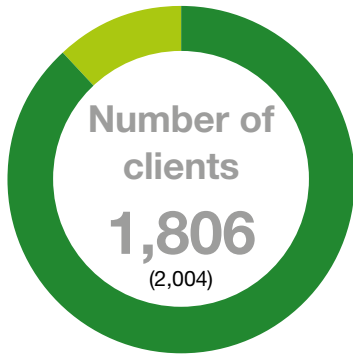




Annual Review 2021

Highlights, facts and figures 2020/21

Previous year's figures in brackets

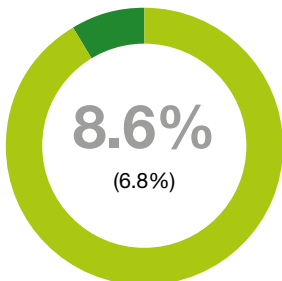


1,591 housing and support clients (1,734)

This reduced number is the result of fewer people accessing the Wokingham drop-in service due to Covid restrictions.

215 care clients (270)

Financial performance



underlying operating margin (excluding exceptional items)

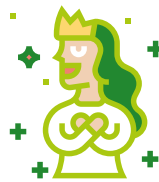
Accommodation



Units of accommodation

965
(896)

Client satisfaction



92% (91%)

of housing and support clients felt more confident after receiving Transform support

93% (95%)

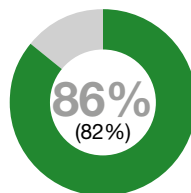
of housing and support clients were satisfied with the quality of Transform accommodation



98% (99%)

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

Client outcomes



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

91% (85%)

felt improvements in emotional and mental wellbeing (short-term impact)



100% (92%)

of clients felt more secure (long-term impact)

Transform people



Number of Transform colleagues

195
(210)

At the time of publishing 90% of colleagues had received their first Covid vaccinations.

Our colleague wellbeing survey found:

93%

felt informed about how the pandemic affected Transform and their role



90%

felt they have been given enough advice and support to do their job safely

65%

felt their Transform job contributed positively to their mental wellbeing



72%

said they had been provided with the equipment needed to work from home effectively

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Chief Executive overview of the year

The period April 2020 to March 2021 was dominated by the Covid pandemic for Transform – as it was for all organisations across the UK. We were acutely aware that the people we support were among those facing the greatest difficulties during the pandemic and we made it our priority to protect their safety and wellbeing. Despite the many significant challenges that Covid threw in our path, I am immensely proud of how colleagues have not only kept clients and each other safe during this time but have also responded to the crisis by delivering new, bespoke services as well as continuing to provide outstanding support.

Supporting clients during Covid

As highlighted by our surveys, colleagues went above and beyond to ensure clients continued to receive outstanding support from us. No services were closed at any time during the pandemic and care clients continued to receive all their appointments. Additionally, as you will see in our key achievements on **page 5**, we arranged a number of vital services for clients and installed temporary accommodation in the form of 12 studio cabins in Elmbridge. These gave immediate respite in the area during the winter months enabling homeless clients to self-isolate to reduce the risk of transmitting Covid to others.

During this period, we also began to refresh our client engagement strategy. We have been holding regular Client Forum meetings comprising of a cross-section of clients. During these we have been assessing how we can increase engagement opportunities with the aim of working alongside clients to co-produce a comprehensive and ambitious client engagement strategy.

Covid prompts fast track of digital and IT enhancements

Covid saw us accelerate our programme of digital and IT upgrades. This allowed us to provide the technology for central support colleagues to work from home, reduce clients' isolation and help frontline staff stay informed and connected.

We offered more phone and video-call support using mobile apps. We also designed and launched a staff intranet, provided laptops and mobile phones to colleagues and clients and rolled out our new HR system, My HR.

Property expansion and Transform development

During this year, we worked with Elmbridge Borough Council to develop our inaugural Housing First service. A successful bid to the Next Steps Accommodation Programme also enabled us to purchase five one-bedroom properties which are now home to people from difficult backgrounds who are battling significant personal challenges.

On 15 May 2020, we completed a merger with Reigate Quaker Housing Association (RQHA) through which we added sheltered housing for 60 people and two redevelopment sites. We also secured the opportunity to merge with a small Guildford-based provider, Wey Valley Housing Association.

While meeting the challenges presented by the pandemic, we have also made major strides forward in enhancing our internal processes and procedures. These include health, safety and wellbeing; equality, diversity and inclusion; and governance.

