

A woman with long brown hair, wearing a bright red sleeveless dress and a white smartwatch, is smiling and looking towards the right. She is standing in a modern office environment with blue vertical panels and a window with blinds in the background. The overall color palette is dominated by blue and red.

SMART
WORKS

Annual Report

2016/2017



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Introduction from the Chair of Trustees

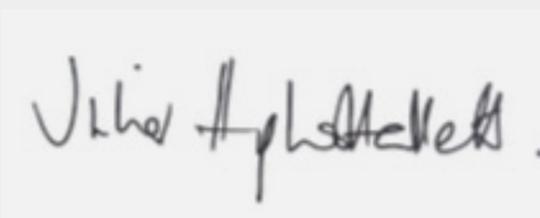
It gives me great pleasure to present the Smart Works Annual Report of the Board of Trustees for the year ending 31 March 2017.

Smart Works came into being through a simple desire to help more women succeed at their job interview and move on with their lives. During the last twelve months, we have been able to do this not only in London, but also in Edinburgh, in Manchester, in Reading and, since August 2016, in Birmingham.

Our guiding principle during this time of rapid growth has been to stay focused on our core dressing and interview preparation service. We know that our service works.

We play a vital role in re-connecting women to their capability, self-confidence and self-belief. Above all, we remain passionate about the service we deliver. Every day, we are able to harness the power of clothes and confidence to help a woman at a tipping point in her life as she faces a job interview.

Half of our clients are long term unemployed and have been rejected from a large number of job applications. And yet over one in two go on to get a job within a month of their visit to Smart Works, and this is true in every Smart Works centre across the UK. Helping a woman back into the workplace will change the trajectory of her and her family's life. Her livelihood will transform from one of dependence on the state to one of economic independence. This remarkable success rate can be laid squarely at the door of our fantastic volunteers and the dressing service and interview training which is uniquely provided by this charity.



Lady Juliet Hughes-Hallett
Chair



Introduction from the Chief Executive

In September 2016, we celebrated the third birthday of Smart Works, bringing together the brilliant people from London, Edinburgh, Manchester, Reading and Birmingham who provide our service every day, as well as the corporates who support us, the referrers who trust us with their clients and of course our clients themselves. The atmosphere was one of collaboration, inspiration and fun.

It served as a powerful reminder of why we exist - to help unemployed women in need. It was also timely. The last twelve months have been our busiest and most successful year as a national organisation. In total, we have helped 39% more women than the same period last year, whilst maintaining our success rate at well over one in two of clients going on to succeed at interview. At Smart Works, our business model is simple and highly effective. We support some of the most vulnerable women in society to give them the best chance of succeeding at their job interview and moving on with their lives.

All our client work is carried out by a team of highly skilled and dedicated volunteers. All our clothes are donated by professional women and retailers. Women in need are referred from partner organisations including prisons, the care service, refugees and other charities supporting women back into employment, as well as from job centres and work programme providers. This produces consistently impressive results: of those who can be contacted, over one in two of the women who come to Smart Works go on to get a job within a month of their visit. We have been able to keep our London service as best in-class, and take this model to four entirely new locations around the UK.



Our approach to growth was, and remains, for each regional centre to be responsible for its own operations and fundraising, championed by people operating within their own local areas, with local volunteers, operating as a separate UK charity. At the same time, we provide the shared learning, best practice and central support for the new centres at no cost to them. This has proven successful. Smart Works Edinburgh was licensed in 2014, Manchester and Reading in 2015 and Birmingham in 2016. Each of these centres now has its own charity number, board, premises, volunteer and staff team to deliver the Smart Works service, and each of these centres is now helping women every week. And crucially they are delivering the same high impact service - the number of women who succeed at their job interview after a visit to Smart Works, and we can contact, was 60%, replicating our success rate in London across the UK.

I hope you enjoy the report.



Kate Stephens
Chief Executive



“ When you find the right outfit together with shoes, bags and jewellery and the client sees herself in the mirror for the first time, the change in that woman can be quite extraordinary. They immediately feel empowered and I have so often heard them saying ‘right I’m ready to go and get that job now’ it’s a fantastic feeling for me as well as the client. ”

LIZ, VOLUNTEER STYLIST



Annual Report of the Board of Trustees for the Year Ending 31 March 2017

The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report together with the accounts of Smart Works for the year ended 31 March 2017.

