Impact Report

2025 - YEAR FIVE

NO GOING BACK

3 words that can **change a life**

Introduction

This year marked a period of consolidation and change for No Going Back. Operating with a leaner team we sharpened our focus on where we add the greatest value and how best to support people at critical transition points in their journeys.

We used the time to test, refine and embed a more flexible, community-anchored model of support that will carry us forward. The launch of the NGB Network, the development of our pan-London community programme and the redesign of our workshops reflect a clear shift: meeting people where they are, responding to rising complexity, and providing consistent, relationship-based support through instability.

We are now taking stock of the progress made and evaluating what works best for the future. What is already clear is that our direction of travel is the right one. More people are connecting with us through community routes, our partnerships are deepening, and lived-experience leadership continues to shape the heart of our programme. In year 6, it is already clear that there are positive results emerging for participants.

In a crowded criminal justice ecosystem, No Going Back is working to define a model grounded in adaptability and long term commitment driven by our longstanding mission - to support people into stability, confidence and meaningful work.

Alongside this, **NGB CLEAN** has become an increasingly integral part of our model. Over the past two years it has evolved from concept to successful delivery, building the systems, partnerships and market confidence needed to operate effectively. As it has matured, **NGB CLEAN** is now demonstrating both commercial viability and meaningful social impact. This enables us to offer an end-to-end pathway from preparation and skills development through to real employment and progression, while strengthening the long-term sustainability of No Going Back.

Our sincere thanks go to the team, our partners, funders, volunteers, employers and Ambassadors, whose belief in this work has enabled us not only to navigate a year of change but to emerge stronger for it.

Francesca Findlater OBE
Executive Head, No Going Back

The Context

The justice system is under extreme and growing pressure. **The prison population reached 87,465 in August 2025** (Ministry of Justice 2025a), with around 20% held on remand, the highest proportion on record (Ministry of Justice 2025b).

Some London prisons continue to run above safe capacity, with disrupted regimes and reduced access to services (Prison Reform Trust 2024).

HMP Brixton's return to Category B further reduces London's already limited resettlement capacity (HM Inspectorate of Prisons 2024).

Demand for mental health support inside prisons has surged. National inspection evidence shows **56% of men and 74% of women report mental health problems,** yet fewer than half receive support (Prison Advice & Care Trust 2025). A major health-and-justice review found that around one in seven people in prison has a treatable mental disorder (Ministry of Justice 2025c). High turnover, remand pressures and under-resourced healthcare mean needs are rising faster than the system can respond.

The cost-of-living crisis is also hitting returnees hard, alongside an insufficient Discharge Grant of £89.52.

Prison is used for a minority. Over 12 million people in the UK have a criminal record, but fewer than 10% have ever been to prison (Unlock 2024). Around one in four working-age adults has a Police National Computer record (Home Office 2024). This includes far more than convictions: PNC records capture cautions, arrests and other police interactions, meaning many people carry a 'record' that still shapes their access to housing, employment or DBS checks, even if they have never been to prison. **Only one in 15 people sentenced receive immediate custody (House of Commons Library 2024). Most justice involvement happens in the community, yet the custodial system absorbs a disproportionate amount of risk and complexity.**

Early release schemes and high recall rates add further instability. People can now leave custody up to 70 days early, contributing to rapid churn (Ministry of Justice 2024). Recalls make up around 17% of the prison population, driven mainly by licence breaches rather than new offending (Prison Reform Trust 2024).

Implications for NGB

Against this backdrop, **NGB is working with people whose journeys are becoming more complex and less predictable.** For NGB, this has reinforced the importance of flexible, holistic support that wraps around each person and stays with them through instability. NGB provides the stability that the system cannot currently offer. It ensures that, even in a strained environment, people are still able to move forward with confidence, build sustainable futures and reduce their risk of reoffending.

Our Approach

No Going Back works with people at points of transition - in custody, through the gate and increasingly in the community - adapting its delivery to respond to a changing criminal justice system.

By strengthening community-based support while maintaining a trusted presence in custody, NGB is well positioned to respond to the impacts of the Sentencing Bill and the growing pressures on Probation services. Our approach recognises that employment is critical, but rarely achieved in isolation.

NGB combines personalised casework, training and employability support with housing advocacy, wellbeing support and practical preparation for work. Just as importantly, we support people to stay in work, providing disclosure guidance, follow-on support and continuity through disruption.

This year, we continued to test and refine our model, including the development of the NGB Network, ensuring our approach remains flexible, responsive and focused on long-term outcomes rather than short-term fixes.

We have:

Our Five Year Impact

Since its inception NGB has focused on building a model that delivers meaningful, sustained change rather than short-term outputs.

