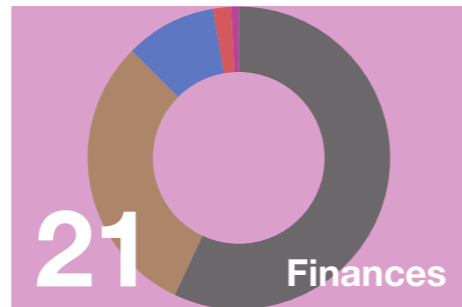




Annual Review 2018

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In 2017/18 we...
 provided housing and support to
1,941
 people



Strategic priorities

Value for money

Innovation

Financial viability

Sustainable growth

Impact



In 2017/18 we...
 provided care and support to
185
 people



83.9%

of clients moved-on in a planned way



Respect

Empowerment

Our values

Responsibility

Excellence

97.3%

of clients were satisfied with the housing provided



99.6%

of clients were satisfied with the support they received



48 years



of transforming lives

100%

of clients were satisfied with the homecare they received



Continuity and change

Chairman Mark Austen

Transform Housing & Support has long needed to operate in challenging circumstances as Government funding for the housing sector has continued to decline and future policy has become ever more uncertain.

Despite this demanding environment, Transform is in good shape as we say goodbye after 25 years to its Chief Executive, Paul Mitchell.

The leadership may be changing, but there is no inherent

reason to change significantly the strategy or delivery of an organisation which is now the largest provider of housing and support in Surrey.

Working from Crawley in the east to Wokingham in the west, Transform benefits from substantial assets: in particular its over 200 staff who bring a wealth of commitment, skills and experience; a robust infrastructure; a solid portfolio of properties, and a formidable reputation, built up over nearly 50 years.

Transform's core purpose remains a constant, but following its 2016 merger with Cherchefelle Housing Association, the organisation has built momentum to grow further: possibly by extending the area in which it operates, but also by reviewing and upgrading its property portfolio, developing new services, using technology more productively and continuing to ensure its standards and management of costs are best in class.

Charitable income enhances clients' lives further but also provides Transform with some protection given the uncertainties of statutory funding. A radical review will be made of income sources together with the charity structure, and sustained effort will go into

finding and developing alternative sources of voluntary income. If further mergers can serve to fulfil these objectives, they will be considered positively.

At the heart of everything we do now and will continue to do in the future are the needs of the people whose lives we are seeking to transform for the long-term. The client stories in this Annual Review document the kind of progress we have been achieving.

Taking all this into account, Transform constitutes a strong platform on which to build over the coming years. Although times may be uncertain, all of us are passionately committed to improving the lives of more and more people.



Thank you, Paul

As Chairman and on behalf of Transform's Board and staff, as well as our clients who have benefited from support over the last 25 years, I would like to pay tribute to Transform's long-serving Chief Executive, Paul Mitchell.

People at all levels of an organisation tend to come and go – even in Transform, which has so many loyal members of staff. We therefore find ourselves in an unusual but heart-warming situation as we say goodbye to Paul.

Joining as Finance Director in 1993, Paul was promoted to Chief Executive just four years later. Having originally qualified as a chartered accountant, he initially worked in the private sector before moving to the voluntary sector in the 1980s. During and after his time at the Shaftesbury Society (now Livability), Paul also took on volunteer roles, including trustee positions, for a number of charities.

Since 1998 he has been chair of the Surrey Charities Chief Executives Group, serving as joint chair since 2014.

Paul is a well-known and much-respected figure in the supported housing community. His legacy will endure for many years to come. Over his time with Transform the organisation has grown exponentially, and he has overseen key

developments that have ensured its position as the leading housing provider in Surrey. Emphasising the crucial contribution that colleagues throughout Transform have made to shaping and running the organisation, Paul will modestly say that it wasn't all down to him; but it is he who has led the way in establishing the culture and values that will continue to steer Transform's course.

Paul, who retires on 10 August 2018, will no doubt enjoy spending more time with his wife, Pauline, and his family. He will not, however, be leaving Transform behind completely, since he intends to write a short history of the organisation.

We would like to thank him: for the outstanding commitment and loyalty he has shown to Transform and its statutory partners, also for the consistent and dedicated service he has provided to our clients. He really has played a vital role in transforming their lives, and our society, for the better.



Change in leadership

Paul Mitchell's successor from August 2018 is Lawrence Santcross, formerly Care & Support Director at London housing association Notting Hill Genesis. He was responsible for delivering care and support services to over 4,500 people.

Lawrence's strategic responsibilities centre on establishing and updating Transform's objectives, providing an effective framework for their implementation, and formulating a coherent and realistic vision of Transform's next phase of development.

He will lead the organisation as it constantly reappraises the relevance and achievability of its purpose. Considering market size, trends, characteristics and both national and local policy, he will assess its future options.



Fernley and Perry

Perry: We didn't have a clue. Liam had just been born and we were living with my mum. She has her own health issues and dealing with mine as well was making her more ill. We needed to find somewhere else to live.

We moved to a hostel but there were a lot of problems – it just wasn't practical for a family. At the time my mental health issues hadn't been diagnosed properly and Liam was unwell, so it was a really hard environment to live in. We were at our wits end.

