



# NEW JOURNEYS

Annual Report 2023


MANCHESTER UNITED

VAN GOGH

THE IMMERSIVE EXPERIENCE



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# About Us

## Charity's Information

The Hut Limited was incorporated as a Company Limited by Guarantee on 4 March 2020. Since 1 June 2020, The Hut is registered as a charity under Charities Act (Chapter 37).

Further to being a charity, The Hut has renewed its status as an Institution of a Public Character (IPC) from 13 July 2023 to 12 July 2026. The Hut has a constitution as its governing instrument.

**UEN:** 202007365W

**Address:** 35 Marine Crescent #01-63/65 Singapore 440035

**Auditor:** Tan Chan, and Partners

**Banker:** DBS Bank

## The Hut aims to provide:

- A. Developmental, preventive, and remedial services and opportunities for children, youths from vulnerable backgrounds.
- B. Guidance and assistance to children and youths in the areas of education and life skills development.
- C. Opportunities for children and youths from varying backgrounds to build positive relationships with one another.

### VISION

Our community for children and youth to pursue their dreams with a heart to serve.



### MISSION

Honouring Dreams  
Unleashing Potential  
Transforming Lives



### VALUES

Respect. Integrity.  
Collaboration.  
Excellence. Empathy.



# Message from Our Chairperson



As we take stock of the journey we have embarked upon together in 2023, I am filled with gratitude and excitement. Our theme, “New Journeys,” has seen us traverse uncharted territories, embracing new experiences with curiosity and courage. We have witnessed moments of triumph and challenges that tested our resolve, but through it all, we remained steadfast in our commitment of Honouring Dreams, Unleashing Potential, Transforming Lives.

I am thrilled to share some of the key highlights of this eventful year. We formalised the Hut reward system, a testament to our belief in recognising and celebrating moments of growth in our children and youth. This initiative not only fosters a culture of celebrating strengths but also instils a sense of pride and accomplishment in our community.

Moreover, we had the privilege of meeting a true icon, football legend Cristiano Ronaldo, whose presence inspired us all and left an indelible mark on the hearts of our young ones. And let us not forget our groundbreaking first-ever overseas trip to Manchester, United Kingdom, an experience that broadened horizons and created memories that will last a lifetime.

But amidst the triumphs, we must acknowledge the challenges we faced. Each year presents its own set of obstacles, and this year was no exception. Yet, through sheer determination and unwavering dedication, our staff team persevered, ensuring that we brought new experiences and learnings to the children and youth of The Hut.

None of this would have been possible without the unwavering support of our patrons, donors, community partners, volunteers, and the parents/caregivers who entrust us with the well-being and development of their children. Your generosity, kindness, and belief in our cause fuel our passion and drive us to do more and be more.

I am filled with hope and anticipation for what lies ahead. Together, let us continue to strengthen our presence in the community, empower our children and youth to pursue their dreams and serve, and create a brighter, more promising future for all!



**Nancy Quah**  
**Chairperson**





# 2023 Overview



We served  
**259 Members**

at The Hut

We collaborated with  
**35 Partners**

Special Mention

**Life Community Services Society  
OCBC Consumer Financial Service**



We worked with  
**66 Volunteers**

Special Mention

**Arathy Sivakumaran**  
(Design of the Annual Report)

We conducted  
**80 Unique Activities**

for our children and youths



# Key Highlights



## Hut Reward System

Moments of growth can take place anytime anywhere throughout the day. Be it at drop-in or during activities, The Hut Reward System is designed to reward children and youths for such moments when they demonstrate a Hut domain. The system of rewarding growth on a regular basis encourages further development and continuous learning.



## Meeting Cristiano Ronaldo

As part of Fun Fest @ Marine Parade Cluster, The Hut brought 20 children and youth to the event where 1 of The Hut's children (in the picture) was selected to ask Cristiano Ronaldo a question. It was a rare opportunity for all of them to meet a football legend in person and learn from his sharing, encouraging everyone to be open to learning and #BeSIUPER.



