



NOAH



Strategic Plan 2021 - 2026

Alleviating Poverty, Bringing Hope

Produced in Association with



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Introduction from David Morris, Chief Executive



Thank you very much 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. Inspired by the life of St Vincent De Paul, our vocation is to provide practical help to those who need it most, and 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.

There is much to do. Our plans for the 2021-2026 period respond to the new socio-economic conditions which we find ourselves in, not least due to the Covid-19 pandemic and Brexit. We will introduce new programmes specifically for young people whose career goals were interrupted by the pandemic, and for migrants who are seeking a helping hand into accommodation and employment. We will expand our social enterprises to provide even more opportunities for vocational training, and to generate income. And of course, we will continue to be there for those who find themselves in extreme hardship, with a determination never to stop learning, and never to leave anybody behind who would like our support.

Through our talented and dedicated staff and volunteers, NOAH have the privilege of working with a great many inspiring people, and you'll see some of their stories within this Strategic Plan. None of this work would be possible without the support of our community, our partners, and our funders - so 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.

I hope that you enjoy reading our Strategic Plan, and that you feel as inspired as we do to continue the work of St Vincent De Paul, in our small way.



Last year

Helped over **250**
people off the
streets

Trained over
800 people in a
range of skills

198 people into
Accommodation
with **59** more
people helped to
avoid Eviction

We met and worked
with over **600**
people through our
Welfare Centre

66 people into
Employment and
204 people were
supported to engage
with Meaningful
Occupation/
Training/Work

Since 2015,
over **416**
people
have been
assisted into
employment

**During 2019/20
we helped**

The Challenge We're Trying to Address

There are areas across Bedfordshire where there are pockets of significant deprivation, but there is no escaping the fact that the Luton area is one of the most deprived communities in the UK and the area has suffered from decades of poverty.

Luton workers are more likely to be affected by insecure, part-time work, zero hours contracts and high rents and property prices.

Pre-Covid, 12% of households in Luton had an income that meant they could not afford basic needs such as food, clothing, housing, transport, water rates and fuel. Only a small number of these were actually homeless but there is a thin line for many between falling into debt and losing their home, with the prospect of ending up on the streets. People in this category are also more likely to be suffering with poor health and complex needs.

Luton has a high proportion of EU and non-UK rough sleepers. These are people who are transitional and will follow any opportunity to work or will move on if they feel an area has become uncomfortable or unsafe. This means the rate of churn is high, making it difficult to form relationships with service users.

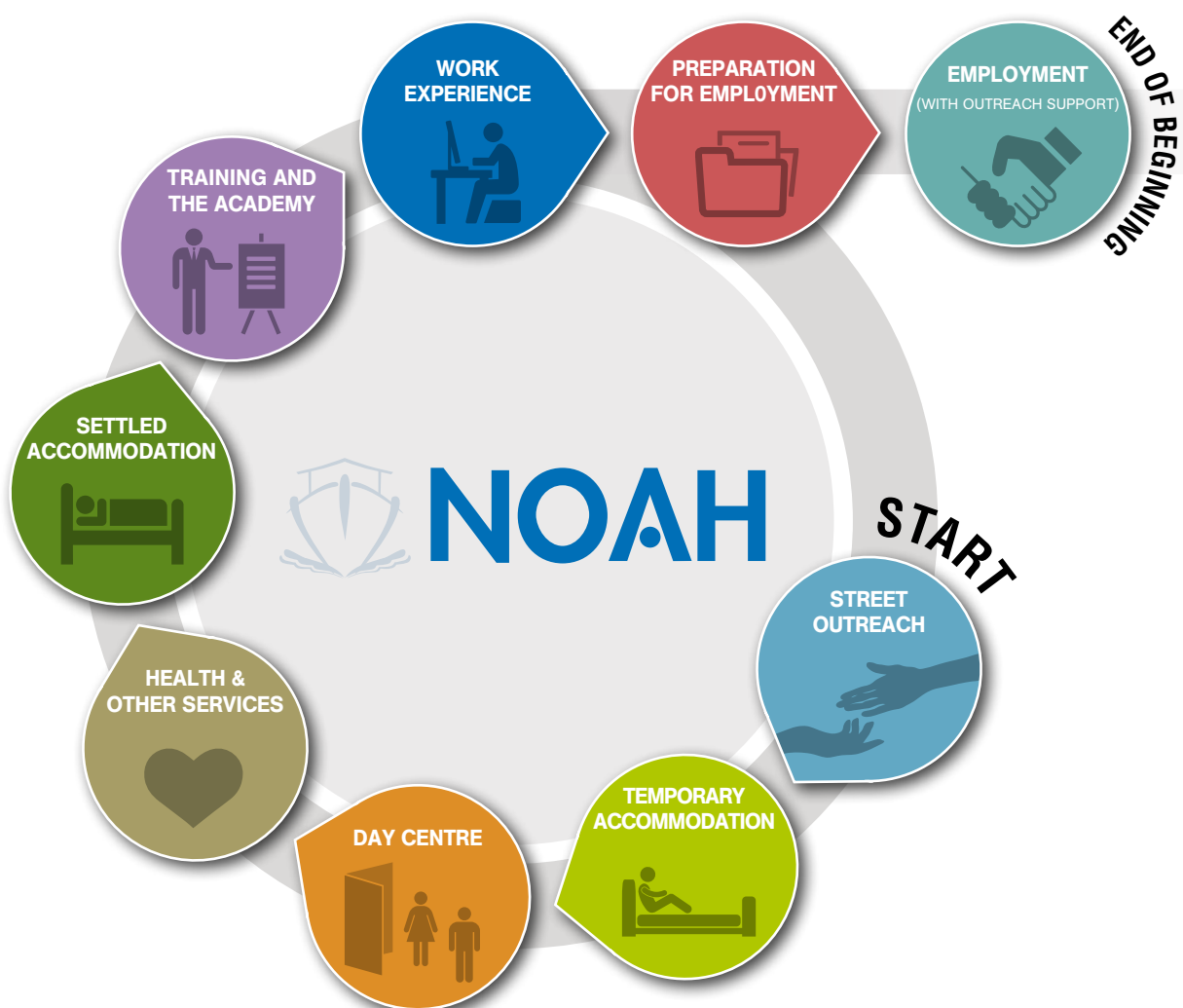
The area has significant skills shortages, which leads to hard to fill vacancies and discourages new businesses and service providers from setting up in the area. At the same time, almost 13% of working age residents in Luton have no formal qualifications, which is considerably higher than the equivalent rates nationally of around 7%.

We hate the labels that come with poverty and we want people to feel empowered and have real opportunities. We believe in focusing on peoples' capabilities and not their problems. If we are going to tackle poverty, then we need to give everyone an opportunity to learn the skills to make the most of their abilities and help them find work that will sustain them for the rest of their lives. What this means will be different for each individual.

That's why we have a holistic approach, based upon an individual's needs and have developed a "Staircase of Opportunity". People will join this at whatever level that suits

their needs and we hope will continue right to the top. Naturally, we recognise that people will not always move forward in a linear way; complex needs and trauma mean that people may take a long time to make progress and sometimes become stuck in a cycle of change. So if someone chooses to leave the Staircase they are always welcome to return at whatever point in the future that suits them. NOAH are, and will be, here for them for the whole of their journey.

The impact of Covid is likely to be more, longer term, unemployment and reduced incomes even for those in work. We come across a reality where every day we meet people who are caught in a downward spiral, when one challenge in life gets compounded by another. This cannot be allowed to be the legacy of the sacrifices everyone has made due to Covid.



All this is set in a context where things are likely to get worse:

- Government borrowing has ballooned, meaning public spending will be under pressure in future years
- Local authorities are planning further cuts to frontline services such as such as public health, children and family support services, adult learning provision and welfare support
- Jobs are disappearing rapidly now that the long-term effects of Covid are being felt
- Demands are increasing, not least because of an ageing population
- There is a continuing increase in long-term medical conditions, obesity and mental health disorders
- Housing costs are increasing and it is becoming harder to access an affordable home
- Child poverty is expected to continue to rise over the next 5 years

This is why we are looking to expand our work to help more people. Luton will always be our home but we can bring our expertise to other areas that have high levels of need and deprivation and where people have difficult barriers to overcome to live sustainable lives and be healthy and happy.

Rebuilding the Welfare Centre

Key to achieving the outcomes that we wish to see is the redevelopment of the Welfare Centre, as the constrained layout and poor state of repair of the current building do not lend themselves to the creation of a safe and controlled environment where our clients can feel secure and valued as individuals.

“Bringing NOAH’s new building into reality will increase their considerable ability to support those that find themselves Homeless in our Town. It will ensure that those that are most vulnerable in our society know that they are valued and assist them with their complex issues and back into sustainable housing. It is an exciting development for the Town that contributes directly to our 2020-2040 vision of eradicating poverty in our Town.”

Robin Porter, Chief Executive, Luton Borough Council

When our clients feel they are in a place of safety, somewhere where they have greater control, they will be encouraged to develop a greater understanding of the world around them and increase their empathy with others. This can be achieved more effectively in a building that is designed to provide a safe, controlled environment.

From a NOAH point of view the new building will also provide an opportunity to improve the services we offer, such as our training and meals, in a more appropriate environment. We will also bring in other organisations to provide their services alongside us within the new Welfare Centre. The design includes purpose-built medical room for NHS InReach, space for the provision of dental services and a several rooms for activities such as group therapy.



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NOAH's Vision, Mission and Values

Our Vision:

NOAH Enterprise is a charity which seeks, out of Christian conviction, to help the most disadvantaged in the local community. It is concerned with providing a practical, empowering and caring service to people who are homeless particularly those who are temporary or entrenched rough sleepers, and those who are marginalised and socially excluded, or have simply fallen into poverty.

Our Mission:

We will do this through:

- Our welfare service by providing food, clothing, medical and dental care, outreach support and specific advice on accessing accommodation and income support, as well as linking with other specialist agencies
- Running training courses in basic and life and employable crafts skills, as well as preparation for employment
- Providing the opportunity for our people and others who are long-term unemployed to gain work experience and training in employable skills.

Our Values:

In doing all of this, we recognise and respect the fundamental dignity and worth of every individual and wish to support them in improving their life quality.

Everything we do, we do with care, compassion and commitment. This is the driving force behind NOAH and the common thread throughout this strategy.

62% of people rough sleeping in Luton (27/43) in 2019 were EU nationals requiring specialist support.

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Context and Strategy Development

This strategy is the outcome from a series of initiatives undertaken by NOAH and supported by Eastside Primetimers.

These include:

- Research into the need for NOAH's services and proposed strategic initiatives.
- A survey of NOAH's stakeholders
- A series of one-to-one interviews with Trustees, senior management team and other key individuals
- Developing a Theory of Change based upon a logic chain model, to explore some of the wider issues relating to the services that NOAH provides, why it provides them and what outcomes and impact result from these services.


All of these supported the central premise of NOAH, i.e. the provision of a "Staircase of Opportunity", based upon an individual's needs.

