



ANNUAL REPORT FOR YEAR ENDED 31 DECEMBER 2015

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"

Members of the Board

| <u>Name</u> | <u>Designation</u> | <u>Date of Appointment</u> |
|----------------------------|---|----------------------------|
| Ms Rachel Ong Sin Yen | Chairman (since 27 May 2015) | 9 January 2001 |
| Mrs Pamelia Lee | Chairman (stepped down on 27 May 2015) but remains as Board Member | 2 November 1995 |
| Mdm Kuok Oon Kwong | Member | 2 November 1995 |
| Mdm Corrine Tham Seok Gek | Member (stepped down on 27 May 2015) | 2 November 1995 |
| Mdm Sally Liew | Member (stepped down on 27 May 2015) | 2 November 1995 |
| Ms Ingrid Christina Hanson | Member | 12 July 2000 |
| Mrs May Oh Buong Yu | Member (stepped down on 27 May 2015) | 14 September 2001 |
| Mdm Julia Wong Fei Yen | Treasurer (stepped down on 17 November 2015) | 1 June 2007 |
| Mr Daniel Ng Lok Man | Treasurer (appointed on 17 November 2015) | 6 September 2007 |
| Mdm Wong Kee Yin | Secretary, Member of the Board (appointed as Director on 17 November 2015) | 17 November 2015 |

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.

POLICIES

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

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



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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 2015

Key Staff Changes/Deployments and Reorganisation

Mr Nicholas Lee stepped down as the Head of the CRC Division (managing the CRC) on 30 November 2015. He also stepped down as the Head of the Corporate Services Division on 30 September 2015. He remains as the Chief Executive of the organisation.

Ms Jasmine Lim, was promoted to the rank of Assistant Director and appointed as the Head of the Corporate Services Division on 1 October 2015. She was previously a Senior Manager with the Programmes Division. *The Corporate Services Division oversee the functions of Human Resources, Finance, Administration, Governance, Technology and Volunteer Management.*

Mr Justin Loo was promoted to the rank of Assistant Director and appointed as the Head of the CRC Division on 1 December 2015. He was previously the Deputy Head of the CRC.

Mr Amos Ng, Deputy Director & Acting Head, Hostel Division, was confirmed as the Head, Hostel Division in January 2015.

Ms Yeo Bee Lian, Assistant Director & Acting Head, Programmes Division, was confirmed as the Head, Programmes Division in January 2015.

The Aftercare Department was formed under the Programmes Division and Narasimman S/O Tivasiha Mani (Narash) was tasked to head it. Narash was previously from the Hostel Division overseeing the Operations Department.

Key Activities in 2015

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), as well as the managing agent for the Community Rehabilitation Centre (CRC), appointed by the Singapore Prisons Services (SPS).

Corporate Services Division

- Mr Nicholas Lee met with Mr Hsieh Fu Hua, founder of the Binjai Tree Foundation (Mr Hsieh was also the President of the National Council of Social Service, NCSS). The purpose of this meeting was to source funding for the new Aftercare Programme (which would be conducted under the Programmes Division).
- Mr Nicholas Lee also met with Mr Albert Hong of RSP Architects, together with Mrs Pamelia Lee, to seek funding for the new Aftercare Programme. Mr Albert Hong was very pleased with the programme and decided to make a donation to Trybe to help kick-start this work.
- Through Mrs Pamelia Lee, Lord and Lady Tanlaw visited Trybe in April 2015 to learn about the rehabilitation work that Trybe was involved in.
- 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



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of volunteer engagement, different staff/teams would be involved in the training and development of volunteers.

Programmes Division

- The Programmes Division continued its work in the schools (secondary and tertiary) with programmes content that ranged from leadership, Time-Out-Programmes, service learning and programmes targeted at empowerment and resilience.
- During the year, the Aftercare Department was set up in October 2015. This Aftercare Department would start to develop the aftercare programme for the boys from the Singapore Boys' Hostel.
- During the year, the Division also took in various interns who helped out with general administration, logistics and programme development. This was in line with the continued investment in the youth who were interested to be a part of Trybe's work.
- Commissioned by the Chief Executive, the Programmes Division crafted its mission statement, ***To engage, encourage and enable every youth to lead passionate and purposeful lives that will create a positive impact on their communities.***

Singapore Boys' Hostel

- Trybe entered its fourth year of running the Singapore Boys' hostel as the managing agent of the Ministry of Social and Family Development (MSF).
- The Hostel continued to hold its bi-annual parents' night in June and December; with strong parent support and attendance. This time, residents and their parents were engaged differently, to bring out the theme of restoration of relationships between them. The activities were facilitated by the staff and volunteers of the Hostel.
- Commissioned by the Chief Executive, the Hostel Division crafted its mission statement, ***To build the youths toward success through restorative coaching, constructive engagement, community reintegration, in a therapeutic environment***.

CRC

- The Community Rehabilitation Centre (CRC) continued to serve the male youth first-time drug abusers who were arrested by the Central Narcotics Bureau (CNB).
- During the year, the CRC saw transition in its leadership, from Mr Nicholas Lee, to Mr Justin Loo, on 1 December 2015.
- During the year, Mr Justin Loo had been working with Mr Nicholas Lee to develop a new organisation structure to put in place, a stronger "team" approach. Mr Nicholas Lee tasked Mr Justin Loo to take over the leadership of the CRC, and to implement this new organisation structure in 2016.
- Commissioned by the Chief Executive, the CRC Division crafted its mission statement, ***To engage residents in a Transformational Environment where they develop their social support, character, motivations, and strategies to lead a purposeful and drug-free life***.

Staffing

| Staffing as at | Programmes Division | Hostel Division | CRC Division | Corporate Services Division | Total |
|----------------|---------------------|-----------------|--------------|-----------------------------|-------|
| 1 Jan 2015 | 14 | 23 | 21 | 5 | 63 |
| 31 Dec 2015 | 13 | 25 | 18 | 7 | 63 |

FUTURE PLANS AND COMMITMENTS

Corporate Services Division

- Trybe could develop/launch study sponsorships to fund staff's educational pursuits in the areas of psychology, social work and counselling. This is something that the Division could look into in the new year.



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- Trybe could also start investing in research and development as a new area. However, more work and more study needs to go into this before the company embarks on any R&D proposals/ideas.
- For strategic planning purposes, Trybe could also embark on study trips to countries where there are known practice leadership. This was discussed between the Chief Executive and some Board members and it could be an area for further follow-up.

Programmes Division

- One of the priority areas would be to develop the Aftercare Programme – further developing and refining the programme objectives from the initial ideas, thoughts and thrusts laid down by the Chief Executive; followed by firming up funding opportunities.
- At the same time, it is the view and strategy of the Chief Executive that the Division will start moving into community casework – something that the Division has never really done before. This will have great inertia but it is something key to the longer term sustainability of the Division.

Hostel

- As the Hostel moves more toward restorative approaches, it will be key for all staff to be trained and equipped with the correct tools and methodologies. Consolidated and coordinated staff training will be one key target for the next year.
- At the same time, more changes to the roles and responsibilities of the staff, including the organisation structure of the Hostel can be expected in the coming year(s), in line with the firming up of the approach and philosophy.

CRC

- The CRC will see organisational change in 2016, with the organisational structure aligned with its updated operating philosophy and direction. Head CRC, Mr Justin Loo will conduct staff engagement sessions in early 2016 to discuss, work out and roll out the new structure. It is envisaged that even residents will be engaged in this process.