## Manchester Trip

Mooted by Patron Dr Tan See Leng, Mr Peter Lim and Mr Kiat Lim sponsored a group of 8 children and youth and their 8 accompanying caregivers on an educational trip to Manchester in December 2023. This was truly a precious opportunity that everyone on the trip is grateful for and an unforgettable experience that has expanded horizons and reshaped their global experience.



# Our Services:



EduGrow for Brighter Tomorrows (EduGrow) aims to provide support for K1 to P6 children residing in Marine Parade to be on the path of social mobility through building strong academic foundations and supportive relationships.

Started in 2015, EduGrow consists of group academic coaching, mentoring and parents' engagement. The Hut partners Life Community Services Society (LCSS) to match EduGrow children with trained volunteer mentors who reinforce positive learning and act as role models while also encouraging our children towards success.

In 2023, there were a total of 60 children from 39 families in EduGrow.

## **Programme Results:**



### **P2 - P6 Group Academic Coaching:**

- Attendance: 77% for English and 76% for Math
- All 8 EduGrow P6 children passed PSLE and progressed to Secondary School
- 65% of children saw an improvement in their Math and English results between mid-year and end-of-year tests
- 13% increase in results of all subjects between mid-year and end-of-year tests across children of all levels



### **K1 - P1 Literacy & Numeracy:**

- Attendance: 74%
- 81% of children showed improvements for both Literacy and Numeracy components
- Improvements in Literacy ranged from 20 – 50%
- Improvements in Numeracy ranged from 10 - 20%



### **Mentoring:**

- Total of 33 mentor - mentee pairs matched
- Conducted 2 Mentors' Circle with LCSS
- Conducted 1 mentor-mentee bonding night with LCSS





# Our Services:



My eldest has graduated from the EduGrow programme and I am thankful that my 3 younger children are also enrolled into EduGrow. After the P3 level, subjects get more difficult each year and so, the tuition provided in EduGrow is helpful. It helps them be consistent in their revision and understand better what is taught in school. Every bit of help is better than nothing. During EduGrow mentoring, they usually get to do what they like and the EduGrow mentors help my children explore new things and skills. Thank you EduGrow.

**Ms Hadijah**



Hanzzalah, a participant in the K1 - P1 Literacy & Numeracy program, began with a literacy score of 27.7%. Through consistent attendance and dedicated effort in his learning sessions, he made substantial progress, reaching a literacy score of 84.8% by year-end.

Hanzzalah also expressed great fondness for his volunteer teacher and thoroughly enjoyed each one-to-one session spent together.





# Our Services: Drop-In

The Hut's drop-in programme aims to provide a safe place for children aged 8 to 17 years old to be constructively / meaningfully engaged and for them to be connected to adult & peer support systems.

## In 2023:

- A total of **241** drop-in sessions were conducted
- A total of **135** unique members had attended drop-in sessions
- On average, there are **15** members at drop-in



"I want to share that my son, John has joined The Hut for 2 years. I appreciate the team for doing a good job. My husband and I are thankful and grateful that John is a part of The Hut. And it's not all about all the tuitions that he attended; John improved so much in his socialisation skills. He learned to be more patient and understanding. We noticed it had made a big impact in John's daily life. The lessons that The Hut provided had helped him improve so much in his Math and English. He is always happy and excited to go to the Hut earlier before his tuitions and will share with us what he learned, how he played with his friends, the new books he reads while waiting for his lessons to start, and especially the outdoor activities organised and PlayPod programme which he loved so much. Thank you very much to the founder of The Hut, the sponsors, volunteers and the staff for your patience, love, efforts and understanding to all The Hut children."

**Ms Hannah**



# Our Services: Holistic Activities

We focus on developing our children holistically through incorporating a variety of workshops and activities ranging from music, sports, STEAM (science, technology, engineering, arts and mathematics), etc.

Such opportunities promotes further learning and meaningful engagement for our children as each opportunity is designed to hit at least one of our 5 domains.

Extraordinary Ethan



Loving Lisa



Brainy Barbarella



Hardy Hassan



Supportive Sanjay



1. Positive Identity

2. Positive Values

3. Education

4. Life & Social Skills

5. Support Network

For each activity, we typically have an average group size of 15 children. These are some of the conducted activities for our children to explore their interests, learn new skills and values, as well as bond with other Hut members.