Welfare

The research concluded that NOAH is based in the right place, where there is greatest need. Bedfordshire (and Luton in particular) have significantly higher levels of deprivation, rough sleeping, unemployment and families in temporary accommodation than either Hertfordshire or Buckinghamshire. However, there remains unfulfilled need in Hertfordshire, in particular, and in Buckinghamshire.

The proportion of households in temporary accommodation has increased in Luton, Bedford, Central Bedfordshire, North Hertfordshire, Stevenage, Dacorum, Welwyn Hatfield and Wycombe in recent years.





We are inspired by St Vincent
De Paul who believed in
action rather than **words** in
service to the poor.

Warren Edwards, Head of Training and Employment

Luton and Bedford are also particular areas of unemployment and deprivation, as are Milton Keynes, Watford, Broxbourne and Stevenage.

Shelter's Homeless and Forgotten report in December 2020 revealed which parts of the country have the highest number of homeless people trapped in temporary accommodation:

- More than two-thirds (68%) of all homeless people living in temporary accommodation are in London – this equates to 1 in every 52 people in the capital.
- Outside of the capital, Luton has the highest rate of people in temporary accommodation (1 in 55). This is followed by Brighton and Hove (1 in 78), Manchester (1 in 93) and Birmingham (1 in 94).

Rough Sleeping Snapshot – Autumn 2019				
	Total households (2018 - latest data)	Rough sleepers per 10,000 households (2018)	Rough sleepers per 10,000 households (2019)	Change
Bedford UA	74,000	6.9	4.1	-2.8
Central Bedfordshire UA	118,600	1.4	1.1	-0.3
Luton UA	78,900	6.0	5.4	-0.5
Bedfordshire	271,500	4.2	3.2	-1.1
Aylesbury Vale	76,400	1.7	2.4	0.7
Chiltern	35,400	0.3	0.6	0.3
South Bucks	26,600	0.4	0.0	-0.4
Wycombe	68,800	3.5	2.3	-1.2
Buckinghamshire UA	207,200	1.9	1.7	-0.1
Milton Keynes UA	106,500	3.8	3.3	-0.6

Buckinghamshire	313,700	2.6	2.3	-0.3
Broxbourne	40,600	0.0	0.2	0.2
Dacorum	60,800	2.3	1.6	-0.7
East Hertfordshire	63,900	1.4	2.3	0.9
Hertsmere	48,000	0.8	1.5	0.6
North Hertfordshire	53,400	1.9	1.3	-0.6
St Albans	59,200	1.9	1.5	-0.3
Stevenage	33,400	3.3	4.5	1.2
Three Rivers	41,600	0.2	0.5	0.2
Watford	38,200	3.7	5.0	1.3
Welwyn Hatfield	52,500	2.5	1.1	-1.3
Hertfordshire	491,600	1.8	1.9	0.1
England	45,669,000	1.0	0.9	-0.1

Though Bedfordshire is unique among the three counties in the scale of its problem with rough sleeping among people from EU backgrounds, EU nationals make up a higher share of rough sleepers in Buckinghamshire (20%) than in Hertfordshire (14%). Hertfordshire has also seen a fall in National Insurance Number registrations for EU citizens (possibly linked to Brexit).

Rough sleepers – % EU and non-UK (Rough Sleeping Snapshot – Autumn 2019)			
	2017	2018	2019
Bedfordshire	45	42	62
Buckinghamshire	14	18	20
Hertfordshire	35	16	14
England	16	22	22

NOAH recognises that there are many other established providers in Hertfordshire and Buckinghamshire and is not intending to set up in competition with them. It is proposed that NOAH provides additional services to fill any gaps or shortfalls in provision.

There are Housing First pilots in some of the council areas included in the research and others are now looking at this model, which would provide a potential opportunity for NOAH to expand provision.

An overriding risk remains the level of funding the Government is prepared to invest in supporting rough sleeping and solving the problems Covid has caused as it seeks to find savings across all Government departments.

While the financial support the Government has provided during the pandemic has been welcome, it should not be the most disadvantaged in society that bear the brunt of these savings.

In fact, investment in these areas will, in the long-term, result in savings overall as people become more self-reliant, benefit from improved health, find sustainable work and become tax-paying citizens.

Employment and Learning

NOAH can also help the economy by introducing potential candidates for those hard-to-fill vacancies, such as cleaners, security staff, kitchen / catering assistants, goods and storage and agricultural workers in Hertfordshire and skilled care workers in Buckinghamshire. Bedfordshire and Milton Keynes have shortages of a variety of skilled trades.



Although currently one of the sectors most affected by Covid, the service and leisure sectors in both Hertfordshire and Buckinghamshire have long-term shortages of staff greater than the national average. This may be exacerbated by Brexit.

Work in the care sector and construction are likely to be growth sectors for jobs in both Hertfordshire and Buckinghamshire. The demand for people with skills in administration and support services are expected to increase in Buckinghamshire.



These sectors will be a focus for Rainbow Recruitment and our clients will benefit from us expanding existing and creating new partnerships with companies and organisations in our area. Through these partnerships NOAH can tailor training courses to suit the sectors of greatest need. Where these courses are best located within Hertfordshire and Buckinghamshire, NOAH will research setting up local Hubs, where the demand and availability of funding warrants this.

Both Hertfordshire and Buckinghamshire Adult Learning services have identified a need to reach particular communities and groups, such as those with less than a Level 2 qualification, learning difficulties or mental health conditions. Improving retention and achievement rates among these groups is vital.

The most common enquiries are for ESOL courses, maths, digital skills and English.

Hertfordshire employers in particular have reported that around a fifth of applicants don't have basic IT skills.

There is some evidence already that the Government's investment in adult skills training and Restart scheme are going to be insufficient to meet the need.

Survey of Staff and Stakeholders

During July and August 2020 we wanted to understand where vulnerable people saw the future value of NOAH in Luton. We asked 22 clients who visited the Welfare Centre four questions to get a sense of what is working and where we should focus resources. We also asked 120 respondents, including staff, volunteers, and service users what they thought the priorities were for NOAH following the Covid-19 pandemic.

In summary, the response to the survey was that:

- NOAH should prioritise support for people in destitution and with mental health needs
- Health and daily living care needs (food, showers and clothing) were highly valued
- NOAH should put the emphasis on improving prospects and immediate need
- Alongside family and friends and charities, financial and housing support from local authorities was seen as a key responsibility

The results of the survey show that there is a need to continue to provide responsive drop in, with group support engendering community spirit.

One to One Interviews

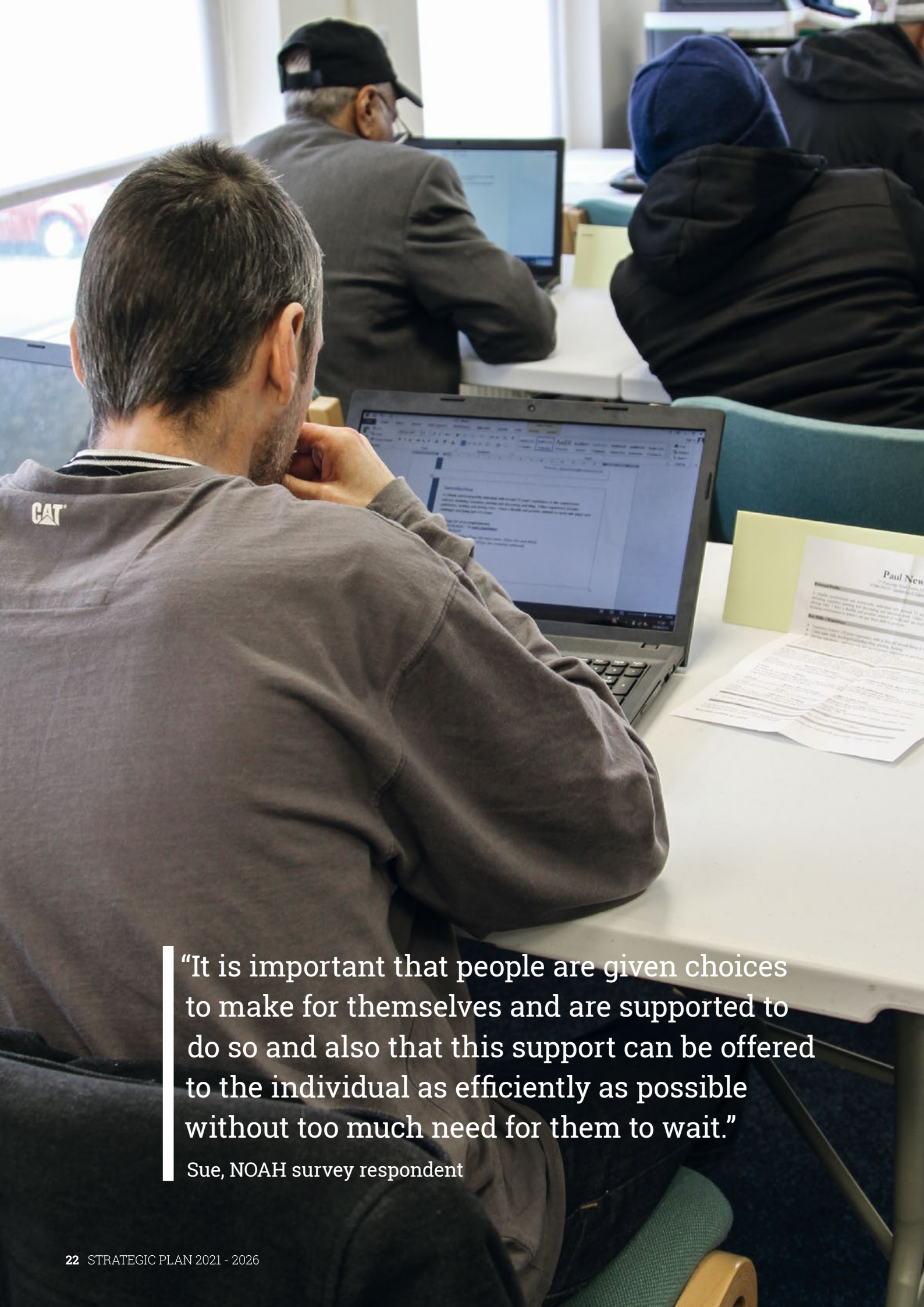
In September Eastside Primetimers carried out a series of One-to-One interviews with Trustees, Senior Management Team and senior members of staff. The key messages from this were:

- **We're good at what we do**
 - We deliver support ourselves
 - We provide a flexible and end to end service
 - We reach people that others can't or won't help
 - We don't give up on people
- **We're part of the community – our roots go deep**
 - We've been here for 30 years
 - We have good access to clients
 - We are trusted
 - We are perceived as doing good locally – by local people and donors
- **We are experts in our field**
 - We are respected
 - We have the ability to influence
 - We have good data and evidence
 - We are able to take risks

Staff Consultation

As part of the development of the strategy we actively engaged with our staff, to hear their views on our proposals. Three workshops were held and staff that couldn't attend were encouraged to respond via email.

The overall response was positive, with particular support for the underlying values of NOAH and the strategy as a whole. The focus on the client / customer was seen as the right place to start and that they should be the priority in our thinking and culture.



