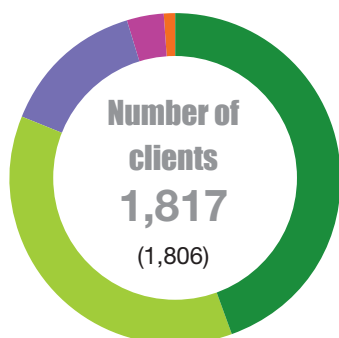


Annual Review 2022



Highlights, facts and figures 2021/22

Previous year's figures in brackets



Housing and support	810 (796)
Floating support ¹	665 (391)
Housing management only	258 (305)
Sheltered housing	68 (73)
Cabins	16 (26)
Homecare (sold 28 February 2021)	0 (180)
Extra care (sold 28 February 2021)	0 (35)

Client outcomes

89% of the 440 clients who moved on did so in a positive, planned way (86%)



Client satisfaction

A new client satisfaction survey methodology was introduced this year. See page 8 for further details.

83.7% average overall satisfaction score



8.8/10 average score for ease of dealing with Transform



8.7/10 average score on clients' trust in Transform



Units of accommodation

935
(965)



Financial performance

Underlying operating margin.

2.4%
(7.2%²)



Transform people

137 Average number of colleagues (headcount) (195 – reduction due to sale of care services)



Colleague satisfaction

Our colleague wellbeing survey found:

90% of Transform colleagues say their work has brought them joy



74% say they can influence decisions that are important in their work



81% feel encouraged to talk to their line manager about their own personal mental health



1. Floating support services are provided to clients within their own homes rather than in accommodation that Transform is responsible for

2. Figure restated for 2021 from 8.6% (see page 15 for details)

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“

*The keyworkers
have been absolutely
perfect. I've had
nothing but help and
love from them.*

”

Transform client



Chief Executive's reflections on 2021/22

Overview

The 2021/22 year started with us expanding our services in Guildford when we merged with Wey Valley Housing Association, welcoming an additional 11 clients and two new colleagues.

Other high spots during the year included being shortlisted for a 2021 UK Housing Award in the 'Best Supported Housing Landlord' category, working hand in hand with clients to expand our local engagement activity, and hosting a visit from our royal patron, HRH The Countess of Wessex.

Finally, the beginning of 2022 saw us kicking off Transform's 50th anniversary celebrations.

Emerging from Covid

By April 2021, the UK had started to come out of lockdown and we began to define what the 'new normal' would look like for us as an organisation.

We had come through the pandemic slightly bruised but ultimately stronger than ever thanks to the resilience and ingenuity of colleagues and a much-improved IT infrastructure. We also experienced a renewed appreciation for the power of partnerships as demonstrated by the fantastic support we received from our internal and external stakeholders and partners.

During this period, our focus, as always, remained on providing the best possible, client-centred support. This year, we have supported 1,817 clients. We couldn't have done this without Transform's colleagues, however so we were very pleased to receive a grant from the Community Foundation for Surrey to extend our colleague wellbeing programme.

Maintaining client focus during the cost-of-living crisis

While the Covid restrictions were winding down, the UK economy was suffering and the cost of living increased sharply. We knew this would have a negative impact on clients whose finances were already extremely thinly stretched. For this reason, we were delighted to be able to distribute more than £44,000 to those experiencing financial hardship through the Surrey County Council Household Support Fund.

This year, we took a new, more detailed approach to securing insight into clients' satisfaction. Our Client Forum continued to influence how we operate and their input led to the development of the Client Engagement Strategy launched in early 2022.

We have been keen to give people with lived experience greater influence in Transform's development. To harness their views, Transform has appointed clients with lived in experience onto the Client Experience & Impact Committee.

“
I'm treated like
a real human
being and given
the confidence
to go on
”

Property expansion, development and fundraising

As well as the merger with Wey Valley Housing Association, we have been taking up opportunities for development, including expanding our Housing First services which now encompass a number of self-contained flats. Housing First addresses the complex reasons for homelessness by offering a stable home and the wrap-around support needed by those who have been homeless to successfully rebuild their lives.

In Redhill, with local authority funding and a grant from Homes England, we have begun work on our first modular, almost carbon-free development to include eight one-bedroom flats for lone parents and single young people. We are calling the scheme Mitchell Court, in honour of my predecessor Paul Mitchell's 25 years at Transform's helm.

We have also secured additional move-on property in Elmbridge and new contracts for support services in Runnymede and Surrey Heath. In addition, we were successful in re-tendering a number of our services and in our bids to the Government's Rough Sleeper Accommodation Programme – purchasing the first of nine flats.

Over the course of the year, we invested £2.8 million in both current and new homes. Through our fundraising we can provide the extras to improve clients' lives. In 2021/22, in addition to many donations in kind, we generated over £142,000 from a range of trusts, foundations, corporates, community organisations and individuals. I would like to take this chance to thank all of our donors and volunteers for their continued support.