Transform has adopted the National Housing Federation's (NHF) Code of Governance 2015 and Code of Conduct 2012. In recognition of the preparation required to adopt the NHF Code of Governance 2020, the Board commissioned a review of the governance framework. The implementation of the actions arising from the review will form part of the work of the newly created Head of Governance & Assurance role.

Care sale

Transform took on care services four years ago following the merger with Cherchefelle Housing Association. From that time we had been providing excellent care but had struggled to do so in a financially sustainable way. Following a review, we concluded that the care business would be better placed with a specialist provider and this was sold to Apex Prime Care on 28 February 2021.

Looking forward

While our sector faces significant challenges during the coming years, we have a clear, strategic plan and I believe Transform has the structure, expertise and skills to tackle these. We aim to play a greater leadership role in reducing homelessness in Surrey and the surrounding areas and also refresh our property portfolio, addressing its sustainability and future fitness. Finally, in 2022 we will be celebrating 50 years of transforming lives and will be looking forward with optimism to the next 50.



Lawrence Santcross
Chief Executive





Key strategic achievements 2020/21

Despite the challenges this year, we have achieved our key objectives including keeping clients and colleagues safe. We discovered how agile colleagues could be in addressing Covid challenges while still ensuring clients received the support they needed.

Achievement highlights

Clients

- Kept the health and wellbeing of clients as our utmost priority during the Covid pandemic – including all services remaining open, maintaining high support levels and continuing repair services.
- Arranged vital services such as food bank deliveries, pop-up Covid vaccine centres at some services and a Covid-secure cabin-based service in Elmbridge.
- Supported 1,806 (2020: 2,004) individuals, including 1,591 (2020: 1,734) housing and support clients, with 86% (2020: 82%) of clients who moved on from our services, doing so in a planned way.
- Maintained positive client outcomes and high satisfaction rates throughout the pandemic.

People

- Implemented a new pay structure based on sector salary benchmarking, introduced a reward strategy and a new benefits platform.
- Created a bespoke Transform Leadership Development Programme.
- Supported the transfer to homeworking for many colleagues and compiled comprehensive wellbeing resources including support for financial, mental, physical and Covid wellbeing challenges.

Growth and funding

- Completed a merger with RQHA acquiring 60 units of sheltered accommodation and two sites with development potential.
- Acquired a further three one-bedroom move-on flats funded through a grant from Homes England. We were also successful with bids to the Next Steps Accommodation Programme for five one-bedroom properties which we are running as our inaugural Housing First model in partnership with Elmbridge Borough Council.
- Agreed terms for a merger with Wey Valley Housing Association comprising 11 units of supported housing and completed related financial due diligence activity.
- Made successful bids for Covid funding with many donations in kind received, including Personal Protective Equipment (PPE) and computers. We also received £110,000 in donations.

Developments within Transform

- Modernised IT infrastructure through acquisition of new hardware, migration to Microsoft 365 and cloud-based services. Implemented software upgrades on new HR and payroll systems and launched an intranet.
- Completed reviews of occupational/landlord health and safety, and compliance.
- Following a review, we sold the care business to another registered care provider.
- Delivered a surplus which exceeded expectations in a challenging operating environment.



“Transform has literally given me my life back” – Emily, a success story

Where do I begin? Before I came to Transform, I was rock bottom, I couldn't have gotten any worse really. I had very bad mental health, anxiety, depression, PTSD and suicidal ideation – is what they called it.

It started when I was 15 when I was feeling really bad and struggling to cope with school. Eventually I went to counselling and I told the counsellor about an incident that had happened to me when I was younger that I hadn't told anyone about before. The police got involved and it led to a court case which meant I couldn't get any support with my mental health as it would have interrupted the court case.

So, for two years I had to deal with my bad mental health on my own which led me to try to kill myself. I had planned everything out, the train station was my go-to place because if you jump in front of a train, you can die. It's easy. Eventually I did get some help, I went through a number of different services, but it got to the point where I either had to go to Transform or get sectioned.

I remember going for my assessment with Transform, and thinking 'oh, they're not going to let me in' and almost straight away they said: 'We have a place available; would you like to look at it?' I went to see the room and I was pleasantly surprised at how nice it was. I also really liked the resident volunteer, Anna. I just felt really safe which was a huge deal for me – I didn't have that when I was growing up.

My keyworker Amy actually helped me move in! I thought she was really nice. I feel very insecure when I meet new people but that went almost immediately with Amy.