- Ukulele Workshop
- PlayPod
- Nagomi Art Workshop
- Budding Einsteins
- Fencing Workshop
- Nature Walks



In 2023, we partnered with Outdoor School to organise an outing to Lower Pierce Reservoir for our K1-P2 children.

The programme was aimed at creating nature awareness and curiosity in young children as well as to develop confidence and independence in them.

One of our Hut members, Aneesa, typically does not like outdoor activities. Despite initial reservations, Aneesa demonstrated a growth mindset to give it a try, persevered through the activity and ended up enjoying the outing and displaying interest.

She also displayed positive values by being especially resilient in completing the walk despite the warm weather and rough terrain.



# Our Services: Hut Youth Academy

The Hut Youth Academy aims:

- To develop youth in the areas of Positive Youth Development (PYD) framework – connection, confidence, competence, character, caring and contribution.
- To provide safe and meaningful engagements for youth to facilitate growth in their PYD.
- To support lower-secondary youth transition positively into adolescence stage.
- To provide youth with leadership opportunities to empower and develop individual leadership skills.
- To connect youth to positive and safe adults and peers.
- To equip youth with skills, knowledge and resources to promote individual PYD outcomes

In 2023, activities for the youths included Jumpstart Groupwork, Apple Workshop Visit, Go-Karting, HydroDash, Podcasting, OCBC Financial Literacy Workshop, Public Speaking Emcee Workshop, Swimming Lessons, Festival Celebrations, Mid-year and Year-end Gatherings.





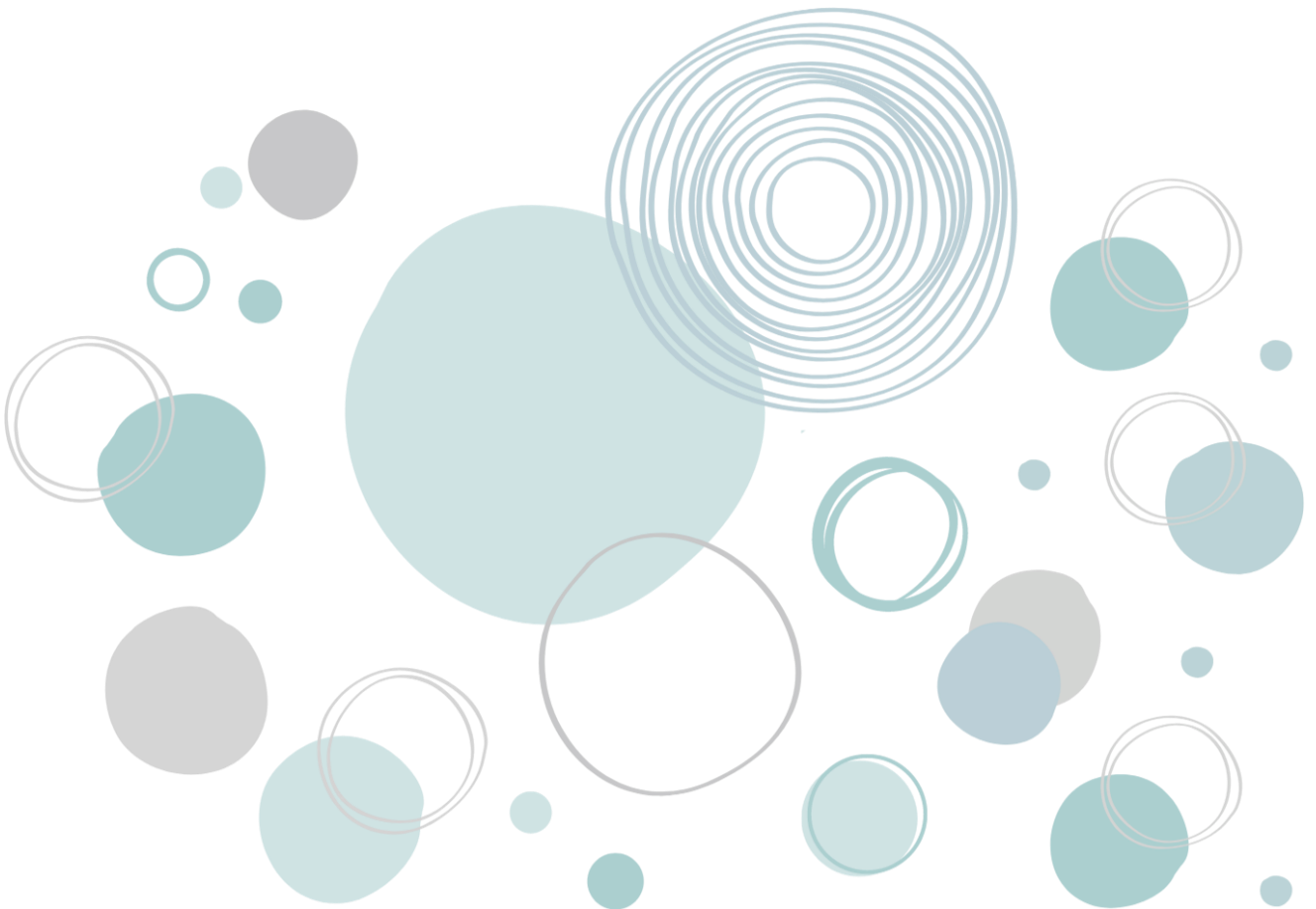
# Our Services: Case Management & Counselling

