



## ANNUAL REPORT FOR YEAR ENDED 31 DECEMBER 2016

### 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.

### DIRECTORS OF THE COMPANY

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

### CHIEF EXECUTIVE

The incumbent Chief Executive of the company is Nicholas Lee.

**BANKERS:**  
DBS Bank  
OCBC Bank  
Maybank

**AUDITOR:** Baker Tilly TFW LLP

### OBJECTIVE

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

### GOVERNANCE EVALUATION CHECKLIST

The Charity maintains the list of Governance Evaluation Checklist (GEC) as prescribed by the Charity Council. These are uploaded to the charity council website as of June/July 2016.

In addition, all Board Members / Directors and key management staff make annual declarations of conflict of interest(s).

### FUNDING SOURCES

The Charity is financially supported by:

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



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### CHIEF EXECUTIVE'S OVERVIEW OF THE YEAR

A new Division, Strategy & Development (SD) Division was formed on 1 November 2016. This Division would have oversight of the strategy, corporate development and fundraising activities of the Company. It would also undertake all coordination within the Company, including external communications and volunteer management. Mr Freddie Lai was appointed as Deputy Director and Head of the Strategy & Development Division, on 1 November 2016.

Prior to the formation of this new Division, the functions were overseen by the Chief Executive directly, with staff from the new Division performing the said functions already. Activities such as sourcing for funds (for renovation of the Community & Youth Services Division) and the seeking of potential collaborations and kick-starting learning journeys (in order to promote and encourage staff to learn what others were doing in the sector, learning journeys were arranged for staff; learning journeys were organized to the Singapore Children's Society's Jurong Youth Centre, the YouthGo offices of Fei Yue and CareCorner) had already started, even before the formation of the Division.

The Strategy & Development Division continues to push for explorations of boundaries and new areas of work for the Charity and continues to showcase the work that the Charity has done through its communications.

The Programmes Division was renamed to the Community & Youth Services (CYS) Division on 1 April 2016. This new name would be one that is more representative of the work that the Division carried out. Ms Yeo Bee Lian, Assistant Director, continues to oversee this Division.

Even as the Community & Youth Services Division of Trybe continued its work in providing programmes aimed at developing youth in educational institutions; its strategy and focus started to shift toward community and rehabilitation casework – in line with the work of Trybe's Institutional rehabilitation work. Trybe 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 Community Rehabilitation Centre (CRC), as a managing agent of the Singapore Prisons Services (SPS).

### DIVISIONAL UPDATES FOR THE YEAR

#### Corporate Services Division

- Invited by the National Council of Social Service (NCSS) to join the pilot HR consultancy project, called "Growing with People". The Charity was one of eight selected agencies/organisations to be on this pilot. This consultancy would stretch into 2017 and potentially 2018.
- The Charity automated its leave management system in 2016 – a move that would eliminate any human and calculation errors.
- Upon the direction of the Chief Executive, the Division commenced its initial phase of staff development, including the formalisation of staff orientation across all Division of the Charity, staff rotations and staff transfers.
- 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 2016	13	25	18	7	-	63
31 Dec 2016	9	26	20	8	3	66

#### Strategy & Development Division



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- Formed in November 2016, Strategy & Development (SD) Division oversees the Company's volunteer management, corporate communications, fund raising efforts as well as corporate development at the organisational level.
- For volunteer management, the Community & Youth Services Division, Hostel and CRC continued to engage their different sets of volunteers for the different areas of work. Volunteers with the Community & Youth Services Division would be trained to facilitate programmes in schools; because of the new casework that this Division was involved in, some of the volunteers had new roles such as volunteer mentors – where they would be attached to caseworkers within the Division to work with the youth; the Hostel and CRC volunteers would engage residents in the Hostel and CRC programmes respectively. Because of the different nature of volunteer engagement, different staff/teams would be involved in the training and development of volunteers. 2016 saw the formal role creation and appointments of Volunteer Coordinators within each operational Division – CYS, Hostel and CRC. Each Division had up to two Volunteer Coordinators who would help to coordinate volunteer matters with the Strategy & Development Division.

### Community & Youth Services Division

- A total of 8,265 participants experienced and benefitted from our range of 61 youth development programmes conducted for primary, secondary and tertiary schools. This year, there was a focus on niche areas such as community leadership development for secondary and tertiary youths, and mentoring at-risk youths in secondary schools.
- The Community & Youth Services Division was appointed by the Central Youth Guidance Office (CYGO) under the Ministry of Social and Family Development (MSF) to run the Chrysalis Programme under the Youth-At-Risk Engagement (YARE) Framework. Chrysalis provides casework intervention and mentoring to community youths who have been identified to have at-risk traits, and are exhibiting risky behaviours. A total of 24 youths have been enrolled into the programme since June 2016.
- As a result of the partnership with National Council of Social Services, MSF's Probation & Community Rehabilitation Service and Centre for Evaluation, Trybe launched its own Aftercare programme. Known as "GRYT" (Growing Resilient Youth-in-Transition) Service. This service provides continued support for mid to very high risk youth offenders aged between 13 to 21 years old, as they transit from Singapore Boys' Hostel to the community. Trybe's GRYT workers befriend the youths during their stay in hostel, and continue to guide them beyond the completion of their Court orders with the aim to develop their strengths and equip them with skills to lead meaningful, crime-free lives. A total of 18 youths have been receiving the service since January 2016.

