

Intervention Schemes

Delivering balanced
and sustainable communities



Intervention schemes – an evaluation

- 150 of our most challenging general needs schemes were tackled over 5 years.
- 1,250 tenants positively impacted.
- Satisfaction with the safety and security of the building pre intervention was 54% versus c80% after completion. A significant 26% increase.
- Tenancy turnover has reduced across 70% of our intervention schemes.
- Safeguarding/ wellbeing concerns have reduced by 66%.
- £5.8m invested with over half million-pound savings over 5 years through reduced communal repairs and reductions in void loss.
- An independent evaluation was undertaken by HACT and has achieved an indicative social value impact of £12m.

Based on the Regulators' Tenant Satisfaction Measures we have seen substantial gains around:

- Satisfaction that Midland Heart keeps these communal areas clean and well maintained was 72.3% for low cost rented accommodation as a whole in 2023/24 and 79.8% for intervention schemes. A 7.5% gain.
- Satisfaction that Midland Heart makes a positive contribution to your neighbourhood was 69.9% for low cost rented accommodation as a whole in 2023/24 and 77.9% for intervention schemes. An 8% gain.
- Midland Heart treats me fairly and with respect' was 81.3% for low cost rented accommodation as whole in 2023/24 and 86.3% for intervention schemes. A 5% gain.

Social impact figures uses both primary and secondary social value - the primary value being the wellbeing increase felt across c.4,000 individuals, with secondary social value accounting for the value to wider society made through preventative spending/savings created when the primary wellbeing improvements are achieved.

Overview

When we launched our corporate plan 'Making what matters brilliant' there was a real focus on improving the homes and neighbourhoods our tenants call home. We wanted to ensure that as an organisation we were supporting balanced and sustainable communities.

Tenants told us that feeling safe and secure in their home was a priority.

Midland Heart owns and manages c35,000 homes. A small proportion of these suffered from continuing issues with crime and anti-social behaviour. As a result this led to tenants not feeling safe, tenancies only lasting a short period of time and people only choosing to live in these homes as a last resort.

Key to prioritising the right schemes was using tenant feedback, insights and views from frontline colleagues. Tenants as well as key partners were critical in designing solutions that worked.

What did we do?

We identified 150 locations where crime, ASB and tenancy turnover were higher than the baseline for our schemes.

We took an approach to tackle the core behavioural problems through tenancy enforcement action, we invested in the security and appearance of communal areas and we implemented local lettings plans to ensure the local community was balanced with a range of different tenant need. Works included CCTV, improved security doors and gates, landscaping and internal flooring and decorating.

Our housing allocation policy was amended to give us greater flexibility in the way homes were allocated, giving a range different preferences to apply to available homes.



Our approach



8%
gain on positive
contribution to
neighbourhoods



150
schemes improved



1,250
tenants impacted

The most important element of our approach was to engage local residents to understand what their experience was of living in their scheme.

We undertook local perception surveys, helping us to baseline tenants' views of their scheme and neighbourhood, perception was measured before any intervention, 6 months after the scheme intervention and periodic reviews after this.

