



# **ANNUAL REPORT & FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021**

## **NOAH ENTERPRISE**

Registered charity no: 1059672

Registered company no: 03248392



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**Registered company no: 03248392**

To protect people's identities, some photographs used in this report are stock images  
Front cover photography: Mike Stone Photographer.

# Message from David Morris,

## Chief Executive Officer



### Many thanks for your interest in NOAH.

Founded in 1987, NOAH Enterprise has earned a reputation for working with people experiencing poverty and other disadvantages, to help them to make positive changes in their lives. We have a particular care for people and families who find themselves destitute, or homeless. We take pride in the fact that our door is open to anybody who seeks our help, whether it be in finding a place to live, learning new skills, or getting back into the world of work.

Time and again during 2020, I was humbled by the courage and compassion of NOAH's staff and volunteers. They worked incredibly hard to respond to the severe hardship and loneliness faced by people during the worst phases of the pandemic. Thankfully, those sleeping rough were given the opportunity to stay in hotels during lockdowns, yet this sudden and dramatic lifestyle change left many feeling isolated. NOAH's staff and volunteers visited each person in the hotels seven days per week, offering support and companionship, as well as three meals per day and essential supplies such as mobile phones. They provided 690 households with cookware starter packs, furniture, and white goods. And they moved heaven and earth to adapt to social restrictions in classrooms, transitioning our in-person wellbeing and employability courses online, and delivering bespoke course materials to every student's home.

Through this report, you'll read the inspiring stories of some of the people who NOAH have had the privilege of working with. One of the reasons I love working at NOAH is the connections that are made with the community, with the result that many people who have used our services stay in touch with

us for the long term, and often come to work or volunteer at NOAH. I hope you enjoy reading about some of NOAH's people during this report.

The Covid-19 pandemic caused seismic changes in our society, many of which are only beginning to be felt. The economic impact of the pandemic is predicted to disproportionately affect young people. For that reason, NOAH will be starting new programmes specifically aimed at 18-24 year-olds who have experienced difficulties accessing education and employment. Recent global events have highlighted the plight of refugees and asylum seekers, which Brexit in combination with the current 'hostile environment' for migrants will only exacerbate. NOAH will respond by supporting migrants from around the world to live a life of dignity, to integrate into the UK, and to find employment. And NOAH will provide more and more opportunities for people to gain work experience, by expanding our social enterprises, and opening new charity shops.

None of this work would be possible without the support of our community, our partners, and our funders. On behalf of NOAH, I'd like to take this opportunity to thank each and every one of you from the bottom of our hearts, for affording NOAH the privilege of doing the work that we do. Our vocation is to provide practical help to those who need it most. With your ongoing support, and through the talent and dedication of our staff and volunteers, we've served thousands of people in need over several decades, and will help thousands more to change their lives in the decades to come.

**David Morris**, Chief Executive





Mike Stone Photographer

## TRUSTEES REPORT FOR THE YEAR ENDED 31ST MARCH 2021

The trustees are pleased to present their annual trustees' report together with the financial statements of the charity for the year ending 31st March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their Accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).



# Structure, governance, & management

## Constitution

As the charitable company ("charity") is limited by guarantee, no shares are held in the charity. The governing document of the charity is the Memorandum and Articles of Association. The charity was incorporated on 11 September 1996. Charity registration was given on 12 December 1996, charity number 1059672.

## Members' liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £1, for the debts and liabilities contracted before they ceased to be a member.

## Trustees' indemnities

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of charitable company or breach of duty of which they may be guilty in relation to the charitable company.

## Organisational structure and decision making

The Board of Trustees is responsible for the strategic management of the organisation and may co-opt new Members between General Meetings at which time their appointment is ratified.

The Board has reviewed the nature of its governance in the context of NOAH Enterprise's growth and relatively rapid expansion. As a result, the Trustees now hold 'business' meetings four times per annum and have added 2 further meetings solely dedicated to strategic development. In addition, the Chair meets with the Chief Executive frequently to discuss longer-range agenda items as well as strategic implementation and short-term issues or constraints. There are four Board Committees which meet regularly prior to each Board meeting to scrutinise respectively welfare operations, finance, social enterprise and safeguarding.

Upon the outbreak of the coronavirus pandemic, trustee meetings and Board Committees have been conducted via video conference, in accordance with NOAH's governing document.

## Method of appointment or election of trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed. Trustees are recruited via an open recruitment process, and trustees receive a prescribed, structured induction.

## Board of Trustees

The Board of Trustees who served during the year and up to the date of signing these financial statements were as follows:

Dr P J Ward - Chair

Lord McKenzie - Treasurer

O Bloor

P Christmas (appointed January 2021)

A McDonald

P Mills (appointed March 2021)

S Guyon

T Spence

## Pay policy for senior staff

Salaries for members of the senior management team are set and agreed by the Board. The salaries are benchmarked against local authority NJC salary scales adjusted to the affordability of the charity.

## Risk Management

The Board of Trustees has examined the major strategic, business and operational risks which the charity faces and confirms that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks. The Board of Trustees continues to seek to establish the creation of adequate reserves to ensure that the work of the Charity can continue, and to avoid disruption of the service to beneficiaries which could happen as a result of the volatile and uncertain nature of charity income.

## Objectives and activities

### Policies and Objectives

NOAH Enterprise seeks, out of Christian conviction, to help the most disadvantaged in the local community of Luton and across Bedfordshire. Particularly, it is focused on people who are homeless or at risk of being homeless, and others who are marginalised and socially excluded.

In order to meet its objectives, the charity operates a number of projects as follows:

- Outreach Team, who establish relationships with rough sleepers, street drinkers and those at risk
- Welfare Centre, offering hot meals, showers, laundry, health care, housing advice, and companionship
- Transitional housing service for people with no recourse to public funds
- Housing First Scheme, which helps the most entrenched rough sleepers off the street.



- NOAH Academy, which provides a range of training for people to provide key skills and help progress towards further training or employment.
- Rainbow Recruitment, which provides an inclusive and diverse recruitment service for businesses
- Retail stores, including practical work experience for clients

NOAH's Pathway from the streets to employment is designed to add value to local and central government strategies for addressing poverty, and to complement the valuable services available from partner organisations:



## Strategies for achieving objectives

The Trustees have complied with the duty in part 1, chapter 1, section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. The Trustees believe that the projects listed above, and the achievements and outcomes recorded in this report, demonstrate that NOAH Enterprise prevents and relieves poverty, and advances education, health, community development, human rights and environmental protection through its holistic approach to meeting the needs of disadvantaged members of society in Luton and in a wider area within Bedfordshire.

## Activities for achieving objectives

For over 30 years NOAH has been providing support to the people in Luton and Bedfordshire who have nowhere else to turn. We believe in the fundamental dignity and worth of every individual. We were set up in 1987 by Sister Eileen O'Mahony, a Daughter of Charity of St Vincent de Paul, whose ethos remains central to our mission. While established on Christian principles and conviction, we do not discriminate on the basis of a person's country of origin or ethnicity, sexuality, religion or disability.

