



Annual Review 2019

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Highlights 2018/19



1,802 housing and support clients

304 care clients



888

housing units managed

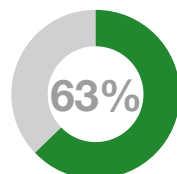


99%

of employees rate Transform as a fair and supportive employer

97%

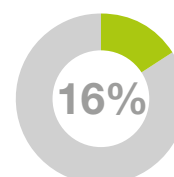
of homecare clients rated Transform as either 'good' or 'outstanding'



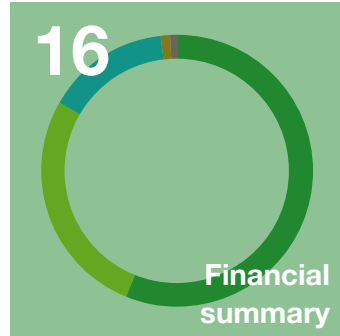
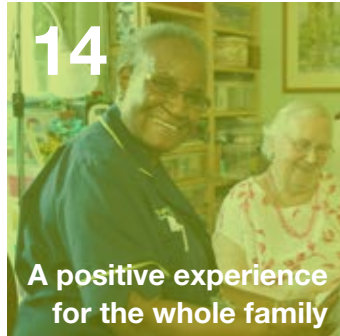
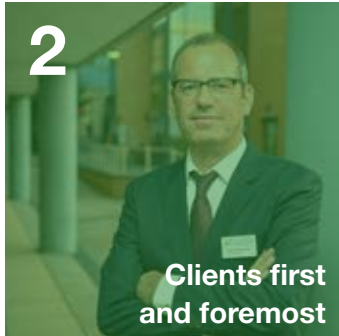
of former clients are currently in education, employment or voluntary work (long-term impact)

£4.3m

investment in property



operating margin



Strategic priorities



- Delivering operational excellence
- Securing viable and sustainable growth
- Investing in our people
- Providing good quality homes
- Strengthening Transform's financial viability



100%
of former clients felt they
have achieved a higher
quality of life
(long-term impact)



40
new housing units



87.2%
of clients felt improvements
in emotional and mental
wellbeing
(short-term impact)



88%
of clients moved on
in a planned way
(short-term impact)

£45m
property asset value



£1.2m
surplus





Clients first and foremost

From the Chief Executive, Lawrence Santcross

As we approach Transform's 50th anniversary, the charity is proving more vigorous and agile than ever.

Over the decades Transform has remained true to its mission of providing comfortable, safe housing and reliable practical support for socially excluded and vulnerable people. But, in response to continuous changes in society – both in Surrey and the surrounding areas, and in the policies of national and local government – Transform is also transforming itself.

Consistently and responsibly Transform has risen to new challenges offering new services and finding new sources and methods of funding; allying itself with new partners and seizing new opportunities, whilst consolidating existing relationships. The aim has always been to achieve the best possible outcomes for clients.

In 2018/19, as Transform navigated through an uncertain, even unstable environment, it has needed to adapt more than ever, to meet the wide-ranging needs of the client groups we serve:


Client groups in supported housing

- Homeless people
- People experiencing difficulties with their mental health
- Young people and those leaving care
- People recovering from substance and alcohol misuse
- People with a history of offending
- People with learning disabilities
- Older people
- Homeless households and families in need of temporary accommodation.

Clients in homecare

- Clients in homecare are people who, for reasons of age, health, disability or a crisis, need care and support, including personal care, or practical help with everyday tasks, so that they can continue to live as independently as possible in their new homes.

In order to support the individual needs of each client, Transform's 200+ staff provided multiple services across diverse neighbourhoods, delivering services in varied settings including hostels, shared houses and self-contained flats alongside helping people in their own homes.



In 2018/19 Transform enabled 2,106 clients to maintain their own tenancies and to live more independent and fulfilled lives. Over the coming years the efforts of Transform's staff – upholding the organisation's values of respect, empowerment, responsibility and excellence – will continue to focus on clients who have multiple and/or complex needs.

Transform will strive for continued operational excellence – focusing on clients first and foremost. Always with financial viability in mind, Transform will continue to invest in its assets by maintaining, improving and acquiring properties, and by enhancing and modernising the working environment for its staff.