“It is important that people are given choices to make for themselves and are supported to do so and also that this support can be offered to the individual as efficiently as possible without too much need for them to wait.”

Sue, NOAH survey respondent

There was a general concern over the impact of Covid and the likelihood of funding being reduced in the future.

The Theory of Change

Creating a Theory of Change is a way of linking a series of issues with related actions and a description of why a particular way of working will be effective. It can show how change in the short, medium and long term will achieve the intended impact. The process of developing a Theory of Change, and the thinking involved, is often as important as the diagram or narrative that forms the output.

In November, Eastside Primetimers chaired a workshop with the senior management team to develop a Theory of Change for NOAH.

The group explored some of the wider issues relating to the services that NOAH provides, why it provides them and what outcomes and impact result from these services. This is known as a logic chain model and is the starting point that could then be distilled into a simple Theory of Change.

The logic chain for NOAH overall identified that the group has a shared view of what the organisation provides and what it is seeking to achieve, although the three individual service areas were less clear.

Welfare services provides crisis support and is often the first point of engagement with NOAH for those who are in most extreme need, such as street homeless people and those with mental health problems and addictions. NOAH provides this support because there are few services available for people and those that are available, often statutory services, are unwilling or unable to work with people in extreme need or are not trusted by them.

This is because homeless people have often had bad experiences with authority figures who have tried to assist them in the past. Many have experience of children's homes, foster care, hospitals, prison, and halfway houses, where they have lost their

independence. Help often has strings attached; rules and controls that restrict when you can come and go and what, when and where you eat, drink and smoke.

As NOAH's welfare service is the first point of contact for many people, outcomes can often be that people have then gone on to engage with NOAH's other services and are able to contemplate longer term solutions.

Training and employment is part of the pathway of support that NOAH provides, from confidence building and life skills to job searching, volunteering opportunities and work placements with external employers. It is important that this is provided by the same organisation that people have already engaged with and built trust so NOAH is ideally placed to get the best results.

Social Enterprise is both an income generator and an opportunity to provide work experience and build relationships with the local community around the charity shops. This was an area that would benefit from further consideration of the benefits for service users with perhaps a more balanced view of why the social enterprises are needed and what outcomes and impacts they are achieving.

The key messages for NOAH regarding the services provided and the changes that result from your services are, therefore:

- We support people experiencing the most extreme levels of poverty and exclusion
- We fill gaps that other providers are not able to reach
- We provide holistic support - working with the whole person based on their individual needs
- We work with people based on our values, care, compassion and commitment
- Our services are linked together enabling people to make progress towards being able to maintain a home, a job, a relationship and engagement with society
- Our services also offer affordable goods and support to local people who are customers in our social enterprises

The Theory of Change can be summarised as follows:

What is the problem?	What are we doing to solve the problem?	What will things look like if we are successful?
People living in poverty – a combination of factors such as mental health problems, unemployment, homelessness, substance abuse, family breakdown	Providing crisis care, support, guidance, welfare services, learning and skills, volunteering opportunities, work experience	People are living sustainably and able to maintain a tenancy, employment, good mental health, sobriety, stable relationships
Inequality in society People locked in a cycle of disadvantage and unable to deal with their circumstances	Support is based on valuing individuals and on meeting their individual needs	People have access to support networks
People are isolated and don't have people around them who can give support	A holistic service able to provide support to the whole person and early interventions	People feel part of a community
People are isolated and are not able to access organisations that provide support	Services are accessible, welcoming and non-judgemental	People have addressed a range of inter-related problems and found solutions
Society not understanding problems of poverty and what it means for individuals	Staff offer expertise and understanding	People have gained skills and techniques to maintain the changes they have made
	Providing links to other services and providers	People have become resilient and able to deal with challenges
	Raising awareness within the community	People have choice and control over their lives
	Affordable goods in our social enterprises	People in the community are more aware of what our clients experience and need
		Reduced use of crisis support from public services



**“Our passionate volunteers
are the life-blood of the
organisation.”**

Paul Prosser, Head of Welfare Services

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Strategy 2021 - 2026 Overview

NOAH have developed a three-pillar approach to their service offering which helps provide individual, holistic support for disadvantaged people. The three pillars are:

- Welfare – supporting the homeless and people with complex needs, such as addiction, through outreach and the Welfare Centre
- Academy – providing training to help people improve their opportunities for permanent employment. This includes our in-house recruitment agency, Rainbow Recruitment.
- Social enterprise – includes a combination of income generation through the retail activities and training and work experience through the shops and furniture store.

The key strategic objectives for the 2021 to 2026 Strategy have been developed from a review of NOAH's services and operations and the research carried out on future demand. These can be summarised as follows:

Welfare

- Rebuilding the Welfare Centre to provide a facility to support Trauma Informed Care (TIC) and Psychologically Informed Environments (PIE)
- Retaining a primary focus on providing services within the current geographical areas but providing support in Hertfordshire and Buckinghamshire where appropriate.
- Maintaining our added value as an organisation by understanding the needs of the most complex, entrenched and hard to reach individuals and influencing the strategic decisions that affect them.
- Deepening our understanding of and pioneering best practice with Housing First and Migrant specialisms
- Responding to the impact of Covid-19 on mental and physical wellbeing

Academy

- Establish and grow Rainbow Recruitment via partnerships with employers
- Increase our focus on the needs of younger people (aged 18-24) and develop our support for this group of clients
- Adapt to deliver first class online and blended training
- Develop a hub model incorporating viable, impactful social enterprises, training, employment pathways and recruitment programmes that can be taken outside Bedfordshire.

Social Enterprise

Social Enterprise will remain a key element but not necessarily in its current form.

We have been researching some specific areas of Social Enterprise that can provide opportunities for people to receive in-work training within specific sectors which have local skills shortages.

All our social enterprises will have a quantifiable social impact and have been selected because they also add value for NOAH itself either by providing in-house services in a cost-efficient way or by simply tapping into a market to commercialise services which we already deliver.

The areas of opportunity include training with optional catering, recruitment, maintenance, cleaning, digital profile management, and retail and furniture restoration,

Through Social Enterprise, NOAH is aiming to be at least part self-funding, through making a contribution to overheads although the training opportunities are, in many ways, more valuable than the financial contribution.

Other Strategic Issues

Three further strategic goals have been identified which are:

- Becoming ever-more diverse and inclusive as an organisation
- Embracing our interaction with the local community including the faith groups
- Modernising our approach to take advantage of digital efficiencies.

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Welfare Strategy

80% of homeless respondents reported experiencing a mental health issue. Of these 45% reported having a diagnosis, which compares to 25% of people within the general population.

Homeless Link

NOAH has been providing welfare services to the poorest sections of the community in Luton since it was established in 1987 and is the heart of everything we do.

Maintaining our Geographical Focus

While we have achieved a lot in the last 33 years, there is still much to do. So our main focus will remain on Luton and Bedfordshire for the time being. We will consider working outside the current area but only where we can bring skills or expertise that would not otherwise be available.

Rebuilding the Welfare Centre to Provide a PIE and TIC Environment

Alongside our business as usual, our focus will be on the redevelopment of the Welfare Centre, which will be a game-changer in so many ways. Rebuilding the Welfare Centre to provide a facility that will support Trauma Informed Care (TIC) and Psychologically Informed Environments (PIE).



TIC and PIE are related and complementary approaches to service delivery for people with complex needs. Both aim to improve the psychological and emotional well-being of people accessing, or working in, their services.

Trauma is an event, or perhaps a series of events, that leaves a person feeling helpless and terrified. These include a feeling of a lack of control, unpredictability, loss of safety or fear of serious harm. One example is abuse in childhood, which can lead to complex needs with lifelong impact upon physical and mental health and ability to cope in social situations. Often such people have a history of prison, suicide attempts, eating disorders and drug and alcohol addictions.

TIC aims to provide our clients with feelings of increased safety, greater control, more understanding of the world around them and increased empathy with others. TIC helps our clients to begin their recovery and thereby decrease the likelihood of secondary trauma and retraumatisation. This can be achieved more effectively in a building that is designed to provide a safe, controlled environment.

Psychologically Informed Environments (PIE) are services that are designed and delivered in a way that takes into account the emotional and psychological needs of the individuals using them.

A PIE framework consists of:

- A psychological framework allowing services to have a shared understanding of, and response to, the people they support
- A physical environment and social spaces that engages and supports people in the service
- Staff training and support which enables staff and volunteers to move away from crisis management and work in a more therapeutic and planned way
- Managing relationships in order to help staff and clients self-manage their emotional and behavioural responses to triggering events
- Evaluation of outcomes to enable staff and clients to evaluate their effectiveness, for ongoing development, and to evidence service impact

The cramped spaces and increasingly poor condition of the current Welfare Centre do not lend themselves to the creation of a safe and controlled environment where our clients can feel safe and secure and valued as individuals.

Maintaining Our Value Added as an Organisation

In delivering our Welfare strategy we will continue to add value to our clients and the community.

Underpinning this is our desire to understand in depth the needs of the most complex, entrenched and hard to reach individuals and, through this knowledge, provide data for decision makers to influence the strategic decisions that affect them.

The Welfare team will continue to work with the other parts of NOAH to integrate our welfare, training and volunteering opportunities in a way that smooths people's access to a pathway away from homelessness

NOAH is unique in our levels of local expertise and networks and we will use these to bring into Luton specialist homeless support innovations, as we have done with Housing First.

We provide support for the emergency services such as police and ambulance when they are dealing with someone who is homeless and in a crisis situation. Our expertise in this area is provided free of charge but allows us to engage with the homeless person and, hopefully, encourage them to establish a longer relationship with NOAH.

People are attracted to working with the welfare team at NOAH as volunteers because of the good that we do and the outcomes we achieve. Volunteers are essential in delivering our services for the community at minimal cost. The volunteers also benefit from their activities with NOAH, giving them the opportunity to engage with, and therefore reduce, social isolation and increase community cohesion.

Further Developing Our Specialisms in Housing First

We will continue to develop new fields of expertise, such as Housing First, and will act as an advocate for our beneficiaries.

NOAH Enterprise has been working since 2018 with Luton Borough Council on a contract to implement their Housing First strategy, providing a home and comprehensive support service for 20 homeless people.

The overall philosophy is to provide a stable independent home and intensive personal support to homeless people who have multiple and complex needs.

Housing First sees housing as a basic human right – there are no conditions around 'housing readiness' before providing someone with a home. It comes first, as a matter of right, rather than last, or as a reward. In fact, secure housing is viewed as a stable platform from which other issues can be addressed.

It isn't just the homeless people who will benefit, so will local authorities, the NHS and police, from a lessening demand on their services.

If suitable opportunities arise, we will seek to apply our experience of Housing First in neighbouring areas.

Maintaining Our Migrant Specialisms

EU migrants are an increasingly vulnerable group who are not eligible for Government support. They include a significant number from overseas who struggle to find work, many after being lured here by false promises or even in worst case scenarios, subjected to trafficking and modern slavery. They subsequently slip into homelessness and destitution.