Transforming lives for 50 years

January 2022 saw us kick off our 50th anniversary celebrations marking our origins as Surrey Community Development Trust. The organisation was founded in 1972 by a probation officer called Bruce Pearce to provide housing for people with a history of offending. Five decades on, we have supported more than 30,000 people. We have been remembering individual clients and success stories while recognising that our services are needed even more now than they were then.

Looking forward

Following two and a half years navigating the pandemic, many of those people already most deprived are now desperately struggling with the cost-of-living crisis. It's because of this ongoing need that we will continue to seek opportunities to extend our reach to empower people to live happier, healthier and more fulfilling lives.

We are only one cog in the machine though, so we can only continue to do this because we have outstanding colleagues and support from trustees, patrons, ambassadors, donors, local authorities and partner organisations. To all of these I say a heartfelt 'thank you' and we look forward to working with you next year.

What clients say

“

Whenever I speak to someone at Transform I feel listened to.

”

Transform client

“

The support provided has been outstanding.

”

Transform client

“

They understand my needs and are very compassionate.

”

Transform client

“

I have somewhere safe to live which helps me stay sober.

”

Transform client

“

I have reasons to laugh and smile - I didn't think that would happen for a very long time.

”

Transform client

“

My keyworker treats my issues with compassion, understanding and confidentiality.

”

Transform client

“

No one's perfect but Transform comes pretty close.

”

Transform client

“

I admire how Transform has weathered the Covid storm of recent times.

”

Transform client

“

Transform is not just a name or word - it has transformed my life.

”

Transform client

“

Transform literally saved my life. I will be forever grateful.

”

Transform client

“

In Transform support I found hope and a new way of life.

”

Transform client

“

Transform has always been there for me whenever I've had a problem, they have never let me down.

”

Transform client

Key strategic achievements – 2021/22

Previous year's figures in brackets

Clients

- Provided support for 1,817 people (1,806).
- 89% of clients who moved on from our services did so in a planned way (86%).
- Developed and launched a new, co-produced client engagement strategy.
- Created a new opportunity for people with lived experience to participate in our Client Experience & Impact Committee.
- Received £42,500 from Surrey County Council from the Household Support Fund for clients experiencing financial hardship – 200 applications were approved, and funds distributed.



People

- Rolled out a nine-month Transform-wide leadership development programme for line managers, alongside a senior leadership programme.
- Reviewed activity and broadened membership of the staff forum to give colleagues a stronger voice.
- Secured a Community Foundation for Surrey grant for a Wellbeing Lead, carried out a wellbeing review and created an ambitious action plan.
- Ran a well-received staff conference bringing all staff together for the first time since before Covid.
- Continued to deliver staff recruitment in a very challenging labour market.



Growth and funding

- Merged with WVHA acquiring two new properties and welcoming two colleagues who will continue to support 11 clients with long-term mental health issues.
- Delivered:
 - move-on accommodation with support in two, one-bedroom flats
 - Next Steps Programme – four, one-bedroom flats
 - Rough Sleepers Accommodation Programme – purchased one, one-bedroom flat
 - recycled grant from London Borough of Sutton to purchase one, one-bedroom flat.
- Retained and expanded Surrey County Council Young People's Accommodation and Support contract.
- Successfully retendered the Crawley Borough Council Temporary Housing Support contract.
- Moved to a new office in Reigate.
- Fundraised £142,388 in a challenging post-Covid environment (this includes £42,500 as mentioned earlier from Surrey County Council from the Household Support Fund).



Transform wide

- Shortlisted for a 2021 UK Housing Award in the 'Best Supported Housing Landlord' category.
- Enhanced health and safety procedures and compliance.
- Completed a comprehensive stock condition survey and incorporated resulting actions into our long-term business plan.
- Continued to enhance the IT facilities at Transform including migration to Office 365 to provide cloud-based services.
- Created new risk management processes and safe systems of work.



“
I have been very difficult at times and they have always supported me. I am now in the best place I've ever been.
”

Transform client

Client engagement and feedback

Client engagement strategy

The main focus of client engagement activity this year has been to research, create and begin to roll out our new Client engagement strategy – which has been co-created with Transform clients.

