Final Report

April 2020

Contents

Working Heads – The Plan

As a charity that supports young people and adults to become more employable and access work, CXK found that the traditional recruitment processes of using written CVs and applications were placing many of those who we support at a disadvantage. These recruitment methods create barriers for large numbers of people seeking employment. Meaningful employment is a vital pathway to fuller integration, because it offers the chance to: make friends, join a team, learn new skills from others, share new perspectives and work with colleagues from diverse backgrounds.

It was our intention through the Working Heads project, to enhance the opportunities for marginalised people to engage more effectively with recruiting employers, to create a positive first impression and ultimately to achieve economic inclusion, which would lead to significantly enhanced integration and community participation.

How would it work?

-Workshops
We planned to support participants through providing training and personal development workshops, delivered in local venues in order to maximise take-up. These sessions would include group-based exercises, working with others on role play and sharing experiences and knowledge. These were planned to expose all participants to different opinions and experiences, encourage dialogue and give everyone access to a wider support network. Within these workshops we also planned to support the participants to plan their video CV; choosing questions to answer that were most relevant to them and giving advice and guidance on creating quality and personal answers as well as how best to present them to camera. With the workshop support with he CV content the participants would be ready at the end of the session to be filmed for their individual video CV.

The video CV would be a 3 question flash interview, giving the participant an opportunity to evidence their employability and make a positive first impression on an employer.

Additionally we planned to deliver peer support sessions where we would facilitate participants to support one another practically and emotionally, including: to assess feedback from the Working Heads portal (given by businesses viewing their profiles), to evaluate and improve participants' Working Heads profiles, to identify employment opportunities and to supportively challenge one another to develop their employability.

-Web Portal
We planned to develop a user-friendly web portal where jobseekers could create an online profile with their video CV at the heart of it. Employers with vacancies could sign up to the portal and using sector and location matching, view our participants videos and make contact with them to find out further information from the candidate or to invite them to interview.

-Employer Engagement
We recognised that employers using the portal would be vital to the portal working as well as the project overall. The role of the Network Manager was planned to link in with local employers and to encourage them to use the portal when they had vacancies to fill. Through the Network Manager, employers would also give input and advice to the project from the essential employer/business perspective.

Evaluation

Outcomes and Impacts

All of our evaluation activities were designed to evaluate the performance of the Working Heads project against the 10 Outcomes and Impacts identified in our Logic Model:

1. Increased employer contact for participants within 3 months of attending workshop (including uploading a video CV to the portal)

2. Improving access to and awareness of local support networks through attendance at Workshops and Peer Support sessions

3. Enhanced community integration through attendance at Peer Support sessions

4. By the end of the project (March 2020), the Working Heads web portal being recognised as an additional means for jobseekers to apply for and access local employment opportunities

5. By the end of the project (March 2020), the Working Heads web portal being used by employers as a unique, viable web portal for their recruitment process

6. Through improved opportunities to access employment, those jobseekers in the targeted groups identified will achieve greater economic development (through employment) by the end of the project (March 2020)

7. Roll-out of model in 2020 to other areas if evidence of success

8. Greater workforce diversity

9. Greater community integration for targeted groups

10. Change recruitment approach – e.g./ being more inclusive

Logic model

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
These are the resources used to deliver your project. They can include things like time, money, materials and equipment. Think of these as the means to achieve your activities and outputs.	These are the tangible things you plan to do. They can include processes, actions, and events. Think of these as the means to achieving your outputs, outcomes and impacts.	These are the more immediate product of your inputs and activities. They can include the quantified result of specific activities (e.g. if you plan to hold events, it is the number of events, participants, etc.).	These are your short to medium term effects. Think about effects for different stakeholders or levels (e.g. for specific types of individual and then for a group, then the area or community more generally). Make them specific, quantifiable, realistic and time-bound. And make sure you include any specifically related to integration plus other effects your project might achieve.	These are the longer-term effects of your project. Again, think about different types of stakeholders and levels. And you must relate these impacts back to the integration challenge(s) you are seeking to address.
Staff (Anthony Hollingdale – Project Manager, Louise Martin- Network Manager, Lydia Herberts (Project Co-ordinator (from November) & Bank Staff)

Web Portal/App

Dedicated email address

Marketing Team

Marketing materials | **Referral partners / Training providers**
- How many jobseekers will a referral partner provide? If 6 or more, we can offer a specific workshop for them

Workshops
- Source venue
- Book venue
- Identify jobseekers
- Referral process
- Collate local support info for resource packs
- Create videos
- Upskill participants to create video CV
- Realise potential
- Transferrable skills