We contacted the council and eventually they moved us to a temporary accommodation flat and that's when we got introduced to Jackie and Gill – it was amazing!

Fernley: We'd been let down so many times before, so it was hard trusting new people. But after the first meeting, it seemed like it was going to all come together, the way they were with us it was completely different. It was such a relief to know that someone is actually on your side.

Perry: Simple things like showing compassion and actually listening! Other places we had been it was like they were just there to do a job, but Jackie and Gill actually made time for us. We realised that just by talking to the right person your whole life can change.

They were able to help us as a family but for me personally they helped me with my outstanding debts. I also had some issues with my medication and filling out forms. Now I am a million times better than when

I first met them. There is a lot of stereotyping with mental health issues and I felt ashamed, like I couldn't talk to anybody. But by approaching the right people it makes a world of difference. They helped a million times more in the short space of time that we were working together than others have helped me in years!

Fernley: Perry struggled to communicate before. But now he is completely different, it's nice to sit back and hear him do the talking! They have helped him with his confidence as well, we went to the seaside the other day – that would never have happened before. He's brilliant with Liam, who's always been a daddy's boy but he's even worse now!

Perry: So much has changed. We actually feel settled here, it feels like a home. Being in a new place, progressing yourself and moving forward comes from having a fresh start. I want to go back to work, we need a bit of stability, a bit of money, and a bit more security with our monthly income. It's not nice having to rely on something that you can't actually rely on. So being able to depend on myself again and know what money you've got coming in each month will help a lot.

When we met Jackie and Gill, they opened up the world for us, and essentially got us a home as a family. We wouldn't be where we are if they hadn't done what they've done. We can't thank them enough.

"...they opened up the world for us, and essentially got us a home as a family."



Jackie and Gill, Fernley and Perry's Keyworkers

When we first met this family they were completely closed off, defeated and frustrated. They struggled with phone calls and paperwork, Perry's mental health issues also meant he found it hard to trust people. Once we'd built a relationship with them they were happy to let us help. We encouraged them to positively challenge the problems they were having. Money was an issue, but we managed to minimise their debt and maximise their income.

It meant a lot to hear we helped Perry with his mental health issues – we've never seen him talk so much! His engagement with their son was lovely to see. Perry previously said he didn't know how to play with his son, but it's clear it comes naturally! They are now talking about the future which they never used to. They look so much happier, it's like sunshine is beaming from them!

Moving society forward

Chief Executive Paul Mitchell

During 2017/18, Transform overcame numerous challenges. Notably, its main funding streams – government budgets for housing, support and care – continued to shrink.

But by building on the diverse and valuable capital it holds, that of people, property, resources and reputation, Transform has achieved vital continuity and enabled positive change.



This was the first full year since the 2016 merger with Cherchefelle Housing Association. Integration of operations has been largely completed and the care services that came to us through Cherchefelle look set for expansion in the future as need for them grows.

Over the year, well over 2,000 people benefited from our supported housing and care services. In the face of renewed financial stringency, we devoted considerable effort and expertise to our negotiations with funding organisations such as local authorities, and to tenders for new and existing contracts. Our high success rate in these tenders, many of them resulting in multiyear contracts, means that we can look forward to helping more and more homeless and vulnerable people in the immediate future.

As we do this, we will remain open to innovation: new models, new funding, new partnerships and even new mergers. Part of our value system is that we have a ‘no-blame culture’: we give permission to our staff to build on Transform’s firm foundation through creativity and a readiness to try out new ideas. We now have a number of pilot projects underway that focus on specific client groups, such

as ex-offenders and people seeking to be abstinent from drugs and alcohol. We have also increased our provision for homeless families, the under-35s and people in need of temporary accommodation. We have even, with the help of a generous donor, created a social enterprise.

In essence, Transform provides housing and support, as well as care, to people with varying needs. For those people who are homeless or at risk of homelessness, our aim is to move them forward, not leaving them trapped in some kind of ‘revolving door’. Transform also provides care for people who wish to remain in their own homes and live as independently as possible.

By embracing both continuity and change, Transform will continue to make a significant difference in Surrey and beyond, transforming the lives of thousands of people and creating a better society for us all.

95.8% of clients feel more independent since receiving our support



Our people

Without the passion and commitment of staff in every function and discipline, Transform would not be the major positive force that it is today.

Chief Executive, Paul Mitchell celebrated 25 years with Transform in March 2018, but he is by no means the only long-serving member of staff.

In the year under review, eight staff (some in frontline roles, others based at central office) celebrated between five and 25 years' service. Continuity of this kind enhances the organisation's expertise and authority as it responds to an operating



environment that is marked by both changes and challenges.

Transform, with a frontline team of some 160 and the remainder in administrative roles, is keen to be perceived as an attractive employer in every respect. In 2017, the Board of Trustees asked the Executive Team to 'be bold' in finding solutions for retaining and recruiting staff.

The extensive regime of funding cuts over many years has put pressure on salaries. At times, this has caused difficulties in consistently recruiting staff of a suitable calibre for frontline roles.

