



Trustee Candidate Briefing Pack 2026



Do you want to work with highly effective leaders for a successful organisation that transforms lives ?

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 colleagues who are always 100 per cent devoted to making sure every 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 a new trustee to provide **senior, strategic finance leadership** on our engaged and energetic Board. We are on the hunt for someone who will bring strong professional insight but also enthusiasm and creativity to this organisation, which genuinely changes and saves lives.

If you are a highly experienced finance leader, typically at CFO/Finance Director level or equivalent, we'd love to hear from you. This experience could include:

- Current or former CFO / Finance Director of a sizeable organisation.
- A senior finance leader with significant executive board or executive committee experience.
- An experienced portfolio non-executive director with a strong finance background.
- A senior finance professional from professional practice with broad commercial and sector experience.

Transform is committed to building a Board that reflects the diversity of the communities it serves. We particularly welcome applications from candidates from black and minority ethnic backgrounds, those with disabilities and members of the LGBTQ+ community.

We are seeking candidates who can bring both strong professional expertise and diverse perspectives to the Board.

In this pack, find out what being a Transform trustee is all about and how to apply. Could you bring the passion and perspective to complete our Board?

Click [here to watch a video](#) about being a Transform trustee and to hear directly from clients about what Transform has done for them.

See how to [apply on page 8](#).

Kindest regards

Ollie Smedley
Transform Chair

“

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

Ollie Smedley

”

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.

For more than 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.

Looking forward

- Transform will be needed as much in the future as we are today so we will continue to deliver excellent, trauma-informed services that meet the unique needs and aspirations of clients.
- Research from the National Housing Federation shows that demand for supported housing will increase significantly over the next 20 years, with an additional 167,000 homes needed by 2040. In response we will actively seek sustainable opportunities to expand our reach.
- Over the next five years we will invest in our properties to meet the Government's EPC C and Net Zero targets. This will enhance clients' living conditions as well as further reducing our carbon footprint. This will be the next step in Transform's sustainability journey which received a major boost two years ago when we achieved carbon neutral status.
- We will continue to invest in colleagues' wellbeing as well as their learning and professional development to enable them to consistently deliver quality services and to meet the new regulatory requirements for housing qualifications.



“

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.

