



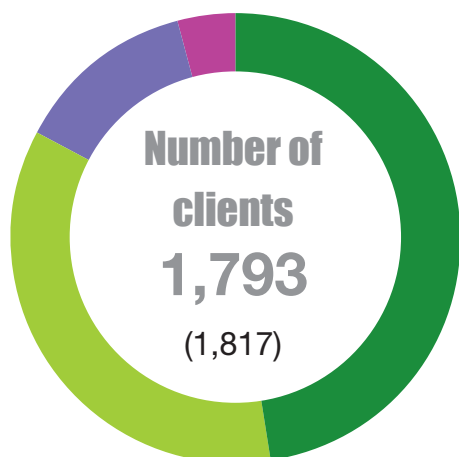
Annual Review 2023

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Highlights, facts and figures 2022/23

Previous year's figures in brackets



Housing and support	856 (810)
Floating support ¹	631 (665)
Housing management only	236 (258)
Sheltered housing	70 (68)
Cabins	0 (16)

Client outcomes

89.6% of clients who moved on did so in a positive, planned way (89.1%)



Client satisfaction

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



Transform people

131 Average number of colleagues (headcount) (137)



Units of accommodation

941
(935)



Financial performance

Underlying operating margin

8.7%
(2.4%)



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



Chief Executive overview

I am delighted to report that Transform has experienced another successful year. We have risen to the current economic and post-pandemic challenges to support nearly 1,800 clients with their journeys towards independence.

Transform turns 50

2022 marked a historic milestone as we commemorated Transform's 50th anniversary. Since 1972 we've played a critical role in the stories of more than 30,000 people, enabling them to turn their lives round and achieve their ambitions.

To honour some of the colleagues and clients who make up Transform's historical tapestry, we arranged celebrations within our services where we shared stories and acknowledged the progress clients have made. A special celebration event for colleagues also allowed us to express gratitude for their unwavering dedication – whether on the frontline supporting clients or in central office support functions. Once again, my sincerest thanks go to our colleagues for their exceptional service.

A spectacular Gala evening, attended by our Royal Patron, HRH The Duchess of Edinburgh, raised over £67,000 before costs. It was not just a celebration but an expression of our deepest appreciation for those instrumental in supporting Transform. I would also like to take this opportunity to thank our trustees, donors and partners – without whom we could not transform the lives of so many who have been overlooked, neglected or abandoned on the fringes of society.

Highlights from 2022/23

Touching on a few of the achievements we can take pride in this year, we enhanced our digital capabilities, introducing a new repairs messaging service for clients, upgraded our website, significantly improved management information data and strengthened IT security.

Construction commenced on our first modular development, consisting of eight flats for young people and single parents, to be named Mitchell Place after my predecessor Paul Mitchell who gave so much to Transform during his 20+ years as CEO. This scheme was made possible with £1.2m support from a number of partner organisations and funders, including Homes England and local councils, as well as generous donations from charity foundations including The Wolfson Foundation and The Peter Harrison Foundation.

This year, we received £35,000 from Surrey County Council's Household Relief Fund, allowing us to provide much needed assistance for people experiencing severe financial hardships. Transform successfully renewed its drop-in service contract in Wokingham and its recovery housing contract with Surrey County Council.

In 2022/23, we thanked and said goodbye to two longstanding retiring trustees, Jane Bolton and Chris Deacon, and welcomed two members to our Board – Sanjay Gulati and Alec Sanderson.

“

It remains a privilege and an honour to lead an organisation that not only provides homes but also empowers individuals to rebuild their lives.

Lawrence Santcross

”

Transform also gained two new committee members with lived experience, joining the Client Experience & Impact Committee. For the second consecutive year, Transform was shortlisted for a UK Housing Award in the 'Best Supported Housing Landlord' category.

As we turn the page on our 50th year, we acknowledge our accomplishments but recognise the ongoing need for support for thousands of individuals so we are steadfast in our commitment to achieving an even more significant impact in the future.

Future plans

Looking ahead, our focus on development and growth continues. We will open Mitchell Place and we are completing a merger with a small Dorking-based supported housing provider, transferring three buildings with nine units of social housing. This consolidates and strengthens our presence in the Dorking area and will mark our third merger since 2020.

While we are still keen to explore growth opportunities, challenges such as the cost-of-living crisis and changes in government policy pose constraints. The economic environment and competing priorities, including the need for environmental sustainability and information management system upgrades, are likely to limit our ability for organic growth in the short to medium-term.

Addressing new regulatory requirements is also a priority, considering incidents such as Grenfell, issues with supported housing landlords, concerns over accommodation for looked-after children, and environmental pollution. Compliance with these regulations, alongside other improvement work, will be a significant focus to ensure we continue delivering excellent services to clients.

Principally, we need to invest heavily in our property portfolio to meet environmental sustainability requirements, as well as ensuring that all properties are fit for the future, including meeting new Decent Homes standards and building safety requirements.