Surrey has near-full employment, so it can be challenging to retain frontline staff when better-paid work is readily available in other sectors or with statutory agencies, which are often keen to employ people who have benefited from Transform's high-quality training.

Transform has responded to this situation by reviewing frontline salaries and by making a particular effort to enhance remuneration for roles which do not readily attract suitable candidates. We are proud to

"It is the most calm and inviting place I have ever worked and I hope to be here for many more years to come!"

say that staff consider Transform to be a good employer and an increasing number of care vacancies have been filled via word of mouth and our 'refer a friend' scheme.

We believe strongly that our staff should be rewarded and incentivised with a competitive wage that recognises the quality of the service they deliver to our clients. The wealth of training we provide is just one of Transform's additional investments in both their professional skills and their personal wellbeing.

High on our list of priorities is an emphasis on our values. All staff are encouraged to embody and promote respect, empowerment, responsibility and excellence.

We regularly ask our staff for their feedback through our staff satisfaction survey and continue to find the results positive and reassuring (the quote above came from our regular staff survey).

A new recruitment initiative is a digital marketing strategy aimed at attracting staff for Transform Homecare. This went live in April 2018 and early signs are highly promising.

Patrons and Ambassadors

Royal Patron HRH The Countess of Wessex GCVO

Patrons

The Rt Hon Baroness Bottomley of Nettlestone JP DL	Elizabeth Kennedy FCIPD (appointed January 2018)
Michael More-Molyneux DL Lord-Lieutenant of Surrey	Prof G. Q. Max Lu FAA FTSE FRSC FICHEM DL President and Vice-Chancellor, University of Surrey
Prof Patrick J Dowling CBE DL FREng FRS	Sir Richard Stilgoe OBE DL
Nick Ephgrave QPM Chief Constable, Surrey Police	Sally Varah MBE DL (appointed January 2018)
David Hypher OBE DL BSC	The Rt Revd Andrew Watson Bishop of Guildford
Dame Penelope Keith DBE DL	

Ambassadors

Dame Elizabeth Anson DBE JP DL	Lesley Myles MBE JP DL MA
Martin Bellinger (appointed January 2018)	The Hon Mrs Lavinia Sealy (appointed March 2018)
His Hon Christopher Critchlow DL (appointed February 2018)	Bernard Stevens FCA FCMA
Debbie Drury BA (retired September 2017)	Lady Elizabeth Toulson CBE DL (appointed February 2018)
Desmond McCann BA FCA (appointed January 2018)	Paul Wates FRICS
David McNulty PhD (appointed May 2018)	Cllr Fiona White
Greg Melly	Malcolm Young FRICS (appointed March 2018)

Transform benefits from the endorsement of a number of high-profile volunteers, including our Patrons and Ambassadors. We value highly the support they provide.

During the year we welcomed Elizabeth Kennedy and Sally Varah as Patrons. Both are former High Sheriffs of Surrey and have served as Trustees of Transform. Elizabeth also served as Vice-chairman of Transform whilst holding the office of High Sheriff. In addition, we welcomed new Ambassadors, as detailed left.

In the year under review, specific thanks must be made to **Baroness Virginia Bottomley** for hosting our inaugural Key Supporters' Lunch. This was at the House of Lords in March 2018 and was attended by many of our statutory and voluntary stakeholders. It proved to be a positive way to share our challenges and successes, and further develop our relationships.

Virginia was also able to support the Chief Executive recruitment process through her professional connection to executive search agency Odgers Berndtson.

Thanks to **Prof Max Lu** for hosting our Patrons and Ambassadors Reception at the University of Surrey in September 2017. This afforded us the opportunity to share our review of Transform's 2016/17 activity.

We would also like to publicly acknowledge the advocacy and support that all our Patrons and Ambassadors provided during 2017/18.



Eileen

I was living in a house on my own for eight years after my husband died, and I got a bit lonely. I like company; I don't like being on my own all the time and it got to the point where I felt like I needed to move somewhere which has more people around.

My daughter-in-law took me to look around a couple of different places but I decided I liked this one best.

I was quite independent when I first moved here, the staff would just come and check on me in the morning and that's all I needed. But I started having problems with my back which meant I needed more help.

I see the staff every day now. The Care Workers help me get ready in the morning and bring me breakfast. I make my own lunchtime sandwich, then in the evening they bring me my dinner and they help me get in my

"The girls who help me always do their best for me, it helps to make life easier."

nightgown, but I can take myself to bed. I feel very comfortable with them. They also take me shopping every week which I really enjoy. They always go out of their way to help where they can.

