

**NO GOING BACK FOUNDATION  
TRUSTEES' REPORT AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2025**



No Going Back Foundation  
Contents

---

	Page
Trustees' Report	1—4
Independent Examiner's Report	5
Statement of Financial Activities (including Income and Expenditure Account)	6
Comparative Statement of Financial Activities (including Income and Expenditure Account)	7
Balance Sheet	8
Notes to the Financial Statements	9—13
The following pages do not form part of the statutory accounts:	
Detailed Statement of Financial Activities (including Income and Expenditure Account)	14—15

NO GOING BACK FOUNDATION  
TRUSTEES' REPORT AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2015



**No Going Back Foundation**  
**Company No. 15060483**  
**Trustees' Report For The Year Ended 31 August 2025**

---

The trustees present their report and the financial statements for the year ended 31 August 2025.

## **Objectives and Activities**

### **Aims and Objectives**

The primary objective of the No Going Back Foundation is to reduce re-offending. It does this by supporting individuals with criminal convictions in their transition towards employment and a stable life post-release. The programme offers a comprehensive suite of services, including:

**Skills Training, Wraparound Support and Pre-employment Preparation:** providing candidates with job specific training and work placements in a wide variety of sectors with sustainable employment as the key objective.

**Holistic Wellbeing Support:** addressing participant's mental health, neurodiversity, housing and relationship challenges to facilitate long-term stability.

**Reducing Re-offending:** the overarching aim is to reduce the likelihood of re-offending by offering employment opportunities and sustained support during the critical post-release period and ongoing.

### **Public Benefit**

The Charity's work in supporting prison leavers not only benefits the individuals involved but also contributes to reducing reoffending rates, alleviating pressure on the justice system, and fostering safer communities.

The trustees confirm that they have complied with the requirements of Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

## **Achievements and Performance**

### **Main Achievements**

The past year has been one of significant growth for the Foundation. Key achievements include:

**Engagement and Employment:** The Charity has supported over 2,600 individuals on their rehabilitation journey since inception with more than 497 new participants this year with a total of 351 prison leavers placed in work.

**Community Programme:** The Charity has expanded its work in response to the criminal justice sector focus on community support. In addition, with pressures on funding, public services, and workforce retention, it has set up a pilot programme to test a new approach to high quality support. This is with a freelance multi-disciplinary case management team of experienced practitioners consisting of specialist professionals including those with experience in mental health, housing, and employment, as well as with lived experience.

**Volunteers:** Over the last year 216 volunteers supporting NGB are one aspect of a fundamental and measurable part of its work. The impact of the volunteers' achievements is reflected in the numbers of people they see and of the 924 hours of support over the last year. 46 workshops have been delivered and employability sessions for over 179 people in and out of prison leading to jobs and confidence building.

**Kangaroo Programme:** This unique programme in partnership with City and Guilds has been updated in line with the Government focus on community activity and is now income generating.

**Alumni Ambassador Programme:** 15 participants who have been with NGB for extended periods over the last 5 years are now successfully representing the Charity and helping to co-create employment workshops and support activity. NGB Buddies is a new befriending scheme that is gaining traction to offer simple support to prison leavers and those in the community.

**Social Value:** Independent analysis revealed that only 4% of participants have been re-called or reoffended in contrast to the Government re-offending rate of 40-60%. Over its first 4 years NGB 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).



# No Going Back Foundation Trustees' Report (continued) For The Year Ended 31 August 2025

## Financial Review

### Financial Position

The financial health of the Foundation remains stable, supported by a diverse range of income streams, including donations, grants, individual giving, challenge events and revenue generated by NGB CLEAN. In the upcoming year, the focus will be on ensuring the long-term financial sustainability through growth in the social enterprise and expanding partnerships with corporate and government entities.

The income for the year was £381,355 (£143,705 of this was restricted income) and the expenditure £370,520. This left a surplus of £10,835.