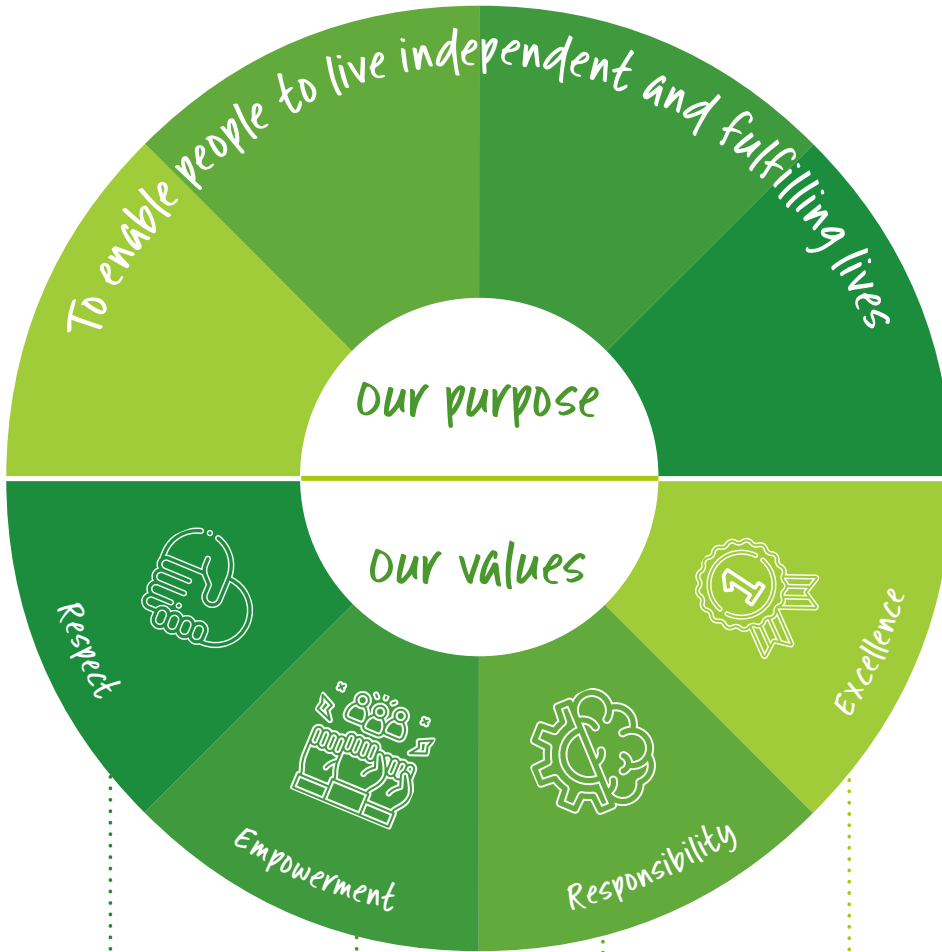
Anna
Housing & Support Manager

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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.

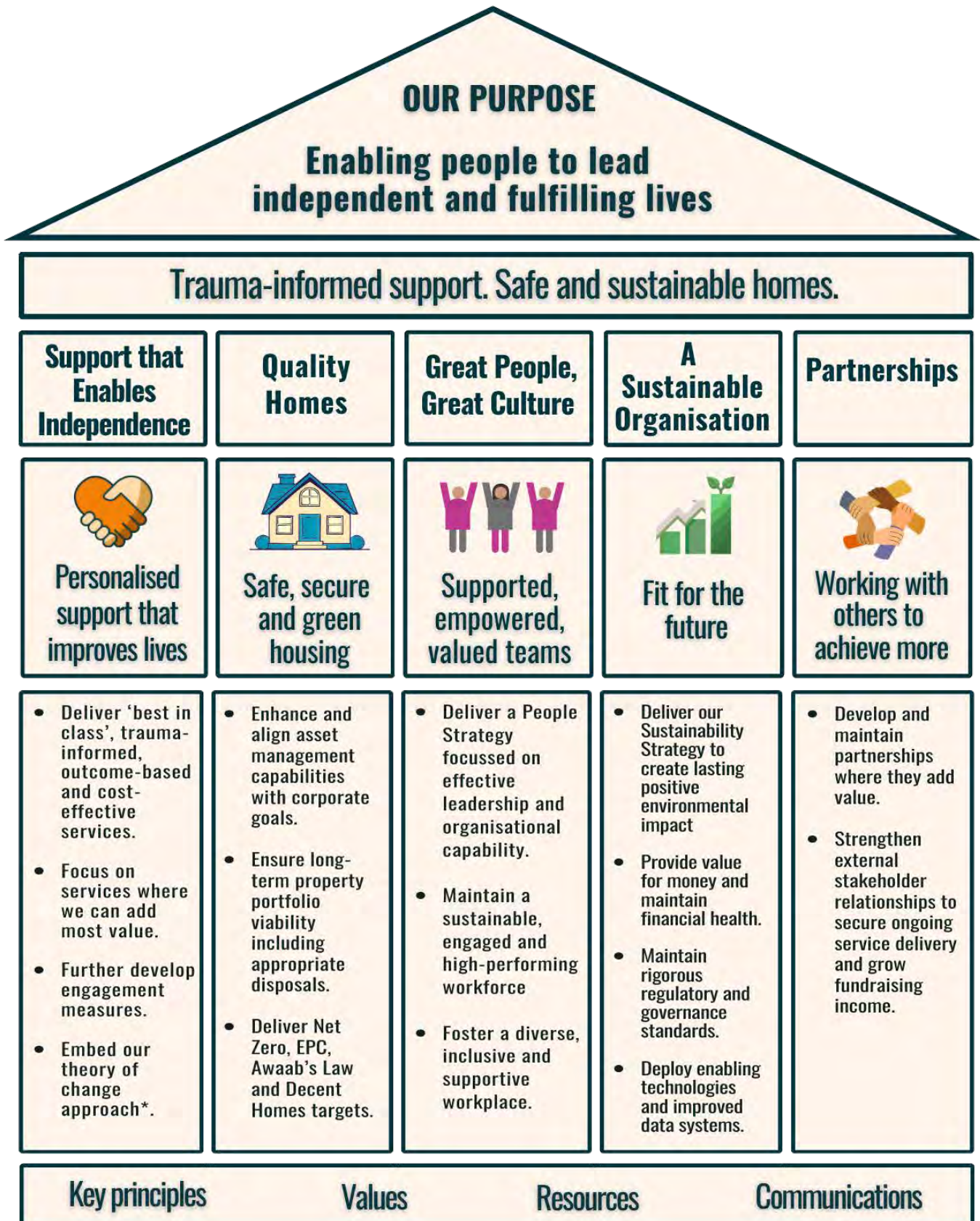
All trustees embrace our values and always reflect them.