Getting to net zero is a huge endeavour, the size and complexity of which can't be underestimated. This is a piece of work which will occupy us for many years to come.

In conclusion, as we navigate the evolving landscape, the continued support we receive on Transform's journey is invaluable. We will collaborate with colleagues, trustees, donors, and supporters to continue to help build a society where secure and affordable homes are accessible to everyone.

From a personal perspective, it remains a privilege and an honour to lead an organisation that not only provides homes but also empowers individuals to rebuild their lives.



Lawrence Santcross
Chief Executive

Key strategic achievements – 2022/23

Previous year's figures in brackets

Clients

- Provided support for 1,793 individuals (1,817).
- 89.6% of clients who moved on from our services did so in a planned way (89.1%).
- Secured a grant of £77,000 from Surrey County Council for two specialist harm reduction workers to improve outcomes for people with mental health and/or alcohol misuse issues.
- Appointed two people with lived experience to the Client Experience & Impact Committee.
- Secured a place on Surrey County Council's approved provider list for learning disability services.



People

- Completed a comprehensive review of Transform's pay and benefits including:
 - switching to a new group pension plan providing better benefits for colleagues, following a pension review
 - implementing all recommendations from our triennial salary benchmarking review
 - launching a new benefits platform.
- Expanded mental health support for colleagues including in-person counselling and trained mental health first aiders.
- Developed a staff charter highlighting what colleagues and Transform can expect from each other.



Growth and funding

- Purchased eight flats under the Rough Sleeping Accommodation Programme.
- Secured over £1.2 million in funding from local authorities, Homes England and charity foundations including The Wolfson Foundation and The Peter Harrison Foundation for Transform's first modular development.
- Began construction on Transform's first modular development, to be named after former Chief Executive Paul Mitchell.
- Secured £35,000 grant from Surrey County Council's Household Relief Fund to distribute to clients.
- Successfully retained the Wokingham Borough Council contract for Transform's drop-in services and the recovery housing contract with Surrey County Council.
- Fundraised £195,000 including £67,000 (before costs) from the 50th Anniversary Gala evening.



Transform wide

- Shortlisted for the second year running in the 'Best Supported Housing Landlord' category of the UK Housing Awards.
- Further enhanced digital infrastructure and systems.
- Celebrated our 50th anniversary with clients and colleagues at successful events throughout the year.





Client engagement

Client engagement strategy

Our primary focus during 2022/23 has been on rolling out the second year of our Client Engagement Strategy with active input from Transform clients.

Strategy implementation

The 2022/23 Client Engagement Strategy activities have centred on:

- **Positive and influential engagement:** actively engaging with clients to ensure their voices play a pivotal role in shaping our decision-making processes. This has included two individuals with lived experience successfully providing proactive input as members of the Client Engagement and Impact Committee of Transform's Board.

In addition, Transform's Client Forum has this year been involved in effecting change by providing input to strategies and policies, contributing to an upgrade of the Transform website, assisting with a review of our on-call service, advising on ways to tackle the cost-of-living crisis, reviewing management information data and taking an active part in our 50th anniversary events.

- **Continuous service enhancement:** facilitating ongoing improvement in our services, fostering a dynamic and effective approach to better meet the evolving needs and aspirations of our clients.
- **Best practice implementation:** ensuring the delivery of best practices in client engagement, aligning with industry standards and regulatory requirements.

“

I find the staff very supportive, understanding and extremely helpful. They actually listen to me.

Transform Client

”

Client Forum

One of the key purposes of the Client Forum is to empower clients by ensuring they have a voice which genuinely influences decisions within Transform. It provides a wide variety of opportunities for clients and colleagues to be involved to ensure that client involvement is fully inclusive for those who access Transform services.

During 2022/23 the group has been involved in things like reviewing and influencing policies and feeding back on new procedures and activities. One member has even had an article published on the Money Saving Expert website.

Effecting change

Client Forum activities have included:

- co-produced and finalised the client engagement strategy
- involved in refreshing and updating the lettable standard with the asset management team
- provided input to the new fundraising policy
- reviewed content and functionality for the Client Hub section of the revamped Transform Website
- provided feedback for the new on-call service procedures
- discussed cost of living, inflation and rent increases and provided suggestions on what Transform can do.

Data review

Activities have included:

- discussed complaints data
- provided input and piloted the new Client Satisfaction Survey.

Organisation involvement

Activities have included:

- Client Forum members attended 50th Anniversary events including celebrations in the services and the Gala Evening
- feedback was provided by two of the Client Forum members who have taken up a role on the Client Experience and Impact Committee (CEIC).

Documents

Activities have included:

- provided input and guidance for the new hoarding policy
- supported the development of a new safeguarding leaflet for clients.
- helped produce guidance on damp, mould and condensation and preparing for black outs
- provided input for the new training modules for clients on starting and maintaining a tenancy, food waste and eating well.

“
Transform, the proactive transformer and believer that all lives can be transformed.”