### Reserves Policy

It is the policy of the Trustees to continue to build the general reserves to ensure sufficient operating costs are freely available. The organisation has structured itself to meet this need by effective and intentional use of freelancers so we can maintain lower flexible costs in the early years of our operation giving us scope to change as we grow. Our office space is based on an agreement with minimal liability and other core costs are minimal. The Trustees also intend future surpluses in NGB CLEAN to contribute to building its reserves within the next 2 years.

## Structure, Governance and Management

### Governing Document

The No Going Back Foundation is governed by a Board of Trustees, which includes professionals from diverse sectors as well as a Peer Ambassador who has experienced the programme first hand. The Charity has a robust governance framework in place, adhering to the principles set out in the Charity Governance Code. Regular board meetings are held to oversee strategic development and ensure that all charitable activities comply with the aims and objectives outlined in the governing document.

In 2025, the Foundation has focused on strengthening its governance, leveraging the experience of both No Going Back Foundation and NGB CLEAN to streamline processes and create a cohesive support structure for participants. This has allowed the charity to enhance its impact while upholding its commitment to sustainability and reducing re-offending. The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Reference and Administrative Details

#### Trustees

Mr John Manwaring Robertson  
Lady Tessa Suzanne Mary Brewer  
Judge Nicholas Richard Maybury Hilliard  
Mr Stephen John Turner  
Mr Viraj Patel  
Ms Jane Hindle (appointed 28/11/2024)

#### Other Personnel

Ms Francesca Findlater - Executive Lead

#### Charity Number

1205792

#### Company Number

15060483



**No Going Back Foundation  
Trustees' Report (continued)  
For The Year Ended 31 August 2025**

---

**Independent Examiner**

Kelly Wilcox (Msc CGMA ACMA)  
Claritas Accountancy Ltd  
1 Peach Street  
Wokingham  
RG40 1XJ



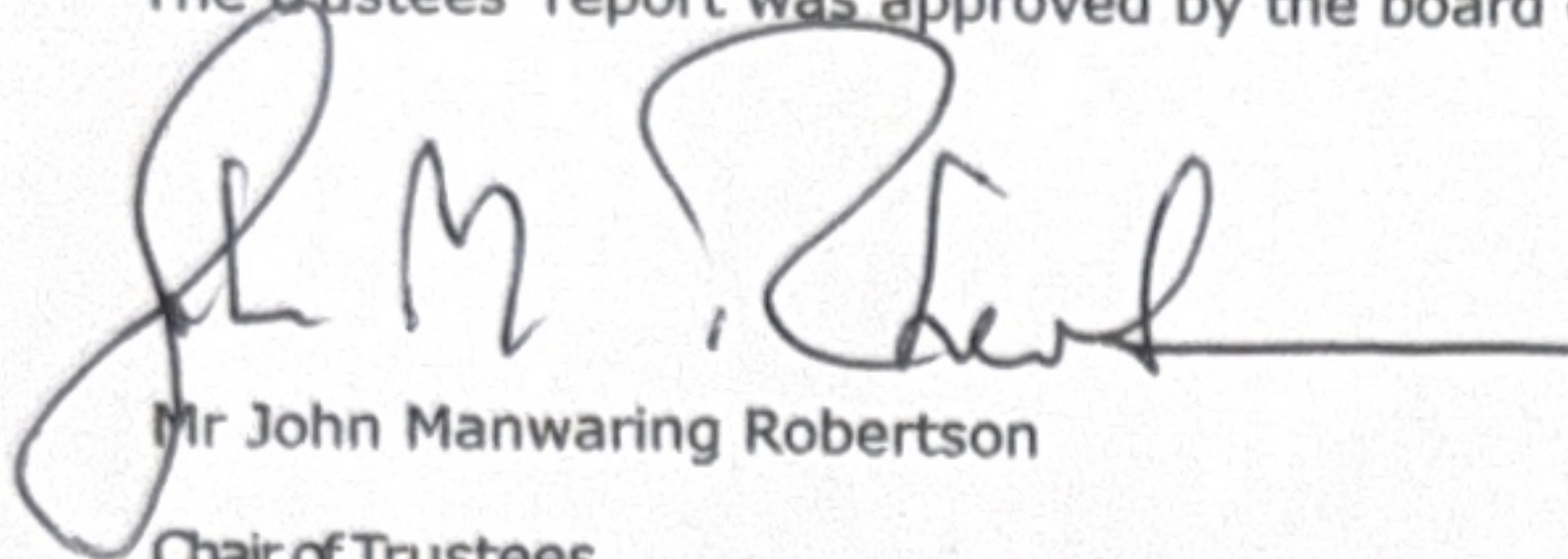
**No Going Back Foundation  
Trustees' Report (continued)  
For The Year Ended 31 August 2025**