Peer 2 Peer drop-ins
- Bi monthly | 900 people registered for programme

800 people attending workshops (training & development sessions). These would be recruited from Social Media adverts for the workshops, as well as through referral partners who support those targeted groups outlined in the bid. We do not have specific targets for the targeted groups to attend the workshops but we would anticipate the percentage attendance to reflect the total numbers outlined in the | Increased employer contact for participants within 3 months of attending workshop (including uploading a video CV to the portal)

Improving access to and awareness of local support networks through attendance at Workshops and Peer Support sessions

Enhanced community integration through attendance at Peer Support sessions | Greater workforce diversity

Greater community integration for targeted groups

Change recruitment approach – e.g./ being more inclusive |

Communities Week Social Media Venues Equipment • A/V • Workshop Staff training Resource Pack (Local support info) Budget Organisational input • Referrals • Central Support • Generous leadership • Utilising existing company contacts • Call Centre (Frontline & Evaluation)	• Each area • Identifying support • Review video success/employability **Bespoke Referral mechanisms** • Eventbrite • Dedicated email **Working Groups (staff input)** **Promotion of project** • Face 2 face (internal staff and external providers) • Marketing • Social media (Instagram, Facebook, Twitter, LinkedIn) • Existing CXK networks (through staff) • Media campaign (link to launch) • Radio (SFM already) **Web portal** • Scoping • Procurement • Development (input of team ongoing) • Training to use • Reporting function **Recruitment** • Core staff We have recruited a Project Manager, a Network Manager and will be recruiting a Project Co-Ordinator	bid (from ONS 2011 Kent data) 600 videos uploaded to portal 160 employers using portal. We will collate information regarding the employers, such as industries using the portal and which of those are offering our participants interviews for their vacancies. 80 Referral partners engaged 500 people supported at Peer support workshops 500 people encouraged to access Careers Information, Advice and Guidance through both attending the workshops and information sent through Social Media outlets and the mobile phone app. Attend 10 Network events of local employers to promote	By the end of the project (March 2020), the Working Heads web portal being recognised as an additional means for jobseekers to apply for and access local employment opportunities By the end of the project (March 2020), the Working Heads web portal being used by employers as a unique, viable web portal for their recruitment process Through improved opportunities to access employment, those jobseekers in the targeted groups identified will achieve greater economic development (through employment) by the end of the project (March 2020) Roll-out of model in 2020 to other areas if evidence of success	

	• Bank Staff We will be using Bank Staff to support our delivery of the workshops **Evaluation** • Pre/Post workshops • Impact Framework (Questionnaire) • Evaluate the contact/exposure to employers **Employer Engagement** • Promotion • Face 2 face • Exposure • Cold calling • EMSI reports – identifying key sectors, regions to focus support and local employers • Stakeholder scoping • Identify key areas • Social media (Facebook, LinkedIn, Instagram, Twitter)	the scheme (between September and March) 10 EMSI reports (Reports that give us key data about recruitment in specific areas and employment sectors. By using these reports we are able to be strategic in our approach to employer engagement, ensuring we are focusing on sectors that are actively recruiting).		

Evaluation Activities

Planned Activities

Our evaluation of the project was based around 4 key activities that we felt could best give us evidence on our progression to the outcomes and impacts set out in our Logic Model.

Activity 1 – Working Heads Web Portal reports

We planned to use the reporting functionality within the web portal to be able to produce data on who has been shortlisted or invited to interview through the site. As part of the registration process, participants would have the option to disclose numerous characteristics (ethnicity, gender, sexuality, age) so we could separate the data coming through into those different groups.

Activity 2 - Questionnaire to assess Impact

We planned to invite participants to complete a questionnaire that would help us assess the impact on 4 quantifiable measures identified in our initial bid. The questions related to the 4 outcomes/measures identified in the bid to assess impact; **More life choices** (participants are more aware of new possibilities and opportunities in life); **Pathways to work** (have a better chance of securing meaningful and sustainable employment); **Making connections** (participants actively develop a range of positive relationships); **Getting help** (participants develop networks of support).

The questionnaire would initially be completed at the first workshop that a participant attended, we then planned to make contact 3 months later to complete the follow up (we would have ideally like to have a longer period between initial and follow-up questionnaire completion but the time frame of the project would not allow this if we wanted a significant quantity to evaluate).

Activity 3 – Employer interviews

We planned to conduct 5 face to face interviews with employers. At least one interview would be with an employer of less than 10 staff and another of a larger employer (roughly over 20 staff). We hoped the individuals being interviewed would have experience of recruiting for the organisation with and without using the Working Heads portal.

Activity 4 – Employer Focus Group

We aimed to deliver an employer focus group during Quarter 4 to gather information on how using the Working Heads web portal has impacted their business.

We believed an informal focus group approach would give the employers a flexibility to feed back a more narrative based evidence of impact.

Changes To Our Planned Evaluation Activities

Activity 1 – Working Heads Web Portal Reports. No change.

