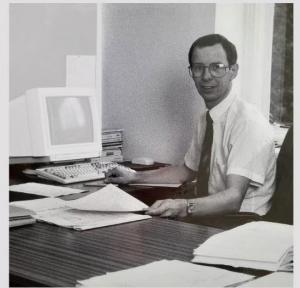




Transforming lives  
for 50 years!





# Foreword

Paul Mitchell was involved with Surrey Community Development Trust, later Transform, for 25 years – half of our existence as an organisation. He holds a very special place in the heart and life of Transform.

We are very grateful that Paul has continued to support and take a keen interest in the organisation since he retired, handing over the Chief Executive reigns, in 2018.

During his time with us, Paul saw many changes and successes, giving him a unique perspective on how we, as a social housing provider, have developed – so when he offered to compile a history of Transform, we jumped at the chance!

In our 50th anniversary year, we are delighted to have this Transform ‘memoir’ to treasure what has been achieved during the past five decades.

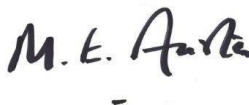
We would like to take this opportunity to warmly thank Paul for his hard work – not just for documenting Transform’s history but also for living and breathing so much of that history and helping to build Transform into the organisation it is today.

We hope you will enjoy taking a peek behind the scenes at how Transform has grown from, in 1972, helping a small number of former offenders and those at risk of offending to supporting more than 1,800 people each year with many different backgrounds and needs.

We are immensely proud of Transform and look forward to the next 50 years.



Lawrence Santcross  
Transform Chief Executive



Mark Austen  
Transform Chair

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# Introduction

Transform's success has been made possible by thousands of different people making contributions during the past five decades. These include staff, volunteers, trustees, and patrons, to donors, funders, partners, together with the people who have been housed and supported.

Many people have worked tirelessly to make lasting improvements for thousands of people. In 50 years of Transform there have been lots of different initiatives. Inevitably there have been some ups and downs on the journey to establish and refine what was needed and an amazing range of housing and support services have been developed.

I am so grateful to be able to write this and I'd like to thank Georgina Margetts from Transform's Communications team for her hard work designing and editing this history. It is inspired by the remarkable people that Transform serves, their heart-wrenching stories of succeeding against all the odds, which are incredibly humbling, but also demonstrate the enormous value of Transform.

This history touches on the key landmarks of 50 astonishing years.



**Paul Mitchell who worked for Surrey Community Development Trust – now Transform – from 1993 to 2018**

# Housing crisis



To provide some background: in 1966 the BBC broadcast a docudrama called “Cathy Come Home”. This had a profound impact on society as it highlighted dreadful inadequacies in housing and support, which meant many people – like the characters in the story Cathy, Reg and their children – fell through the net.

The desire to make a difference led to the charity Shelter being set up the same year. This was recognised within Surrey and led to new creative thinking.



**The early years: 1972 – 1976**

# Pioneering



Sir Michael Day explaining how Transform started at Loseley Park dinner in 2012

Transform began its life under the name Surrey Community Development Trust (SCDT). It was born out of a need in Surrey that was identified by the probation service. Housing was desperately required for people with a history of offending and young homeless people who were at risk of offending.

Michael Day was Director of the Surrey Probation & Aftercare Service and he invested in a young and very enthusiastic probation officer called Bruce Pearce, who was seconded for five years to set up and lead the new organisation.



Bruce was an innovator. With the other newly appointed directors, he set about formulating the vision – looking for properties and obtaining grants and donations to put this into action, along with a new model of operations.

Bruce started at the end of 1971, but it wasn't until May and June 1972 respectively that the charity and company registrations were established for SCDT.

He had a passion for helping the most vulnerable in society. Through his own passion, he galvanised the interest of many others who, during these early years, became a small army of volunteers, fundraisers and committee members, to sustain the new organisation.

He worked closely with several local authorities, Surrey County Council and the probation service, as well as receiving support from many influential patrons.

But it didn't stop there, Bruce was involved in decorating many of the properties purchased, as money was short. He also recorded giving 642 talks over the course of those five years to raise funds for the fledgling SCDT, and to help set up the initial range of properties across Surrey.



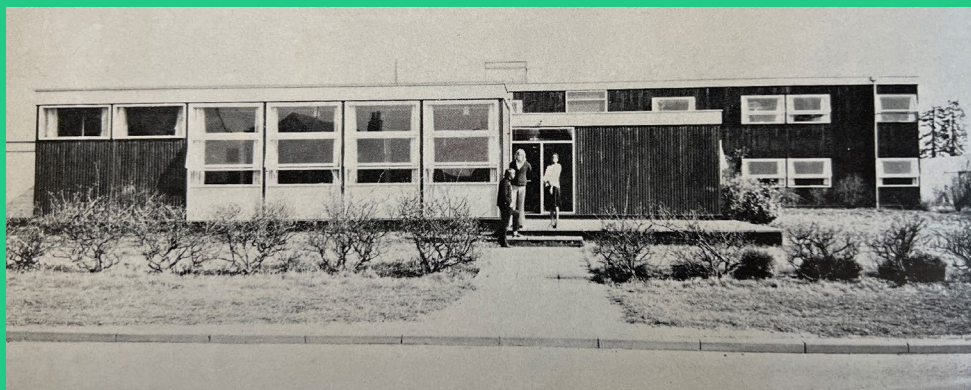
**Bruce Pearce (right) with Peter Sturge, both former Directors/Trustees of Transform taken in 2006**

# First property acquisition

The very first property acquired in 1972 was Cedar House in Milford which accommodated up to 26 men. This was a short-term project which only lasted a couple of years because its location was too rural and heating costs were enormous. It had previously been a hostel for farm workers.

To make this work with gaps in staffing, Bruce moved in with his family for six months. His wife Delia did the cooking, and their children attended a school in Milford. During the period, one of the people being supported helped with reading stories to the children.

These were very different days from today but demonstrated the dedication and sacrifices made to ensuring SCDT succeeded.



**Cedar Court in Milford acquired in 1972 – SCDT's first property**

# Gadd House

The second project was launched at the end 1972 and was initially named Gadd House, in Farnham. This property was an existing working man's hostel.

Bruce told me of the Dickensian conditions when he visited – iron beds with dirty blankets in dormitories, virtually no lighting with a few hanging light bulbs, torn curtains hanging between beds, loose bits of lino on the floorboards, and a dreadful smell – this is where up to 40 men lived, ate and slept even in early 1972.

These conditions would see major improvements from Bruce and the team.

Gadd House is a Grade 2 listed building. It was a hotchpotch of construction from 1700 or earlier, with Georgian and Victorian additions. The rear of the building was used as the Farnham workhouse up until 1791 when a new workhouse was built in the east of the town.

While under SCDT the property provided accommodation for people with a history of offending up until 2001. Since that time, it has been a home to those recovering from substance and alcohol misuse. It was renamed Hawkins House after Graham Hawkins who oversaw this new initiative for SCDT in 1988.



Gadd House in Farnham in the mid-1970s – SCDT's second property

In these first few years, the directors of SCDT had established a vision – create a network of homes across Surrey, with a hostel in the major towns of Guildford, Reigate, Woking, Farnham, Epsom and Chertsey. With this in mind, energy was invested in fundraising, procuring a suitable property in each location and obtaining Home Office Grants.

Cedar Court was sold and within three years SCDT had acquired a further seven properties, including Flint Hall Farm in Godstone. It was also running a small catering business which was a great achievement in such a short space of time.

Each house had its own local committee and a couple of staff. The new ‘community development’ model was applied to SCDT as it sought to ensure the people who lived in each house were empowered to take responsibility for running the house.

There were two house meetings each week; one to make decisions and another to talk about the experiences of living in the house and the impact of the community within the house.

The University of Surrey supported SCDT in the early years with Margaret Norris completing her PhD researching the effectiveness of the organisation between 1972 and 1977. Her thesis is a massive document with reams of detailed statistical analysis carried out through observation, questionnaires and data collection. In some ways this enormous data collection foreshadowed what would happen decades later. It also demonstrated the effectiveness of our services and the value for money delivered.

The thesis was completed in 1996, it was a very thorough and honest assessment, and while praising much of the endeavours, gave a sense that the organisation’s delivery was overstretched.



# Peter Buckman

In 1972, when the Farnham hostel was taken over, there were six male clients in residence. Peter Buckman (pictured right) had lived in the working man's hostel since 1961. SCDT made a commitment to continue housing him for as long as he wished.

When refurbishment works started at Hawkins House, Peter was given the opportunity of moving to a two-bed cottage next door with another resident and this remained his home until he died in 2006.

Having lived there for 45 years, the staff at SCDT were his family.





**1977 – 1984**

# A period of consolidation

The initial thrust of energy to set up new projects was not sustained. Sadly in the late 1970s, SCDT struggled with covering too many projects at the same time. This included – difficulties in collecting rents, maintaining financial viability, a lack of a robust policy framework and dealing with major disagreements about the organisation's philosophy, especially in relation to the running of one of the houses.



Rockwell Cottages in Epsom, demolished and replaced with Stewart Court

SCDT had a smallholding farm across a 10.5 acre site which was a residential training centre for people with a history of offending. With the Farm it was decided that, despite very good intentions, SCDT did not have the skills, experience or resources to continue to run this type of project. Sadly, there was also a destructive fire at the Woking property.

So, by the start of the 1980s, SCDT had gone through some very painful experiences of property disposals. This forced the team to concentrate on consolidating its remaining work in Epsom, Reigate and Farnham managing the properties it owned and supporting 40 residents. It had also moved away from the community development model to one where the directors managed the affairs of the organisation through a team of accountable staff.

