National Audit Office

Value for money from offender learning
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What is offender learning for?

Balancing policy goals for offender learning:

- life skills as an end in themselves,
- as purposeful activity or
- as a means of reducing re-offending?

Effective allocation of resources

Planning the service to be delivered needs improvement:

- assessing the level of need amongst offenders
- matching provision against need.
- creation of a common curriculum that allows continuity

Monitoring delivery

Delivering an agreed level of service including holding providers to account against meaningful measures of quality.

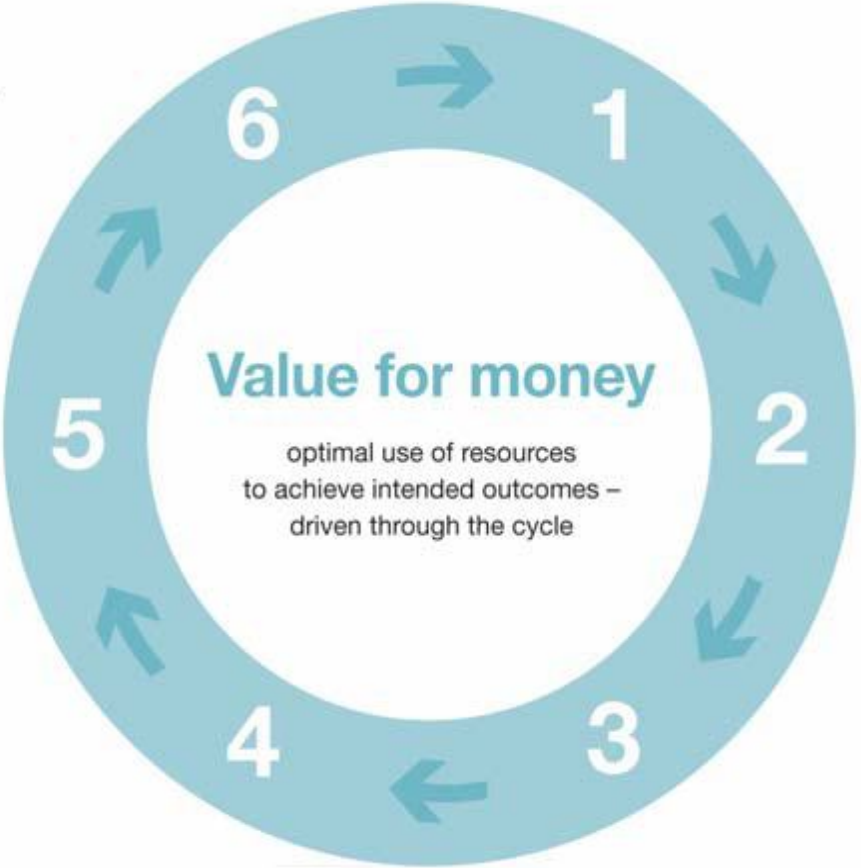
Evaluating effectiveness

Evaluating the effectiveness of what is delivered in terms of agreed outcomes, as related to the policy goals.

Core management cycle

6 Feedback
amends priorities and informs future strategy and planning

1 Strategy
based on evidence with clear policy goals



5 Evaluation
of implementation against strategic goals

2 Planning
with agreed priorities, resources, management information and programme management in place

4 Measurement
of quality, delivery, costs and user experience against benchmarks and targets

3 Implementation
with good financial management, risk management, governance and controls in place