Activity 2 – Questionnaire. To ensure we could capture the impact of the peer to peer follow up sessions we developed an additional questionnaire that could be completed by participants at those workshops.

Activity 3 – Employer Interviews. We had hoped to complete these face to face, however feedback from employers informed us that they did not have capacity to do this. We developed a series of questions for employers that were sent out for them to respond to within a more flexible time-frame:

Portal being used as a unique, viable tool for recruitment

- How has it changed your recruitment process? (If not used substantially, how could it change your recruitment process)
- How does it compare to your traditional approach/process? Pros/Cons?
- Has your business benefited from using the portal? How?

Greater Workforce Diversity

- Through using the portal, do you believe you have you seen jobseekers that you would have not normally seen through the CV/application process?
- Do you think this could impact the diversity of your workforce?

Change recruitment approach

- Would you be more likely to use video CVs as part of your process going ahead?

What has the most impact on you as an employer? (Out of 10)

- Clothes?
- Body language?
- Content of answers?
- Confidence in presenting answers?
- Personal likeability?

What did you like the most about the site (Out of 10)

- Free/No huge recruitment drive
- Ease of use/available 24/7
- The general concept
- Enabling diversity
- The opportunity to see candidates soft skills prior to inviting to interview

Activity 4 – Employer Focus Group

Although we managed to go ahead with our Focus Group in March, the initial restrictions of COVID-19 were starting to impact business meetings and therefore we only had 3 companies attend. Despite this we feel the content given from those that attended was extremely valuable and gave us a good quality narrative to substantially enhance our evaluation.

Activity 5 – Participant Interviews (additional activity)

After submitting our Evaluation Plan we began to get feedback through narrative from participants who had attended our workshops. We felt it was essential to capture this type of feedback for the evaluation of the project so added in the additional activity of telephone interviews with participants with a varied experience of the project. With consent, these interviews were recorded and transcribed to input into this document.

Evidence

1. **Increased employer contact for participants within 3 months of attending workshop (including uploading a video CV to the portal)**

The following table shows us the average responses to the question within the Questionnaire of "How many interviews have you been invited to in the last 3 months?" We have separated the data from those who attended the workshop and those who attended the workshop as well as completing a video. No follow up data available from January-March cohort as this would be beyond the funding period.

Month	Initial workshop average (quantity)	Follow up average	Change + / -	Initial video average	Follow up video average	Change + / -
October 2019	0.6 (19)	0.7 (6)	+0.1	0.6 (19)	0.7 (6)	+0.1
November 2019	0.9 (63)	1.1 (12)	+0.2	1.2 (23)	1.3 (7)	+0.1
December 2019	1.4 (18)	1.3 (13)	-0.1	1.4 (18)	1.1 (7)	-0.3
January 2020	0.8 (15)	N/A	N/A	0.9 (14)	N/A	N/A
February 2020	1.0 (24)	N/A	N/A	1.1 (23)	N/A	N/A
March 2020	0.5 (8)	N/A	N/A	0.5 (8)	N/A	N/A

2 of the 3 months that we could obtain 3 month follow up data show a small increase in employer contact. The third month's data is somewhat impacted by 2 candidates who stated they had 9 interviews between them in the initial questionnaire and then only 1 in the follow up. When 2 of the 7 who completed the follow up from the December cohort show a -8 attendance in interview attendance that obviously impacts the % shift drastically. So while we acknowledge that these candidates had a drop off, it shows that without those included the December month would show an average increase of 0.8 (0.6 initial average to 1.4 follow up).

Of 24 that completed Follow Up calls, 8 had an increase in the number of interviews within the last 3 months. 8 had the same amount of interviews, however 4 of these disclosed within the call that they were no longer looking for employment as they were in a positive outcome.

A problem with capturing the positive data for the 3 month follow up is that it would only take one successful interview for that candidate to not have an interview again – so although it may reflect negatively for this data capture, it is most definitely a positive outcome. A number of candidates, when contacted by our call centre to complete the follow up, cited being in work, training or education as a reason as to why they could not complete the follow up questionnaire.

To give us further data sources for a more complete understanding of our participants employer contact we have the reports generated through the Working Heads Web Portal. Through the portal we have the function to see month by month how many candidates had been shortlisted and how many had been contacted by an employer through the Invite to Interview function found on each participants profile page. This function was only available to us from November 2019.

Month	Shortlisted	Contacted (Invite to interview)
November 2019	1	1
December 2019	0	0
January 2020	3	2
February 2020	108	106
March 2020 (Up to the 11th)	24	24

We also have the function of seeing how many times our participants have been viewed by employers. Whilst these views cannot be logged and dated individually to give us an participants increase in views month by month we can see the increase in total views from the halfway point in the project (end of December 2019) to the end of end of project (March 2020).

End of December – 166 profile views (93 participants on the portal) – 1.8 views per profile.