The accounts have been prepared in accordance with the accounting practice set out on page 26 and comply with the charity's governing document, applicable laws and the requirements of Statement of recommended Practice on 'Accounting and Reporting by Charities' issued in 2015.

OBJECTIVES AND ACTIVITIES

Smart Works is a UK charity that provides high quality interview clothes, styling advice and interview training to women in need. We give women the confidence, the self-belief and the practical tools they require to succeed at interview and start a new chapter of their life.

The charity's objects are the relief of financial hardship and the relief of unemployment for the public benefit through the promotion of economic independence among women. To deliver this, Smart Works was created in September 2013 with a clear mission and vision for the future.

OUR MISSION is to help unemployed women back into the workplace by giving them the clothing, coaching and the confidence they need to succeed at interview.

OUR VISION is to do this by building London as our centre of excellence and sharing this expertise by taking Smart Works to other cities across the UK.

At the core of our service is a two-hour appointment, during which time each woman receives a complete outfit of high quality clothes and accessories (theirs to keep) and dedicated one-to-one interview training. This short intervention has a significant impact as our clients start believing in their own ability to succeed.

Once they get the job, we offer clients a Second Dressing for more clothing, so that they have a working wardrobe to see them through to their first pay cheque. Once they re-enter the workplace, they can join the Smart Works Network, meeting every month to further their professional and personal development, helping and motivating each other to continue to succeed.

ACHIEVEMENTS AND PERFORMANCE

HIGHLIGHTS OF OUR YEAR

The last twelve months have been our busiest and most successful year as a national organisation operating across six locations in the UK. In total, we have helped 39% more women than the same period last year, whilst maintaining our success rate at well over one in two of clients going on to succeed at interview.

The Board has set a strong and clear strategy for growth, which has informed our operations during a time of rapid change. We want to continue to grow to help more women, but to do so at a rate that is sustainable and allows us to consolidate what we have already built.

To do this, we have clearly articulated what HQ exists for. This eight-point plan has become our guiding principle and allow us to respond and be clearer on the support each Smart Works centre needs. Under the leadership of our CEO, we have restructured and expanded our staff team so that we can provide this support and continue to teach the key aspects of our core service: volunteer training and development, stock management and quality, referral partnerships and growth, partnership working and fundraising expertise. This pump priming means that each centre can scale quickly and become financially sustainable. We have also clearly articulated our brand, providing a framework to set expectations of what Smart Works stands for and how we want to be understood across all our audiences.

Alongside this, we have invested in the capital infrastructure we need to manage our growth. In particular, we have a new client database that will allow us to capture all client data, and can measure our client numbers and job success rates in each area in which we operate. We have also launched a new website, built to give each Smart Works licensee their own area of the site and the ability to add their own stories, and create their own content more easily.

Collaboration remains at the heart of our model and every six months, we bring together all our Smart Works centres to discuss developments, share ideas and learn from each other's activities. These events are particularly important and help build a strong platform for future growth.

OPERATIONAL ACHIEVEMENTS AND PERFORMANCE

In the year to 31 March 2017, Smart Works in London has dressed and trained 1,838 women for their job interview, and delivered a total of 2,492 appointments. The number of women who succeed at their job interview after a visit to Smart Works, and we are able to contact, has continued to stay at over one in two, with an end of year success rate of 58%. These successes often came after many years of unemployment, countless job applications and many unsuccessful interviews.

Across the UK, the reach of our service has also continued to grow, and taken as a whole, we have helped 2,819 women, delivered a total of 3,727 appointments and engaged over 250 volunteers to deliver our service. This is a growth in the service of 39% across the UK. And crucially, across the UK, the number of women who succeed at their job interview after a visit to Smart Works, and we are able to contact, was 60%, replicating our success rate in London across the UK, and exceeding our target of one in two.

In London, we maintained a strong volunteer team of over 127 to deliver all of our dressing and interview training to our clients. In addition, a number of companies provided volunteer support to Smart Works through their internal volunteering programmes. The quality of volunteers we are able to attract remains high and we are grateful to all the time, skill and dedication they have given to our clients throughout the course of the year. We ran a series of training and social events for our volunteers, including an annual conference, kindly hosted by Burberry, and ran a major volunteer survey to inform our future strategy.