By growing and diversifying its income streams, developing funding relationships in new locations, and with new commissioners such as the NHS, the charity will continue to maintain its position as the leading provider of supported housing in Surrey and the surrounding areas and in attracting new care clients.

In all this, the commitment to putting clients first will remain the same.



Housing and support services

Transform's supported housing and housing management services benefit diverse client groups, including many people with multiple and/or complex needs.

Wherever possible, the ultimate goal is to see housing clients move on to independent living, and in 2018/19, 88% of clients moved on in a planned way.

Moreover, 95.8% of clients who responded to our annual satisfaction survey reported that they were satisfied with the overall quality of their accommodation and its surroundings, whilst 98.7% of clients were satisfied with the general advice and support they received from our staff.

Over the year, intensifying the focus on serving specific groups and their spectrum of needs, we invested in a ninth shared property in Farnham for people with a history of offending. The

purchase, which increased Transform's total provision for this group to 33 bed spaces, was made possible by partnering with the Police and Crime Commissioners' Office and Kent, Surrey, & Sussex Community Rehabilitation Company; they are jointly providing support funding for eight bed spaces.

Clients requiring high levels of support were served by further new schemes in Elmbridge, while the growing importance of accommodation for people in urgent need of a temporary home was reflected in the opening of new services in Elmbridge, Runcymede and Sutton.

Beyond its work in and around Surrey, Transform plays an active part in shaping the broader future of supported housing in the UK. During the year Transform participated in important campaigns such as Homes for Cathy, Make A Stand and Commitment to Refer.

95.8%

of clients are satisfied with the overall quality of their accommodation and its surroundings



98.7%

of housing clients were satisfied with the general advice and support received from Transform staff



Homecare services

Care services provided include homecare, Extra Care and assisted living services. The consistent focus is on the needs, wishes and preferences of clients, helping them to enjoy a better quality of life, independently in their own homes.

Person-centred care and support plans are developed in close consultation with clients and, where, appropriate their family. Continuity of care and building a consistent and trusting relationship between the client and care & support worker are paramount to delivering excellent services.

In 2018, a 99% client satisfaction rate was achieved for the quality of care and support received with 76% of these clients 'very satisfied'.

All Transform's home based care services (East Surrey, Mid Surrey and North West

Surrey – Domiciliary Care) have, over the last three years, been inspected and rated as 'Good' by the Care Quality Commission.

In September 2018 Transform secured an Extra Care contract with Surrey County Council. This is for Mitchison Court in Sunbury-on-Thames, where on-site staff can provide care services for up to 39 residents; this is paired with a management agreement with the landlord, Notting Hill Genesis, to provide housing management services at the property for the majority of residents.

Growth was a feature of Transform's care services over the year. Income in this area increased substantially, reflecting a rise in the number of state-funded care packages and private care clients. Staff numbers also increased.

99%

of homecare clients were satisfied with the care and support they received from Transform



100%

of homecare clients said all the tasks on their care plan are carried out during the visit



Succeeding in a challenging environment

Transform provides a wide range of services, supporting a diverse range of people and on an individual basis.

The organisation is single-minded in its objective of being the leading provider of housing, care and support in Surrey and the surrounding areas.

For all its success in achieving this objective, Transform operates in a consistently challenging environment.

The Government imposed a 1% reduction in rental income for a three-year period from 2017/18. Additionally, local authorities' finances remain under intense pressure. From 2018, substantial cuts were implemented on support revenue

costs for a wide range of services. Although disappointing, Transform has worked hard to manage these cuts whilst continuing to provide much needed services, albeit with reduced resources. We are proud that our customer satisfaction levels have remained very high.

A positive development, following consultation on the long-term funding of supported housing, was the removal in August 2018 of the Government's proposed cap on Local Housing Allowance. This means that, for the foreseeable future, housing costs will not be subject to cuts, and will continue to be funded by housing benefit for eligible clients. Transform is pleased

to have played a role in influencing the Government's decision through its membership of the National Housing Federation.

Care is a relatively new area of activity for Transform but already there has been growth in this service area. That being said, public funding for care services has been inadequate for a number of years and care costs have risen faster than income. As a consequence, operating margins have been persistently eroded.

Transform remains agile and will continue to find ways of anticipating and dealing with future challenges that emerge.