End of March – 596 profile views (139 participants on the portal) – 4.3 views per profile.

We can see the dramatic increase in our participants being shortlisted from when employer activity substantially increased in February. Whilst it was frustrating before then on the project, employers had repeated to us that recruitment immediately before and after Christmas would be limited.   What we had achieved however was to create a system and a bank of local jobseekers that employers could see and contact when their opportunities arose, as they did in February.

Whilst the increase in attending interviews is minimal, we would expect to see the impact of the February increase come through in any feedback post the end of the funding period (post March 2020). Although the numbers are less in March than February, this is a reflection of the impact on recruitment of the initial COVID-19 outbreak, with the last employer activity on the portal on the 11th March; so the fact we had as many as 24 contacts made before that date shows that the momentum of the portal was continuing.

Once the project and portal were in place and recruitment within the county opportunities had begun to increase, after an initial early year quiet period, we were seeing increasing employer contact for those who had attended and workshop and completed a video CV (profile). The aim of exposing employers to our participants

was being achieved, as is seen through the increase from 1.8 employer views per participants profile to 4.3 views by the end of the funding period.

2. Improving access to and awareness of local support networks through attendance at workshops and Peer Support sessions

This table displays the average response out of 10 from the Questionnaire question, "Do you have a strong network of support? This can be personal or professional support?" We have the data from the initial questionnaire completed with attendance at the workshop as well as the 3 month follow up call.

Month	Initial – Network of support? (quantity)	Follow Up – Network of support? (quantity)
October 2019	6.7 (18)	8.5 (6)
November 2019	7.3 (64)	8.4 (12)
December 2019	7.3 (19)	6.8 (13)
January 2020	6.9 (15)	N/A
February 2020	7.2 (24)	N/A
March 2020	6 (8)	N/A

This data shows us that firstly there was a belief with those that attended out workshops that they already had a positive network of support, with averages being 6 and above for all 6 months of data capture. A possibility for this is that a majority of participants would have been referred by an organisation that would be supportive in nature, whether that was personal or employability related. What we find interesting is that 2 of the 3 months captured show a substantial increase in the 3 month follow up data to an average of 8.5 and 8.4. Factors for this may be firstly, the information provided at our workshops has led to even greater knowledge and engagement with local support, and secondly, engaging with services that support people can lead to greater positivity about the network that they have around them.

At the Peer Support sessions, not only did we facilitate discussions where participants could share experience of local support available but we also gave out local information packs. Within these were information and contact details for local support organisations. At the end of the Peer Support sessions, participants had the opportunity to complete another brief questionnaire, including the question "As a result of attending a Working Heads support session are you more aware of local support available?" Of the 6 participants that attended and completed this questionnaire, we had 100% positive responses to this question. Whilst we realise the simplicity of this question, the questionnaires were completed anonymously and without staff observing so there was freedom to answer in the negative if they believed so.

This outcome was raised within the Participant Interviews and the responses on the impact engagement had on access and awareness to local services were mixed. One participant, highly positive about the experience said in answering a question on whether he was more aware of local support said, "Yes. I didn't know

beforehand all these different things that were going on, and obviously afterwards there's a lot more out there to get involved with." While another participant said, "I was already aware of a lot of local stuff but I think in regards to places like where I live, in supported living, I think more and more people need to be made aware of the kinds of services that are available to 16-25 year olds, in terms of employment, training and support."

3. Enhanced community integration through attendance at Peer Support sessions

A key barrier in evaluating the project against this outcome was the lack of engagement for the Peer Support sessions. Numbers attending the Peer Support sessions were very low in comparison to the personal development workshops and only 6 participants total completed the Peer Support session specific questionnaire and none opting to complete a follow up. So we can only partially evaluate this outcome but do so mindful of the limitations that such a small quantity of data can bring.

For the question, "Do you feel part of the community that you live in?" the average response (out of 10) was 6.5.

For the question, "Do you take an active role in your community?" the average response (out of 10) was 6.

We can see that these responses are in the positive (over 5) but as this data was captured at the Peer Support session there isn't the evidence to inform us of what impact attending this session and receiving the additional local community support material has had on them.

Through the Participant Interviews we found evidence that the increase in confidence some participants felt at attending the workshop/completing the video CV could have a positive impact on their engagement in the community. One participant said, ". I'm now incredibly busy every day of the week! Personal and work. It's given me the ability to go forward – nothing I do at the moment I feel I would have been able to push for or confidently say "yeah I could do that" before doing the video."

To fully succeed at meeting this outcome we would have needed substantial engagement at the Peer Support sessions, unfortunately there was a reluctance to attend these additional sessions by jobseekers in areas we were supporting. Whilst there was widespread positivity in the feedback regarding our workshops, participants did not see the worth of the further sessions to engage with peers. With a longer time-frame to work with and greater capacity we could have promoted these sessions differently, perhaps with a emphasis on a community challenge or task that would naturally bring a group together and encourage greater community action and integration.