Originally established through a collaboration of 43 Livery Companies united in their determination to reduce reoffending, NGB has grown into a trusted delivery partner supported by a broader and more resilient funding base, including local authorities, trusts and foundations, and corporate partners. NGB has evolved from a pan-livery pilot to a fully established separate charity and Social Enterprise.

Over the past five years, NGB has supported people at critical points in their journeys — in custody, through the gate and in the community — refining its approach as the operating landscape has evolved.

NGB's outcomes show a strong and consistent pattern. Between 42% and 58% of supported candidates have sustained work for 9 -12 months. This compares favourably to national benchmarks, where only 19% of people leaving prison are in PAYE employment one year later (MoJ 2025). Earlier NGB cohorts also recorded recall and known reoffending from 4% against national proven reoffending rates of 28.2% for adults overall and up to 61.2% for those serving short custodial sentences (MoJ, 2025).

The figures below reflect the cumulative impact of that work: the scale of engagement reached, the depth of support provided, and the long-term outcomes achieved over time.

Five years in figures

3445
candidates engaged across custody and community settings

1424
candidates received tailored, holistic support alongside employability

1273
candidates took part in workshops and events with employers, volunteers and partners

517
candidates completed the Kangaroo Programme a City & Guilds assured session

4-6%
reoffending rate, significantly below the national average

2000+
over 2,000 volunteer hours contributed through workshops, mentoring and pro bono support

358
candidates have gained sustained employment

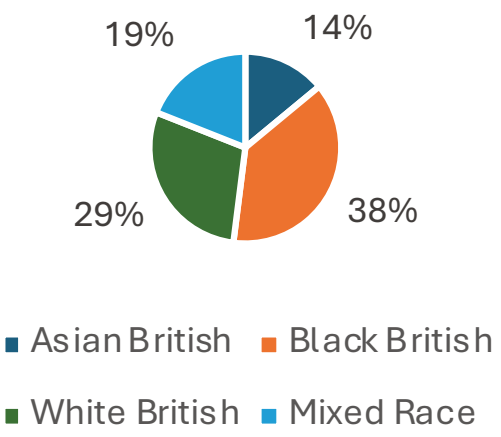
£14.7M
Social value

Our Participants

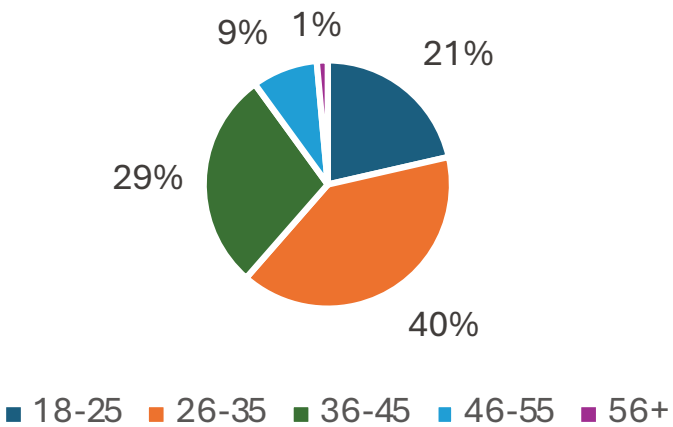
No Going Back works with people whose lives have been shaped by contact with the criminal justice system — in custody, through the gate and increasingly within the community. While their experiences are diverse, many share a common reality: disrupted work histories, limited support networks, unstable housing and unmet health or wellbeing needs.

95% are male and 1 in 10 have experience of the care system and over 50% are over 35 years old. Participants came from all 32 London boroughs, with the highest numbers from Lambeth (23%), Brent (7%) and Croydon (7%), demonstrating the programme's reach across the capital. From the community, 236 people have connected with NGB, with 120 becoming candidates supported by the NGB Network. The new community programme is driving growth to respond to this demand.

Ethnicity



Age



For most participants, employment is both a goal and a turning point. However, the barriers they face are rarely limited to skills or motivation alone. Many others are navigating the long-term impact of having a criminal record while living in the community, often without access to consistent or specialist support.

Participants come to NGB at moments of transition — preparing for release, recently released, or seeking to re-establish stability after setbacks. Some have never had sustained employment; others have worked consistently before custody and are trying to reconnect with their experience and confidence. What unites them is a desire to move forward and a recognition that doing so requires more than a single intervention.

NGB's work reflects this reality. Across all settings, **participants are not treated as problems to be fixed, but as individuals with skills, potential and aspirations**. With the right support at the right time, they are able to rebuild stability, sustain employment and reduce the likelihood of further involvement with the justice system — **strengthening not only their own futures, but the communities they return to**.