NOAH supports people who are temporary or entrenched rough sleepers, are homeless, socially excluded or who have fallen into poverty. We recognise people come to us for many reasons, that they have complex needs, and are burdened by multiple problems. We aim to be the place in their lives where these issues do not continue to be insurmountable barriers, where they feel included and can take advantage of new opportunities.

The problems our service users face are complex and frequently include homelessness, unemployment, family breakdown, living in appalling housing conditions, loneliness and poverty. Many people will have a combination of health, mental health, and / or drug and alcohol problems. A considerable number of people, mostly Eastern European migrants, have no access to benefits or any source of income, and are often without identification papers.

NOAH understands that with the right support, people are able to achieve extraordinary transformations in their lives. Our holistic approach provides a pathway that enables them to do just that.







## Carmel's story

### Welfare Centre

**October 2020**

Carmel lived in West Ireland until 1962 when she moved to London. From there she came to live and work in Luton with her husband. It was in 1997 when she became aware of the charity NOAH Enterprise supporting the Irish in need in Luton.

Carmel was attending Beech Hill Methodist and came down to meet Sr Antoinette. She was soon recruited to start serving breakfast to people in the NOAH kitchen to make sure that nobody went hungry!

Carmel said that 'Coronavirus has meant more change for NOAH than ever before as the dining room was closed and the NOAH welfare team were meeting clients in need at the front of the building and giving them takeaway food and advice and support. They have been doing a wonderful job every day.'

She added, 'Being part of NOAH for the last 23 years has never felt like coming into work. Everyone who moves on from NOAH carries a special piece of NOAH in their hearts.'

# Overview of 2020 – 2021

## The Welfare Centre

### Achievements and Performance

This year started with a seismic event for society and for homelessness services. The Covid-19 pandemic forced government and support organisations to radically re-think their mission, and make fundamental decisions with very little certainty as to what the future holds. This was an especially demanding year for the welfare team, emotionally, and operationally but one to which they arose.

NOAH emerged as a key partner working alongside the local authorities in supporting rough sleepers into hotels and the safety therein. Our welfare teams across Bedfordshire put service users first often putting themselves on the line for the sake of our cause. Risks were assessed and mitigated and we managed to re-configure welfare centre services to ensure that we could continue to see the most vulnerable people face to face.

The importance of this became apparent when desperate people who did not understand the rapidly changing world around them approached our door in panic because the library, citizens advice, town hall, drug treatment service and DWP had all switched contact to phone or email only. The team initially met people outside and even resorted to hanging our phone outside the window to facilitate essential calls whilst managing social distancing.

As the year progressed we kept adapting and used the opportunity to review our purpose and operational options, and made key decisions such as welcoming everybody to the building via the front door rather than the side gates.

We have also been pleased to welcome back a range of health services to provide in-reach to the welfare centre and now have nursing, GP, dentistry and rapid prescribing all available on site.

Work continues as we plan to replace our Welfare Centre at Park Street with a more modern building, but in the interim frequent investment in repairs and maintenance has allowed us to rebuild the outside courtyard shelter and refit the men's bathrooms.

There is much still to do as we develop our other services and use the changing times as a platform to be self-critical. Person centred migrant support and follow up keyworking sessions are examples of this. Safeguarding practices have also been fully overhauled.

In addition we are closely monitoring the demographics of those experiencing acute poverty as Brexit and EUSS together mean there are marginally fewer EU rough sleepers. On the other hand the UK has received a large intake of new asylum seekers who may need some of the support that NOAH has at its disposal.



## Key Stats

### Service Delivery

**487** new referrals accepted of people needing our Help

(143 Central Bedfordshire Outreach / 83 Luton Migrant Outreach / 211 Welfare Centre / 13 Mi Job / 32 Winter Migrant Housing Project) / 5 Housing First)

**685** different people came to the Luton welfare centre for support.

(Over 22,145 distinct visits with an average of 60 people per day)

**8,638** Lunches were eaten (4,190 were delivered to people in hotels and 4,448 collected outside),

**173** laundry cycles, **560** nights in hotel beds provided, **356** items of Clothing given away, **89** Free mobile phones provided, **66** NOAH Food Parcels and **160** Dentist/Doctor appointments.

### Achievements

**353** people into Accommodation with **83** people helped to avoid Eviction

**65** people into Employment, **197** people supported to engage with meaningful occupation / training / work and **92** people obtained EU Settled Status

**104** people supported with benefits and **314** calls to the DWP

**134** people supported with addiction and **141** people to speak to their family

### Support Work

**22,145** different Activities attended, and **23,731** detailed client notes recorded

**47** people attended Jobs Club and **27** people learned English

**29** people obtained new ID and **30** people opened a bank account

### Future Plans

Looking ahead into 2022 and deeper into our five year strategy period, our mission to tackle rough sleeping and street destitution remains central to our purpose and we will continue to promote proven methodologies such as Housing First of which we have seen the transformative effect of in Luton.

We will also look to innovate further and explore international best practice as part of the Feantsa (European Federation of National Organisations Working with the Homeless) and Caritas networks in order that NOAH can bring the best and most effective support into Bedfordshire for those who need help in our towns.



## Calvin's story

### Outreach team

**February 2021**

In September the NOAH outreach team received a referral for a gentleman called Calvin who had a relationship breakdown and was asked to leave the family home he had been sharing with his wife in Biggleswade for many years. He had nowhere to stay in the local area and didn't want to move away as he wanted to carry on having contact with his young children.

As a result of this desperate situation, Calvin began to live in his work van with two suitcases and all his tools. This was also during the coronavirus pandemic which was impacting on his carpentry work so he was struggling financially.

He made contact with the local council and explained his situation and was referred to the NOAH outreach team. Calvin met with us to see how we could help. At this time he seemed so lost and desperate for help and advice for how he could get back on his feet. Calvin explained that he had worked all his life and was not aware of any support and services available to him and I was able to give him hope and suggestions for how things could move forwards.

The first step was assisting him so he was not sleeping in his van anymore. We were able to verify him as a rough sleeper which meant that the council placed him in temporary accommodation in Dunstable. During this time Calvin managed to apply for the housing register as he wanted to be able to have some security and have a place to call home. He was worried about whether he would need to take a room in shared accommodation and rent privately. Because he was not entitled to full benefits due to being self employed as a carpenter, he was getting financially stressed and had to borrow money from friends to cover some living costs.

Calvin applied for social housing through a NOAH nomination and in January was successful in being allocated a small flat in Flitwick. We were invited round to his new flat and as he showed us round he seemed so proud of all the changes he had made and he was in the process of decorating. Calvin was so grateful for the assistance from the outreach team and that he now he had a home for himself and his children.