96%

of housing clients were satisfied with the help we gave them with health or special support needs (mental health, alcohol or drug use)



100%

of homecare clients were satisfied that staff treated them with dignity, respect and compassion







The power of persistence

Chris started using drugs when he was 14 years old. Although not diagnosed until much later, Chris was suffering from attention deficit hyperactivity disorder (ADHD), a condition which can cause impulsivity, short-temper and poor concentration. For Chris, ADHD felt “like a washing machine in my head.” He found that drugs helped him cope with his thoughts, so he started using cannabis and alcohol. This soon escalated to include ecstasy, cocaine and, ultimately, heroin.

Chris’s drug use led to crime and, in 2001, he was convicted of GBH. After leaving prison Chris’s drug use reached the point where he was using every day. “All I wanted to do was smoke heroin... before I knew it I needed £50 just to get up.”

By 2012 his physical and mental health was deteriorating and he was in crisis. “I just felt completely worn out – it was just wearing me down.” Chris realised he had to take action.

He began attending meetings and then completed a detox programme after which, Chris moved to one of Transform’s dry and drug free houses. For the first time since he was 14, he was free from alcohol and drugs.

Committed to his recovery with Transform, he successfully got through his first Christmas. But after about six months he relapsed and started to use heroin again. Looking back now, Chris can see that he “wasn’t ready for the emotional side of recovery – that was what got me.”

Having relapsed, Chris had to leave the property. At the same time, it was apparent to Transform staff that Chris was sincere about his recovery and that he had been making good progress. He still needed Transform’s help and without it, there was a very real risk he would become homeless and return to full-blown heroin addiction and possibly crime.

Transform offered Chris the chance to move to another shared house on the understanding that he recommit himself fully to his recovery. With the support of staff, Chris worked hard, gradually developing his confidence and independent living skills until he reached the stage where he felt ready to move on to his own self-contained flat with Transform.

Initially things went well, but after several months Chris was drawn back into his old pattern of behaviour. His addiction returned, the Police raided his flat and he was arrested. Chris sees this

time as being his “rock bottom” where he felt nothing but “shame and guilt... It was me messing my life up – no one else. I realised I had to make a change.”

Transform offered Chris another chance if he was willing to relocate to a new area, engage with the substance misuse services empowering him to re-commit to his recovery and he agreed.

Chris is now drug free taking only prescribed medicines. He attends weekly groups which focus on coping with thoughts and feelings, and managing cravings in recovery. He also attends weekly probation meetings and undertakes voluntary work – something which he loves doing. As he explained, “Everything I was doing 12 months ago I’ve tried to change... [I’m feeling] a lot calmer... If you do right, you feel right.” For Chris the past year feels “like a new era, a new chapter. I’m looking forward to the future with optimism.”

Chris sees the fact that Transform has never given up on him as a key factor in the progress he has made. “Transform has helped save my life. Without them there would be more victims of crime and I would be in prison or dead. There would have been a lot more pain and suffering.”

Paul, Chris’s Keyworker

At first Chris was very chaotic. He had previously lived with a different Transform team but following a relapse he was asked to leave. We were able to house Chris in a space for ex-offenders due to his history.

Chris engaged well with the support we provided but his long history of addiction has been difficult to manage at times. With patience and persistence he has now been free from illicit substance misuse for eight months.

His main support need has been around his substance misuse and reducing harm to himself but we also help him with a variety of things like: attending appointments; managing his benefits; setting up and maintaining voluntary work; and we enabled him to complete a barbering course.

When Chris’s flat was raided by the police, staff treated him with respect by understanding his difficult situation and offering him solutions. We encouraged him to take responsibility for his actions and helped him to see the changes that he needed to make.

Chris’s pleasant manner and willingness to engage in the support has meant that, despite the difficulties, we have not wanted to give up.

He shows a lot more insight around why he has used substances for so long and he is using the tools he learns from recovery meetings and puts them into practice. This has enabled Chris to now live a life without chaos.





Value for money

The housing, care and support services provided by Transform have an impact on two levels;

- the **benefits to the individual** we are supporting and
- **benefits to society** as a whole.

These combined benefits are referred to as the **social value** of the services we provide. This social value is created through:

Properties

We provide safe and secure homes for clients, where they can gain stability in their lives. This stability is both a safety net and a springboard to a better life.

Support and advice

The support and advice provided by staff enhances the independence and quality of life for Transform's clients.

Community activities

Participation in training, education and volunteering improves the wellbeing and life chances of Transform's clients.

