



# EMPLOYMENT AND SKILLS STRATEGY

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Update September 2022



# Contents

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Introduction 2  
Impact of the Cost-of-Living Crisis 4  
Refugees and People Seeking Asylum 20  
Our Commitments 24



# Introduction

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In July 2021 Richmond Upon Thames council launched an Employment and Skills strategy setting out the council's response to the COVID 19 crisis and its effects on the local labour market and residents of the borough. The strategy set out how to help combat some of the fallout from the COVID crisis and how to ensure that the core objectives are identified, delivered and scrutinised. In light of the world moving on, Richmond Upon Thames council have decided to adapt our Employment and Skills Strategy, to reflect the progress we have made so far and re focus the strategy on new needs and issues. We face several challenges at present:

- The growing cost of living crisis will impact our people, community and businesses. Whilst unemployment is currently low, the resilience of the job market will be tested in the coming months, with people on lower incomes likely to be disproportionately impacted
- We have recently welcomed significant numbers of refugees into our community with numbers specifically from Ukraine and Afghanistan growing in particular. It is vital that we can get as many of these new residents into stable employment as soon as possible
- Despite the above, skills shortages continue to be a major concern. It remains vital that we can match employees with opportunities as quickly and efficiently as possible

This strategy sets out how we will work together as a system - across local government, central government (through agencies such as Job Centre Plus), business and skills providers - focusing on both equality of opportunity and outcomes. We will be ambitious and rigorous in holding ourselves to account on delivering our collective vision for the borough - more people in good work with good pay.

The cost-of-living crisis means that around a quarter of households across London, are particularly vulnerable to rises in living costs, with some people facing extreme hardship. In Richmond Upon Thames there are an estimated 12,700 people affected by income deprivation across the borough. Areas with higher concentrations of income-deprived people include:

- Ham, Petersham and Richmond Riverside
- Mortlake and Barnes Common
- North Richmond
- Hampton North
- Heathfield

## Introduction

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Richmond also has a large number of Ukrainian refugees that have settled in the borough, who are in need of support to learn English and find sustainable employment.

The updated borough strategy seeks to harness national and regional activity around the cost of living and refugee support and services. Ensuring, it works with local provision, such as the Council's Work Match brokerage service, to focus on the specific needs of Richmond residents and businesses. Reflecting this, Richmond Council will take the lead in defining these needs and bringing partners together to align resources, so they are mutually supportive and focused on local needs.

The strategy seeks to ensure that residents hardest hit by the crises are supported into well paid and sustainable work. Below are the updated commitments for the Employment and Skills Strategy:-

1. Ensuring that those impacted by the cost-of-living crisis in Richmond have access to sustainable jobs and appropriate learning to upskill
2. Ensuring that the employment and skills provision for refugees in Richmond is co-ordinated and based on the needs of the communities
3. Explore the council's role in procurement of services to ensure that social value commitments around employment and skills are included in specifications
4. Work with the SLP Green Skills academy to ensure that skills delivery is mapped to employers needs for the green jobs available in the borough to link with the Council's commitment to a Climate Change emergency.
5. Supporting local businesses to hire talented local staff and ensuring that skills provision meets the needs of employers

### **Cllr Phil Giesler**

Lead for Economy and Business

## Headline Data (impact of the Cost-of-Living Crisis )

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Initial findings:

### **The National picture March/April - May 2022.**

(Source: Office for National Statistics - Opinions and Lifestyle Survey)

- Around three in four adults (77%) reported feeling very or somewhat worried about the rising costs of living.
- Those most likely to report feeling very or somewhat worried about the rising costs of living included women (81%, compared with 73% of men); those aged 30 to 49 years (82%) and 50 to 69 years (77%), compared with 70% of those aged 70 years and above; disabled people (82%, compared with 75% of non-disabled people); and those living with a dependent child aged 0 to 4 years (90%, compared with 76% of non-parents or parents not living with a dependent child).
- While overall levels of worry tended to be similar among adults with different levels of income, those with a gross personal income of less than £10,000 per year had the highest percentage feeling very worried (31%), whereas those with a gross personal income of £50,000 or more had the lowest percentage feeling very worried (12%).
- Around 7 in 10 adults (68%) who said their costs of living had increased and that they were very worried about the rising costs of living reported spending less on non-essentials.
- Half of the adults (50%) who were very worried about the rising costs of living felt those worries nearly every day.

### **Characteristics of adults who are worried about the rising costs of living**

#### *Women were more likely than men to report being worried*

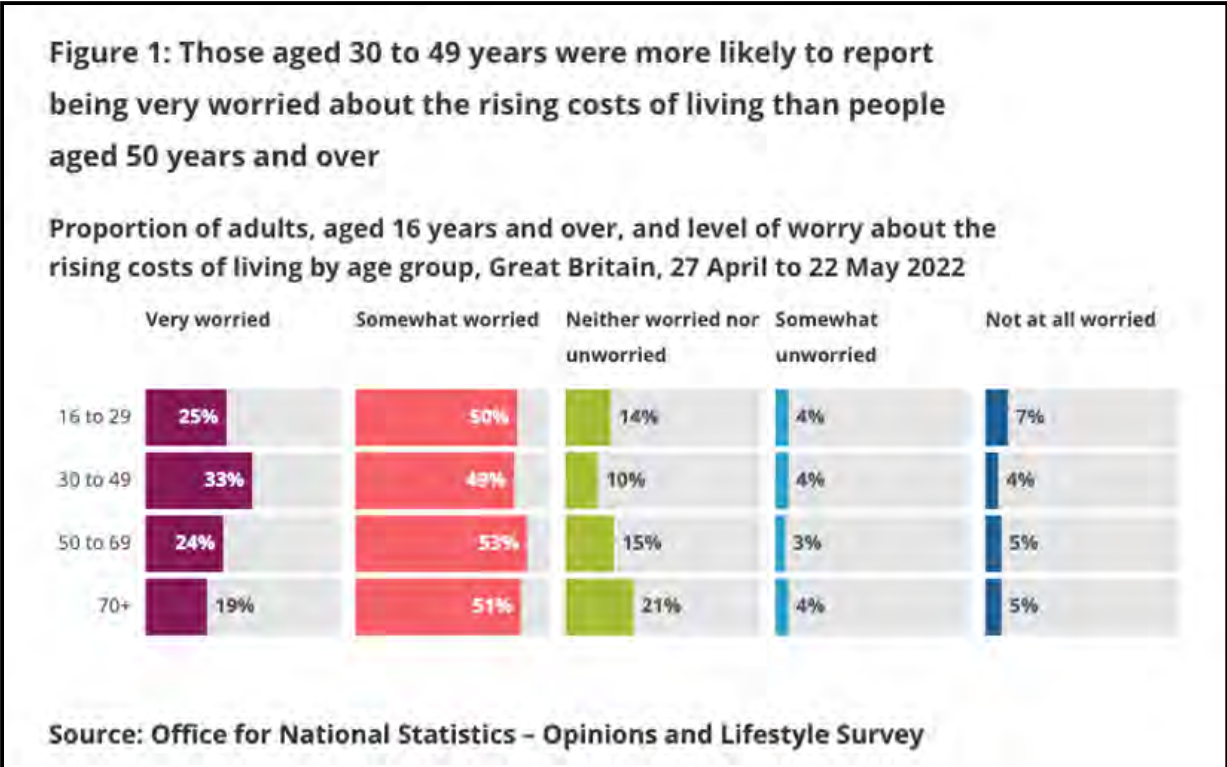
Women (81%) were more likely than men (73%) to report feeling very or somewhat worried about the rising costs of living in the two weeks before interview. In a similar vein, a statistically significantly larger proportion of men (7%) reported being not at all worried about the rising costs of living than women (3%).

#### *Those aged between 30 and 69 years were more likely to report feeling very or somewhat worried than those aged 70 years and over*

Those aged 30 to 49 years (82%) and those aged 50 to 69 years (77%) were more likely to report feeling very or somewhat worried about the rising costs of living than those aged 70 years and above (70%).