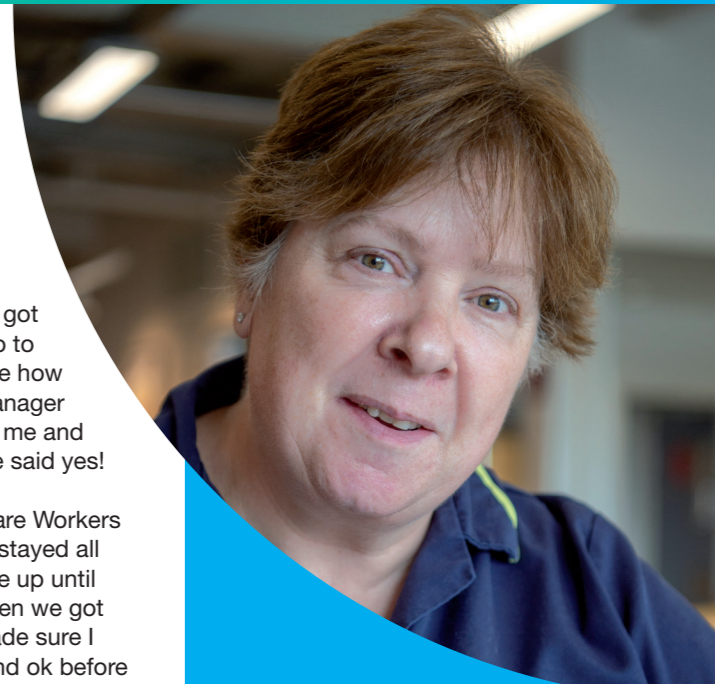
Last year my granddaughter got married. I really wanted to go to the wedding but I wasn't sure how I would cope. I asked the manager if someone could come with me and thankfully she said yes!

One of the Care Workers took me and stayed all day – we were up until midnight! When we got home she made sure I was in bed and ok before

she left. I was very grateful to her, it was lovely that I could go; it's something I will never forget.

A couple of years ago I had a bad fall in the shower one night. Thankfully staff were working late, so when I pressed my alarm they came to help me. Jan went to call an ambulance and Charley stayed with me on the floor for two hours until the ambulance came. I couldn't move because I had badly broken my hip, but I knew I was safe because Charley was with me.

The girls who help me always do their best for me, it helps to make life easier. I've always felt happy here, I don't want to go anywhere else.



Amanda, one of Eileen's Care Workers

Eileen has had her ups and down since receiving care from us. The fall that she had could have been a lot more serious if the staff hadn't been here. But thankfully they were able to take care of her until the ambulance came. She was in hospital for two weeks but when she came out she never looked back!

Each week we take Eileen shopping, sometimes we pop to the supermarket, other times we take her into town to buy new clothes and things – she really enjoys getting out and about.

It was really important to Eileen that she was able to go to her granddaughters' wedding. We were so pleased to be able to support her with this and help her maintain her independence.



When less has to become more

Over the past five years, despite the growing demands and challenges faced by providers of housing and support, Transform has strengthened its financial performance. In that time, we have invested in 249 units of client accommodation and helped deliver services to over 1,000 more people in need.

Funding for support has suffered 14 years of reductions. In 2017/18 the Government reduced net social rents by 1% and a further 1% cut will apply in both 2018/19 and 2019/20. While this affects all housing associations, it is of particular concern to providers of supported housing

like Transform, since rents have historically represented our most stable income stream.

Moreover, current Government reviews of funding are homing in on rental income for supported housing, so the atmosphere remains uncertain. New national funding arrangements for supported housing are soon to be announced, which may have a significant impact in the medium term. Transform remains actively involved in this issue through the National Housing Federation, which hopes to influence the outcome.

In Surrey, with the County Council seeking savings, April 2018 brought a 13% funding cut (including inflation) to services for people who have a history of offending, were homeless or those with mental health issues. This cut was agreed amicably with Surrey County Council. Transform went on to meet its responsibilities in a number of ways: through efficiencies resulting from the 2016 merger; through re-targeting resources to serve the clients most crucially in need of support, and by reducing provision of support hours while retaining sufficient capacity to manage risk responsibly ensuring intervention when necessary.

90.6%
of clients feel their ability to manage money has improved



April 2018 also brought an end to all Surrey's housing related support funding for older people and for people with a learning disability. Where clients were adversely affected by these measures, Transform staff ensured that their needs were assessed by the local authority. In many cases, funding was restored to people who could not live independently without support, which now continues to be supplied by Transform.

Transform's merger brought savings in senior staff salaries and operational economies have been achieved in a number of ways, for instance through additional use of Transform's in-house team for day-to-day maintenance work on properties. Losses in support income have been offset by the development of new housing stock, which provides future rental income, as well as cost savings. A proportion of lost funding has also been replaced through the establishment of relationships with other partners,

such as the Office of the Police & Crime Commissioner, Elmbridge Borough Council and Waverley Borough Council. Beyond replacing income that has been cut, these initiatives offer a platform for growth.

Expansion has also come about for Transform through meeting the increasing need for temporary accommodation for both homeless single people and families. We first entered this area as recently as 2015, but by summer 2018 Transform will be helping some 200 people with interim housing.

Move-on options are restricted due to changes in government policy. As a consequence, clients become more likely to stay longer with Transform, and this limits the availability of our accommodation to new clients who could benefit from our services.

Over the winter of 2017/18, Surrey Family Services put its supported housing services for young people out to tender. Transform was duly awarded the contract having submitted a strong tender, demonstrating that it can offer excellent accommodation and support for young people at a competitive price. The majority of these housing services are therefore assured in the county for at least the next three years.

Further good news includes the renewal of contracts with both Wokingham and Crawley Borough Councils.