Purpose of the strategy

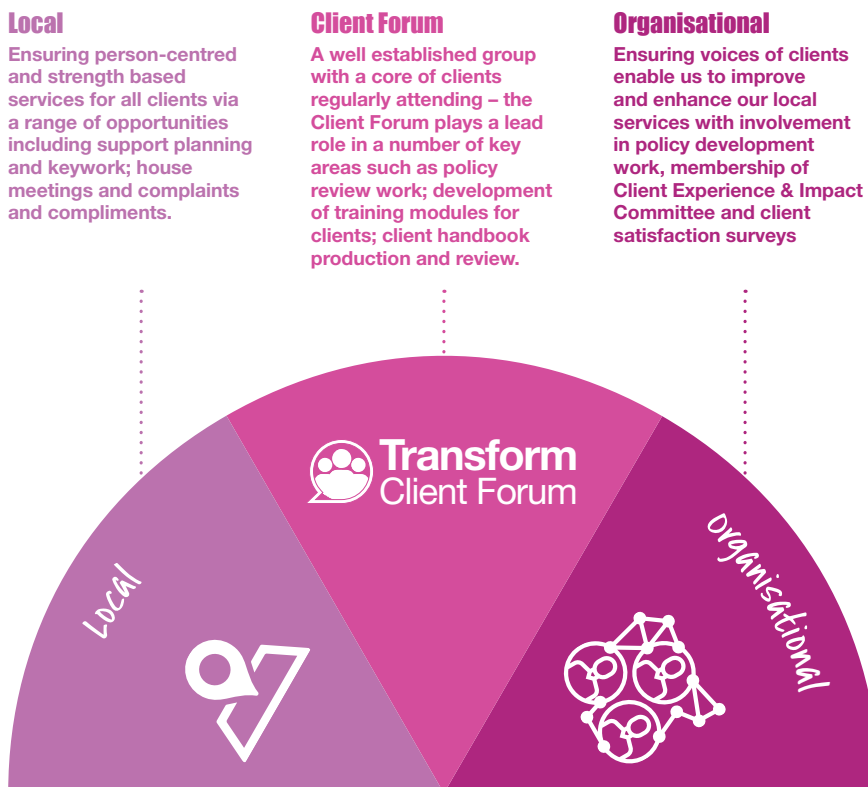
The overarching purpose of our new 2022/24 Client engagement strategy is to:

- positively and effectively engage with clients so their voices influence our decision-making
- enable us to enhance and continually improve our services to make us better and more effective in what we deliver to meet client needs and aspirations
- ensure we deliver best practice in client engagement.

There were three key areas identified in consultation with clients, these fit under Transform’s corporate strategic priority relating to client experience. It states that we will ‘improve, innovate, and develop housing and support services, increase the volume and diversity of client engagement, use technology wherever it can add value and consistently maintain property assets to a high standard.’

In the strategy we detail best practice and our regulatory requirements in relation to client engagement. These are a range of key performance indicators (KPIs) which will form part of our own two-year action plan.

Client engagement strategy summary





Lived experience engagement

We recognise that people with lived experience can provide invaluable insight into how our activity impacts them and also how new services could affect future clients.

To this end, we developed a way for current and/or former clients to be involved in Transform's strategic planning by enabling them to participate in our Client Experience & Impact Committee. In April 2022 two people (one current and one former client) took up this opportunity. We will review how this works so we can ensure it is beneficial both for clients and Transform.

Feedback – client satisfaction

As part of our commitment to continually improving our services we reviewed how we received client satisfaction feedback. This was carried out to provide greater insight into the things that matter most to clients and enable us to best meet their needs and aspirations.

We took the decision to trial a more comprehensive survey and partnered with The Leadership Factor Research (TLF). TLF carried out in-depth interviews with a selection of clients to ascertain what they felt was important to clients. TLF then designed and delivered a new satisfaction survey in line with this feedback.

Research methods

The research was conducted between January and March 2022 using a two-phased approach:

1. Qualitative to 'explore and understand'

- Overall objective – to understand what was important to clients and to use this information to develop the main survey design.
- In-depth telephone interviews with a selection of clients.

2. Quantitative 'measure and track':

- A web-based survey delivered by email and text message.
- 134 surveys were completed.
- The survey was designed to reveal what is most important to clients.
- It also pinpointed what clients are most/least satisfied with in terms of meeting their needs.
- The findings helped identify Transform's priorities for improvement.

Key findings summary



Client satisfaction index

The survey identified an 83.7% average overall satisfaction score. Nearly two thirds of respondents scored Transform either 9 or 10 out of 10 for overall satisfaction – this puts us in the top quartile when benchmarked against other housing associations surveyed by TLF.

Ease of dealing with Transform

Transform achieved an average score of 8.8 out of 10 for how easy we are to deal with – placing us in the top quartile score when benchmarked against other organisations surveyed by TLF.

Trust

In terms of clients' trust in Transform, an 8.7 out of 10 average score was identified with 71.4% of the responders scoring either 9 or 10 out of 10 when asked if they trusted Transform totally (this measure is not benchmarked by TLF).

Client needs (importance)

The most important aspect of Transform's services to clients that the survey identified were:

- safety
- security
- helpfulness

Client needs (satisfaction)

- Clients are most satisfied with the helpfulness of Transform staff.
- Clients are least satisfied with the speed of completing repairs.

Priorities for further improvement:

- safety and security
- effective handling of repairs
- speed of resolution of repairs

Please note that due to the use of a new methodology to compile this year's client satisfaction survey, it is not possible to compare the results from this survey with those from previous years.