# Headline Data (impact of the Cost-of-Living Crisis)

Fig 1:

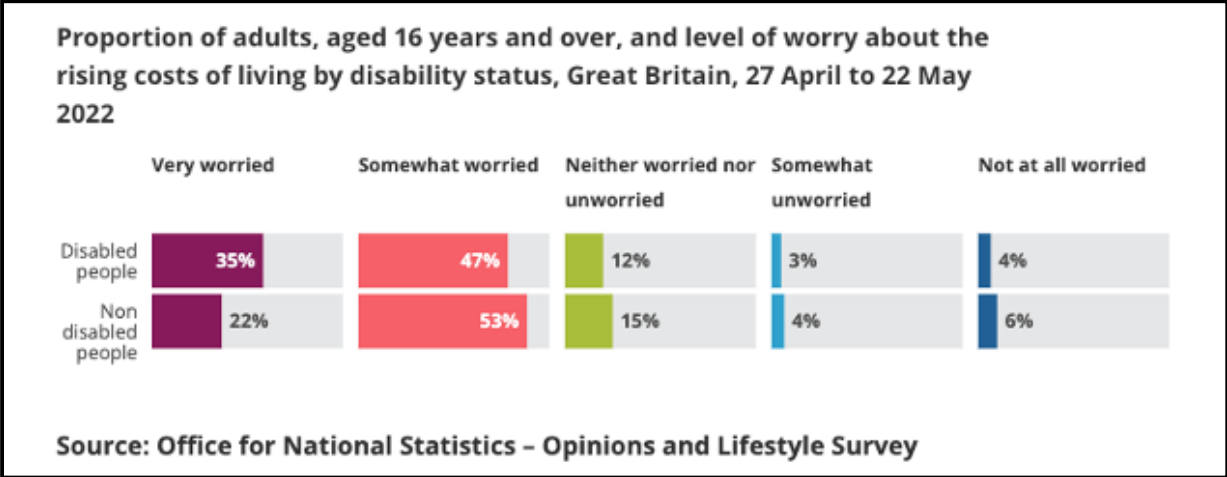


Previous analysis from the Opinions and Lifestyle Survey (OPN) also showed that around 8 in 10 older adults (those aged 45 years and over) reported increases in their costs of living compared with 4 in 10 adults aged 16 to 24 years. The reasons for this are likely to be complex, but we might expect to see fewer younger adults reporting a rise in their costs of living because of a higher proportion of younger adults living with parents.

**Over four in five disabled people reported feeling worried about the rising costs of living**

Disabled people were more likely to report being very worried or somewhat worried about the rising costs of living than non-disabled people (82% compared with 75%).

Fig 2:



# Headline Data (impact of the Cost-of-Living Crisis)

**9 in 10 parents who lived with a dependent child aged 0 to 4 years felt worried**

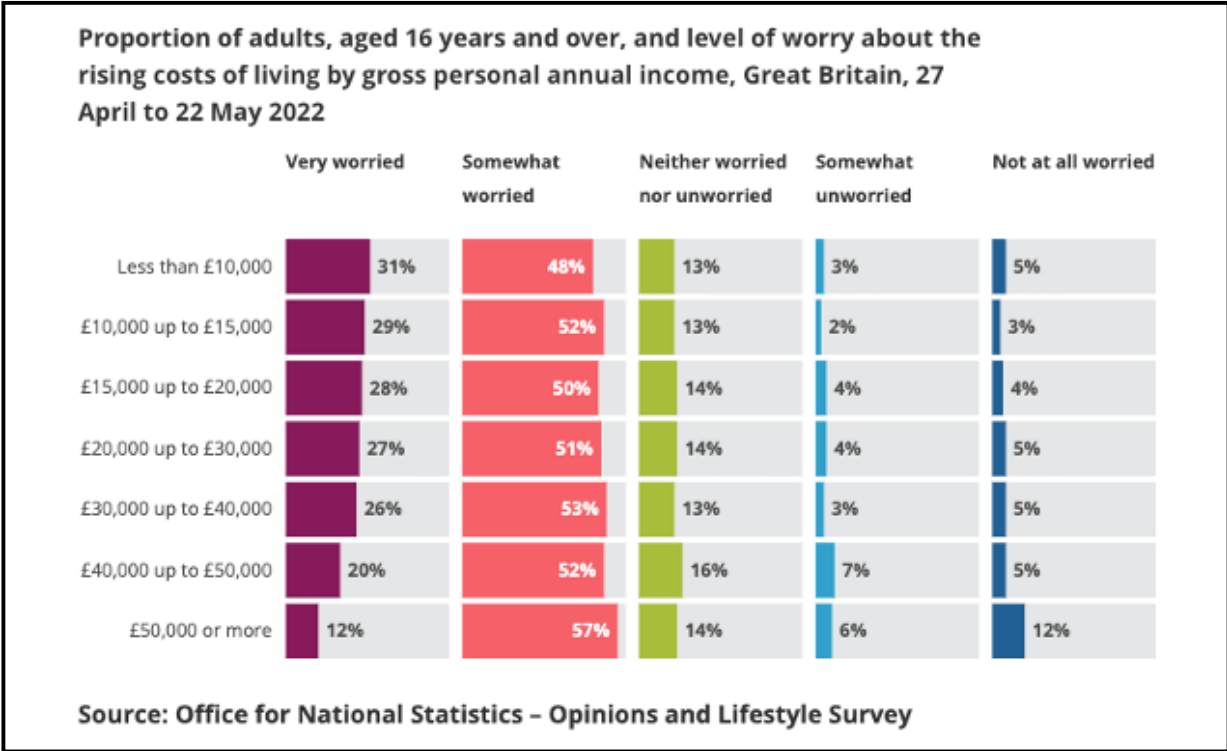
Parents living with a dependent child aged 0 to 4 years were more likely than non-parents or parents not living with a dependent child to be very or somewhat worried about the rising costs of living over the past two weeks (90% compared with 76%).

**Around 1 in 10 adults with a gross personal income of £50,000 or more per year felt very worried about the rising costs of living compared with around 3 in 10 adults earning less than £10,000**

On the whole, similar proportions of adults reported feeling very or somewhat worried regardless of their personal gross annual income. However, adults were less likely to feel very worried about the rising costs of living as their gross personal income increased. Adults with a gross personal income of less than £10,000 had the highest percentage feeling very worried (31%), whereas those with a gross personal income of £50,000 or more had the lowest percentage feeling very worried (12%).

It is important to note that gross personal income does not include any shared financial resource, such as a partner’s earnings.

Fig 3:





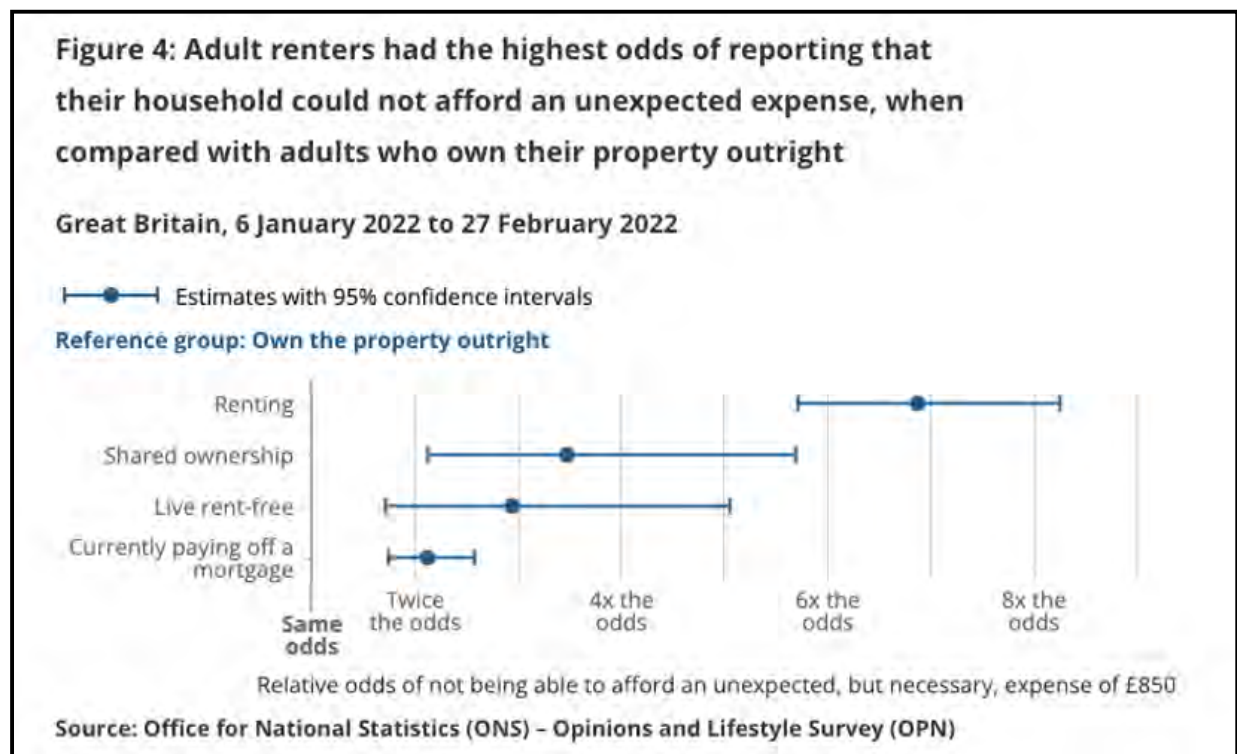
# Headline Data (impact of the Cost-of-Living Crisis)

