

A woman with dark hair in a ponytail is shown in profile, looking towards the right. In the background, another woman with blonde hair is visible, slightly out of focus.

"Transform  
helped me  
become my  
own person."  
**Erica**

# Annual Review 2017







# Head and heart

## Outgoing Chair David Turner

**2016 was, in a very positive sense, a momentous year for Transform. It brought the completion of a carefully planned merger with another leading provider of housing in Surrey and the surrounding areas. By joining forces with Cherchefelle Housing Association, Transform has both strengthened its position in housing and support and added homecare services to its portfolio.**

The 'new' Transform extends beyond Surrey into West Sussex and now 200 staff regularly work to help and support over 1,400 people at any one time. Through the merger, the charity now provides homes for nearly 34% more people and housing related support for 23% more than before. Crucially, the teams from Cherchefelle, comprising nearly 100 employees, have also brought expertise in areas new to Transform and not directly related to the provision of housing: care services and supported living. Transform has never been a

conventional housing association; as an integral part of its work, it has always been committed to helping people run and build their lives. Now, with an expanded care offering, the charity becomes still more distinctive and responsive to social needs.

The aim of the merger was not primarily to save costs, but to consolidate the valuable capital – people, resources and properties – held by both organisations. Transform is committed to making the best possible use of that capital, always with the objective of devoting maximum money and energy directly to clients, helping them live more fulfilling lives.

'Efficiency' and 'productivity', like 'cost-effectiveness' are words that occur frequently in the commercial sector, but maybe more rarely in organisations that are not run for a profit. In 2014, when I first became Chair of Transform, I advocated a still stronger emphasis on elements of commercial practice that a charity can turn to its advantage. Over the time since then, the board and the management team have pooled their considerable knowledge and skills to develop a strategy that gives proof of ambition, but which is also robust and realistic. 2016, the year

of the merger, represents a landmark in its implementation.

The strategy also, of course, embraces rigorous planning for the years ahead. In an environment that is full of challenges, pressures and uncertainties, Transform can draw confidence from now being bigger and stronger, in a position to achieve still more for its clients. The organisation is broad-minded but keenly focused. Above all, Transform has the advantage of possessing both a commercial head and a charitable heart.



# Growth and diversification

## Incoming Chair Mark Austen

**Transform's working culture is rooted in four principles: respect, empowerment, responsibility and excellence. These values shape all the charity's relationships, be they with its clients in housing and care, with local authorities, business suppliers and the general public, or – very much setting the tone – internally between colleagues.**

The merger with Cherchefelle was an important landmark in the development of the charity. Completed in October 2016, it has placed the expanded Transform in a position of unprecedented strength as by far the largest provider of housing and support in Surrey. It benefits from substantial assets in the form of a solid portfolio of properties, a robust infrastructure and over 200 staff who bring a wealth of commitment, skills and experience. As a respected player, Transform exercises a degree of influence on policy, and as a smartly-run housing association, it has clear objectives and a

clear-eyed view; but it is also a charity, driven by ethics and a sense of social responsibility, not by a desire for profit.

As the teams from the 'old' Transform and Cherchefelle integrate more closely, they look forward to taking on new strategic and operational challenges. Key amongst these is how best to serve a wider, more diverse base of people.

Prior to the merger, all Transform's services were directly linked to the provision of housing to individuals and, over the past two years, families in temporary accommodation. The addition, through Cherchefelle, of homecare services has opened new possibilities for Transform, though they currently represent just 12% of the total turnover. In this area of activity, Transform is in direct competition with commercial providers – when it comes to being the preferred choice of clients, and also when it comes to the recruitment of both clients and staff. As an ethical provider, Transform has an opportunity to provide excellent value to clients by employing staff who are carefully chosen, suitably trained, and further motivated by fair remuneration and conditions that reflect the charity's ideals.

While Transform holds charitable status, its 'core business', ultimately funded from government sources, is the provision of housing and support for particular client groups. Over the coming years, as it seeks to grow further and help more and more people, Transform will examine further possibilities for new funding sources and possibly mergers, always with the aim of providing services that fulfil the evolving needs of Surrey and the surrounding areas.

I am optimistic about the future for Transform and feel privileged now to be its Chairman.



# Erica

**I lived with my mum until I was about 16. Her boyfriend was abusive towards me so I ran away from home and ended up living with my sister for six months. I then moved in with my boyfriend but when our relationship ended, I was homeless – I had to find somewhere else to live.**

I had a Youth Support Worker at the time, she suggested a couple of options including living with a host family. I met a couple of families but it just didn't feel right for me.

In the end we looked into Transform and it was a perfect fit! I had an interview and

was lucky to have a place in a shared house straight away.

Before I came to Transform I was always stressed and always on edge. I didn't have time to properly relax from getting out of an abusive environment and just got tossed straight into trying to find

somewhere to live. I found it tough at first. I'd never had to deal with paying bills, or calling people to sort things out like gym membership. I'm normally quite shy and not very independent, but Transform helped me become my own person, so now I know exactly what to do – I feel quite proud of myself.

Since being here, my mum passed away, so now it's just me and my siblings who are all really supportive of me.

Transform has helped me with so much, not just emotionally. I am at college at the moment, it was really hard at the beginning. I didn't have any way of working at home so I was constantly back and forth to college. I was always staying late in the library to use the computers; I was at a real disadvantage compared to everyone else.

Transform helped me get a grant which meant I was able to buy a tablet! Now I can do everything I need and save the time and money travelling to college when I don't need to.

I really think people should support Transform to raise funds because if we didn't have the fundraising, people like me would feel a lot more stressed with having to sort out things like travelling to college and making sure we have the right equipment to do courses which some people can't afford.

I have applied to go to uni and I start in September! I'm really going to miss it here, but I can't wait to get away from all

the bad stuff that's happened and get a fresh start.