The quality and quantity of our clothing donations remains high. Over 100 organisations ran Smart Works clothing collections amongst their employees during 2016 and 2017, which gave us a regular supply of high quality suits, separates, dresses, coats, jackets, shoes and accessories. Many of these collections were done across multiple sites in the UK, and have allowed us to build a strong stock base not just in London but also in Edinburgh, Manchester, Reading and Birmingham.

We also received clothing donations directly from retailers which has greatly added to the stock available in our dressing room. Particularly notable have been Hobbs, Evans, The Outnet, Topshop and Whistles, as well as other leading retailers who donate clothes and accessories. We remain grateful for the donations from Evans which helped us meet the needs of our plus-size clients, helping us to achieve our goal to maintain sufficient stock in all sizes.

We have also invested in the infrastructure we need for a sustainable future. Each Smart Works centre now uses the same bespoke client database, and so we have a detailed understanding of our clients and their experience at Smart Works, and can track our key performance indicators.

Our database also shows that over 350 referral partners have referred to Smart Works and demonstrates that we are working with vulnerable groups of women including ex-offenders, refugees, the homeless and care-leavers. We have dedicated time and energy to establishing partnerships with organisations supporting harder to reach women who may not otherwise have accessed the Smart Works service. For example since April 2016, there has been a 200% year on year increase in the number of ex-offenders we have been able to help, and 74% of these women then went on to secure employment within a month of visiting us.

We can also demonstrate the impact of our service. We have an acclaimed Theory of Change and have recently completed an evaluation project that has validated our work at a Level 2 in standards of evidence (as set out by Nesta, the Government's innovation charity). This means that we capture data that shows positive change, and can prove that correlation.

PARTNERSHIPS AND EVENTS

We have continued to build a brand that reflects our values, and is brought to life in a shared website that was re-built and re-launched in September 2016, to give a space to each centre to tell their own story within the Smart Works umbrella. Our social media is aspirational, fun and growing – our twitter followers doubled in the last year and Instagram has grown by over 600%.

Of particular note, Bobbi Brown again made Smart Works their charity partner and from 1 March 2017, have been donating 100% of proceeds (minus VAT) from the sale of a make up product on-counter. This was launched around International Women's Day at a major event that celebrated our partnership and we remain incredibly grateful to the team at Bobbi Brown for their passion, commitment and support for Smart Works, and the women we help.



Hannah Martin, Bobbi Brown Senior Pro Arist, doing the make up at the Smart Works Fashion Show

We were thrilled to receive the support of the Sunday Times Style magazine in November 2016. The Sunday Times Style magazine organised The Big Fashion Sale in support of Smart Works at Somerset House, who kindly donated the rooms for us to hold the event. The sale was very well attended and brought in over £50,000 of sales. The coverage we received in Style during the year was also very important in raising our profile across key audiences.



We are also grateful for the advice, profile and events organised by Hobbs, including a series of talks held in partnership with The Pool and Joanna Trollope, resulting in a strong partnership across our client, volunteer, licensee and supporter base. The Women's Network of Omnicom, Omniwomen, also donated £20,000 from their annual inspirational conference in March 2017, which we were proud to participate in.

Smart Works Inspire, our events and fundraising committee, ran a fashion show (kindly hosted at RBS and supported by staff from The Outnet/Yoox Net A Porter Group) which brought in over £10,000, as well as organising other regular events throughout the year.

In September, we celebrated our third birthday with a party at the House of Lords, kindly hosted by Lord Darling, to bring together and thank all of the supporters who have made it possible for us to deliver our service.

We also continue to run events to raise our own funds. The Smart Works Designer Sale, put together from clothing donations that are not interview-appropriate, was our most successful ever and raised almost £70,000. We also ran our first ever sponsored event, Spin for Smart Works, which saw over 50 teams competing to cycle the 500 miles around the different Smart Works centres in 5 days, and bringing in over £40,000.

We were also pleased to appoint two ambassadors, Isabel Spearman OBE (stylist, journalist and former adviser to Samantha Cameron) and Caroline Graham (Director at Barclays and Head of WIN, the Barclay's women's network) to help promote the Smart Works service to our key corporate and retail audiences.

THE SMART WORKS SERVICE IN ACTION

The Smart Works service is transformational and high impact. We play a vital role in re-connecting women to their capability, self-confidence and self-belief.