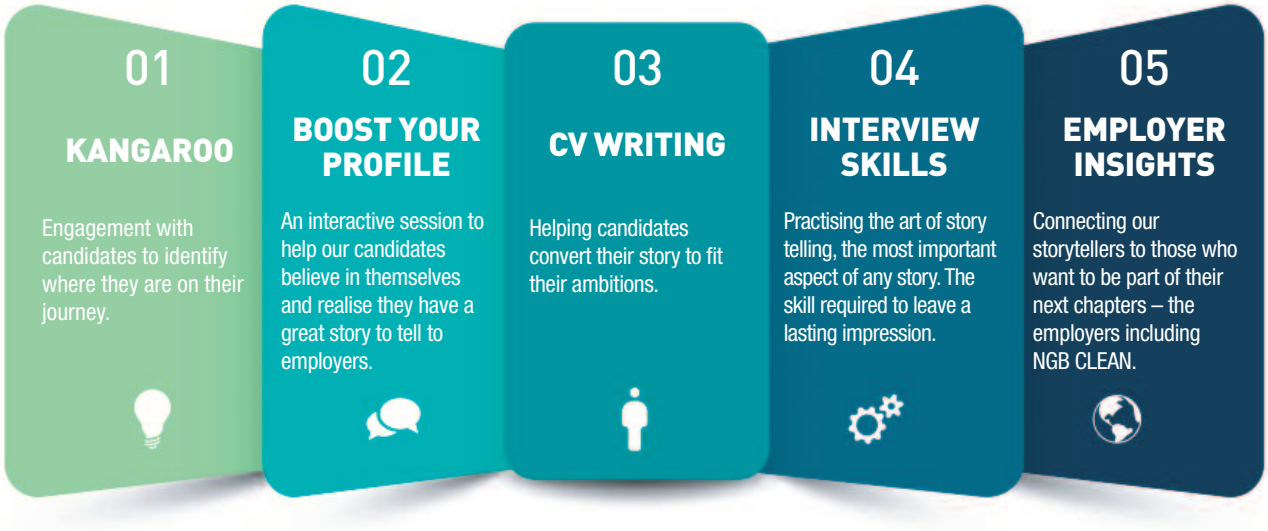
NGB in Prisons

Across 5 prisons in the London prison estate, 499 people in prison engaged with NGB this year, with half taking part in workshops and structured events in custody. Engagement was strongest at HMP Thameside (40%), followed by HMP Brixton (15%) and HMP Wormwood Scrubs (14%). NGB has developed strong, trusted relationships in each facility, enabling the team to deliver consistently, work closely with staff, and engage directly with individuals on the wings as a recognised and valued presence.

NGB Kangaroo

The digitally badged Kangaroo programme was developed 4 years ago, assured by City and Guilds and has been evolving ever since, this year undergoing considerable development. It is designed to prepare potential NGB participants by assessing and supporting their development through softer skills and wellness modules that help them prepare for successful employment. Since it began it has reached 517 participants including 67 this year across 9 workshops. It will also now be rolled out further in the community.

NGB Workshops



NGB's workshops have been reshaped into a more structured five-stage progression pathway to work ongoing successfully in prison and the community. They move from early reflection through to employer-facing activity. Participants were hugely positive about the practical skills they acquired, and importantly, the personalised attention they received largely from volunteers - something they found invaluable. Above all they were encouraged to keep going on their journey towards employment and self-employment.

'Its always good to get a different look at what I am trying to do and have sensible advice from someone new'

'We continue to value the sessions put on by NGB and the way they consistently find new and innovative ways to engage the individuals' Prison Employment Lead

