

THE SMART WORKS THREE-YEAR PLAN

1st April 2022 to 31st March 2025

From our CEO and Chair

The Three-Year Plan for Smart Works sets out the collective vision and strategy for the charity, and is the result of many conversations and reflections across the Smart Works community in 2021.

Three Year Plans can often be difficult to pull together. This one has been remarkable in how quickly and easily it has fallen into place. This is because everyone at Smart Works is passionate about our service, and witnesses every day the direct impact it has on the women who come to see us. This is the golden thread that goes through everything we do. Faced with the devastating consequences of the pandemic on female employment, our highly effective and transformative service has never been more needed. So naturally, there was a strong and consistent desire from everyone to be able to grow our charity, and help as many women as possible.

In response, the strategy for the next three years will be evolutionary in approach, but deliver a step change in what we are able to do as a charity.

We will build on what we know works: remaining focused on the volunteer-powered dressing and coaching services that has a tangible impact on the lives of our clients. We will operate through a hub-model of regional boards, with defined areas of operation, deeply rooted in their local communities, who are responsible for the delivery of their service. We will be driven by the data to ensure that each centre is in the right place to help women.

Each centre will be a vibrant and aspirational hub, where the needs of our clients' are at the centre of everything we do. Every woman

will be offered the same high quality and high impact dressing and coaching service, and leave feeling confident in her own abilities, and equipped with the best possible chance of job success. Our success rate will continue to be exceptionally high, and we will aim for at least two thirds (66%) of all our clients succeeding at their job interview within a month of their visit.

To allow each centre to flourish both individually and collectively, the Smart Works model and ways of working will be codified and digitised, with significant investment made in operational infrastructure to enable each centre to focus on helping more women. We will invest in the Smart Works brand, creating a national brand to raise the profile so that there is more awareness amongst women who need our help.

Taken together, we believe these steps will mean that by 2025, Smart Works will be helping over 10,000 women a year from at least ten flourishing centres across the UK.

Above all, it remains our ultimate ambition that any women in need of our support should be able to find her way to a Smart Works centre. Together, we can make this vision happen.

Julietta Dexter
Chair

Kate Stephens
CEO

The Three Year Plan



1. Expansion

We are ambitious, and the need for the expansion of our service is clear. Smart Works aims to double the number of women helped from 5,000 a year to 10,000 women by 2025.

2. Data driven

Decision making will predominantly be driven by data, with new centres being opened in areas with significant need, and current centres being best located to help the most women.

3. Defined area

Each centre will have a defined area of operation and focus on deepening their reach in their specific community. By 2025, each centre will aim to help at least 1000 women per year.

4. London centre

London is the largest urban hub in the UK, with twice as many unemployed women as the next largest centre. The ambition is to open a third London centre in South London by 2023.

5. Virtual service

The virtual service will be refined and continue. Clients beyond the defined area given to each centre will be supported by a central virtual service team.

6. National brand

To support growth, Smart Works will be established as a national brand that is better known and understood, especially by potential clients.

7. Hub model

We have strong foundations and that will continue to fuel our growth. We will continue to be volunteer powered, use a hub model and the Smart Works model of regional boards will continue, with centres outside of London led by a board of trustees with local expertise and insight. Steps will also be taken to separate out London centres from HQ.

8. New centres

New centres will be opened in areas where there is a clear need. The data indicates the top three target cities are Sheffield, Glasgow and Liverpool. The centre with the highest need in a new region is Bristol. Other new regions with no centre include the South of England and the area around Cardiff in Wales.



Target city



Smart Works city



9. Client-centric

The Plan will be client-centric. The voices of those Smart Works serves will inform decision making and proactive steps will be taken to ensure Smart Works is an organisation where everyone is welcome and able to thrive. The Smart Works service was designed to promote diversity and inclusion, and this will continue to be at the heart of our charity.

10. Digitise

We will look at how to digitise aspects of our service, especially bookings and the database, to help make the service more accessible and efficient.

11. Distinct voice

Smart Works will begin to have a more distinct 'voice' where we showcase our expertise and understanding around female unemployment.

12. Group function

The central HQ team will develop its Group function to more directly support the governance, growth and operation of centres. This will include a standardised approach to the back office functions of HR and finance, and will be more directional to enable centres to focus on growing client numbers.

13. Backstop support

HQ will remain there as a backstop support financially for all centres. Each centre will bring in the majority of its own funding, from a combination of grant funding, corporate support and their own events and activities. This will be supported by approximately 25% of funding from centrally run initiatives (such as Cycle for Smart Works) and direct grants from HQ.

14. Invest in growth

We will invest in growth, and expenditure will increase over the three year period. However, the basic cost of delivering our service to each woman (the total number of beneficiaries divided by the total group expenditure) will be more efficient at the end of the Three Year Plan than before as we learn to scale effectively and help more women.

15. Key metrics

Our three key metrics will be the number of women helped, our success rate and the cost of delivering our service to each women we help.