# The NOAH Academy

## Achievements and Performance

It has been a challenging year for our Academy Training provision with the first lockdown coming into place at the start of the financial year. Although restrictions eased over the summer of 2020, restrictions remained in education which seriously inhibited our operations.

In March 2020 we moved all of our provision over to online which caused additional operational challenges, and process changes took some time to settle. With some easing of restrictions in the summer we were able to resume some limited face to face provision until the second lockdown in the winter of 2020 when we were forced to return to online delivery only.

Considering the turbulent year we have had, and it is by no means over yet, the Academy team has done tremendously well to maintain a service, and in the case of our online wellbeing programs, provide a life changing and enhancing program for those in lockdown within the communities we serve. This year we have worked with 612 participants (890 last year) which is 69% of the previous year's activity.

It has been a difficult year resourcing teachers and venues, with many teachers not willing to resume face to face delivery and many venues remaining closed since March 2020. We are humbly proud that NOAH was amongst very few providers whose doors remained open to supporting our clients and community during this year, many are still not open at the time of writing.

After many years of planning and deliberation, in August 2020 we received a funding grant from the Ministry for Housing, Community and Local Government (MHCLG) through Luton Borough Council (LBC) which enabled NOAH to launch Rainbow Inclusive and Diverse Recruitment. Marketing material and a booklet were developed, and Rainbow was officially launched in November 2020.

Rainbow Recruitment provides vital links to the business community securing support for our clients in the provision of mock interviews, work experience, mentoring, and job opportunities. Rainbow has provided a vital link between our training and employment programs and employment opportunities with our business partners.

Since its launch, Rainbow has registered 102 participants and has placed 25 people into jobs, many of whom have been clients of Luton Homelessness Partnership organisations such as NOAH and the Homeless Assessment & Rapid Resettlement Pathway (HARRP).

In January 2021 our NOAH and our Rainbow Recruitment Service was accepted as a Kickstart Employer by the DWP, providing NOAH with greater opportunities to link with employers and create deeper and more meaningful partnerships, it also supports our Vulnerable Youth program development in the future.

Over the year ahead we plan to strengthen and develop this service developing closer and more productive relationships with businesses, developing a commercialisation plan and delivering a recruitment service that supports NOAH internally.

Working Solutions is another new project launched in January 2021, as a result of this and other new projects, we added to the new Academy staffing structure with an Academy Employment Manager role that will manage this project, Rainbow and our Vulnerable Youth program.

Working Solutions will deliver job clubs, 1:1 mentoring and support workshops for our clients five days per week in Luton and Bedford, two days a week in Biggleswade and Dunstable and one day per week in Leighton Buzzard. Clients will be referred into Working Solutions by our training team, welfare teams and street outreach teams, and vice versa. We will be receiving our usual referrals from our community partners and Job Centre Plus to provide a seamless service for clients and referral partners.

An additional part of our Working Solutions project has been to deliver sessions in our welfare locations and with local partners, as a result of these activities we have provided volunteering opportunities for a further seven clients locally.

### Key Stats

Location	Course starts	Course completions	Job outcomes (courses)	<u>Additional</u> (volunteer and job club outcomes)	Volunteer applications
<i>Luton – Last FY</i>	473	395	56	12	170
<i>Bedford/ Central Beds – Last FY</i>	417	384	20	0	11
Luton – FY to date	232	176	10	12	70
CBC – FY to date	380	286	14	0	5

#### Rainbow Recruitment Outcomes 31st March 2021

Registrations	Jobs
102	25

#### Working Solutions Outcomes 31st March 2021

Registrations	Jobs
15	4



## Future Plans

Our strategic plans to 2026 set out our future, during the year ahead we will focus on the following aspects:

- Continuing to develop our online provision and blended learning
- Development of Rainbow Recruitment into a viable social enterprise
- Development of Working Solutions to provide a pan-Bedfordshire service
- Develop and Deliver our Vulnerable Youth program and play an active role in the development of a Youth Hub in Luton with LBC
- Develop new social enterprises in particular areas such as Building and Grounds Maintenance and Digital Marketing, to support volunteering and work experience for our clients and provide opportunities for us to assess work readiness
- Develop programs to support ex-offenders
- Establish our Kickstart program and plans
- Deliver Values and Ethos, and Equality and Diversity training across NOAH and develop future plans for a staff development social enterprise

In 2021 - 2022, we will be developing the Working Solutions service as laid out above to span Bedfordshire, creating a seamless support service for clients and referral partners with the ambition of creating a cross-referral service within NOAH which will support all other services, especially the growth and development of our Rainbow Recruitment Service which will require good quality clients to fill roles with business partners.





## Stephen's story

### Working Solutions Bedford

**February 2021**

"After 10 years of caring for my partner, I sadly lost him in January 2021. My world turned upside down and I suffered with depression.

I began to volunteer at Cancer Research to keep my mind occupied. The Job Centre put me in touch with NOAH Academy and I joined their 50+ Progressing into Work course. Nicky was running Working Solutions at the same venue so I began working with her too.

The course was very encouraging, easy to understand and follow. We started with wellbeing, which built confidence and self-esteem. The course was paced really well over the 12 weeks and slowly encouraged a work mindset.

At the same time Working Solutions allowed me to interact with people in the same position as me, swapping experiences and life stories, so I didn't feel like I was on my own.

When I spent time with Nicky we started applying for roles and very soon I was offered six interviews, two of which were through NOAH's own Rainbow Recruitment.

After some interview practice to ease my nerves, I was successful and had been offered two different roles. It was overwhelming that I had a choice to make.

NOAH Academy has been the key to my journey back into work."



# Social Enterprise

## Achievements and Performance

Social Enterprise undertook a time of transformation this year, coming through multiple challenges, including the impact of COVID-19 on retail generally, with multiple enforced local and national lockdowns affecting trade within an already changed retail sector. Not only this, but the tenancy at our Church Street furniture store finally came to an end after more than ten years of peppercorn rent on the building.

An investigation into moving into the commercial property market proved the operational costs would be too high to sustain the enterprise, and after looking into alternative ways of providing used furniture, and whether NOAH was still providing an unmet community need by doing so, the decision was made to end furniture retail. A prominent reason for this change of direction was the incredibly low prices that these items trade for online, and the significant amount of 'free to collector' items available locally.

The removal of this infrastructure has meant that sadly we have needed to withdraw from providing our crisis support service to Central Bedfordshire Council, however we are pleased to be able to continue into November 2021 in order to support them whilst the service is handed over to its new provider.

## Key Stats

We have sold **36,317** items across our shops.

We have made **690** deliveries of furniture and white goods in the area.

We have sold **4,291** items of furniture and white goods.

Out tills have rung with a sale **17,131** times.

We have provided children with **2,715** low-cost items of clothing and **457** toys and books.

We have supported adults in their purchases of **11,869** ladies, and **3,577** men's clothing items.

We have helped people read, by providing **1,263** low cost adult books to the community.

