

**Jobcentre Plus and LSC (Cheshire & Warrington)
Joint Delivery Plan 2006- 2007**

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Leading learning and skills

Date



Contents Page	Page
Introduction:.....	3
National Perspective and Background	3
Economy	4
Demographic Trends.....	5
The Community.....	5
Skills Provision	6
Total Number of Vacancies.....	7
Cheshire Offender and Learning and Skills Service.....	8
Local Area Agreements.....	8
National Priority	10
Skills for Life.....	10
National Priority	12
Apprenticeships	12
National Priority	15
Creating Demand – Led Routeways	15
National Priority	20
Information Advice and Guidance – (including Skills Coaching where applicable)	20
Local Priorities	22
Glossary of LSC Terminology.....	Error! Bookmark not defined.
Glossary of DWP Departmental Terminology	Error! Bookmark not defined.

Introduction:

National Perspective and Background

The NEP's report *Welfare to Workforce Development* was published in February 2004 and accepted by the Chief Executives of the LSC and Job Centre Plus. The report sets out 35 recommendations for the Department for Work and Pensions (DWP), Department for Education and Skills (DfES), JCP and the LSC to take forward.

National Employment Panel: <http://www.nationalemploymentpanel.org.uk>

The recommendations are designed to improve the productivity of British businesses and the prospects of JCP customers as they move from welfare to workforce development. The LSC and JCP have agreed to take forward 23 of the recommendations; the remaining 12 are the responsibility of DWP and DfES to progress with support from the LSC and JCP.

The NEP report suggests eight recommendations that are the keystones for reform, including the need for joint LSC and JCP local delivery plans with measurable objectives for key collaborative activities.

Each organisation has issued guidance on joint planning to the effect that the plan should cover any area of joint activity that the two organisations find useful to meet local needs.

In 2004/2005 the focus of the joint delivery plans has been on planning and gaining a greater understanding of each other's agendas and services. Good progress on joint delivery plans has been made with 95% of local LSCs having joint delivery plans in place by January 2005. In 2005/2006 delivery plans need to include measurable and specific objectives as detailed in the NEP report to bring about the clear links that are required between skills training and employment opportunities as outlined in the LSC's National Annual Statement of Priorities.

Our aim is to ensure that plans are consistent with the priority activities that we are working together on whilst maintaining the flexibility to address regional and local priorities and needs.

Equality and Diversity Statement for LSC/JCP Joint Delivery Plans 2005/06

From the outset, the Learning and Skills Council and Jobcentre Plus will have a strong commitment to work collaboratively to improve and prioritise the way we communicate and reach out to marginalised groups, such as disadvantaged ethnic minorities, lone parents, offenders and disabled people. We will use the strength of our joint leadership to promote equality of opportunity, and work in partnership with employers and providers to offer practical assistance on how to implement sound diversity policies and avoid discrimination. We will encourage them to share best practice in equality and diversity methods, challenge traditional thinking on diversity and gender stereotyping, and implement positive actions to ensure equal success for all. We will commit to ensuring our own policies and practices do not disadvantage any group or individual, but instead offer priority assistance for those groups and individuals that are most in need of support. In compiling this plan we have taken account of the paper "Enterprising People Enterprising Places" and will endeavour to close the gap between ethnic minorities and whites, particularly individuals who are not working and not on benefit.

Economy

Cheshire & Warrington has a mixture of rural and urban communities and is located adjacent to the Liverpool and Manchester city regions. The area has a diverse economic base with extensive transport linkages supporting cross-border movement of workers and learners. There are low levels of unemployment and corresponding high employment levels which all help to make it the most prosperous area in the Northwest.

Jobcentre Plus and LSC boundaries for Cheshire and Warrington are based on the existing Local Authority areas

Total unemployment register for Cheshire and Warrington at Jan 06 is 8890, an increase of 37.7% on the previous year.

Unemployment is now 1.7% compared to 2.7% in the North West. Customers on Incapacity Benefit at November 2005 totalled 35,379. 68% have been on Incapacity Benefit for more than three years whilst 24% of customers have mental and behavioural disorders. There are now 6,800 Lone Parents in the area

Gross domestic product (GDP) for Cheshire & Warrington is 114 percent of the UK average and the area contributes some 29 percent more to the regional economy than is expected from its employment base. In the future we expect output to continue to grow at 2.6 percent each year for the next ten years, a higher rate than the forecast for the UK and Northwest.