## Housing tenure

Around half (53%) of adults who rent their home reported that they could not afford an unexpected expense compared with 1 in 10 (13%) adults who own their property outright.

After controlling for other characteristics, the odds of reporting that their household could not afford an unexpected expense were over six times as high for adults who rented (odds ratio equals 6.88) compared with adults who owned their property outright.

Adults with a shared ownership property (odds ratio equals 3.48) and adults paying off a mortgage (odds ratio equals 2.13) were also more likely to report that their household could not afford an unexpected expense than adults who owned their property outright.



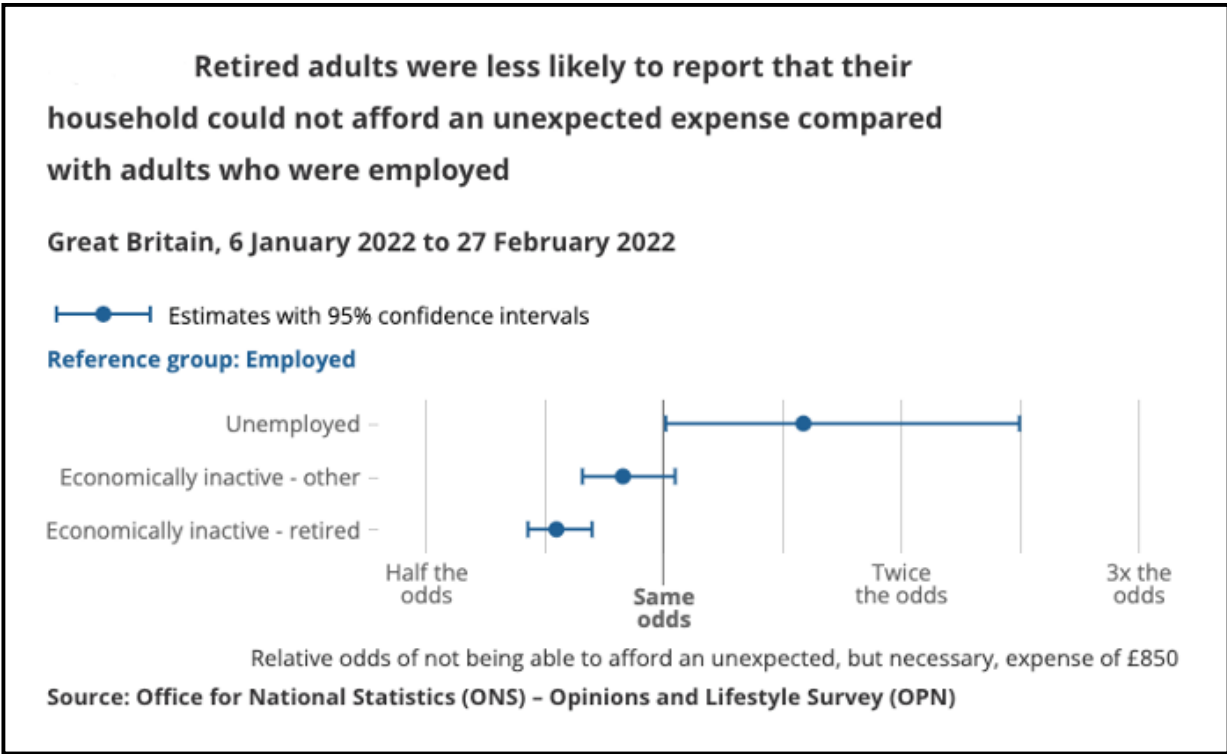
## Employment status

Adults who were unemployed (50%) or economically inactive for other reasons (42%) were more likely to report that their household could not afford an unexpected expense compared with those who were employed or self-employed (30%) and adults who were retired (16%).

After controlling for other characteristics, adults who were unemployed (odds ratio equals 1.59) were more likely to report that their household could not afford an unexpected expense compared with adults who were employed. Adults who were retired (odds ratio equals 0.55) were less likely to report that their household could not afford an unexpected expense compared with adults who were employed.

# Headline Data (impact of the Cost-of-Living Crisis)

Fig 5:



## Area deprivation

Among adults living in England, almost half (49%) living in the most deprived areas (based on the English Index of Multiple Deprivation) reported that they could not afford an unexpected expense compared with around 1 in 6 (16%) adults living in the least deprived areas.

Area deprivation data were only available for England and so we are unable to control for other characteristics in our regression model.

## Richmond upon Thames: Local Data

Data provided by Richmond and Wandsworth councils Insights and Analytics team suggests:

There are an estimated 12,700 people affected by income deprivation across the borough. Areas with higher concentrations of income-deprived people include:

*Ham, Petersham and Richmond Riverside*

*Mortlake and Barnes Common*

*North Richmond*

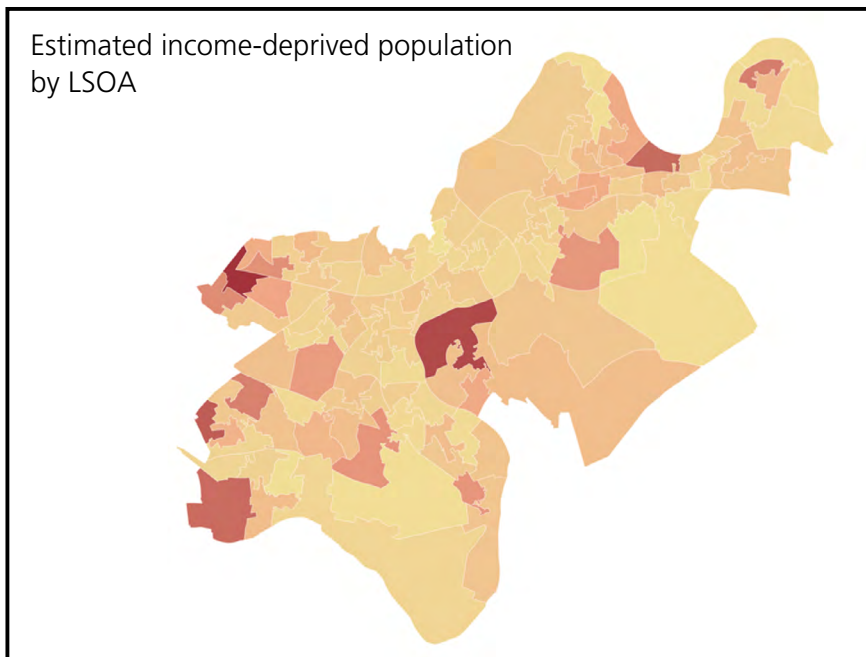
*Hampton North*

*Heathfield*

## Headline Data (impact of the Cost-of-Living Crisis)

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Fig 6:



Of this group, there are an estimated 4000 older people affected by income deprivation across the borough.

