

NO  
GOING | BACK

NG | B CLEAN

2025-26

3 words that can **change a life**



# Thank you to the 42 Livery Companies who have supported **No Going Back**



The Worshipful  
Company of Actuaries



The Worshipful  
Company of  
Arbitrators



The Worshipful  
Company of Bakers



The Worshipful  
Company of  
Basketmakers



The Worshipful  
Company of Broderers



The Worshipful  
Company of Builders'  
Merchants



The Worshipful  
Company of Butchers



The Worshipful  
Company of  
Carpenters



The Worshipful Company  
of Chartered Accountants  
in England and Wales



The Worshipful  
Company of  
Clockmakers



The Worshipful  
Clothworkers  
Company



The Worshipful  
Company of  
Constructors



The Worshipful  
Company of Cooks



The Worshipful  
Company of  
Drapers



The Worshipful  
Company of Dyers



The Worshipful  
Company of  
Entrepreneurs



The Worshipful  
Company of  
Environmental  
Cleaners



The Worshipful  
Company of  
Fishmongers



The Worshipful  
Company of  
Fletchers



The Worshipful  
Company of Gold and  
Silver Wyre Drawers



The Worshipful  
Company of  
Goldsmiths



The Worshipful  
Company of  
Grocers



The Worshipful  
Company of  
Haberdashers



The Worshipful  
Company of  
Horners



The Guild of Human  
Resource  
Professionals



The Worshipful  
Company of  
Innholders



The Worshipful  
Company of  
Ironmongers



The Worshipful  
Company of  
Launderers



The Worshipful  
Company of  
Leathersellers



The Worshipful  
Company of Makers  
of Playing Cards



The Worshipful  
Company of Mercers



The Worshipful  
Company of  
Merchant Taylors



The Worshipful  
Company of  
Pewterers



The Worshipful  
Company of  
Plumbers



The Worshipful  
Company of  
Skinners



The Worshipful  
Company of  
Spectacle Makers



The Worshipful  
Company of Tallow  
Chandlers



The Worshipful  
Company of  
Turners



The Worshipful  
Company of Tylers  
and Bricklayers



The Worshipful  
Company of  
Vintners



The Worshipful  
Company of  
Weavers



The Worshipful  
Company of  
World Traders

# Our First Five Years And Our Future

**No Going Back (NGB) became an independent registered charity in 2023, running alongside NGB CLEAN, the flourishing Social Enterprise. Clear objectives continue to guide the organisation as it enters Year 6. Its mission as 'Architects of Change' is to bring together an unrivalled network of partners, volunteers, employers and ambassadors, harnessing all their skills, passion and expertise to empower those with convictions to achieve new lives including through meaningful employment.**

With a flexible model and a dedicated multi-disciplinary team, the focus of NGB is on delivering measurable impact and demonstrating success. The ongoing challenges of the justice sector and the wider shifts brought about by recent government changes require clear strategic direction in order to flourish.

**WHAT ARE WE?** NGB is unique for two reasons. Firstly because of the commitment of 42 Livery Companies and their members to reduce reoffending and secondly because we have set up a flourishing Social Enterprise, NGB CLEAN, which not only supports prison leavers with work but will, over time, help to fund the Charity.

**IMPACT** NGB is independently evaluated annually in order to be able to evidence its work. We have supported over 2,600 individuals in their rehabilitation journey, with more than 350 participants securing employment. Impressively, only 4% of participants have been recalled or reoffended, a stark contrast to the UK's adult reoffending rate of 40-60%. NGB has made a significant contribution towards reducing the £23bn cost p.a. of reoffending. Over its first 4 years the independent evaluation by Bean Research assessed that we generated over £17m of social value which combines both fiscal savings to the state (such as reduced re-offending and lower use of public services) and wider economic and social value creation (such as improved employment, health and community outcomes).

**OUR AMBITION** Going forward our ambition is to continue to attract diverse funding, drive sector innovation through our operating model both in prisons and in the community and to continue to build long term strategic partnerships. This way we can help more of the 12.5 million people in the UK with a criminal record, of whom only 10% have gone to prison. During Year 5 we have expanded our work into the community, providing support through workshops, advocacy and tailored one to one support. All of this has been possible due to the capacity of NGB Network.