Sonia

“
I work on the basis that if something is worrying me, or might be an issue for me in the future, then it is likely to be worrying other clients too.
So I like to research information about topics that might be of use to the Client Forum.”

Rachel

“
Being part of the Client Forum is a chance to be involved in helping Transform help you better!”

Simon



TLF are leading UK specialists in customer experience measurement and research, with a proven track record of improving organisations' customer satisfaction and loyalty.

Feedback – client satisfaction

In 2022, in line with our ongoing commitment to continually improve services to clients, we teamed up with top customer experience and research group The Leadership Factor Research (TLF) to design a more comprehensive client satisfaction survey.

TLF talked in detail with a number of Transform clients to find out what mattered most to them. Based on this feedback they created a new survey which we hope will help us better understand clients in order to meet their needs more effectively.

Client Satisfaction Survey Summary

Research methods:

TLF conducted a two-part study:

1. They had in-depth phone chats with some clients to understand their needs.
2. They then sent out an online survey via email and text messages, receiving 134 responses. This survey aimed to identify what clients value most and what they're happy or unhappy about.

Key findings:

Overall satisfaction: the survey identified an 83.7% average score, with nearly two-thirds rating us 9 or 10 out of 10. 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 us: we achieved an average score of 8.8 out of 10, placing us in the top quartile when benchmarked against other organisations surveyed by TLF.

Trust: Transform secured an average score of 8.7 out of 10, for this measure with 71.4% giving us 9 or 10 out of 10 (this measure is not benchmarked by TLF).

What clients value the most: clients value safety, security, and helpfulness above other satisfaction measures

Areas for improvement:

Clients are most satisfied with Transform colleagues' helpfulness and least satisfied with the speed of completing repairs.

We need to focus on improving safety and security, handling repairs effectively and resolving repairs faster.

Note: We can't compare this year's results with previous years due to changes in the survey method.

Transforming a life: Ian's story

I have a history of cocaine and alcohol which progressively got worse over my 17-year addiction. My mother was an alcoholic and one of my siblings is too. I was also diagnosed with ADHD at the age of 10.

When I was 18, I began working in a pub. I started drinking because everyone else was doing it and it was a way of socialising – I'd never really had friends as a child as I was an odd one out. During the following years, cocaine was added to the alcohol. On many occasions I applied to rehab but I was just doing it to get people off my back so I'd cancel it and never actually go.

At one point, six years ago, I was staying at a Transform facility, but it didn't end well. What I did when I left there was disgusting – I threw oil around the kitchen, I cut wires, I left it in a complete state. I was battling mental health problems at the time and was suicidal.

After the first Covid lockdown, I was hitting the cocaine hard and I tried to take my life – it was the second time. I'd be sniffing cocaine for seven days straight plus drinking excessively until I passed out, hoping I wouldn't wake up. At around this time, a new Christian friend brought faith into my life – but I wasn't yet ready to change.

I went back to my parents but I didn't want to be alive so I put every pill I could find in the house into a bowl and swallowed them all. The next thing I remember is waking up shaking among broken glass. My father had to pick me up and put me on the sofa. What father has to do that for his grown-up child – take him to the toilet and clean his wounds? It was a huge wake-up call and I finally went to rehab where I stayed for three months but at that point, because of my ADHD, they couldn't offer me any more support.

So that's when I contacted Transform. I wrote a letter expressing my sincere apology for my previous behaviour and miraculously they let me in so I moved into a Transform dry and drug-free property in May 2021. I live with a number of other people in a comfortable house with a lovely garden.

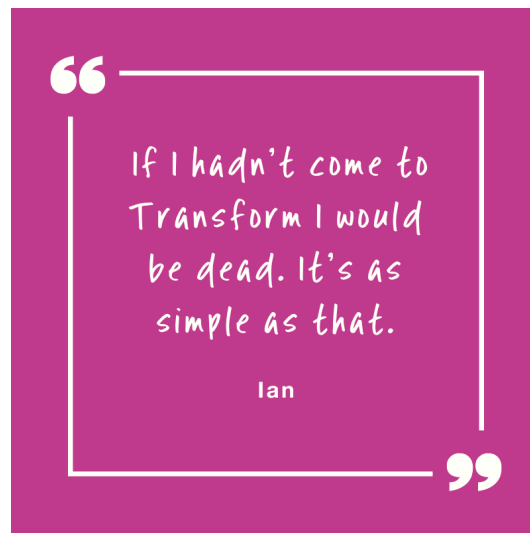
We each have a keyworker, which is how I came into Beverley's life – she drew the short straw! She's had to go with me to lots of hospitals because my addiction has had medical consequences. I have lost 90% of the inside of my nose, I have a hole in my palate and foot problems. I've been persecuted by doctors because of my past addiction but Beverley is always right beside me, picking me up and without that support, I would have given up. She goes above and beyond, everyone at Transform does. They care.