## Service Description

In 2023, The Hut continued to provide case management services for selected Hut members. Cases are either externally or internally referred.

## Closure of Case Management and Counselling Service

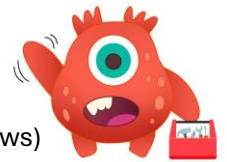
By end-2023, The Hut decided to stop providing case management and counselling to divert efforts to providing quality programmes while in the process, strengthen partnerships with community agencies such as family service centre for children and youth who require further case management and counselling support. Existing cases were either closed or referred to community agencies as per the needs of the child/youth.





# List of Partners

- Aureus Academy
- Budding Einsteins
- Catholic High School Venture Scouts
- ComLink (Bedok-Geylang Serai)
- CHIJ Katong Convent
- Commonwealth Concepts
- GL Engineering & Construction Pte Ltd
- Goodlife Studio (Marine Parade)
- ITE College East
- Korea Development Bank
- Learning Vessels (Early Learning Programme)
- Life Community Services Society (Key Partner for EduGrow for Brighter Tomorrows)
- Marine Crescent Ville RC
- Marine Parade Constituency Office
- Marine Parade Merchants' Association
- Marine Parade Youth Network
- Marine Terrace Breeze RC
- Montfort Care Family Service (Marine Parade)
- My First Skool (Blk 18)
- Ngee Ann Primary School
- National Library Board (kidsREAD)
- OCBC Consumer Financial Services
- PCF Sparkletots Preschool (Blk 46)
- Preschool Market (PlayPod)
- Project Lit, Laugh, Love
- Real Madrid Foundation
- ROXY Foundation
- South East Community Development Council
- Singapore Children Society
- SportCares
- Social Service Office @ Bedok
- Starfish Academy
- Tanjong Katong Girls School
- The Humanz Initiative
- WeCare @ Marine Parade



# List of Donors

- Mr. Peter Lim
- Mr. Kiat Lim (RSP Holdings Pte Ltd)
- OCBC Consumer Financial Services
- The Majority Trust
- Korea Development Bank
- Bo Rui Foundation
- Mr. Srihari Kumar
- Gong Hao Fund
- He Hui Foundation
- Mr. Dilhan Pillay
- Ms. Nancy Quah

To all donors, including those not listed, and the many individuals who have contributed in one way or another, The Hut expresses our sincere gratitude for investing in the young lives at The Hut. Thank you.