### Hostel

- The Hostel staff team has been using Restorative Practices (RP) informally to address bullying and strained relationships between residents as early as the first year of operations. However on 13 and 20 May 2016, Hostel sent the entire staff team for training on Restorative Practices by Lutheran Community Care Services (LCCS). LCCS is licensed by International Institute for Restorative Practices (IIRP) to conduct training in Singapore.
- Upon working with the Ministry of Social and Family Development's (MSF) Probation Community and Rehabilitation Services (PCRS), Hostel implemented a series of Restorative Practices formally and was on a pilot project with evaluation. From July 2016, the Hostel started formally using Restorative Circles in addressing discipline issues.
- Amos Ng, the incumbent Head of the Hostel joined an Effective Behaviour Management Workgroup chaired by MSF and participated by few other Voluntary Children's Home (VCH) to discuss on use of segregation as behaviour management. In the process, Hostel started to reduce use of segregation and eventually removed it as an option for segregating residents for behaviour management.
- The Hostel relocated from McNair Road to Compassvale Bow to a purpose-built facility on 5 September 2016. The new facility built in concept of more therapeutic small group living regime and better supervision technology.

### CRC



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- In 2016, most of the staff at the Community Rehabilitation Centre (CRC) were sent on a training programme on Restorative Practices (RP). This is the preamble to the proposed introduction of RP within the CRC.
- Trybe hired its first senior counsellor, for placement at the CRC, in order to strengthen its casework capabilities. At the same time, the staff teams were restructured into smaller groups in order to enhance the depth of staff engagement with residents.
- The CRC also saw the introduction of a Family Engagement Manager to engage the families within the community, as well as equip them to better support the residents upon “graduation”.

## FUTURE PLANS AND COMMITMENTS

### Corporate Services Division

- The Charity will continue its HR consultancy project with NCSS, with a focus on career development, leadership development and performance management.
- Staff development into 2017, with intentional staff rotations in-line with CEP expectations for staff grooming will continue into 2017.

### Strategy & Development Division

- 2017's focus for the Division would be four-fold:
  - i. Nurture the corporate planning process and reinforce inter-division coordination;
  - ii. Refine the frameworks of the key functions of the Division to build organizational efficiency and structure;
  - iii. Enhance strategic brand awareness of the Company, as well as improve stakeholder engagement for conversion and advocacy for our causes and work; and
  - iv. Expand our reach in volunteer recruitment and corporate social responsibility collaborations so as to build capacity and add value to the Company.
- We hope to also start a research capability within the Division by the end of this year. The intent is to enable better projection of future needs, conduct market research and evaluation for the Company's work, as well as provide recommendations to enhance our existing work and/or create cutting-edge services so as to stay ahead of the curve in the sector.

### Community & Youth Services Division

- The Division is looking into developing Trybe's philosophy, framework and approach in community casework services that will enable us to work effectively with youths and their families in a vulnerable situation. Some of these identified groups are those known to child protection service, juvenile offenders facing transitional issues from institution to community, youths facing substance abuse issues within self and/or family, and youths facing mental health issues within self and/or family.
- The Division will work towards securing opportunities and professional training that will strengthen and deepen staff expertise in the areas of addiction, mental health, trauma and family therapy.

### Hostel

- The Hostel will move into second phase of RP implementation in third quarter of 2017 where major infringements will be addressed using RP and effectively removing discipline standards in Hostel. This will mean an organic and therapeutic environment with less institutionalized effect.
- The Programmes Department within the Hostel will start to look into groupwork and rehabilitation and move away from enforcement of regimentation. The function of groupwork will complement the individual casework functions of the life coaches. More skilled workers will join the Programmes Department to enhance the therapeutic skills of the team.
- Hostel will look into more in-house staff development with training workshops to enhance relevant skills in the scope of work. This will be for all departments. External supervision was arranged and will work towards building in-house capacity to provide clinical supervision for the caseworkers.



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### CRC

- The CRC plans to increase its engagement of families of residents in 2017. One such opportunity will be the residents' family gathering (RFG), where CRC's dedicated staff will engage with and provide some programming for the families of the residents.
- There are also plans to further implement Restorative Practices in the CRC.
- A study will be undertaken to assess the feasibility of implementing an in-house aftercare programme at the CRC.

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