NGB in the Community

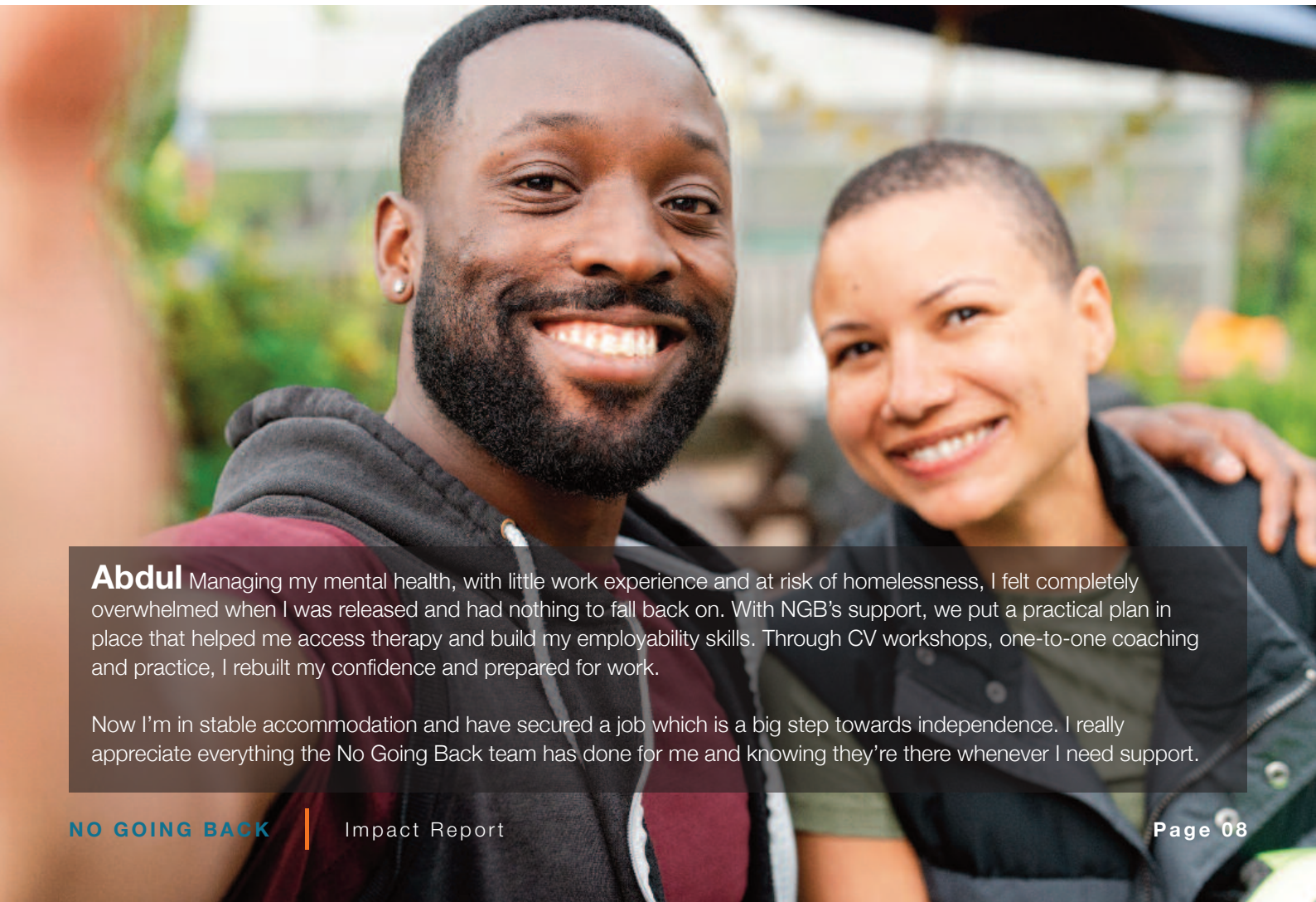
As the justice system continues to shift towards community-based provision, No Going Back has expanded its delivery beyond custody to ensure people can access support where they live.

NGB Network

The introduction of the NGB Network has been central to this shift. Developed as a pilot case management model, shaped by multidisciplined experienced practitioners, this allows NGB to offer flexible, responsive support through the gate and into the community.

The Network has enabled NGB to establish a pan-London Community Programme, strengthening partnerships with local authorities, DWP and specialist organisations, including YourStory for family-focused interventions. A Lambeth contract now supports whole-person and family delivery, reflecting the growing role of community-based support in reducing risk and promoting stability.

Since the programme launched in May 2025, over 200 people have been referred, with more than half continuing to engage. While delivery earlier in the year was weighted towards custody, the balance has now shifted, with the majority of new referrals coming through community routes.



Abdul Managing my mental health, with little work experience and at risk of homelessness, I felt completely overwhelmed when I was released and had nothing to fall back on. With NGB's support, we put a practical plan in place that helped me access therapy and build my employability skills. Through CV workshops, one-to-one coaching and practice, I rebuilt my confidence and prepared for work.

Now I'm in stable accommodation and have secured a job which is a big step towards independence. I really appreciate everything the No Going Back team has done for me and knowing they're there whenever I need support.

Leadership
- through lived experience

NGB Ambassadors

The 19 NGB Ambassadors are a core part of NGB's identity, with lived-experience leaders co-designing workshops, contributing to programme development, attending events, and representing NGB in public and governance settings.
Their insight and leadership continue to shape the direction of the organisation.

NGB buddies

The new NGB Buddies scheme builds on this foundation. **Developed with Ambassadors and shaped directly by their lived experience and needs,** it offers a peer-befriending approach for people with limited networks as they leave custody or navigate challenges in the community. Buddies **provide emotional reassurance, connection and continuity** at a critical transition point.