Areas with higher concentrations of income-deprived older people include:

*Barnes*

*North Richmond*

*South Richmond*

*Hampton North*

*Heathfield*

*Residents entitled to the Government's cost of living payments (£650 means tested payment & £150 disability payment)*

An estimated 16,400 families in Richmond upon Thames are in receipt of benefits that make them eligible for the £650 means tested payment.

The anticipated distribution across the borough closely matches that of income deprivation with higher concentration areas falling within:

*Barnes*

*North Richmond*

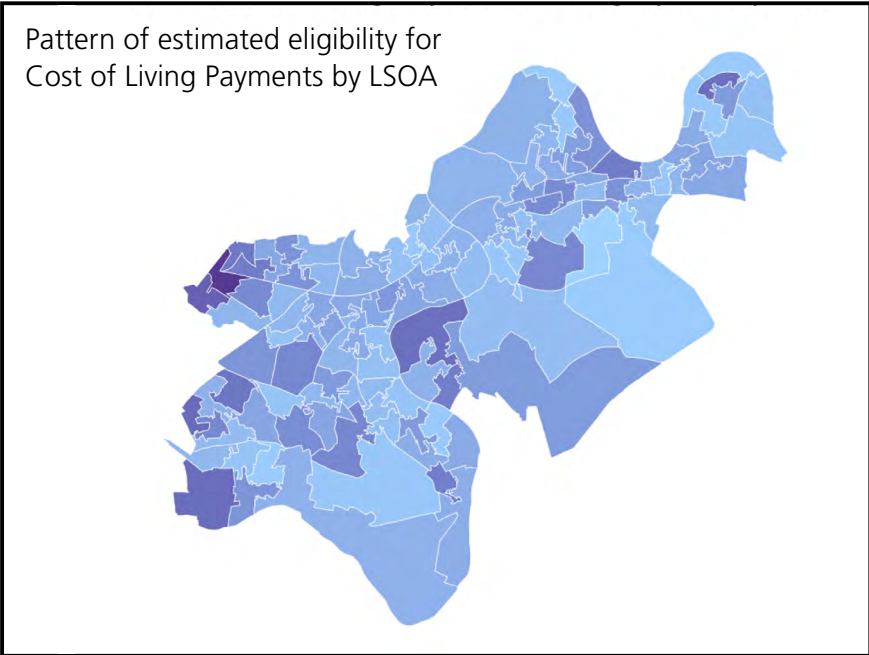
*South Richmond*

*Fulwell and Hampton Hill*

*Heathfield*

# Headline Data (impact of the Cost-of-Living Crisis)

Fig 7:



An estimated 11,100 individuals are in receipt of benefits that make them eligible for the Government's £150 disability payment

Areas with higher concentration fall within:

*Hampton*

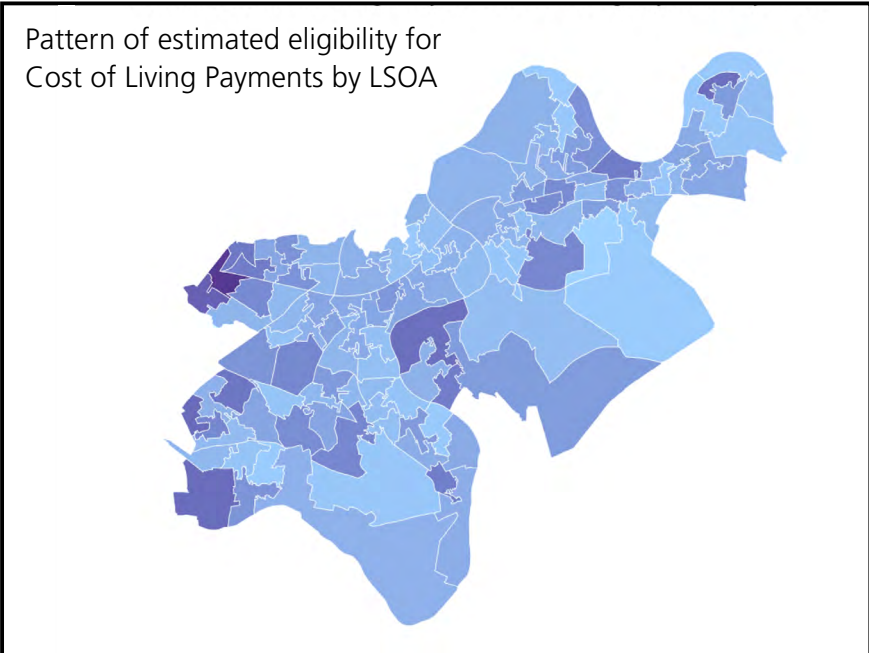
*Fulwell and Hampton Hill*

*Hampton North*

*Heathfield*

*Whitton*

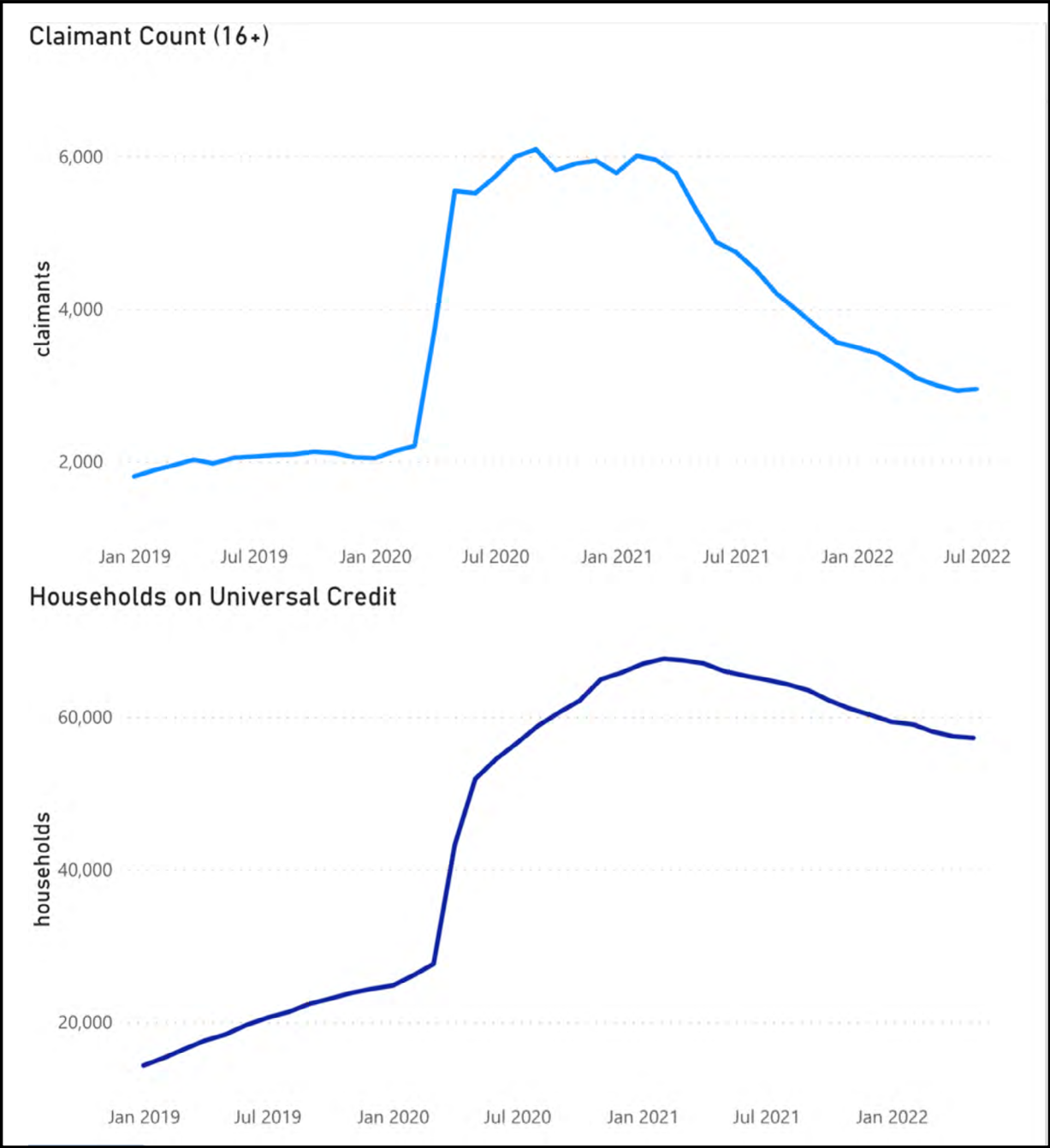
Fig 8 :