She took things slowly with me, we did a support plan which meant I didn't get overwhelmed. Once I'd settled in, she helped me sort my benefits and access the JobCentre. Then we moved on to things like bills and food shopping. I hadn't done those things before so we slowly got me used to them and now I can do them myself.



I loved the fact that I had regular appointments with Amy; every week someone cared enough to come and see me and ask how I am. It sounds very simple but that was so amazing and was a really big part of my progression. She's professional, kind and makes sure that I am feeling okay. She's really taken the time to get to know me and she pushed me just enough to make sure I was still growing.

In just two years I have made so much progress. I can't say I'm not depressed any more but it's definitely more manageable. I used to have manic episodes that would last for weeks, now they'll last maybe a day and I can manage them because I know they're going to end. I am not suicidal anymore – I never thought I'd get past that.

I am also doing a bit better with my anxiety and I am a little more confident – a lot of people have told me I am so different than I was two years ago.

When I found out I was able to move to my new home I was completely giddy and had my first panic attack in two years! It was tough because I'd forgotten how to deal with them. Transform has an out-of-hours number for clients to call if they need help. It was about 2am and I spoke to Ben who was amazing, he literally stayed up talking to me until I stopped crying. It sounds sort of weird, but having that emotional rollercoaster was probably my standout moment because I felt like I was kind of normal for once.

What's next for me? I want to continue working on myself, get a bit healthier, improve my motivation and get a bit more confidence. Transform has literally given me my life back. If I hadn't come here, I can guarantee I would be dead. It's given me a future, better mental health and, just everything – there's no simpler way to put it than that.

Emily's Keyworker, Amy

I worked with Emily when she came to Transform. She came from her parents' house where the situation was having a detrimental impact on her mental health. Emily had mentioned feeling suicidal on a regular basis and she was finding it hard to continue with her life. She has PTSD, clinical anxiety and clinical depression and she was having panic attacks almost constantly. When she first came to us, she was shy and didn't believe in herself at all.

Emily moved from Godalming into a shared house for young people in Guildford. She was excited to have her own place. The other young people living in the house were quite settled and the resident volunteer was great so it was a good solid base for her to start her next chapter.

The biggest barrier we faced was Emily's lack of self-belief. I had to offer her a lot of support for her to believe she was capable of doing anything she wanted.

When she moved in, she felt confident about her cooking skills and was always batch cooking because she knew she was low on money. With anything else, though, she would

think: "I can't do that, I don't know how" so together we developed a support plan with her goals broken down and gradually worked through it. It was all about empowerment and making her realise that she didn't need to hold herself back. So, to start with, we would do it together, then I'd say: 'we did that last time, I think you can do it...' and then she gained sufficient confidence to do it all on her own.

Emily needed support to claim benefits, including Universal Credit and to attend work meetings. With encouragement she successfully completed lots of free courses offered to her through the job centre and she showed real commitment to improving her skills and knowledge.

When she was ready to move-on, I assisted Emily with securing accommodation through the local authority. To help her prepare, she took the initiative and registered with Facebook marketplace and found loads of furniture so that when she was ready to move, she had everything she needed. It took a lot of trips in our small van and a lot of heavy lifting but eventually we got everything moved!

Emily is such a lovely easy-going person, she made it very easy for me to support her. But it wasn't just me – when she was preparing to move, the whole team kept coming to me with different things for her. Some of our younger people don't always feel they need that much help, but Emily took all the help she could get!

She has also developed a much better relationship with her parents, they are just around the corner. She's able to spend time with them on her terms and then leave when she wants to – it's great.

So since moving into her own place she has secured a management position at a local charity shop, I had to convince her she could do the job and I was right as she absolutely loves it! I was pleased to see when she got her bungalow and the job that she was excited rather than anxious – it was such a significant change.

Emily has developed a lot of life and social skills and confidence in the past two years, so I hope she continues to grow as a person and continues to trust that she can do anything if she believes she can.



What Transform clients say

We are proud of our 2020/21 satisfaction results:

Current housing and support clients

95%

feel happier



Short-term service impact

98%

satisfied with the opportunities to get involved and/or air their views



Long-term service impact

100%

have settled accommodation



96%

satisfied with health and special support needs



98%

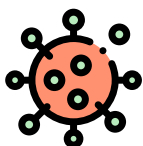
feel more independent



95%

feel happier

96%



satisfied with actions taken to keep them safe during the pandemic

95%



feel more hopeful about their future

100%



feel more secure

Complaints

In 2020, the Housing Ombudsman Service published a new Complaint Handling Code which set out good practice in how landlords respond to complaints effectively and fairly.