The 2016 merger put care services very much on Transform's agenda. A business plan for these services was developed for implementation from April 2018 and Transform Homecare now functions under a senior manager in a newly-created role: Head of Care, Older People & Learning Disability Services.

Care fees from local authorities have historically been insufficient to meet the costs of the living wage for care staff. Since October 2017, and Transform's successful tender to supply homecare services for Surrey County Council within the areas in which it operates, fees have been set at a more realistic level.

After difficulties recruiting into care services, we are now experiencing positive results in attracting new staff.

Overall, and despite all the funding challenges, Transform has been able to produce a sustainable budget for 2018/19. For the first time in over a decade, we can be confident that agreed funding for the majority of our services will extend over more than just 12 months and in some cases over three years.

Impact on our clients

Support staff spend a great deal of time guiding clients in applying for benefits and helping them meet the Department of Work and Pension's 'job ready' requirements. Where unfair sanctions have been imposed, our staff will support clients in both challenging and overcoming them. While most of our clients are of working age, many face mental health challenges or other complex issues. It can be hard for them to find and sustain work in their local area.

Universal Credit rolls out across Surrey from October 2018 and will cover housing benefit, which clients need to pay their rent. Once an application for Universal Credit is made, there can be a long delay before it is received. This can make life difficult for Transform's clients, and in order to pay their rent, they often have to economise on food. Transform helps them with an 'informal' food bank.

Personal Independence Payment has now replaced Disability Living Allowance, while access to Employment and Support Allowance has become more limited. Long delays occur between applying for and receiving benefits and staff put considerable effort into managing sanctions and appeals.

We estimate that Transform staff spend 200% more time dealing with benefit issues than they did two years ago. This means less time is spent on client support needs and helping them to achieve independence.





Tina

My life before Transform just revolved around drink. I've been heavily drinking since I was 16. I lived with my partner, but when he died my drinking became even more excessive. I had a good relationship with my family but about five years ago we fell out and it was because of my drinking.

One day my friend rang me from nowhere and she said you're coming to mine. I had quite a bit of money at that time but because I was drinking so much she took advantage of me and my situation. When she downsized there was no room for me so I ended up on the streets.

I met some really nice people, a person from the local church found me and really looked after me. She was an absolute diamond.

"Transform absolutely saved my life. I wouldn't be alive without it."

I ended up in hospital at one point because my legs weren't working. They did lots of tests and there were so many things wrong with me that I made the decision - 'that's it I need to change.'

I was referred to the Transform night shelter. I loved it there. The staff were brilliant, the other residents were lovely. It was like a big family, sitting round the table and having a meal together.

One day the shelter manager said they had found me a place if I wanted it. A couple of days later Lucy came and got me and took me straight to the house. I settled in really quickly, and the rest is kind of history!

Lucy helped me a lot in the beginning, she was great. I hadn't really experienced

doing things like paperwork before because my life was just a haze, but I wanted to be in control and do things for myself. Without her help I wouldn't have known what to do at all. She's built up my confidence so much that I don't ask her to do things anymore. It's empowering to actually be able to think 'yeah I can go and do that on my own!'

Having Lucy has been great. If you need her she's there, if you've got a question, she goes out of her way to find the answer. I had an issue with a storage locker, I was about to lose some really important photos, but with Lucy's help I was able to sort out the problem. Before I would have just ignored it and the stress would have probably made me have a drink, but I managed to get through it and I'm so pleased.

I've never felt normal in my entire life. But now I feel settled and really positive in all aspects. I'm even rebuilding my relationship with my family. I'm almost ready to move on to a place of my own but I don't want to leave until I know I'm comfortable knowing I won't be tempted if I went somewhere which serves alcohol on my own.

Everything is just going to be good from now on and there's going to be no more drinking! I'm still determined. Transform absolutely saved my life. I wouldn't be alive without it.



Lucy, Tina's Keyworker

Tina was very vulnerable in the beginning. She was in the early stages of recovery but was determined not to drink again.

I supported Tina to apply for benefits and access local services. Then we moved on to finding her some structure in the local community including volunteering at a charity shop which she loves. Tina's confidence has grown since she came here. She has managed to turn her life around and has so much get up and go. Tina has also improved her physical and emotional wellbeing as well as working hard to remain abstinent.

Tina has taken every opportunity that's been given to her and now if things don't work out she doesn't dwell on it; she moves on and learns from it.

I have really enjoyed working with Tina. It's great to see her making positive changes.

Value for money

The housing and support services provided by Transform have an impact on two levels; the benefits to the individual we are supporting and benefits to society as a whole.

These combined benefits are referred to as the social value of our work. This social value is created through:

Our properties

We provide safe and secure homes for our clients, where they can gain stability in their lives.

Support and advice

The service provided by our staff enhances the independence and quality of life for the people we support.

Community activities

Participation in training, education and volunteering improves the wellbeing and life chances of our clients.

Our aim is to create sufficient social value from the investment decisions that we make. Measuring the social value created by what we do ensures we squeeze the

maximum value from every pound we invest. This enables us to make informed and evidence-based investment decisions by measuring the outcomes that are important to our clients and other stakeholders.