NOAH have addressed these serious issues on a number of levels; by assisting people into employment through our welfare, training and work experience services; providing suitable temporary accommodation; teaching English and improving access to jobs. In addition familiarising clients with UK customs or helping them reconnect with their country of origin by liaising with relevant housing services in Poland and Romania and working to create more effective reconnections by rekindling family relationships.

Support for EU migrants is dwindling and Government support for this group of people is waning. From 1st December 2020, homeless people who aren't British nationals face deportation if they sleep rough, possibly only for one night after being evicted. Non-EU migrants make up half of those needing support and will also suffer as Government looks to find savings.

We are still planning to continue developing and using our expertise in migrant support and to make the case for those who can't do it themselves.

Recognising the Impact of Covid-19 on Mental and Physical Wellbeing

Lockdown, furloughing, redundancy and, of course, the stress of potentially contracting a deadly virus has taken a disproportionate toll on those already disadvantaged in society.

We are looking at how we can provide the support to help get people's lives back on track as the situation develops.

As the welfare team moves around in the community, the first point of contact for people that are suffering as a result of Covid may be identified by staff working in this area, but the solutions are likely to involve all parts of NOAH in the drive to help those in need.

As always, NOAH will work closely with other agencies, such as mental health services, to ensure our clients get the all-round support they need.

"We have built up a very close relationship with NOAH over these past five years, as they are the only local organisation who will provide services to people (from any country) without complicated referral mechanisms or requiring their personal benefits to pay for accommodation.

All in all, I believe that NOAH Enterprise do an extremely good job and are invaluable in the current economic climate here in Luton and I am very pleased to recommend that through continuing funding from the government, this vital work will be enabled to continue and flourish."

Liz Hughes (The Revd Canon) Senior Chaplain, London Luton Airport



“I started to study English at NOAH Academy but it was very hard for me to be awake during the morning classes, after sleeping on the street. NOAH gave me a train ticket as a loan agreement for travel because I had found a good job in London at a restaurant. Thank you, NOAH, for taking me out of the street and giving me the chance to a better life again.”

Aleandru, NOAH Outreach client



6

Academy Strategy

The opportunities for our Academy have been growing over a number of years, meeting a need that is not provided by others. The new Welfare Centre will provide an excellent environment for learning and is key to the continuing success of the strategy for the Academy.

As identified in our research, there are many hard-to-fill vacancies that are holding back local businesses and services and which would match the potential of young people and unemployed perfectly, with the right skills training.

These are the things we are doing to make a difference.

Rainbow Recruitment

A key element of NOAH's philosophy is helping to move people into work and sustainable living, so having its own recruitment service has been an ambition of NOAH for some time.

In the meantime, NOAH has been running Jobs Clubs part-time in Luton but the drawback is that while training and employment programmes give people the skills to write a CV and application letter there isn't a link to employers or actual jobs.

That's why we launched Rainbow Recruitment in October 2020.

Now it is up and running we need to establish and grow the enterprise. We will do this through partnering with commercial businesses, organisations and the public sector as a source of staff and thereby also help employers to meet their Corporate Social Responsibility objectives. We know that recruitment is a very competitive market and we recognise the need to be clear about our niche within it and where our strengths lie.



“I was 60 in October and after 10 months being out of work and 2 months of jobs club I got a job. I am working for Churchill who are one of the companies using Rainbow, the NOAH Academy Recruitment Service, cleaning railway station offices between Luton and Cricklewood. NOAH helped me a lot. The staff and volunteers put in a lot of effort and I really appreciate it.”

Rose, NOAH Academy client

What is different about Rainbow Recruitment is that NOAH has the unique in-house ability to connect job vacancies with training for people who need work but don't have the skills to do the jobs. This will create an opportunity to link these partnerships to our training facilities.

NOAH already has many links to local businesses but employment opportunities have tended to be secured on an ad hoc basis. Rainbow recruitment will provide us with an opportunity to build long-term relationships, a direct link to job vacancies and a better understanding of the needs of potential employers.

Like any start-up, Rainbow Recruitment will need time to establish itself but the plan is to make it sustainable by the end of its first year of trading. We are optimistic that our existing relationships with large corporate organisations and local employers can form the basis for this and provide long-term opportunities of work for those in need and increase acceptance of people who are different.

We envisage setting up sector-based work academies with 2-3 week training programmes where we can assess capabilities while working with our Social Enterprise. Businesses will be able to work with the programme to see the candidates 'on the job'.

Similar programmes have worked well elsewhere. For example, the Shard in London where 447 previously unemployed Southwark residents were placed in sustainable jobs across London Bridge Quarter. Of these, 72% were between 18-24 and previously not in education, employment, or training (NEETs) and 76% were from the BAME community. The employment sustainment rate at 26 weeks (a key indicator of sustainable impact) was 70% - more than three times the national average.

Rainbow Recruitment is a great opportunity to partner with companies and organisations that would value the link with NOAH as part of their social contribution and Corporate Social Responsibility (CSR) programme.

In establishing these links, NOAH may be able to leverage opportunities for training and work experience as well.

We believe the pandemic will have a disproportionate effect upon the life chances of younger people, particularly those between 18 and 24.

Developing a New Hub Model for the Academy

We are developing a hub model that will incorporate viable, impactful social enterprises with training, employment pathways and recruitment programmes.

Where we identify a need outside of Luton and Bedfordshire and funding is available we will consider setting up satellite operations of the Academy in Hertfordshire and Buckinghamshire.


More Support for Young People

We believe the pandemic will have a disproportionate effect upon the life chances of younger people, particularly those between 18 and 24. We want to use the Academy to improve their key work skills, build their confidence and develop their general life skills.

There will also be opportunities for young people to volunteer with NOAH, to gain life experience from the work and through engaging with staff.

Delivering More Training On-Line

Lockdown has accelerated the use of the Internet for distance learning. We believe that, while much of our training will still be face to face, there is more that we can do to move our training expertise online. We will also develop our blended learning experiences, in which face to face training is augmented by digital resources.

A close-up, profile view of a man with a dark beard and a dark cap, looking thoughtfully to the right. He is wearing a blue long-sleeved shirt and a blue earring. In the foreground, a white cup of coffee is visible. The background is blurred, suggesting an indoor setting like a cafe.

NOAH's training offer for disadvantaged people is long-established, and over time has developed into a large operation offering an array of courses.

7

Social Enterprise Strategy

Our Social Enterprises have provided NOAH with both income and an opportunity to provide work experience and also act as a personal interface with the local community.

There is so much potential in this part of NOAH that we are considering what our Social Enterprises should look like moving forwards in delivering our new strategy. This is likely to be a dynamic debate, as opportunities for vocational skills training and work experience develop when we are building our relationships with employers through Rainbow Recruitment and the Academy.

A much under-estimated benefit to people that have had little or no work experience is just the opportunity to experience the daily routine of having a job, managing customers and basic administration tasks. These all help people to grow in confidence and enable them to describe what they have done in a real situation on CVs and at interviews.

Through Social Enterprise, NOAH is also being, at least in part, self-funding, with the surplus on income making a valuable contribution to overheads. However, the work experience opportunities are, in many ways, more valuable than the financial contribution.

We recognise the potential risks that come with commercialising our operations and losing touch with beneficiaries so we will maintain our focus on the social benefits of what we do while building a sustainable commercial operation.

Our strategy for NOAH's Social Enterprise will build on the key principles outlined below.

Expand the Opportunities for Vocational Training

We currently offer a range of opportunities for training linked to our furniture store and retail outlets. We are looking at what other vocational training we can offer to benefit our clients and help our local communities.

Training with Optional Catering Service

NOAH's training offer for disadvantaged people is long-established, and over time has developed into a large operation offering an array of courses. The potential of the Academy will be more fully realised over the 2021-26 period.

In the first instance, the Academy will facilitate all training for NOAH staff and volunteers, over time developing this into a first-class organisational development programme. In so doing, the Academy will generate a portfolio of training which is of value to many organisations, particularly for small businesses and the voluntary sector. Opportunities to generate an income from this expertise will be fully explored.

These training courses for external organisations will be delivered both within NOAH premises and on client premises, as required. Where requested, NOAH will be in a position to provide catering for these events. This catering can be facilitated by expanding our existing in-work training for people experiencing disadvantage.

NOAH already provides training for catering but the new kitchen facilities being incorporated into the new Welfare Centre at Park Street will be a step-change from what we are currently able to offer. With the advent of Brexit upon us, there are very likely to be skill shortages in this area that could be a genuine opportunity for candidates to find employment following training in some basic cooking skills and associated services.

Recruitment

Rainbow Recruitment was established by NOAH in October 2020. The primary purpose of Rainbow Recruitment is to link employers with job vacancies with people who need work

but don't have the necessary skills and the training and support that NOAH can provide.



The business model is that employers will pay a fee for finding appropriate candidates and the training will

be paid for either through grants or by the employer so it is anticipated that Rainbow Recruitment will break even after its first year of trading and will make a contribution to overheads in following years.

Maintenance and Cleaning

NOAH will focus on practical training for entry-level trade skills such as painting and decorating, carpentry, plumbing, plastering and bricklaying. We currently have an employee in place as an NVQ trainer who will lead on this. Training will take place in a logistical base offsite, part of which can be used as a facility for teaching the practical skills necessary and the health and safety matters related to this kind of work.

This facility will also be used to provide training that will equip our clients with the skills they need for cleaning and gardening/grounds maintenance jobs.

We anticipate the balance of training for different skills will be influenced by our relationships with organisations and commercial businesses through Rainbow Recruitment so that there is a job waiting for our clients if they successfully complete their course.

The construction industry represents one of the largest sectors for employment and presents work opportunities for semi-skilled and unskilled labour and is likely to be subject to substantial skill shortages post Brexit. The industry provides opportunities for well-paid work for those with appropriate skills and abilities together with an opportunity to progress to more senior roles.

The skills mentioned above will be equally applicable to jobs with companies and organisations providing Facilities Management (FM) services. Multi-skilled operatives are particularly sought after when providing FM services and jobs in this sector also present an opportunity for progression.

For NOAH, training in maintenance and cleaning will present an opportunity to provide practical experience for our clients by employing them to provide maintenance services

for the new Welfare Centre and other NOAH properties. Over time, it may be possible to generate income from carrying out small, straightforward tasks such as cleaning, gardening and painting for external organisations who support what NOAH is seeking to achieve.

Digital Profile Management

IT is the backbone of all business operations and communications and this has become even more important during the pandemic, as companies look to increase online sales and have most of their staff working from home.

With the support of an internal training resource, NOAH will have the ability to meet its digital services needs in-house, providing social media and website management and support to all aspects of NOAH's external internet presence and for Rainbow Recruitment in particular.

From a starting point of managing NOAH's digital and IT requirements, as knowledge, demand and skills are developed, this service can be rolled out and offered to local businesses. These services would mostly be delivered online, with NOAH acting as a back-office support function.

Retail and Furniture Restoration

Our charity shops are hubs in the community, often run by people from the local community. Obviously Covid has affected trading this year but we are considering where there might be opportunities to expand the shops as centres for the community, for example by adding a café. There may also be opportunities for introducing support clinics delivered by other organisations and we will evaluate the model established elsewhere of community stores working in tandem with foodbanks. We will also look at what opportunities there may be for expanding our online presence.