4. By the end of the project (March 2020), the Working Heads web portal being recognised as an additional means for jobseekers to apply for and access local employment opportunities

This table shows us the month by month registrations to the project and videos created for the web portal (July and August videos were added to the portal with the September launch).

	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Total
Registrations	8	13	17	19	84	52	52	69	9	323
Videos	0	10	15	19	26	23	14	23	9	139

The increase of registrations and consistent amount of videos uploaded monthly show that the Working Heads web portal was being recognised and used by jobseekers in Kent as a means to access local employment opportunities. We believe with the substantial February increase in employer activity in contacting participants, that these numbers would have increased as word of mouth shares the positive outcomes coming from the portal – without the impact of the COVID-19 outbreak.

There is evidence within the Participant Interviews that jobseekers were using the portal to access employment opportunities. When asked if they had used the portal, one candidate said, "Yeah well I did get contact from one organisation but the opportunity that they were offering, although it seemed a very good opportunity, it was a short term time limited contract rather than a full-time position, which wasn't what I need at this point in my life." Another participant, responding to the same question said, "I have and I found a message (from an employer) talking about NCS and being an NCS Team Leader…and I found it interesting at first but then afterwards I thought to myself it's not really something that I want to do."

So we have evidence that the portal was being used and that candidates were being contacted by employers through the portal. What remains is the challenge of encouraging participants of not waiting for the "perfect" match as far as a job goes, and see the benefits of gaining experience, developing transferrable skills and improving their financial situation through an employment opportunity that may not be the one they were initially looking for. With this, we believe further engagement at workshops such as Peer Support groups could offer additional information, advice and guidance that can be essential in making the right career choices.

5. By the end of the project (March 2020), the Working Heads web portal being used by employers as a unique, viable web portal for their recruitment process

The following table shows the number of new employers registered on the Working Heads Web Portal from it's launch in September 2019.

Month	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Total
Registrations	6	20	26	21	10	1*	0*	84

*In February and March we took the decision that with the likely end of the project that we would focus on encouraging the employers already registered on the portal to use it for their vacancies, rather than work to find new employers with only a short period of time remaining.

The registration data above shows that we were successful in getting 84 employers in the Kent region to register and commit to using the portal when they had vacancies to fill. From the activity data we know that initially businesses were happy to register on the portal but were not shortlisting or contacting our participants. Feedback from employers as the project was progressing put this down to a lack of vacancies but we also have to consider that we did not launch the portal with an immediate bank of jobseekers so we had to develop this quantity to make it appealing to any potential employer.

The dramatic increase in employer views of participants profile pages (including video) from 166 in December to 596 in March, as well as the surge in candidates contacted by employers from February shows that some employers were definitely seeing the portal as a viable option for their recruitment process.

The employer interviews gave us further evidence of the portal being actively used. One Care company responded, "Working Heads is checked daily for new video CVs" and it's "better than reading a piece of paper. We can see what that person is like and their personality before interview."

An employer who has become one of the most active users and became the first to offer a contract of employment to one of our candidates said, "It allows us to reach out to a diverse range of potential applicants that we may not have found through our traditional routes and target audience i.e. university job fairs. The site has allowed us to contact a number of potential applicants with ease and with little or no cost in comparison to demands of recruitment fairs. It's great to be able to actively contact potential applicants and see their personality shine through their videos."

Not all of the employers interviewed had found the portal useful in their sector. An agency in the construction sector felt that, "for construction the traditional approach and word of mouth works better for us" and they "wasn't sure" if they would use the approach again.

At our end of project Employer Focus Group there was more positivity from the employers that attended, one employer when looking at the benefits of the Video CV said, ". So for us looking at Working Heads videos is essential because we're very much a people related and people person project and organisation. So to see that someone has very good communication skills is quite essential and we can see if they've got that little bit of oomph or personality which you need in terms of youth work – but you also want those ones which are competent and a bit more relaxed, because not every young person is going to build a rapport with somebody who is really bouncy – so again it's nice to have that diverse range of people. We're not looking for the finished product, we're looking for someone who we mentor and grow."

6. **Through improved opportunities to access employment, those jobseekers in the targeted groups identified will achieve greater economic development (through employment) by the end of the project (March 2020)**

Due to the limited time frame of the project, at the point of completing this evaluation we do not have evidence of those in our targeted groups gaining employment directly from our support. We are therefore we are unable to specifically evaluate whether those in these groups have achieved greater economic development.

What we do have is evidence relating to how confident participants are in gaining lasting employment.

This table shows the average responses (out of 10) to the Questionnaire question, "How confident are you that you can secure lasting employment?"