On 11 July 1977, there was an important development that was destined to shape the future of SCDT – it was registered as a Housing Association. This would give it the opportunity to apply for housing grants from the Government, which it would do extensively in the future.

# Victoria's story

When I was younger I lived with my family but I had to leave. I stayed at a number of foster homes which didn't work out for various reasons and then eventually got a place at a children's home. I stayed there for about a year but I ultimately had to move on because I was about to turn 18. I still needed ongoing support so Social Services referred me to Transform. The children's home was the first place I'd felt stable and safe in a long time, so moving to Transform was a daunting prospect.

My keyworker Hannah has helped me with so much, I would have struggled on my own. She has helped me sort out the benefits I was entitled to, get the right mental health assessment and support I need. She has also helped me get funding for a dyslexia assessment which meant I could get extra support at college. This really took the pressure off at a very difficult time for me. Hannah even came with me when I had to have an operation under general anaesthetic. I was really worried about going and having no one there to support me, but Hannah was there to hold my hand – literally!

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

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

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





“Transform has helped me fulfil my potential. Without them things could have been very different for me.”

”  
**Victoria**





**1985 – 1992**

# Diversification by renting properties

The Chairman of SCDT, Michael Calvert, along with the other directors, took the bold decision to appoint a full time Chief Executive to try and enable growth. Keith Hayward came into post in 1985. He was a housing professional, and immediately started to look at widening the role of SCDT, given the acute shortage of housing in Surrey.

SCDT organised a Surrey-wide conference to address the urgent need for more accommodation for homeless people. This helped to encourage the local authority partners to put together a housing strategy for those who were homeless or who needed support.

From this conference, several new initiatives were developed (mainly in close partnership with John Dixon – a senior manager with Surrey Social Services):

1. Shared housing for young people and those leaving care (1986) with a resident volunteer in each house, a model that creates stability and a small community.
2. Housing for people recovering from alcohol misuse (1988).
3. Housing for people experiencing difficulties with their mental health (1988).
4. Expansion into the London Borough of Sutton, with housing for homeless people and people experiencing difficulties with their mental health (1985) working closely with Roger Fear.



Keith Hayward



Thorneycroft House in Reigate

SCDT found that in supporting homeless people and those with a history of offending, they were also dealing with many who were struggling with alcohol misuse and experiencing difficulties with their mental health. Many of those who were homeless were also quite young so the growth into these new areas fitted well with the increasing experience of SCDT.

In the following few years there was considerable progress. Although SCDT was a housing association, it did not at this stage have the financial strength and experience to develop its own housing or to raise mortgages to help finance acquisitions. Instead, all accommodation was either rented or leased from local authorities or managed on behalf of larger housing associations.

The one exception was the purchase by SCDT in 1991 of a house in Redhill funded by a mortgage, to accommodate people recovering from alcohol misuse. This property was the fourth to be owned by SCDT. By 1993 it was supporting 230 people with 30 staff. A few people were still accommodated in shared rooms, but this would soon change.



The properties rented from the local authority were often only available on a short-term basis, such as ex-police houses, this meant that the future of each project was uncertain.

The larger housing associations would develop or find housing that SCDT would then manage (primarily using small blocks of flats in Surrey and Sutton). This involved working with Hyde Housing, Thames Valley Housing and The Guinness Partnership.

Some of these initiatives linked into the changes in local authority policy that came in with the Community Care Act of 1990. The aim was to move people out of institutions, such as long stay hospitals, into the community.

However, with the 'Right to Buy' scheme introduced by Margaret Thatcher's government in 1980, the housing stock available for local authorities began to decline. Therefore more emphasis was put on expanding housing association stock. This was done using grants from the Housing Corporation and borrowing from banks and other financial institutions, to fulfil the growing housing need.



Ryle Road



**1993 – 1996**

# Growth, professionalism and mortgage finance

I joined SCDT in early 1993. Keith Hayward said to me his objective for SCDT was “to cure homelessness, so that SCDT’s services were no longer required, so we could pack up and go home.” It was a dream!

Sadly, the need had grown much larger! But so had SCDT as it tried to respond to the growing demand for housing and support.

My first two days were very memorable – meeting colleagues across the organisation, visiting lots of properties and most importantly meeting the people who were receiving our support. There was a very strong appreciation of what was provided to help them through that difficult chapter of their lives. This gave me a real sense of the enormous value of what SCDT was doing.

In my first week we met with a national bank. Sadly, their manager was not permitted to lend to small housing associations like SCDT at the time. I had borrowed significant funds from another bank while working at the Shaftesbury Society (a Christian charity providing care, support and holiday services for disabled people) and, with the support of SCDT’s board of directors, within a few weeks we had agreement in principle to borrow and we started taking steps to transfer our banking arrangements.

Things moved quickly with SCDT later purchasing its fifth house in Leatherhead, to accommodate more people recovering from alcohol misuse with a mortgage of £35,000.



Waterfields in Leatherhead



Throwley Way in Sutton

In the autumn of 1992 the Housing Corporation (SCDT's regulator) carried out an inspection. The finding from the regulator arrived the week I started, and their report had a lot of recommendations.

SCDT had grown quickly in the years since 1985 but had not put the adequate systems or procedures in place. I spoke with the Housing Corporation for advice, and they suggested I contact Ros Black of **Cherchefelle Housing Association** in Redhill. So, I duly met with Ros a couple of weeks later who gave me plenty of very helpful tips.

SCDT immediately began implementing comprehensive policies and procedures adapted from those I had developed at the Shaftesbury Society. We started an annual client satisfaction survey and put in place a process to develop both our first business plan and to publish an annual report. This meant that SCDT quickly complied with all our regulators' recommendations. Subsequent inspections over the coming years confirmed that SCDT was in good shape.

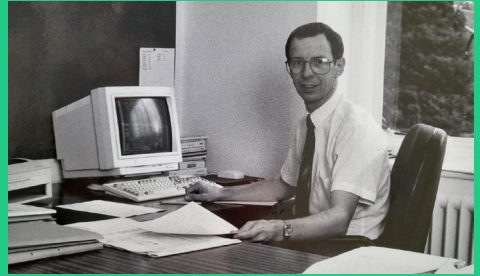
1993 was Transform's 21<sup>st</sup> birthday and this was celebrated with a dinner and reception in Richmond attended by many of the Mayors we worked with across Surrey and Sutton.

In 1994, with a grant from the Housing Corporation, SCDT redeveloped a property in Sutton leased from the local authority. It was converted into a small hostel for seven people experiencing difficulties with their mental health. This was later extended by stretching into the adjacent property to house 12 people.



# Technology

When I joined in 1993 there were the beginnings of tentative steps into using technology. There were two newly acquired computers, but at that stage no website, email or mobile phones. The main form of communication was by landline phones, plus a fax machine – where the shiny paper curled up and faded very quickly!



**Working at my newly acquired computer**

Everything was either handwritten or had been typed using a typewriter, however the payroll had been computerised. We gradually moved to computerising all the accounts, correspondences, records and all documentation. Within two years every team had a computer, printer/fax, and mobile phones. It would be 2004 before SCDT had its first website and email started to be used in 1999.



SURREY COMMUNITY DEVELOPMENT TRUST

## THE BIGGER ISSUE

The SCDT Residents' Newsletter Summer 1997 Issue No. 4

### £10.5 MILLION FOR SCDT FOR HOUSING

A unique alliance of Surrey's county and district councils, together with Surrey Magistrates, Surrey Probation Service and Surrey Community Development Trust has raised £10.5 million for housing schemes to help homeless and other vulnerable people in the County.

It is the first time all Surrey's eleven district and borough councils have teamed up with Surrey County Council and others to promote a countywide initiative, which aims to create social housing for more than 200 people across the county. There has also been considerable support from Surrey's MPs, church leaders, such as the Bishop of Guildford, Surrey Police and other agencies working with vulnerable people.

It is acknowledged throughout Surrey that there is a major shortage of affordable rented accommodation. Traditionally, the development of social and affordable housing in Surrey has been very difficult because of the high cost of land.

Consequently, there has been considerable under-investment.

The number of single vulnerable people who need move-on accommodation in Surrey is increasing. The relevant agencies, including Social Services, District Councils, Health Authorities and voluntary organisations, have expressed concern over the lack of affordable move-on accommodation.

The principal service of the Surrey Partnership Capital Challenge Bid is to offer much needed move-on accommodation for single vulnerable people, and to provide the framework for people to re-establish themselves back into the community.

The Bid offers low to medium support for people with low incomes who wish to move on, but who cannot afford the high prices in the property market (in either rented or owner occupied accommodation) in Surrey.

### 25TH ANNIVERSARY

This year the Trust will have been in operation for 25 years and we will be holding events throughout the year to celebrate.

In March a lunchtime concert was held at the Guildhall in Guildford. The concert was sponsored on behalf of the Trust and formed part of the Guildford 97 International Music Festival. Among the guests were the High Sheriff of Surrey, the Lord Lieutenant of Surrey, the Bishop of

Dorking and the Mayor of Guildford. Other events to be held include a concert at the Farnham Maltings in November and lunches to be attended by local Mayors and staff from other agencies that we work with, such as Social Services and housing.

Residents will not be left out. It has been agreed that each resident will be given a food voucher to be used at a local store.

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## The Bigger Issue – an early edition

Before long SCDT had agreed a loan facility of £615,000 available for our next series of purchases.

We worked in partnership with Dave Sargeant from Surrey County Council to apply for mental illness specific grant funding and were successful in securing £315,000. In 1995, with this grant and the loan finance available, we acquired four more properties with revenue funding from Surrey County Council.