Demographic Trends

The overall population for Cheshire & Warrington at 873,000 is about to end a sustained period of growth and will enter a phase of decline over the next 10 to 15 years. Within this there will be some major structural changes that will result in more older people as they live longer, and a reduction in young people reflecting the fall in birth rates.

These changes to the population will see a **reduction in the size of the working age population** within Cheshire & Warrington of about 3 percent in the next 10 years. We also expect the number of 16 to 18 year olds to reduce by around 5 percent over the same period while the population of 14 to 19 year olds will reduce more sharply, by about 8 percent.

The Community

Despite the overall prosperity of Cheshire & Warrington there remain areas that experience intractable levels of disadvantage. There are some 21 wards across the area, that are in the 20 percent most deprived in England. These wards account for some 90,000 adults. Demographically the District is one of great contrasts with areas of significant affluence as well as wards of great deprivation. Seven Cheshire wards and two wards in Warrington are in the top 10% of multiply deprived wards. In addition a further six are in the top 15% and another six in the top 20%.

The following five wards have been identified as priority wards by Jobcentre Plus/LSC;

- Bewsey and Whitecross, Warrington
- Blacon Lodge Chester
- Grosvenor Crewe
- Westminster Ellesmere Port
- Stanlow and Wolverham, Ellesmere Port

These areas are historically characterised by low levels of participation and achievement by adults and young people. Indeed, the correlation between basic skills needs and deprivation is strong across the area. Some 22 percent of the population, 115,000 adults, lack numeracy and literacy skills, compared to 26 percent nationally.

Collaborative projects between LSC and Jobcentre Plus will focus on these wards. Jobcentre Plus is committed to helping the harder to reach customers, planning is underway to mailshot Incapacity Benefit customers and Lone Parent customers in the first quarter to investigate their particular needs to achieve a greater understanding thereby enabling resources to be best utilised.

In Cheshire & Warrington many disadvantaged groups are relatively smaller than those in urban areas. They therefore face particular challenges due to the dispersed nature of the area, the isolation this brings and the lack of structures to support access to learning. This presents providers with challenges in ensuring sufficient access to provision for all communities.

For instance just 2 percent of the population are from an ethnic minority compared to 8 percent nationally. However this proportion is growing and is expected to continue to do so. Last year it is estimated that an additional 4,000 migrant workers from the European Union accession countries sought work in the area.

Skills Provision

In Cheshire & Warrington there are a number of sectors that are key to the continued competitiveness of the local economy; providing the skills-focussed provision to meet the employer needs of the sectors is a local priority.

The LSC priority sectors are:

- Business and Financial Services
- Chemicals and Pharmaceuticals
- Construction
- Creative Industries
- Engineering including Automotive
- Food Chain Technology
- Hospitality and Tourism
- Public Sector (Healthcare in particular)

Four of the above sectors relate directly to the majority of Jobcentre Plus vacancies namely:

Financial and Business Service – admin/ secretarial/ professional

Wholesale and Retail – sales assistants / transport and mobile machine drivers and operatives

Hotel and Catering

Health and Social Work

Cheshire & Warrington experiences lower than average hard-to-fill and skill shortage vacancies and employers' perceptions of training are changing. Around a quarter of all vacancies and hard-to-fill vacancies are in wholesale, retail and hospitality. Skill shortages are most likely in health and social care, wholesale, retail, finance and business skills and hospitality. Employers

associate skills shortages with growing business and working above full capacity. Employers are satisfied that employees are proficient in their current jobs and on the whole they believe there are no barriers to keeping a fully proficient workforce to meet the needs of the local economy. During 2003-04, 40 percent of employers supported training for staff compared to 30 percent nationally.

However, in specific sectors, skills in customer handling are a significant need in hard-to-fill vacancies. Employers in personal services and sales express some concerns about occupational proficiency related to staff turnover and an inability to keep up with change through reluctance to take up training opportunities.

Total Number of Vacancies

Vacancies in Cheshire and Warrington over the last 3 years are as follows:-

2003 – 63,904

2004 – 75,638

2005 – 64,829

Growth is expected in Retail and Construction during the forth-coming operational year and beyond which will be as a result of major re-developments of the town centres of Warrington, Crewe and Northwich. Cheshire and Warrington also has several large call-centres, which continue to expand and have a high turnover of staff.