# Board Appointment & Attendance

Name	Current Charity Board Appointment	Occupation	Past Charity Board Appointments	Attendance in 2023
Nancy Quah	Chairperson 11 May 2023	Business Owner Hoe Kee Hardware Pte Ltd	Chairperson 4 March 2020	3 Times
Noriman Ali Salam	Secretary 11 May 2023	General Manager People's Association	Secretary 4 March 2020	2 Times
Glara Yi Young Eun	Treasurer 11 May 2023	Finance Director S&P Global Ratings Singapore	Treasurer 4 March 2020	3 Times
Anand Nalachandran	Director 15 December 2022	Deputy Chief Public Defender Public Defender's Office, Ministry of Law	Director 15 December 2022	3 Times



# Governance Policies

## Investment Policy

The Board takes a conservative approach on the investments of The Hut, including low-risk strategies that generate returns while preserving reserves and capital. The Board, along with the Finance and Investment Sub-committee, determines the investment limit and approves investments in financial instruments such as fixed deposits, unit trusts, bonds, and equities according to the terms and parameters laid out in The Hut's Investment Policy. Reserves and Restricted Fund Policies.

## Reserves Policy

The Hut has reserves for sustainability purposes of its operations. The reserves policy aims to maintain its reserves at a level which is not more than 3 years of its annual operating expenditure to meet its operational needs. The Finance & Investment Committee Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil The Hut's continuing obligations.

The Hut's Reserves Ratio for FY2023 is 2.4.

## Restricted Funds Policy

The Hut uses restricted funds according to the respective donors or funders' intent for our programmes. Should an excess from the funding resulted, The Hut would initiate to communicate with the respective donors or funders on planned usage of the unutilized balance in future periods.

## Conflict of Interest policy

All employees and board directors are required to sign an annual declaration regarding any potential Conflict of Interest that may cause conflict to their functions or employment with The Hut Limited. The Board and management will :

- Serve The Hut wholly and not any particular interest group or constituency.
- Avoid potential conflict of interest and disclose potential conflict of interests (if any) to the Chairperson for the Board members and Executive Director for the employees.
- Abstain from discussion and voting on matters where there can be potential conflict of interest and let the remaining of the Board and/employees to make the final decision.
- Do not accept (or offer) personal favours or gifts from (or to) any interest group or constituency, or The Hut staff, in performing their Board Member duties.

No staff of The Hut Limited sits on the Board so as to avoid conflict of interests and doubts on the independence of Board decisions.

## Disclosure

- No paid staff receives more than \$100,000 in annual remuneration.
- No paid staff are close members of the family belonging to the Executive Director or Board members, who has received remunerations exceeding \$50,000 during the financial year.





# Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response (whichever is applicable)
<b>Board Governance</b>			
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b>		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> .  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b>		No
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity? (skip item 15 if “No”)</b>		Yes
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied



# Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response (whichever is applicable)
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</b>		Yes
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
	<b>Fundraising Practices</b>		
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")</b>		No
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	
	<b>Did the charity receive donations in kind during the financial year? (skip item 23 if "No")</b>		Yes
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied
	<b>Disclosure and Transparency</b>		
24	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")</b>		No
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <b>OR</b> The charity discloses that no governing board member is remunerated.	8.3	
	<b>Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")</b>		Yes
27	No staff is involved in setting his own remuneration.	2.2	Complied
28	The charity discloses in its annual report —  (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <b>OR</b> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
29	The charity discloses the number of paid staff who satisfies all of the following criteria:  (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity;  (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <b>OR</b> The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
	<b>Public Image</b>		
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied



# The Year Ahead



In 2024, The Hut aims to strengthen our roots in the Marine Parade community as the go-to children and youth charity delivering preventive and developmental programmes.

## **Human Resource Plans**

Having grown our volunteer pool incrementally over the past 3 years, it is time for The Hut to dedicate a headcount to volunteer management. The Hut will be hiring a Volunteer Executive to join the team of 4.

## **Digital System Plans**

In a bid to optimise processes and increase efficiency, The Hut has embarked on a project to build a digital system for staff to manage membership, activity signups and volunteers. This project is supported by the Tech-And-GO! Fund by National Council of Social Service and The Hut will be rolling out the digital system in 2024.

## **Marketing Plans**

Continuing to build upon the team's existing strengths, The Hut is planning to collaborate with TalentTrust on a project to boost the team's marketing capabilities.



*The future is  
filled with infinite  
possibilities.  
We have just begun.*