To provide an example of the benefits realised by our work, we have assessed the social value of our services for Tina, who has been living in Transform's dry and drug-free accommodation for a little over a year. Tina's story is on page 15.

Improvements in Tina's wellbeing

With the support of Transform, Tina has achieved the following improvements in her life:

Housing

Before moving to Transform, Tina was street homeless and living on a park bench. By first moving to Transform's Winter Shelter and then to one of our dry and drug-free houses, Tina is now living in secure, settled and safe accommodation with ongoing support.

Physical health

Tina suffered from stomach issues, ulcers, backache and dental problems. Since being in recovery Tina's health has improved considerably. She has had dental work carried out and now takes great pride in her appearance. Not only has this improved Tina's physical health, but it has also helped rebuild her self-esteem.

Mental health

In the past Tina would drink to avoid feelings. In recovery she started feeling all the emotions that had been suppressed for so long. Initially this gave rise to depression, but Tina has worked through these emotions in counselling and with

the support of her GP and Transform staff. She is now feeling much more positive and in control.

Finances

Tina was dependent on others to look after her, this included all her finances. A large part of her recovery, therefore, has been about empowerment and independence. Transform staff have worked with Tina to help her take control of her own finances and now she takes pride in managing her finances and "being able to do things for myself."

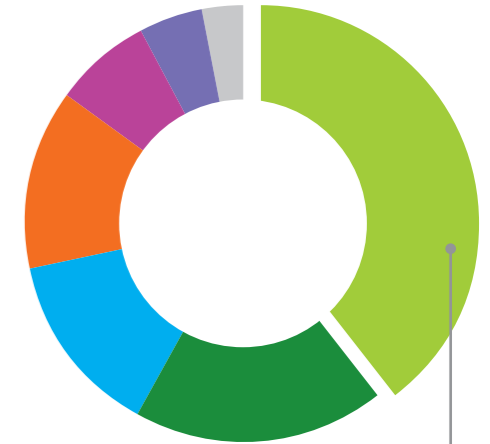
Employment

For the first time in 10 years, Tina is now in paid part-time employment. This involves a considerable commitment on her part, as she now starts work every weekday at 5am. In addition, Tina continues to work two days a week as a volunteer at her local charity shop.

By supporting Tina and others to make long-term, positive changes to their lives, we generate social value that will benefit our clients, and society as a whole, for many years to come.

To review our value for money statement, please visit www.transformhousing.org.uk.

Quantifying social value



Wellbeing value to Tina

*Social value to society

Relief from depression and anxiety	£14,345
Move from rough sleeping to secure housing	£10,701
Feeling confident and in control	£10,323
Relief from alcohol problems	£5,721
Managing finances effectively	£3,596
Start part-time employment and volunteering	£2,243
Total wellbeing to Tina	£46,929
*Social value to society	£30,819
Total social value	£77,748

*Social value to society is the savings for public services in:

- alcohol care and treatment
- emergency hospital treatment
- local authority housing support





Ian

I used to be married and I have two children. I'm estranged from both of them. That's what kind of caused me the pain in the first place – I couldn't cope with the loss. I was homeless for about seven years, I was living in a tent in the woods. I was an alcoholic and obviously I wasn't in a very positive frame of mind – life was bleak.

One particular day I was in such a bad way that the council called an ambulance. They carted me off to hospital and they decided to detox me. When I was released I moved to a B&B for a week, I'd not been drinking since I left hospital but I experienced a psychotic break. I ended up in a psychiatric hospital for about three weeks. Eventually I was referred to Transform; I had an interview and they kindly accepted me. I've been in recovery ever since.

People take things like hot food and showers for granted. So after seven years of having nowhere to live, you have no idea how amazing it was to be able to sit down, relax, and to have central heating!

I've worked with Mark almost the whole time I've been here. We meet weekly and chat about any problems or issues I've got. I've found the best thing about Transform is having the support there and knowing there is always someone to talk to if you've got a problem.

When you're homeless you can't plan anything, you live from day to day and you have no future, you're just surviving basically. Living with Transform has provided a sanctuary, a place of safety

and security where you can begin again. Without that I don't think you can really start anything. You need a foundation. That's one of the big things about being homeless is you've got no support structure and that's what Transform gives you.

I'm quite busy at the moment; I've started volunteering helping other people like me. I was also asked by the alcohol nurses at the hospital to speak at a medical conference. There were about 200 medical professionals, it was quite stressful but I appreciated the help they had given me so I was happy to do anything I could to help spread the good word.

"I've never felt as content and relaxed about life as I do now."

I've also got a job as a part-time carer which I hope to expand upon in the future. I'm also in the process of getting in contact with my daughter so that's ongoing – which is all good!

So now I'm back basically. I couldn't be happier. I've never felt as content and relaxed about life as I do now. I try to look to the future as much as possible but whatever happens in my life, I will never forget the opportunity that Transform and all the other people gave me.

I will be eternally grateful. I don't want to let all of that be for nothing. I want to show my gratitude by not messing the whole thing up!

Mark, Ian's Keyworker

Having been homeless for seven years and then in hospital, it was a big change for Ian to move into a furnished flat with Transform. When he arrived, Ian was emotionally and physically fragile and he needed time and support to recover.