---

**Small Company Rules**

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The trustees' report was approved by the board of trustees and signed on its behalf by:



Mr John Manwaring Robertson

Chair of Trustees  
22/10/2025



**No Going Back Foundation**  
**Independent Examiner's Report to the Trustees of No Going Back Foundation**  
**For The Year Ended 31 August 2025**

---

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 August 2025.

**Responsibilities and Basis of Report**

As the charity trustees of the Company (and also its directors for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

**Independent Examiner's Statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Chartered Institute of Management Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Kelly Wilcox (Msc CGMA ACMA)  
22/10/2025  
Claritas Accountancy Ltd  
1 Peach Street  
Wokingham  
RG40 1X1



**No Going Back Foundation**  
**Statement of Financial Activities (including Income and Expenditure Account)**  
**For The Year Ended 31 August 2025**

				31 August 2025	31 August 2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	3	237,504	143,705	381,209	364,383
Investments	4	146	-	146	-
		<u>237,650</u>	<u>143,705</u>	<u>381,355</u>	<u>364,383</u>
<b>EXPENDITURE ON:</b>					
Raising funds	5	(36,999)	1	(36,998)	(13,300)
Charitable activities:	5				
Charitable activities		(141,720)	(89,627)	(231,347)	(289,023)
Other		(74,214)	(27,960)	(102,174)	(101,117)
		<u>(252,933)</u>	<u>(117,586)</u>	<u>(370,519)</u>	<u>(403,440)</u>
<b>NET INCOME/(EXPENDITURE)</b>		(15,283)	26,119	10,836	(39,057)
<b>NET MOVEMENT IN FUNDS</b>		(15,283)	26,119	10,836	(39,057)
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		(39,057)	-	(39,057)	-
<b>TOTAL FUNDS CARRIED FORWARD</b>	14	<u>(54,340)</u>	<u>26,119</u>	<u>(28,221)</u>	<u>(39,057)</u>

The notes on pages 9 to 13 form part of these financial statements.



**No Going Back Foundation**  
**Statement of Financial Activities (including Income and Expenditure**  
**Account)**  
**For The Year Ended 31 August 2025**

				31 August 2024
				<b>Total funds</b>
				<b>£</b>
			<b>Notes</b>	<b>Unrestricted funds    Restricted funds    Total funds</b>
				<b>£                      £                      £</b>
<b>INCOME AND ENDOWMENTS FROM:</b>				
Donations and legacies			<b>3</b>	332,983       31,400       364,383
<b>EXPENDITURE ON:</b>				
Raising funds			<b>5</b>	(13,300)           -       (13,300)
Charitable activities:			<b>5</b>	
Charitable activities				(257,623)       (31,400)       (289,023)
Other				(101,117)           -       (101,117)
				(372,040)       (31,400)       (403,440)
<b>NET EXPENDITURE</b>				(39,057)           -       (39,057)
				(39,057)           -       (39,057)
<b>NET MOVEMENT IN FUNDS</b>				(39,057)           -       (39,057)
<b>RECONCILIATION OF FUNDS:</b>				
Total funds brought forward				-                  -                  -
<b>TOTAL FUNDS CARRIED FORWARD</b>			<b>14</b>	(39,057)           -       (39,057)

The notes on pages 9 to 13 form part of these financial statements.