The imminent demolition of our leased furniture store premises in Luton creates an opportunity to improve the returns from this activity. The manager of the store has extensive retail experience to contribute and a small investment in marketing should enable this.



The current furniture restoration operation will continue as it links training opportunities to the provision of affordable furniture to those who need it.

Other Considerations

There may be opportunities for NOAH to derive an income from the interpreting and translation services we provide for other organisations, and potentially to deliver bilingual advocacy for clients. Our clients trust NOAH keyworkers and we can support them at critical meetings with health and other services and provide face-to-face emotional support.

As part of our review of any opportunity we will also consider the wider financial implications, such as tax and VAT on any individual services or operations.



8

Welfare Centre Redevelopment



The Current Welfare Centre in Park Street, Luton

The new Welfare Centre will be a game-changer for NOAH and is central to this strategy. The current facilities are well past their useful life and beyond meaningful refurbishment.

The site for the new Welfare Centre is owned by NOAH and the proposal for the new building was granted planning permission by Luton Borough Council in 2019.

NOAH's brief to the architect was simple, to respect the local context and reflect the dignity of all NOAH's clients.

The new building will be a welcoming environment for those in crisis, maintaining the PIE/TIC principles of service delivery for people with complex needs explained in section 5 but with a background atmosphere of activity and positivity. It will not be a static environment, but a place of learning and growth where confidence and skills are built. The internal space has been designed to be very flexible so that it can be adapted to changing needs in the coming decades.

Other organisations will be actively invited and assisted to allow them to provide their services within the new Welfare Centre. For example, we have included a purpose-built medical room for NHS InReach, allocated space for the provision of dental services, as well as a host of rooms for activities such as group therapy.

The new Welfare Centre will be located on the boundary of two potential major redevelopment zones, in a 'Goldilocks' location both within Luton town centre and a residential area, at the axis of these two communities.



The new Welfare Centre in Park Street

Luton BC support our proposals and are working with NOAH to attract capital investment for the new Welfare Centre as a place that supports the local community and creates and sustains its own community. One idea is to use our dining area as a community café that any occupant or visitor to the building can use. This will create a diverse and vibrant mix of people in this area and around the whole building.

The construction of the Welfare Centre will create skills and jobs both in its construction and in its operation, and NOAH will ensure that people with lived experience will be employed as part of the construction team delivering the project.

Proposed Development

The replacement of existing facilities incorporating:

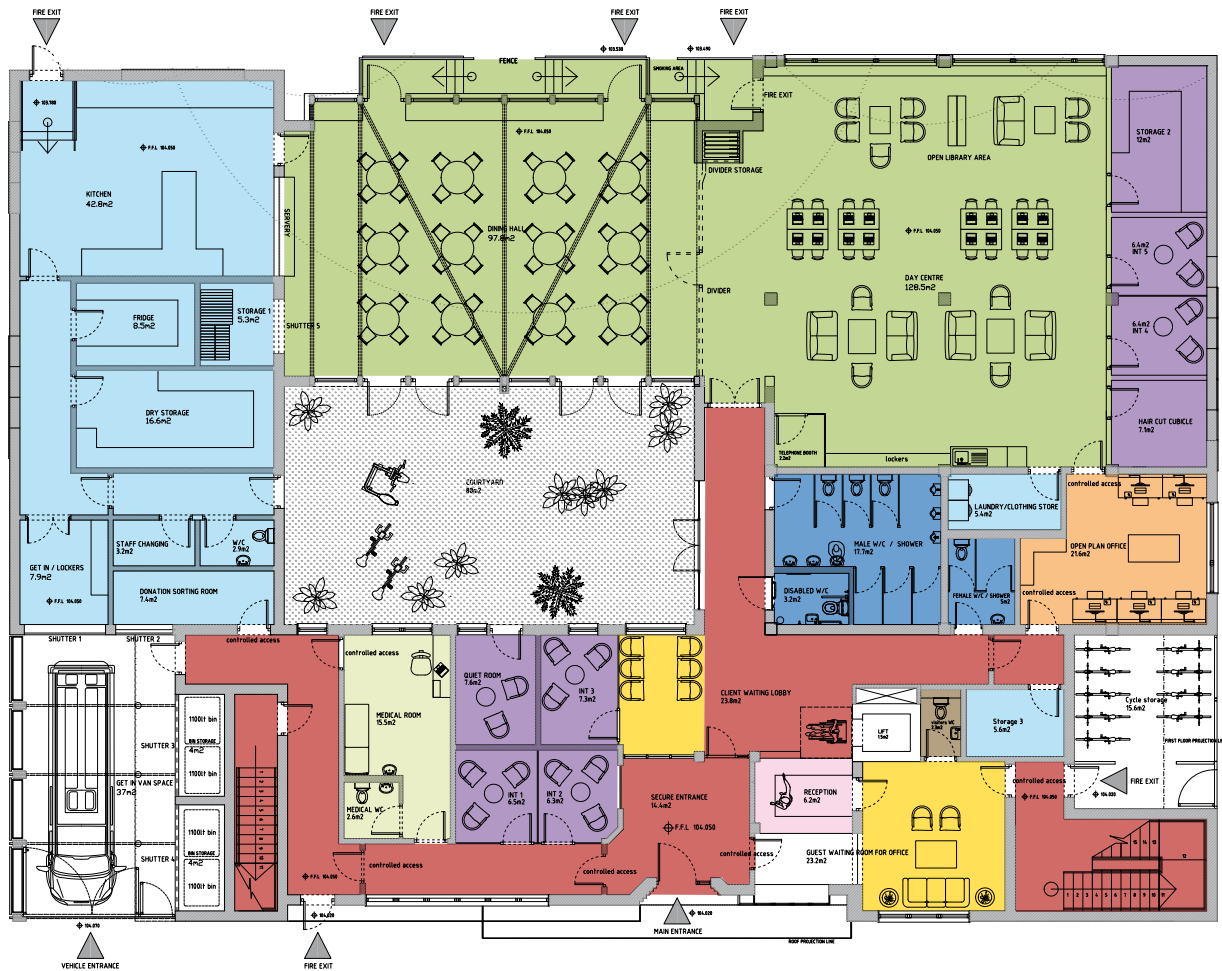
- Drop-in Centre including reception, lounge, work area, showers and facilities for private interviews with first time clients
- Dining Room – in a flexible space allowing other uses
- Kitchen and ancillary spaces for 50 diners in a single sitting
- Medical Room and parking area for mobile dentist
- Classrooms (training, arts and crafts etc.)
- Office space and meeting rooms for staff and outreach services
- Fit for purpose support spaces for IT infrastructure, archive storage, laundry/clothing storage and a donation sorting room.



The new Welfare Centre in Park Street

Functional Areas

Ground Floor Plan



Floor Area

Gross Area: 1,313m² (14,133ft²)

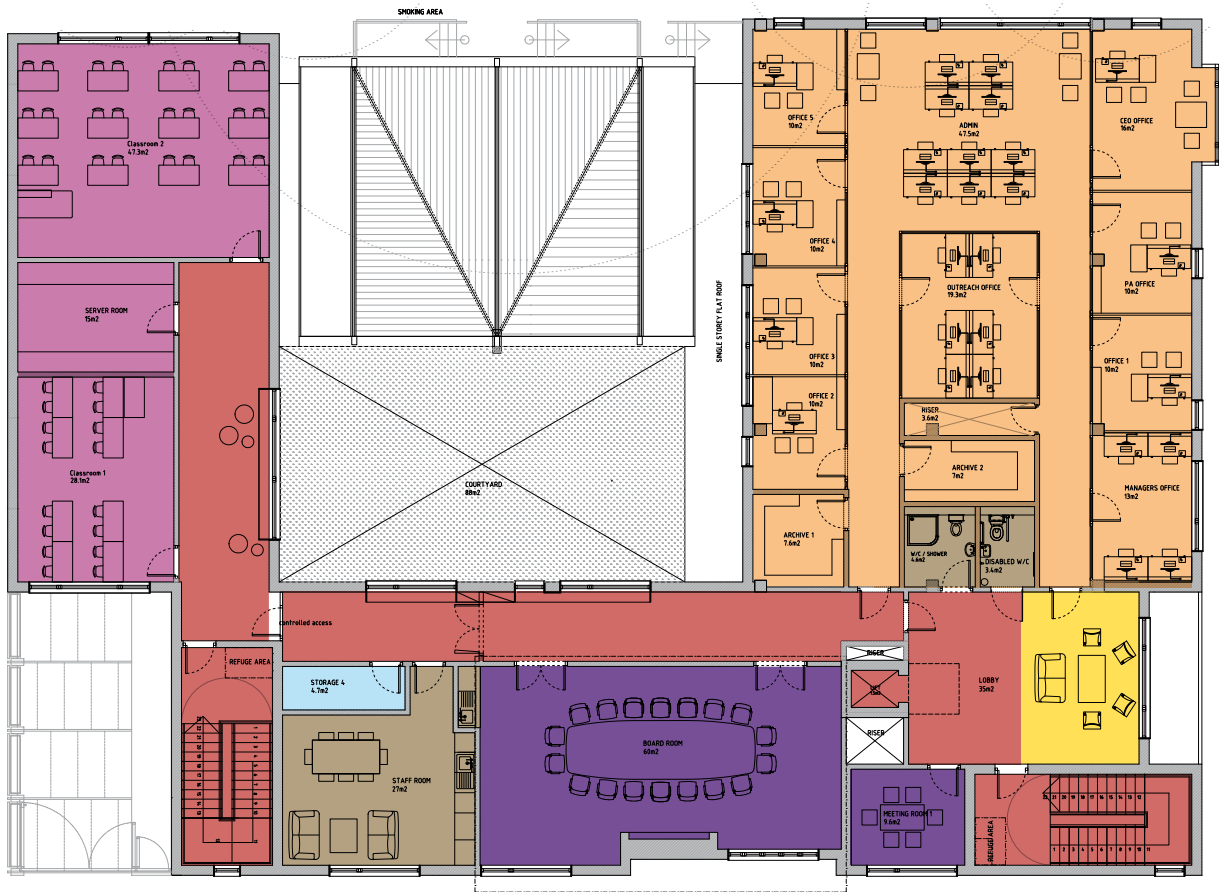
Net Area: Ground Floor 584 m²

 First Floor 495 m²

 Total 1,079 m²

Start on site – planned for Spring 2022

First Floor Plan



Key

- Entrance and circulation - Corridors stairs and lift
- Reception
- Waiting area
- Living area
- Ancillary service area for clients
- Service area
- Medical room
- Toilets and shower room
- Office space
- Board room and meeting room
- Academy classroom
- Staff ancillary service area and toilet

Design Development

As part of the development of our strategy 2021 to 2026, we are reviewing the internal layout of the building to ensure it meets our needs for the future and delivers on our strategic objectives and benefits the wider community in Luton. Some new thinking is emerging around how the space could be used (as illustrated below) and how the various activities sit together in the same building.

IT and Digital

IT is a growth area and relatively Covid-resilient. Downstairs in the Welfare Centre there is an opportunity to create a small IT social enterprise, that could provide NOAH and external clients with support on areas such as website design and management.

