



Trustee candidate briefing pack

June 2024



Want to work with incredible people, transform lives and gain unique development opportunities?

If the answer is 'yes', join our Board!

Dear potential Transform Trustee – thank you for your interest in joining our fantastic team!

Transform is an exceptional organisation. Since joining the Board in 2019, I have seen the stable housing and support we provide completely transform the lives of thousands of homeless and vulnerable people.

I'm so proud of our dedicated, caring colleagues who are always 100 per cent devoted to making sure every single client receives the 'above-and-beyond' support that Transform is known for supplying.

And that really is the crux of it – Transform colleagues and trustees put clients at the heart of everything we do.

We are currently seeking four Trustees to join our engaged and energetic Board. We are on the hunt for people who will bring strong professional insight but – even more importantly – enthusiasm and creativity to this organisation which genuinely changes and saves lives.

We are looking for well-rounded business professionals but especially with skills and knowledge in one of the four following areas:

- social housing or social care and health
- strategic property management and sustainability – the road to Net Zero
- finance and accounting
- law, governance and compliance.

We want our board to reflect the diversity of Transform clients so particularly welcome applications from women, candidates from black and minority ethnic backgrounds, those with disabilities and the LGBTQ+ community.

In this pack, find out what being on our Board is all about. Do you think you could be one of our missing trustee puzzle pieces? If so, see how to apply on our website.

Kindest regards

Ollie Smedley
Transform Chair

“

I'm so proud of how Transform has developed and grown during the past few years.

Ollie Smedley

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Transform: Where hope finds a home

Since we launched in 1972, we've been dedicated to providing homes and support for some of the most vulnerable and socially excluded members of society. As a registered charity and a leading provider of social housing, our aim is simple: to transform lives.

2022 marked a significant milestone for us as we celebrated 50 years of supplying high-quality housing and support services. For half a century, we've been at the forefront of empowering individuals to move on from homelessness, offering a pathway to stability and independence.

At Transform, we understand that true transformation requires more than just a roof; it demands compassion, understanding and tailored support. That's why alongside providing homes for those who are homeless or at risk of homelessness, we offer excellent housing-related support services.

From advice and life skills training to accessing education and employment opportunities, we equip our clients with the tools they need to rebuild their lives from the ground up.

As the largest provider of housing and support in Surrey, we are deeply rooted in our community and we take pride in our ability to make a tangible difference in the lives of those we serve.

Join us in our mission to create a world where everyone has a place to call home and the opportunity to thrive. Together, we can continue to transform lives, one home and one person at a time. Welcome to Transform – where hope finds a home.



“Some of the people I work with have been treated with so little respect... They come to us and realise someone thinks they deserve a decent home and the support to live a decent life.