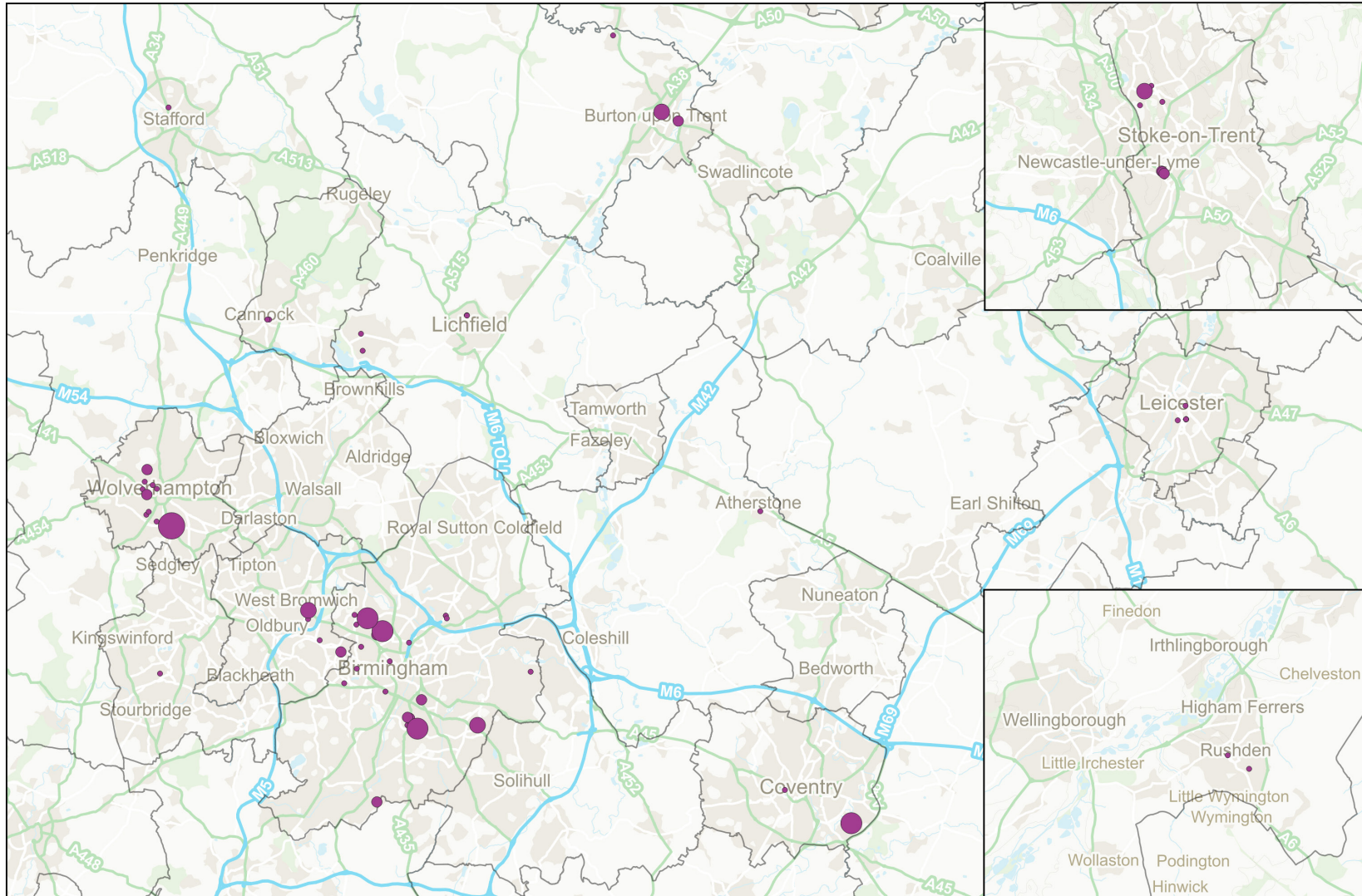
Tenants played a key role in identifying the local issues and were involved in designing the solutions.

We also engaged tenants on the service charge implications of improvements.

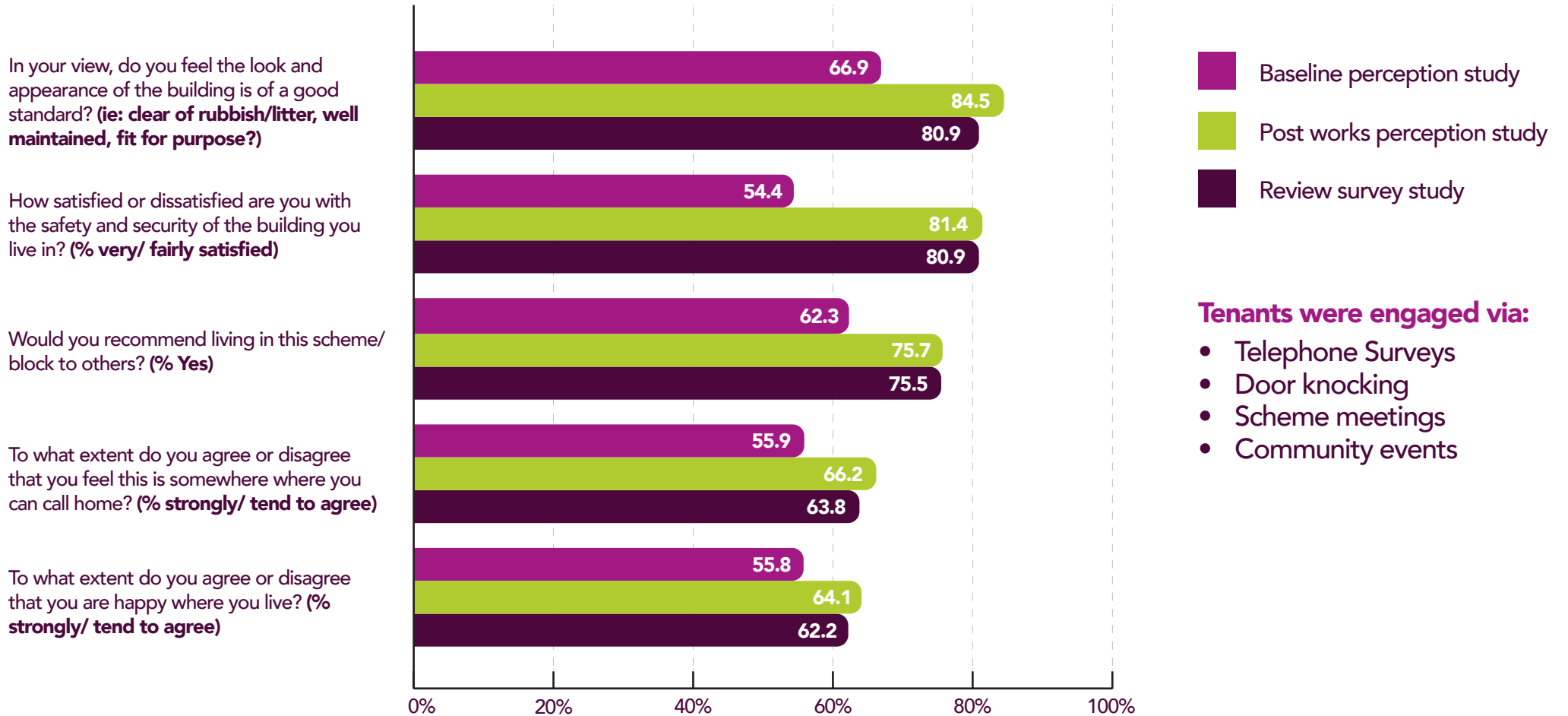
We worked collaboratively with local partners, including the Police and local authorities. This was to ensure that any issues were dealt with fully and comprehensively.