We have provided low-cost entertainment through the sale of **813** DVDs and records

We have helped the community create nicer living environments by providing **4,947** items of affordable linen and **9,402** utility and decorative items.

We gave **6** people work experience that resulted in them gaining new employment outside of NOAH in the following reporting year.

We supported **13** volunteers to gain skills and contribute to their local communities.

## Future Plans

The next year will see the opening of our new Store Support Centre in Power Court, provided to us by our landlord, Luton 2020 Developments. This base for stock warehousing, logistics, and training and development has empowered us to expand and develop our small shops strategy. This resulted in the closing of our Sundon Park store as its location became a poor footfall location, and a search to find new shop units that echo the success of the Lewsey Farm and Hightown stores has begun. Together, these two shops have seen a 45% increase in sales turnover between 2018 / 2019 and 2019 / 2020, and are now experiencing a 28% increase, far above the national retail growth statistic of 11.1%.

Social enterprise has also developed its key role in providing training and work experience to other NOAH projects and the community in general, by formalising and structuring its voluntary roles with the launch of the NOAH Social Enterprise Associate Programme. This provides a record of achievement to those who opt into the programme, and recognises its participants achievements through the 'Charm Award' Scheme. Moving forward, this will enable us to truly quantify this valuable part of our social impact as well as create a uniformed approach as we open new shops in the future. This will be implemented next year.

With the now visible success of the Lewsey Farm and Hightown shops, and the establishment of the Store Support Centre and retail operations, the strategy is to develop deeper relationships in the communities where they will be implemented in the coming year. This includes delivering a trolley-style shopping service to hidden communities within sheltered accommodation and care homes, as well as attending events and building new relationships with potential new stakeholders, where we can help to tell the NOAH story. We will also be providing some basic signposting through the use of in-store community notice boards, in order to provide some more practical help to those customers to whom we fulfil a vital regular social function. Social impact will be reported as we use the Charm Award nominations to show exactly how we are positively influencing the Associates who volunteer with us. New stores will be opened in the right locations, mirroring our two community success shops, fulfilling the fundraising mission of the shops as well as the social mission.

## Tracey's story

### Social Enterprise

Tracy came to the High Town shop via the Academy with low self-confidence, low self-esteem and multiple health problems. She was out of work and began volunteering with Agnes and the team, where she learnt that she had many abilities and skills that were essential to the people and the products that she worked with. She began to recognise that she was a likeable, warm person, whose work in the area of store hygiene was a significant part of the business operations.

In time, and with support, Tracy found she felt ready to apply for employment and entered paid employment early this year. She appreciated the training and personal development help that she received with NOAH so much, that she still volunteers regularly on a weekly basis, knowing that it is associates like her who keep our shops running.

# Fundraising

## Achievements and Performance

Fundraising is in its embryonic stages of growth, as we recognise we need to diversify new segments of fundraising income. This will help with our brand awareness and raise our profile in the community.

We are currently in a very volatile and unpredictable year of fundraising due to Covid-19 and its impact on funding and third party business and individuals' situations. 2020-21 did offer Covid funding emergency pots, to support charities like NOAH. We received Covid funds from Barclays 100 x 100 Fund, Homeless Link Covid Relief, AGCF Covid Food Relief amongst several others. However, these funding pots are not available to us for 2021-22.

We were lucky in addition to be supported by several community group initiatives from supporters such as Sandra's Winter Warmer Appeal, The Harlington Village Christmas Gift Bag Appeal and the Christmas Meals Appeal and Masjid-E-Ali Mosque in Beechwood Road. We were also supported by local 8 year old twin brothers Hasan and Husayn who completed a 10 mile walk for NOAH.

The Fundraising was largely centred on Statutory and Trusts and Grant income streams, equating to c £321,728 last year.

As we develop over the next five years we will be developing our Voluntary Income streams. This will include community donations, third party events and support, corporate and small businesses, individual giving, mass events and also Gifts in Wills.

Over the last year we joined the Fundraising Regulator, to reassure our supporters that we abide legally and take our fundraising seriously.

As mentioned previously in this report, we need to replace our Welfare Centre as the condition is poor and not lending itself to growing our Welfare Services and supporting our clients in a dignified environment they deserve. To do this, we need to secure £5m of funding, and then to apply for grant funding we need to have 50 - 70% of this in place. This equates to £3.3m, which allows us to apply for grant funding and also launch a community appeal to secure the remainder.

In order to achieve this, we wrote a capital income strategy to enable us to plan to raise £5m for our new build project, and a very informative and compelling Case for Support for the new build project, to enable us with our funding requests.

We have commenced relationship building to inform supporters and enablers of our project, to gain support.

The purpose of the fundraising team is to maintain and grow income streams.



To this end, we have five main objectives in the coming year:

- Increase our applications to Trusts and Grant foundations
- Develop and grow our Voluntary Income side
- To create and deliver a robust donor journey and experience
- To improve process and record keeping
- To further develop our processes to ensure NOAH remains legal and compliant

We have written a five-year strategic plan to grow our voluntary income, we have now started delivery and will be growing our fundraising team to deliver income targets.

### Key Stats

- We have **9** people who gift financial donations on a monthly basis in 2020 / 21
- We were gifted **1** Gift in Will 2020/2021
- Sandra's Christmas Meals Appeal raised **£1,670** in 2020 / 21
- **£28,159.88** was donated via our Just Giving page
- **£4,787.47** was received as Gift Aid via our Just Giving page
- **£188,372** was the total amount received in voluntary income donations

Corporate and business-wise, Govia Thames Link supported us with the Big Sock Appeal. We were also supported by Mint Construction, Amazon, Tesco, Hand on Heart and Sainsburys.

### Future Plans

Our plans for 2021 / 2022 include expansion of the fundraising team to allow us to grow our Voluntary Income contributions. This will allow us to give quality service and support to our supporters and eventually expand our services offered to beneficiaries through increase in revenue. We also will be recruiting voluntary Ambassadors to support the fundraising team, which will help us to raise awareness and eventually income.

We will be introducing new NOAH-led events and activities starting with an overseas trek and adventure, and also look to introduce UK-based events. We will be reaching out and growing our links with local business and corporate partners.

We will be researching new database options, to ensure we can remain GDPR compliant, record important supporter information and be able to view insightful reporting.



# Community Fundraising

Local twin brothers aged 8 Hasan and Husayn, recently raised a tremendous £1,198 between them in aid of NOAH during a 10 mile walk with their parents. They set off on the adventure to walk to their grandparents and wave at them through the window, as Covid rules applied. They then set off and walked home again.

The brothers kindly wanted to help others who were less fortunate than them. Their Dad Mohammed said, "They really enjoyed the walk, but also the whole fundraising process.

They found motivation from donations, messages and then also from how people will be helped through NOAH. They have gained a huge insight into NOAH and the work you all do and look forward to fundraising again next time. It has also been good for people within and outside Luton who donated, who were not aware of NOAH, and they were able to see the great work you all do to help those in need".