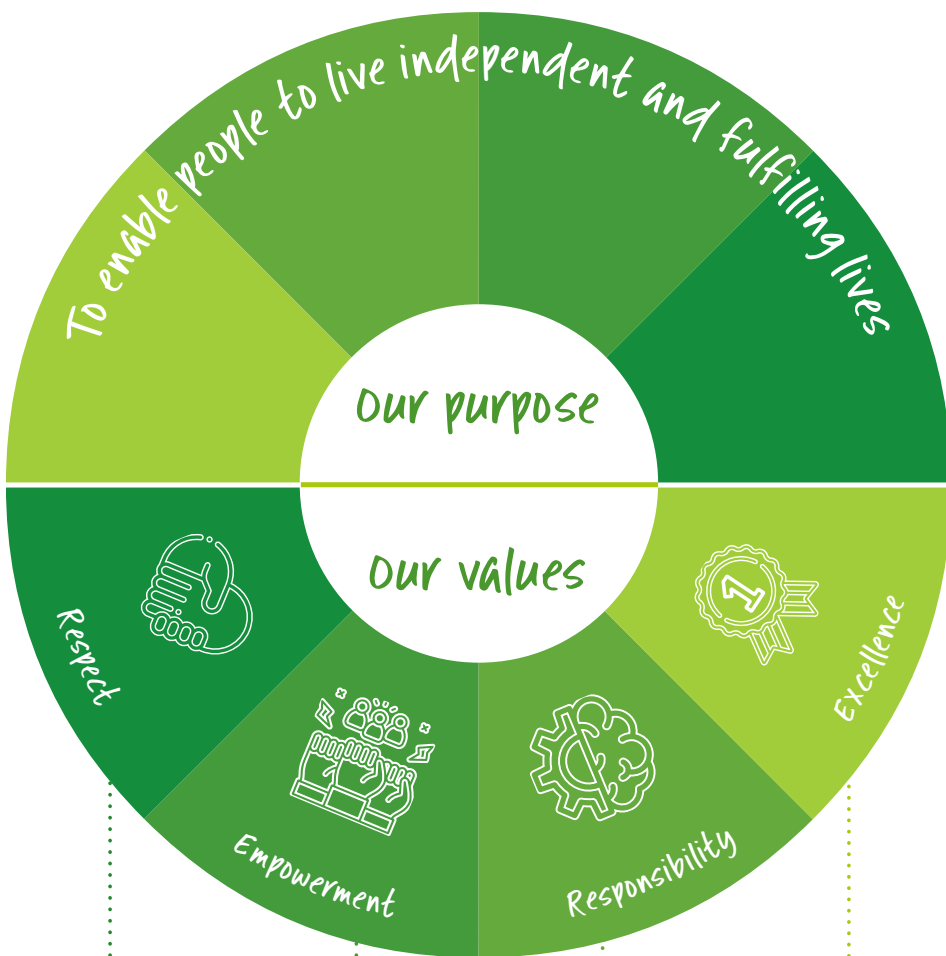
Anna
Service Manager



Our purpose and values

Our purpose and values drive our behaviours and actions. They are what Transform is all about and provide a clear focus for colleagues on how we work and in guiding what we do.

All Trustees embrace our values and always reflect them.



Value diversity and fairness

Act with honesty and integrity

Treat people with care and compassion

Support the needs of each individual

Encourage personal development and independence

Provide safety, stability and security

Work together, in partnership

Take responsibility for our actions

Continue learning and improving

Provide a first-class service

Deliver excellent value for money

Explore innovative ways of working



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

Transform Client

Insights into our operations: Key facts, figures, and geographic reach



1,920 clients supported in the past year



85.4% average overall client satisfaction



£11.3m Turnover



956 units of accommodation

Our geographical reach





Ideal candidate profile: Person spec

Transform Trustee roles

Trustees work with the Chief Executive and his leadership team to provide direction and help us achieve our goals.

As our Trustee, you will be able to rapidly get up to speed on the needs of Transform clients and understand how we can best provide support to them against the current strategic and regulatory backdrop.

While sector experience is not essential, ideally, you will have the knowledge and practical experience in one of these four areas:

- social housing or social care and health
- strategic property management and sustainability – the road to Net Zero
- finance and accounting
- law, governance and compliance.

Do you have the following skills and aptitudes?

- Confident in expressing your views and making reasoned, well thought-through decisions based on your specialist knowledge.
- Able to think long-term and strategically, absorbing information quickly and providing creative, effective input and direction.
- Being the ultimate team player able to build relationships with Trustees, the Executive and all Transform stakeholders.
- Diplomatic, enthusiastic and able to persuade, facilitate and build consensus among diverse individuals.

We are looking for the following personal qualities:

- Integrity, credibility and a passion for improving the lives of people who use our services.
- A strong empathy with Transform's social purpose and commitment to the role of social and affordable housing.
- A clear understanding of, and commitment to, promoting the principles of equality, diversity and inclusion.
- A personal interest and commitment to self-development/learning.

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

Transform colleague,
quote from Glassdoor

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Time commitment

The Board meets five times a year, on Thursday evenings, either via Microsoft Teams or at Bradmere House in Leatherhead.

Trustees serve on one or two of the Committees and they each meet approximately four times a year. Additional meetings are arranged occasionally.

Trustees also participate in learning and development events offered by Transform, the National Housing Federation or other agencies. This is a great way to keep up to date with best housing practice.

Benefits - what can we do for you?

It is a well-known fact that volunteering is good for you! It is rewarding which, in turn, leads to wellbeing benefits and career development.

While Trustee roles are unpaid, we do provide expenses for costs incurred including travel, childcare and care for any dependents.

We also provide a great induction package as well as ongoing training and support to invest in your development as a Board member.

In terms of career progression, this role will help you get significant strategic leadership experience under your belt. Most importantly, our Trustees tell us that the greatest benefit of being on our Board is knowing they are playing a part in transforming the lives of the thousands of people we support.