# Headline Data (impact of the Cost-of-Living Crisis)

## Claimant count information:

Fig 9:



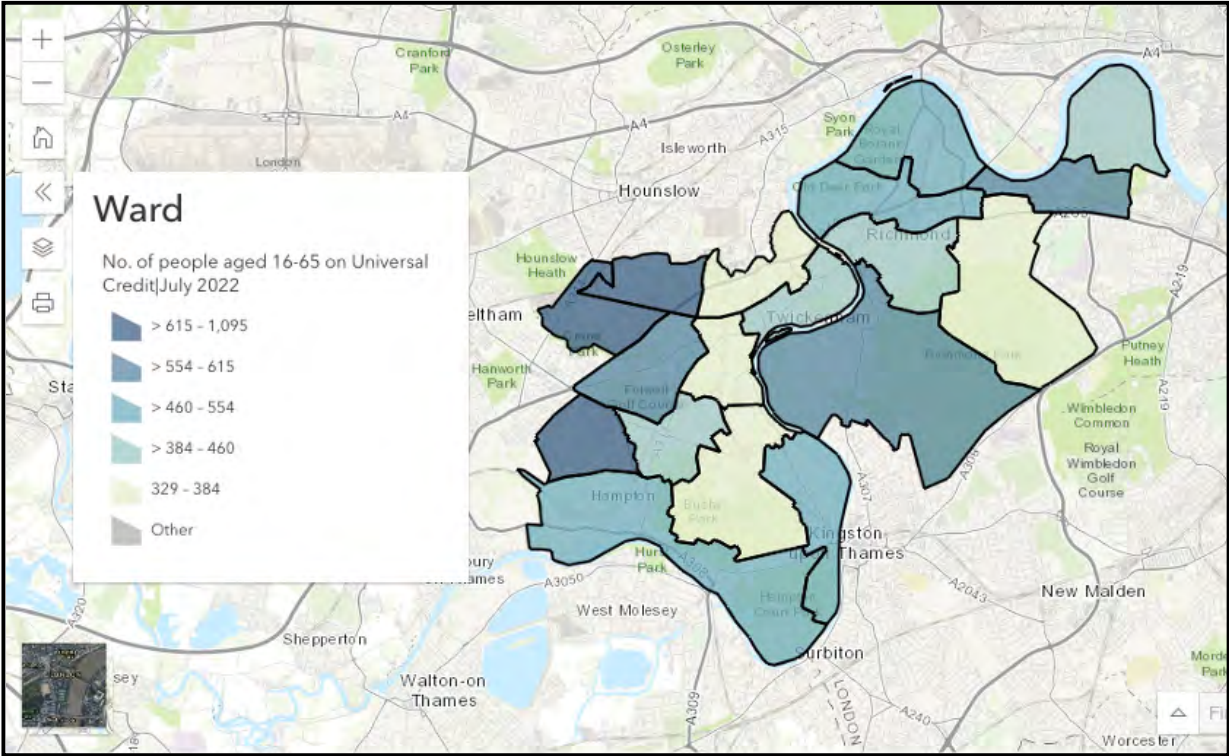
It is likely that cost of living pressures could result in those eligible for benefits but not claiming to start claiming benefits to increase their entitlement for support.

From the tables above, the claimant count (16+) and households on Universal Credit have fallen consistently since their peak in early 2021. However, the data shows that these figures may now be plateauing.

# Headline Data (impact of the Cost-of-Living Crisis)

## Universal Credit claimants by ward:

Fig 10:



Areas with higher concentration fall within:

*Heathfield*

*Hampton North*

*Whitton*

*Ham, Petersham and Richmond Riverside*

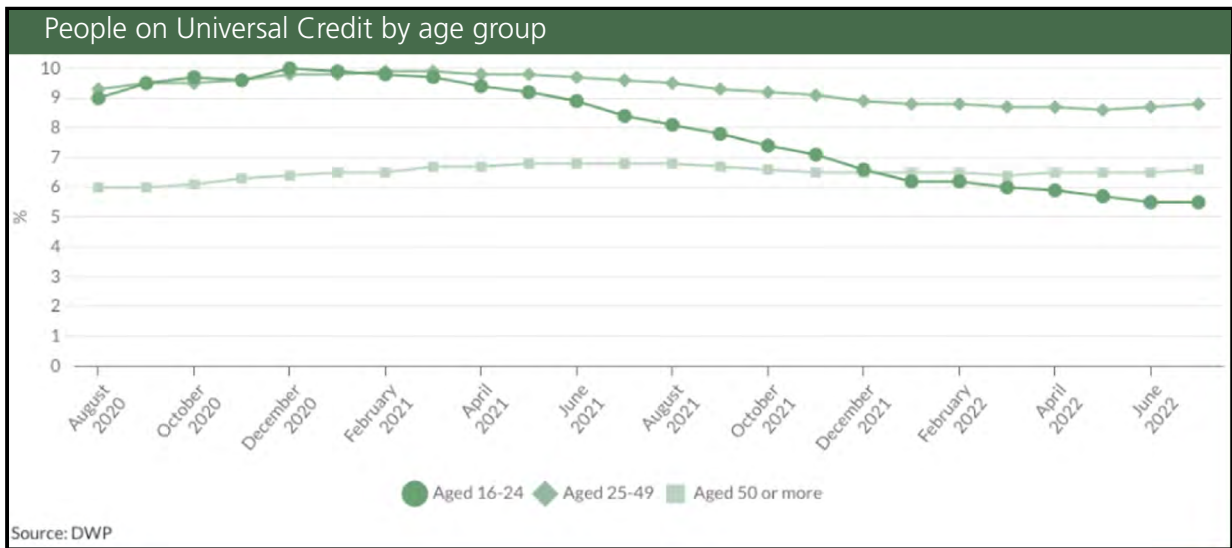
*Mortlake and Barnes Common*

Furthermore, of those residents in the borough in receipt of Universal Credit (approx. 9500 - Stat-Explore June 2022), 41% are in work. Should a recession come into place later this year it is quite possible that many in this group will lose their employment income and become fully reliant on out of work benefits.

Cost of Living pressures could result in those currently just above the benefits threshold and just managing to make ends meet to fall below.

# Headline Data (impact of the Cost-of-Living Crisis)

Fig 13:

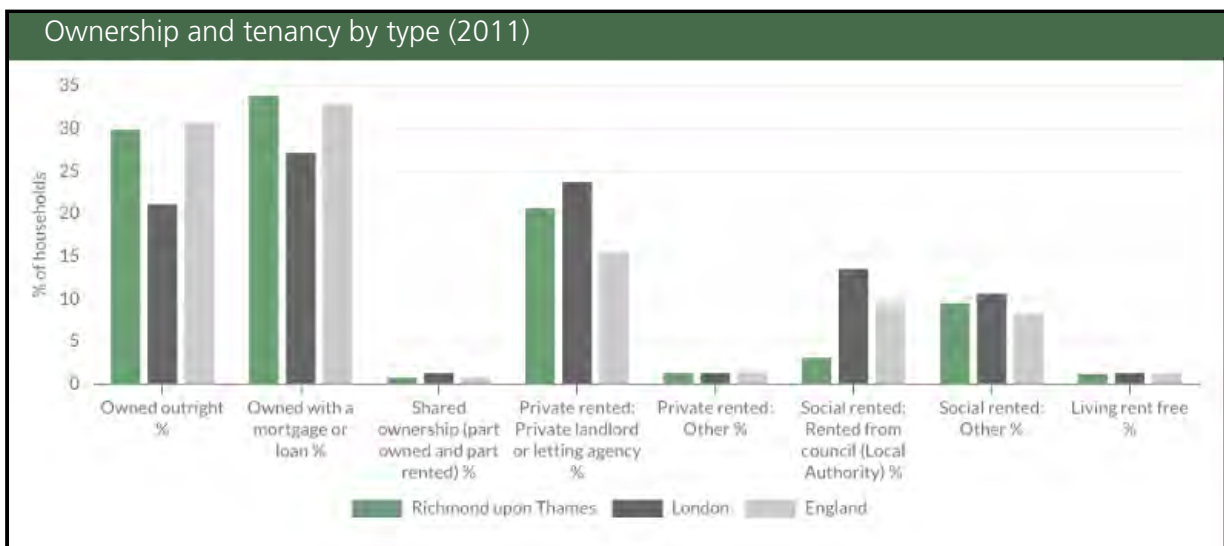


## The Private Rental market:

Volumes of Ownership and Tenancy:

(Source: ONS 2011) Approximately 17,500 residents of Richmond upon Thames live in Privately rented property with approximately 10,000 others in social rented property.