## MARKET CONTEXT

Russell Webster, criminal justice expert, has commented on the current prison environment:

**“On the last day of July 2025, the MoJ published a range of statistics, all of which make clear the full extent of the prisons and probation crisis. To be frank, it is just too grim to share all this data in detail. Instead, I have chosen some lowlights from what is, frankly, a litany of despair.... When we reflect that every fact, figure and chart reflects what is happening to individual people and their families, it’s hard to overstate their seriousness.**

**There appears to be no point to hiding from the extent of the problem. While it will obviously take years to turn our prison and probation services around, we live in hope that we can start to see some progress in the near future”**

Since our 2024 report the challenges within the sector have deepened and awareness among the media and the public has increased. Government reviews, including those led by David Gauke and Dame Anne Owers, have set out clear recommendations for meaningful change - most notably the need to reduce reliance on short prison sentences and expand effective community-based alternatives. These are set to be implemented imminently with the biggest shake up to sentencing laws in England and Wales in three decades.

At the time of writing, the growing UK prison population, at 99% capacity, stands at 87,919. Of this, 20% (over 17,000) are on remand and over 10,000 foreign nationals are awaiting deportation which is now in progress. The backlog in the Crown Court currently stands at 76,000, of which 18,000 have been pending for a year or more, and recent projections estimate the potential for the backlog to exceed 100,000 cases by 2028. Magistrates’ Courts backlog is now at 310,000 open cases. 56% of men and 74% of women in prison report mental health issues, and self-harm has surged. Equally 40-60% reoffend.



# The Innovative Delivery Model

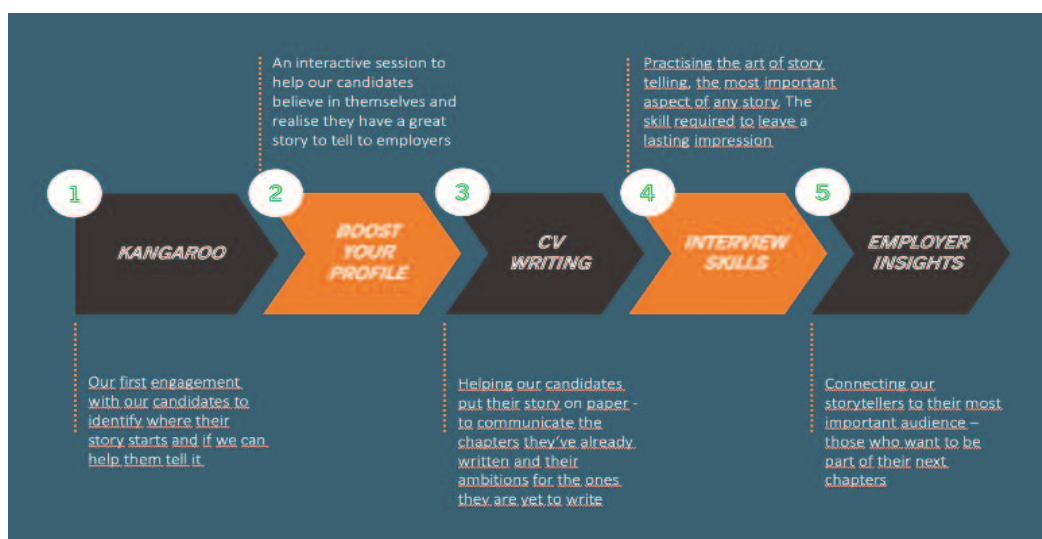
The pre and post-release services we now offer are outlined below and are delivered through a range of separate but inter-connected elements. Our offers are not static. Each element is developed in line with sector change and introduces innovation where necessary to ensure NGB remains relevant, impactful, and sustainable whilst building resilience.

## NG|B Network

With pressures on funding, public services and workforce retention, on receipt of funding for casework we chose to respond with a model that allows us to test a new approach to offer high quality support. Launched in 2025, Network is a pilot, freelance-based multi-disciplinary case management delivery model which has been co-designed with experienced practitioners and participants. It brings together specialist professionals including those with experience in probation, mental health, housing, and employment, as well as with lived experience. The model offers flexible, person-centred support that adapts to the needs of individuals who have criminal convictions in and out of prison. Early feedback has been highly positive with stakeholders recognising its potential to redefine personalised support in the justice sector.

## NG|B Volunteering

With 216 volunteers who have supported NGB this now represents a cornerstone of our activity and a fundamental and measurable part of our work. The impact of what the volunteers have achieved is reflected in the numbers of people they see. Of the 924 hours of support we have had from them over the last year, we have been able to deliver 46 workshops and have driven employability sessions for over 179 people leading to jobs and confidence building. For 2026 the team is responding to the growing interest from volunteers, prisons and individuals to grow and develop the programme further in prison and the community.