Now I finally have my own space and I'm able to really reflect on everything I've been through and try and get over it. I am feeling so much more positive about life now. I feel like I can survive in the adult world.

If I hadn't had Transform's support I definitely wouldn't have been able to get to my university interviews. I wouldn't have been accepted to half of them and I probably would have been really far behind on all my coursework because I would have had to pay out more money to go to college to use their computers. It really is the best support you can get as a young person who doesn't have a place to stay.

#### STOP PRESS:

Erica was given an unconditional offer from her university of choice and also achieved the grades she aimed for.

# 97%

**of our clients have improved their ability to build or maintain relations with family and friends.**



**When Erica first came to Transform, she was very quiet and low in mood. She was homeless at that point and was very uncertain about her future; she really needed a stable place to stay.**

In the beginning I helped Erica with her benefits and applying for jobs. When she started going through a tough time, we upped her keywork sessions to make sure she was getting enough support to cope. Despite the difficulties she was facing, she continued attending college and was eventually accepted on to her Art Foundation course. She worked incredibly hard to get accepted and it paid off!

We have worked together on lots of different things. We even went to visit university campuses together. Erica has been through so much but she has come out the other side and is looking forward to going to university!

**Ashley, Erica's Keyworker**

"Transform helped me become my own person."  
**Erica**



# More and more people

## Chief Executive Paul Mitchell

**Housing for people in need – especially where purchase and rental costs are inflated by proximity to London – is under enormous pressure as demand rises and government budgets shrink.**

This makes it especially gratifying to report that, thanks to the merger with Cherchefelle, Transform can now offer nearly 200 more bedspaces to people in Surrey and the surrounding areas. The merger was, of course, a major undertaking, but at no point did it compromise our everyday operations; nor was anyone's job put under threat. While planning was underway for the growth and development of the charity, the focus of our staff remained upon helping our clients live more fulfilling lives.

The provision of temporary accommodation has moved up Transform's agenda, with the creation of properties in Epsom and Spelthorne. Meanwhile, for the fourth year running we organised a winter shelter for homeless

people. Over the first quarter of 2017 we accommodated 27 people and, in a significant outcome, nine of them subsequently moved on to longer-term Transform accommodation. In 2018 the winter shelter will occupy a dedicated property in Elmbridge, which in the course of 2016/17, was extended to provide additional space for people who would otherwise have no roof over their head.

Young people, those aged under 35, find themselves increasingly disenfranchised in the current environment as the Department of Work and Pensions imposes further constraints. Single young people who are renting from a private landlord can now only claim housing benefit for a single room in a shared house. For anyone on a low income in a very high-cost area like Surrey where renting is expensive, this presents a significant barrier to finding suitable housing. Transform, a charity with long experience of working in partnership with local government and statutory agencies, has stepped in with development activity that has created shared houses for young people in both Mole Valley and Runnymede.

The merger has achieved important economies of scale for Transform, and



homecare services, formerly a speciality of Cherchefelle, are being integrated into our portfolio. Transform can now provide housing, support and homecare services to more and more people than ever before.

Our purpose as a charitable organisation is clear and we are all dedicated to the wellbeing of our clients. Transform provides housing, but it also provides direct support and access to support networks, helping people to take firmer control of their lives and to make their contribution to society.

# Our people

**Transform's staff are passionate about what they do. In a survey completed in October 2016, 79% of them said that 'making a difference' was what they liked most about working for Transform. We pride ourselves on being a supportive, caring employer.**

A comment from one member of staff says a great deal about the people who work for the charity and the way they embody its core values of respect, empowerment, responsibility and excellence.

*"Since August 2015 my life has changed for the better. This is when I joined the Transform team. I feel that my work is meaningful and brings me satisfaction."*

Official recognition of this kind of positive dynamic came in March 2017, when Transform was accredited with the Silver Standard by Investors in People. The 'new' Transform thus matched Cherchefelle's achievement in attaining this same standard in 2016.

Staff are encouraged to make their voice heard, and the staff forum provides a regular opportunity for this. The new,

post-merger era for Transform was signalled in April 2017 by an internal conference in which all staff were invited to participate. Feedback generated by the event was reviewed by a dedicated working group with the aim of putting the best ideas into action.

Over the course of 2016/17, nine members of staff celebrated landmark anniversaries as Transform employees – with 25 years as the longest record. Transform is clearly a place where people are happy to make their professional home.



Transform Housing & Support is supported by a number of high profile volunteers including our Patrons:

**Royal Patron**  
HRH The Countess of Wessex GCVO

**Patrons**  
The Rt Hon Baroness Bottomley of Nettlestone JP DL

Michael More-Molyneux DL  
Lord Lieutenant of Surrey

Prof Patrick J Dowling  
CBE DL FREng FRS

Nick Ephgrave QPM  
Chief Constable, Surrey Police

David Hypher OBE DL BSc

Dame Penelope Keith DBE DL

Prof G Q Max Lu FAA FTSE FRSC  
FICHEM – President and  
Vice-Chancellor, University of Surrey

Sir Richard Stilgoe OBE DL

The Rt Revd Andrew Watson  
Bishop of Guildford





"...wonder woman came in and saved us from all the bad things!" **Jamie**

# Jamie

**Life was fine. We had a place to live and I was working and supporting my family. Then there were changes at work, they reduced my hours and I couldn't afford the rent anymore. I explained to my landlord at the time that my situation had changed, but we lost our home because we couldn't pay the bills.**

I had a number of different jobs. They were really long hours and zero hour contracts, which really affected my benefits – it was so stressful. There were lots of sleepless nights not knowing when the next lot of money was going to come in. Me and my wife, Maisie, were stressed which meant it had a knock on effect on our daughter. It was a nightmare.