Targeted Group	Initial Questionnaire	Follow Up	Change
BME	7.5	7.4	-0.1
LGBTQ+	7.7	9.3	1.6
NEET	7	8	1
Migrant/ESOL	8	No data	No data
Probation/Ex Offender	9	No data	No data
Average	7.8	8.2	0.4

We can see that there is substantial improvement for 2 of the 3 targeted groups that completed follow up questionnaires and that the overall average increase in feeling more confident in securing lasting employment for these groups has had a positive change. This overall increase would have been even more if you consider the high number given in the initial questionnaire that did not complete a follow up.

For the Participant Interviews we managed to speak to participants representing all of these targeted groups so we begin to put a narrative to this increase in confidence. One young man from the BME community, informed us he gained more confidence through improving his video. When asked if he was more confident now he responded, "Yeah definitely after the Peer Support session. Redoing my video at the 2nd workshop really helped. I saw the improvements which made me feel more positive." Another British Asian jobseeker responded to the same question, ""I do….I feel like, the things I said in my video CV itself, I can't really put that across in my CV (written), because having watched that video and seen that person in person on the video, it's different to just reading black and white off a bit of paper."

Finally, a young man who was an ex offender working with Probation told us, "You pulled me out of my comfort zone with doing the video thing anyway, I'm extremely grateful for that. Like I say I'd definitely do it all over again."

7. Roll-out of model in 2020 to other areas if evidence of success

In our Analysis Plan we outlined evidence of success for this outcome as jobseekers and employers registered on the portal, feedback from participants and employers, participants seen and contacted by employers and employment gained.

As evidenced elsewhere in this report we have succeeded in obtaining substantial registrations on the portal for both jobseekers and employers and we have had recent fantastic success in employers viewing and contacting our participants to find out more about them and invite them to interviews. Due to this development being at a late stage of the project, this has not yet transferred into substantial numbers of employment being gained as a direct result of using the portal.

At the time of this report being produced the Working Heads project has ceased with the completion of the funding period and as yet there is nothing in place for its continuation or roll-out. We have had many enquiries and positive feedback from partners regarding our model, however this has not developed into funding opportunities to continue or develop the project into other areas.

8.   Greater workforce diversity

In our Analysis Plan we outlined our aim to get initial feedback regarding any change in diversity of the workforce of businesses that engaged with our Employer Interviews or Employer Focus Group.

Whilst it is too early to see any change in workforce for those organisations we were able to get feedback and input regarding the subject from those that did engage with our evaluation activities.

In the employer interviews, an adult social care company based in Kent stated that they had seen candidates on the web portal that they would not have otherwise seen through their traditional approaches as well as projecting that in the future this could impact the diversity of their workforce.

A construction agency who had said they felt the traditional approaches worked better for them did however acknowledge that the portal was a means for them to look at engaging with younger people that may want to start a career in construction.

An organisation who have large scale seasonal recruitment to support a youth engagement programme responded to the question of seeing different jobseekers in comparison to their normal approaches, "Yes, many of the people we have seen on the portal are from different walks of life and it has been beneficial to reach out to them." Regarding the potential to diversify their workforce they went on to state, "Absolutely, our traditional recruitment process is aimed at predominately students due to the nature of the role. Some of our greatest staff have been those with life and work experience that have allowed them to work effectively with young people but also be a role model for our younger staff. Initiatives such as Working Heads have been really useful in gaining a more diverse workforce."

At our Employer Focus Group, a local employer looking to recruit substantially in the Thanet area in the next year saw the video CV model as an interesting way to look at our own prejudices, which would them impact the way we recruit. "I definitely think that this approach can lead to diversifying the workforce. You become more aware of your prejudices when you're looking at someone than when you're reading their CV. You're still looking at various things on a written page that allows prejudice...whereas when you're looking at a video, you suddenly think I've got to own my own prejudices and get over that."

Our feedback from employers shows that they recognise the Working Heads model as a means to diversify the workforce by exposing them to candidates that they would not have the opportunity to see through a written CV or application process. Substantial evidence to show the impact of this would only be available in the long-term.

9.   Greater community integration for targeted groups

Due to the lack of take up of the Peer Support sessions we do not have the anticipated questionnaire data or follow up data from to appropriately evaluate the impact on community integration from the targeted groups.

Through the Participant Interviews we had a mixed response as to the effectiveness of engaging with Working Heads leading to greater community integration for those individuals from the targeted groups. A barrier to achieving this for us was the lack of attendance at the Peer Support sessions from these groups, the sessions where there was more of a focus on providing information and opportunities for local community integration. Whilst some of the participants from these groups we spoke to gave a positive response to feeling more integrated, they did not give a narrative of evidence to support this. Two participants who we spoke to from the targeted groups who attended and received local information, both informed us they were already very knowledgeable and active locally so did not substantially benefit from it. One of these did however see the benefit for other young people that he knew, "I was already aware of a lot of local stuff but I think in regards to places like were I live, in supported living, I think more and more people need to be made aware of the kinds of services that are available to 16-25 year olds, in terms of employment, training and support. There's a lot of people afraid of going out there and asking for help."

