

more homes bright futures

2016-17 Highlights

The logo for VIVID, featuring the word "VIVID" in a dark blue, sans-serif font. The letter "V" is the first letter, followed by "I", "V", "I", "D". The second "V" is stylized with a colorful gradient (orange, yellow, red) forming a shape above it, resembling a house or a heart.

VIVID

Contents

Overview from our Chair

Introduction from our Chief Executive

Milestones in bringing us together

VIVID in numbers

Our aspirations

Combining our strengths

Delivering high quality homes

Building more homes

Home ownership

People – our best asset

Customer scrutiny

We won awards for our developments

Providing sector-leading advice

Supported local charities

Made The Sunday Times top 100

Built a reputation as a major housing provider

Funded community projects

What we've achieved since becoming VIVID

Bringing together two organisations

Addressing housing need

Support for Portsmouth's homeless

More homes for Hampshire

Using research to shape delivery

3

4

5

6

7

9

11

12

13

14

15

16

17

18

19

20

20

21

22

23

26

26

27

Overview

from our Chair

I'm thrilled to present the first highlights report for VIVID. We're a new large and influential provider of affordable homes with a strong local presence and regional focus.

VIVID was formed in April 2017 from the merger between First Wessex and Sentinel Housing.

In this report we'll briefly look back at last year's performance, but with our sights firmly set looking towards the future and the positive impact we can have as VIVID for our current and future customers.

Our sector continued to face a challenging operating environment, with increasing financial constraint putting greater emphasis on efficiency and value for money.

Both businesses met those challenges from a solid position, performing well in 2016-17. Whilst we continued to adapt to the altering environment, we remained focused on providing homes and support for those in need and ensured that we were fully prepared to form VIVID.

Looking forwards, we're in an even better position. We'll use our combined strength to further invest in our stock, the local community and our services, whilst building even more truly affordable homes.



Mike Kirk
Chair Designate

A handwritten signature in black ink, appearing to read 'Mike Kirk', with a horizontal line underneath.

Introduction

from our Chief Executive



Mark Perry
Chief Executive

A handwritten signature in black ink, appearing to read 'Mark Perry', written in a cursive style.

VIVID's vision – more homes, bright futures – clearly defines the reason we exist and our aspirations.

We're deeply committed to building more homes to help address the desperate shortage in our region and rising homelessness. Equally important is ensuring our customers have the support and services they need to have a bright and thriving future.

Last year we completed 610 new homes and our plans for the future will see us build 1,200 new homes of mixed tenure every year by 2020.

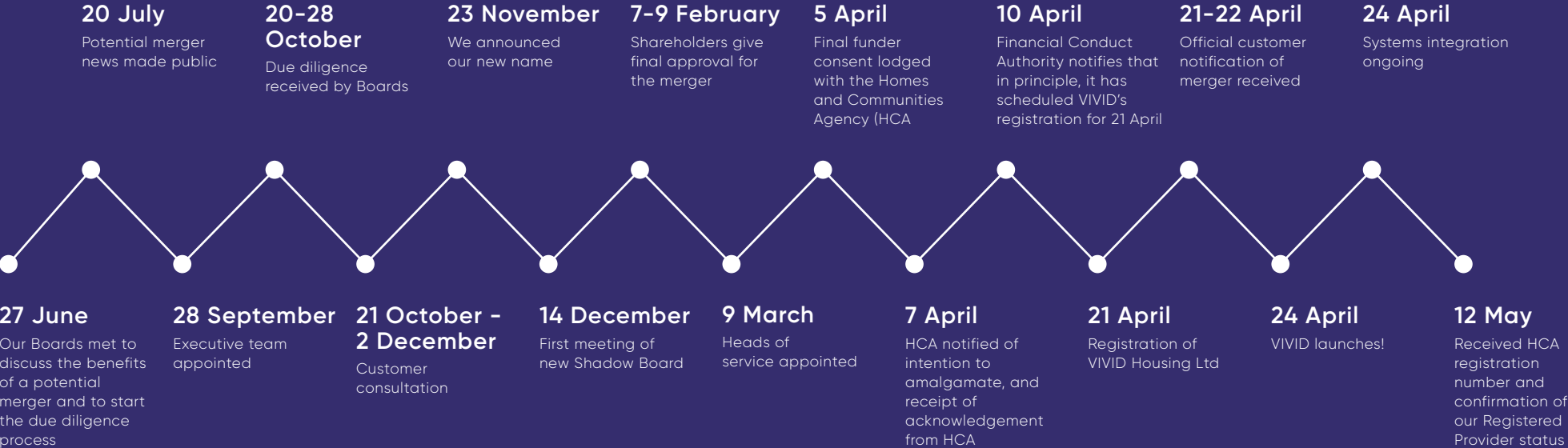
Our work to provide bright futures will see us invest in the wellbeing of our customers, staff and society. We'll provide the right homes and services in the right places by using evidence found through primary research from our customers.