We were eventually assigned a Support Worker – that's when wonder woman came in and saved us from all the bad things!

My Support Worker Jackie has helped us a hell of a lot. We are now living in temporary accommodation and we are a lot happier. When we moved in we didn't even have a cooker, but Jackie helped us get one. She's also helped us out with food parcels and things when money is tight. I used to really struggle with

**97.4%**  
of our clients feel  
happier since receiving  
support from Transform

managing my money but I've gotten a lot better thanks to Jackie.

Now, I'm managing to be happy a lot more and I'm able to talk about things rather than bottling it up and making it worse. I missed out on so much when my daughter was a baby, so now I just want a 9-5 job and get my life back on track.

Transform is amazing, it's helpful to know that when you're feeling really down, you've got someone to look out for you other than your family. Someone who you can turn to for help and who knows what they're doing. If I've had a bad night, or I'm feeling stressed, Jackie just cheers me up!

**When I first met Jamie and his family they were very stressed. They weren't coping well with life in general, but were unsure about receiving support from us.**

Once we started to work together all of that changed. I have worked with them on lots of different things including money management, and budgeting as well as giving them emotional support through some really tough times.

Since the first time I met them, they are much happier. They aren't as anxious anymore and the entire family are enjoying life again.

**Jackie, Jamie's Support Worker**





# Who we are

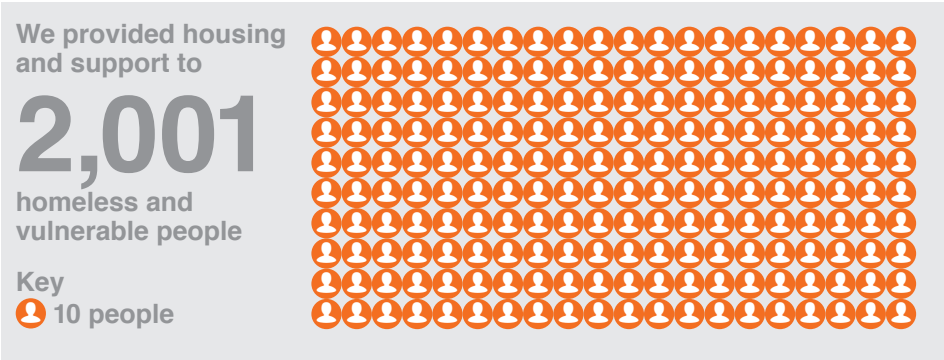
**Transform provides homes for some of the most socially excluded groups in our communities. Well over 50% of the people in our supported housing experience mental health problems; many have a history of offending or drug and alcohol dependency, while others are homeless or at risk of homelessness. Many young people supported by Transform (some just 16 years old) have survived very difficult and traumatic childhoods.**

By offering these people a roof and personal support, we help them turn their lives around. With a stable base, they are in a better position to find training, education and employment, and to lead a healthier, happier life.

Our homecare services, meanwhile, help people live as independently as they possibly can, so that they can remain in the comfort of their own homes rather than enter residential care.

When it comes to maintaining our buildings, we can be relied upon to set high standards. In 2016/17, prior to the merger, 98% of clients declared themselves satisfied with their living conditions, and 98.2% of all repairs were completed on time.

We continue to develop properties and services to make a difference for more and more people, and the merger with Cherchefelle opened important growth opportunities in the form of existing buildings and associated land. Funding for



housing related support is under severe pressure, so we work closely with statutory partners to find slightly different uses for some of our housing stock, such as temporary accommodation for homeless families and single homeless people living in bed and breakfast accommodation, or shared housing for under 35's disadvantaged by the benefits system.

All this affirms the reputation Transform has built over the years. As the largest provider of supported housing in Surrey, and a strong presence in the surrounding areas, we will continue to assume a leadership role in our sector, demonstrating the value of our work and proving the case for continued funding from statutory partners.

# Our services



**We have over 45 years' experience in supplying high-quality housing and support services that transform our clients' lives.**

In addition to housing people who were homeless or at risk of homelessness, Transform offers them housing related support. The aim is for them to achieve stability and, ultimately, independence.

We provide long-term and temporary accommodation for some 800 people at any one time. Our clients, referred from various statutory and voluntary agencies, gain both a safe, comfortable place to live and help in dealing with major and everyday issues.

All clients in supported housing managed by Transform have their own room or flat and benefit from the one-to-one support of a dedicated expert keyworker, working to a personalised, mutually agreed support plan.

Clients receive support in dealing with housing issues like repairs, rent payments and health and safety, and – in due course – making the move to more permanent accommodation.

Our housing related services, whether in the form of visiting support or 'surgeries', also assist people who, living in their own homes, struggle to continue to live independently.

Transform also works with local councils to provide temporary accommodation for individuals and families who find themselves homeless.



Transform Homecare focuses on the needs, wishes and preferences of clients, helping them to enjoy a better quality of life, independently in their own homes.

Since 2005, our teams have provided homecare services (also known as

'domiciliary care') to people who – as a result of age, illness, disability or a crisis – are experiencing certain practical difficulties in their daily lives.

Transform's care team develops a personalised support plan in close consultation with the client and, where appropriate, their family. The team also aims to assure continuity of care, building a consistent, trusting relationship between client and careworker.

Transform's programme for supported living also encourages clients to participate in the community, helping them to get out and about, see friends and family, enjoy leisure activities, benefit from education and training, and make the most of opportunities open to them.

In July 2017, Transform Homecare East Surrey was rated 'Good' by the Care Quality Commission. We expect our Transform Homecare services in Mid Surrey and North West Surrey to be inspected before 2018.