A map of our intervention schemes

Below is a map of the intervention schemes across the region where we took action.



Intervention Scheme Measures: Baseline, Post Works and Review Stages



The impact of the programme

Success was measured using a range of methods:

- Tenant perception measures.
- Operational measures – tenancy turnover (tenancy sustainability), ASB cases and safeguarding cases raised.
- Tenant-led scrutiny to look at the success of the programme - feedback was incredibly positive about changes made in the area.
- Financial measures.

Key highlights have been:

- Tenants have more confidence in reporting ASB/ disruptive behaviour to us - 84.8% of tenants said they are confident to do so (compared to 72.2% in all schemes.)
- Even though tenants are more confident in reporting ASB to us – reported cases have decreased in 78% of our intervention schemes.
- Tenancy turnover has reduced across 70% of our intervention schemes.
- Safeguarding/ well-being concerns have reduced by 66%, demonstrating the vulnerability of our tenants, has decreased compared to our baseline.
- We have seen significant increases in tenant perception of the safety and security of their home and the look and appearance of their building.



Value for money

Our overall spend at the end of the programme was just over £5.8m. The breakdown per year and the amount spent on capital vs. revenue is shown in the shown on the table below and on page 9.

Financial Year	19 - 20	20 - 21	21 - 22	22 - 23	23 - 24	Total
Revenue Spend (£)	190,077	390,215	502,073	380,410	563,527	2,026,302
Capital Spend (£)	687,773	937,055	1,206,922	646,936	323,265	3,801,951
No. of schemes delivered	16	30	39	34	31	150
Spend	877,851	1,327,270	1,708,995	1,027,346	886,792	5,828,253

Capital spend was service charged to tenants. However, it is worth noting that affordability was a key consideration throughout the programme, to ensure that our homes were affordable to households in low-income employment.

With this in mind, we capped charges for this work at £3.50 per week and on smaller schemes where capital spend had a greater impact on service charges, we decided to charge components over a longer period.

To further understand value for money , we calculated savings made against communal repairs to date and projected future savings.

The savings made on schemes in years 1 to 4 are shown in the table below. Whilst it is too early to evaluate savings against year 5, as some of which were only concluded at the end March 2024, we have reduced spend on communal repairs per home at 61% of our schemes.

Cumulative savings - Repairs	
Year 1 schemes	85,155
Year 2 schemes	75,994
Year 3 schemes	28,664
Year 4 schemes	31,212
Year 5 schemes	
Total savings to date	221,024
Future savings per annum	98,009

Cumulative savings - Void Loss	
Year 1 schemes	49,755
Year 2 schemes	47,642
Year 3 schemes	52,144
Year 4 schemes	7,227
Year 5 schemes	
Total savings to date	156,768
Future savings per annum	64,113

Next steps:

The principles used in this programme continue as part of our core approach to neighbourhood management. We have a Neighbourhood Investment Manager who identifies schemes that are at risk. The manager co-ordinates interventions to deal with the behavioural issues, plans investment to improve the local environment and develops a local lettings plan to ensure a balanced and sustainable community is created.

Tenant engagement, insight and working with our partners is key to continue this work on a wider scale. Indeed, this foundational work and learning has been the basis for developing our approach to tackle our most aged properties, and acts as a pre-cursor to enabling homes fit for modern living; a key part of our next corporate plan (2025-30).