“

Thank you for making me feel so safe and welcome in my home and giving me a second chance at life.

”

Transform client

Feedback – complaints

Two years ago, the Housing Ombudsman Service published a Complaint Handling Code which set out good practice in how landlords responded to complaints effectively and fairly. The Board approved Transform's updated complaints policy, which is in line with the new requirements. We carry out an annual self-assessment and for 2021/22 we are fully compliant.

As part of our commitment to continual improvement, we value the opportunity to learn from complaints to help us get things right next time. In addition to resolving the individual complaints, we keep thorough records and take action across our services, where necessary.

This year, we expanded the data we collected to give us a more comprehensive picture and assist us with preventing future complaints. Information compiled now includes:

- the source of the complaint
- the demographics linked to the complainant
- the nature of the complaint
- the support needs of the complainant
- the stage the complaint reached
- whether the complaint was dealt with on time
- the satisfaction of the complainant
- the housing type
- learning points.

In 2021/22, Transform handled a total of 23 formal complaints (2021:18). No complaints were referred to the Housing Ombudsman during the year. This number of reported complaints is approximately in line with the past two years.

Of the 23 complaints recorded, more than half (14) were made by clients, 21 were dealt with at stage one of the complaints process and two were raised to stage two. Among the 23 complainants, 19 were satisfied with the outcome of their complaint, with four outstanding.

Similarly, to 2020/21, more than half the complaints related to noise and/or anti-social behaviour. We believe this is due to several reasons including a rise in issues stemming from pandemic challenges, the increasing cost of living and other social and economic factors.

Transform is considering all learning points arising from complaints and is working closely with colleagues, clients and community partners to carry out actions to reduce and mitigate future complaints.





Transforming a life: David's story

Before I came to Transform life was pretty bad. I was homeless and living in a B&B, and I'd been in and out of hospital with mental health issues quite a few times. My social worker tried to find me somewhere to live and eventually a place became available at Transform.

It was great to have my own space, but I'd never lived on my own before so it was quite challenging. My keyworker taught me some important life skills like cleaning and cooking as well as giving me emotional support when my head was all over the place. I started to understand my own negative behaviours and it was then I knew I really had to change.

I've changed my attitude about things now which is really positive. There are still things I can't do on my own, but now I'll give it a go and if it really is impossible I know when to ask for help. I have gained so much from my time with Transform and when I decided to move on I knew it was the right decision. Without Transform I wouldn't have gone anywhere.

Although I have now moved on from Transform I am still a member of the Client Forum. The Client Forum is where clients and staff meet to discuss issues and get client input. Transform is a very inclusive organisation. I've never known anywhere take the opinions of their clients so strongly. We do have quite a bit of influence on the organisation, we are clients but we are listened to.

One of the big things I will take away from my time at Transform is what I have achieved from being part of the group. It has been very empowering for me. I was making improvements personally but it's also really nice to help other people and kind of shape the organisation that's helped me.

“
Transform is a very
inclusive organisation.
I've never known
anywhere take the
opinions of their
clients so strongly.

”

David

Providing the client's voice

I've been one of the two new members with lived experience who participate in the Board's Client Experience & Impact Committee. My involvement on the group is probably both normal and extraordinary in equal measure. On one hand I feel equal to the other members of the committee, I perform roughly the same role; scrutinising and evaluating policies and procedures.

On the other hand my involvement is unique due to my background as a former client. It means I can bring a slightly different perspective to the discussion but probably more importantly it shows Transform's desire to improve with a client lead focus.

The reason I've stayed involved with Transform is because I know there's a good chance my input, scrutiny and suggestions are actually changing the lives of current and future clients. There are some organisations that I have helped where just getting the people to break from tradition and accept common sense is a struggle but I can very honestly say Transform is not one of them.

“

It has been very empowering for me... it's also really nice to help other people and kind of shape the organisation that's helped me.

”

David



David (pictured right with a Transform colleague) spoke at our colleague celebration event in 2022



Health and safety

Approach

During the year 2021/22, Transform has been diligent in ensuring that clients have been living in safe and secure homes and that colleagues have been safe at their places of work.

We have aligned our health and safety policy, our statement of intent and our overall approach to safety management to the **Health and Safety Executive's Guidance HSG65 'Managing for Health and Safety'**.

Our aim is to continue to deliver effective health and safety leadership – with trustees, the Senior Leadership Team and managers – and to then ensure this is being disseminated as a golden thread running through the organisation.

Transform established a dedicated Head of Health & Safety role in support of our commitment to providing healthy living and working environments for clients and colleagues.