In 1996 using the same loan facility, SCDT purchased another three properties (which we had been previously renting) to secure the organisation's long-term future.

In 1995, a resident newsletter was started – it was initially called the Bigger Issue, a name chosen by the clients. This regular bulletin led to the development of further client involvement processes. In 2000, a process of consultation and involvement began.

# Rising standards

Right up until the mid-1990s, most of the furniture used in SCDT housing was second-hand from donations, but with some new equipment such as cookers and washing machines and always new bedding.

But since around 1993, new projects have been properly costed and new equipment, including furniture, was provided as standard, giving a much better quality service for those who were housed.



**Transform provides brand new bedding to every client, giving them a fresh start**



**1997 – 2000**



# Growth with Capital Challenge

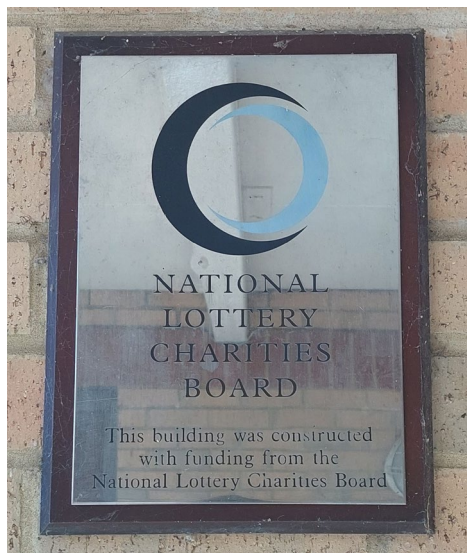
1997 was a busy year for SCDT. The first merger was completed when SCDT absorbed a small Abbeyfield Society based in Staines.

Dommett House (the only property owned at the time, as pictured on page 20) was converted into six flats.

A novel service was also started in Spelthorne. Colleagues would provide 'floating support' to people in their own homes, regardless of their tenancy status.

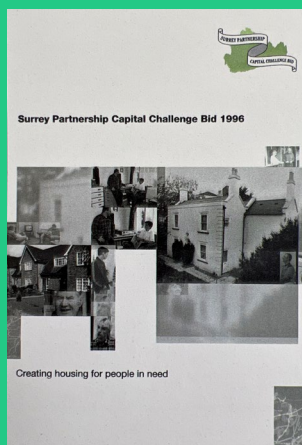
Celebrating 25 years of SCDT, the occasion was marked by a series of events including luncheons and concerts with the aim of helping to not only raise the profile of the organisation but also vital funds. Penelope Keith generously assisted at one of the events and in January 1998 she kindly agreed to become a patron and has been a great support ever since.

In 1998 SCDT was pleased to receive a grant from the National Lottery Charities Board (it had been secured a couple of years earlier) to help fund a project for young people and those leaving care in Guildford.



**National Lottery Charities plaque still outside Darwin Court in Guildford**

# About Capital Challenge



**Prospectus for the Capital Challenge bid in 1996**

During this period, our main focus was on the new Government funding stream called **Capital Challenge** which was published in May 1996. To meet the funding criteria, there needed to be a partnership between the voluntary, statutory and private sector. This seemed an attractive opportunity to provide new housing that was much needed across Surrey for those who required support.

The new project would combine the various interests of social services, housing, probation and the Police as well as SCDT. The aim was, for the first time, to create a partnership between all 11 Surrey borough and district councils and Surrey County Council.

A meeting was arranged in Esher in June 1996 with representatives from each organisation, which astonishingly had full attendance. Michael Varah, the Chief Probation Officer for Surrey spoke passionately in favour of backing the initiative to help galvanise full support. A partnership bid was then put together and a detailed prospectus completed by SCDT, with significant input particularly from the County Treasurer and Deputy, Peter Derrick and Phil Walker, together with John Dixon from Social Services.

The prospectus was submitted to the Department of the Environment. Remarkably it was approved in December 1996 and would start in April 1997.

The bid was for £5.4 million funding from the Government, £4.9 million borrowing by Transform from Barclays, £200,000 fundraising to be achieved, and design input from private sector consultants. There was a commitment from all local authority partners to help procure sites and deliver accommodation (mainly in flats and also places in houses) across all Surrey boroughs and districts.

This was a mammoth programme for a small housing association to deliver, SCDT had to scale up.

With the appointment of a small development team led by Suzanne Edwards, work with architects was started to create a modular design for small blocks of flats. It was initially aimed to use this modular approach throughout the programme, but we later moved to a more flexible approach, mainly using design and build.



**Capital Challenge Modular  
development in Redhill**

Keith Hayward left SCDT in the early stages of the programme in the late summer of 1997 and, after a recruitment process, I was appointed Chief Executive towards the end of 1997. But there was no time to pause for breath with so much to do.

The aim of Capital Challenge was to provide accommodation for people with housing and support needs in every borough across Surrey. We hoped to achieve this by building small blocks of flats and by acquiring houses on the open market. The aim was to provide move-on housing to free up places in existing SCDT accommodation for people with higher needs.

SCDT worked hard, sometimes with developers, and supported by the councils, to purchase sites and existing properties. This included properties that SCDT was already renting or managing, including former police houses.

There were some challenges along the way such as a builder going into liquidation part way through a project and delays because of an archaeology dig on another, but there was also great teamwork from all the partners.

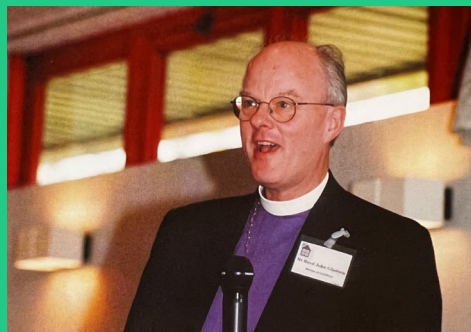
The overall programme was doing very well, so we were delighted when the Government Office for the South East awarded SCDT a further £500,000 of funding, with another year on the programme through to 2002, provided we could match this with additional £500,000 mortgage.



**Team at Redhill College in March 2000  
(l to r) Suzanne Edwards, Paul Mitchell,  
Amanda Burge and Ossie Klass**

The extra funding was easily possible as the loan facility from Barclays had extra headroom as we had secured a £6 million loan facility against the original requirement of £4.9 million borrowing.

By completion of the Capital Challenge partnership, we had provided 212 units of accommodation. This was a great result for Surrey and those involved in the programme delivery driven by the Commissioning Board (which was made up of representatives from Surrey local authorities and chaired by SCDT).



**Bishop of Guildford**

The partners celebrated what had been achieved with a lunch on 10 March 2000 at Redhill College, as most of the programme was, by then, complete with a few projects stretching on for another two years.

The completed programme added more than £12.6 million worth of properties during the five years. The very successful delivery of this programme was the highlight of my time with SCDT/Transform.



**Barton Close**

SCDT was awarded two National Housing Awards for this successful programme in 1997 and 1999. It also meant that SCDT now had a good spread of properties across all 11 Surrey boroughs and districts, having only previously worked in seven boroughs.

It also meant that SCDT was now trusted as an organisation that could deliver and was very well respected across the county. One of the projects – Barton Close in Woking – was opened by HRH, The Duke of Gloucester, our first Royal opening in the summer of 2002.

2000 was also the year that the Housing Corporation introduced the Decent Homes Standard to try and raise the standard of council and housing association accommodation. This put greater emphasis on knowing our housing stock, continual reinvestment and also implementing a robust maintenance strategy.



**National Housing awards ceremony with the SCDT and Surrey Team**





**2001 – 2017**

# Supporting People

The change in funding in 2003 was very significant. Up until 2003 SCDT's revenue funding came from four sources:

- Housing benefit paid to the client.
- Grants paid by the Housing Corporation to housing associations called Special Needs Management Allowances.
- The Probation Accommodation Grants Scheme.
- Contracts with Social Services.



Simmonds Court

This was replaced by one new funding source that was overseen by the new Supporting People teams in county or unitary councils.

Initially the new system was fairly funded. Up until 2003, SCDT had worked in creative ways to use whichever funding sources worked best at the time to help run and initiate new projects. Supporting People added challenges for SCDT as the funding pot was gradually eroded under government pressure. It became more difficult to develop much needed new housing, apart from the strategic priorities of the Supporting People team.

For most of this period, the Supporting People programme was headed up by a team at Surrey County Council lead by Andrea Cannon (Andrea went on to join Transform in 2012).

The group of providers was led by a small number of housing provider leaders, including myself, Ros Black and, on her retirement, Martin Bellinger, both from Cherchefelle. This helped to guide the programme and meant strong partnership working between the various providers of which SCDT and Cherchefelle were the largest in Surrey.



Pound House

A lot of things happened in the run up to the big changes in funding. In 2002 we successfully tendered to purchase several properties from Thames Valley Housing Association (TVHA), some that we already managed, but also including two new properties in Woking. These were run by two other providers, the Woking Association of the Single Homeless (WASH) and the Surrey Care Trust. We were already talking to both organisations about taking on the running of Pound House and The Crescent respectively.



The Crescent

So, by August 2002 SCDT had merged with WASH and taken over running the new services. These were both for young people and those leaving care, providing accommodation in properties that we also purchased at the same time from TVHA. A Tenancy Support Service was also transferred with WASH, this was run for a number of years in partnership with the Woking Churches. Angela Clark, the Chairman of WASH was appointed a director of SCDT.