In December, the Board approved our revised Complaints Policy and Procedure, which is fully compliant with the new requirements. We carried out a self-assessment against the new Code, which certified our full compliance. The updated policy and self-assessment were published on our website and we have committed to completing the self-assessment annually.

In 2020/21 Transform handled a total of 18 reported complaints (2019/20: 19). No complaints were referred to the Housing Ombudsman during the year. This number of reported complaints is in line with the past two years. There were no significant spikes highlighting any team which received more complaints than any other.

Of the 18 complaints recorded, two related to issues within the same property, with the remaining 16 all relating to concerns at different properties. In terms of the type of property, 59% of complaints were made by, or about, clients living in flats and 41% by, or about, clients living in shared houses.

As part of our commitment to continual improvement, we value the opportunity to learn from such complaints to help us get things right first time. In addition to resolving the individual complaints, we have carefully scrutinised them and taken action across services to mitigate against future complaints.

This year we noted a rise in complaints from clients about other clients' behaviour. We believe this may be due to the impact of the pandemic with them spending more time at home and in the company of their fellow clients. We will continue to monitor this type of complaint as lockdown measures are lifted and will be looking at ways to mitigate such occurrences in the event of future lockdowns. Possible actions to address this include increased communications with clients and more discussions at house meetings.





Health, safety and wellbeing

Colleagues wellbeing

A high proportion of Transform colleagues completed a survey in June 2020. This was carried out to get a better understanding of their wellbeing challenges, especially during the pandemic. Many learning points were identified and new practices put into place. These included:

- developing a range of health, safety and wellbeing resources on our new intranet, Milo
- introducing a new benefits and rewards platform, called My Benefits which, in addition to discounts, provides access to a range of wellbeing resources
- setting up of a cross-Transform Health & Wellbeing Group which was launched in November 2020.

The aims of the Health & Wellbeing Group are to drive a positive and proactive culture of wellbeing and to empower staff to make healthy lifestyle choices. An action plan was developed for the next 12 months to ensure progress was made to achieve these aims.

Once it became clear that homeworking would be a longer-term requirement for many, it became even more critical that home-working environments and equipment were appropriate to protect the health, safety and wellbeing of colleagues. A new online homeworking assessment module was provided to increase colleagues' awareness of the challenges, to identify any enhancements that could be made to improve their working conditions at home and to encourage healthy work habits. In addition, managers were asked to connect regularly with their teams to promote teamwork and good mental health.

Health and safety

In September 2020, the Health & Safety Steering Group reviewed its terms of reference and agreed that the steering group would meet quarterly to remain on top of legislation and practices. The group commissioned a comprehensive, external health and safety review to cover compliance and systems and identify practices that could be strengthened. The review was carried out using questionnaires as well as interviews with colleagues across Transform. The final report was presented in November 2020.

While no urgent areas of concern were highlighted, the review identified good practice, areas for improvement and resourcing requirements. An action plan was put in to place to implement these changes and a proposal was made to appoint a Head of Health & Safety to drive continual improvements through.

Equality, diversity and inclusion

Equality, diversity and inclusion is integral to our social purpose as a supported housing provider, a developer of homes, an employer and a partner. It is also central to delivering our purpose of making a positive difference to people by supporting them to live more independent and fulfilling lives.

We are strongly and genuinely committed to the promotion of equality and we value the diversity of both clients and colleagues. We also know that inclusion is fundamental to the effective delivery of our services. We are working to further embed equality, diversity and inclusion across Transform by focusing on understanding and addressing the needs of all clients and staff.

Our Board of Trustees has overall accountability for equality, diversity and inclusion at Transform. This includes reviewing performance against legal and regulatory requirements and ensuring services are accessible and meet individual needs. The Executive Team provides leadership and drives forward activity.

All colleagues and partners are responsible for understanding our Equality, Diversity and Inclusion policy and applying commitments and behaviours during their working days.

During the year, an action plan was developed to enable the delivery of targeted and enduring improvements by:

- using data insights and qualitative feedback to understand Transform's strengths and challenges
- building relationships with relevant partners to drive awareness and understanding of equality, diversity and inclusion issues and how these are applied to our roles
- agreeing actions including any resulting changes in our processes
- assessing the outcomes of any interventions made to then inform next steps.