Mohammed has since also expressed an interest in volunteering for NOAH.





# Support Operations

## Achievements and Performance

A new post of Business Operations Manager was recruited in this year, the aim of which was to ensure the smooth running of NOAH's business functions through effective and efficient management.

The position sits within the Senior Management Team and covers multiple operational functions including HR, IT service management and oversight, marketing and communications, facilities management, health and safety, business assurance, compliance and business continuity planning.

A new post of Evidence & Impact Officer was recruited to, to measure the social impact and return on investment in order to offer improved services to all our clients and to better articulate our impact. They produced reports on our Housing First project and our Rainbow Recruitment agency which provided analysis and insights, leading to recommendations for improvement.

In IT, a review was completed of all systems and an improvement plan drawn up. Changes were made to NOAH's information sharing and storage, and steps to achieve Cyber Essentials accreditation in 2021 – 2022 were put into place.

In HR, processes and procedures were streamlined and made compliant with GDPR legislation. Staff wellbeing was a high priority topic and new measures put into place included a regular wellbeing newsletter and implementation of an Employee Assistance Programme. Staff training was also reviewed, and a full induction training programme reinstated after the disruptions caused by Covid. As part of our commitment to become increasingly inclusive as an organisation, we achieved the first level in the government's Disability Confident scheme.

## Future Plans

The general business operations of NOAH will continue to be reviewed and improved, with processes, procedures and policies continually updated to ensure they are fit for purpose and provide NOAH with efficiency and compliance.

There is continual planned improvement in IT, as hardware and software is updated to utilise digital efficiencies, and there will be further implementation of the tasks required to achieve Cyber Essentials accreditation. The recruitment of a Digital, Marketing & Training Officer will allow NOAH to meet its digital needs in-house, providing social media and website management and support to all aspects of NOAH's external digital presence. This will support all of NOAH's departments and raise our profile, improving community engagement.

Within HR, becoming ever-more diverse and inclusive as an organisation is a priority in order to better reflect our communities that we serve. In order to achieve this, NOAH will begin monitoring equalities data for staff and volunteers, and produce Equality, Diversity & Inclusion (EDI) reporting from which to better understand our current workforce and to further improve our recruitment processes. Mental Health First Aiders will be introduced alongside expanding the existing staff wellbeing programmes.



# Finance

## Review

The year ended with a surplus of £211,181 (2020: £191,152) which included £76,548 of grants received and not yet spent. Restricted funds decreased by £7,526 (2020: increased by £28,910) and unrestricted funds increased by £218,707 (2020: increased by £162,242). Reserves total £1,362,292 (2020: £1,151,111) of which £76,548 (2020: £84,074) is restricted. Of the £1,285,744 unrestricted funds, £539,960 is represented by fixed assets, leaving £745,784 of free reserves.

In summary:

	2021	2020
	£	£
Income	2,626,352	2,136,184
Expenditure	2,415,171	1,945,032
Net income for the year	211,181	191,152
Total funds	1,362,292	1,151,111

Budgets are set annually. Actual results are measured against budget on a monthly basis, analysed and reported on. Such reports are tabled to the Board of Trustees at each of the four 'Business' meetings per annum and the Board 'Away Days'. Prior to tabling to the Board financial reports are scrutinised by the Board's Finance Committee.

The principal funding sources for NOAH Enterprise are statutory funding from central and local government, charitable trust funding, grant from the Department of Foreign Affairs and Trade of the Irish Government, individual business, church and community group donations and contributions from social enterprise activity which also delivers tangible benefits to NOAH's target beneficiary group.

Currently we have spent £135,882 on the planning and design phase of our replacement building at 141 Park Street. We have to raise an additional £4,864,118 to enable NOAH to complete the project.

Details of NOAH's expenditure showing the amounts expended under different headings against each of the main charitable activities are given in note 8 to the accounts.

## Reserves Policy

It is the Board of Trustees' policy to keep a proportion of unrestricted funds in reserve to supplement the restricted fund balance. At the year end the unrestricted fund reserve was £935,744 (2020: £717,037) excluding the revaluation reserve. The restricted fund balance was £76,548 (2020: £84,074). The general funds have been established for the purpose of allowing NOAH to meet its charitable objectives by ensuring the continuous operation of its programme of work and to make provision for unforeseen or uninsurable organisational obligations.

NOAH also wishes to fulfil its charitable aims by being able to respond quickly to a changing funding environment and in response to the needs of its clients through innovative and development work.

### **Principle risks and uncertainties**

Despite the worldwide impact of coronavirus, there are no imminent risks to the continuing operation of NOAH, however the main challenges that are being addressed include the following.

Our existing Welfare Centre premises, which we own, are in urgent need of replacement. Planning permission was granted in January 2020 for a new Welfare Centre on the same site in Luton. The coronavirus pandemic brings the risk of delays in raising sufficient funds for the project. To mitigate this risk, NOAH has invested in additional capital fundraising expertise and recruited a permanent Head of Fundraising and Business Development through which we will develop strategies to diversify funding sources.

Another particular challenge was determining an alternative location for our Furniture Store which was on a site that for 15 years has been subject to planned re-development into a retail park. Notice was given in 2021 to vacate the premises and after a review of operations the decision was made to close down the Furniture Store operation.

### **Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.



## Danny's story

### Volunteer Experience

Danny has lived in Luton since the mid 1970's. His family moved to Luton for work from Ireland and he returned briefly to attend university in Galway before coming back to Luton to be with his family.

It was when his cousin was helping support vulnerable members of the Irish community at a local soup kitchen in Brook St that Danny thought he would get involved with the work of NOAH and began bringing donations of food and clothing for the men.

In 1990 it was when Sr Eileen asked Danny to help out with some accounting administration and fund raising that he joined the staff team. He can remember clearly the day that Cardinal Hume visited the newly renovated welfare centre in Park St at the grand opening ceremony.

In 2001 Danny left the organisation but stayed on as a passionate volunteer and supporter of the work, regularly bringing down clothing

donations on Sunday after mass from the congregation at Holy Ghost church.

As the services that NOAH provided developed and there were other ways to get involved Danny joined the soup kitchen volunteers team. Here every week he comes down to Park St to make soup, sandwiches and hot drinks for vulnerable people experiencing homelessness and poverty in Luton.

This helps him to stay active and enhances his wellbeing and positivity. Giving to others and being part of a team is an important part of being the person that he is.

He is now semi-retired in his 70's and NOAH continues to hold a special place for Danny. He holds birthday fundraisers and encourages his employer to donate funds to the work of the organisation as he knows from first-hand experience just what impact this has in enhancing the impact of NOAH's work in alleviating poverty from those in the margins of society.