Key Actions required within the local strategy.

- Promotion and implementation of the Adult Learner Entitlement focussing on SfL and adults without a first level 2 qualification.
- Utilise Strategic Marketing and Project Planning groups to address resource issues and to identify a project lead on developments and inward investment.
- To work with LSC and key partners developing the ASP (Developing Options) approach to aide the hardest to help into the aforementioned sector areas . Developing a seamless approach to employers.
- Work with the 8 Local Authorities within Cheshire and Warrington to engage and target recruitment initiatives.

This plan, based on the recommendations of Welfare to Workforce Development, provides the opportunity for systematic collaboration between the LSC and Jobcentre Plus in Cheshire and Warrington, to drive forward this theme and the regional and local priorities that relate to it. It sets out the actions that Jobcentre Plus and LSC Cheshire and Warrington will deliver bi-laterally and in partnership with other agencies, including Business Link and Connexions Cheshire and Warrington and NWDA, to ensure that all our residents have opportunities to realise their potential in work and learning using the new LSC Employer Engagement strategy. Through the Cheshire and Warrington Skills Alliance, JobcentrePlus and the LSC will work together to address the skill needs of the local economy. We will focus on the following initiatives; Train to Gain and preparation for the rollout of BOND (Building on New Deal)

There is a formal agreement for the Cheshire and Warrington group to meet bi-monthly to review and update objectives from each key priority area. Good practice will be shared and disseminated across both organisations to ensure optimum capacity building is achieved. Key partners will be invited to join the group as and when required. JobcentrePlus are also an invited observer on the LSC's bi-monthly Council meeting

Cheshire Offender and Learning and Skills Service

OLASS places a large emphasis on increasing partnership work. At a local level this group will link with the Criminal Justice Partnership (CJA) Group to develop the service working with all key stakeholders. The CJA partnership group and planning sub-group have six main themes. Jobcentre Plus and LSC will be working to progress in the specific areas that will impact upon the offender's development of skills and employability.

Local Area Agreements

Cheshire & Warrington are currently preparing for the roll out of round three of Local Area Agreements (LAA) from April 2007. Both counties have been reviewing the Local Strategic Partnerships (LSP's) to ensure there is an effective and efficient structure to manage the LAA.

In Cheshire, as a two-tier authority, both local strategic partnerships are adapting to mirror the county LSP with the adoption of the LAA blocks. Cheshire has also included a fifth block - 'The Environment'. The LSC will have a place on the Governance Board of the LSP.

Jobcentre Plus priorities in Cheshire and Warrington include tackling worklessness and to improve employability giving particular attention to areas of multiple deprivation, whilst aiming to fill employers vacancies and to provide people of working age with the help and support to which they are entitled.

Working closely with LA's and other partner organisations such as Connexions, and Business Link and LearnDirect will improve the skills and employability of our clients. Jobcentre Plus will identify opportunities where funding can be pooled to address the barriers faced by both our clients and employers.

Long term unemployed, incapacity benefit clients and lone parents are priority groups.

Both parties will work closely to ensure ESF funding is used to support this agenda and that programmes are complementary. Whilst the aim is to provide support across the area, Warrington, Crewe, Chester, Ellesmere Port and Winsford have higher levels of deprivation and will therefore receive particular attention.

In the following objectives some targets carry a health warning as Jobcentre Plus has no baseline data. The plan will be monitored closely to review progress and targets will be amended as appropriate.

National Priority

Skills for Life

Priority / Objective		Overall Responsibility		
Ensure effective transition of Skills for Life provision from JCP to LSC Targets: starts for period April –July 06 10 Starts for period Aug 06 –Aug 07 Approx 36		LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Expectations for the transition period	JCP	Apr 06 – Aug 06		
JCP to attend SfL network meetings.	JCP	Monthly		
Transition of providers to LSC	KK/MP –LSC	Aug 07		
JCP Advisers to understand appropriate referral process and LSC provision	LSC SfL staff and NextStep	01Apr-31Jul		
LSC & JCP, including the Cheshire & Warrington consortium of colleges, to work	Graham Dumbell & Ian Ruff/Margaret Pritchard-LSC	Sep 06		

with its providers to explore the volume of LSC funded skills for life provision that JCP customers will be able to access				
The LSC to work with those JCP providers who do not hold LSC contracts to determine what they could deliver for the LSC in the future.	LSC	Sep 06		
Develop invitations to tender	LSC	Sep 06		