Paul Without family in the UK, I faced significant challenges with housing, wellbeing, and rebuilding stability after my release.

NGB have supported me through advocacy, signposting and guidance towards employment.

I've since become an NGB Ambassador, representing the charity at events and contributing my professional background and lived experience to the strategic development of the Buddies programme - prompting me to think about how we can create change in the sector. I was honoured to receive a Rising Star Award from the Builders Merchants City & Awards Committee, and with support from fellow Ambassadors, I've now successfully crowdfunded to start developing my own enterprise.

> **“I appreciate all the No Going Back team has done for me so far and the fact that they are there whenever I need them to help with anything.”**

Ayo I joined NGB soon after release, living with the uncertainty and anxiety of an IPP sentence and strict licence conditions making everyday life in the community feel fragile and hard to manage.

I took part in the Kangaroo programme at HMP ISIS to improve my job prospects and figure out a realistic path forward. The encouragement and practical focus really helped rebuild my confidence.

In the community, NGB supported me with housing, mental health, my CV, and preparing clear, honest disclosure information. With their hands-on help through applications, I secured a conditional offer with Thames Water, which turned into a full-time job.

Now that my work and housing are more stable, my wellbeing has improved a lot, and I’m taking real steps towards living independently. My journey shows how much a difference consistent, joined-up support can make when you’re still living in the shadow of an IPP sentence.

Jack I’ve been connected with No Going Back for five years now, and that long-term support has made a real difference. Knowing I could come back at any point to seek progression gave me confidence to keep pushing forward.

With guidance from Emma, my NGB Case Manager, I secured work as a labourer during the first lockdown in 2020. She stayed in touch, and I not only kept my job but continued to build my confidence, skills and ambition.

When I was offered a promotion to Site Supervisor, subject to completing the SSSTS course, I came back to NGB for support with funding and access to the training. After completing it, I stepped up into the Site Supervisor role.

I’m now also an NGB Ambassador, which reflects both my determination and the impact of consistent, long-term support.

Volunteering Impact

Changemakers: Volunteers shifting perceptions

Volunteers play a central role in NGB's work and are now recognised as Changemakers, reflecting the purpose, skill and influence they bring in shifting both outcomes for participants and changes in perception. This year 85 volunteers gave over 900 hours of pro bono support of which 633 hours were in prisons and although they are currently more focussed in prisons, this is gradually changing as they join more events in the community.

Supporting workshops in custody, offering specialist skills through pro bono time, mentoring individuals as they move through the gate, and providing one-to-one support. Changemakers help candidates build confidence, practice new skills and gain momentum. Several candidates have also been supported by volunteers to start their own businesses.

"Everyone has a story and I hope that being there for one day can in some way be a help. It changed my understanding of what prison was about." Livery Volunteer

"It was nothing that I expected, I had no idea there would be so much engagement and I could see the difference our support makes" Livery Company Master

"It was an excellent workshop which I found both positive.... hats off to NGB." Former judge

"I would hire my new buddy Calvin in a heartbeat'!' I definitely want to do it again."
Corporate volunteer

Facilitating Impact

NGB's Theory of Change anchors the impact measurement of its activities in the Ministry of Justice's seven identified drivers of reducing re-offending and reflect increased confidence, stability, skills and readiness for employment that are essential for long term change and reducing re-offending.

Increased control and confidence

NGB's personalised support is helping people feel more in control, more confident and better able to plan their next steps. Candidates join with health and wellbeing pressures which they are helped to overcome.

- 48% struggle with managing their emotions
- 53% live with long-term health issues, depression or mobility problems
- 43% would describe their health as fair to poor