**No Going Back Foundation**  
**Balance Sheet**  
**As At 31 August 2025**

				31 August 2025	31 August 2024
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
<b>CURRENT ASSETS</b>					
Debtors	10	-	-	-	5,000
Cash at bank and in hand		5,775	26,118	31,893	4,087
		5,775	26,118	31,893	9,087
<b>Creditors: Amounts Falling Due Within One Year</b>	11	(60,115)	1	(60,114)	(48,144)
<b>NET CURRENT ASSETS (LIABILITIES)</b>		(54,340)	26,119	(28,221)	(39,057)
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		(54,340)	26,119	(28,221)	(39,057)
<b>NET LIABILITIES</b>		(54,340)	26,119	(28,221)	(39,057)
<b>FUNDS OF THE CHARITY</b>					
Restricted Funds				26,119	-
Unrestricted Funds				(54,340)	(39,057)
<b>TOTAL FUNDS</b>	14			(28,221)	(39,057)

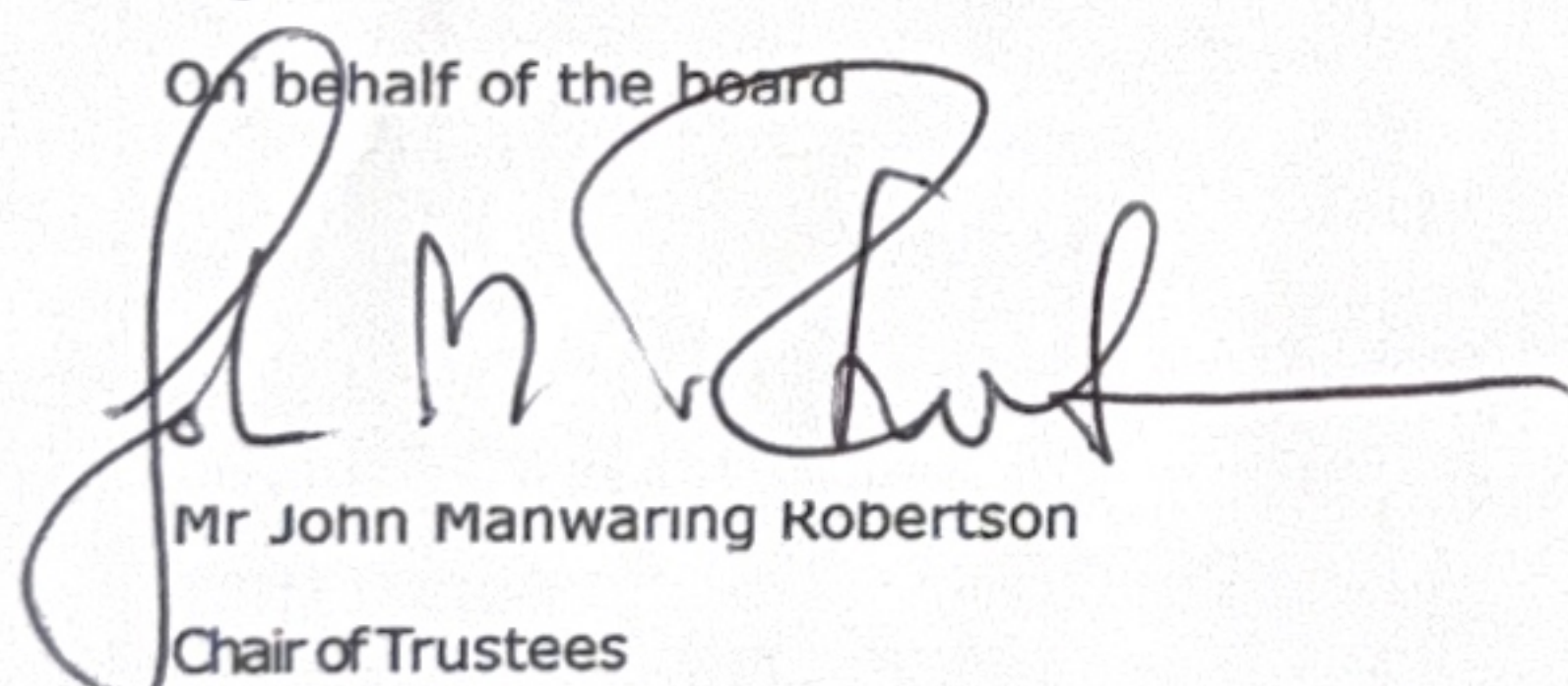
For the year ending 31 August 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

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

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

On behalf of the board

  
Mr John Manwaring Robertson  
Chair of Trustees  
22/10/2025

The notes on pages 9 to 13 form part of these financial statements.