Key health and safety actions and achievements during 2021/22

- Delivered improvements and actions recommended in the independent review of Landlord and Occupational Health & Safety commissioned last year by the Executive Team and carried out by Housing Health and Safety Compliance UK.
- Further strengthened data quality and record keeping.
- Commissioned Rand Associates to undertake a full stock condition survey.
- Delivered and maintained excellent results against key health and safety performance indicators.
- Members of the Executive, Senior Leadership Team and several trustees attended an Institution of Occupational Safety and Health (IOSH) training course – Leading Safely and IOSH Managing Safely training is being rolled out to other managers across the organisation during 2022.

During 2021/22, there were no breaches of any of our statutory obligations, no fire incidents and no disrepair claims presented or settled. In addition, no enforcement action or notices were served on Transform by the Health & Safety Executive, any environmental health department or fire authority.

Training

Transform has a comprehensive plan for all colleagues which, in addition to role-specific training, also includes mandatory online health and safety training by leading UK experts Workrite.

“

I trust Transform completely because they always do what they say they will.

”

Transform client

Colleague wellbeing

This year, Transform received a grant from the Community Foundation for Surrey to appoint a Wellbeing Lead to build on and expand our colleague wellbeing programme. Our Health & Wellbeing Group has overseen a staff wellbeing survey. The findings and results from the survey have shaped our Wellbeing action plan.

Resources and training

During the past year, we have continued to develop high-quality wellbeing materials on our staff intranet, Milo, providing more content on physical, mental and financial wellbeing.

Financial wellbeing support is especially important in light of the cost-of-living challenges currently being faced by all UK employees. As part of our commitment to supporting colleagues with managing their personal finances, Transform has developed additional resources and run information sessions.

Colleague wellbeing survey

Purpose

The purpose of the survey was to review wellbeing at Transform, to understand areas of improvement and, ultimately, to shape our future approach and action plan. Our ongoing goal is for Transform to be recognised as a great place to work with colleague wellbeing at the heart of this.

Methods

The survey was carried out using the following methods:

- Virtual roundtable, open discussions with colleagues from all departments of Transform.
- Assessing the current policies, programmes, benefits, Employee Assistance Programme and wellbeing initiatives.
- In-person workshops.
- Individual evaluation by every Transform colleague through a bespoke and inclusive survey.

Findings

What our colleagues say we do well:

- Provide a wealth of high-quality wellbeing resources.
- Colleagues welcomed the award of an annual wellbeing day.
- 90% of Transform colleagues say their work has brought them joy.
- 74% say they can influence decisions that are important in their work.
- 80% feel their line managers put them first and care about their health and wellbeing.
- 81% feel encouraged to talk to line managers about their own personal mental health.

Areas for improvement:

- Expand the financial wellbeing resources provided for colleagues – especially during a time when economic factors such as higher inflation and fuel prices are increasing the cost of living for staff.
- Provide additional support for mental health and stress.
- Further improve engagement through strengthened staff communications and informing colleagues about the resources available.

Actions arising from the survey:

- Introduce a one-day pro rata wellbeing day per year as a permanent benefit to all colleagues.
- Review and raise the profile and activity of the Health & Wellbeing group with members receiving training to become wellbeing champions and lead/support wellbeing activity.
- Engage line managers in actively encouraging good wellbeing practices.
- Create and roll out a wellbeing calendar highlighting topics/discussions and activities to be covered throughout the year.
- Create and implement a comprehensive wellbeing communications plan.

Key EDI actions during 2021/22

- A new EDI strategy, policy statement and action plan have been developed.
- More comprehensive diversity data has been requested from all colleagues providing insights on all aspects relating to colleagues and trustees.
- Transform joined the Housing Diversity Network and colleagues have been making good use of the network for training, information and awareness.
- EDI is being systematically integrated within the leadership development programme delivered during 2021/22 and training has been strengthened and expanded.
- EDI principles were integral to the design of the new client engagement strategy.

Equality, diversity and inclusion

Equality, diversity and inclusion (EDI) are integral to our social values as a supported housing provider, a developer of homes, an employer and a partner. EDI is also central to delivering our purpose of supporting clients to live independently.

We are firmly and genuinely committed to promoting equality and we value the diversity of all individuals and organisations we work with including clients, colleagues and partners. We also know that inclusion is fundamental to the positive delivery of our services to clients both currently and in the future.

We are working determinedly to embed EDI across Transform by focusing on understanding and addressing the needs of all our stakeholders – in particular clients and colleagues – see EDI strategy summary below.

The Board holds overall accountability for EDI at Transform. This includes reviewing our performance against legal and regulatory requirements and ensuring services are accessible and meet individual needs. The Executive Team provides leadership and drives activity forward. All Transform colleagues are responsible for understanding our EDI policy and applying commitments and behaviours during their working hours.

