. The Operations Department is reorganized to 3 units of Admin and Regime, Estate Management and Logistic Management.
- All Unit/Department Heads were gathered to form the Leadership Team for Hostel. An exercise to craft the Vision and Mission for Hostel is in the process.

#### CRC

- The Community Rehabilitation Centre (CRC) was set up in May 2014. An institution of the Singapore Prisons Service (SPS), Trybe was appointed as the managing agent for the CRC for three years effective May 2014. The CRC is an open concept, low-security institution which is based on the operating philosophy of a "therapeutic community", residents are able to attend school, work and other external programmes on a daily basis.
- There are also a range of sports and recreational programmes, community service programmes, which cater to the social and self-development of the residents. While staff conduct and/or coordinate these programmes, the CRC is also looking at engaging committed volunteers to conduct/run some of these programmes.

## Volunteer Management

The Programmes, Hostel and CRC Divisions continued to engage their different sets of volunteers for the different areas of work – volunteers with the Programmes Division would be trained to facilitate programmes in schools, and volunteers with the Hostel and CRC Divisions would engage residents in the Hostel and CRC respectively. Because of the different nature of volunteer engagement, different staff/teams would be involved in the training and development of volunteers.

## Staffing

Staffing as at	Programmes Division	Hostel Division	CRC Division	Corporate Services Division	Total
1 Jan 2014	12	19	17	0	48
31 Dec 2014	14	23	21	5	63

## REVIEW OF FINANCIAL STATE AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS

Overall revenue in FY2014 was \$3,370,785 (FY2013: \$1,939,550). Key income drivers:

- Programmes Division: \$565,180 (FY2013: \$422,570)
- Hostel Division: \$1,420,533 (FY2013: \$1,100,855)
- Donations: \$169,710 (FY2013: \$338,150)
- CRC Division: \$1,152,643 (FY2013: \$0, as this is a new income source)

Overall costs in FY2014 was \$3,173,385 (FY2013: \$1,877,363). Key cost centres:

- Programmes Division: \$426,748 (FY2013: \$350,442)
- Hostel Division: \$249,850 (FY2013: \$209,717),
- CRC Division: \$83,014 (FY2013: \$0)
- Staffing costs: \$2,060,654 (FY2013: \$1,107,409)
- Depreciation and other OPEX: \$353,119 (FY2013: \$209,795)

The overall surplus for FY2014 was \$197,400 (FY2013: \$62,187); represented by:

- Programmes Division: (\$136,248) (FY2013: \$8,317)
- Hostel Division: \$248,684 (FY2013: \$132,258)
- CRC Division: \$85,054

Cash holding at bank at end of FY2014 was \$824,750 (FY2013: \$627,286), represented by:

- DBS Bank: \$293,099 (FY2013: \$417,136)
- OCBC (Hostel): \$216,703 (FY2013: \$186,495)
- OCBC (Corporate): \$10,000
- OCBC (CRC): \$302,222 (FY2013: 4,925)
- Maybank (FD): \$64,632
- DBS (FD): \$101,290

## **FUTURE PLANS AND COMMITMENTS**

### Programmes

- The Programmes Division is looking to increase our level of competency in the area of facilitating values-in-action and community leadership development. Recognising that teachers will play a key role in providing such platforms in schools, we will also design and develop training modules to increase teachers' capability in facilitating values-in-action.
- As the youth sector moves towards emphasizing community leadership development, the Programmes Division will continue to be more specialised as subject matter experts in the area of facilitating sustainable and meaningful projects for the special needs and youth-at-risk communities.

### Hostel

- Hostel is looking into developing in-house programmes for character development. The programme department will also be working closely with family work vendors to develop family-centered programmes for parents of residents.
- The Hostel discipline standards will slowly take a shift towards more restorative approach whereby it will move away from standardization to more self-directed change by residents. Residents will initiate and account for consequences of their own actions. The Community Care Plan (CCP) will seek to work towards this process.
- The Hostel will continue to engage the volunteers and build a selected group of core volunteers. This group will meet on a quarterly basis to discuss and develop the rehabilitative community for engagement with residents outside of Hostel.
- Youth Corps Singapore (YCS) project will target on building entrepreneurial skills of residents and develop vocational aspect of residents through initiating a sustainable programme to train residents on leather crafting and entrepreneurship.

### CRC

- As one of its key pillars, the CRC is looking to increase the engagement of families of residents in 2015. It is believed that families will play a very important role in sustaining a drug and crime free lifestyle for former drug abusers. A bi-monthly family gathering has been planned for 2015, starting in February.
- CRC staff will be trained by facilitators from the Singapore Prisons Service, to conduct counselling in the Reformatory Training Centre (RTC) as part of Trybe's obligation to the SPS, under the terms of the contract for managing the CRC.