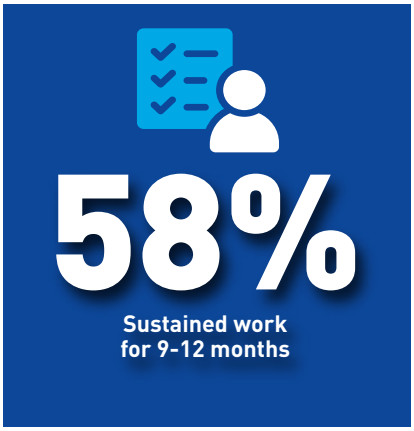
Strengthened accommodation stability

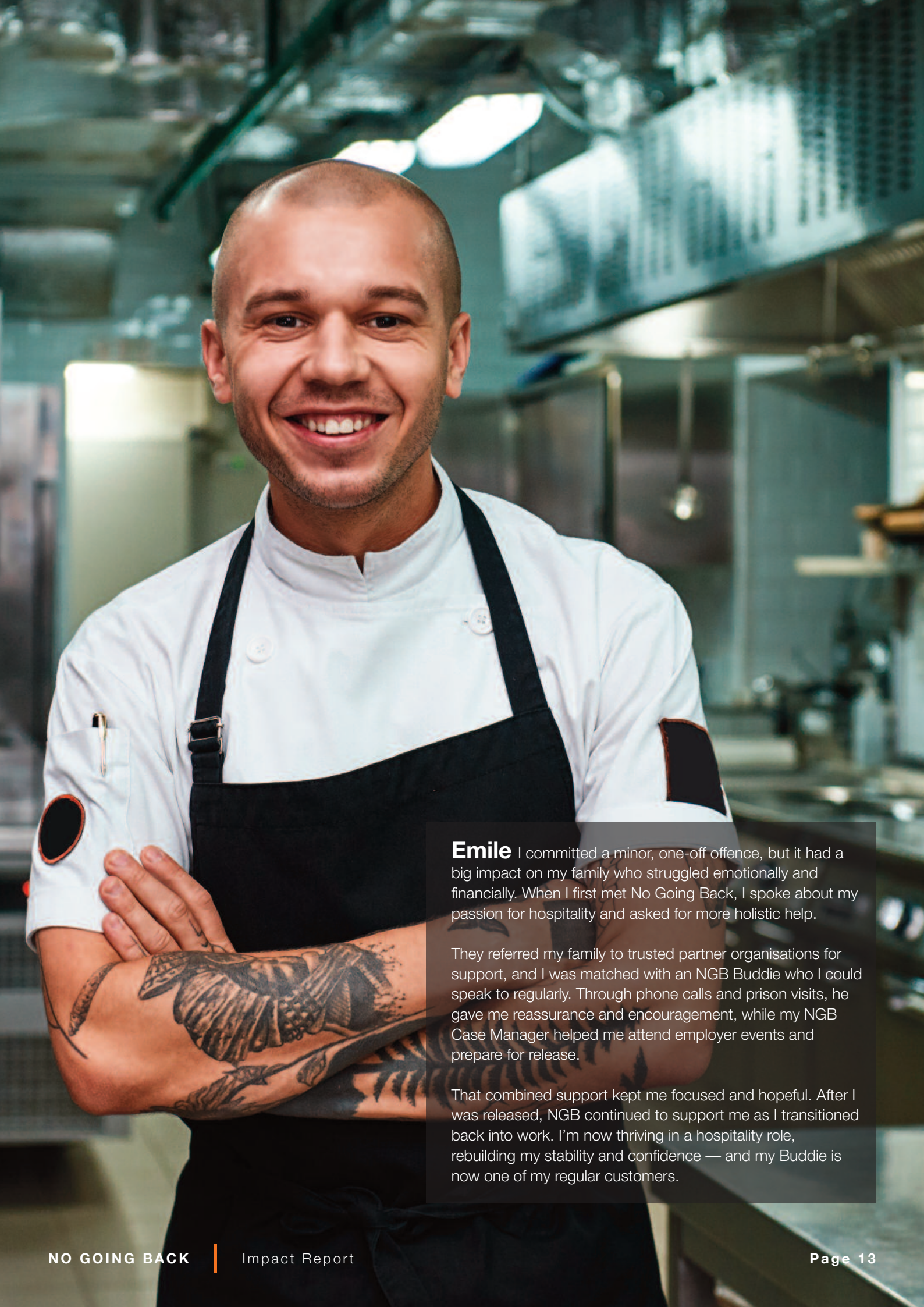
Secure accommodation is one of the predictors of positive health and employment outcomes. This year, participants joined NGB facing acute housing pressure, more so than in previous years. In fact:

- Before joining, 44% were sofa-surfing or living in hostels, refuges or temporary accommodation.
- 22% of all interventions focused on housing, helping people from emergency placements (including ten urgent cases) to tenancy support and homelessness applications.

Skills development & exposure to real work opportunities

NGB supports people to build the practical skills and confidence they need to take their next step towards employment and self employment. Candidates describe feeling better able to talk about their experience, prepare for interviews and understand what employers are looking for. Alongside workshops, around 1 in 10 interventions focused on training and new skills leading to jobs in a variety of areas including biohazard, green and FM progression roles some of which are within the NGB CLEAN team.





Emile I committed a minor, one-off offence, but it had a big impact on my family who struggled emotionally and financially. When I first met No Going Back, I spoke about my passion for hospitality and asked for more holistic help.