National Priority

Apprenticeships

Priority / Objective		Overall Responsibility		
<p>Local delivery plans should describe arrangements for ensuring a smooth transition from E2E to New Deal or, where appropriate, from JSA to E2E as a first step towards an Apprenticeship.</p> <p>Target : New Deal clients referred to Apprenticeships 05/06 - 28 06/07 20% increase</p>		Jobcentre Plus/LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Ongoing use of passports in JSA	Anthea Bradburne-LSC	Ongoing		
Providers to raise awareness of E2E with JCP Advisors/Connexions	Anthea Bradburne	May 06		
JCP Partnership team to join Provider E2E meetings	Jeanette Riley JCP	Bi-monthly		
JCP Advisers have appropriate literature and pathways to promote apprenticeships as a	Jeanette Riley JCP	Ongoing		

progression route from New Deal for clients.				
Links developed between JCP Business Managers and LSC managers to share employer engagement issues	Jeanette Riley JCP/ LSC	ongoing		

Priority / Objective		Overall Responsibility		
Local LSCs develop systems to measure how many E2E young people get and keep jobs as a result of their participation in the programme.		LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
LSC data to be forwarded to JobCentrePlus, when required in terms of through-flow of leavers and achievers.	Simon Waring LSC	Quarterly		
Encourage individuals to provide E2E passport /Record of Achievement to JobCentre Plus	Anthea Bradburne	Ongoing		
WBL Providers to undertake a presentation on EMA to frontline JCP staff	Anthea Bradburne /John Warham-LSC	Jun 06		

National Priority

Creating Demand – Led Routeways

(Start with a standard routeway that will meet sector needs & will be varied to meet local **labour needs**)

Priority / Objective		Overall Responsibility		
<p>To work with Care sectors to enable current skill shortages to be met in Cheshire and Warrington.</p> <p>Target: 50 for CCC for outcomes 80 referred for NVQ level 2 training</p> <p>Maintain no of jobs notified in the care sector and increase the ratio of jobs notified to jobs filled by 5%</p>		Jobcentre Plus/LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
<p>Establish need through meetings with CCC HR dept</p> <p>JCP to develop marketing and recruitment campaign</p> <p>Providers to develop bespoke training courses</p> <p>JCP and LSC to work with Employers to manage their expectations</p>	Karen Kelsall-LSC	Jun 06		
	District Marketing Exec. JCP	Jun 06		
	Karen Kelsall	Sep 06		
	Jeanette Riley & Employer Engagement Manager JCP	Ongoing		

Priority / Objective		Overall Responsibility		
<p>To work with all priority sectors (e.g. Construction) to enable current skill shortages to be met in Cheshire and Warrington using Train to Gain, Developing Options and BOND (Building on New Deal)</p> <p>Target: 10 courses to run, 120 to participate and 60% outcome rate for construction industry. 10% outcome rate referrals to FE</p>		Jobcentre Plus		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
<p>Establish relationships with Skill Brokers (see links to Marketing Objective)</p> <p>Develop capacity of Brokers re JCP services</p> <p>Ensure processes are in place to enable referrals for vacancies to JCP and customers to Employers with an option for Brokers to discuss future training</p> <p>Extend Developing options programme using ESF monies from both LSC/JCP</p> <p>Incorporated into JCP prospectus for Round 3 tendering. Closing date for JCP submission 20.06.06</p>	Jeanette Riley/Avril Wright JCP	Sep 06		
	Jeanette Riley JCP Karen Kelsall/Ian Ruff LSC JCP/LSC	Sep 06		
		Sep 06		
	Les Cooper/Helen Woollacott/Karen Kelsall	Aug 06		

Priority / Objective		Overall Responsibility		
<p>To work with the Retail sector to enable current skill shortages to be met in Cheshire and Warrington using Train to Gain, Developing Options and BOND (Building on New Deal) by March 07</p> <p>Targets- 4 courses re CORA target participation 48 Outcomes 40 Debenhams 40 job guarantees</p> <p>Maintain number of jobs notified and increase the ratio of notified to filled by 5%</p>		Jobcentre Plus		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
To build on the Job Guarantee scheme used at Tesco for the forthcoming Golden Square Development that will create retail opportunities	Jeanette Riley JCP	Possibly 500 to 600 retail jobs will be created once the development is completed by Dec 06		
Liaise with Brokers and Providers to build on Job Guarantee Scheme following Train to Gain criteria	Karen Kelsall/Ian Ruff-LSC	Jun 06		
Continue to recruit for	JCP	Dec 06		