He benefitted from being part of a community and knowing staff were available daily if he needed to talk. Ian had lived for so long without a routine that at first he needed support to decide what he needed to prioritise to maintain his tenancy and space to explore what changes he wanted to make.

Through our weekly meetings, I have been able to help Ian build a new structure and work to achieve his goals. The support has been varied including helping Ian to apply for and maintain benefits and to feel more confident about managing his finances.

In addition, I've given Ian space to talk and encouraged him to continue to access support to maintain his abstinence from alcohol. I've also encouraged him to re-connect with the community by using local support groups such as Catalyst and starting voluntary work and work as a carer.

It has been a privilege to help Ian to make plans and carve out a new life for himself and to see his self-esteem and confidence develop.

Fundraising

Our belief is that voluntary income can and should make a greater contribution to realising our vision of helping more and more people.

Transform's fundraising strategy, in place since the beginning of 2017/18 and updated for the coming financial year, focuses on specific areas of Transform's activity. It is defined by four fundraising 'pillars': capital, clients, innovation, and projects.

At the beginning of each financial year, the areas and projects for targeted fundraising are often evident, but new and important opportunities can arise in a



12-month period. It is therefore essential for us to remain flexible and agile, so that we can respond and raise money as needed.

Transform is an unconventional charity: as a statutory-funded organisation with a £9.2 million turnover, we have an obligation to explain to potential donors exactly why we deserve to receive donations.

Statutory funding does not pay for capital development or innovative, new projects. Neither does it cover essential training for staff or the move-on grants that we make to our clients when they leave Transform's accommodation for independent social or private housing.

Donations to Transform can be directed to facilitating or accelerating capital growth:

they are the lever that makes projects financially viable and are pivotal to ensuring success. Voluntary income helps us to develop new schemes, which are so important for the growth and expansion that are part of our commitment. An additional and welcome effect of fundraising is that it can reduce our mortgage borrowing on new properties.

Client-focused donations are equally important. They serve to provide additional support to the teams that work directly with our clients and can cover such diverse expenditure as the purchase of essential photo ID for clients, social activities that help build confidence and self-esteem or a move-on grant to help their transition to independence.

Donors can rest assured that their support will benefit people who find themselves in a vulnerable position in our society.

In 2017/18 we gratefully received £174,000 from familiar donors, but importantly we also attracted new supporters to Transform.

Our thanks must go to everyone who donated money or provided valuable support in the form of goods and services.

Finances

There have been noticeable improvements in the income levels as results for 2017/18 include the full year effect following the merger in October 2016 with Cherchefelle Housing Association.

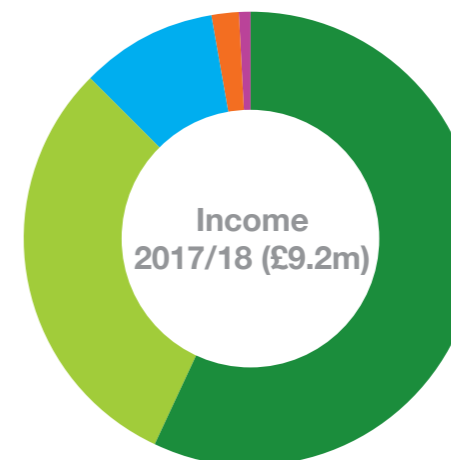
Our financial position has been enhanced further. New housing units have been added to the property portfolio delivering an increase in rental income alongside improved care rates from Surrey County Council.

These graphs show Transform's income sources and the application of those funds for the year to 31 March 2018. The difference between the income and expenditure is the resulting operating surplus of £464,000.

In 2017/18 Transform realised an exceptional surplus from a property disposal. The overall surplus will enable us to service our loans, to maintain and upgrade properties and invest in new housing stock.

By developing our property portfolio, we are able to generate a future rental income stream.

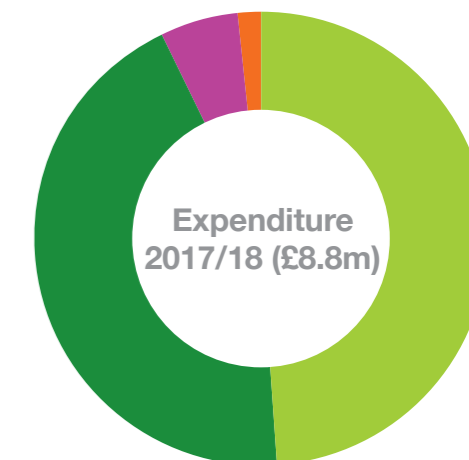
Our housing activity delivers income, mainly through rent and service charges and provides a secure income stream for the long-term.



Housing	57%
Support	30%
Care	10%
Fundraising	2%
Other	1%

Our recent tender to Surrey County Council has ensured that our support and care income are both secured for a minimum of two years. In addition to housing income, this represents nearly 97% of our funding.

Our full financial statement for year to 31 March 2018 will be available from October 2018. Please visit www.transformhousing.org.uk.



Salary	49%
Property	44%
Office admin	5%
Fundraising	2%

This income certainty and our strong asset base, where £42 million is invested in property assets, provide long-term financial stability for Transform.