Client BBQ at Pound House

Apex Housing Group (now A2Dominion Group) also approached SCDT and asked us to take on the running of their homeless hostel in Walton which we added in April 2002. Much of these new projects for SCDT were triggered by other providers amid concerns and uncertainties of the new funding system.

Also in 2002, SCDT started running a series of BBQs and other summer events for clients, which were a great success, and have been repeated ever since apart from during the pandemic. These were very popular and a great way for me and other colleagues to meet the people we house and support in a very relaxed way. It also gave them opportunities to meet each other.



In 2002 we came across a young man who had moved on into a council flat from another provider. Months later he was still sleeping on a mattress on the floor with no furniture or equipment and hence no way to live or eat properly.

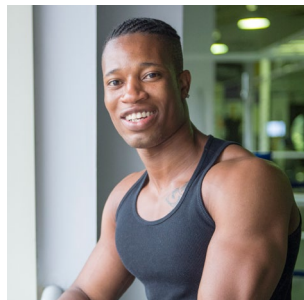
Knowing this, SCDT started a specific fundraising project so that we could provide grants to people moving on from our accommodation. Clients were able to apply for a move-on grant and we would help them to procure the furniture or equipment needed to set up their home. We also helped clients, where appropriate, to access second-hand furniture and other items.

In October 2003 SCDT took over the management of 71 flats that made up the temporary accommodation in Spelthorne in a partnership initiative with both the council and again, Apex Housing Group. Individuals and families that were referred to the scheme were homeless, and some were fleeing domestic violence. Assistance was given in many ways, not just with housing, staff helped clients find employment and access to other services.



Clyde & Co donating equipment for clients in 2003

# Loliya's story



Loliya was a client at Pound House in Woking

I went into foster care at 15 because of family issues. I got involved with a gang – I tried to get away but other gangs all knew me as one of their rivals and still wanted to fight. Eventually I asked social services if I could move away. I wanted to make something of my life and I didn't want to get a criminal record.

Around that time I was approached by Woking Football Club and was accepted into their youth team. This meant travelling to Woking for over an hour each way, up to six times a week. I kept asking to move to Woking so I could keep playing football. I eventually found a B&B and social services agreed to pay for it.

After six months I was referred to Pound House in Woking – a housing project for young people run by Transform. The staff helped me enrol at Woking College and I also continued playing football. When I was ready to live more independently, I moved to one of Transform's shared houses.

I passed my exams and now I'm training to become a fitness instructor, doing an apprenticeship in a gym. I go to the local gym every day, thanks to a grant from Transform. I've entered body building competitions and recently came sixth out of 250 people.

I would like to say a big thank you to Transform, as without their help I would not have been able to turn my life around. They have helped me in every way possible. I really feel Transform has been like a parent to me.



“  
They have helped  
me in every way  
possible. I really feel  
Transform has been  
like a parent to me.

”  
**Loliya**

# Funding supported housing



**House of Commons event hosted by  
local MP, Anne Milton, in 2010**

SCDT received funds from two places: rent from clients paid for the maintenance, housing management and loan costs of the mortgage, which was secured on our property portfolio. Secondly, we also needed revenue grants from statutory agencies to pay for the support provided. Additionally donations to help clients with important extras was a bonus.

As a housing association most of the capital grants came from the Housing Corporation, or Homes and Communities Agency as it became, (now Homes England). These grants were repayable if the property

ceased to be used as housing. We also had lots of grants agreed with other agencies, such as Surrey County Council, the district and borough councils, also the Drug and Alcohol Action Team. We are very appreciative to each agency that has provided grants throughout the years, especially to Homes England for their grants which made much of the housing possible.

Fundraising has also been a great benefit, with several million pounds raised and invested in new projects and supplementing the quality of service we provide to the people we serve. We are incredibly grateful to charitable trusts, corporate supporters, individuals and organisations, who have given so generously. We are also grateful to those who have raised funds by carrying out such activities as running marathons, completing swimathons, attending fundraising events at places like the House of Lords or the House of Commons and buying tickets for lunch at the Clink restaurant in HMP Brixton or High Down.

Each year SCDT (and later Transform) would develop new accommodation or buy and upgrade existing houses using grants, donations and loans to make the acquisition possible, usually working closely with the relevant local authority partners.



# Stretch into Hampshire

In early 2004 a new housing project was opened in Farnham as a joint project working across Waverley and into Hampshire. The project was for 13 people who had been homeless.

Transform also benefited from the support of local charity, First Base for the Homeless, with Stella Wardell and others who had the vision for a hostel provision and contributed £135,000 to the project. A large housing association could not make a conventional hostel work on a viable basis so instead, Waverley Borough Council turned to SCDT.

We looked at designing a building that was not a shared hostel which had a limited life, but instead was made up of flats ensuring it had a long-term use. The offices and common room were designed so that it could easily be remodelled as a further flat in the future. Simmonds Court (pictured on page 33) as it was to be known, was the first project opened by HRH, The Countess of Wessex in 2004.

Also opened in 2004 was a much improved and rebuilt, hostel for young people. The Crescent in Woking was purchased by SCDT two years earlier and an extra floor added to accommodate 14 young people. This project also had a royal opening by HRH, The Duke of Kent.



HRH, The Duke of Kent at The Crescent re-opening event with David Hypher in 2005

# Thriving with independence

One of my favourite experiences was when I was invited to take part in a Surrey County Council conference looking at housing options for people with learning disabilities in South West Surrey, held at the University of Surrey in 2005. That followed a discussion about SCDT helping with housing and support. The conference was attended by 300 people with learning disabilities, their parents and other professionals.

I gave a talk about what might be possible for us to do and afterwards I was inundated with parents looking at housing options for their young and middle-aged family members.

Working with Surrey Social Services, SCDT then proceeded to develop a series of four homes for people living together, semi-independently with many coming from residential care homes. The first project we set up was for four ladies.

One mother was not comfortable with her daughter moving out of the safety of her care home with 24 hour staffing, but with gentle persuasion she agreed for her daughter to try it.

It worked out so well that at the next housing conference in the same venue in July 2008, I gave another presentation of what had been achieved, alongside her daughter. Michele (pictured centre) spoke so positively about how her life had been transformed and her mother said moving to SCDT was the best thing that had ever happened to her, seeing how she was thriving and witnessing her speaking to 300 people with confidence and passion.

This initiative demonstrated the value for money gains, as the cost of provision with SCDT was vastly cheaper than housing people in expensive residential care. It also gave each person much greater choice over how they lived each day.



# Largest individual donation received

I received a letter one day in the autumn of 2006. It was from an anonymous gentleman who had carried out some research. He promised a donation £10,000 to SCDT, plus there was the possibility of a further £90,000 for the most innovative project in Surrey. We had been told this request had also been sent to several other charities.

We were at the time looking to redevelop Rockwell Cottages in Epsom (pictured on page 11). This was one of our original three properties purchased in the early 1970s, but it was no longer fit for purpose. We put together a proposal and invited the gentlemen to visit, meet staff and the people being helped in their recovery from substance and alcohol misuse. We were delighted when he confirmed that SCDT had been awarded the full donation of £100,000, but also with tax relief this took the donation to over £128,000.

This was the largest donation SCDT had ever received from an individual! It was a great contribution to what is now known as Stewart Court, which was opened in June 2008 supporting people recovering from substance and alcohol misuse.

The property consisted of seven flats, plus an office and lounge that could double up as an extra flat if needed in the future.



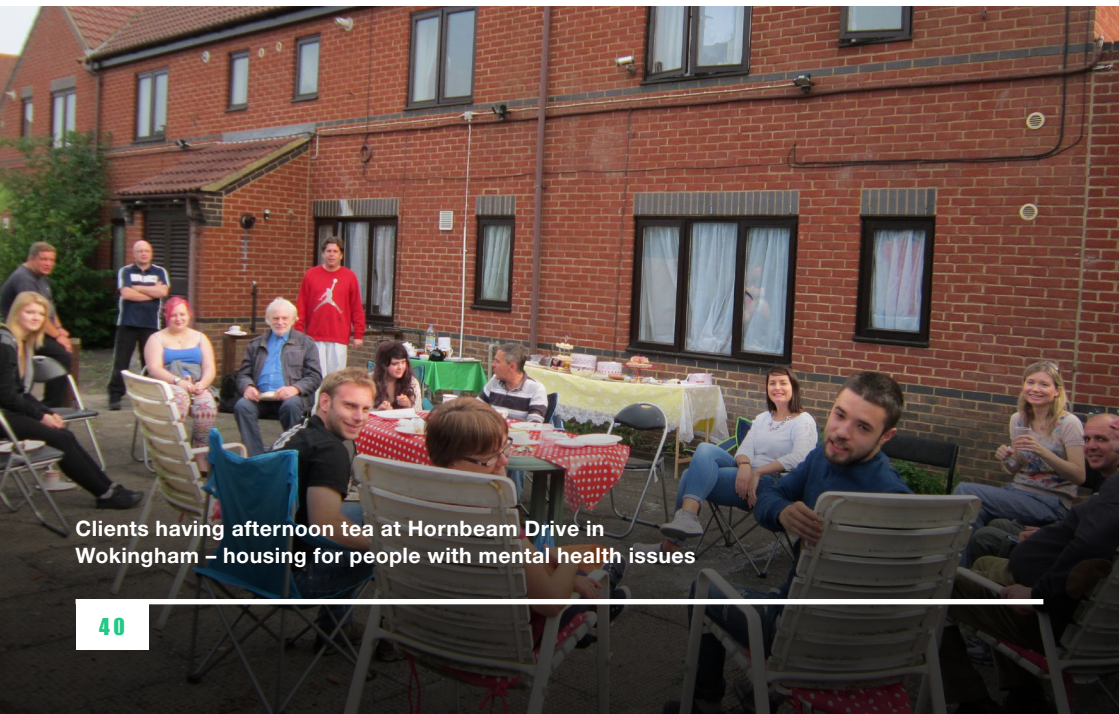
Dame Sarah Goad, opening Stewart Court, along with Transform Chairman Colin Selvin and many others



# Stretch into Berkshire

As SCDT looked to widen its territorial footprint, being the largest provider in Surrey meant it was harder to grow. We looked at several possibilities including working with the Unitary Authority of Wokingham in Berkshire, and we submitted two tenders for newly configured services that they advertised.