# Reference & administrative details for the year ended 31st March 2021

Registered charity no: 1059672

Registered company no: 03248392

## Trustees

Dr P J Ward - Chair

Lord McKenzie - Treasurer

A T McDonald

O Bloor

S Guyon

T Spence

## Company Secretary

J O'Connor MBE - resigned 30 April 2020

D Morris - appointed 01 May 2020, resigned 04 June 2020

S Gill - appointed 04 June 2020

## Chief Executive

J O'Connor MBE - resigned 30 April 2020

D Morris - appointed 01 May 2020

## Key Management Personnel

A O'Neill

D Morris

J Dean

P Prosser

L Seccombe

V Kreisson-White

W Edwards

## Principal and registered office

141 Park Street, Luton, Bedfordshire, LU1 3HG

## Company registered number

03248392 (England & Wales)

## Independent Auditors

MHA MacIntyre Hudson, Building 4, Foundation Park, Roxborough Way, Maidenhead SL6 3UD

## Bankers

The Co-operative Bank, 80 Cornhill, London, EC3V 3NJ

# Trustees' Responsibilities Statement

The Trustees (who are also directors of NOAH Enterprise for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgments and accounting estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## DISCLOSURE OF INFORMATION TO AUDITOR

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' Annual Report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on 25 January 2022 and signed on the Board's behalf by:

**Dr P J Ward**  
Trustee

# Independent auditors report to the members of the NOAH Enterprise

## Opinion

We have audited the financial statements of The NOAH Enterprise (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.



## **Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management around actual and potential litigation and claims;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

## **Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

MHA MacIntyre Hudson  
Chartered Accountants, Statutory Auditors  
Maidenhead, United Kingdom

Date: 28th January 2022

MHA MacIntyre Hudson are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

# Statement of financial activities (incorporating income and expenditure account) for the year ended 31st March 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations and legacies	4	198,761	184,491	383,252	188,372
Charitable activities	5	1,893,372	349,589	2,242,961	1,947,452
Investments	6	139	-	139	360
<b>Total income</b>		<b>2,092,272</b>	<b>534,080</b>	<b>2,626,352</b>	<b>2,136,184</b>
<b>Expenditure on:</b>					
Raising funds	7	96,026	-	96,026	37,263
Charitable activities	8	1,919,393	399,752	2,319,145	1,907,769
<b>Total expenditure</b>		<b>2,015,419</b>	<b>399,752</b>	<b>2,415,171</b>	<b>1,945,032</b>
<b>Net income</b>		<b>76,853</b>	<b>134,328</b>	<b>211,181</b>	<b>191,152</b>
Transfers between funds	17	141,854	(141,854)	-	-
<b>Net movement in funds</b>		<b>218,707</b>	<b>(7,526)</b>	<b>211,181</b>	<b>191,152</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,067,037	84,074	1,151,111	959,959
Net movement in funds		218,707	(7,526)	211,181	191,152
<b>Total funds carried forward</b>		<b>1,285,744</b>	<b>76,548</b>	<b>1,362,292</b>	<b>1,151,111</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 34 to 51 form part of these financial statements.



# Balance sheet as at 31st March 2021

Registered Number 03248392

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	539,960	391,758
		<u>539,960</u>	<u>391,758</u>
<b>Current assets</b>			
Stocks	14	18,485	33,164
Debtors	15	205,023	234,094
Cash at bank and in hand		774,322	687,313
		<u>997,830</u>	<u>954,571</u>
Creditors: amounts falling due within one year	16	(175,498)	(195,218)
<b>Net current assets</b>		<u>822,332</u>	<u>759,353</u>
<b>Total net assets</b>		<u><u>1,362,292</u></u>	<u><u>1,151,111</u></u>
<b>Charity funds</b>			
Restricted funds	17	76,548	84,074
Unrestricted funds	17	1,285,744	1,067,037
<b>Total funds</b>		<u><u>1,362,292</u></u>	<u><u>1,151,111</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the trustees on 25th January 2022 and are signed on their behalf by:

Dr P J Ward

The notes on pages 34 to 51 form part of these financial statements.

# Statement of cash flows for the year ended 31st March 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	264,467	350,353
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	139	-
Proceeds from the sale of tangible fixed assets	-	6,275
Purchase of tangible fixed assets	(177,597)	(20,203)
<b>Net cash used in investing activities</b>	(177,458)	(13,928)
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	-	-
<b>Change in cash and cash equivalents in the year</b>	87,009	336,425
Cash and cash equivalents at the beginning of the year	687,313	350,888
<b>Cash and cash equivalents at the end of the year</b>	774,322	687,313

The notes on pages 34 to 51 form part of these financial statements.

# Notes to the financial statements for the year ended 31st March 2021

## 1. General information

The charitable company is a company limited by guarantee. The members of the company are the Trustees named on page 27. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The registered office is as listed on page 27.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The NOAH Enterprise meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

### 2.3 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability



of the charitable company to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements. The Trustees have made this assessment in light of the Covid-19 pandemic and do not consider there to be any material implications on the going concern status of the charitable company.

## 2.4 Income

All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charitable company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charitable company, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Where the donated good is a fixed asset, it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor should be used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset class and depreciated over the useful economic life in accordance with the charitable company's accounting policies.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charitable company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## 2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Expenditure on raising funds includes all expenditure incurred by the charitable company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs. All expenditure is inclusive of irrecoverable VAT.

## 2.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

## 2.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

## 2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	-	Not depreciated
Leasehold improvements	-	25% to 33% straight line
Motor vehicles	-	25% straight line
Furniture and equipment	-	25% to 33% straight line
Bespoke computer software	-	33% straight line

## 2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

## 2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

## 2.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## 2.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.



## 2.14 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

## 2.15 Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## **3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The trustees do not consider there to be any material estimates applied in the preparation of the financial statements.

## **4. Income from donations and legacies**

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Donations and legacies	198,761	84,491	<b>283,252</b>
Covid Community Relief grant	-	100,000	<b>100,000</b>
	<u>198,761</u>	<u>184,491</u>	<u><b>383,252</b></u>

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	<u>188,372</u>	<u>188,372</u>

## 5. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Welfare services	943,469	257,489	1,200,958
Social enterprise	511,933	42,000	553,933
Training and employment	437,970	50,100	488,070
<b>Total 2021</b>	<b>1,893,372</b>	<b>349,589</b>	<b>2,242,961</b>

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Welfare services	622,630	148,359	770,989
Social enterprise	742,606	-	742,606
Training and employment	343,922	89,935	433,857
	<b>1,709,158</b>	<b>238,294</b>	<b>1,947,452</b>

## 6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment income	139	139	360

## 7. Expenditure on raising funds

Costs of raising voluntary income

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Raising funds	75,254	<b>75,254</b>	37,263
Staff costs	20,772	<b>20,772</b>	-
	<u>96,026</u>	<u><b>96,026</b></u>	<u>37,263</u>

## 8. Analysis of expenditure on charitable activities

Summary by fund type

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Welfare services	904,475	292,460	<b>1,196,935</b>
Social enterprise	694,903	42,000	<b>736,903</b>
Training and employment	320,015	65,292	<b>385,307</b>
	<u>1,919,393</u>	<u>399,752</u>	<u><b>2,319,145</b></u>