<p>164 retail and catering employers at Cheshire Oaks Outlet.</p>				
<p>Meet with the Retail Sector Skills Council and LSC Retail Lead to encourage Cora to work in collaboration with the LSC to assess needs and maximise opportunities in line with LSC priorities.</p>	<p>Karen Kelsall/Claire McCourt/Anita Duffy –LSC staff</p>	<p>July 06</p>		
<p>Package of interventions developed and in place (employer engagement plan) to support and encourage employers to engage with and employ people from key priority groups</p>	<p>JCP</p>	<p>Dec 06</p>		

Priority / Objective		Overall Responsibility		
<p>To work with the Prison Service in Warrington to ensure that current vacancies for Prison Officers are filled.</p> <p>2 SfL courses to run 06/07 70% of participants to access Train to Gain provision</p>		LSC		
Planned Milestones	Lead	Timescale	Progress	Completed / update
<p>Recruitment campaign by Jobcentre Plus/LSC</p> <p>Applicants with SfL needs are referred to appropriate Provider</p> <p>Applicants are referred back to the Prison Service when appropriate to undertake Prison Officer assessment tests</p>	Jeanette Riley/Karen Kelsall	Sep 06		
	Margaret Pritchard/Karen Kelsall	Sep 06		
	Provider/LSC	Sep 06		

National Priority

Information Advice and Guidance – (including Skills Coaching where applicable)

Priority / Objective		Overall Responsibility		
All clients without qualifications are referred to an IAG partnership provider including the option to signpost to Learndirect and all those with less than level 2 are given the opportunity to take advantage of IAG services and skills training. Target: Referrals to IAG 8 per month Referrals to Learndirect 10 per month		Jobcentre Plus		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Jobcentre Plus to meet with IAG Manager	LSC/JCP/Liz Shore	Monthly , LSC to attend quarterly		
IAG Advisers to ensure correct alignment of IAG service to Jobcentre Plus client numbers	LSC/JCP/Nextstep	Jun 06		
Awareness sessions by brokers to be delivered to Jobcentre Plus staff	LSC/JCP/Nextstep	Jun 06		
Connexions to consider adviser presence covering both IAG and Advice under ESF Projects	LSC/JCP/Nexstep/Connexions	Jun 06		

<p>Regular sharing of data on performance to be cascaded</p> <p>Jobcentre Plus to create partnership to submit tender to LSC to increase numbers of adults (1000) accessing IAG</p> <p>Respond to 900 redundancies at Vauxhall Motors by offering IAG sessions and</p>	<p>LSC/JCP/Nextstep/Connexions</p> <p>Alison Hill NWDA/Jane Trevor JCP</p> <p>Graham Dumbell/Ian Ruff/Liz Shore</p>	<p>Jun 06</p> <p>24th April</p> <p>Start June 06-Oct 06</p>	<p>If Bid successful targets are as follows:</p> <p>1480 beneficiaries receiving advice sessions</p> <p>720 women receiving support</p> <p>1000 beneficiaries receiving enhance guidance</p> <p>150 beneficiaries entering employment</p> <p>150 beneficiaries entering training</p>	
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Local Priorities

These are additional areas that JCP and LSC may be working on locally that are not covered by the previous sections.

Priority / Objective		Overall Responsibility		
To adopt a collaborative approach to communicating marketing activities through each organisation during 06/07		LSC and JCP District Marketing Manager		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
To communicate respective Marketing activities via written communications and meetings on a quarterly basis in line with National requirements	LSC/JCP – District Marketing Executive	Jun 06		
Share organisational Marketing Plans so both organisations are aware of planned events for customers\employers	LSC - /JCP – District Marketing Executive	Quarterly Meetings		
Dual brand Marketing products where appropriate.	LSC - /JCP – District Marketing Executive	Jun 06		

Priority / Objective		Overall Responsibility		
JCP and LSP to promote the advantages of the Broadband Bus within Cheshire and Warrington		LSC/Jobcentre Plus		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Provide joint outreach services	Jeanette Riley	Jun 06		
Provide joint training facility for small medium employers and develop links to existing LSC initiatives	Jeanette Riley/Karen Kelsall	Jun 06		