Actions arising from the plan have included reviewing our data collection to ensure consistency of data and arranging a pilot diversity event on LGBTQ+ issues.





Sustainability

Transform is committed to reducing carbon emissions in our offices and clients' homes. To achieve the Government's sustainability targets for social housing, we are aiming to have all our properties at Energy Performance Certificate (EPC) Band C by 2030 and at net zero carbon by 2050.

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

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 include lower energy bills, more comfortable homes and better health. Work began during the year on creating a new Transform sustainability strategy in line with the Sustainability Reporting Standard for Social Housing.

Our headline sustainability objectives include:

- reducing the carbon footprint of housing stock and operations
- targeting properties with poor energy ratings
- identifying measures to improve thermal performance and energy efficiency
- extending sustainability awareness and training
- promoting smart metering and energy saving.

Financial overview

	2021
Turnover	£12.4m
Operating costs	£11.3m
Underlying operating surplus	£1.1m
Overall surplus (including merger gift)	£4.4m

Transform's turnover increased by 8% to £12.4 million and operating costs by 6% to £11.3 million, increasing the underlying operating surplus to £1.1 million. The total overall surplus for the year was £4.4 million, which was largely a result of the merger with RQHA.

The financial performance for the care operations had improved, resulting in a reduction in the operating deficit to £63,000 (2020: £464,000). This was achieved through more efficient service delivery and better cost management. We had been monitoring the viability of the care business, however, and following a review, concluded it was no longer sustainable. It was therefore sold in February 2021.

The RQHA merger, completed in May 2020, increased turnover by £397,000 alongside a proportionate cost increase. The merger increased Transform's net assets by £3.6 million. As at March 2021, Transform's net assets amounted to £52.4 million.



£12.1m grants
£13.4m in bank loans
£26.9m reserves

Income statement for year ending 31 March 2021

	2021 total £000s	2020 total £000s
Turnover	12,364	11,448
Operating expenditure	(11,298)	(10,672)
Underlying operating surplus	1,066	776
Gain on disposal of housing properties	100	-
Donation of RQHA net assets	3,577	-
Operating surplus	4,743	776
Surplus on sale of care business	98	-
Interest receivable	3	10
Interest and other financing costs	(395)	(422)
Surplus for the year	4,449	364

Other comprehensive income:

Actuarial gain/(loss) in respect of pension scheme	(131)	217
Total comprehensive income for the year	4,318	581



Asset management, maintenance and repairs

Responsive repairs




During this year, we continued to provide a repairs service throughout all pandemic lockdown periods. Transform completed 4,030 responsive repairs, of which 3,000 (74%) were undertaken by our in-house maintenance team.

More than 94% of all repairs were carried out within target response times (see details below).

Repair type	Target response times	Within target
Emergency	24 hours	94%
Urgent	5 working days	96%
Essential	20 working days	98%
Routine	30 working days	97%

Home improvements

In 2020/21, we invested £247,000 in improving homes including renewing:

-  20 bathrooms
-  21 kitchens
-  71 boilers




Fire safety improvements

We invested £550,000 in fire safety improvements including:

-  upgrading fire alarms
-  replacing fire doors
-  compartmentation and fire stopping

Home re-lets

We re-let 242 rooms or properties comprising:

-  155 rooms
-  86 flats
-  1 house

Energy efficiency

We achieved an average energy performance certificate rating of Band C.

Fundraising during Covid

Transform has been overwhelmed by the generous and continued support received from donors and supporters. We have received vital emergency funds that have helped us purchase additional PPE, as well as donations to keep clients digitally connected.

We have continued to invest in safe and affordable homes for vulnerable people to live in, alongside specialist support and interventions. The pandemic has shone a light on the challenges faced by homeless and vulnerable people.

In addition to many donations in kind, we have received £110,000 from donors. Every single penny has gone to help clients, with donations being used to provide support for health and wellbeing, skills development, seeking employment and help to move-on from Transform.



What Transform trustees say

We asked our trustees how they felt Transform had handled the challenges posed by the pandemic during the year. Here are some of their responses:

Ollie Smedley

Ollie joined the Transform Board in 2019. “In the time since the effects of the Covid pandemic have begun to be felt in the UK, Transform has reinvented the way it work,” Ollie said. Reflecting on the challenges faced by the organisation, he added that “Transform has been innovative in terms of finding new ways to support clients.”