We aim to create sufficient social value from the investment decisions that we make.

By measuring the social value created by what we do, we ensure that we squeeze maximum value from every pound we invest.

By measuring the outcomes that are important to clients and other stakeholders, we are in a position to make informed, evidence-based investment decisions.

Improvements in Chris's wellbeing

With the support of Transform, Chris has achieved the following improvements in his life:

Mental health

Chris's addiction masked various mental health problems including anxiety, depression and mood swings. Some of these are related to ADHD, which he has experienced since he was a child. However this was only diagnosed in 2016. Since being in recovery he has been able to focus on processing feelings, which have been masked, and on addressing his ADHD. As Chris explained, "I feel more balanced...more calm. I feel more relaxed."

Physical health

In addiction, Chris's physical health was very poor. Now in recovery he is exercising regularly and is looking after himself.

Finances

Chris had little control over his finances. Now in recovery he has been able to repay his debts and is even able to save a small amount each month. From a position of being "allergic to responsibilities", Chris is now able to take full responsibility for managing his finances.

Employment

Chris now volunteers once a week at a local dog shelter. He enjoys this so much he is hoping to increase this to two days a week. "I love it... that's where my passion lies."

Offending

In addition, Chris's chaotic life placed him at constant risk of criminal activity. Through the support of Transform Chris has been able to take responsibility for his past and avoid any further offending.

This doesn't just benefit Chris, but also crucially means there are fewer victims of crime and less money spent on courts and the police. Had Chris continued offending, receiving a custodial sentence, it would have cost society £38,042 per year in prison costs (Bromley Briefings Summer 2018).

By supporting Chris in making long-term, positive changes to his life, we have generated social value that will benefit not only Chris, but society as a whole.





Our people

Transform's focus is on satisfying the diverse needs of clients. Positive outcomes and results for clients could not be achieved without the skills, knowledge, passion and commitment that Transform's staff bring to every aspect of their work.

Our aim is for Transform to be a great place to work. We welcomed 68 new colleagues across all services during the year; we now employ over 200 people. Surrey has near-full employment, so recruitment continues to be a challenge but both recruitment and retention have been enhanced by the decision to increase frontline salaries.

The voice of our people is important to us; in May 2019 we held a staff conference where over 100 colleagues shared their thinking around the revised strategy and business plan.

The regular staff satisfaction survey provides feedback, positively demonstrating that Transform lives by its values and is a supportive, caring employer.

The comments and compliments that we receive from clients provide further evidence that the skills and services provided by Transform's people really do change people's lives for the better.

What staff like most about working for Transform...

"...having the opportunity to make a difference in someone else's life."

"...how understanding they are and how flexible they can be."

"I feel Transform values my opinions."

"That I can finally do what I love, care for others... Transform has been the best company I've worked for so far."

Source: Transform staff survey

What clients like most about Transform...

"All the help I got from the support staff, who go out of their way to help you."

"Very helpful, very friendly, easy to contact..."

"...helped me and my children through everything we needed."

Source: Transform Housing & Support Exit Questionnaire 2018/19

Patrons and Ambassadors

Transform values the endorsement, advocacy and support of a number of high-profile volunteers, including our Patrons and Ambassadors.

Royal Patron HRH The Countess of Wessex GCVO

Patrons

The Rt Hon Baroness Bottomley
of Nettlestone JP DL

Elizabeth Kennedy FCIPD

Michael More-Molyneux DL
Lord-Lieutenant of Surrey

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

Prof Patrick J Dowling CBE DL FREng FRS

Gavin Stephens, Chief Constable,
Surrey Police (appointed October 2019)

Nick Ephgrave QPM, Chief Constable,
Surrey Police (retired January 2019)

Sir Richard Stilgoe OBE DL

David Hypher OBE DL BSc

Sally Varah MBE DL

Dame Penelope Keith DBE DL

The Rt Revd Andrew Watson
Bishop of Guildford

Ambassadors

Dame Elizabeth Anson DBE JP DL

Kim Rippett (appointed November 2018)

Martin Bellinger (resigned September 2019)

The Hon Mrs Lavinia Sealy

His Hon Christopher Critchlow DL

Bernard Stevens FCA FCMA

Desmond McCann BA FCA

Lady Elizabeth Toulson CBE DL

David McNulty PhD

Paul Wates FRICS

Greg Melly

Cllr Fiona White

Lesley Myles MBE JP DL MA

Malcolm Young FRICS





A positive experience for the whole family

Holly: Before Mum and John moved to Mitchison Court they lived in the family home, a detached house with a big garden. In the last few years, when age and, to a certain extent, accidents and mobility reduction, began to cause problems.