Priority / Objective		Overall Responsibility		
<p>Jobcentre Plus and Business Link organisations/Brokers to have sufficient knowledge of each others products and services for effective signposting.</p> <p>Target- JCP 300 front of house staff to undertake training via Pathways project</p>		Jobcentre Plus		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
<p>Jobcentre Plus to hold an event for new Brokers</p> <p>Continue with Pathways project</p> <p>Develop a system to monitor effectiveness of referrals from JCP to Brokers This will take into account national and regional targets together with data from ERM. See below</p>	<p>Jeanette Riley</p> <p>Ian Ruff/Linda Fraser-Webb LSC Jane Trevor JCP</p> <p>Graham Dumbell/Jeanette Riley</p>	<p>Jun 06</p> <p>Ongoing</p> <p>Jun 06</p>		

Priority / Objective		Overall Responsibility		
LSC to ensure that Jobcentre Plus are fully involved in the rollout of the Train to Gain Initiative Target: 100 Employers referred to LSC Brokerage provision		LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Attend Provider briefings	Jeanette Riley	First briefing 31 st March	Local Partnership manager to brief appropriate JCP staff	
LSC to communicate ESO offer until launch of Train to Gain	Karen Kelsall/ Ian Ruff	Joint May meeting		
Utilisation of Broadband Bus within Vale Royal for joint marketing with Brokers	Jane Trevor	Aug 06		
JCP Employer Engagement Manager to liaise with LSC Train to Gain staff re referrals.	Vicki Phillips/LSC staff	First meeting Sept 06		

Priority / Objective		Overall Responsibility		
Share details of Jobcentre Plus and LSC plans and timetables including mainstream and ESF co-financing		Jobcentre Plus/LSC		
Planned Milestones 05/06	Lead	Timescale	Progress	Completed / update
Joint meetings to be scheduled	Helen Woollacott/Les Cooper	Bi-monthly		
Data sharing and review of Providers	Karen Kelsall/Les Cooper	Quarterly meetings		
Share "Bond " Initiative with LSC staff as appropriate	Les Cooper	By Aug 06		
Investigate the possibility of delivering pre recruitment courses utilising LSC WBLA funding which will support Train2Gain once employment secured	Les Cooper/LSC	Aug 06		

Priority / Objective		Overall Responsibility		
<p>Development of skills for life and training provision for offenders in custody and under community supervision.</p> <p>Identify and work towards improving the quality, accessibility and delivery of support services to prisoners.</p> <p>Target: participation</p> <p>Freshstart 60%</p> <p>New Deal 12%</p> <p>Progress 2 work and P2W Link up15%</p>		<p>LSC</p> <p>Contracted Provider (City College) Tony Walsh</p>		
Planned Milestone(s)	Lead	Timescale	Progress	Completed / Update
Map JCP activity, i.e., subcontracted activity to support future curriculum development in the community	JCP	Jun 06		
Increase the capacity of CJA partners and community organisations to support offenders into training and employment	LSC OLASS CJA Group	Ongoing	Conference held 3/2/06 For Regional and Local Authority partners/Adult Education/Providers Cheshire Draft Plan issued March 06	

<p>Develop a co-ordinated approach to employer engagement activities across Cheshire District Develop links with sector skills/employer groups</p>	<p>JCP, LSC, TW Employer Coalition Prison/Probation Service LSC,TW,Probation,JC Prison, Probation</p>	<p>Ongoing</p>	<p>JCP & LSC represented on NW Prison Service Employer Engagement Group. Currently mapping educational & training attainments of prisoners against labour market requirements. Developing publicity material to target employers Cheshire CJA Task Group</p>	
<p>Raise awareness of offender needs and support services available, to local office staff.</p>	<p>JCP</p>	<p>Jun 06 Ongoing</p>	<p>Event planned for Employment & Benefit Surgery staff, P2W, ACE Provider 1/6/06 Delivery to JCP offices of P2W, PLO & OLASS</p>	
<p>Build on existing support mechanisms for offenders leaving custody, encourage new partnership working to provide a seamless transition from custody to community, facilitate progression for offenders into mainstream education, training and ultimately into employment</p>	<p>JCP, LSC City College</p>	<p>Ongoing</p>		