# Andy

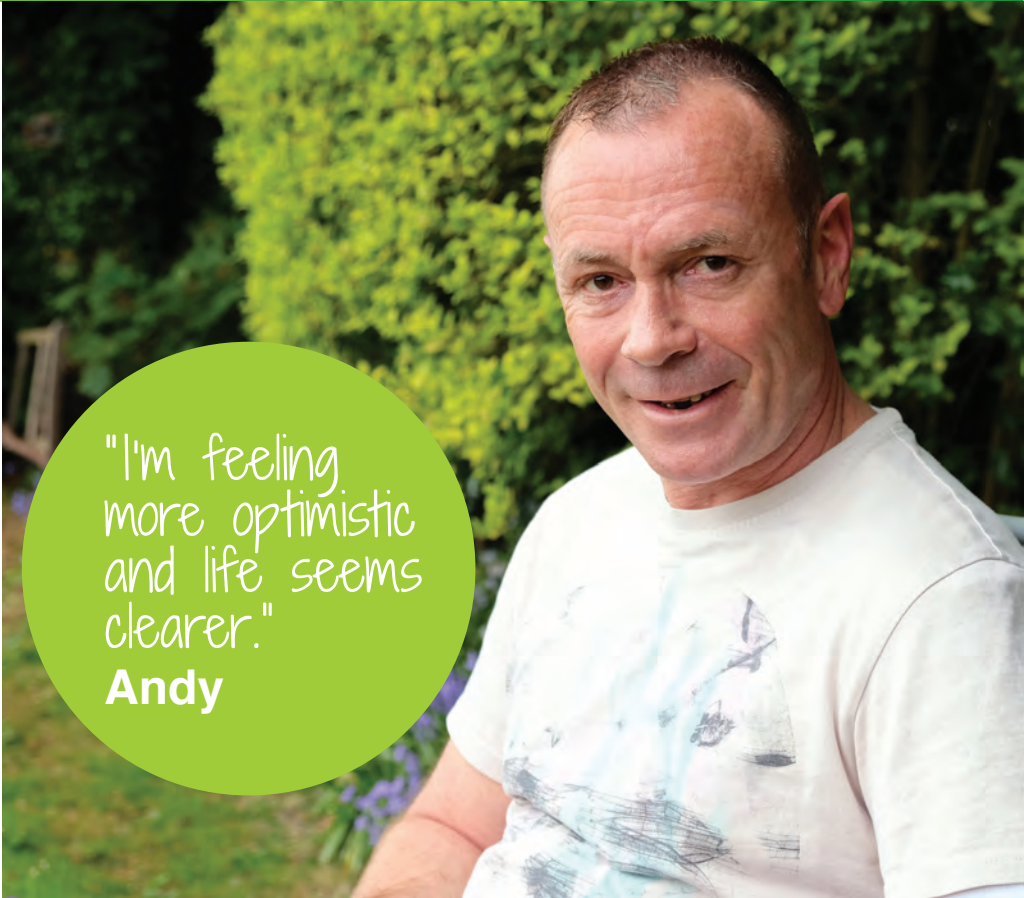
Life was very very chaotic. When I came out of rehab, I tried to get my life sorted. I stayed abstinent for three months and I started a relationship; I felt like I had a life again.

Eventually I ended up substituting drugs with alcohol. Drinking had never been an issue, but I got mixed up with the wrong people. I started taking drugs again, and was offending to pay for my addiction. The more I drank, the more my anxiety and depression got worse, my life just fell apart.

I eventually ended up moving in with my mum. I knew it wasn't a permanent fix and in the end I got kicked out with nowhere to go. I was struggling to get help but then someone told me to try Transform.

I moved into a Transform dry house with another client and I started to regain life skills. I couldn't cook but she showed me how – she's a lovely cook! Our friendship blossomed – I've never had a friend in recovery.

I then moved onto a Transform property in Reigate. The change was difficult to deal with but I like it here. I've started cycling with a friend I met at Alcoholics Anonymous. I like going to



"I'm feeling more optimistic and life seems clearer."  
**Andy**

Brighton – I take my bike down along the seafront, it's not so much recovery focused then, it's just relaxed.

I'm not afraid to say I'm an alcoholic and an addict. A big part of my recovery has been attending AA. In fact my AA sponsor was a Transform client who has been in recovery for a number of years. I saw how well he was doing and I asked him once if it could be that good for me he told me it could, and he was right.

Now I'm looking at how I can give back. I applied for a volunteer position helping people who are being released from prison, and I've been accepted! It's something I wanted to do when I left rehab. I knew it wasn't the right time for me then, but it is now.

I'm feeling more optimistic and life seems clearer. I think going through my recovery with Transform has given me the ability to look at things in a different light.

# Value for money

The housing, support and care services provided by Transform have an impact on two levels; the wellbeing to the individual we are supporting and benefits to society as a whole. These combined benefits are referred to as the social value of our work.

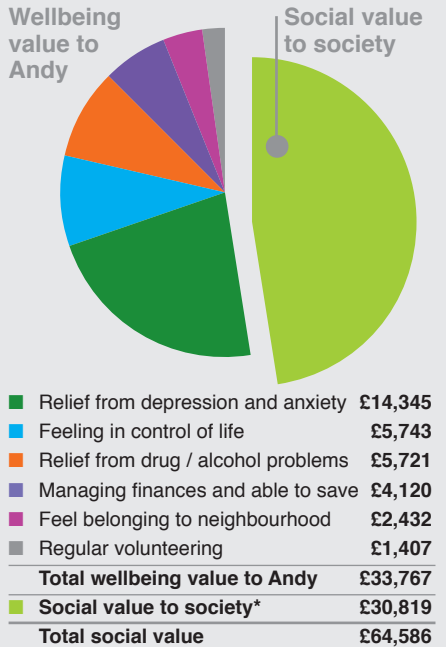
To demonstrate the impact of our services, we measured the value of the support we give to Andy.