This is a training and work experience opportunity aimed at younger people who have some ability in the area but lack the skills to be successful.

General Maintenance

General building maintenance and cleaning is a popular choice of work for homeless people. The courtyard area could be linked and used to teach practical skills such as building maintenance.

Work experience could be provided by helping to provide some of NOAH's maintenance needs, although in a brand-new building this may initially be largely cleaning services. If successful, the ambition is to also carry out small projects for other organisations.

Training and Conferencing Events

The new Welfare Centre will provide opportunities for hosting training and small conferencing events. The kitchen can provide catering, etc for such events, creating work experience opportunities for kitchen staff and hospitality students.

External Catering Services

The new kitchen will be capable of supplying catering to small external events and the training courses that NOAH will deliver commercially, helping to reinforce links with other charities and local authorities. It is appreciated this is a very competitive market, but we are confident there are local organisations would be prepared to support such an initiative.

Development Period

We are also giving careful thought to how the redevelopment will impact on our operations while the building works go on, particularly if NOAH need to move away from Park Street for a period of time. Maintaining the level of services provided to our clients will always be our top priority and plans for this are already being developed.

Options are being considered for minimising the time spent away from Park St, either through reducing the construction period or by considering a temporary presence somewhere either on the construction site or nearby to maintain community awareness that Park Street is the place to go if you need NOAH's help. We can then either provide help on the spot or assist people by advising them where to find it elsewhere.

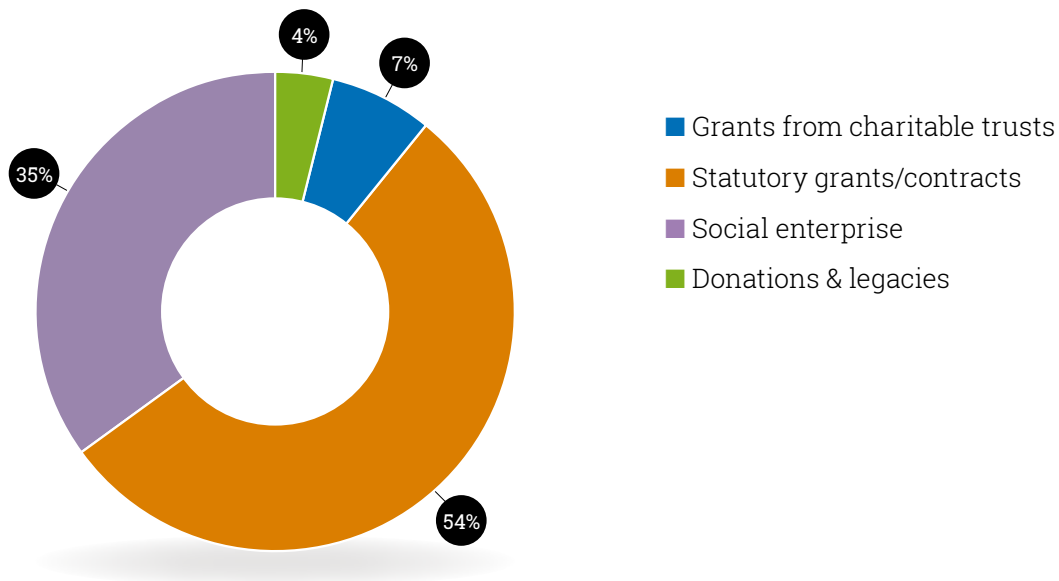


Finance Strategy

Review of Past and Current Years

NOAH had an income in 2019/20 of £2.14m and made a surplus of £191k. The budget forecast for 2020/21 is that income will fall slightly with a small deficit, but in a year beset by Covid this is an acceptable result and one that illustrates the strength of NOAH's management team in balancing costs against income.

Income Analysis 2019/20



Predictions for 2021 to 2026

There will be many variables in the macro economy, in particular Covid and Brexit, that will have an impact on NOAH's income and costs.

Central Government set up a rough sleeping taskforce in November 2020 to lead the next phase of the Government's support for rough sleepers. The taskforce is working to ensure that as few people as possible return to life on the streets after the Covid-19 emergency.

To enable this the Next Steps Accommodation Programme is providing £105 million for shorter-term/interim accommodation and immediate support distinct funding streams for local authorities and their partners in 2020/21.

The Government has also made £23 million available in 2020/21 to tackle the substance dependence treatment needs of rough sleepers. This funding will be administered by Public Health England.

There is likely to be a reduction in public donations due to Covid, however this is only a small percentage of NOAH's income. NOAH also generates income from our Social Enterprises, which we will seek to expand.

Consequently, we are confident that we are in a good position to secure the funding we need to deliver the Strategy for 2021 to 2026, if only because of the strength of our arguments and the widely recognised quality of service that we provide. Further details are set out within the Fundraising section below.

We actively manage costs within the grants provided and are grateful to the many volunteers who give their time for free. There will be a renewed focus on ensuring this group has the training and support that it needs so that it is well motivated and effective.

Welfare Centre Redevelopment

The new Welfare Centre will be a brand new building, compared to the existing accommodation, which is at the end of its useful life and beyond economic refurbishment. It is therefore expected that maintenance costs will be low in the period covered by this Strategy and the building also be far more energy efficient. We are also conscious that the building will be around double the size of our current, cramped, accommodation and we have therefore reviewed what the likely costs of running the new building will be.

We provide below a comparison of our current and budget and the forecast operating costs for the new building, which shows that although there is an increase in overall

cost, this is manageable within our overall finances even without the additional revenue that the building will generate.

Premises costs - Current Premises		Premises costs - New Welfare Centre	
Cleaning and refuse	4,200	Cleaning and refuse	9,600
Fire, security, health & safety	2,500	Fire, security, health & safety	1,700
Electricity	10,500	Electricity	10,800
Gas	2,082	Gas	1,600
Water	4,500	Water	4,500
Council tax	1,300	Council tax	2,600
Repairs	8,000	General repairs	4,800
Cleaner costs	11,000	Cleaner costs	22,000
Reception / admin	20,000	Reception / admin	20,500
Lift maintenance, telephone, insurance	0	Lift maintenance, telephone, insurance	4,000
Building Insurance	1,691	Building Insurance	13,600
Contents insurance - tbc	0	Contents insurance - tbc	0
TV / music licence	320	TV / music licence	320
	66,593		96,020

Provision for major maintenance and replacement on the new building and depreciation will be assessed in according with NOAH's accounting policies at the time.

10

Fundraising

Funding in 2020/21

Most of NOAH's services are funded by statutory authorities like local councils and the Ministry of Housing, Communities and Local Government (MHCLG) with additional support from Trusts and Foundations, which is mostly restricted funding.

Additional income comes from commercial companies and larger charities who fundraise from the public. This funding is largely unrestricted (i.e. not legally ringfenced for specific purposes).

Due to Covid-19, many Trusts and Foundations have redirected their grants to very short-term Covid-specific interventions with long-term funding being paused and money generally needing to be spent in 2020/21: the National Lottery, City Bridge Trust and The Leathersellers' Company being examples.

It is likely that these long term programmes will not reopen until 2021. There is some concern about the levels of income available as investments will have been hit, but this may be a short term problem.

Corporate income is also a risk at the moment as it is often linked to volunteering and Corporate Social Responsibility (CSR) initiatives and with various lockdowns and social distancing these are not taking place at the moment. Also, many companies income has taken a hit, Luton Airport being a prime example, so they will have to cut back on any non-essential expenditure. On the plus side, there are locally-based businesses such as Amazon that have thrived through Covid-19.

There is ongoing uncertainty around local authority and central Government resources. Lessons have been learnt from the Covid initiative of moving of rough sleepers into hotel

accommodation and away from the Winter Night Shelter programmes, which may require day centres need to redesign the way they deliver services. The new NOAH Welfare Centre will be a welcoming environment for those in crisis, with an atmosphere of activity, learning and growth where confidence and skills are built.

The key funders of homelessness have also been moving away from funding that just sustains someone on the street towards more progressive services like Housing First, asset based approaches and psychologically informed environments.

Overview of Fundraising 2021 - 2026

The fundraising strategy to support the Strategy 2021 to 2026 is still at early stages of planning but will consist of two strategies: capital funding for the new Welfare Centre and revenue funding for NOAH's business as usual.

Capital Funding for the New Welfare Centre

Capital funding for the new Welfare Centre is targeting securing an initial promise of funding before March 2021. It is envisaged that this will be a significant gift that will help underpin the fundraising.

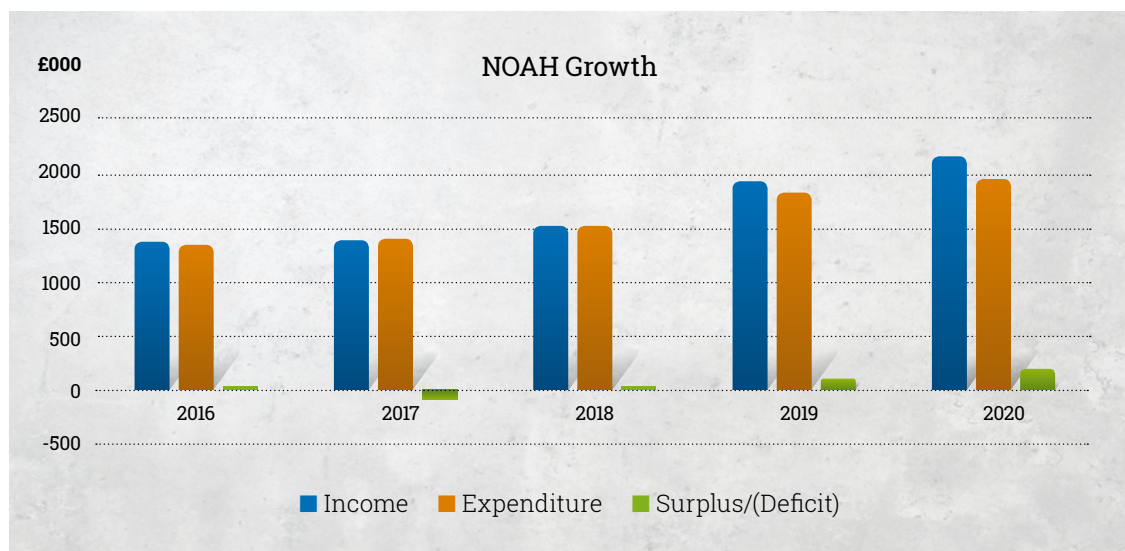
Covid has made things harder in many ways. From the point of view of the availability of capital, many of our supporters have redirected funds to support those charities most affected by the pandemic. It also makes it harder to fundraise when everything has to be done remotely via video conferencing.

Our capital income generation strategy incorporates a detailed pipeline of potential donors, many of whom have been loyal supporters of NOAH in the past. As well as improving people's lives the new Welfare Centre will, in the longer term, help to reduce costs on the state and the NHS, so there is a strong economic argument underpinning this investment.

Revenue Funding

As is always the case, NOAH has to bid for funding on an annual basis for many of its contracts and much of the current round ends in March 2021.