Case study: Charnwood House

Charnwood House was experiencing a lot of ASB issues, mostly caused by non-residents who were targeting tenants and getting into communal areas. This was worrying for our residents, especially those who had young families and didn't feel safe and meant that new tenants didn't want to move in.

What did we do?

To understand what needed to change at Charnwood House, we spoke with our tenants to hear their concerns and take on board their feedback. From their responses and the consultation that followed, we identified their key areas of concern:

ASB: To tackle the ongoing ASB problems, we teamed up with local partners such as the police, local councillors and the council's ASB team. They carried out extra patrols and we worked alongside the police and local authority to install CCTV cameras on neighbouring properties.


Fire safety: Working with Staffordshire Fire Service, we've worked to improve the fire safety by installing a new sprinkler system.

Communal areas: After consulting with tenants, we replaced the unsecure porch and old door entry systems with new, more secure systems. We also upgraded lighting systems and redecorated indoor areas.

Outdoor areas: At the request of tenants, we turned an unused piece of land into a private garden area, with planters and seating and drying areas for residents and installed a new gate and new metal bow top fencing for improved security.

How has the investment helped?

Thanks to the investment works, there has been huge reduction in ASB complaints and residents feel safer in their homes. The CCTV has also helped to resolve any matters that do come up. Local businesses have also recorded less shop lifting and people loitering outside their properties since the works were completed.

An aerial photograph of a residential development. In the foreground, a modern, multi-story white building with a dark grey roof and several windows is visible. To its right, there are traditional brick buildings with gabled roofs. The background shows a dense residential area with many houses and trees under a clear sky. A semi-transparent dark purple box is overlaid on the lower right portion of the image, containing a quote in white text.

“I’ve worked at the supermarket for 5 years and there always used to be youths hanging around...but that seems to have stopped. We’ve seen more tenants from [Charnwood House] spending their money in the shop.”



Case study: Priory Court

We had feedback from our tenants living at Priory Court that they were worried about anti-social behaviour in the area around their homes and that they felt unsafe when going out. They also said that fly-tipping was becoming a big problem.

What did we do?

We worked closely with the local policing team and homelessness outreach team to tackle issues in the area.

We also held a community day and visited tenants in their homes to check they had the support they needed.

Based on feedback from our tenants, we improved the lighting, upgraded the CCTV and installed new, more secure doors to the main entrance.

We've created a new bin store to reduce littering and fly-tipping and, in some cases, new kitchens, bathrooms and windows were installed to refresh homes.

How has the investment helped?

The changes have made a big difference and had a really positive impact on the Priory Court community.

The feedback gathered from our residents after the works told us that:

- 89% of tenants happy with the look and appearance of Priory Court (40% before)
- 78% said they would recommend the scheme to others (60% before)
- 88% said they were happy with safety and security
- 90% said they felt confident reporting ASB to us

“Overall, I’m really satisfied with [Priory Court] as a building and if I have any complaints [Midland Heart] respond to me.

They have updated the kitchen and redone the electrics, they have lights that come on as soon as you walk in and the building is well lit up now, which makes you feel much safer.”



Case study: Jervis Court

Since being built, Jervis Court experienced many issues such as noise nuisance, fights and burglaries, which led to lots of internal damage and a high tenancy turnover.

What did we do?

Our Tenancy Services Team worked closely with Lichfield's Community Safety Partnership and identified that a county lines gang had taken over eight of the properties at Jervis Court. We worked with Staffordshire Police, gathering intelligence and attending raids to disrupt the activities of the county lines gang.

We also worked to safeguard vulnerable tenants from criminal activity and took tenancy action against those involved in this activity.

Due to lack of interest in the properties, we allocated voids to tenants in the greatest need of housing – many struggled with addiction, mental health problems and had criminal convictions. This exasperated the issues at Jervis Court.

Once we'd tackled behavioural issues at the scheme we worked to improve the overall look of the estate to make it more appealing to new tenants, through improved fixtures and fittings and better security via new door entry systems and CCTV cameras.

We also introduced a local lettings plan for 3 years to rehouse tenants with a local connection and to target 66% of relets to our working preference group households.

How has the investment helped?

The local lettings plan coupled with the new security features and refreshed décor, has been a huge success and we now have a demand from people who want to live at the scheme.

Before the interventions happened, only 25% of tenants surveyed agreed that they were happy living there. Since the work has been carried out this has increased to 82%. 90% of our tenants have now told us they are satisfied with the safety and security of the building, compared to 42% before work was carried out.

Even better, 90% of our tenants said they would recommend Jervis Court to others.



“When I first moved in here there were a lot of single people here and it wasn’t very much a family environment but now we don’t have as much police here and unsavoury characters”.



Follow us on:



20 Bath Row, Birmingham, B15 1LZ

0345 60 20 540

www.midlandheart.org.uk