We know that this renewed sense of self has a positive impact on our clients, and also on our client's children, extended families, and local communities. Once a woman re-discovers her self-worth, she almost always looks for opportunities to use it to make a difference and a contribution to her wider community and networks. This is best brought to life in the words of our clients.

Juliet visited Smart Works in April 2016 after being unemployed for over a year and having applied for over one hundred jobs. As a single mother, Juliet had been looking after her child and struggling to find work. She lacked confidence, lacked support and lacked professional clothing.

"Before coming to Smart Works I was very low, I had just gone through a bereavement and redundancy and wasn't getting anywhere with my job applications."

Juliet was referred to Smart Works by the job centre in Enfield.

"I came to Smart Works with an open mind but didn't know what to expect. I was doubtful of finding an outfit that would fit me and I'd feel comfortable in. But in no time at all I was kitted out in a suit, bag and coat – I couldn't believe it! From the moment you walk in the door, there's a huge welcome and you're made to feel comfortable from start to finish. The beautiful clothes, the interview advice and encouragement, the amazing encouragement, that says 'you can do this' is unbelievable."

Shortly after coming to Smart Works, Juliet secured her dream role working in a local school.

"Smart Works supported me at a time when I really needed help, they made me feel worthy, like a person, they made me want to reach my goals again. Their service is priceless. It gave me the confidence to secure a job and feel good about myself when I started it."



FINANCIAL REVIEW

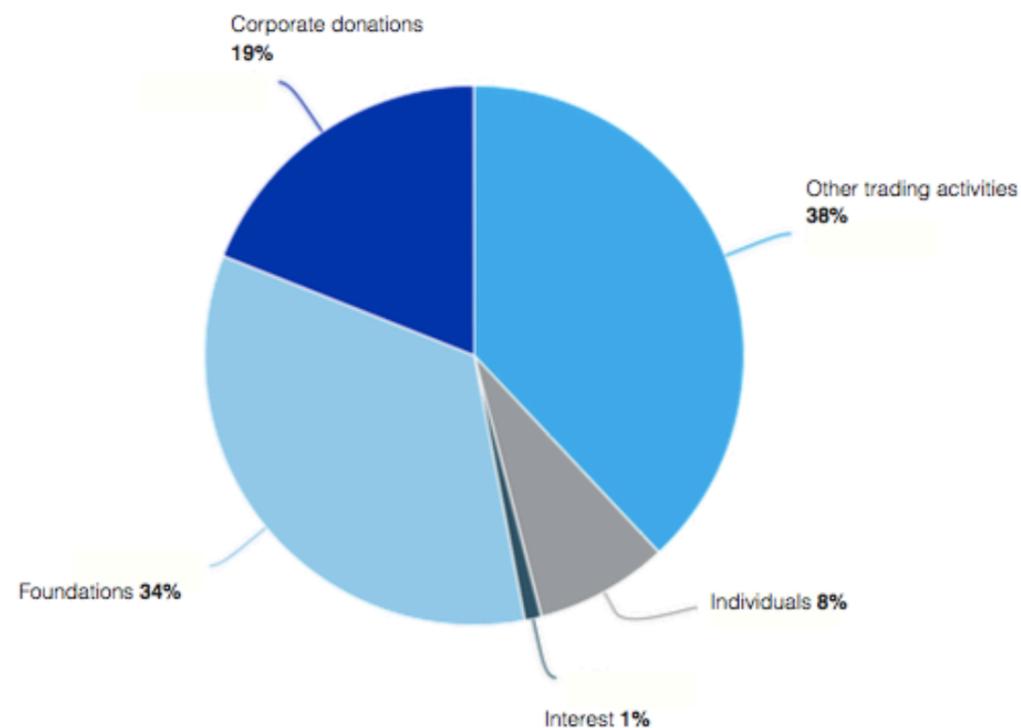
Everything we did in 2016–17 was only possible because of the generosity and commitment of our supporters. Income for the year was £579k (£590k in 2016, restated). Expenditure for the year was up 12% to £672k (£602k in 2016, restated) and during that time the number of women we helped increased by 20%. This resulted in a budgeted net decrease in total funds of £90k (£11k in 2016).