Our keyworkers are critical. Poor Beverley's phone never stops! It's about their listening, guidance and truthfulness. Beverley is a caring, wonderful person and I tell her all the time what a blessing she is. This is also where my faith has come in, because, alongside Bev, it has helped me build a life that's not about money or material things, but about love from true people.

I've learnt how to change my addictive behaviour patterns and there's no money I could ever give to Transform to thank them for what they've done for me – I have been clean for three years now. After how I behaved before, anyone else would have said: "Sorry mate, you don't deserve a second chance!" but they didn't. They provide hope when there is none and they don't just give people 'a' chance, they give them multiple chances.

Today, my foundation is strong thanks to Transform and my faith. I've had situations where I've been around cocaine or alcohol but have not been tempted. The next step will be to move to a smaller place with less support. I'm also hoping to have surgeries on my nose and feet, plus get some mental health help.

I want to give back so I currently volunteer at the British Heart Foundation and, after my surgery, I'll be looking for paid work. In five years' time I'd like to be helping people with addiction and mental health challenges. Three words to describe Transform for me? Life over addiction. That's what they have given me, a life. If I hadn't come to Transform I would be dead. It's as simple as that.





Ian's Keyworker – Beverley

I did know of Ian when he was at his previous Transform place. I wasn't his keyworker then, but I was aware of his past experience with us so yes, I did think, wow, this will be a challenge.

There was quite a lot of chaos when Ian first came here so we had to prioritise what needed to be dealt with first. It's been a bit of a roller coaster but the marvellous thing about Ian is that he puts in an awful lot of effort and yes, we have some difficult conversations sometimes, but he's very proactive.

With Ian I know I can go into a meeting with a professional with him and be confident about fighting for him because he's committed in his recovery and moving forward in his life. We've had some medical specialists who we've had to battle to take him on – they're reluctant to help as they feel he has done this to himself.

Sometimes I've had to slow Ian down a bit. It's like having a helium balloon or an eager puppy! It's about consistency, though. Everybody's different. We work with a lot of people with ADHD and you can think you've got an idea of what it's like, but it's different for everyone so we've just got to be very accepting.

Ian is good, he doesn't cancel his sessions with me and I know I need to show up every week too. He has sometimes said, "I've got nothing to talk about" but before you know it we've sat there for an hour and a half! That face-to-face contact really is fundamental.

I think the great thing is that during the journey that you go on with clients like Ian, you learn a lot yourself and it's amazing to see how far they've come. When they move on, you're so proud of how they have developed and changed their lives. It is amazing to witness and to be a part of that. I definitely feel I learn from the clients as much as they do from me.

I can honestly say that Ian has done everything he possibly can to turn his life around. He's made massive changes which is critical with addiction. You've got to change the behaviours you acquired as an addict because if you don't tackle them, you are likely to use/drink again.

I'd say Ian has a bright future ahead of him.

“

I'd say Ian has a bright future ahead of him.

Beverley, Ian's Keyworker

”

Complaints

Our commitment to complaint handling excellence

Transform recognises the value of feedback so we view complaints not only as opportunities to address individual concerns but also as invaluable insights to help us enhance our services. We are actively collaborating with colleagues, clients and community partners to implement actions aimed at reducing and mitigating future complaints.

Our dedication to improvement underscores our pledge to provide excellent services and address concerns with diligence and responsiveness.

In our commitment to transparency and continuous improvement, we conduct an annual self-assessment of our complaints policy in accordance with the Housing Ombudsman Service's Complaint Handling Code. We are pleased to report that for 2022/23, we have maintained full compliance with the Code.

Number and types of complaints received and who made the complaints

In 2022/23, Transform received a total of 17 formal complaints which was down from 23 in 2021/22. None of the complaints necessitated referral to the Housing Ombudsman.

Notably, despite operational challenges for teams, we observed a decrease in the number of complaints. Of the complaints received, six related to anti-social behaviour and nine to property issues – such as the condition of communal areas or problems with boilers. The remaining two complaints related to multiple issues.



Transform client/former clients	8
Neighbour	4
Family of Transform client	3
Professional/agency	2

“
They're always
trying their
hardest to make
their service
better.

Transform Client

Effective handling of complaints at a local level

We attribute the reduction of complaints to the effective management of potential client complaints at a local level, preventing unnecessary escalations to more formal procedures. However, external complaints always undergo the full, comprehensive complaints procedure until they are resolved.

Successful resolution and ongoing engagement

Of the 17 complaints, all but two have been successfully resolved. For the remaining two, ongoing communication with the complainants is in progress to ensure a satisfactory resolution for all parties involved.

Learning points

Transform is committed to implementing all learning points derived from complaints. For each complaint received the team concerned has considered if there were any action points which could be undertaken to prevent similar future complaints.

Learning points for 2022/23 included:

- Measures to reduce potential anti-social behaviour (ASB) such as ensuring clients don't congregate in numbers outside properties and closer monitoring of ASB at one site.
- Instigating more regular communications with clients, including alerting them to rent statement delays and keeping them updated on repairs progress and response times.
- Keeping a closer eye on the upkeep of bins at one property.
- Closer monitoring of the pest control contract to ensure monthly attendance as per their agreement.
- Reviewing the on-call processes in one team.