“
How would I describe Transform in 3 words?
Wonderful, supportive,
life-saving!
Robert,
Transform client
”

Transform's Corporate Strategy

Transform 2030: Homes, Hope & Independence



Insights into our operations: key facts, figures, and geographical reach

2025 figures



1,668 clients supported in the past year



87.3% average overall client satisfaction



**Turnover: £13.6m
Reserves: £31.1m
Surplus: £1.4m**



911 properties

Our geographical reach

Head of Housing and Support | Louise Cox

- 1. Spelthorne Team
- 2. Runnymede Team
- 3. Elmbridge Team
- 4. Housing First Team
- 5. Reigate Sheltered Housing Team
- 6. Wokingham Team

Head of Housing and Support | Natalie Murphy

- 7. Woking – Pound House Team
- 8. Woking – The Crescent Team
- 9. Farnham Team
- 10. Sutton & Epsom Team
- 11. Reigate Team
- 12. Guildford Team

13. Bradmere House
01372 387100
Brook Way
Leatherhead
KT22 7NA





Ideal candidate profile: Person spec

Senior strategic finance leadership Trustee role

We are specifically seeking a highly experienced finance leader, typically at CFO / Finance Director level or equivalent. The emphasis is on strategic financial leadership and board-level financial insight, complementing the detailed technical expertise already available through the Executive Team and external advisers.

Do you have the following experience in a regulated or asset-based organisation?

Experience in regulated sectors or asset-intensive organisations would be highly valuable. Relevant backgrounds might include:

- Social housing (desirable but not essential);
- Infrastructure or utilities;
- Financial services;
- Healthcare;
- Government or regulated charities;
- Property or asset-backed organisations.

We would be particularly interested in candidates with experience of:

- Balance sheet stewardship;
- Funding and treasury;
- Long-term asset management and investment decisions;
- Risk and regulatory environments.

Do you have strong board-level credibility?

Given the wider Board transition underway, we are looking for someone who brings confidence and credibility in the boardroom.

The successful candidate will typically have:

- Prior non-executive director or trustee experience, or;
- Significant executive board-level experience.

They should be comfortable contributing to board discussions, providing constructive challenge and support to the Executive Team, and helping the Board reach balanced and well-informed decisions.

Committee contribution and leadership

The successful candidate is likely to sit on our Audit & Risk Committee, and should have the capability and confidence to:

- Contribute meaningfully to committee discussions;
- Support the organisation's financial governance oversight;
- Potentially chair committees or take on broader governance responsibilities in the future.

We are therefore seeking individuals with an appetite to contribute to the overall leadership and effectiveness of the Board, not just the finance agenda.

“

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

Transform colleague,
quote from Glassdoor

”

We are looking for the following personal qualities:

The Board places a strong emphasis on constructive, collaborative governance. We are therefore particularly looking for someone who is:

- Strategic and thoughtful – able to see the bigger picture beyond the numbers;
- Confident but collaborative – comfortable offering challenge while building strong relationships;
- Pragmatic and commercially aware, rather than overly technical in their approach;
- Engaged and values-driven, with empathy for Transform’s social purpose;
- Diplomatic and emotionally intelligent in board discussions.

The role requires someone who will contribute positively to the culture and effectiveness of the Board, helping maintain a supportive but appropriately challenging environment.

In essence, we are seeking a highly experienced finance leader with strong board credibility, strategic financial judgement and the personal presence to contribute meaningfully to governance and leadership of the organisation.