SCDT worked hard at the tender process for two large floating support services to help people in housing regardless of tenancy status. We were very pleased to be awarded both by the council. Dave Hulme oversaw the setting up of the Wokingham Team from April 2007, quickly building a strong and effective team. With these two services SCDT became the largest support provider in Wokingham.



Clients having afternoon tea at Hornbeam Drive in Wokingham – housing for people with mental health issues



# Enter Transform

The name of SCDT or Surrey Community Development Trust had been confusing to many, particularly in Berkshire or Hampshire. So, over several years, steps were taken to change to a name that was simpler and said 'on the tin' what we did.

Through client consultation and contributions, the name eventually selected was Transform Housing & Support.

As well as a new name and branding, a new website was developed after lots of consultation. Transform was officially launched in June 2011.

The Government also changed the names of housing associations in 2012 to Registered Social Landlords.



# Brant and Linda's story



Brant and Linda were clients from Wokingham

If it weren't for Transform, we would have committed suicide because we were in such a bad place. We were behind with rent because of financial difficulties, and at times we didn't know where the next meal was coming from. We couldn't afford heating, which exacerbated Brant's emphysema. You can't imagine what it's like not to be able to have food or heating, especially when you're poorly. We couldn't see any way out.

We heard about Transform's support service from the council, when we were unable to pay our rent. We were assigned a keyworker, Tristan, and the rest is history. It felt like a weight had been lifted, knowing that Transform were just a phone call away. We felt we could open up to Tristan as he understood our problems.

There were lots of things we didn't know we were entitled to until Tristan came along! He helped Brant track down his Army pension, found us charity funding for our heating bills and helped us get a car from Motability. We couldn't afford to have our driveway maintained and it became dangerous, but Tristan arranged for the council to repair it.

Now? We just love our life. We love being retired, doing the garden and being with the dog. It's nice knowing you don't have to go without heating or dinner because you have to save for something. We can afford to do things now and we are looking forward to saving for a holiday. We were so lucky to receive support from Transform. We don't stop smiling now. Life is good, it really is.





“  
We were so lucky to  
receive support from  
Transform. We don't  
stop smiling now. Life  
is good, it really is.

”

**Brant and Linda**

# Patrons



**Lord Lieutenant, Michael  
More-Molyneux.**

Ever since the inception of SCDT, there has been amazing support from influential people. Throughout the past 50 years, the Lord Lieutenant of Surrey, The Bishop of Guildford and the Chief Constable of Surrey Police have been our core patrons.

The Vice-Chancellor of the University of Surrey has had huge involvement with SCDT. There have also been other key people who have supported as patrons including Dame Penelope Keith since 1998, Sir Richard Stilgoe since 2002 and the Right Hon Baroness Bottomley since 2005.

Since 2006 we have been very blessed to have as our Royal Patron – Her Royal Highness, The Countess of Wessex, thanks to our Chairman at the time, and now patron, David Hypher who made this request.

We are very appreciative of all our patrons and ambassadors who have, during the past 50 years, helped Transform to succeed so that thousands of people could be housed and supported. A full list of current patrons and ambassadors can be found on the Transform website.

Throughout the past 50 years, the input of the four Lord Lieutenants of Surrey has been immense with each having a very close link with SCDT and Transform. So, thanks to John Hamilton, Third Baron of Dalzell, Sir Richard Thornton, Dame Sarah Goad DCVO and Michael More-Molyneux.

Thanks also goes to many High Sheriffs of Surrey for their support. A number of them have been patrons but some have also been SCDT Chairs – Michael Calvert, David Hypher and Elizabeth Kennedy.



# Winter night shelter

Transform worked in partnership with the three boroughs of Elmbridge, Runnymede and Spelthorne to run a winter shelter for local homeless people and rough sleepers during the coldest months of the year. They were held in a variety of different buildings, such as an empty house, an empty local authority day centre and sheltered housing, both of which were redundant.

The first winter shelter opened its doors in January 2014. Steve Moore worked tirelessly to set up the winter shelter each year. It was great to see the positive outcomes for clients who were then able to be referred onto Transform's supported housing services.



Transform and partners celebrating a successful winter shelter in 2014

# Client engagement



Client Forum Approved logo introduced in 2022

Over many years SCDT and now Transform has always put clients at the centre of its operation.

Since 1995, regular newsletters have been produced, with contributions from the people who are supported and live in our properties.

Over the years, there have also been lots of other activities run by the clients for the clients such as garden projects, allotments, art and photography projects, day trips and more recently BBQs and summer events.

The Client Consultation and Information Group (now the Client Forum) has included representatives from different parts of Transform. This group continues to influence how we operate and provides vital input, which has led to the development of the Client Engagement Strategy launched in 2022.

Within the new strategy, Transform has been committed to ensuring clients' voices influence decision making. People with lived experience can provide invaluable insight into how activity impacts them and how new services could affect future clients. To harness their views, Transform has developed a way for current and/or former clients to be involved in the strategic planning carried out by its Board of Trustees by participating in the Board's Client Experience & Impact Committee.

In 2022, Transform introduced a new seal of approval – the Client Forum Approved stamp. All documents approved by the Client forum will display this.



# Reigate Quaker Housing Association

With hard work from Andrea Cannon and Peter Riggs, Transform won the tender to provide back office support and strategic management to Reigate Quaker Housing Association that commenced in January 2015. Running this service involved quite a bit of work to help this organisation with its accommodation for 60 older people, oversight of staff and maintenance, preparing accounts, liaising with their Board and preparing all the papers for each Board meeting.

This excellent teamwork put us in good stead for what was to come.

**ReigateQuaker**  
Housing Association

## David's story

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

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

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

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

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

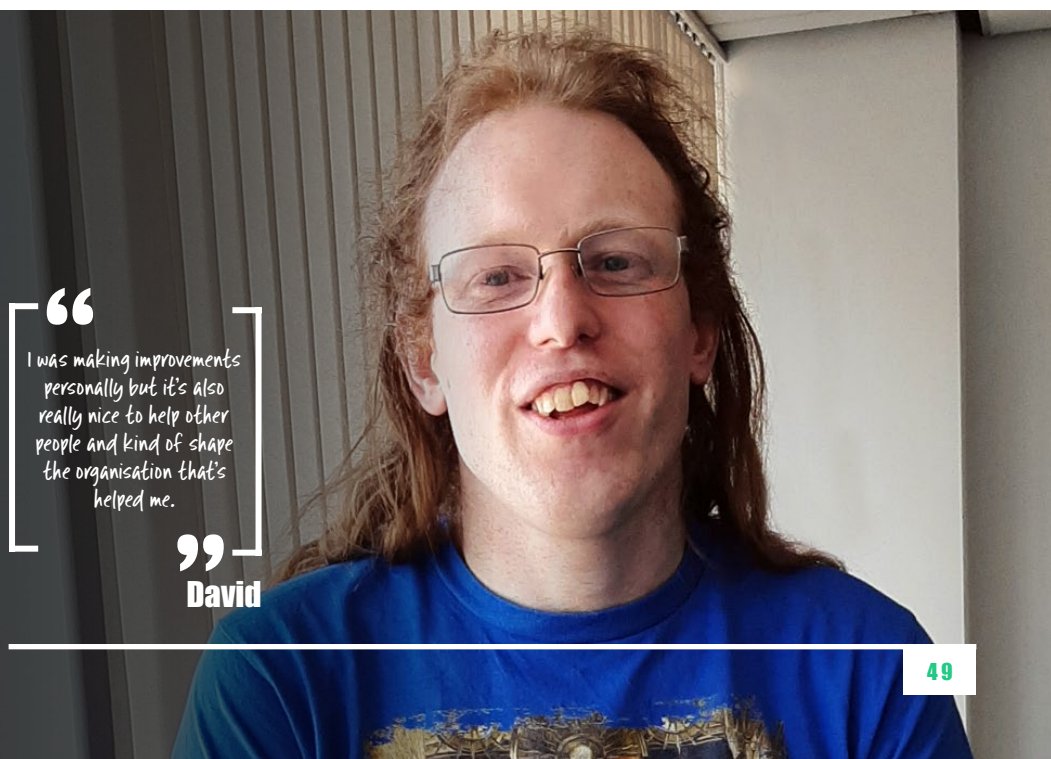


## Providing the client's voice

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

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

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



“

*I was making improvements personally but it's also really nice to help other people and kind of shape the organisation that's helped me.*

”

**David**

# Generosity



Another novel opportunity arose in 2015 when a very generous supporter offered us a one bedroom flat, rent free for 12 years. With the rental income for this property, Transform was able to purchase a second one-bedroom flat.

The rental income from both flats covered the cost of both the loan repayments and interest payable which meant Transform could house and support two further people. At the end of the 12 years rental agreement, Transform would then own the second property with the mortgage paid off.

## Training modules



Over the years Transform has developed a number of Training modules which aim to provide a way of learning certain life skills in a structured way. These include things like budgeting and anger management.