10. Change recruitment approach – e.g./ being more inclusive

We have seen from the number of employers now registered, as well as the increase in employer activity in early 2020 that the employers using the portal were changing their recruitment approach. Within a short time period we have developed an easy to use portal that we have received substantial positive feedback for from active employers. Employers that look to recruit people who support others or provide face to face customer service have given the most positive feedback about the benefits to them of using our model. Employers who are reliant on large scale recruitment of jobseekers with specific qualifications such as Construction, are less inclined to change their approach although with further changes to the portal this could be something that was developed to support those sectors.

Narrative

-Workshops / Referrals

To generate more referrals we spent a considerable amount of time contacting referral sources both within existing CXK programmes and with external providers. We were met with almost universal positivity, as those working to support jobseekers in Kent recognised the benefits of our approach and the restrictions of the current traditional recruitment process. We attended Job Centres in areas we were delivering workshops in, presenting the project to management and Job Coaches who also saw the benefits of Working Heads to the jobseekers they were engaging with. Despite the positivity, these organisations and support projects found it difficult to convince their participants to attend our workshops. The feedback we received was that the idea of being filmed was too intimidating for jobseekers who were often lacking in confidence – especially in how they would look and present on camera. We would always emphasise that the training and development sessions were more than just about the video, but as the project's key unique element, many found this hard to see beyond.

Our workshops to support participants began in September once we had the web portal in place for them to upload their video CVs. At an early point we realised that the anticipated number of 20 that were projected within the bid to attend each session were ambitious. Our first workshop was held in Sittingbourne and whilst we planned for 12 participants, we received 10 referrals and had 6 attend on the day. In reality this number for the group session worked well as we were able to give each candidate a level of support that would not have been possible with a substantially higher number.

The format for the workshops worked well, encouraging the group to share experience and support each other. The sessions helped the participants identify skills, think about body language and become comfortable with talking about themselves in a positive manner. After this section of support we would look at the 9 questions for the video CV, and the participants would select the 3 most relevant for them to express their strengths. Our 9 questions were separated into 3 groups; Skills, Career goals and Personal. The participants would choose one from each section to give their Video CV a positive structure that gave employers watching a rounded view of the candidate.

Our 9 questions were;

Skills

1. What is your best skill?
2. What would your friends say is the best thing about you?
3. What 3 words would your friends and family use to describe you and why?

Career goals

1. What kind of job are you looking for?
2. What industry are you interested in?
3. What job do you see yourself doing in 2 years?

Personal

1. What is your greatest achievement?
2. What are you most proud of?
3. What inspires you?

Not only did working on these questions help the participants prepare for their video, they also helped recognise strengths and identify positive factors within their lives.

Initially we would plan for each filming slot to be roughly 20/30 minutes, as our filming and editing skills developed, later in the project we could halve that time and produce higher quality videos for the candidates.

-Web Portal

We commissioned Kayo Digital in May 2019 to develop our web portal and accompanying app with the target of having the final product ready to use in August 2019 (with the app to follow shortly afterwards). In the following months Kayo fed back that due to various reasons that the portal was taking longer than anticipated to develop. We finally received the finished portal in late September with the Working Heads App only going live on Android and the Apple iStore in late January. When launched, we were content that we had a professional looking, functional (for participants, employers and staff to manage) portal. Promoting the project to potential referral partners and employers became an even more positive experience once we had the portal to present, as we could evidence how the video CVs would look and how easy to use it was from both sides (candidate and employer). We received particularly positive feedback from those organisations that support vulnerable people as we were able to show the safeguarding elements in place, such as the approval process in place for under 18's and those highlighted (by referral partners) as vulnerable to communicate with employers.

-Employers

Overall, almost all companies acknowledged corporate social responsibility and were aware of how important equality and diversity is in the make-up of their staff.

- Large Companies and shopping centres

A barrier on the employer side has been being able to access the larger companies who have substantial and regular amounts of vacancies but have centralised recruitment processes that they operate nationally.

We engaged with the large shopping centres across our chosen regions to see if there was a centralised way they can work regarding recruitment.

We contacted:

Bluewater	-	Dartford
Westwood Cross	-	Thanet
Hempstead Valley	-	Medway
Dockside Outlet	-	Medway
The Forum	-	Swale
McArthur Glen	-	Ashford

We spoke or had meetings with each outlet and spoke with the general facilities managers on each site. At every location they had live vacancies available within their network of stores located on their site.

McArthur Glen stated that in the run up to Christmas they would have over 200 retail vacancies within their site, both part-time and full time, with more stores arriving onto their site in late 2019.