“

I trust Transform because they have been there when I've needed them.

Transform Client

”



Colleague wellbeing

Transform has continued to prioritise colleague wellbeing during the past year, with financial wellbeing support having been a particular focus during the ongoing cost-of-living crisis. In light of this, Transform has developed additional resources and run new information sessions as well as continuing to develop high-quality wellbeing materials on our staff intranet.

Major wellbeing activity for colleagues in 2022/23 has included:

- carrying out a review of the Transform pension schemes and recommending a new supplier and pension scheme to the Board
- agreeing and recommending a cost-of-living payment to all colleagues
- endorsing salary benchmarking proposals
- implementing wellbeing activity including financial wellbeing seminars, mental health first aider training and new menopause training.

Health & Wellbeing Group

Our Health & Wellbeing Group, which was established in 2020, aims to drive a positive and proactive culture of wellbeing and to empower staff to make healthy lifestyle choices. The group has overseen significant activity this year aimed at supporting colleagues with their mental, physical and financial wellbeing.

Awareness campaigns focused on different wellbeing topics were publicised on Milo, with webinars for staff to join including:

- Financial wellbeing – through a series of online webinars
- Stress awareness
- Suicide awareness
- Self-care awareness
- Men's Health awareness
- Targeted training was set up – Mixed Mental Arts and Mental Health First Aid courses were offered to staff – and training on menopause is planned for 2023.

In addition the My Benefits savings and discounts platform was replaced by Vivup in September 2022. This platform includes opportunities for people to make their own savings on spending tailored to their needs and interests, as well as providing a section for support, health and wellbeing.

The Cycle to Work scheme was also set up, which offers savings on bikes and accessories. Members of the group also helped to plan and arrange the Colleague Celebration in October 2022 – with quizzes, information sharing and awards.

“

There is a feel good factor from working for an organisation that really cares about its clients and staff.

Transform colleague,
quote from Glassdoor

”

Health and safety

Summary

It is of critical importance to Transform that we maintain a safe and healthy environment for clients, colleagues and all others involved in our operations.

To this end, 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 'Managing for Health and Safety' (HSG65).

Throughout the year 2022/23, we have focused on identifying and mitigating risks, implementing robust protocols and promoting a culture of safety.

Through training and awareness, as well as adapting to the evolving needs and challenges presented, we have successfully kept our facilities and operations safe.

Our aim is to always deliver effective health and safety leadership from the top – starting with the Trustees, the Senior Leadership Team and all other managers.

Key health and safety actions and achievements during 2022/23

- Reviewed health and safety documentation against legislation and amended it where appropriate.
- Further strengthened data quality and record keeping including reviewing arrangements for reporting accidents, incidents and near misses.
- Refreshed our approach to management plans across all health and safety activity.
- Delivered and maintained good results against key performance indicators on Transform's health and safety compliance scorecard.
- Rolled out the Institution of Occupational Safety and Health (IOSH) Managing Safely training to managers across the organisation. This followed Senior Leadership Team members and Trustees participating in Leading Safely training in 2021/22 as part of our programme to ensure all of managers are aware of their obligations in relation to health and safety.

During 2022/23 there were no breaches of any of our statutory obligations and no fire incidents. In addition, no enforcement action or notices were served on Transform by the Health & Safety Executive, any environmental health department or fire authority.

Training

In addition to other health and safety training undertaken by colleagues specific to their roles, Transform has a comprehensive training plan for all new starters and existing employees which includes mandatory online health and safety training.



“ If I've had any issues they've dealt with it straight away and everything was clean and brand new when I went in.

Transform Client ”

Key EDI actions during 2022/23

- Increased the diversity on the Board, including appointing two new members of the Client Experience & Impact Committee with lived experience.
- Improved EDI training and resources for all colleagues.
- Updated the recruitment process and related guidance for Housing & Support Officers.
- Carried out a colleague EDI survey.
- Increased the diversity within the Staff Forum and established an active Health & Wellbeing Group to expand the voice of colleagues at Transform.
- Refreshed the Transform website with increased accessibility embedded in the site.

Equality, diversity and inclusion

As a supported housing provider responsible for empowering clients to lead independent lives, equality, diversity, and inclusion (EDI) are not just buzzwords; they are the bedrock of our values. We recognise that true inclusion lies with valuing the diversity of all individuals.