  

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Welfare services	632,549	133,319	765,868
Social enterprise	821,186	-	821,186
Training and employment	233,528	87,187	320,715
	<u>1,687,263</u>	<u>220,506</u>	<u>1,907,769</u>



## Summary by expenditure type

	<b>Staff costs 2021 £</b>	<b>Depreciation 2021 £</b>	<b>Other costs 2021 £</b>	<b>Total funds 2021 £</b>
Welfare services	777,486	16,341	403,108	<b>1,196,935</b>
Social enterprise	277,143	8,171	451,589	<b>736,903</b>
Training and employment	217,458	5,020	162,829	<b>385,307</b>
	<b>1,272,087</b>	<b>29,532</b>	<b>1,017,526</b>	<b>2,319,145</b>
	<i>Staff costs 2020 £</i>	<i>Depreciation 2020 £</i>	<i>Other costs 2020 £</i>	<i>Total funds 2020 £</i>
Welfare services	494,533	2,041	269,294	765,868
Social enterprise	383,033	8,347	429,806	821,186
Training and employment	150,131	5,068	165,516	320,715
	<b>1,027,697</b>	<b>15,456</b>	<b>864,616</b>	<b>1,907,769</b>

## 9. Analysis of expenditure by activities

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>
Welfare services	1,049,067	147,868	<b>1,196,935</b>
Social enterprise	589,035	147,868	<b>736,903</b>
Training and employment	311,372	73,935	<b>385,307</b>
	<b>1,949,474</b>	<b>369,671</b>	<b>2,319,145</b>

	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Welfare services	649,567	116,301	765,868
Social enterprise	704,719	116,467	821,186
Training and employment	262,480	58,235	320,715
	<b>1,616,766</b>	<b>291,003</b>	<b>1,907,769</b>

## 9. Analysis of expenditure by activities (continued)

### Analysis of direct costs

	Welfare services 2021 £	Social enterprise 2021 £	Training and employment 2021 £	Total funds 2021 £
Staff costs	722,097	221,754	189,764	1,133,615
Depreciation	16,066	7,896	4,882	28,844
Direct costs	61,079	182,083	18,354	261,516
Professional and legal fees	4,176	350	-	4,526
Premises	192,946	79,447	25,585	297,978
Finance charges	-	9,974	-	9,974
Marketing and promotion	951	1,028	733	2,712
Office facilities	30,399	13,796	8,532	52,727
Agency staff	9,990	69,543	57,721	137,254
Other staff costs	11,363	3,164	5,801	20,328
	<u>1,049,067</u>	<u>589,035</u>	<u>311,372</u>	<u>1,949,474</u>

	Welfare services 2020 £	Social enterprise 2020 £	Training and employment 2020 £	Total funds 2020 £
Staff costs	444,375	332,875	125,052	902,302
Depreciation	2,041	8,347	5,068	15,456
Direct costs	53,533	235,312	1,841	290,686
Professional and legal fees	-	2,670	-	2,670
Premises	117,450	87,819	35,151	240,420
Finance charges	-	6,358	-	6,358
Marketing and promotion	1,396	3,952	-	5,348
Office facilities	13,742	14,575	8,506	36,823
Agency staff	524	1,440	81,565	83,529
Other staff costs	16,506	11,371	5,297	33,174
	<u>649,567</u>	<u>704,719</u>	<u>262,480</u>	<u>1,616,766</u>

## 9. Analysis of expenditure by activities (continued)

### Analysis of support costs

	Welfare services 2021 £	Social enterprise 2021 £	Training and employment 2021 £	Total funds 2021 £
Staff costs	55,389	55,389	27,694	138,472
Depreciation	275	275	138	688
Office facilities	19,857	19,857	9,928	49,642
Finance charges	796	796	399	1,991
Insurance	4,304	4,304	2,152	10,760
Marketing and promotion	536	536	268	1,340
Professional and legal fees	15,186	15,186	7,594	37,966
Miscellaneous	3,032	3,032	1,516	7,580
Governance	6,690	6,690	3,345	16,725
Agency staff	33,814	33,814	16,907	84,535
Other staff and volunteer costs	7,989	7,989	3,994	19,972
	<u>147,868</u>	<u>147,868</u>	<u>73,935</u>	<u>369,671</u>

	Welfare services 2020 £	Social enterprise 2020 £	Training and employment 2020 £	Total funds 2020 £
Staff costs	50,158	50,158	25,079	125,395
Office facilities	8,277	8,277	4,138	20,692
Finance charges	913	913	457	2,283
Insurance	4,149	4,149	2,075	10,373
Marketing and promotion	147	313	157	617
Professional and legal fees	1,001	1,001	501	2,503
Miscellaneous	3,081	3,081	1,540	7,702
Governance	10,735	10,735	5,368	26,838
Agency staff	29,699	29,699	14,849	74,247
Other staff and volunteer costs	8,141	8,141	4,071	20,353
	<u>116,301</u>	<u>116,467</u>	<u>58,235</u>	<u>291,003</u>

Support costs are allocated to each charitable activity on the following basis:

Welfare services - 40%      Social enterprise - 40%      Training and employment - 20%



## 10. Auditors' remuneration

	2021 £	2020 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	10,500	12,000
Fees payable to the charitable company's auditor in respect of:		
Under provision for 2020 audit	4,200	4,560
All non-audit services not included above	1,855	2,500

## 11. Staff costs

	2021 £	2020 £
Wages and salaries	1,162,351	930,644
Social security costs	93,507	70,434
Contribution to defined contribution pension schemes	37,001	26,619
	1,292,859	1,027,697

The average number of persons employed by the charitable company during the year was as follows:

	2021 No.	2020 No.
Academy services	9	6
Welfare services	29	25
Social enterprise	20	20
	58	51

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel was £322,161 (2020: £279,821).

## 12. Trustees' remuneration and expenses

During the year, no trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, expenses totalling £171 were reimbursed or paid directly to 2 trustees (2020 - £163 to 1 trustee) by the charity for costs incurred in carrying out their duties.

### 13. Tangible fixed assets

	Freehold property £	Leasehold property £	Assets under construction £	Motor vehicles £	Furniture and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>							
At 1 April 2020	352,250	104,136	-	57,334	188,440	19,169	721,329
Additions	-	41,854	135,882	-	-	-	177,736
At 31 March 2021	352,250	145,990	135,882	57,334	188,440	19,169	899,065
<b>Depreciation</b>							
At 1 April 2020	-	104,136	-	57,334	150,893	17,208	329,571
Charge for the year	-	13,951	-	-	14,121	1,462	29,534
At 31 March 2021	-	118,087	-	57,334	165,014	18,670	359,105
<b>Net book value</b>							
At 31 March 2021	352,250	27,903	135,882	-	23,426	499	539,960
At 31 March 2020	352,250	-	-	-	37,547	1,961	391,758

Included in freehold property is freehold land at valuation of £350,000 which is not depreciated.