However, with no centralised recruitment process for the shopping centres in place each store is responsible for their own recruitment process, which is mostly online applications. The online applications or written CVs, for the most part, are sent to a central HR department (mostly at Head Office) and these are then filtered back down to the regions stores from this centralised department after the selection process has been made. So, we are left with a somewhat frustrating scenario of knowing that businesses need staff and having candidates on our site but no way of linking the two together.

From a business prospective the frustration has been that although many big companies have multiple vacancies available, they do not have the authority to change their recruitment process and thereby will not participate in the Working Heads Project. This has been a constant barrier to recruiting them onto the site.

Aldi confirmed that the centralised recruitment process is exactly how they recruit and at this time would not be changing anything. They asked me however to send over information on our pilot which I did.

Wetherspoons were very positive about the concept but asked if it was nationwide. When told it was a pilot for Kent at present they said that they could not change/amend their whole recruiting process just for one region but asked us to get back in touch if we went national, when they would be happy to look at the portal as a way of recruiting their staff nationally.

- Medium size companies

 "We have no problem recruiting staff"

Our Network Manager, heard this statement from a number of middle-sized companies.
For example, GIST in Swale, N.T. Rix Scaffolding in Dover and Lady Dane Veterinary

practice told her that they put one advert onto Indeed and were swamped with over 160 applicants.

This is a reoccurring theme throughout our Network Manager's engagement with employers. They do see the worth of the concept, but do have "if it isn't broken, why fix it" attitude with regards to recruitment which is totally understandable given time restraints on most businesses and as that stated above; they do not have to work too hard in this process to employ staff.

- Small Businesses

Small and often entrepreneurial businesses have adopted and engaged with the concept of Working Heads far more enthusiastically. However, as most of these companies do not have staffing levels over 10 people, the frequency that they have vacancies is very sparse and certainly not regular. We had numerous small businesses engage with us in the seaside towns in Thanet, unfortunately with the timing of the delivery of our project and their seasonal opportunities, it has meant that although they registered they would did not look at actively recruiting until February into March but then this was obviously put on hold with the COVID-19 pandemic.

To conclude regarding employers, we faced multiple barriers in engaging them and encouraging them use the portal. However, despite this the substantial pick up in use of the portal evidenced at the end of the project showed that the time and effort in making employers aware of the portal was paying off and that those who saw the benefit of using it were becoming active and incorporating it into their recruitment process. The end of the funding period alongside the COVID-19 outbreak meant that the momentum built in February and the start of March was halted but we believe our service could have played a valued role in the rebuilding that businesses will need to do once restrictions are lifted in the country and recruitment begins again.

Summary

In a short delivery time we are both delighted and proud with the development and outcomes of the Working Heads project.

We have managed to develop a 3-tiered model consisting of workshop support, an innovative web portal and employer engagement to not only support jobseekers in Kent but also vulnerable individuals with multiple barriers.

Working Heads managed to put a structure in place, that at the end of the period of delivery, had begun to expose employers in Kent to jobseekers that they would otherwise not have seen as well as leading to increased employer contact and invites to interview directly through the web portal.

With the time limits of the project, due to the unforeseen extra time to develop the essential web portal, it has been a challenge to evidence the social and community integration benefits of the project, that we believe would have followed on from the employment progression for those in our target groups. For the long term Impact goals we feel a one year development period followed by a one to two year evaluation time would give an appropriate time frame to evaluate these goals appropriately.

A key success of the project that we did not necessarily foresee was the increase in confidence and sense of achievement that participants would feel from completing the video. This was not only made clear to us in the delivery of the workshops where we supported participants to make their video but this was also apparent from our Participant Interviews at the end of the project. One jobseeker who attended one of our early workshops in Sittingbourne stated, ".. it's given me a different kind of confidence and I've basically adapted that to the rest of my life. I'm now incredibly busy every day of the week! Personal and work. It's given me the ability to go forward – nothing I do at the moment I feel I would have been able to push for or confidently say "yeah I could do that" before doing the video. Even though I know I had the ability it gave me the drive behind it to push myself forward."

Whilst we didn't identify jobseekers with mental health barriers as one of our target groups it became apparent through delivering the workshops how prominent this issue was. Whilst we were always mindful to not add any additional stress to those experiencing mental health issues such as anxiety, we found that those candidates who created a video with us felt the benefits to their mental health that the sense of achievement can bring. A participant who disclosed a serious case of anxiety that had previously led to him losing his voice, created a video with us and expressed his positivity about coming through it. He subsequently was offered employment through the portal, his first offer from an employer for a considerable time, when we spoke to him for the evaluation he told us, "I felt a lot more able in dealing with you guys doing the Working Heads thing, and getting a positive response from an employer kind of pretty much…it all adds up, little by little to make things a lot easier and a little better."