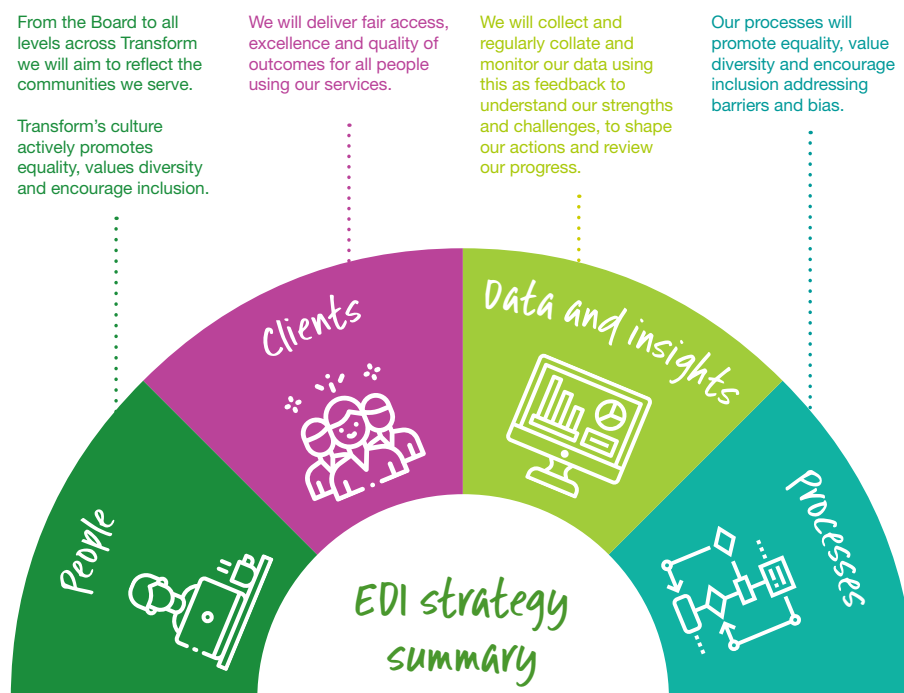
Our focus revolves around comprehending and addressing the unique requirements of all individuals, with particular emphasis on clients and colleagues (see summary of our EDI strategy below). By fostering a diverse and inclusive environment, we harness the potential of EDI to enact real change and transform lives.

Colleague EDI survey

We surveyed colleagues on EDI matters and below are the two main outcomes:

- 84% agreed or strongly agreed that people from different backgrounds are made to feel welcome at Transform. Fair/equal treatment of colleagues and clients was most frequently cited as the thing colleagues were most proud of in relation to EDI at Transform.
- 82% of colleagues agreed or strongly agreed that there is a commitment in the organisation to improve performance with regards to EDI.

Transform's EDI strategy summary



Sustainability

Sustainability progress and objectives

Our commitment to sustainability remains unwavering, with a focus on diminishing carbon emissions both within our offices and clients' homes. We have adopted the Sustainability Reporting Standard for Social Housing (SRS) and are actively working towards its comprehensive implementation.

We recognise the multi-faceted advantages of energy-efficient living spaces, which extend beyond helping to address climate change since we acknowledge the positive impact for clients on reduced energy bills, better health and more comfortable homes.

In alignment with the Government's social housing sustainability targets, we aspire to elevate all our properties to EPC Band C by 2030 and achieve net zero carbon status by 2050.

Initiatives underway and collaboration

To bring our sustainability vision to fruition, we have initiated the scoping and design of a comprehensive sustainability strategy aligned with the SRS. In a collaborative effort, we are partnering with the University of Surrey to conduct research that will underpin the development of this strategy.

We have also progressed the recruitment of an Asset Planned Investment Manager who will support the net zero works.

Our headline sustainability objectives include:

- reducing the carbon footprint of housing stock to achieve net zero carbon
- 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
- developing new homes which will be net zero carbon.



Financial overview



- £7.5m** Social housing lettings
- £3.4m** Housing-related support
- £0.35m** Charitable donations and other income

Chief Executive and senior staff salaries

Chief Executive salary including pension: £127,000

Senior staff salaries above £60,000 per year:

- £60,000-70,000 – three colleagues
- £70,000-80,000 – two colleagues
- £120,000-£130,000 – one colleague

The 2022/23 fiscal year has presented Transform with considerable financial challenges, marked by the aftermath of the Covid-19 pandemic and the ongoing economic downturn. Increased operational costs have exerted financial strain on our margins. Additionally, world events – such as Russia’s conflict with Ukraine – have intensified pressures on the price of essentials like food and energy, contributing to rising costs. The substantial rise in inflation is also further impacting the living standards of households.

Many Transform clients are grappling with the potential deterioration of their personal finances, driven by the sluggish national economic growth and a delayed recovery from the post cost of living crisis period. Despite navigating within this uncertain economic landscape, Transform has demonstrated financial resilience, ensuring another successful year. Our unwavering commitment to delivering outstanding services to clients has remained a focal point, even amid these challenging circumstances.