Transform's EDI strategy summary

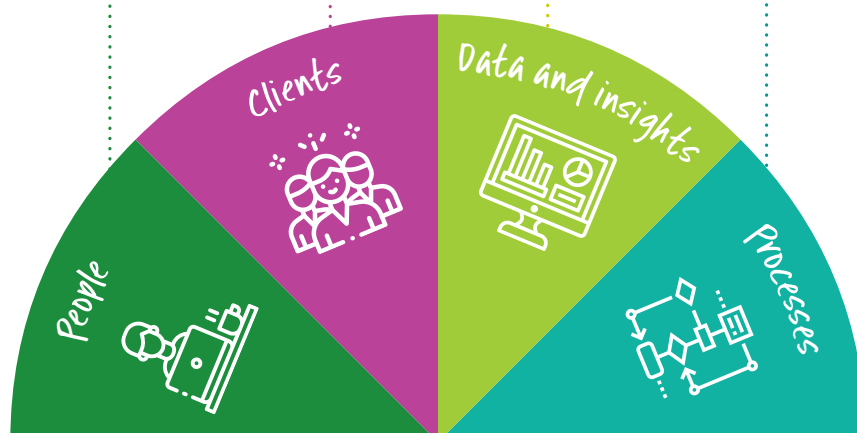
From the Board to all levels across Transform we will aim to reflect the communities we serve.

Transform's culture actively promotes equality, values diversity and encourage inclusion.

We will deliver fair access, excellence and quality of outcomes for all people using our services.

We will collect and regularly collate and monitor our data using this as feedback to understand our strengths and challenges, to shape our actions and review our progress.

Our processes will promote equality, value diversity and encourage inclusion addressing barriers and bias.



Sustainability

Transform is committed to reducing carbon emissions in our offices and clients' homes. We have achieved an average energy efficiency rating at Energy Performance Certificate (EPC) Band C.

To achieve the Government's sustainability targets for social housing, we aim to have all our properties at EPC Band C by 2030 and at net zero carbon by 2050. As well as helping to address climate change and protect the planet, there are significant benefits to clients from living in energy-efficient homes.

These targets require a significant capital commitment both for retrofitting existing properties and for ensuring new developments meet these standards. These commitments are factored into our asset management strategy and long-term business plan.

During the stock condition survey carried out last year, it was noted that:

- 97% of Transform sheltered housing flats are achieving EPC Band C or above
- 32% of properties with multiple occupancy are achieving EPC Band C or above
- 78% of independent living (move-on) properties are achieving EPC Band C or above.

Work has begun to scope out and design our sustainability strategy so it is aligned with the Sustainability Reporting Standard for Social Housing.

Our headline sustainability objectives include:

- Reducing the carbon footprint of housing stock to achieve net zero.
- Reducing our operations' carbon output.
- Prioritising improvements for properties with poor energy efficiency ratings.
- Designing measures and finding the best solutions to improve the thermal performance and energy efficiency of our buildings for the benefit of clients.
- Promoting smart metering and energy saving to reduce consumption.
- Assessing environmental impacts.
- Supporting sustainability awareness and training.



Financial overview



- £7.5m Social housing lettings
- £2.9m Housing-related support
- £222k Charitable donations and other income

Despite a number of challenges this year, we have continued to focus on ensuring our financial performance supports the delivery of excellent services to clients. In common with other UK organisations, Transform has been affected during 2021/22 by the operating environment and uncertain economy. This impact has been exacerbated by a number of factors including increased fire and safety regulatory costs, continued planned investment in asset management and IT infrastructure and higher operational staff costs generated by Covid-management activities. These have increased our overall management and planned maintenance costs for this year.

However, drawing on our strong track record and financial stability, we have successfully navigated these challenges to achieve a turnover of £10.6m (2021: £12.2m²) and operating costs of £10.3m (2021: £11.3m²). This gives us an underlying operating surplus of £255,000 (2021: £880,000²).

Financial summary	2022	2021 ²
Turnover	£10.6m	£12.2m
Operating costs	£10.3m	£11.3m
Underlying operating surplus	£255k	£880k

Income statement for year ending 31 March 2022	2022 total £000s	As restated 2021 total ² £000s
Turnover	10,570	12,206
Operating expenditure	(10,315)	(11,326)
Underlying operating surplus	255	880
Gain on disposal of housing properties	211	100
Donation of RQHA/WVHA net assets	684	3,577
Operating surplus/(deficit)	1,150	4,557
Surplus from sale of care services	-	98
Interest receivable	5	3
Interest and other financing costs	(412)	(395)
Surplus for the year	743	4,263
Other comprehensive income		
Actuarial (loss) in respect of pension scheme	(81)	(131)
Total comprehensive income for the year	662	4,132

¹ SHPS DB liability is the shortfall of the value of the assets in the scheme once the costs of administering it have been taken into account.

² All figures restated. During the year, it was discovered that certain rent increases had been incorrectly applied with the result that for certain properties, excess rents were charged from 1 April 2018. Transform agreed to cover the cost of the excess tax claims and these items were treated as prior year adjustments.