Lorna

Before I had a stroke my life was absolutely full of exercising, I was always at a class or bowling. I would do my own gardening, painting, housework, everything. When I had my stroke, everything changed.

I was on a coach trip to Eastbourne with my niece and my sister. We had a wonderful day on the beach playing with the ball and blowing bubbles like kids do – or old people do!

We were on the coach coming home and apparently my head went to the side. Thankfully my niece is a nurse, she noticed my face had dropped and she told the driver that we needed to get to an ambulance straight away. Thanks to some quick thinking of one of the other passengers, I reached the ambulance just in time.

I was in hospital for quite a while. But when I was ready to come home I knew I would need help. A member of the team from Transform came to discuss what I needed and asked if I had any special requests.

*"Then I found my lovely Lorraine!
She's so special to me..."*

They assured me they would be able to meet all my needs. Then I found my lovely Lorraine!

She's so special to me, we've got to know each other very well, I've come to think of her more as a friend – we've been through a lot together.

It's very hard when you've had such an active life and suddenly you can't even put your own clothes on, but Lorraine just makes my life so much easier. I prefer to have her every day because she knows exactly what the routine is. What I love the most is, she knows where everything is in the house and she never leaves until she knows I've got everything I need, including drinks for the day.

Without these girls I couldn't manage. There was one day, I'd had a fall, and the Care Worker who came to do my morning call was a bit concerned about me. She asked if I had anyone coming to see me during the day but I didn't have anyone.



So she came back in her own time to see if I was ok, she made me a sandwich and a cup of tea at lunch and then checked on me again in the afternoon. The staff are all so good to me and they always go beyond the call of duty.

I've been so lucky to find Transform, I've come to rely on them.

CQC registration

Transform Homecare services are registered with the **Care Quality Commission (CQC)**. We run registered care services at three locations:

- Transform Homecare East Surrey
- Transform Homecare Mid Surrey
- Transform Homecare North West Surrey

Our North West Surrey and East Surrey services have both been inspected and have been rated **Good** by the CQC. The inspection for Mid Surrey is imminent.



100% 

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

Governance

Transform's Board

The members of the Board of Trustees are appointed for a three-year term, although each member can hold office for up to nine years. The Trustees are drawn from a range of professional backgrounds, and Transform carries out a periodic skills audit which identifies any specific gaps that might need to be filled by means of new appointments. In the course of 2017/18 the Board met six times.

Committees

Five Board committees are in place to oversee key functions in the organisation:

- Finance & Audit
- Quality of Care
- People
- Fundraising
- Nominations.

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

Risk management

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

- government policies
- over-reliance on contracts from a single local authority
- contract tenders
- reputational risk
- staff recruitment and retention
- regulatory changes.

Regulation

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

- the Regulator of Social Housing (as a housing provider)
- the Care Quality Commission (as a provider of homecare services)
- the Fundraising Regulator (as a charity).

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

The Directors of Transform are simultaneously Trustees of the charity. At the end of the financial year 2017/18, there were 11 Trustees on Transform's Board.

Mark Austen FCMA
Chairman

Robert Mills BA (Hons) MCIH
Deputy Chairman

Jane Bolton BA (Hons) FCIH

Amanda Colman BCom

Chris Deacon BSc (Hons) MSc

Sally Dubery

Lee Harris

Nicke Harrison BA MA

Elizabeth Kennedy FCIPD
(retired September 2017)

Edward Moseley

Chris Relleen BSc FCA

David Turner DSc FRICS

Jane Williams FCIPD Cert IOD AIOL
(retired September 2017)

An Executive Team of four supports the Board:

Paul Mitchell BA ACA
Chief Executive (to August 2018 when Lawrence Santcross takes up the post)

Carol Borwick
Head of Fundraising & Communications

Andrea Cannon BA FCIH
Director of Client Strategy & Delivery

Ratna Sukumaran ACMA
Director of Finance and Company Secretary

Advisors:

External auditors: Nexia Smith & Williamson

Bankers: Barclays Bank PLC

Internal auditors: TIAA Ltd

Solicitors: Devonshires

Our favourite thing

In our satisfaction surveys, we asked our clients what their favourite thing was about Transform...

"The carers are all friendly, helpful and do what I have asked for."

"I'm grateful for everything they've done."

"Feeling comfortable being able to discuss any issues."

"My keyworker was able to support me with domestic tasks."

"Friendly and efficient care workers."

"The support worker treats me as an individual."

"The support to help me deal with everything, especially when having a new baby."

"My keyworker was always there to help and provide support when I needed it most!"

"Safe place with the ability to speak to people in my own time."

"Staff are polite, kind and caring and listen to my needs and ensure they are met."

"The patience, persistence and friendly attitude of the staff in recognising and dealing with my support needs."

"Very helpful and caring always."

"The support given when I needed it, they were really supportive"

"Overall it was very beneficial for me, the support provided, the whole package."

"Helping with the heart."

"The involvement with a keyworker, which helped me get a lot of things done that I wouldn't have done."

"They ensure that I am safe."

"A big thank you to Transform for all they did for me. I would highly recommend them to anyone."



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