They referred my family to trusted partner organisations for support, and I was matched with an NGB Buddie who I could speak to regularly. Through phone calls and prison visits, he gave me reassurance and encouragement, while my NGB Case Manager helped me attend employer events and prepare for release.

That combined support kept me focused and hopeful. After I was released, NGB continued to support me as I transitioned back into work. I'm now thriving in a hospitality role, rebuilding my stability and confidence — and my Buddie is now one of my regular customers.

Partnership and Collaboration

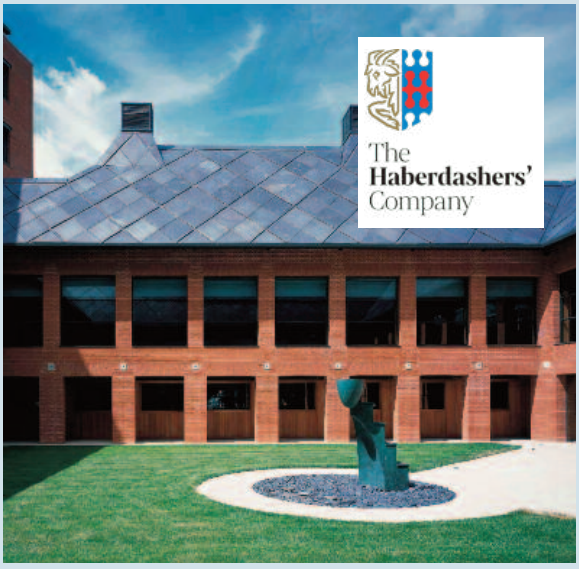
Partnership and collaboration sits at the heart of No Going Back's approach. By bringing employers, volunteers and sector professionals directly into prisons and community settings with us NGB creates spaces where perceptions can shift and potential can be seen first-hand.

These partnerships are not only about filling vacancies. They are about challenging assumptions, building understanding and opening up opportunities for people with convictions to be viewed as capable, skilled and employable.

This personalised, relationship-led work sits at the heart of the partnerships highlighted below.

The Support of the Livery

The Haberdashers' Company has been closely connected with No Going Back since its inception, providing early seed funding and ongoing strategic support. Over time, the partnership has grown into a model of Livery engagement, with members volunteering their professional skills through workshops, CV coaching and employability sessions. These opportunities have enabled members who were initially hesitant to gain confidence and see the impact of sharing their expertise directly with people leaving prison. Alongside this, the Haberdashers continue to champion No Going Back and NGB CLEAN.



"It's important for us as a company to offer meaningful and appropriate volunteering opportunities. Doing a day in a prison as a workshop is a brilliant way of giving back - it's useful, impactful, and our volunteers get a lot out of it. It's also been a great way for us to stay connected over the years with the work NGB are delivering. I've seen some real challenges, yet there's been a genuine tenacity and desire to create the best possible outcomes for people. It's really exciting to see a charity that isn't sticking with one way of doing things, but exploring new ideas and new ways of engaging people coming out of prison for viable employment pipelines." Susan Barry, Director for Charities, The Haberdashers Company

Partnership and Collaboration

Microsoft partnered with NGB to deepen understanding of how technology could improve efficiency and outcomes within the prison system. A series of sessions began at the Innovation Hub and culminated in a two-day Hackathon involving Microsoft and Robiquity, focused on how digital tools might transform prison life.

Six NGB Ambassadors contributed their lived experience, working closely with four development teams to shape real-world challenges and inform solutions. Over two days, teams developed working prototypes, including a knowledge base to support decision-making in custody and an interactive tool to strengthen engagement between staff and people in prison. The collaboration demonstrated the power of combining sector insight with design and technology expertise to generate practical, innovative ideas.

Working closely with A Fairer Chance means we can support each other strategically as well as broaden NGB's remit to include more women and engage with the womens prison estate by tapping into their expertise.

Second Stage specialises in creating training, backstage experience and paid employment routes for people leaving the criminal justice system, working closely with employers across theatre, music, festivals and production.

As an organisation in early development NGB collaborated with Second Stage to support casework delivery and general governance and guidance across both prison and community. As well as sessions in HMP Isis to introduce prisoners to the sector and the opportunities, training sessions for lighting and sound. NGB also delivers recruitment days in the community introducing candidates to careers in the live entertainment and events sector. Overall, working together the aim is to help participants view working in arts & theatre as an option and opening up new pathways in an industry increasingly open to supporting people with barriers into work.

NGB CLEAN

Changing the Face of Cleaning

Establishing NGB Clean

Over the past two years, NGB CLEAN, supported by the Worshipful Company of Environmental Cleaners, has evolved from a concept to a social enterprise rooted in supporting people by building confidence, skills and employer awareness of the criminal justice system. Officially launched in 2024, it combines commercial delivery with measurable social impact, supported by strong environmental credentials that set it apart in the sector.