# NGB Ambassadors

The Ambassador programme has run since the inception of No Going Back and they are representative of the work done by NGB over the last 5 years. They attend events, co-create programmes, run workshops and are our representatives wherever possible. In addition, a current member of the NGB Board is an Ambassador. We have now created the Buddy programme as an extension of this so we can increase the involvement of the Ambassadors with a peer 'befriending' approach. It is designed to support those with no-one to turn to on release from prison or when sentenced in the community, many of whom have been through the care system.



# NGB Kangaroo

Kangaroo, developed with City & Guilds as an Assured course, is a unique NGB assessment tool that helps participants reflect on their journeys, build transferable skills, and address mental health and wellbeing. It also forms the first stage of the Workshop programme. Recent funding has allowed us to update it with participant and practitioner feedback, strengthening its impact and positioning it as a potential future income stream.

## SOCIAL IMPACT AND EVALUATION

Each year NGB commissions independent evaluation from Bean Research to evidence the difference we make for prisoners and prison leavers. This not only demonstrates impact to funders and stakeholders but also provides vital insights that help us refine and improve our programmes. Evaluation is integral to our model, ensuring that we remain accountable, transparent, and focused on what works.

## Our Social Enterprise



**NGB CLEAN, endorsed by leading industry bodies, WCEC, BICs, CSSA, has quickly established itself as a thriving and credible social enterprise under excellent leadership. Officially launched in May 2024 with financial backing of £280,000, it operates with its own business plan and cashflow, combining commercial success with measurable social impact. Its strong environmental credentials set it apart in the sector.**

NGB CLEAN has been shortlisted for major industry awards which is an exceptional achievement for such a new venture. Clients now include The Howard League for Penal Reform, the Worshipful Company of Mercers, The Clink, and Knight Frank, with contracts secured across multiple sectors.

Recruitment draws from both prisons and the community, supported by the Charity's Network team. This creates a clear progression pathway for those trained in prison to move directly into further training or employment either with NGB or other Cleaning and Facilities Management companies. Co-creation workshops with prisoners have helped shape the enterprise, ensuring it reflects their aspirations and addresses their needs. By enhancing the perception of cleaning, recycling, and facilities management as positive career options, NGB CLEAN is opening doors that were previously overlooked.

### THE VALUE OF THE SECTOR

The cleaning sector alone generates around £4 billion annually in the UK and employs 1.47 million people, yet suffers a significant skills shortage. Facilities Management, valued at £50 billion in 2024, offers further opportunities across building maintenance, construction, and property management - all underpinned by a strong environmental agenda.

NGB CLEAN is one of very few organisations harnessing these opportunities for prison leavers. By connecting net zero commitments with rehabilitation, it is innovating at the intersection of social impact and environmental responsibility. Importantly, some clients of the CIC have also supported the Charity financially, recognising the dual value created.

# Key Business Foundations

**No Going Back must always demonstrate the organisational strength and sustainability expected of any growing charity and business. This section sets out the core elements that underpin our success: how we are structured and governed, the risks we manage and the financial planning that enables long-term sustainability. Together, these foundations ensure that NGB can continue to deliver impact while remaining resilient in a challenging and changing environment.**

## STRUCTURE AND GOVERNANCE

**Governance and personnel:** Since August 2024, No Going Back Foundation has been the sole member of the CIC.

**Charity Board:** Chair: Johnny Robertson

Trustees: Tessa Brewer, Nicholas Hilliard, Jane Hindle, Viraj Patel, Steve Turner

**Charity Team:** Head: Francesca Findlater, Strategy & Operations: Kathryn Michaels, Fundraising: Jo Black,

Team roles: Admin and Data Management, Caseworkers, Governance and Accounting

The Foundation also benefits from the guidance of a Steering Group made up of representatives of supporting Livery Companies and the commitment of over 200 volunteers.

**CIC Directors:** Francesca Findlater, Barrie Torbett, Johnny Robertson, Andy Wates

**CIC Team:** COO: Sam Worden Team Roles: Manager, Operatives and sub-contractors

### Case study - Steve

Steve first connected with No Going Back at HMP Brixton in 2023 where his commitment and positivity stood out. He took every opportunity to prepare for release — from workshop engagement and resettlement planning to support with housing, disclosure, and a DBS check.

Through NGB CLEAN he trained in biohazard and carpet cleaning, quickly securing a permanent role in the City and later stepping up to a supervisory position. Even after a brief recall, his employers kept the door open, a sign of their confidence in him. Now focused on building a career, with ambitions to run his own business and become an NGB Ambassador, Steve's journey shows what can happen when opportunity meets determination.