This social value (savings to public purse) is created through:

- providing safe and secure homes for clients like Andy where they can gain stability in their lives
- providing support and advice which enhances the independence and quality of life of the people we help
- encouraging clients to participate in training, education and volunteering, which in turn improves their wellbeing and life chances.

By supporting Andy and others to make long-term, positive changes to their lives, we generate social value that will benefit our clients and society as a whole for years to come.

## Quantifying social value



\*Social value to society is the savings for public services in:

- Alcohol and drug care and treatment
- Emergency hospital treatment
- Local authority housing support
- Policing
- Psychiatric care and treatment





# Caroline

**I lived in the same house all my life with my family. I had lots of friends – I really liked it. I was walking home from work one day and I was hit by a car. I was in hospital for a long time, I was lucky to survive.**

Because of the accident I developed a tremor and it's made life really hard.

I was looking after my brothers and my mum who wasn't very well. When mum died, someone from the council visited

me, they felt I needed more support. That's when Transform came to help me.

They did so much for me. My support worker helped me with managing my money, bills and benefits, they also got

central heating in the house and new carpets – it was brilliant! I was having trouble with a neighbour at the time, but my support worker helped me make sure they couldn't cause me any more problems.

Eventually it was agreed that I needed a bit more help, Transform started giving me homecare as well as all the other support.

I was living in a three bedroom house with my two brothers. I started to struggle with the housework, and when my brother died, the council said we needed to move.

Transform helped me move to where I live now. It's a sheltered accommodation flat, but we are really lucky – we are the only ones with a two bedroom apartment. It means I get to stay with my brother which I'm really pleased about. He helps me too. He does the washing, the hoovering and cooks my dinners.

I'm very grateful I have Transform. They help with the housework, and help me shower. We go shopping and to the café sometimes. I like to buy them a coffee and a cake or sausage roll as a treat! They always look out for me – if I need the doctors or the hospital they take me and if anything is wrong with my flat they get it sorted.

I always see the same person, which I like. If they're on holiday, and I see a different person, they still know all about me and I'm really comfortable with them. I like Transform because they understand your problems, they are all very kind.



We have a relationship with Caroline which is built totally on respect. It's not just personal care that we provide, we are also dealing with the emotional side of life.

She's one of those clients that really moves your heart. Because you know she's overcome so much adversity. I've seen so many clients, some really inspire you and she is one of them.

**Eleanor, Registered Operations Manager, Transform Homecare East Surrey**

**When I first met Caroline there were a number of issues with her home. She really just needed someone to come in and give her a bit of structure.**

In the beginning we helped with paperwork and paying bills, but as her needs changed, the support we provided changed with her and continues to change.

It is acknowledged that Caroline needs specialist support. So we work really closely with her Social Services Care Manager and the scheme manager of where she lives to make sure she is getting what she needs. We are a really good team. If Caroline has any issues or requirements, we discuss it between us, with her agreement, and come up with a solution that's best for her. We are aware that our role is to support her and to make her feel empowered and in control, so that's what we do.

**98.5%**  
of our clients are satisfied  
with the quality of advice  
and support we provide.

"I like Transform because they understand your problems..."  
**Caroline**



# Rising to the challenges

Since the banking crisis of 2008, Transform has functioned in a climate of austerity.

Welfare reforms have seriously affected the people who typically need our housing and support. Often disadvantaged by a chaotic life history of mental health problems and / or periods of homelessness, they can find it difficult to find and hold down a job. Austerity measures have reduced their benefit income, so they find it harder to afford accommodation.

Meanwhile, central government has cut funding to local government, so there are fewer and smaller grants for non-statutory services.

Demand for care and support is rising as the population ages, but shrinking government subsidies place further pressure on local authorities. Fees paid to homecare providers have not kept pace with costs, and low remuneration for care workers has led to a recruitment crisis in the care sector across the entire country.

In affluent counties like Surrey, caps on increases in council tax have exacerbated the situation, since additional expenditure cannot be recouped from local taxpayers.

Transform’s grant funding, while largely reliant on local government, comes from a growing variety of sources, including grants from such bodies as the Home and Communities Agency (HCA), Greater London Authority, and borough and district councils.

Revenue is derived from rental income and service charges paid by our clients, a high proportion of whom depend on such welfare benefits as housing benefit. Money for housing related support comes



from local authorities, with social services departments funding care fees.

When it comes to capital expenditure on new and existing properties, we take mortgage loans through mainstream banks, though lenders are concerned by the HCA’s decision to reduce scrutiny of registered providers from 2017. This increases the risk for the banks resulting in higher lending margins.

Grant income, like money obtained through fundraising, can be applied in specific ways to reduce mortgage costs, thus enabling us to ensure affordable rents for our clients.

Transform is rising to the challenges of its environment in a number of ways. We are responding to evolving needs, expanding our activities where we can, diversifying where appropriate, and using some of our housing stock in different ways.

In collaboration with housing departments, Transform is now providing temporary accommodation for homeless families. In 2016/17 we managed temporary accommodation in Epsom and Spelthorne and also worked with the London Borough of Sutton to prepare temporary accommodation that will come into management in 2017/18.

The benefit system puts the under 35’s at something of a disadvantage, but we are working in partnership with Runnymede Borough Council and Mole Valley District Council to provide shared accommodation for young people.