“
I trust Transform completely because they always do what they say they will.
”
Transform client

Asset management, maintenance and repairs

Previous year's figures in brackets

Home improvements

In 2021/22 we spent £2.0m (£2.0m) on maintaining our properties (revenue and capital maintenance) including:

- refurbishing 107 flats prior to occupation by new clients
- refurbishing 109 rooms in shared accommodation prior to occupation by new clients
- replacing and updating 15 bathrooms
- replacing and updating 16 kitchens
- replacing and updating boilers for 36 homes
- replacing entrance doors on 100 flats with new fire doors
- taking over responsibility for delivering grounds maintenance services (previously outsourced to a private contractor).

Responsive repairs

During the year we completed 5,150 responsive repairs (4,030) of which 72% (74%) were delivered by our in-house maintenance team.

Despite the challenges presented by Covid lockdown periods and shortages of some materials, more than 95% (94%) of responsive repairs were completed within target.

Repair type	Target	Completed within target
Emergency – within 24 hours	100%	96% (94%)
Urgent – within five working days	95%	96% (96%)
Essential – within 20 working days	97%	98% (98%)
Routine – within 30 working days	97%	95% (97%)

Decent Homes Standard

Of our 935 homes, 17 did not comply with the Decent Homes Standard. All 17 are unoccupied and are waiting redevelopment or disposal.



The Decent Homes Standard is a technical standard for public housing introduced by the United Kingdom Government.

Future plans - strategic objectives 2021-24

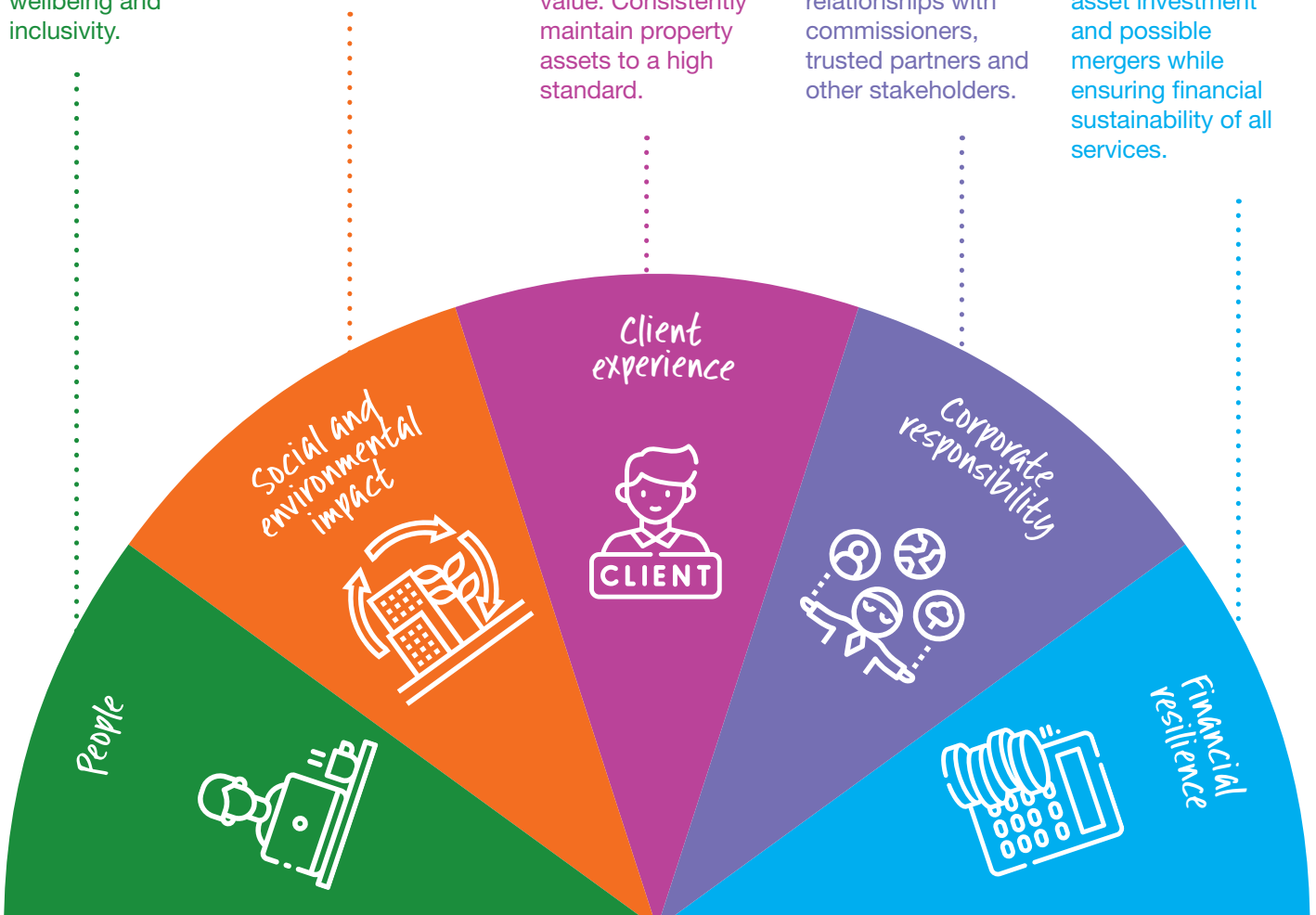
Further build colleague engagement, embed inspiring leadership approaches that align with outstanding client outcomes and focus on colleague wellbeing and inclusivity.