They have been extremely helpful for clients to complete on their own or with their keyworker. One module which helps people who are struggling to manage their alcohol intake was published in 2017 with funding from the Police & Crime Commissioner for Surrey.

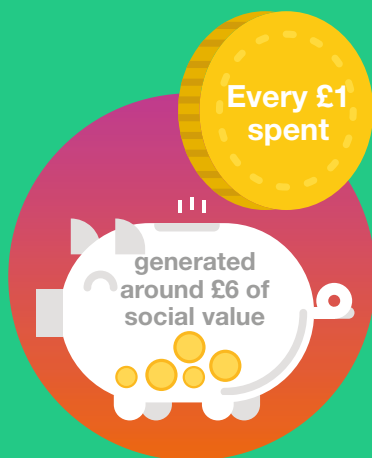
### Alcohol training module

# Value for money

Transform has always collected data and information to support its work. We began to carry out Client satisfaction questionnaires in 1993 and from 2015, sought to measure the value of the support we provide.

In 2015, a case study was produced of a particular individual using measures developed by others to calculate the social value of what Transform does. We did this by looking at two things: the benefits to the individual we are supporting and benefits to society as a whole.

In looking at this one individual, we calculated that the social value generated per year was £60,530. Though the cost of provision was £9,213 this meant that for every £1 we spent, the social value was £6.57. This value can vary depending on the client, but this illustrates the multiplier value of the services that Transform provides to society.



# Merger with Cherchefelle



**This chart was used in the consultation  
process to look at the impact of combining  
Transform and Cherchefelle**

Cherchefelle and Transform had worked closely together. In 2014 the Board of Cherchefelle in discussions with Martin Bellinger recognised that his planned retirement as Chief Executive in 2017 would be a critical time for the organisation. They explored options and concluded that merging would secure the future of the business. They reviewed potential partners and Transform was chosen as their preferred organisation with whom to explore merger options.

In early 2015, the two chief executives had initial discussions which led to the Boards developing a joint business plan. With a viable plan, the next step was due diligence processes and then obtaining all the approvals required including from our regulators and lenders. There was lots of consultation with the people both organisations housed, supported and cared for, the staff, and with local authority partners. After green lights were obtained all round and lots of hard work, the merger took place on 1 October 2016.



In 2005, Cherchefelle had additionally launched its care service in extra care housing and its domiciliary care services in the community.

The care provision was quite different to housing and support. The service consisted of caring for older or frail people and those with physical disabilities either in their own home or in sheltered/extra care housing schemes run by Cherchefelle or on behalf of other housing associations.

There were some immediate tasks needed as each care location had to be registered with Care Quality Commission (CQC) in the name of Transform, with a CQC inspection soon after. The service needed its own identity which became an adaptation of Transform's existing logo with the name **Transform Homecare**.

Common policies and procedures for housing and support were developed and implemented and colleagues were given training where these had changed.



Paul and Martin signing contracts



New branding for the homecare service

# Martin's retirement

Martin Bellinger was appointed Deputy Chief Executive for Transform and an extra Board sub-committee was set up for Care quality. Several of the Directors of Cherchefelle were appointed to the Board of Transform.

The next year was focused on bringing the organisation together. Combining processes was an opportunity to bring the best from both organisations and create a combined culture.

As planned, Martin Bellinger retired in February 2017 as Deputy Chief Executive.



# Pear Tree Manor

During 2016 and 2017 we had considerable dialogue with Epsom & Ewell Borough Councils and the London Borough of Sutton. We were discussing the provision of temporary accommodation for families and individuals. The result was for Transform to take on new a service in Epsom in 2017 and another in the London Borough of Sutton in 2018/19.



Pear Tree Manor

Pear Tree Manor in Sutton was completed in 2016 to provide self-contained accommodation for 16 people with learning disabilities. The project had considerable input from clients as it was being shaped. Each client was able to pick certain aspects of their homes including wall colours, floors and kitchen work surfaces – they even got to pick the name! As they lived next door, they were able to watch as their new homes were being built.



Opening ceremony with the local Mayor in attendance

# A new Chair for Transform



**Mark Austen**  
Transform Chair since 2017

In 2017, a new Chair was appointed.

Mark Austen had joined the Board as a trustee in 2015 bringing with him extensive, global experience in the financial and related industries – including management consultancy, banking, technology and insurance.

On his appointment as Chair, Mark set out to spearhead a substantial modernisation programme at Transform. This was to include new processes and ways of working emulating successful approaches in industry. He also prompted refinancing, renewal of standards, major improvements in governance and development of new, fit-for-purpose technology that would drive Transform's future success.

In three years' time, this activity, in particular the IT and digital transformation, was to prove invaluable as the pandemic hit.

During his five-year tenure to date, Mark has also refreshed the Board of Trustees, adding skills appropriate to meet ambitious future growth plans.



# Christine's story



When I first moved to Transform, I lived at Camperdown. I liked living there because I made lots of friends. The staff were also really nice – they help me with my money and my rent. I was very excited when Transform said they were going to build new flats next door. We got to watch them being built! I really like my new flat because I got to choose how it looked, including my purple bedroom. I even helped choose the name “Pear Tree Manor”. I still see my friends who moved over to Pear Tree Manor with me, and I host fish and chip night on a Friday!

I feel more independent now. I can cook my food and wash up on my own. I enjoy watering the garden and feeding the birds too. I also love being on the Transform client forum. I get to speak up and be involved.

At the moment, I go to college. Last year I got qualifications in textiles and music. This year, I'm going to learn about computers, time management and speaking up!

## Iris, Christine's Aunt

Before Transform, Christine was living with a family. Unfortunately circumstances changed and they couldn't look after her anymore. Christine then had the choice of going to live with someone else or moving to Transform and being more independent.

She opted for being independent and so moved to [Pear Tree Manor]. I have noticed a difference in Christine, she really enjoys it here. I think Transform is wonderful. For Christine to have this is wonderful – I know she absolutely loves it.





2018 – 2022



# Renewal, growth, investment and challenge

I was also planning for retirement and Chair Mark Austen managed a very smooth selection process with the support of Odgers, a head-hunting firm led by Transform patron Baroness Bottomley of Nettlestone.

Lawrence Santcross, who had previously worked as Care & Support Director for the London housing association Notting Hill Genesis, was appointed as Chief Executive on my retirement in August 2018.

2018 was also an opportunity to have a comprehensive review of all that Transform undertakes, its vision, its systems and processes. So the arrival of Lawrence, with a fresh pair of eyes and lots of experience in different settings, was an important springboard to help Transform be ready for future challenges and opportunities.

Transform had changed massively over the years, but as society changes it is vital for an organisation to evaluate all it does to ensure it is fully responsive to the needs and demands of the markets in which it is operates. To continue to grow and thrive Transform needed to be at the cutting edge of thinking and like in the past, be prepared to pioneer.



Lawrence Santcross joined Transform as Chief Executive in 2018



The Executive team at the  
Colleague Conference in 2021

Careful consideration of the merits of the new opportunities is also needed together with how these fit with the vision and goals, so that its work continues to make a strong social impact.

As part of this repositioning and after careful analysis, Transform's 2019/20 strategic plan set a path of delivering operational excellence.

The plan included person-centred and outcome-focused client services, high-quality secure properties, growth through diversification, partnerships in housing and support, enhanced organisational viability and sustainability and to be an excellent employer.

Lawrence has strengthened both the team, bringing in new expertise, and also Transform's infrastructure. Meanwhile the board of directors, under the leadership of Mark Austen, has worked closely with Lawrence to bring about these changes and to set-up a stronger and more robust governance structure for the future.

The Chair has also fulfilled the role of a strong mentor for Lawrence, supporting him to completely renew his senior leadership team to allow for further growth and development.

A big challenge was just around the corner.



# Continuing support throughout the pandemic

For the people that Transform supports, the Covid pandemic from March 2020 has been a difficult time, as it has been right across the world.

Staff went above and beyond what was expected of them to ensure clients continued to receive outstanding support. No services were closed during the pandemic and every homecare appointment was kept – a remarkable achievement.

Vital additional services were set-up to cope with demand. Transform installed temporary accommodation in the form of 12 studio cabins in Elmbridge. These cabins gave immediate respite in the winter months and enabled homeless clients to self-isolate to reduce the risk of transmitting Covid to others. As with our other winter shelters, some clients were also then referred onto Transform's housing and support services.

Committed staff have supported clients in new and imaginative ways, for example helping with arranging food bank deliveries and created pop-up vaccine centres.

During the period, colleagues have been adept at valuing clients, including continuing regular client forums via video calls which has helped refresh the client engagement strategy.

Transform has aimed to support better working arrangements in these challenging times. It was necessary to accelerate plans for improving technology developing IT infrastructure. This meant more phone and video call support could be offered to clients, and a much stronger emphasis on support for colleagues with improved technology, including for working from home.



Transform food banks set up by colleagues

# Emily's story

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

It started when I was 15. I was feeling really bad and struggling to cope with school. Eventually I went to counselling and I told them about an incident that happened to me when I was younger. 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 apparently interrupted the court case. So, for two years I had to deal with it on my own which led me to try to kill myself. I had planned out everything, 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 go to live with Transform or I 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?' And I said yes!

I went to see the room and I was pleasantly surprised. I also really liked the Resident Volunteer Anna, she works in a prison and is really strong, 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 feel really insecure when I meet new people but that went almost immediately with Amy.