Appointment Terms

The Board appointment is for a three-year term which can be renewed subject to satisfactory performance appraisal.

Contact details

For more information please contact **Mandy Arnold** on **01372 387124**.

How to apply

Application is via CV on our website.



“
I intend to do great things with the life Transform has given me, just watch this space!
Lauren
”

Transform in action: Ian's story

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

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

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

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

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

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

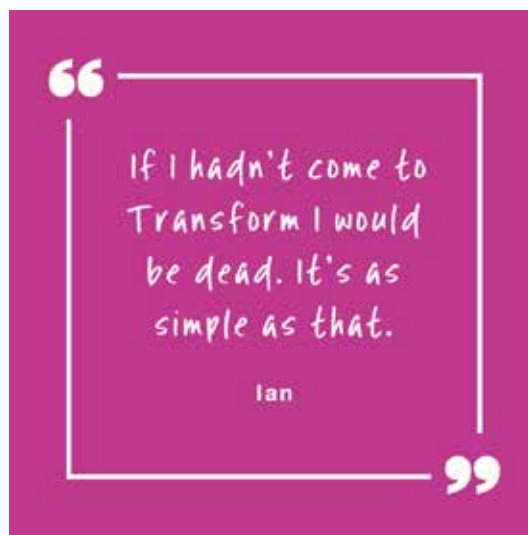
We each have a keyworker, which is how I came into Beverley's life – she drew the short straw! She's had to go with me to lots of hospitals because my addiction has had medical consequences. I have lost 90% of the inside of my nose, I have a hole in my palate and foot problems. I've been persecuted by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

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

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

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

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





Ian's Keyworker – Beverley

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

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

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

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

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

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

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

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

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

Beverley, Ian's Keyworker

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What is it like being a Transform Trustee? – Katie Wadey tells all!

Katie Wadey is Chief Product and Commercial Officer for Wesleyan – a Birmingham-based financial services mutual company for doctors, dentists and teachers – having previously worked in a number of senior roles across retail and insurance. Katie became a Transform Trustee in 2019.



I am continually proud to be a Transform Trustee and being on the Board has brought many unexpected benefits. We are a lively, enthusiastic, creative bunch of people with vibrant but also very varied personalities and backgrounds.

I am always learning from the views and ideas of my fellow Trustees which makes working with Transform to deliver critical projects both stimulating and rewarding. My time as a Trustee is definitely helping me grow as a professional in my career, too.

The pandemic struck less than a year after I joined the Board and contributing to help Transform adapt – for example implementing around four years' worth of technological development within just a few months – gave me a huge sense of achievement.

Transform is an immensely caring organisation. The Trustees are constantly impressed by the passion colleagues show – from keyworkers to our CEO Lawrence and the Executive team. I can't say this enough, everyone is here to improve clients' lives and put their needs first.

There is very little that compares to how good you feel when you first hear a client say that Transform literally saved their life. To know you played a part in that is priceless, which is why I would definitely encourage anyone interested in becoming a Transform Trustee to 'go for it!'

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I am continually proud to be a Transform Trustee.
Katie Wadey
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The all-women project team for Mitchell Place – Transform's first virtually net-zero carbon property

Transform people

Executive team

Chief Executive

Lawrence Santcross

Director of Client Services

Rebecca Pritchard

Director of Corporate Services

Simone Bartley

Director of Finance

Amanda Soobrayan

Director of Asset Management & Capital Development

Kevin Stephens

Head of Governance & Assurance

Mandy Arnold

Head of External Affairs & Communications

Anita Gupta

Executive Assistant

Caroline Felton

The Board of Trustees

Chair

Oliver Smedley FCMA

Trustees

Alec Sanderson CDir CITP CEng FloD
FBCS

Julie Bradley

Katie Wadey

Michael Ryan

Natalia Kolotneva MSc MRICS

Paul Rees MA FCA

Sanjay Gulati



Transform Royal Patron HRH Sophie, Duchess of Edinburgh celebrating Transform's 50th Anniversary with clients and colleagues



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

Transform Housing & Support
Bradmere House
Brook Way
Leatherhead
Surrey KT22 7NA
01372 387100
www.transformhousing.org.uk
info@transformhousing.org.uk



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