The freehold property was valued as at 1 April 2015 by an external valuer, Kirkby Diamond, a regulated firm of Chartered Surveyors. The valuation was undertaken on a fair value basis assuming vacant possession.

The charitable company has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2021 £	2020 £
Freehold property	2,250	2,250

### 14. Stocks

	2021 £	2020 £
Finished goods and goods for resale	18,485	33,164

## 15. Debtors

	2021 £	2020 £
<b>Due within one year</b>		
Trade debtors	68,485	13,535
Other debtors	79,997	100,546
Prepayments and accrued income	56,541	120,013
	<u>205,023</u>	<u>234,094</u>

## 16. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	62,391	44,303
Other taxation and social security	27,394	17,929
Other creditors	16,993	17,808
Accruals and deferred income	68,720	115,178
	<u>175,498</u>	<u>195,218</u>

	2021 £	2020 £
Deferred income at 1 April 2020	51,010	54,666
Resources deferred during the year	12,662	51,010
Amounts released from previous periods	(51,010)	(54,666)
	<u>12,662</u>	<u>51,010</u>

Deferred income relates to grants received in advance of entitlement to the income.



## 17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
<b>Unrestricted funds</b>					
Reserves	717,037	2,092,272	(2,015,419)	141,854	935,744
Revaluation Reserve	350,000	-	-	-	350,000
	<u>1,067,037</u>	<u>2,092,272</u>	<u>(2,015,419)</u>	<u>141,854</u>	<u>1,285,744</u>
<b>Restricted funds</b>					
Grants for work with homeless	-	31,884	(31,884)	-	-
Grants for social enterprise	-	7,200	(7,200)	-	-
Grants for training and employment	15,192	40,000	(55,192)	-	-
Irish Government	-	50,750	(50,750)	-	-
Big Lottery Fund	27,028	77,334	(84,544)	-	19,818
EU Settlement Scheme	-	35,941	(35,941)	-	-
Awards For All	-	10,000	-	-	10,000
Medical centre	41,854	-	-	(41,854)	-
BLCF	-	84,491	(84,491)	-	-
Barrow Carbury Trust	-	49,750	(49,750)	-	-
Nationwide	-	46,730	-	-	46,730
Barclays - Welfare Centre	-	100,000	-	(100,000)	-
	<u>84,074</u>	<u>534,080</u>	<u>(399,752)</u>	<u>(141,854)</u>	<u>76,548</u>
<b>Total of funds</b>	<u>1,151,111</u>	<u>2,626,352</u>	<u>(2,415,171)</u>	<u>-</u>	<u>1,362,292</u>

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2020 £</i>
<b>Unrestricted funds</b>					
Reserves	554,795	1,897,890	(1,724,526)	(11,122)	717,037
Revaluation Reserve	350,000	-	-	-	350,000
	<u>904,795</u>	<u>1,897,890</u>	<u>(1,724,526)</u>	<u>(11,122)</u>	<u>1,067,037</u>
<b>Restricted funds</b>					
Grants for work with homeless	15,692	13,039	(35,927)	7,196	-
Grants for training and employment	39,472	13,685	(37,965)	-	15,192
Irish Government: DFAT: Revenue	-	53,500	(55,514)	2,014	-
Big Lottery Fund	-	76,250	(49,222)	-	27,028
EU Settlement Scheme	-	39,966	(41,878)	1,912	-
Medical centre	-	41,854	-	-	41,854
	<u>55,164</u>	<u>238,294</u>	<u>(220,506)</u>	<u>11,122</u>	<u>84,074</u>
<b>Total of funds</b>	<u>959,959</u>	<u>2,136,184</u>	<u>(1,945,032)</u>	<u>-</u>	<u>1,151,111</u>

Unrestricted funds represent amounts expendable at the discretion of the Trustees in furtherance of the charity's objects. Although legally expendable at the discretion of the Trustees, not all unrestricted funds are available for immediate or general expenditure.

Unrestricted funds in excess of the amount required by the reserves policy may also be designated by the Trustees from time to time. Of the £1,285,744 unrestricted funds, £539,960 is represented by fixed assets, leaving £745,784 of free reserves.

The revaluation reserve represents land and buildings held by the charitable company. Where income is given for a specific purpose, the funds are classified as restricted, and are only expendable for that particular purpose.

Amounts which are committed to future expenditure, or invested in assets that cannot be realised in the normal course of events, and that are therefore unavailable for other purposes, are designated to distinguish them from general funds.

Further information on the purposes for which restricted funds are given:

Luton Borough Council funds NOAH's Welfare Centre and resettlement programme.

Department of Communities and Local Government funds NOAH's welfare and social enterprise activities.

The Department of Foreign Affairs and Trade (DFAT) acts on behalf of the Government of Ireland: Emigrant Support Programme and distributes funds to organisations involved in the provision of support and advisory services which benefit Irish people in Britain. The restricted revenue grant to NOAH is given for the running of the Welfare Centre while the capital grant was for project costs relating to the redevelopment or replacement of the Welfare Centre building.

The Medical Centre fund relates to the replacement of this facility within the current centre, in order to continue as a key support for homeless people.

## 18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	539,960	-	539,960
Current assets	921,282	76,548	997,830
Creditors due within one year	(175,498)	-	(175,498)
<b>Total</b>	<b>1,285,744</b>	<b>76,548</b>	<b>1,362,292</b>

Analysis of net assets between funds - prior year

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	391,758	-	391,758
Current assets	870,497	84,074	954,571
Creditors due within one year	(195,218)	-	(195,218)
<b>Total</b>	<b>1,067,037</b>	<b>84,074</b>	<b>1,151,111</b>

## 19. Pension commitments

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The pension cost charge represents contributions payable by the group to the fund and amounted to £6,812 (2020 - £4,875) were payable to the fund at the balance sheet date and are included in creditors.

## 20. Operating lease commitments

At 31 March 2021 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	27,313	27,313
Later than 1 year and not later than 5 years	9,011	22,324
	<u>36,324</u>	<u>49,637</u>

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2021 £	2020 £
Operating lease rentals	<u>34,813</u>	<u>30,844</u>

## 21. Related party transactions

There were no related party transactions during the year (2020 - none), other than those disclosed in note 12.

## 22. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	<u>211,181</u>	<u>191,152</u>
<b>Adjustments for:</b>		
Depreciation charges	29,534	15,457
Gains on sale of fixed assets	-	(5,694)
Dividends, interests and rents from investments	(139)	-
Decrease/(increase) in stocks	14,679	(12,845)
Decrease in debtors	65,116	162,847
Decrease in creditors	(19,720)	(564)
<b>Net cash provided by operating activities</b>	<u><u>300,651</u></u>	<u><u>350,353</u></u>



## 23. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	774,322	687,313

## 24. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	687,313	87,009	774,322
	687,313	87,009	774,322



# NOAH

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