Mum and John were still doing a lot around the house with gardening, general maintenance and so on, but things became more and more difficult for them both. The stairs started to become a problem for Mum, as her mobility isn't what it was, and she also has dementia which can be challenging.

John was her main carer, but they got to the stage where they couldn't look after the house or themselves the way they should be looked after any more. So through social services and the housing department, we found Mitchison Court.

We were keen that Mum and John were able to stay in Sunbury, because they have so many roots here. We also needed it to be somewhere where they could be independent, but have the safety net of a care structure, and Mitchison Court has done this.

They have a lift and exercise classes in situ, which means both Mum and John's

mobility has improved. It's also helped with socialising and all sorts of other things.

The communal garden has pots from our old garden so, it really feels like home; it's been a wonderful move.

Lynette: All of the staff here are very nice. We like them all and get on well with them. The great thing is they are always there when you want them. They don't inflict themselves unnecessarily, but if we want anything, we can ring up or go down there or whatever. We like it so much here that we have recommended Transform to lots of different people.

John: They help us so much that we are worry free. We get all the care we need, and we can ask for more if we need it. Also if there's a maintenance problem, it's not down to us to sort it. We just report it and it gets dealt with. We feel independent, in our own way.

Lynette: And our home is in a great position, I just love looking out into the garden and seeing the pigeons walk along. It's almost like being in a treehouse! I think we must have the best flat here.

Holly: It took four days to move everything from the house to the flat. It was extremely stressful, especially for Mum. But living here has brought our two families together as a team. So actually, the whole thing has been such a positive experience for us all.



Taking Transform into its next half-century

Transform's declared purpose is to help people live independent and fulfilling lives.

In August 2018, Lawrence Santcross became Chief Executive of Transform when his predecessor, Paul Mitchell, retired after more than two decades in the role. Lawrence's first priority was to flesh out the strategy for the next five years, building on everything that Transform had achieved for its clients under Paul's leadership.

Over the years to 2023, Transform will build on five main strategic themes:

1. delivering operational excellence
2. securing viable and sustainable growth
3. investing in our people
4. the provision of good quality homes
5. strengthening Transform's financial wellbeing.

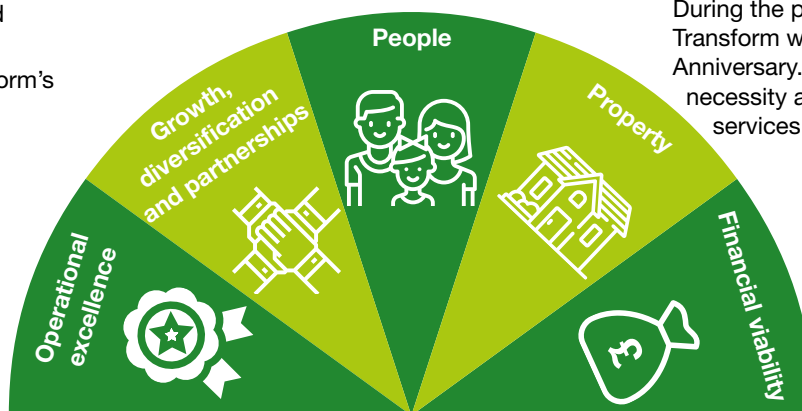
Transform is also committed to maintaining and affirming its position as the leading provider of supported housing and care for socially excluded and vulnerable people in Surrey and surrounding areas.

We aim to:

- deliver excellent client-centred services which enable people to live more independent and fulfilling lives
- invest in new and existing housing provision
- strengthen care and support activities

- expand services for people with complex needs: homeless people, young people and people experiencing issues with their mental health
- further develop Transform's expertise in providing services for:
 - people recovering from alcohol and substance misuse
 - ex-offenders
 - people with learning disabilities
 - older people
 - people in need of temporary accommodation, and
 - people requiring move-on accommodation.

During the period this strategy covers, Transform will celebrate its 50th Anniversary. Five decades on, the necessity and need for the support services we provide continues.