# No Going Back Foundation

## Notes to the Financial Statements

### For The Year Ended 31 August 2025

#### 1. General Information

No Going Back Foundation is a company limited by guarantee, incorporated in , registered number 15060483 and registered charity number 1205792. The registered office is 204 Kennington Lane, London, SE11 5DL

#### 2. Accounting Policies

##### 2.1. Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The charitable company is a Public Benefit Entity as defined by FRS 102.

##### 2.2. Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for a specific purpose. Restricted funds are to be used for specific purposes as laid down by the donor. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### 2.3. Incoming Resources

Income is included in the Statement of Financial Activities when the charity becomes entitled to, and is virtually certain to receive the income and the amount of the income can be measured with sufficient reliability.

##### 2.4. Resources Expended

Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

##### 2.5. Cash and Cash Equivalents

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

##### 2.6. Pensions

The charitable company operates a defined pension contribution scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

#### 3. Income from Donations and Legacies

	31 August 2025		
	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Donations and gifts	235,448	143,705	379,153
Gift aid	2,056	-	2,056
	<u>237,504</u>	<u>143,705</u>	<u>381,209</u>



**No Going Back Foundation**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 August 2025**

	<b>31 August 2024</b>		
	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	325,744	31,400	357,144
Gift aid	7,239	-	7,239
	<u>332,983</u>	<u>31,400</u>	<u>364,383</u>

**4. Investment Income**

	<b>31 August 2025</b>	<b>31 August 2024</b>
	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>£</b>	<b>£</b>
Bank interest receivable	146	-

**5. Analysis of Expenditure**

	<b>31 August 2025</b>		
	<b>Activities undertaken directly</b>	<b>Support costs (see note 6)</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	36,999	(1)	36,998
Charitable activities	230,447	900	231,347
Other	-	102,174	102,174
	<u>267,446</u>	<u>103,073</u>	<u>370,519</u>

	<b>31 August 2024</b>		
	<b>Activities undertaken directly</b>	<b>Support costs (see note 6)</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	13,300	-	13,300
Charitable activities	288,123	900	289,023
Other	-	101,117	101,117
	<u>301,423</u>	<u>102,017</u>	<u>403,440</u>



**No Going Back Foundation**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 August 2025**

**6. Support Costs**

	31 August 2025		
	Raising funds	Charitable activities	Other
	£	£	£
Employee costs	-	-	3,744
General administration	(1)	-	98,430
Governance costs	-	900	-
	(1)	900	102,174
			103,073

	31 August 2024		
	Charitable activities	Other	Total
	£	£	£
Employee costs	-	4,112	4,112
General administration	-	97,005	97,005
Governance costs	900	-	900
	900	101,117	102,017

**7. Independent Examiner’s Remuneration**

	31 August 2025	31 August 2024
	£	£
Independent examination of the financial statements	900	900

**8. Staff Costs**

Staff costs were as follows:

	31 August 2025	31 August 2024
	£	£
Wages and salaries	119,243	164,540
Social security costs	7,036	3,362
Other pension costs	3,678	3,671
	129,957	171,573

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

**9. Average Number of Employees**

Average number of employees during the year was: 3 (2024: 5)

**10. Debtors**

	31 August 2025	31 August 2024
	£	£
Due within one year		
Trade debtors	-	5,000



**No Going Back Foundation**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 August 2025**

**11. Creditors: Amounts Falling Due Within One Year**

	31 August 2025	31 August 2024
	£	£
Trade creditors	23,583	9,123
Other loans	-	36,000
Other creditors	364	387
Taxation and social security	604	1,734
Accruals and deferred income	35,563	900
	<u>60,114</u>	<u>48,144</u>

**12. Deferred Income**

Deferred income movements in the year were as follows:

	31 August 2025	31 August 2024
	£	£
Balance at the start of the period	-	-
Income deferred in the current period	23,035	-
Balance at the end of the period	<u>23,035</u>	<u>-</u>

**13. Pension Commitments**

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

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £3,678 (2024: £3,671).