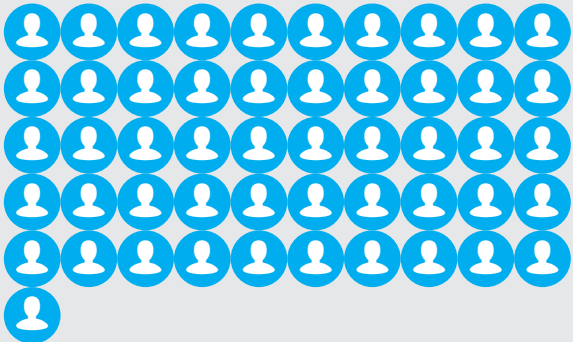
We are actively looking for opportunities to expand our provision of homecare. We will undertake to offer clients high-quality services at fair rates that still realistically meet our costs. Our aim is to achieve greater economies of scale while honouring our commitment to remunerating staff at a level that reflects the importance of their role.

We are always looking for new partnership-based funding opportunities, conscious that the services we provide can save money for statutory services in fields such as homelessness prevention, public health, probation and policing.

In 2017/18, we are implementing an important new fundraising strategy, clearly defining the initiatives for which Transform needs to raise money and how the funds will be most effectively and efficiently raised.

## Transform’s Winter Shelter 2017

51  
referrals to our  
Winter Shelter  
in Staines



27  
accommodated



9  
moved on into  
Transform  
accommodation





"It can be tough some days but I really like helping people."

Tom

# Tom

**Before I came to Transform I was a Carer and a Team Leader at a care home. Everything was fine but then there were changes at work and eventually I lost my job. I became quite ill and I ended up having quite a few epileptic seizures which got me down. I ended up getting depression and eventually I tried to commit suicide because I was so low.**

I was living with my parents at the time and our living arrangements were really difficult; I was sleeping in the dining room, I felt really isolated. My family didn't really know how to cope with my depression, but my older sister was really good, she did lots of research about it and always tried to get me out of the house.

I was eventually moved to a bedsit just to get out of home, but I ended up having a seizure in the shower and I wasn't found for two days. It really wasn't the right place for me, so eventually my mental health nurse referred me to Transform. I came for my assessment and within two hours I found out I could move in!

Before I came I was feeling quite nervous, but as soon as I moved in my life changed! I was so relieved that I had a proper flat and not just a bedroom. I've become quite house proud, I enjoy cleaning – it really helps with my depression. I feel more comfortable being

in my own place, and having the support around me that I need. My family isn't too far away but it's nice to have that bit of distance between us.

It's also great being with people who are going through similar things. I really like how laid back it is, we have such a laugh. I get a lot of emotional support from the staff here which is amazing. They've also helped me sort out my benefits and stuff because it can be really complex.

My life has completely changed. I now go on holiday once a year to Country and Western conventions – I love the music and line dancing! I have also started volunteering for St John Ambulance and I love it! It can be tough some days but I really like helping people.

I've got a lot of things to look forward to, my sister is having a baby and I can't wait to be an uncle. I'm also hoping to train to be a paramedic – that's my next mission.

# 86.6%

**of our clients agree that their emotional and mental health has improved since receiving our support.**

**When Tom first came to Transform he was ready to make a change in his life. He wanted to start managing his own environment and take better care of his mental and physical health. He quickly benefitted from the sense of community generated by living in supported accommodation. Having his own space in a self-contained flat helped Tom to reduce his feelings of loneliness and isolation.**

Tom has made the most of the support we are able to offer and has engaged well with the support from staff and other clients. We have assisted him to feel more in control of his finances and provided him with regular emotional support which has helped to increase his confidence and self-esteem.

Now, the work we do together includes helping Tom to feel more confident about managing his physical health issues. He also benefits from being able to off-load and discuss some of the stresses inherent in his work with St John Ambulance. We are happy to help in this way as his work is a major contributor to Tom's wellbeing and he is clearly committed to his role and valued by others for the work he does.

It's a pleasure working with Tom and being part of the progress he's making in his life. In the future I can see Tom moving back to independent accommodation and I hope he will be successful in pursuing his goal of becoming a paramedic.

**Mark, Tom's Keyworker**



# Fundraising

**In a volatile and often challenging environment, fundraising holds considerable further potential for Transform. The charity is now placing a new and greater emphasis on this area of its activities.**

Over the course of 2016/17, a total of £188,400 was generated from voluntary sources: a substantial sum, but a small proportion of the organisation's total turnover.

All donations went directly towards improving clients' lives: either by facilitating or accelerating capital projects, or through the provision of additional support. At no time was any voluntary income used to pay for work that is – or should be – funded from statutory sources.

Moreover, the money that Transform invests in fundraising is classified in the charity's accounts as business expenditure. In other words, fundraising expenses are not set against donations.

This all means that donors can rest assured that their entire gift will benefit people who find themselves in a vulnerable position in our society. That being said, Transform still takes care

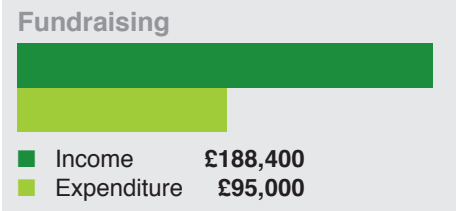
to scrutinise and control its fundraising ratio (total charitable income divided by total fundraising expenses).

We are also acutely aware of the need to make clear to potential donors why Transform – a respected charity with around a £7.5 million turnover, total net assets of £19.7 million and a surplus of £314,000 (before exceptional items) – deserves to receive donations.

Central to our case is our responsible and purposeful approach to the use of fundraising budgets: we fully understand the need for a 'return on investment'.

The ultimate return on investment is, of course, a better life for Transform's clients.

Transform wishes to take this opportunity to thank each and every donor for supporting our clients, whether through a regular or one-off donation or grant, gifts in kind, volunteering or through fundraising.