Financial summary

The financial performance for the year shows increases in both turnover and surplus.

Transform achieved a record surplus of £1.2 million achieved through increased turnover, improvements in cost management and a surplus on the disposal of property assets.

We invested £4.3 million in new and existing properties, and managed 888 housing units as at March 2019.

The balance sheet reserves provide strong organisational viability and £21.3 million was invested in properties which generates a long-term rental income stream.

The strength in financial viability provides the necessary foundation to support our growth strategies.

We have arranged a new £7.5 million loan facility with Unity Trust Bank to fund future growth in properties, which will provide more accommodation for clients.

Income and expenditure account	2019	2018
	£000s	£000s
Turnover	9,920	9,272
Operating costs	(9,331)	(8,459)
Operating surplus	589	813
Surplus on disposal of housing properties	961	203
Net interest cost	(334)	(349)
Surplus for the year	<u>1,216</u>	<u>667</u>

Balance sheet	2019	2018
	£000s	£000s
Housing properties – net book value	45,545	42,062
Net current assets	762	1,557
	<u>46,307</u>	<u>43,619</u>

Long term liabilities	24,262	23,250
Restricted reserves	146	129
General reserves – Invested in property	21,311	19,269
– Free reserves	588	971
Surplus for the year	<u>46,307</u>	<u>43,619</u>

The full financial statement for the year to 31 March 2019 is available on our website: www.transformhousing.org.uk

Real drive for success



I knew I was transgender when I was three years old but I didn't come out until I was 18. My family didn't want to talk about it which was really hard. So when I was 19 I moved out and got a place with Transform in Woking.

It was really decent. I had quite a few friends there, it was more like a family home rather than a hostel! It was a very supportive environment which was quite new for me.

I had to leave there to go and look after my dad. I enjoyed spending time with him but I really didn't enjoy the place so I moved back to Woking. I was sofa surfing for a little while and then I ended up living in the woods for a couple of months. All I had was a duvet, I got quite wet most of the time.

I was pretty worried about not having anywhere to live and I was panicking about what I was going to do.

I found a homeless hostel which was only temporary but from there I was referred to another Transform project. When I got told I had a place I was quite relieved and happy! When I moved in I only had the clothes on my back so the room felt quite empty and echoey, but I love it now – it's like my own universe.

I was quite unstable when I came to Transform the second time. I had a lot of mental health issues but I'd never been referred to any services or been prescribed anything, so I was quite unwell. The staff worked really hard to make sure I got the help I needed.

My local GP surgery refused to prescribe me the hormones I needed for my transition. My keyworker at the time had to fight to get me the medication I needed. She eventually went to the Ombudsman and won which was amazing – there's no way I could have done that by myself. When my keyworker told me that I would be getting the hormones it was a huge deal, it was such a long struggle!

Transform has pretty much helped with every part of my transition. They came to different appointments like doctors, meetings, implants, speech therapy – Anna has helped me with everything. I wouldn't have had the confidence to do it on my own, I would just get too nervous and never go out!

Now? I feel pretty positive, life's on the up. I'm not messing up as much as I was. Before I was constantly drinking too much and getting into trouble or doing things that weren't healthy. I've got my future planned out now I can think a bit clearer.

My anxiety is a lot less than it was and my depression is lots better. I would never have thought it was possible years ago but now I've got so much ambition for things that I want to do.

My next goal is to move out of here and get my own flat. I want to be independent and start a little business so I don't have to rely on anyone else. I want to do everything myself, that way I haven't got to have anxiety around dealing with other people.

To be honest I probably wouldn't be alive if it wasn't for Transform or I'd still be living in those woods. This was literally the last resort. So I intend to do great things with the life that Transform has given me, just watch this space!

Anna, Lauren's Keyworker

Lauren had been with Transform for a while when I started working with her. She had just started her hormone treatment. She was going through a lot of physical changes and she was sometimes pretty emotional.

Although Lauren is very self-reliant when it comes to running most of her life, she is very anxious and needs support to attend appointments. I'm getting much better at spotting when her anxiety is becoming overwhelming.

Lauren is growing in confidence all the time. She has started recognising that some things/people are not worth her time, which sounds negative but is a real breakthrough for her. She's had difficult conversations with people close to her about things that should have been aired years ago. I think it's given her a real release.