Fig 11:



In Richmond upon Thames, there are an estimated 3,550 households in private rental property that describe their situation as drawing on savings or running into debt.

There are an estimated 11,175 households in privately rented property that would describe their situation as just managing to make ends meet.

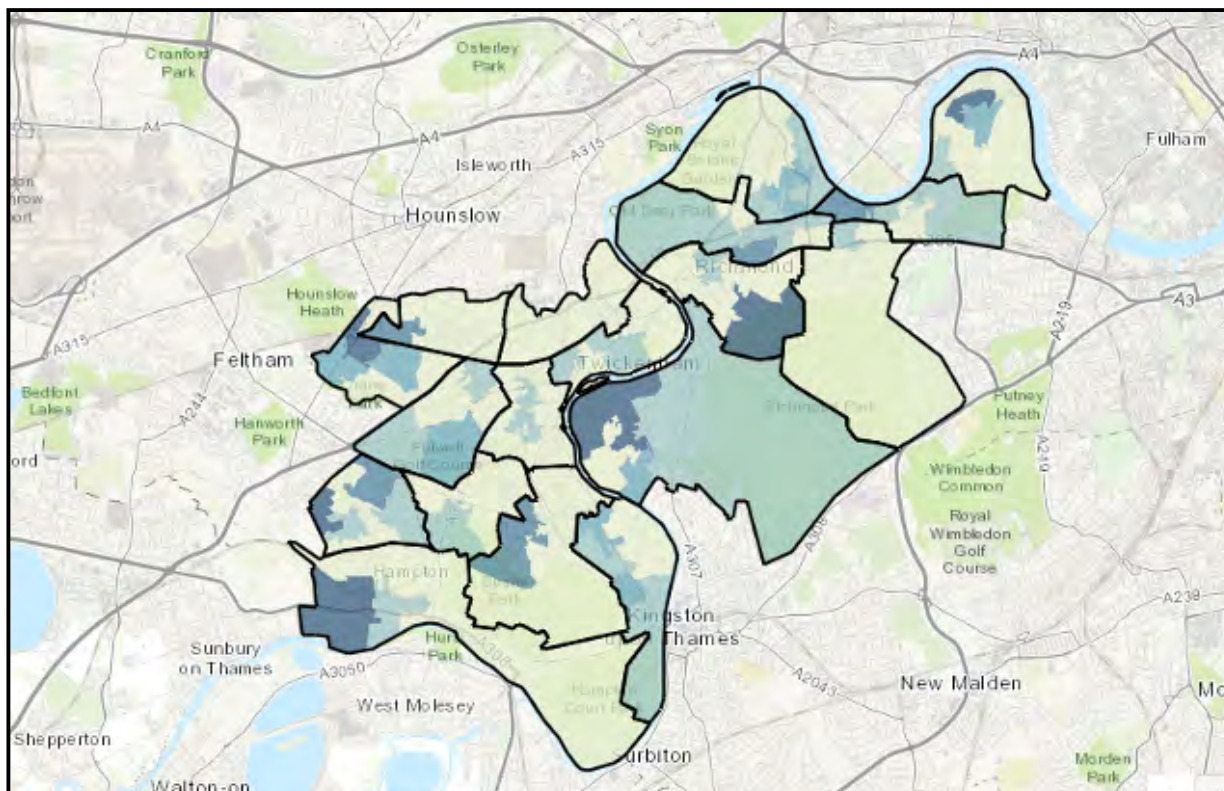
Of those described as just managing to make their ends meet, a total of 4,536 are in low-income households.

## Headline Data (impact of the Cost-of-Living Crisis)

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ONS (2011) presents the following data on households in social rented property:

Fig 12:



Areas with higher concentration fall within:

*Hampton*

*Hampton North*

*Heathfield*

*Ham, Petersham and Richmond Riverside*

*Barnes*

*South Richmond*

### **Potential impact of recession on the borough (employment trend analysis c2013)**

Data gathered from the LB Richmond upon Thames 'Richmond Employment Sites and Premises' report 2013 ([https://www.richmond.gov.uk/media/4282/final\\_report\\_march\\_2013.pdf](https://www.richmond.gov.uk/media/4282/final_report_march_2013.pdf)) analysed the impact of the 2008 recession and employment trends between 2008 – 2011.

Although direct comparison cannot be made to a potential recession in 2022, the information presented does help provide some insight into the impact of recession on the labour market in the borough previously.



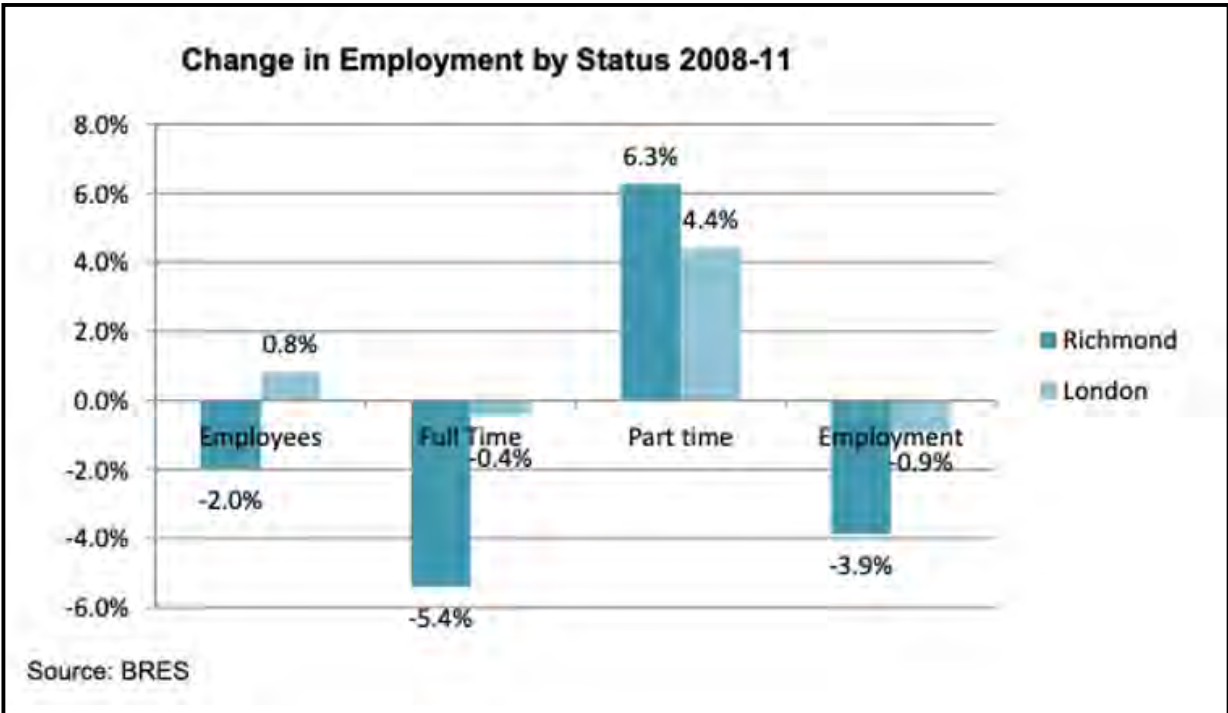
# Headline Data (impact of the Cost-of-Living Crisis)

## Employment trends

Richmond Borough had over 75,200 people in employment in 2011.

