



Annual Report

Finances



£894,826
Income



£257,819
Surplus



£5,299,837
Assets



£637,007
Expenditure



£3,540,360
Total funds



£196,231
Free reserves

Financial performance has been very positive and is in line with budget predictions for 2018-19.

Income has decreased from last year due to a reduction in the restricted grant funding received. Expenditure has increased slightly on last year and consequently the annual surplus has reduced. The surplus however remains substantial and is indicative of a robust financial position.

This surplus includes £126,810 of restricted funding which will be spent in 2019-20. The unrestricted surplus was £131,009. We expect similar performance in the coming year.



Year in Review

Working in collaboration with our many partners we completed our Empty Homes 3 project which has seen us purchase, refurbish and let 16 empty properties over two years. During the year we also started our follow up project, Empty Homes 4, to create 8 additional homes by the end of December 2019.

These projects have multiple impacts:

- Directly delivering the Latch mission of creating quality homes for homeless people.
- Providing training and volunteering opportunities to long term unemployed people, enabling them to gain skills and experience through working on the refurbishments.
- Improving the neighbourhood, by turning rundown empty properties into good quality homes that are well managed by Latch.

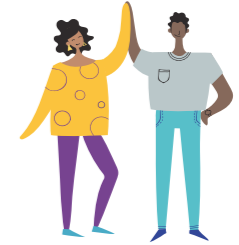


Our Housing Support Workers provide individual flexible support, working with tenants to enable them to identify goals and support them in moving towards independent living. We have introduced a new Personal Coach role (see separate feature) to work with tenants around bringing their strengths, interests and aspirations to life.

We continue to develop and improve our property management systems to improve service quality and ensure compliance with evolving regulatory requirements.

We have met our operational performance objectives, surpassing our 2% target of rental income lost to arrears and achieving a smaller loss of 1.3%. We have outperformed our voids target of 6 weeks, with actual void turnaround time for each property being 4.6 weeks. These achievements mean that we have more rental income to spend on delivering services to our tenants.

2018-19 has been a year of innovation and achievement.



Empty Homes 3

- Completed



Purchased, refurbished and let 16 empty properties over two years

Empty Homes 4

- Started



Create 8 additional homes by the end of December 2019



Latch Creates

Latch is undertaking an exciting new property development project converting a rundown five-bedroom house into four energy efficient, one-bed self-contained flats. Once converted and refurbished to a high quality standard, the flats will provide much needed homes for single homeless people. All tenants will have a Latch support worker, who will support them to set up and sustain their tenancies and develop the skills they need to move on to independent living.

The homes will be refurbished to high energy efficiency standards, including wall, loft and underfloor insulation, high thermal performance external doors and extensive airtightness measures. This will make the homes warm and affordable to heat and reduce fuel poverty and carbon emissions. The project will be funded using grant and loan income all of which has now been secured.



During the conversion and refurbishment of the property, between 12 and 18 long term unemployed people will complete a construction skills training programme that will develop their confidence and skills and enhance their employment prospects. Trainees will gain skills and experience in construction, CSCS cards and Emergency First Aid at Work qualifications. Latch will create two new jobs for trainees who are ready to move in to work. The project will commence in October 2019 and complete in December 2020.

The project will also be a launch pad for a new social enterprise we are setting up to acquire and refurbish properties for other third sector organisations. We will offer a full service, from property identification and acquisition through to refurbishment and management of the completed properties.

This year we purchased and refurbished eight more empty homes, creating high quality, energy efficient homes with new kitchens, bathrooms and upgraded heating systems. The refurbishments were carried out by Latch employees, volunteers and local contractors.



Empty Homes Project 4

The type of properties we purchased were a combination of flats, back to back and terraced properties. Taking into account the demand and need we created five one-bedroom houses or flats and three two-bedroom houses.

Latch currently owns or manages a total of 82 properties in Leeds in the Chapeltown, Harehills, East End Park, Cross Green and Burley areas.



Thanks

A big thank you to everyone who has helped Latch in our mission to create homes and change lives.