NOAH has proved in recent years that it successfully delivers the services required by funders and as a result its revenue has grown by 50% in the past 5 years.



As part of our fundraising we will be looking for sponsors to support our core services. We will also be looking at growing corporate and community support.

As part of our strategy we have recruited a full-time Head of Fundraising and Business Development.

Building Awareness of NOAH

One of our strategic objectives is to improve how we measure the social impact of what we do at NOAH.

We want to use this information as part of a campaign to raise awareness of how we help people who are disadvantaged by developing greater awareness of NOAH, what we do and what we stand for.

We already have a strong existing network of relationships and we will seek to build on this by establishing new relationships at national, regional and local levels. Partly, this will be by demonstrating leadership and collaboration within the homelessness and housing sectors, particularly in those parts that NOAH works in.

We will also grow our existing partnerships with commercial companies and other not-for-profits, building upon the appreciation of and support for the social value of the work we do.

In the section on Social Impact we talk about how we can create case studies and measure our social impact to demonstrate the effectiveness of our operations and philosophies. These will form the basis for much of what we do in raising the profile of those most in need and how they can be helped to lead sustainable lives.

The impact of the new Welfare Centre on outcomes will be huge and we will capture this success, creating a model that can be used elsewhere.

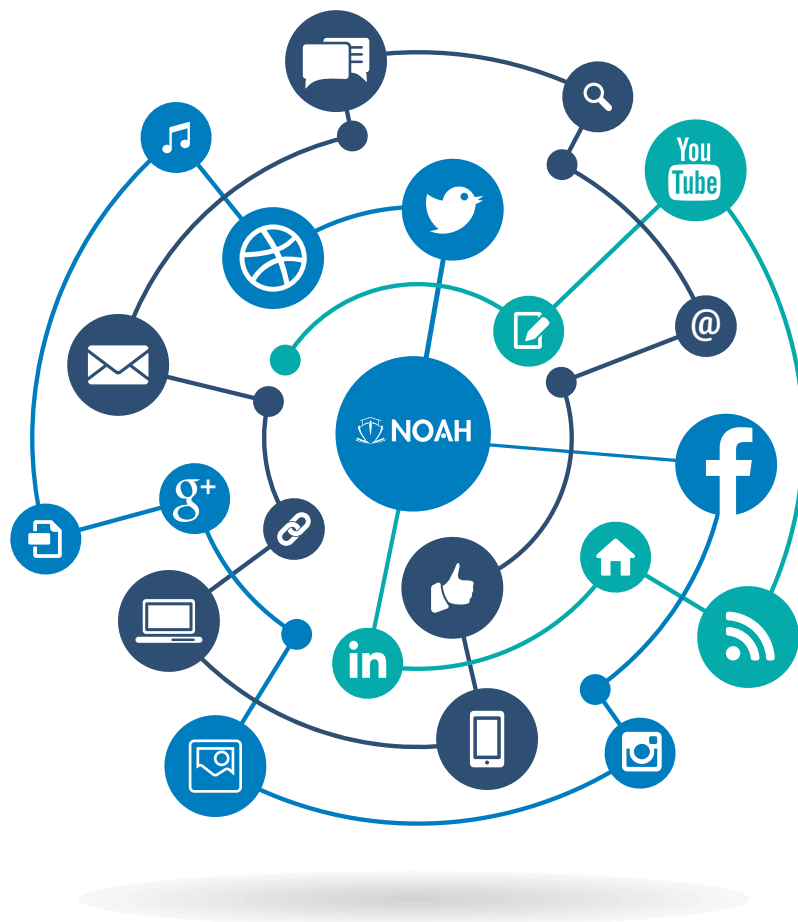


Support Operations

It is essential for any organisation to have good support for the staff delivering services and this is an issue that was identified during the one-to-one's with staff.

We want our clients to have the best possible service and we want our staff to have the time and resources to be able to do this. We will therefore carry out a review of our supporting infrastructure, including IT, HR and facilities management and our processes and procedures so that everyone has the backup they need.

We will also expand our marketing support for Social Enterprise, to help it to maintain and grow its activities. This will include raising our profile on social media and the internet to increase our connection with local people and the wider public.



Risks

We have considered risk in relation to the delivery of our Strategy 2021 to 2026 and have identified three key risks that cannot be managed by ourselves.

Brexit

With the UK having left the EU on 31st December and narrowly achieving a trade deal, it is still difficult to predict exactly what the full economic impact will be while the consensus appears to be a reduction in GDP over the next five years.

While it is likely there will be both winners and losers in the commercial sector from Brexit, and that some geographical areas will benefit more than others, there is a concern that the overall result will be a loss of jobs, particularly at the lower end of the labour market.

If this is the case, those that are currently disadvantaged are likely to find their life chances are worsened.

For NOAH, this would lead to an increase in demand for its services, but we can only deliver this if there is funding to match, and if tax revenues fall due to reduced trade and higher unemployment the Government may be unable to provide grants sufficient to meet this need. This is likely to result in a change to NOAH's mix of funding. Brexit is also an emotional burden for many of our valued staff who are EU nationals.

Covid-19

As with Brexit, the long-term impact is difficult to determine but unemployment is already increasing as the Government's furloughing scheme inevitably comes to an end. Many commercial businesses have experienced a sustained period where their income

has reduced or disappeared completely. This will limit their ability to create new jobs and the risk is that there will be further redundancies as more organisations fail or decide to permanently downsize.

This is not just a problem for the commercial sector, reports suggest that local authority finances have been strained by Covid-19 and it has been reported that some are close to reaching a point where their finances are unsustainable (LB Croydon being a recent example).

For NOAH, this will again lead to an increasing demand for our services as more and more people, particularly younger people, fall into disadvantage and homelessness. But again, we can only deliver if we have the right level of financial support and the Government's schemes to support jobs and the economy during the pandemic has led to a huge increase in public sector borrowing, which will require the Government to either raise taxes or cut spending or, more likely, a combination of both.

Government policy / spending cuts

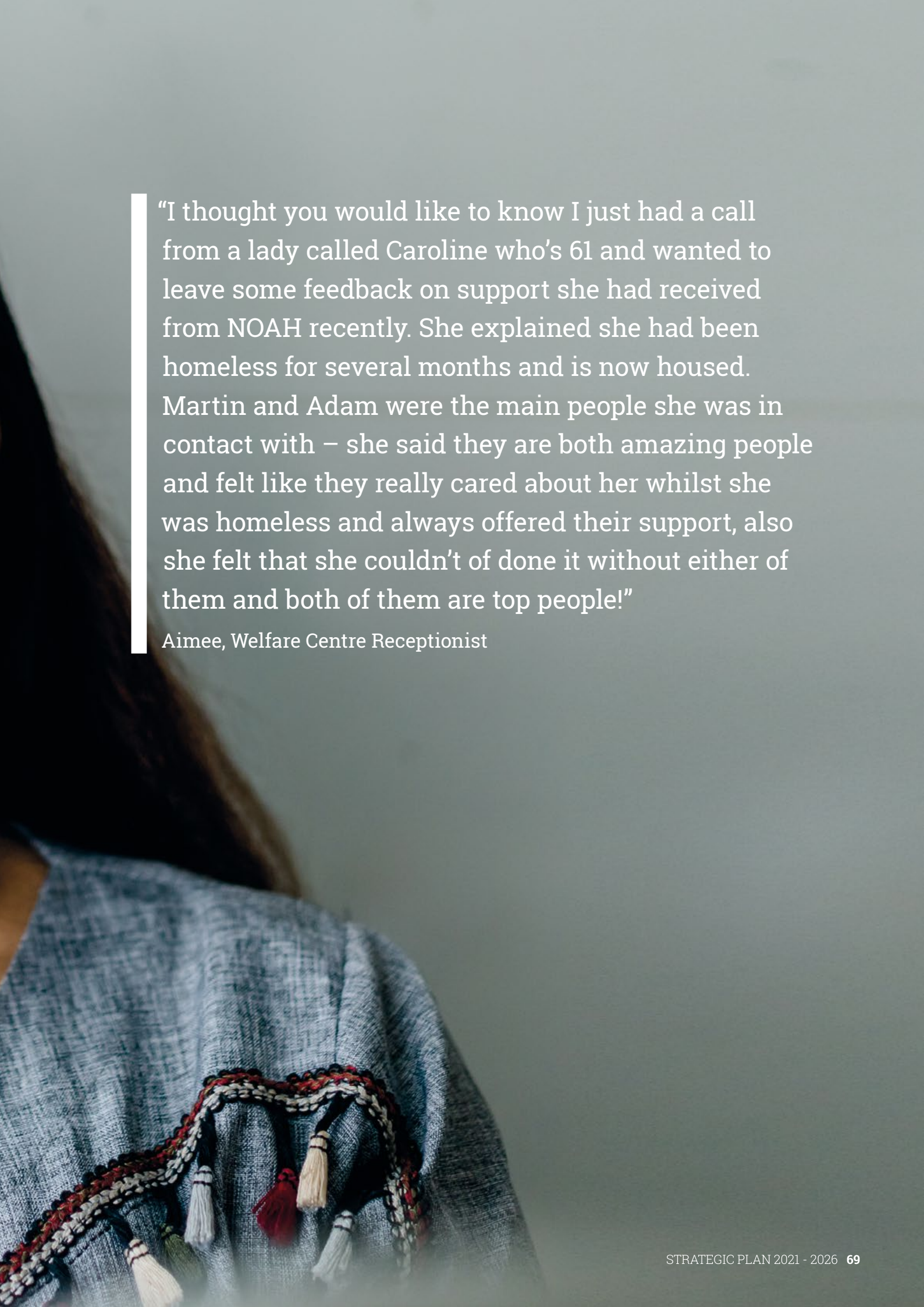
As mentioned above, the Government is in a position where it needs to pay for the financial support during the pandemic. This will, in all likelihood, lead to spending cuts.

In the long term, supporting the disadvantaged as NOAH does reduces the financial burden on the public sector through improved health and gainful employment. In the short term the Government will need to make some tough decisions.

They may, for example, decide to reduce or even cease providing support for homeless people from the EU and other countries outside the UK. They may also decide to "get tough" on the same group of people who are not yet homeless but who could find themselves having to move out of their homes if their access to support is cut.

The Chancellor's 2020 Autumn Statement in November contained some good news but was only for one year due to Covid. Any prediction on Government policy beyond that is conjecture but the direction of travel will almost certainly result in a reduction in spending in some, if not all, areas.





“I thought you would like to know I just had a call from a lady called Caroline who’s 61 and wanted to leave some feedback on support she had received from NOAH recently. She explained she had been homeless for several months and is now housed. Martin and Adam were the main people she was in contact with – she said they are both amazing people and felt like they really cared about her whilst she was homeless and always offered their support, also she felt that she couldn’t of done it without either of them and both of them are top people!”

Aimee, Welfare Centre Receptionist

“While we commend the additional investment to help alleviate rough sleeping, we are concerned that the Spending Review falls short of ensuring that we are able to fulfil the ambition of preventing and ending homelessness in all its forms. In failing to prioritise the issue with fully funded, sustainable services and a welfare safety net that works for everyone, we risk allowing the progress made during the first national lockdown to slip away, as a growing number of people are pushed into homelessness.