## CRITICAL SUCCESS FACTORS AND RISK

These factors apply for Year 6 and beyond. Proactive risk management is fundamental to the success of both the Foundation and the CIC, and we are supported by internal governance and external expertise to achieve this.

### Critical Success Factors:

- Quality of Delivery
- Evidence and Evaluation
- Innovation and Flexibility
- Stakeholder Trust
- Volunteer and Livery Engagement

### Key Risks:

- Funding Shortfall
- Prison & Community Referral Support
- Participant Engagement
- Pressure to differentiate

### Mitigation Strategies:

- Diversified Funding
- Innovation
- Partnerships

## FINANCIAL PLAN

NGB concluded its 5th year with a total income of £381,355, allocated as outlined below. This year marked a significant milestone in diversifying our revenue streams, with income from Trusts & Foundations surpassing contributions from Livery Companies funding for the first time.

Trusts & Foundations	£165,324
Livery Companies	£147,200
Local Authorities	£68,831
Total	£381,355

Year 6 includes budgeted income of £444,190.

£231,883 has already been secured as we head into Year 6, with further funding streams identified as follows:

- **Grants and Donations:** Continued support from Livery Companies, Trusts and Foundations and individual giving.
- **Government and Local Authority Contracts:** We are responding to targeted opportunities with local authorities and Government contracts only where they align with our objectives.

# Looking Ahead

**We are reminded that real change is never easy, never quick, but always possible.**

Barack Obama

As NGB enters its sixth year, our priorities reflect both what we have learned and what the justice landscape now demands. The system is under pressure, and our participants face increasingly complex barriers. This moment requires us not to just deliver more of the same, but to broaden our approach, strengthening what works while building new foundations for long-term success.

## YEAR 6 AIMS AND AMBITIONS: What we want to achieve

- A whole-person approach
- Quality over scale
- Community presence
- Sustainability and innovation
- Housing pathways

Engagement and Impact Targets	Year 6
Referrals: community or prison in-reach engagement	900
Individuals assessed for support	370
Specialist interventions delivered (psychoanalysis, therapy, employment, housing advocacy, coaching & mentoring)	800
% of participants with housing needs provided with support to achieve housing outcomes	60%
% of participants with mental health needs provided with mental health support	80%
Number of participants who achieve - Employment, Training or Education outcomes	80

## How we will get there

- Evolve NGB Network in response to justice sector shifts
- Establish financial resilience
- Grow strategic partnerships
- Position NGB as a leader in rehabilitation

# Funders

**With thanks to our funders without whom we could not flourish**

Actuaries' Charity	Hedley Foundation
Alchemy Foundation	Henry Oldfield Trust
Arbitrators' Charity	Highway One Trust
Bakers' Benevolent Fund	Human Resource Professionals Charitable Trust
Basketmakers' Charitable Trust	Innholders' Charitable Foundation
Batchworth Trust	Ironmongers' Charities
Broderers' Charity Trust	Lambeth Community Connections
Builders Merchants' Charitable Fund	Launderers Benevolent Trust Fund
Builders Merchants Federation	Leathersellers' Foundation
Butchers' General Charities	Lloyds Bank Foundation
Carpenters' Company Charitable Trust	Makers of Playing Cards' Charity
Chartered Accountants' Livery Charity	Mercers' Company
City & Guilds of London Institute	Merchant Taylors' Foundation
Clockmakers' Charity	Msc Supplies
Clothworkers' Company	National Lottery - Community Fund
Constructors' Charitable Trust	NGB Clean
Cooks' Charity	Pewterers' Charitable Trust
Dyers' Company Charitable Trust	Plumbers' Charity
Drapers' Company	Sheriffs' & Recorder's Fund
Entrepreneurs' Trust	Skinners' Company
Environmental Cleaners' Benevolent Fund	Spectacle Makers' Charity
FB Coales No 4 (Family) Trust	Stanhope Foundation
Fishmongers' Companies	Tallow Chandlers' Benevolent Fund
Charitable Trust	The 29th May 1961 Charitable Trust
Fletchers' Trust	The Big Give
Gold and Silver Wyre Drawers' Charitable Trust Fund	The Horners' Charity Fund
Goldsmiths' Foundation and Wardens' Committee	Turners' Charitable Trust
Grocers' Charity	Tylers & Bricklayers Charitable Trusts
Hadley Trust	Vintners' Foundation
Haberdashers' Benevolent Foundation	Weavers' Company





NO  
GOING BACK

[www.nogoingback.uk](http://www.nogoingback.uk)