Special thanks to:

Sarbjit Kaur - Leeds City Council
Neil Evans - Leeds City Council
Mark Ireland - Leeds City Council
Sam Stewart - Nationwide Foundation
Fiona McGregor - Land Aid
Matt Boggan - Triodos Bank
Janet Spencer - Turning Lives Around
Martyn Broadest - Connect Housing
Screwfix Foundation
Power to Change - Community Business Fund
Power to Change - Homes in Community Hands Fund
Dave Boyle - Community Shares Company
Steve Hoey - Leeds Community Homes
Christine Mclean - CMC Consulting
Sue Sheard - HR Success
May Simargool
Geraldine Conner Foundation
Howarth Foundation
Audrey and Babs - Women's Group
Bikerite
Feel Good Factor
Mikkel Ullah - East Street Arts
Simeon Walker
Eaton Fund
Jill Burns-Wildman - Housing Options



Personal Coach

This is a brand new role at Latch, working with tenants using a coaching approach to help them to identify their individual skills, interests, strengths and aspirations. The Coach works with tenants to help make their hopes and dreams a reality, by co-creating goals and supporting them to participate in activities that are meaningful to them.



Since the personal coach role started in July the response from Latch tenants has been excellent, with over a third expressing an interest and a quarter now actively engaged with the project.

Tenants have learnt to ride a bike, started running, swimming, yoga, meditation and learning piano. We have assisted another tenant to develop his career in music, working in partnership with the Geraldine Connor Foundation to identify opportunities for him to get paid to play professionally and supporting him to develop the confidence and organisational skills to do this. We also run a Pramercise group for parents with young children who want to get fit.

It's early days but it's already evident that the approach is having great results, with participants reporting improvements in self-esteem, confidence, mental wellbeing and physical health. We believe that if tenants feel healthier, happier and more confident that this will have additional benefits, empowering them to take action in other areas of their lives.

“the response from Latch tenants has been excellent”



expressed
an interest



actively
engaged

The coaching project is being piloted for one year, and we are working with Leeds University through the Positive Impact Partnership to develop impact measurement for the project and evaluate the outcomes.

Case Studies



Fatima

When Fatima was housed by Latch she was suffering from the trauma of past physical and mental abuse. Isolation, loneliness, depression and low self-esteem were clearly impacting her quality of life. She contacted Latch's Personal Coach as she wanted to learn to ride a bike but didn't feel confident to attend classes alone. The coach accompanied her to classes and Fatima quickly learned to ride a bike! She was so proud of her achievement she has since signed up for swimming lessons, taken up the couch to 5km running challenge and started college. Fatima says that achieving her goals has enabled her to develop more meaning in her life. Her confidence and mental well-being have noticeably improved.



Kezia

Kezia was 24 years old, heavily pregnant, living in a damp one-bedroom flat and being harassed by her neighbours when she was housed by Latch. She had been in an extremely violent relationship from the age of 16 and her three children had been adopted. She gave birth shortly after moving in and her baby is thriving. We also helped her to establish letterbox contact with her adopted children. She had huge debts dating from her previous relationship and we worked in partnership with St Vincent's Support Centre to secure a Debt Relief Order so that she could make a fresh start. Kezia is now feeling positive about the future.



Jack

Jack volunteered with Latch as he had recently become a dad and wanted to get some work experience in order to increase his confidence and improve his chances of finding work. He was interested in painting and decorating and had done some training in motor mechanics. Jack worked on three different refurbishments and showed himself to be a hard worker, a good team player and keen to learn. During his time at Latch Jack's skills and confidence increased and when his volunteer placement ended he found work as a motor mechanic, fulfilling his aim of providing for his new family.

Outcomes

Volunteers



30 people

took part in volunteering and training activities on property refurbishments



5 people

completed formal Health and Safety training and registered on the Construction Skills Certification Scheme



3 people

found work or apprenticeships

Tenants



189 people

housed (adults plus children)



18 tenants

moved on to independent living



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