She took things quite slowly with me, we did a support plan which meant I didn't get overwhelmed – it was great. Once I'd settled in she helped me sort my benefits and access the JobCentre, and then we moved on to things like bills and food shopping. I hadn't done things like that before so we built up to getting 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 actually makes sure that I am feeling okay. She's really taken the time to get to know me, which since, I have lost so many friends in my life, must have been a pain. 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 anymore but it's definitely more manageable. I used to have manic episodes that would last weeks and weeks, now they will last maybe a day at the most, and I can manage them because I know they're going to end. I am also not suicidal anymore. There was a point where I felt like I was just always going to feel depressed and that I was going to die – 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 then I had my first panic attack in two years! It was tough because I'd sort of forgotten how

to deal with them. Transform has an out of hours number that clients can 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. This sounds really weird saying it out loud but having that emotional rollercoaster was probably my stand-out moment because it made me feel 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 would be dead. I can guarantee that. It's given me a future, better mental health and, just everything – there's no simpler way to put it than that.



Emily (pictured right) with her keyworker Amy

# Mergers and widening footprint

Transform had worked closely with Reigate Quaker Housing Association since winning the tender back in 2015.

Following the decision of their board after a tender process, the whole business was transferred to Transform in May 2020. This not only stretched Transform into sheltered housing, but also widened the footprint of housing into West Sussex. The merger also provided the potential of an empty housing scheme awaiting redevelopment.

Another merger took place with Wey Valley Housing Association, a Guildford based housing provider that had been operating since 1973. This added accommodation for 11 people in two properties. There is a focus on people experiencing difficulties with their mental health and the merger also brought across two additional members of staff.



Knit and natter group at Thomas Moore



# Sale of Homecare services

After an external review, it was agreed by Transform's Board that it should concentrate on housing – the focus of its expertise.

The homecare service that had been acquired through the merger with Cherchefelle in October 2016 was in different markets and Transform had worked hard in challenging conditions to make this work.

So, it was agreed to sell this to a business that focuses on care services and, through a tender process, Apex Prime Care was chosen. The transfer of the staff and business took place on 1 March 2021 after considerable and careful consultation and discussions.



# Growth and investment



Transform's Housing  
First property

The future growth ambitions of Transform were significantly enhanced by securing Investment Partner Status with Homes England in 2019 which gives opportunities for greater growth in future years.

In addition, in 2020 Transform developed its first Housing First service. This is an approach designed to offer permanent housing to homeless people as quickly as possible with extra support to ensure they are able to maintain their accommodation. A partnership bid with Elmbridge Borough Council for Next Steps Accommodation Programme capital and revenue funding to provide five one-bedroom flats was successful. In addition, Transform is working with Spelthorne and Runnymede Borough Councils to provide Housing First support within their boroughs.

In 2021, Transform was able to expand the service as it was awarded two allocations from the Rough Sleeping Accommodation Programme, working in partnership with Elmbridge Borough Council to provide two further Housing First properties, and the East Surrey boroughs of Reigate and Banstead, Epsom & Ewell, Mole Valley and Tandridge to provide seven Housing First units.

In the period between 2019 and 2022 – we also developed move-on accommodation for people with low support needs following two successful partnership bids for three one-bedroom units in Elmbridge and five one-bedroom units in East Surrey working with Epsom & Ewell, Mole Valley and Tandridge councils.

The first modular development for Transform has been commissioned with off-site construction for a development in Redhill.

# A pizza history

A visit to Transform's Elmbridge service at Walton-on-Thames by HRH, The Countess of Wessex was a key highlight of 2021. The Countess met clients and colleagues to find out more about how Transform was supporting homeless and vulnerable people particularly during the pandemic.

The Countess donned an apron and gloves to help clients with preparing pizza for lunch and she heard their stories of how they are moving towards their ambitions of independent living.

She also found out how Elmbridge Borough Council and Transform have been working together over many years. In particular, the team shared details of the recent venture to provide 12 cabins to assist with taking homeless and vulnerable people of the street in the cold winter months, but also to reduce the risk of the Covid infection spreading.



HRH, The Countess of Wessex enjoyed helping cook with clients

# Royal visits throughout the years





# Finally

As I look back over 50 amazing years for Transform with pleasure at so much achieved, it is important to see the next destination ahead. Transform has enormous potential to build on this past heritage and reshape the organisation so it is set strong to help future generations of people that will need housing and support.

Through the pandemic Transform has shown tremendous agility and compassion with a strong focus on putting its clients at the centre of all it does. Transform has a strong team of staff and Board; it also has many loyal partners and friends. These give incredible support that helps with all its endeavours as it stretches its role much wider than the initial Surrey focus. This bodes very well for the sixth decade and beyond, that Transform's impact will be much greater than in its first five decades.