# Our finances

**The merger between Transform and Cherchefelle, completed in October 2016, places the charity in a still stronger position when it comes to future sustainability.**

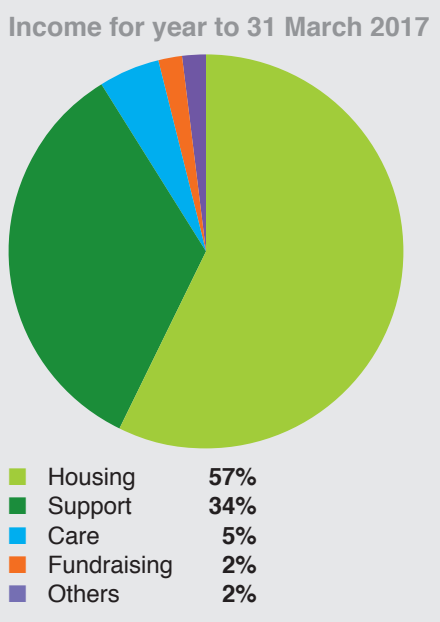
Transform's income rose by 14% in the year, largely due to an increase in revenue for the five months following the merger (November 2016 to March 2017).

The 'new' Transform, having reinforced its financial position and broadened its asset base, is already serving a wider range and a greater number of clients. In 2016/17 Transform produced a surplus of £314,000 which generated adequate cash to service the charity's loans, and to maintain and upgrade properties; excess cash is invested in new housing stock.

As a further consequence of the merger, the charity benefited from a £4 million 'gift' representing Cherchefelle's assets less liabilities; this has been treated as an exceptional item in the accounts and enhances the financial viability of the organisation.

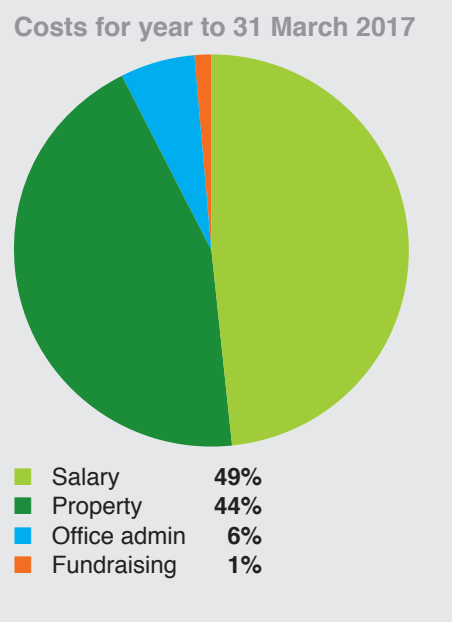
Beyond its asset base, Transform's financial strength derives from secure

To review Transform Housing & Support's full audited accounts, please visit [www.transformhousing.org.uk](http://www.transformhousing.org.uk).



long-term funding in the form of government capital grants, bank loan facilities and reserves. Nearly 99% of our organisational capital is invested in property assets which generate a secure funding stream through rental income.

Over 2016/17, Transform – both through ongoing growth and development, and as



a result of the merger – enhanced the lives of 82% more people than in the previous year.

As an enlarged organisation, Transform plans to add at least 100 housing units to its stock over the next five years, thus continuing to help more and more people.



# Victoria

When I was younger I lived with my family but I had to leave. I stayed at a number of foster homes which didn't work out for various reasons and then eventually I got a place at a children's home. I stayed there for about a year but I ultimately had to move on

because I was about to turn 18. I still needed ongoing support so Social Services referred me to Transform. The children's home was the first place I'd felt stable and safe in a long time, so moving to Transform was a daunting prospect.

My Keyworker Hannah has helped me with so much, I would have struggled on my own. She has helped me sort out the benefits I was entitled to, get the right mental health assessment and support I need. She has also helped me get funding for a Dyslexia Assessment which

meant I could get extra support at college. This really took the pressure off at a very difficult time for me. Hannah even came with me when I had to have an operation under general anaesthetic. I was really worried about going and having no one there to support me, but Hannah was there to hold my hand – literally!

I have made so much progress since coming to Transform – in other places I've lived I always worried that someone would say I was going to have to move at any point. Here I feel stable and secure again, and I have consistency which is really important to me. I am feeling more hopeful about my future.

My dream is to become a forensic scientist so I want to go to university to study forensic science. I've received conditional offers on all the applications I made which is so exciting! Without the support, stability and consistency I've had with Transform, I'm not sure I would have got this far in my education and this close to my goal of going to university.

I was worried when I moved here. I know other people thought I might fail when I left the children's home but Transform has helped me fulfil my potential. Without them things could have been very different for me.

## STOP PRESS:

Victoria successfully achieved the grades required and will begin university in autumn 2017.



is great! She has also been able to open up to me about things that she wouldn't normally talk about which is a huge step.

Looking to the future, Victoria has recently been given conditional offers from all of the universities she applied for – I am so happy for her! As long as she continues working hard, I have no doubt she will reach her goal and have a very successful career.

**Hannah, Victoria's Keyworker**

**Victoria was quite quiet to start with. She was very guarded and found it hard to open up generally. This was made worse when she was in new situations with new people.**

Since then I have supported her through college and with all the complicated things that go with that. I have also helped with her emotional and mental health needs through our keywork sessions.

I have seen such a change in Victoria. She is so much more open with me now, and although she still finds it hard to discuss her feelings, it's far easier now than it was. It's a valuable opportunity for Victoria to experience a mature and trustworthy, adult relationship.

Her confidence has grown to a point where she is able to attend appointments and meet professionals with very little support from me, which

"Transform has helped me fulfil my potential."  
**Victoria**

**92.2%**  
of our clients feel more hopeful about their future since receiving our support.



# Governance

The 2016 merger of Transform Housing & Support with Cherchefelle Housing Association produced an organisation that can draw on over 90 years’ experience of providing housing and support and 12 years of supplying homecare services.

Transform is regulated by:

- the Home and Communities Agency as a housing association
- the Care Quality Commission as a provider of homecare services
- the Fundraising Regulator as a charity and is also registered with the Charity Commission.