In 2016-17, we adopted the new financial reporting standard for charities (Charities SORP (FRS102)) which requires a deemed value to be applied to donated clothing with an associated increase in income, expenditure and stock. Comparative amounts have been restated as, previously, donated clothes had not been valued or included in the financial statements. See note 19 to the Financial Statements.

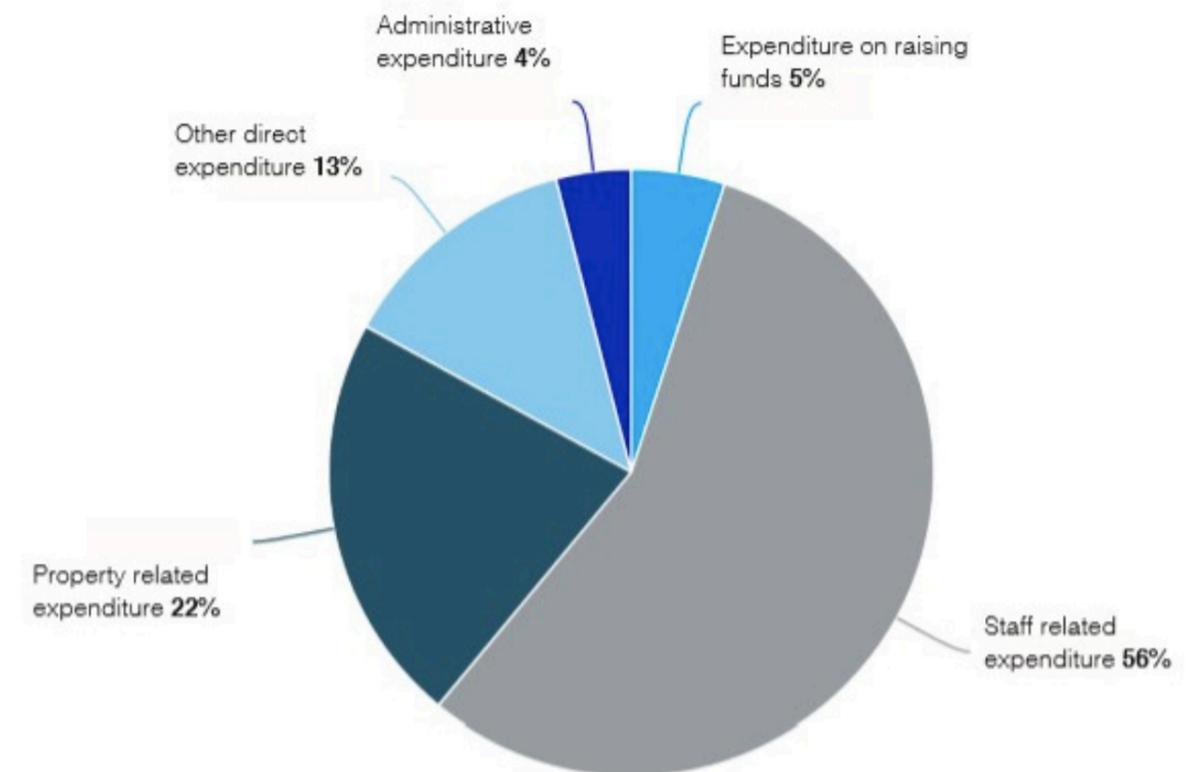
This change in policy resulted in an increase in total funds carried forward of £56k to £673k as at 31st March 2016, reflecting the value of opening stock, which was unchanged at 31st March 2017. Under this new policy, reported income was significantly increased by £112k (24%) in 2017 and by £93k (19%) in 2016. Expenditure was also increased by £112k (20%) in 2017 and by £93k (18%) in 2016.

Income was received from a wide range of sources as set out in the chart below. Some of our funders prefer to remain anonymous but we are extremely grateful to all our supporters including the Garfield Weston Foundation, Nesta, Comic Relief, the Rank Foundation, Omnicom, Enterprise Rent-A-Car Foundation, Hobbs and Bobbi Brown. The Charity has been successful in obtaining new multi-year grants from John Ellerman, Esmé Fairbairn, The Segleman Trust and the Clore Duffield Foundation.

Where does our money come from? *



Where do our funds go? *



* Charts exclude income and expenditure representing the deemed value of donated stock acquired and distributed

Investment policy

The trustees having regard to the liquidity requirements of operating the charity and to the reserves policy have operated a policy of keeping available funds in interest-bearing deposit accounts. These are currently held with CAF Bank, Scottish Widows, Virgin, United Trust and HSBC.