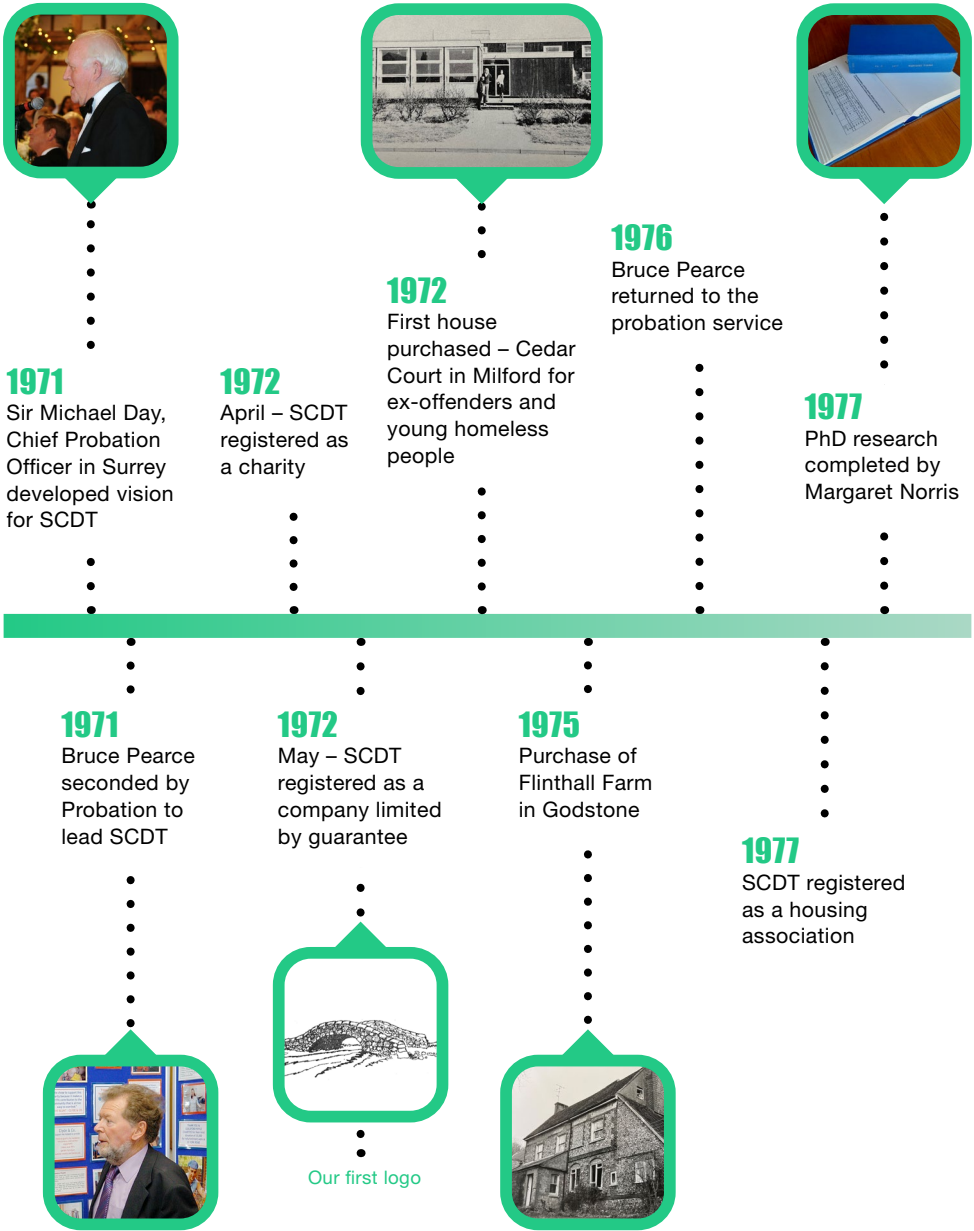






**Timeline**

# Decade 1 – from 1971





# Decade 2 – from 1982



**1985**  
Keith Hayward  
appointed  
Transform's first  
Chief Executive



**1988**  
Started providing  
support for  
those in recovery  
from alcohol  
dependency

**1991**  
Fourth house  
purchased with  
a mortgage in  
Redhill

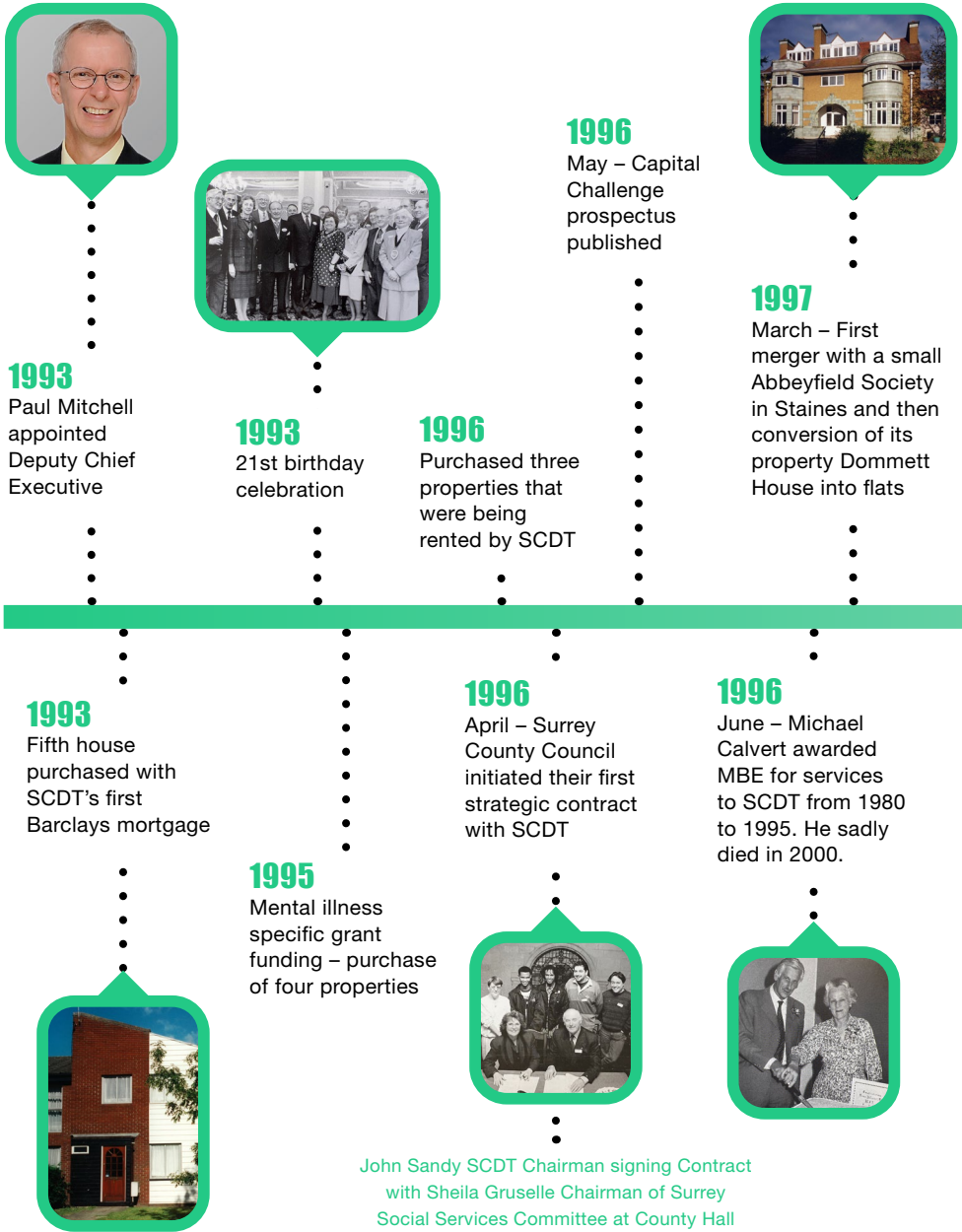
**1985**  
Started working in  
Sutton – helping  
those who were  
homeless or had  
mental health  
issues

**1985**  
SCDT organised  
Surrey conference  
on homelessness

**1986**  
First shared  
houses for  
young people

**1988**  
Started providing  
housing and  
support for those  
with mental health  
issues in Surrey

# Decade 3 – from 1992





**1997**

25 years celebration with several events



**1997**

December – SCDT won the National Housing Award



**1999**

October – Rt Hon David Currey MP presented National Partnership awards in Scarborough

**2000**

March – Capital Challenge celebratory lunch in Redhill

**1997**

April – Capital Challenge delivery begins

**1997**

November – Paul Mitchell appointed Chief Executive (Keith Hayward left in September 1997)

**1998**

January – Dame Penelope Keith become patron of SCDT

**1999**

December – new logo and brand colours adopted



# Decade 4 – from 2002



**2001**

June – Investors in People award received



**2002**

April – Purchased housing for 75 people from Thames Valley Housing Association



**2002**

July – First Royal opening by Duke of Gloucester of Barton Court in Woking

**2002**

May – SCDT took on the running of The Crescent

**2002**

August – Started running Pound House and took over from Woking Association for the Single Homeless

**2002**

April – Started running a homeless hostel in Walton under an agency agreement

**2002**

June – Start of a range of regular summer events and BBQs for clients



VIPs including Patron Baroness Bottomley





**2003**

October – SCDT took on the running of the temporary accommodation in Spelthorne



**2004**

August – SCDT's first website



**2005**

Spring – Royal opening of The Crescent in Woking after rebuilding



**2005**

August – Jon Rouse Chief Executive of the Housing Corporation visits SCDT in Farnham

**2004**

July – New offices in Leatherhead Bradmere House



**2004**

November – Royal opening of Simmonds Court in Farnham



**2005**

David Hypher was Chairman of Transform and High Sheriff of Surrey



Pictured with wife Pam

**2006**

July – Countess of Wessex appointed Royal Patron



**2006**

Peter Buckman died having lived at Gadd House in Farnham since 1961

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**2007**

April – Start of the Floating support service in Wokingham

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**2009**

September – House of Commons dinner, hosted by Anne Milton MP

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**2011**

August – Visit by Surrey County Council Chief Executive David McNulty (now Transform Ambassador)

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**2006**

SCDT was given a donation of over £128,000 towards the redevelopment of Rockwell Cottages in Epsom

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**2008**

Reception at the Crescent for young people. At the reception Dame Penelope Keith, Sally Varah (while High Sheriff) both Patrons of Transform

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**2011**

June – Changed name to Transform Housing & Support

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 **transform**  
housing & support



Having fun at  
Simmonds Court

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# Decade 5 – from 2012



**2012**

April – Transform film completed including a contribution from Penelope Keith



**2012**

May – Client photography exhibition in a Wokingham gallery for two weeks attended by Penelope Keith



**2013**

Purchase of the first house in partnership with the Surrey Drug and Alcohol Action Team

**2012**

40<sup>th</sup> celebration of Transform hosted by HRH, The Countess of Wessex at Bagshot Park, alongside patron Sir Richard Stilgoe

**2013**

May – Charity walk at Pains Hill Park in Cobham for clients, and all connected with Transform

**2013**

July – Empty Homes bid approved by the Homes & Community Agency





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## 2013

August – Visit by Robert Napier, Chairmen of the Homes & Community Agency our regulator

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## 2014

January – Transform opened its first Winter shelter in East Moseley in a redundant sheltered housing scheme working with Elmbridge, Runnymede and Spelthorne borough councils

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## 2014

June – Two staff involvement events in Guildford with victors in the Dragons Den style innovation session

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## 2014

January – Past Chairman of Transform, Dr Genny Lane received MBE for her services to Transform. She sadly died in the autumn of 2015.

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## 2014

March – Flooding across Spelthorne – fortunately no damage to Transform properties, but disruption meant some clients had to move out of housing temporarily with loads of road closures

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**2014**

November – First Christmas card designed by a client published



**2014**

Achieved Investors in People Bronze Standard

**ReigateQuaker**  
Housing Association

**2015**

January – Transform awarded tender to take on the management agreement for Reigate Quaker Housing Association

**2014**

September – Empty Homes initiative launched with the first of three properties being improved

**2014**

November – Paul Mitchell received a lifetime achievement award for outstanding contribution to social care at Surrey Care Awards

**2014**

December – Retirement of Peter Sturge from the Advisory Council, after 40 years involved with Transform including as a probation/prison officer and trustee/director of Transform



Pictured with David  
Hypher, now both Patrons



**2015**

March – Elizabeth Kennedy, Vice Chairman at the time, took on the High Sheriff of Surrey role

**2015**

November – Surrey-wide Homeless conference organised by Transform on behalf of the Surrey boroughs and districts



**2016**

June – Took on the management of Harpers Hotel for Spelthorne Borough Council accommodating homeless families

**2016**

June – Opening of Pear Tree Manor in Wallington comprising 16 new flats

**2015**

April – Election hustling held for clients at the Crescent in Woking

**2015**

Started to jointly explore the merits of a merger with Cherchefelle Housing Association





**Cherchefelle**  
Connecting with the Community

**2016**

October – Merger  
with Cherchefelle  
Housing Association



**2017**

March – Appointment  
of Mark Austen as  
Transform Chair

**2017**

Transform takes on the  
temporary accommodation  
in Epsom including leasing  
a block of flats

**2016**

June – Client, staff and  
a trustee attend the  
Queens 90<sup>th</sup> Birthday  
celebration at Windsor  
castle on tickets  
donated by Waitrose

**2017**

February – Retirement  
of Martin Bellinger as  
Deputy Chief Executive

**2018**

June – Meeting  
with The Rt Hon  
Dominic Raab MP  
at Walton

**2017**

Investors in  
People Silver  
award achieved





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## 2018

August – Lawrence Santcross starts as Chief Executive on retirement of Paul Mitchell

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## 2020

Covid pandemic lockdown and restrictions begin

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## 2021

March – care services sold to Apex Prime Care

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## 2019

April – Transform Cookbook produced

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Transform  
cookbook

## 2020

Reigate Quaker Housing Association merged with Transform after five years where Transform managed its back office and strategy

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## 2021

April – Merger with Wey Valley Housing Association

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Wey Valley Housing Association





**2021**

Transform secures  
Investment Partner  
Status with Homes  
England



**2021**

November – Runner  
up for UK housing  
awards

**May 2022**



**2021**

November – Visit by  
HRH, The Countess  
of Wessex to Walton

**2022**

May – Vicky Johnson left  
Transform after 33 years  
with the organisation.



Vicky received a long service  
award from HRH, The  
Countess of Wessex in 2014







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

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