Use our resources and partnerships to create positive social and environmental impact, including implementing measures to fully understand this impact.

Improve, innovate and develop housing and support services, increase the volume and diversity of client engagement and use technology wherever it can add value. Consistently maintain property assets to a high standard.

Continue to focus on quality and compliance and be proactive in communicating positive outcomes. Increase our reputation by building on relationships with commissioners, trusted partners and other stakeholders.

Invest in new housing supply and ensure all existing assets are fit for purpose, financially viable and relevant. Extend our operating footprint, monitor opportunities for asset investment and possible mergers while ensuring financial sustainability of all services.





What Transform trustees say

We asked our trustees what it is like to be on Transform's Board. Here are some of their responses:



Jane Bolton

Jane has been a Transform trustee for eight years. When asked to think of three words to describe the organisation, she said: "The words I've come up with relatively quickly are 'inspired', 'humble' and 'proud'."

"I'm inspired by the stories of our clients and by the devotion of colleagues. I feel humble because when I hear the stories and experiences of many clients, there is the realisation that any one of us could, at any time, have some kind of crisis in our life that could put us in a similar situation. Finally, just to have been a small part of an organisation that does so much good for so many people makes me incredibly proud."



Chris Deacon

Speaking as he entered his final year as a Transform trustee, Chris reflected on the past eight years which he said he had found very rewarding. "It has been wonderful to be able to use my skills to do something of real value," he explained. "We are a focused and very engaged Board and we allow accountability to lie directly with the Chief Executive and his team. This ensures we don't get involved in detail but are instead able to take the right level of interest and provide support and guidance where needed."

The Board and Executive team had both become even more ambitious and focused during the past year, he added. "We believe Transform has a great future and we know where we need to continue to target our efforts to make that happen, which I believe is a great strength – so all power to Transform, I say."



Natalia Kolotneva

Natalia joined the Transform Board in July 2021. Since that time what had struck her most about the organisation was the care and commitment shown by all colleagues, she said.

"Three months after I became a trustee I made a site visit to some of Transform's sheltered accommodation for older clients in Reigate," she added. "The team on site was not only creating a safe and secure environment for vulnerable clients but also encouraging them to live independently while trying to tackle the issues of isolation loneliness which is such a critical issue in the current post-pandemic world."

She had also been impressed by the true dedication of the Transform leadership team and her fellow trustees, Natalia said. "Together we are overseeing an efficient, sustainable and well-governed organisation. We are here because we care about communities, clients and Transform as an organisation."

Transform people

The Board of trustees

Chair

Mark Austen FCMA, Chair

Deputy Chair and Senior Independent Director

Oliver Smedley FCMA, Deputy Chair

Jane Bolton BA (Hons) FCIH
(retired September 2022)

Julie Bradley

Chris Deacon BSc (Hons) MSc
(retired September 2022)

Sanjay Gulati
(appointed July 2022)

Natalia Kolotneva MSc MRICS

Paul Rees MA FCA

Michael Ryan

Alec Sanderson CDir CIPF CEng FIoD FBCS
(appointed December 2022)

Katie Wadey

Committees

Client Experience & Impact

Chair: Katie Wadey

Development & Asset Management

Chair: Natalia Kolotneva

Finance & Audit

Chair: Paul Rees

Nominations

Chair: Mark Austen

People

Chair: Julie Bradley

Executive team

Chief Executive

Lawrence Santcross

Director of Asset Management & Capital Development

Michael O'Brien

Director of Client Services

Adele Duncan

Director of Finance & Resources

Ratna Sukumaran
(to April 2022)

Interim Director of Finance

Edith Parker
(April-August 2022)

Director of Finance

Amanda Soobrayan
(appointed August 2022)

Director of People

Simone Bartley
(redesignated as Director of Corporate Services from
March 2022)

Head of External Affairs & Communications

Anita Gupta

Head of Governance & Assurance

Mandy Arnold
(From February 2022)

PA to Chief Executive

Caroline Felton
(redesignated as Executive Assistant From May 2022)

Advisors

External auditors

CLA Evelyn Partners Limited
(formerly Nexia Smith & Williamson)

Internal auditors

RSM UK (appointed August 2022)
TIAA Ltd (to August 2022)

Bankers

Barclays Bank PLC Ltd

Solicitors

Devonshires

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