The borough recorded an increase of 5.6% (3,900) in job numbers between 2001 and 2008 compared to 3.8% in London. Between 2008 and 2011 employment in the Borough declined by -3.9 percent as a result of the recession. This is a sharper decline in employment than London wide, where employment fell by -0.9%.

Fig14:

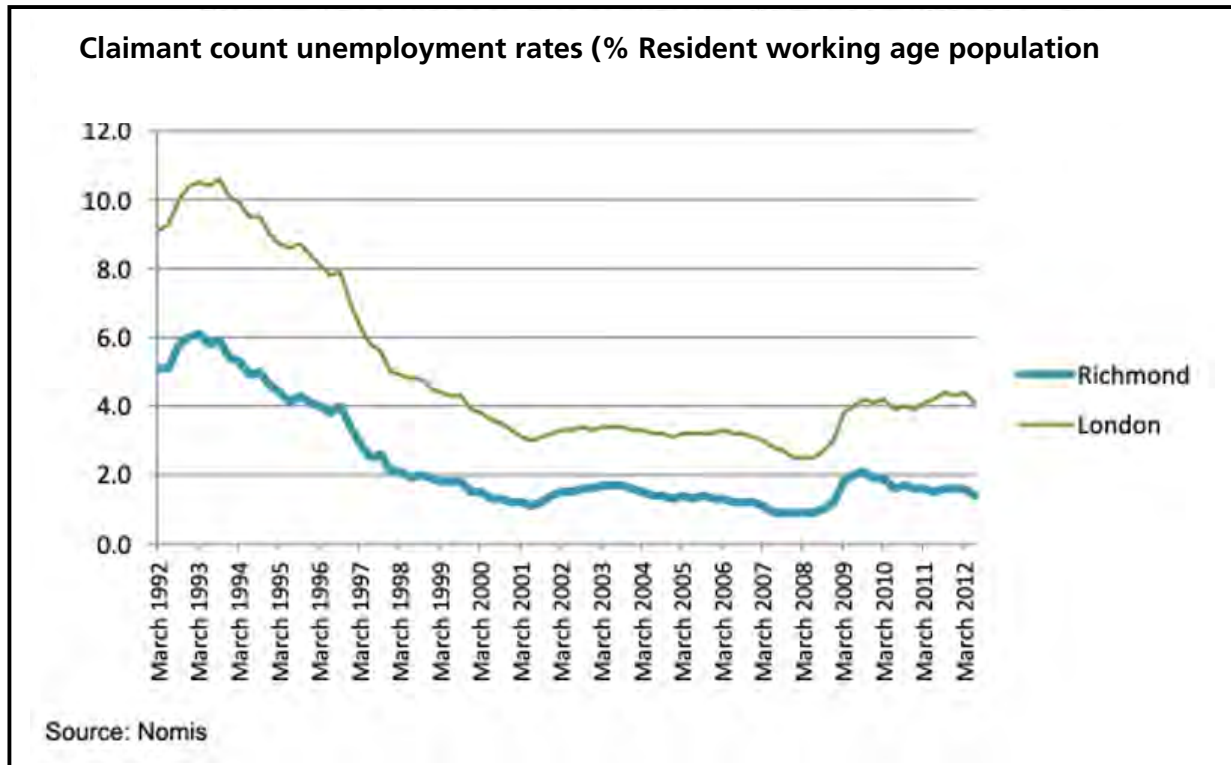


The figure above shows that much of the decline in local employment between 2008 and 2011 was driven by a decline of full-time jobs. Full time employment declined by over 5% in this period but was offset by the growth in part time employment.

The job losses presented above were accompanied by a growth in unemployment rates across London and in Richmond. Locally and nationally unemployment rates grew sharply between 2008 and 2009 at the onset of the recession.

## Headline Data (impact of the Cost-of-Living Crisis)

Fig 15:



The local unemployment rate had since 2009 fallen back and unlike London as a whole does not appear to have been impacted by the double dip recession. The report attributes this to the fact that Richmond's highly skilled and qualified workforce had been better able to adjust to loss of employment and to reintegrate themselves back into what was still a comparatively strong London jobs market.

The employment trends illustrated in the 2013 report varied by sector, as presented in the table below. For some of the larger business services sectors such as Information and Communications and Professional and Scientific Services the reduction in full-time employment has been more than offset by the increase in part-time employment and working proprietors.

The health and education sectors by contrast have seen most of the loss in part-time workers, perhaps indicating that the easiest cuts come first. Administrative and support service sectors saw the largest decline in full time employment, only partially offset by the increase in part time jobs and working proprietors. Arts, entertainment and recreation sectors are the only sectors that experience a growth in full time jobs, part time jobs and working proprietors.

## Headline Data (impact of the Cost-of-Living Crisis)

Fig 16:

	Full Time employment	Part Time employment	Working Proprietors
Manufacturing	-565	-120	43
Construction	-500	-110	101
Wholesale & retail trade; repair of motor vehicles etc	-263	-526	-39
Transportation and storage	-353	-180	-5
Accommodation and food service activities	-474	-409	-79
Information and communication	-454	142	231
Financial and insurance activities	-434	-22	22
Real estate activities	-62	39	67
Professional, scientific and technical activities	-254	586	-49
Administrative and support service activities	-1,834	584	142
Public administration & defence; compulsory social security	-212	14	0
Education	-86	-305	-22
Human health and social work activities	137	-210	-78
Arts, entertainment and recreation	387	32	51
Other service activities	13	-157	59
<b>Total Employment</b>	<b>-5,048</b>	<b>-646</b>	<b>441</b>

Source: BRES

## Headline Data (impact of the Cost-of-Living Crisis)

### Local sectoral changes from 2019 - 2020 (BRES)

Table 1:

Industry	2019	2020	% Difference 2019 - 2020 (+) / (-)
	number	number	
A : Agriculture, forestry and fishing	20	50	150% (+)
B : Mining and quarrying	5	0	100 (-)
C : Manufacturing	1,250	1,250	/
D : Electricity, gas, steam and air conditioning supply	0	0	/
E : Water supply; sewerage, waste management and remediation activities	225	300	33.3 (+)
F : Construction	3,000	2,250	25 (-)
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	11,000	11,000	/
H : Transportation and storage	2,500	2,250	/
I : Accommodation and food service activities	8,000	7,000	12.5 (-)
J : Information and communication	7,000	6,000	14.2 (-)
K : Financial and insurance activities	1,250	1,250	/
L : Real estate activities	2,500	2,500	/
M : Professional, scientific and technical activities	11,000	13,000	18.1 (+)
N : Administrative and support service activities	9,000	5,000	44.4 (-)
O : Public administration and defence; compulsory social security	1,750	1,750	/
P : Education	10,000	10,000	/
Q : Human health and social work activities	7,000	9,000	28.5 (+)
R : Arts, entertainment and recreation	5,000	4,500	10 (-)
S : Other service activities	2,500	2,250	/
T : Activities of households as employers; undifferentiated goods-and services-producing activities of households for own use	0	0	/
U : Activities of extraterritorial organisations and bodies	0	0	/
<b>Column Total</b>	<b>84,000</b>	<b>80,000</b>	

Source: Business Register and Employment Survey: open access.

## Headline Data (impact of the Cost-of-Living Crisis)

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Although the impact on local employment of the global pandemic of 2020 has yet to be measured fully, the BRES data in table 1 (above) does present a picture of some sizeable employment status changes in Richmond upon Thames between 2019 and 2020.