Reserves policy

The trustees have considered the requirement for free reserves, i.e. those unrestricted funds not designated for specific purpose or otherwise committed. It has been determined that, given the nature of the charity's work, the level of free reserves should be equivalent to nine to twelve months of annual expenditure. This provides sufficient flexibility to cover any temporary shortfall in incoming resources and will allow the charity to cope and respond immediately to a reasonable range of unforeseen adverse circumstances prior to specific remedial plans being implemented. The General fund of £503,895 is in line with this policy.



The next three years are a formative period in our growth. Over this time, we will aim to take Smart Works to new areas where there are more women who would benefit from the service, whilst expanding in our current centres to meet the growing demand.

It is our aim that the service in London will continue to grow to meet demand, increasing the number of clients by approximately 20%. At the same time we will aim to deepen our reach in existing centres by increasing the number of clients by 20%.

We have also identified areas of deprivation in Newcastle, Leeds, Cardiff, Belfast and Bristol and if possible, we would like to initiate the opening of a new centre every year.

In delivering these plans, we will not compromise on the quality and impact of our service and we will work to defined measures of success that will, ultimately, be our first priority. We will aim to ensure that over one in two of the women we are able to contact will go on to succeed at their job interview. We will aim to deliver this success rate in London, and to support our licensees to deliver it in each Smart Works centre across the UK.

Governance

Smart Works and its trustees are bound by the Memorandum and Articles of Association. The names of the trustees who served during the year are set out in the reference and administrative information on page 39.

Recruitment and appointment of new trustees

Regular reviews are undertaken to assess the skills of the current trustees and identify any areas for strengthening. New trustees are appointed by the existing trustees and their appointment is confirmed by the members.

Induction and training of new trustees

New trustees are provided with an induction to familiarise themselves with the charity and the not for profit sector. They are briefed on their responsibilities by the existing trustees. New trustees are also referred to the Charity Commission's guide 'The Essential Trustee'.

Organisational structure and decision making

The trustees review and approve all policies, and follow a strategy set at the start of 2016. The trustees meet quarterly throughout the year and have an annual session to update and revise the strategy.

Management

The Chief Executive, Kate Stephens, runs the charity. As of 31 March 2017, the rest of the team comprised of a UK Head of Regional Development, UK Head of Operations and UK Head of Wardrobe, supported by four managers to deliver the core service across our North and West London sites, and support the Smart Works centres across the UK.

Pay policy for key management personnel

All directors give their time freely and no director received remuneration in the year. The pay of staff is reviewed annually. The directors benchmark pay against pay levels in other similarly sized charities.

Risk management

The trustees have a risk register to assess regularly the major risks to which the charity is exposed, in particular those relating to governance, operations, finance, HR, compliance and external factors. The risk register is a live document and is formally reviewed by the Board every six months.

Relationships with related parties

Smart Works Charity is the sole member of Smart Works (Greater Manchester), Smart Works Birmingham, Smart Works Reading and has also issued a license to operate to Smart Works Edinburgh.

Policies

Policies for all relevant areas are maintained, including Vulnerable Adults, Data Protection, Health and Safety, Bribery, Conflict of Interest, Complaints Handling and Privacy Policy for Clients, Donors and Diversity. A staff handbook is made available to all staff and includes a summary of all these policies.

Volunteers

The trustees are grateful for the invaluable contribution of those who give their time voluntarily to deliver the dressing and interview preparation for our clients. The number of active volunteers in London during the year was 127; we have a very high retention rate. Arguably, one of the greatest assets Smart Works has is the enormous role played by its dedicated volunteers.

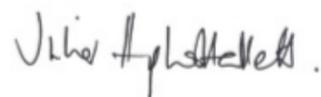
Employment of disabled people

Smart Works has a policy of encouraging diversity and non-discrimination against disabled people.

Public benefit

The trustees have read and complied with the guidance contained in the Charity Commission's general guidance on public benefits when reviewing our aims and objectives and in planning our future activities.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.



Juliet Hughes-Hallett
Chair



Joanna Hunter
Honorary Treasurer



www.smartworks.org.uk

 @smartworkscharity

 @smartworksHQ

Charity number 1080609