There have been a few stand out moments during my time working with Lauren. But one was when she got her driving licence through the Transform ID Fund with her 'new' name and photo. She was so overwhelmed she had to sit down in the foyer at the office. It was very emotional.

Lauren has a real drive for success and has loads of plans for her future. Her dream is to build her own house on land she owns somewhere in the countryside and I wouldn't bet against her. She is also talking about setting up a support group for young trans people in this area which would be fantastic.





Fundraising

Transform is a registered charity which generates the vast majority of its care and support income from local authority contracts rather than through fundraising activities.

Clients benefit from generosity that comes in many forms – gifts of money through donations and fundraising, gifts in kind, volunteering as well as pro bono advice and support.

In 2018/19 we gratefully received £146,000 in donations from existing and new supporters.

These funds were directed to adding value to the support we provided, such as move-on grants that we make to clients when they leave Transform's accommodation for independent social or private housing. In addition we secured funds for new capital and property improvement projects.

Above all, the fundraising efforts and associated activities seek to support clients throughout their journey with Transform.

The focus for 2019/20 is to secure more voluntary income to provide clients with a **warm welcome** to Transform accommodation, support their **health and wellbeing**, enable them to **get ready for work** and put them safely on track for a **new and fulfilling life**.

Corporate support is increasingly important; businesses in Surrey and the surrounding areas seek opportunities for staff to engage with charities, not least through volunteering.

Transform is seeking to raise awareness in the business community through outreach, speaker events and fundraising collections.

In the wider community, we look forward to developing many new charitable partnerships with the people and organisations who are the neighbours, friends and colleagues of Transform's clients.

Governance

Transform's Board

The members of the Board of Trustees are appointed for a three-year term, although each member can hold office for up to nine years. The Trustees are drawn from a range of professional backgrounds, and Transform carries out a periodic skills audit which identifies any specific gaps that might need to be filled by means of new appointments. In the course of 2018/19 the Board met six times.

Committees

Four Board Committees are in place to oversee key functions in the organisation:

- Finance & Audit
- People
- Fundraising
- Nominations.

During the year the Quality of Care Committee was discontinued and its responsibilities reverted back to the Board.

Each Committee, which includes Trustees, members of the Executive Team and Senior Managers, met between two and four times during the year.

Risk management

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

- Government policies
- over-reliance on single local authority
- staff recruitment and retention
- health and safety issues
- treasury risk (insufficient liquidity).

Regulation

Transform Housing & Support, with its sister brand Transform Homecare, is regulated by:

- the Regulator of Social Housing (as a housing provider)
- the Care Quality Commission (as a provider of care services)
- the Fundraising Regulator (as a charity actively raising money).

It is also registered with both the Charity Commission and Companies House.

The Directors of Transform are simultaneously Trustees of the charity. At the end of the financial year 2018/19, there were eight Trustees on Transform's Board.

Mark Austen FCMA Chairman

Robert Mills BA (Hons) MCIIH
Deputy Chairman

Jane Bolton BA (Hons) FCIIH

Julie Bradley
(appointed September 2019)

Chris Deacon BSc (Hons) MSc

David Turner DSc FRICS

Katie Wadey
(appointed June 2019)

Amanda Colman BCom
(stepped down November 2018)

Sally Dubery
(retired September 2019)

Lee Harris
(stepped down September 2019)

Nicke Harrison BA MA
(stepped down November 2018)

Edward Moseley
(stepped down September 2018)

Chris Relleen BSc FCA
(stepped down July 2019)

Executive Team:

Lawrence Santcross
Chief Executive

Ratna Sukumaran ACMA
Director of Finance and Company Secretary

Andrea Cannon BA FCIIH
Director of Client Strategy & Delivery

Simone Bartley
Head of People
(appointed April 2019)

Carol Borwick
Head of Fundraising & Communications

Advisors:

External auditors: Nexia Smith & Williamson

Bankers: Barclays Bank PLC

Internal auditors: TIAA Ltd

Solicitors: Devonshires



www.transformhousing.org.uk ■ info@transformhousing.org.uk ■ 01372 387100

Registered office: Bradmere House, Brook Way, Leatherhead, Surrey, KT22 7NA

Registered Provider H2452 ■ **Registered with the CQC 1-2756361790**

Registered Charity 264133 ■ **Registered Company 1057984**

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