Financial summary	2023	2022
Turnover	£11.3m	£10.6m
Operating costs	£10.3m	£10.3m
Underlying operating surplus	£976k	£255k

Income statement for year ending 31 March 2022	2023	2022
	£000s	£000s
Turnover	11,270	10,570
Operating expenditure	(10,294)	(10,315)
Underlying operating surplus	976	255
Gain on disposal of housing properties	114	211
Donation of Wey Valley Housing Association (WVHA) net assets	-	684
Operating surplus/(deficit)	1,090	1,150
Interest receivable	18	5
Interest and other financing costs	(539)	(412)
Surplus for the year	569	743
Other comprehensive income	(23)	(81)
Total comprehensive income for the year	546	662

Asset management, maintenance and repairs

(last year's figures in brackets)

Home improvements

In 2022/23 we spent £1.6 million, in capital and revenue (£2.0 million) on maintaining our properties including refurbishing 246 flats and rooms in shared accommodation.

Responsive repairs

During the year, we completed 4,198 (5,150) responsive repairs, 3,304 (4,030) of which were delivered by our in-house Maintenance Team.

Repair type	Target	Completed within target
Emergency – within 24 hours	100%	96% (96%)
Urgent – within five working days	95%	94% (96%)
Essential – within 20 working days	97%	95% (98%)
Routine – within 30 working days	97%	92% (95%)

Decent Homes Standard

Of our 941 homes, 16 did not comply with the Decent Homes Standard. These are unoccupied and are situated in two buildings which are both waiting to be sold.

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

Views from the Board of Trustees

We asked our two newest Board members what had attracted them to become trustees at Transform and what they saw as being their main priorities, as well as the challenges for Transform in the coming year. Here is what they said:

Sanjay Gulati

Having worked in supported housing and homelessness services for many years and after becoming a member of Chartered Institute of Housing, I wanted to share my experience at the strategic board level of a local social housing charity. Transform aligns with my values and experience and it was the right fit for being a trustee.

Challenges for Transform during the current climate would be: getting all the portfolio to net zero and EPC level C, having the right mix of portfolio for the people we support and finally aligning the growth of the organisation in line with the community need to address homelessness.

My main aims are to contribute effectively and constructively, challenge the information presented to the Board and ensure that the risks identified are managed appropriately for us to be an effective organisation addressing community needs.



Alec Sanderson

I was an apprentice avionics engineer many moons ago and have spent all my working life in tech, now mostly software. I started my first business in 1986 and I am what might be called an entrepreneur. I still advise businesses on technology.

I come from a poor family background but I always had a roof over my head and my family's support. This means that I have seen, first hand, many disadvantaged people who did not have these things and I know that it is vitally important to have a place you can call home where you feel safe. I knew of Transform via another charity and was pretty impressed with what we do so when I was asked if I might consider sitting on the board, I said yes straight away.

The world is changing faster now than at any time in the past, especially in relation to technology. All organisations face issues with this rapid rate of change, Transform included. Additionally, the global future is more uncertain with war, climate change, food/water shortages and the cost-of-living crisis all affecting us, (not to mention the pandemic, which could happen again). These factors mean a strategy can need to change quickly.

I think that my main priority is to ensure clients and colleagues are able to achieve the best for themselves so that, in turn, we can provide the best support and environment possible.

The focus we have on clients is very healthy and I would never want to lose the personal touch as I think that is just too easy to do when faced with constant changes and financial issues. We have an excellent team and I have really enjoyed my time so far with Transform.