The board of trustees met seven times in the year. When the decision was taken in May 2016 for Transform and Cherchefelle to merge, the boards of the two charities agreed to strengthen governance by adding further standing committees. A People Committee and a Care Quality Committee now complement the Finance & Audit Committee and the Fundraising Committee. Trustees, the Executive and Senior Managers sit on these committees, which each meet several times a year.

The Executive Officers who supported the Board were Paul Mitchell, Chief Executive;

Martin Bellinger, Deputy Chief Executive (who retired in February 2017); Carol Borwick, Head of Fundraising & Communications; Andrea Cannon, Director of Client Strategy & Delivery; and Ratna Sukumaran, Director of Finance.

Transform regularly reviews its exposure to risk. The key issues taken into consideration in its strategic and operational decision-making are:

- government policies
- over-reliance on contracts from a single local authority
- contract tenders
- reputational risk
- staff recruitment and retention
- regulatory changes.

In March 2017 the organisation formally changed its name from Surrey Community Development Trust to Transform Housing & Support; the change was publicly implemented within six months of the completion of the merger in October 2016.

The directors of Transform are simultaneously trustees of the charity. At the end of the financial year 2016/17 there were 14 trustees on Transform’s board:

David Turner – Chairman (until March 2017)  
Mark Austen – Chairman (from April 2017)

Rob Mills – Deputy Chairman (from September 2016)

Jane Bolton  
Amanda Colman  
Chris Deacon  
Sally Dubery  
Stephen Drury (resigned April 2017)  
Lee Harris  
Nicke Harrison  
Elizabeth Kennedy  
Edward Moseley  
Chris Relleen  
Jane Williams

Advisors:

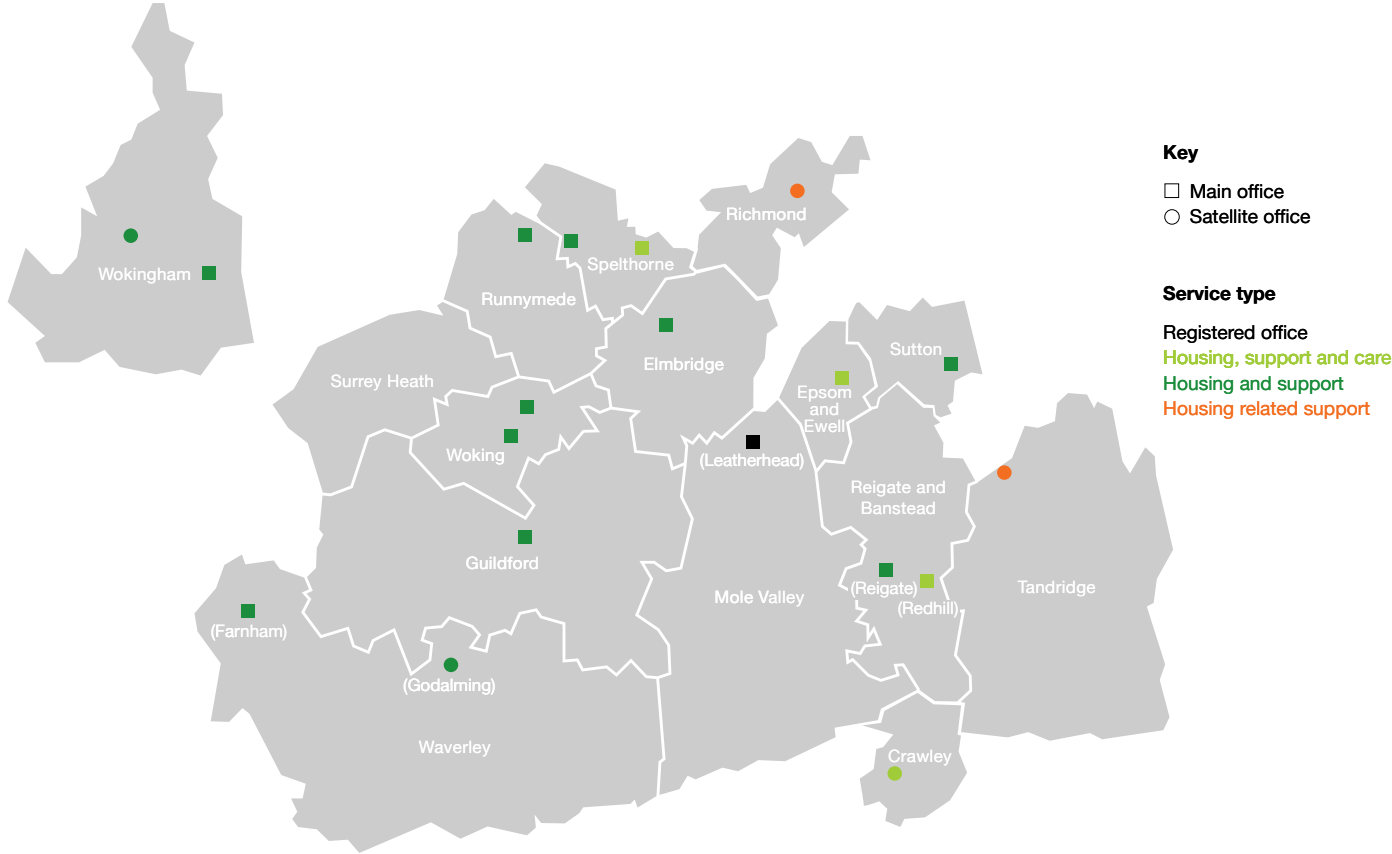
External auditors:  
Nexia Smith & Williamson

Bankers:  
Barclays Bank PLC

Internal auditors:  
TIAA Ltd

Solicitors:  
Devonshires

# Transform offices



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