The role of the prison sector in cleaning is championed

Recruitment for NGB CLEAN comes from both prisons and the community, supported by NGB's Network team. This creates a clear progression pathway for people trained in custody to move into further training with NGB CLEAN or other cleaning and facilities management companies.

Eight workshops and employability events were delivered across six prisons (Brixton, Downview, ISIS, Thameside, Wandsworth, Wormwood Scrubs), engaging 68 prisoners.

NGB Clean: Growing impact

Co-creation workshops with people in prison have shaped the offer to reflect their aspirations and build confidence in the sector as a viable career path. Industry partners deliver sessions in custody, providing insight, practical demonstrations and clear progression routes. These engagements build understanding, confidence and interest in cleaning, facilities management and specialist roles, including biohazard cleaning, supported by UnLtd and industry training partners.

Since its launch, individuals supported by NGB CLEAN have:

- Completed professional biohazard, carpet and hard-floor cleaning qualifications
- Achieved IOSH Managing Safely certification
- Delivered paid on-the-job work experience across commercial and specialist sites
- Progressed into permanent employment, subcontracting and self-employment
- Generated biohazard revenue through subcontracted delivery
- Developed operational, pricing, compliance and client-management skills through sustained mentoring

Demonstration of a green, sustainable cleaning social enterprise

NGB CLEAN has been endorsed by leading industry bodies, including WCEC, BICSc and CSSA, and has quickly established itself as a credible and successful organisation.

In its first year, **NGB CLEAN has consistently been nominated and shortlisted for a number of major industry awards** – an exceptional achievement for a new venture.

NGB CLEAN has developed a strong network of partners, securing contracts with Knight Frank, Anchor House, The Clink and the Howard League for Penal Reform, amongst others.

Client feedback consistently highlights a reliable, proactive and high-quality service, with strong on-site management and a team known for being friendly, capable and committed. High standards, responsiveness and continuous improvement are recognised across multiple sites.

NGB Clean: Sector Value

The cleaning and facilities management sector generates around £4 billion annually in the UK and employs 1.47 million people yet continues to face skills shortages. The wider facilities management sector, valued at £50 billion, offers further opportunities across maintenance, construction and property management – all underpinned by a growing environmental agenda.

NGB CLEAN is one of the few organisations tapping into this opportunity for people leaving custody. By aligning net-zero commitments with rehabilitation, it is operating at the intersection of social impact and environmental responsibility.

NGB CLEAN also supports NGB. It contributes to long-term organisational sustainability through earned income and demonstrates how social enterprise can sit alongside charitable delivery to deepen impact.

your PLACE "I was impressed by the quality of NGB CLEAN's service — their attention to scope, detail, compliance and quality assurance is second to none. They bring the opportunity for people leaving prison to invest their skills in meaningful work, with compliance and safeguarding at the highest standard. Their hands-on roles turn prison training into real-world experience. We see real value in developing long-term roles through No Going Back and are keen to strengthen the partnership to create more stable employment opportunities. The team are entrepreneurial, committed, and always get the job done."

Voices from NGB CLEAN

Samuel - Biohazard Cleaner | NGB CLEAN
"I met NGB CLEAN in prison, and it changed everything. I joined a cleaning workshop, trained in biohazard work and completed professional courses after release. Even after two recalls, they never gave up on me — supporting me without judgement and helping me stay focused. I thought my life was over, but now I'm working, gaining experience and planning my own business. Having someone believe in you means everything."

Michael - Founder, Specialist Biohazard Cleaning Business
"After my release, I met NGB CLEAN and it felt different — no empty promises, just honesty and commitment. Through mentoring and hands-on experience, I learned the industry inside out. Even when I started my own business, the support continued. I've since secured my first major contract, bought a van and launched a specialist biohazard service. They didn't treat me like an outcome — they gave me a real opportunity."

We are grateful to all our funders for their ongoing commitment to No Going Back.

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

Embedded evaluation and learning drive continuous improvement

Evaluation has been embedded in NGB since its first year through a long-term partnership with Bean Research. Over five years, this has included the development and refresh of the theory of change, outcome tracking systems, live dashboards and building on learning mechanisms to ensure impact assessment supported the development of the programme as well as demonstrating the difference made. Across five years, No Going Back has generated £14.7m of social value through savings to the state and positive social, wellbeing and employment outcomes for 3,445 people supported. It reflects a deliberately conservative, evidence-led approach, grounded in outcomes evidenced within the reporting.

bean RESEARCH

NO GOING BACK

Three words that could **change a life**

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