At the balance sheet date contributions of £364 (2024: £386) were due to the fund and are included in creditors.

**14. Movement in Funds**

	As at 1 September 2024	Income	Expenditure	As at 31 August 2025
	£	£	£	£
<b>Unrestricted funds</b>				
General:				
General unrestricted fund	(39,057)	237,650	(252,933)	(54,340)
<b>Restricted funds</b>				
Restricted Fund	-	143,705	(117,586)	26,119
<b>Total funds</b>	<u>(39,057)</u>	<u>381,355</u>	<u>(370,519)</u>	<u>(28,221)</u>

	As at 9 August 2023	Income	Expenditure	As at 31 August 2024
	£	£	£	£
<b>Unrestricted funds</b>				
General:				
General unrestricted fund	-	332,983	(372,040)	(39,057)

...CONTINUED



**No Going Back Foundation**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 August 2025**

<b>Restricted funds</b>				
Restricted Fund	-	31,400	(31,400)	-
<b>Total funds</b>	-	364,383	(403,440)	(39,057)

**15. Related Party Disclosures**

There have been no related party transactions in the reporting period that require disclosure.

**16. Company limited by guarantee**

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.



**No Going Back Foundation**  
**Detailed Statement of Financial Activities (including Income and Expenditure Account)**  
**For The Year Ended 31 August 2025**

	31 August 2025	31 August 2024
	Total funds	Total funds
	£	£
<b>INCOME AND ENDOWMENTS FROM:</b>		
<b>Donations and legacies</b>		
Donations and grants	379,153	357,144
Gift aid	2,056	7,239
	<u>381,209</u>	<u>364,383</u>
<b>Investments</b>		
Bank interest receivable	146	-
	<u>146</u>	<u>-</u>
	<u>381,355</u>	<u>364,383</u>
<b>EXPENDITURE ON:</b>		
<b>Raising funds</b>		
Freelancer - Fundraising	(36,999)	(13,300)
Stationery & printing	1	-
	<u>(36,998)</u>	<u>(13,300)</u>
<b>Charitable Activities:</b>		
<b>Charitable activities</b>		
Subcontractor costs	(12,487)	-
Wages and salaries	(119,243)	(164,540)
Employers NI	(7,036)	(3,362)
Employers pensions - defined contribution schemes	(3,678)	(3,671)
Participant bursaries, training and other direct costs	(18,603)	(28,241)
Freelancer Fees (Case Work)	(20,623)	-
Freelancers - executive, marketing & data	(36,654)	(66,778)
Premises costs	(12,123)	(21,531)
Independent examiner's fees	(900)	(900)
	<u>(231,347)</u>	<u>(289,023)</u>
<b>Other</b>		
Staff training	(609)	(1,125)
Travel and subsistence expenses	(3,135)	(2,987)
Computer software, IT support & related costs	(79)	(3,034)
Insurance	(1,468)	(668)
Postage	(73)	(345)
Stationery & printing	(1,706)	(1,547)
Information & publications	(6,180)	(4,854)
Telecommunications	(2,879)	(2,434)
Website costs	(13,013)	(22,167)
Accountancy fees	(8,788)	(6,024)
Finance, governance & admin	(29,400)	(34,175)
External strategic planning	(31,200)	(14,885)
Other legal expenses	-	(4,198)

...CONTINUED



**No Going Back Foundation**  
**Detailed Statement of Financial Activities (including Income and Expenditure Account)**  
**(continued)**  
**For The Year Ended 31 August 2025**

Subscriptions	(3,073)	(1,762)
Bank charges	(69)	(103)
Sundry expenses	(502)	(809)
	<u>(102,174)</u>	<u>(101,117)</u>
	<u>(370,519)</u>	<u>(403,440)</u>
<b>NET INCOME/(EXPENDITURE)</b>	<u>10,836</u>	<u>(39,057)</u>