“We have had to change how we communicate between colleagues, for example, and I am impressed with the way keyworkers have continued to deliver such a high-quality service,” he said. “Transform has done really well to modernise its approach and shift to best practices, so we are now in a great position to grow the number of clients we can support.”



Katie Wadey

Katie said that Transform had had to make a lot of changes to cope with the Covid pandemic, with perhaps fewer resources than bigger organisations.

“Transform has very quickly adapted and carried out three or four-years’ worth of technological development in an incredibly short space of time,” she said. “Being able to provide the necessary equipment, systems and processes so quickly for people to work from home, for example, has been really amazing to see.”

She added that she had been especially impressed by keyworkers, some of whom she had been fortunate to meet before the first national lockdown.

“The keyworkers I have met genuinely care about clients and are not scared to support people who have more challenging issues. In many cases, they’ve worked with us for many years and are still trying to do the best job they can, which is especially needed at this time.”



Chris Deacon

Chris said that Transform was special in its commitment to helping vulnerable people get their lives back on track. During his seven years on the Board, he’d had the opportunity to work with many Transform colleagues and was impressed by their work ethic, he said.

“Transform is full of talented, committed people,” he added. “I can honestly say that they are a joy to work with.”

Like fellow trustee Ollie, he expressed an understanding of the challenges posed by the Covid pandemic but said he felt optimistic about the future of Transform.

“Just continuing to deliver effective services through the pandemic would be a great achievement,” he said. “I’m convinced though that Transform will also continue to grow its capability and help even more people.”



Future plans

2021-24 Summary business plan

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.



Key objectives within our strategic plan

Client experience

1. Improve, innovate and develop housing and support services for client groups where we have expertise to do so.
2. Increase the volume and diversity of our client engagement and empowerment to enable us to develop insight that will drive our service design, delivery, and overall impact.
3. Re-design services, through an increasing use of technology wherever it can add value to service effectiveness, the client experience and efficiency. Seek to adopt 'digital first' service solutions where affordable and appropriate.



People

1. Build further colleague engagement through effective recruitment, focused learning and development, appropriate pay and benefits.
2. Embed inspiring leadership approaches to ensure strong alignment with outstanding client outcomes.
3. Focus on colleague wellbeing and prioritise inclusivity and accessibility of support.



Social and environmental impact

1. Use resources and partnerships in the most efficient and effective ways to create positive social and environmental impact.
2. Implement measures to fully understand our impact.



Corporate responsibility

1. Maintain an appropriate balance of service provision across our areas of expertise.
2. Maintain a focused approach to quality and compliance, ensuring we reduce corporate risk and maintain audit readiness.
3. Develop a proactive approach to communicating positive outcomes.
4. Shape and influence our relationships with commissioners and other stakeholders – maintaining trusted partnerships.



Financial resilience

1. Invest in the provision of new housing and ensure all existing properties are fit for purpose, financially viable and strategically relevant.
2. Extend our operating footprint beyond Surrey when we can add value to clients, building appropriate service hubs in locations as necessary.
3. Continue to identify opportunities for new contracts and partnerships, property investments and mergers, which bring financial benefits or provide access to new expertise.
4. Focus efforts on understanding and ensuring financial viability of all services.



Transform people

The Board of Trustees

Chair

Mark Austen FCMA

Deputy Chair and Senior Independent Director

Oliver Smedley FCMA

Trustees

Jane Bolton BA (Hons) FCIH

Julie Bradley

Chris Deacon BSc (Hons) MSc

Natalia Kolotneva MSc MRICS
(appointed July 2021)

Robert Mills BA (Hons) MCIH
(retired September 2020)

Paul Rees MA FCA

Michael Ryan
(appointed June 2020)

David Turner DSc FRICS
(retired September 2020)

Katie Wadey

Committees

Client Services & Performance

Chair: Chris Deacon

Development & Asset Management

Chair: Katie Wadey

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 (appointed as Director October 2020)

Director of Asset Management & New Business

Andrea Cannon (retired August 2020)

Director of Client Services

Adele Duncan

Director of Finance & Resources

Ratna Sukumaran

Director of People

Simone Bartley

Head of External Affairs & Communications

Anita Gupta

Advisors

External auditors:

Nexia Smith & Williamson

Bankers:

Barclays Bank PLC

Internal auditors:

TIAA Ltd

Solicitors:

Devonshires





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01372 387100

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

Registered charity: 264133

Company limited by guarantee registered in England: 01057984

Registered provider of social housing: H2452

CQC registered: 1-2756361790 (de-registered May 2021)

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