This role will be particularly important in strengthening the Board’s financial oversight and overall experience as several long-standing trustees reach the end of their terms.

Board details

Time commitment

The Board meets five times a year, on Thursday evenings. In person meetings is something we value highly so these are held at Bradmere House in Leatherhead with the facilities to join via Microsoft Teams when you are not able to attend in person.

Trustees serve on one or two of the Committees and they each meet approximately four times a year. Additional meetings, including Board strategy days, are arranged during the year.

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 significantly expand your strategic leadership experience. 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.



“ I was homeless at 16 and Transform gave me a home and helped me get a stable network around me.

Le-Ray –
a Transform client ”

How to apply:



To make an application, please go to <https://starfishsearch.com/jobs/transform-trustee/> and click on the 'apply now' button, with the following prepared:

- Your c.v. (no more than three sides of A4)
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.
- We would also be grateful if you could complete the Equality and Diversity monitoring form within the online application process. This form is for monitoring purposes only and is not treated as part of your application.

The closing date for applications is **Friday 5 June** and we will be interviewing **w/c 6 July**.

Click [here to watch a video](#) about what it means to be a Transform Trustee and to hear from clients.

We look forward to hearing from you!



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



Transforming a life: Sonia's story

My background is a complicated one. I was born in 1969 with a heart condition, curvature of the spine, a learning disability and dyslexia. Because I was born with a disability and out of wedlock, there were a lot of secrets. My birth mother already had a daughter. She's from Barbados and my dad is St Lucian.

But my real parents – the ones who brought me up – were my foster parents. They raised me from the age of two. They were amazing people, and they gave me so much love and encouragement. I miss them dearly.

Before I came to Transform, I was living in a bedsit. My lovely foster parents had passed away by then. After they died, Social Services was encouraging me to move into assisted living, but I didn't want to do that as I've never let my disabilities stop me from doing anything. That's when they referred me to Transform – and I moved in back in 2002. I've been here ever since!

These days, I live in my own flat with Transform, and I've got two wonderful support workers. I'm in one of the lower-support flats, so usually just get monthly visits, but because my heart condition has been worse lately, I get extra help currently. I use pain patches and sometimes I get tired, so having that support means I can keep my independence.

My keyworker Sophie is incredible. She's known me for 14 years now, and she really gets things done. She's just been promoted to Deputy Manager – I'm so proud of her. She's brilliant with clients, and we've got a great bond.

I now work two days a week in the funeral trade, and yes, it might sound a bit morbid to some, but I love it. I meet the deceased – I call them my clients – and I talk to them as they were once people too. History is my greatest passion – my parents introduced me to it when I was very young. I love historical re-enactments, especially the Tudors.

"I'm also the official Town Crier of Caterham – the first Black disabled woman to be one, and I've proudly held that role since 2003!"

Being a town crier is like being an early version of a newsreader. I open events like fetes and shows. In Caterham, the children call me "the pirate" and the adults call me "the mayor". I love it.

I'm happy with my life. I'd love to be able to do more – but I get on with it. There's a lot of prejudice and ignorance out there, and so many disabilities aren't even visible. Transform has given me the freedom to live independently, but with help when I need it. They're always there at the end of the phone.

Looking back, I've come such a long way. Thanks to Transform, I've built a life I'm proud of – full of history, heart and a lot of strength.

“ Thanks to Transform,
I've found
independence, purpose,
and pride in who I am!

Sonia –
a Transform client



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 Interim CEO Carl 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!"



“
I'm continually proud to be a Transform Trustee!
Katie Wadey
”



The all-women project team for Mitchell Place – Transform's first virtually net-zero carbon property

Transform people

The Board of Trustees



Executive Team



Interim Chief Executive
Carl Brazier



Director of Asset Management, Decarbonisation & Growth
Richard Hamer



Director of Client Services
Rebecca Pritchard



Head of Governance & Assurance
Mandy Arnold



Director of Corporate Services
Simone Bartley



Head of External Affairs, Communications & Fundraising
Anita Gupta



Director of Finance
Amanda Soobrayan



Executive Assistant
Caroline Felton



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

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