Future plans – strategic objectives 2021-24

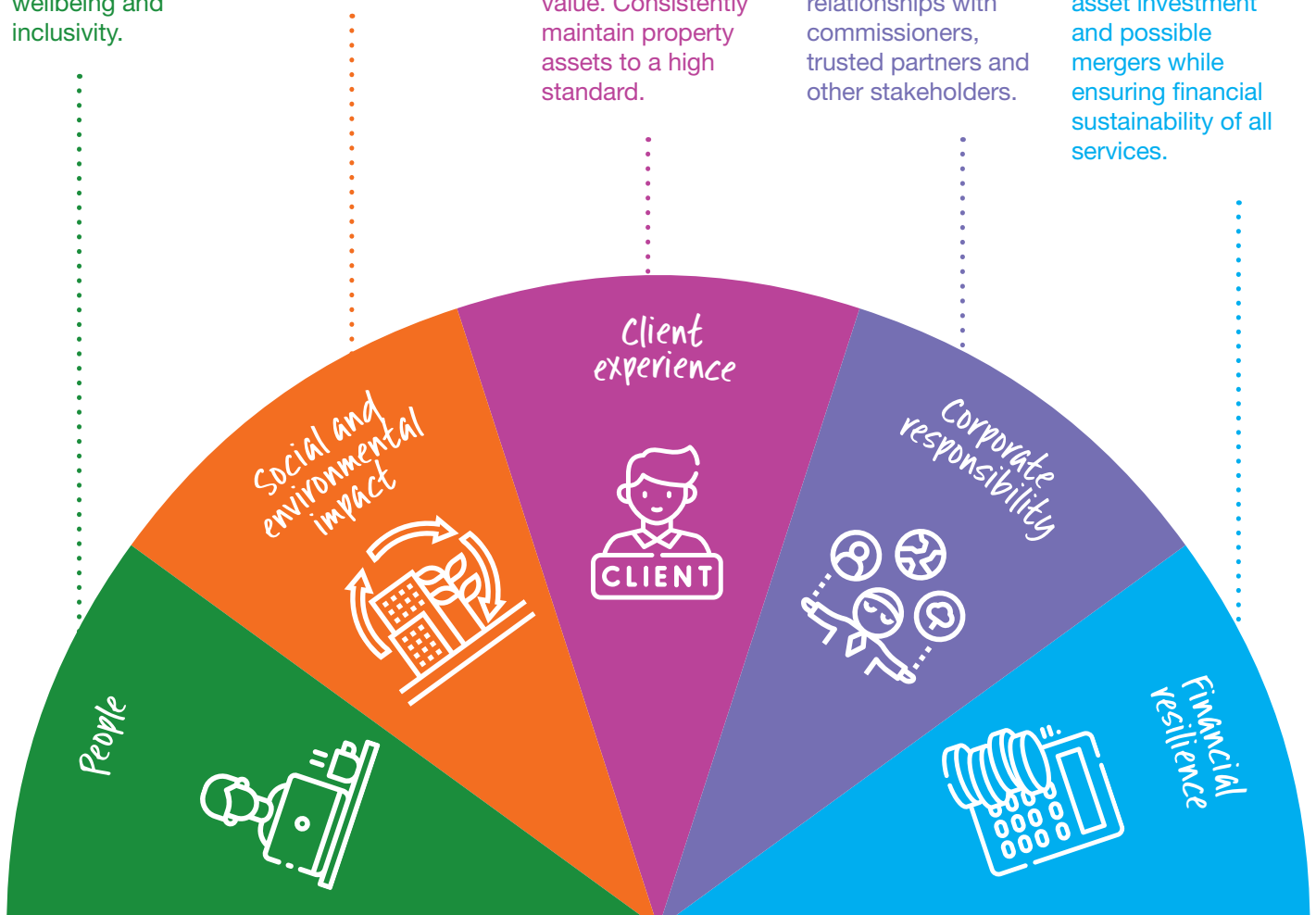
Further build colleague engagement, embed inspiring leadership approaches that align with outstanding client outcomes and focus on colleague wellbeing and inclusivity.

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.



Transform people

The Board of Trustees

Chair

Mark Austen FCMA, Chair

Deputy Chair and Senior Independent Director

Oliver Smedley FCMA

Trustees

Mark Austen FCMA

Oliver Smedley FCMA

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

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

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

Julie Bradley

Katie Wadey

Michael Ryan

Natalia Kolotneva MSc MRICS

Paul Rees MA FCA

Sanjay Gulati (appointed July 2022)

Committees

Client Experience & Impact

Chair

Chris Deacon (until July 2022)

Katie Wadey (from November 2022)

Development & Asset Management

Chair

Katie Wadey (until May 2022)

Natalia Kolotneva (from November 2022)

Finance & Audit

Chair

Paul Rees

Nominations

Chair

Mark Austen

People

Chair

Julie Bradley



Executive team

Chief Executive – Lawrence Santcross

As Chief Executive, Lawrence is responsible for leading the effective strategic and operational management of Transform.

Director of Client Services – Adele Duncan

The Director of Client Services is responsible for leading the delivery of all housing and support services to provide excellent outcomes for clients.

Director of Corporate Services – Simone Bartley

As Director of Corporate Services Simone is responsible for the management of Transform's People team and Digital and Information Services.

Director of Finance & Resources – Ratna Sukumaran (to April 2022)

Director of Finance – Amanda Soobrayan (from August 2022)

Transform's Director of Finance leads the finance team and is the organisation's accountable person for effective management of Transform's financial resources.

Interim Director of Finance – Edith Parker (April-August 2022)

This role develops and implements finance strategies and approaches that enable the value for money delivery of organisational objectives.

Director of Asset Management & Capital Development – Michael O'Brien (to May 2023)

Director of Asset Management & Capital Development – Kevin Stephens (joined April 2023)

This role is responsible for overseeing Transform's supported housing property portfolio.

Head of Governance & Assurance – Mandy Arnold

This position fulfils the role of Company Secretary and provides leadership in all governance activities.

Head of External Affairs & Communications – Anita Gupta

This role is responsible for delivering impactful communications that foster effective relationships with all Transform stakeholders.

Executive Assistant – Caroline Felton

The Executive Assistant supports the Chief Executive and Executive team to deliver Transform's business objectives.

Advisors

External auditors

CLA Evelyn Partners Limited

Bankers

Barclays Bank PLC Ltd

Solicitors

Devonshires

Registrations

Registered charity: 264133

Company limited by guarantee registered in England and Wales: 01057984

Registered provider of social housing: H2452

Acknowledgements

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Editorial: Anita Gupta

**Photography: Andy Newbold
Photography**

**All stories and photos are of
real Transform clients, staff and
volunteers.**

**If you would like this document in
another format, please contact us:**

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