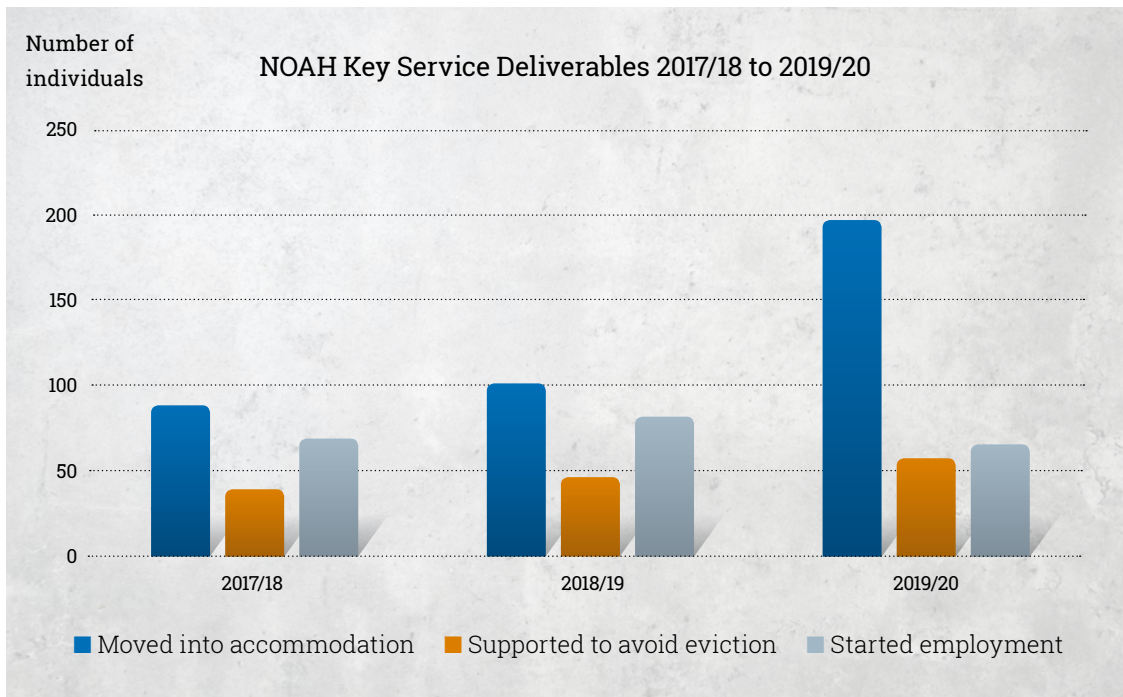
We urge the government to commit to taking a longer term preventative approach. A few additional measures, including retention of the £20 per week Universal Credit uplift and an extension of this to legacy benefits, will prevent thousands of people from losing their homes in the first place, putting us on much firmer footing for eliminating homelessness for good.”

Rick Henderson, Chief Executive, Homeless Link

Anticipated Impact

NOAH can demonstrate that over the last three years demand for our services have continued to rise and we expect this to continue with NOAH having a profound impact on the local communities in which we work.

The table below shows how our service delivery on three key areas has changed.



At NOAH we are committed to refining how we collect information and how it is presented to demonstrate the ways in which we are improving peoples lives and that the grants and donations we receive have an overall financial return far in excess of the monies invested.

This is vital, not just to understand the impact we’re making, but to give ourselves the ammunition to communicate our successes to others and extend NOAH’s influence with Government, local authorities, grant funders, partners and other stakeholders.

Eastside Primetimers are providing advice on how to better measure our Social Impact.

The following table summarises the key things that will be measured in order to provide evidence that NOAH is achieving the outcomes and impacts we have identified (some of these will apply to more than one activity or outcome).

All of NOAH

Outcome	Measure	Method
People are living sustainably and able to maintain a tenancy, employment, good mental health, sobriety, relationships	Based on people's individual needs there is evidence that they have maintained the outcomes they achieved when they were engaged with NOAH	Follow up surveys or interviews with people at fixed times after they have made the changes
People have access to support networks	People have built relationships	Systematic observation of participants
	People are accessing services	Recording access of other services
People feel part of a community	People have built relationships at NOAH	Systematic observation of participants
	People have built (or re-built) independent relationships and support networks	Recording access of other services
People have addressed a range of inter-related problems and found solutions	People have progressed from one service area to another (i.e. from Welfare to Training and Employment)	Records of project activities
	People are engaging with other support services	Recording access of other services
People have choice and control over their lives	People are dealing better with problems and able to make positive choices	Records of project activities
		Systematic observation of participants

All of NOAH /continued

Outcome	Measure	Method
People in the community are more aware of what our clients experience and need	Other agencies and local community members are aware of what NOAH does and why	Regular surveys of stakeholders Feedback from customers
Reduced use of crisis support from public services	Linking data on participants' progress with reduced number of times they need crisis support Service providers reporting reduced use of crisis support and more timely interventions with individuals	Calculating social return on investment Data sharing with key service providers

Individual Service Areas: Additional Evidence

Service area	Outcome	Measure	Method
Welfare	People access housing, medical support, benefits and social networks	Number of people moving into accommodation Number of people receiving planned medical care Number of people receiving benefits	Project reporting of participant outcomes
Training and employment	Reduced unemployment	Number of people completing training courses Number of people volunteering Number of people on job placements Number of people obtaining jobs	Project reporting of participant outcomes

Individual Service Areas: Additional Evidence /continued

Service area	Outcome	Measure	Method
Social enterprises	People are better prepared to look for employment	People gain work experience and practice life skills	Project reporting of participant outcomes
	Local people are engaged with the community	Local people feel that buying from NOAH provides them with added social engagement	Systematic observation of participants
	NOAH is more financially sustainable	NOAH is covering the cost of running the social enterprises - or making a surplus	Seeking feedback from customers
			Systematic observation of customers NOAH financial records

Measuring NOAH's Impact in the Future

As part of our resourcing to deliver the strategy we have recruited an Evidence and Impact Officer, who will be responsible for collecting information and collating case studies.

Eastside Primetimers, a social sector consultancy, have provided advice on measuring NOAH's impact in the future. In summary, the recommended actions are as follows.

- Systematically update information collected from various sources
- Collect evidence of levels of chaotic lives of clients and establish what range of problems people have
- Numbers of people not using primary health care
- Numbers of people not claiming benefits
- Perceptions of homeless people and those in poverty amongst local people and how these have changed
- Collect more evidence from Training and Employment and Social Enterprise teams

- Collect soft outcomes data including quality of life indicators
- Collect evidence of impacts created by the social enterprise; for clients, customers and financial contribution to NOAH
- Consider whether Social Return on Investment (SROI) is the appropriate mechanism for measuring social return in the future
- Do a follow up survey as evidence of lasting impact
- Edit the case studies to illustrate the way that Noah works with people.

Estimating the Future Social Value of NOAH Enterprise

NOAH do what we do for the sole reason that we believe in equality and the value of each person. Therefore the most important value that we create is to alleviate poverty and bring hope. Analysing and understanding this impact is difficult to monetise but doing this can assist other decision makers.

It is possible to calculate the value of the impact in different ways, such as cost-benefit analysis, which examines the direct saving for a public service if money is spent on preventative measures. This can also be used by social sector organisations to demonstrate how their actions cost less than expensive public services such as the cost of someone being in prison or in residential mental health care.

Work has also been done to calculate the social impacts created by organisations, using methods such as Social Return on Investment (SROI). This method uses 'proxy values' to establish the social benefit to an individual of, for example, feeling safe or reducing anxiety and stress. These can be calculated in a number of ways and must be off-set by input costs of providing a service and other influencing factors such as deadweight (what would have happened anyway), drop-off (how long will the change last) and attribution (which other services contributed to the change).

Table 25: Breakdown of annual fiscal cost by public service area⁵²			
Service	0-1 needs	2-3 needs	Weighted average
Prison	£2,240	£3,710	£3,550
Physical health	£1,310	£2,240	£1,830
Criminal justice	£530	£1,570	£1,170
Substance treatment	£230	£1,960	£1,300
Rough Sleeping services	£1,510	£1,610	£1,110
A&E	£500	£810	£600
Ambulance	£370	£760	£550
Mental health	£50	£2,270	£1,810
GP	£260	£420	£340
Total	£7,000	£15,350	£12,260

Estimated annual costs by public service for different levels of need: MHCLG

Recent data compiled by the Ministry of Housing, Communities and Local Government¹ has calculated the fiscal costs of supporting rough sleepers, many of whom have multiple vulnerabilities such as mental health problems and substance abuse. This is based on a detailed questionnaire carried out by a sample group of 395 rough sleepers and calculates the costs to the public purse of supporting individuals who have been rough sleepers. It also calculates a 'well-being' value – a proxy value for the individual who records an improvement in their mental well-being using a standard scale.²

Average annual fiscal costs of rough sleepers	£12,260
Average well-being costs	£800
Total	£13,060
Average annual fiscal costs of an individual in the UK	£3,100
Net value of fiscal costs of rough sleepers	£9,960

The figure of £9,960 represents the difference between the fiscal costs of the average person in the UK with the additional costs of a rough sleeper.

This is one way of predicting the value created by NOAH regarding potential impact on the public purse based on the number of rough sleepers supported. This does not account for all of NOAH's users.

Other values that have been calculated by HACT³ include a number of 'quality of life' indicators such as the value to an individual of:

The value of vocational training	£1,124
The value of regular volunteering	£3,249
Feeling in control of your life	£15,894
Moving from rough sleeping to secure accommodation	£24,467
Emergency relief services for people sleeping rough	£98
Being a member of a social group	£1,850

Trying to predict the value that will be created by NOAH Enterprise over the next five years is very difficult as there are so many variables, including changing provision for homeless people post COVID-19 'Everyone In' initiative.

In 2017 Cranfield Business School produced a Social Return on Investment report on NOAH's activities that calculated a return of £5.30 for every £1 invested. The total value of the impact created was calculated to be £9,635,714 generated by total investment of £1,836,760.

Subtracting the investment value from the impact value, the SROI demonstrates that £7,798,954 was created in the present year (no values were calculated in this report for subsequent years).

Multiplying these figures over a five year period, NOAH would generate a total return of **£38,994,820**. This figure does not take into account any variations in income, activity level or values created.

Our 2021-2026 impact projection

In terms of services provided, this would represent (based on 2019/20 figures):

Over **86,000** lunches provided

Over **1,700** Night Shelter beds provided

Over **1000** people undertaking meaningful occupations or training

Over **350** people receiving support with benefit claims

Over **900** people helped into accommodation

Over **300** people helped into employment

Section 14 references:

¹ Understanding the Multiple Vulnerabilities, Support Needs and Experiences of People who Sleep Rough in England, Initial findings from the Rough Sleeping Questionnaire, Ministry of Housing, Communities and Local Government, 2020

² The Warwick-Edinburgh Mental Well-Being Scale

³ Measuring the impact of community investment: a guide to using the Well-being valuation approach, HACT



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