Noticeable changes include % decreases in:

*Administrative and support service activities (-44%)*

*Arts, entertainment and recreation (-10%)*

*Information and communication (-14.2%)*

*Accommodation and food service activities (-12.5%)*

*Construction (-25%)*

But also % increases in occupations such as:

*Human health and social work activities (+28.5%)*

*Professional, scientific and technical activities (+18.1%)*

*Water supply; sewerage, waste management and remediation activities (+33.3%)*

## Headline Data (Refugees and people seeking asylum)

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There is a paucity of quality information about the refugee population in Richmond. Most data available is National. What analysis there is, generally goes only down to the regional level and is patchy and much is out-of-date. However, the Homes for Ukraine Scheme provides the council with an opportunity to gather more granular information about this specific refugee community.

### Definitions:

#### Refugee

The definition of a refugee according to The 1951 United Nations Convention Relating to the Status of Refugees is:

*“A person who owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it.”*

In the UK, a person becomes a refugee when government agrees that an individual who has applied for asylum meets the definition in the Refugee Convention they will ‘recognise’ that person as a refugee and issue them with refugee status documentation. Usually refugees in the UK are given five years’ leave to remain as a refugee. They must then must apply for further leave, although their status as a refugee is not limited to five years.

#### Person seeking asylum

A person who has left their country of origin and formally applied for asylum in another country but whose application has not yet been concluded. Wherever possible, we prefer to describe someone as a person seeking asylum as we feel that the term asylum seeker is dehumanising.

#### Refused asylum applicant

A person whose asylum application has been unsuccessful and who has no other claim for protection awaiting a decision. Some people who have their case refused voluntarily return home, others are forcibly returned. For some, it is not safe or practical to return until conditions in their country change.

#### Migrant

Someone who has moved to another country for other reasons, such as to find work.

The UK is home to approx. 1% of the 27.1 million refugees who were forcibly displaced across the world.

The top ten refugee producing countries in 2021 all have poor human rights records or on-going conflict. People seeking asylum are fleeing from these conflicts and abuses, looking for safety

In 2021, more than two-thirds of the refugees and Venezuelans across the world came from just five countries: Syria (6.8 million), Venezuela (4.6 million), Afghanistan (2.7 million), South Sudan (2.4 million) and Myanmar (1.2 million).

*Source: Refugee Council website 18/8/2022*

## Headline Data (Refugees and people seeking asylum)

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### Top ten asylum applicant producing countries by quarter (excl. Dependants)

	Q1 2021	Q1 2022	% change
Afghanistan	257	1,655	+544%
Albania	943	1,344	+43%
Iran	690	1,179	+71%
Syria	375	874	+133%
Eritrea	411	807	+96%
Iraq	420	782	+86%
Sudan	211	513	+143%
India	163	458	+181%
Bangladesh	156	435	+179%
Pakistan	274	424	+55%

\*Prior to the 2022 war in Ukraine

Source: Refugee Council Quarterly UK Asylum statistics June 2022

### Who are London's asylum seekers and where are they?

At the end of 2020 there were 132,349 refugees, 77,245 pending asylum cases and 4662 stateless people in the UK. In June 2021, the UK received 31,115 asylum applicants; the most common countries of origin were Iran, followed by Albania, Eritrea, Sudan, and Iraq.

Source: London Councils 18/8/22

## Headline Data (Refugees and people seeking asylum)

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### Ukraine Visa Schemes:

The **Ukraine Family Scheme** allows applicants to join family members or extend their stay in the UK.

The **Ukraine Sponsorship Scheme** allows Ukrainian nationals and their family members to come to the UK if they have a named sponsor under the Homes for Ukraine Scheme.

The **Ukraine Extension Scheme** allows Ukrainian nationals and their immediate family members to apply for permission to stay in the UK if they were in the UK with immigration permission on 18 March 2022, or if their last permission ended after 1 January 2022.

### Total Ukraine Scheme visa applications received: 206,000

Data is as of 16 August 2022 and comprised of:

- Ukraine Family Scheme: 57,700
- Ukraine Sponsorship Scheme: 148,300

### Total arrivals of Ukraine Scheme visa-holders in the UK: 115,200

Data is as of 15 August 2022 and comprised of:

- arrivals via Ukraine Family Scheme: 33,500
- arrivals via Ukraine Sponsorship Scheme: 81,700

### Total Ukraine permissions to extend stay in the UK: 16,800

Applications to extend permission to stay in the UK under the Ukraine Family Scheme and Ukraine Extension Scheme, and application outcomes as of 16 August 2022:

Scheme	Applications received	Applications granted	Applications awaiting conclusion
UKR Family Scheme (in-UK permissions)	8,600	7,000	1,500
UKR Extension Scheme	14,300	9,800	4,300
Totals	22,800	16,800	5,800

Source: GOV.UK 18/8/2022



## Headline Data (Refugees and people seeking asylum)

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### Homes for Ukraine. Gender and age of refugees - LB Richmond

*Correct at 15/08/2022. Refugees where visa status is currently shown as 'arrived' or 'issued'. Data includes some duplicates (refugees with more than one record)*

AGEBAND	Female	Male	Total
<10	49	62	111
10-17	62	41	103
18-24	76	8	84
25-44	244	47	291
45-64	80	12	92
65+	13	5	18
Total	524	175	699

*Source: LBR Analytics.*

Please note that we do not have data for refugees if they have come in under the Ukraine Family Scheme or the Ukraine Extension scheme.

# Commitment 1

*Ensuring that those impacted by the cost- of- living crisis in Richmond have access to sustainable jobs and appropriate learning to upskill*

Action	Timeframe
Mapping routeways for learners to upskill, enabling residents to progress in work increasing earning potential	October 2022
Support residents re- entering the job market with a particular focus on workers over 45yrs	September 2022 and ongoing
Promote residents working more locally to reduce cost of travel and impact on the environment	November 2022 and ongoing
Promote opportunities in Richmond’s visitor economy	November 2022 and ongoing
Challenge employers to sign up to fair pay charter to promote they are good employers in cost-of-living crisis	January 2023
Create a section on Richmond Council’s virtual cost of living community hub which showcases all support available in employment and skills	September 2022



# Commitment 2

*Ensuring that the employment and skills provision for refugees in Richmond is co-ordinated and based on the needs of the communities*

Action	Timeframe
Create Language to Work model of intensive ESOL with focus on working language for specific sectors	January 2023
Complete an analysis job market in Richmond to gain a better understanding of the jobs available locally	December 2022
Work with internal and external partners to better understand the needs of the refugee communities in Richmond to ensure that the employment and skills offer is fit for purpose on offer	December 2022
Deliver events to match potential employers with refugees in the borough	September 2022 and ongoing



### Commitment 3

*Explore the council's role in procurement of services to ensure that social value commitments around employment and skills are included in specifications*

Action	Timeframe
Work with procurement to ensure social value measures include apprenticeship and job opportunities for local residents	March 2023
Include commitment to paying London Living Wage as part of contract award	March 2023
Invite procurement lead onto to employment and skills strategic taskforce	October 2022



### Commitment 4

*Work with the South London Partnership (SLP) Green Skills academy to ensure that skills delivery is mapped to employers needs for the green jobs available in the borough to link with the Council's commitment to addressing the Climate Change emergency.*

Action	Timeframe
Working with employers and job creation initiatives such as green recovery to promote good work in the green economy	ongoing
Develop a campaign to encourage more women and people of colour to enter the green workforce	March 2023
Work with local Higher Education, Further Education and Adult Education providers to <ul style="list-style-type: none"> <li>• increase education provision in relevant subjects and courses,</li> <li>• increase the proportion of those taking relevant courses who progress to green employment, and,</li> <li>• increase the flows from other sectors into green sectors, including through re-skilling training.</li> </ul>	Ongoing
Deliver joint events with SLP to promote Green Jobs	January 2023



# Commitment 5

*Supporting local businesses to hire talented local staff and ensuring that skills provision meets the needs of employers*

Action	Timeframe
Work Match will lead on co-ordination of engaging local businesses to access job and apprenticeship opportunities for Richmond residents Supporting Work Match to reach its yearly target of supporting 75 residents into employment	Ongoing
Focus on the barriers that sectors like construction and hospitality have faced with recruiting locally, by collating information from surveys carried out with construction and hospitality employers	January 2023
Include pages on Richmond Council’s Business Hub with this information and regularly update	Ongoing