Strong partnerships are a vital component of what we're looking to achieve and we're delighted with the support we've received from our funders and key stakeholders both previously as two, and now as one, organisation.

16 / 17

Milestones in bringing us together

The merger required many steps. Here's a summary of how we came to be VIVID:



VIVID in numbers



29,290
homes

making us Hampshire's
largest provider of
affordable homes

Rated 19th
in Inside Housing's
'Top 50 Biggest Builders'

making us one of the largest developers of
new homes in the sector... and growing



850 staff
including around

270 in our repairs
team and our own
construction arm,
VIVID Build

Working across



20

local authorities

70,000
customers



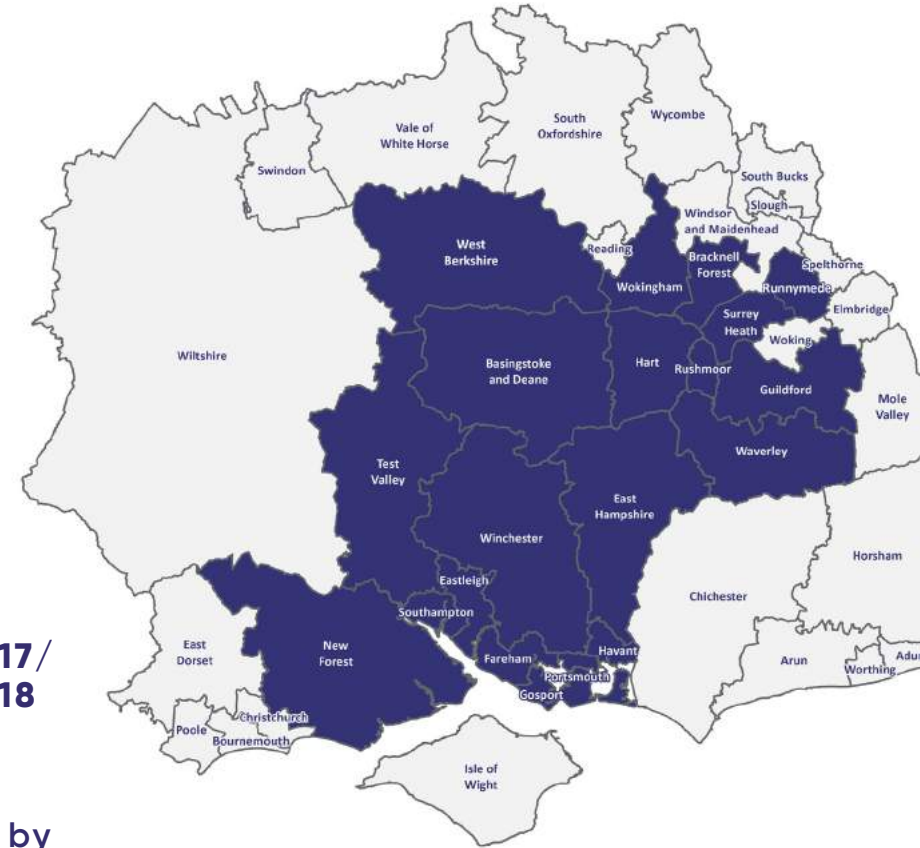
We expect to
complete around

800 in
homes 2017/
2018



Aspiring
to build
per year

1,200 by
homes 2020



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Our aspirations

Our main aspiration is to build many more homes, whilst retaining customers at the heart of everything we do.

We'll support our current customers who live in our homes to maintain their tenancies, given the financial and socio-economic pressures many of them face.

We will be known for:

- **Our social purpose** – building and campaigning for more social rented homes to address homelessness and improve the wellbeing of society
- **Being large and influential in the UK housing sector** – our innovative approach and research will help inform housing policy, the types of homes we deliver and strategic decisions at a national and regional level for the benefit of future customers
- **The quality of homes we provide** – a provider of quality homes built for lower cost rent (below market rent), shared ownership, outright sale and market rental properties



- **Providing first-class housing and repairs services to customers** whilst delivering proven value for money
- **The strength of our partnerships** and being a partner of choice
- **Providing a learning culture that's innovative and creative** – recruiting high level expertise, rewarding high performance whilst looking after the wellbeing of our people

Combining our strengths

VIVID was formed on strong foundations.

Here's how we performed in 2016/2017 to ensure both successfully came together from a solid and stable position.

We shared a:

- Strong social purpose and core values
- Great track record of quality and innovation in the sector
- Sound financial platform
- Tight geographical fit

We believe good quality housing is the foundation that so many other things in life depend upon.

This influenced our core activities, which were to increase the supply of affordable social housing whilst providing the services and support customers needed to help them sustain their tenancies.

With aligned beliefs, we only differed in size and structure:

Number of homes
owned and managed
2016/2017

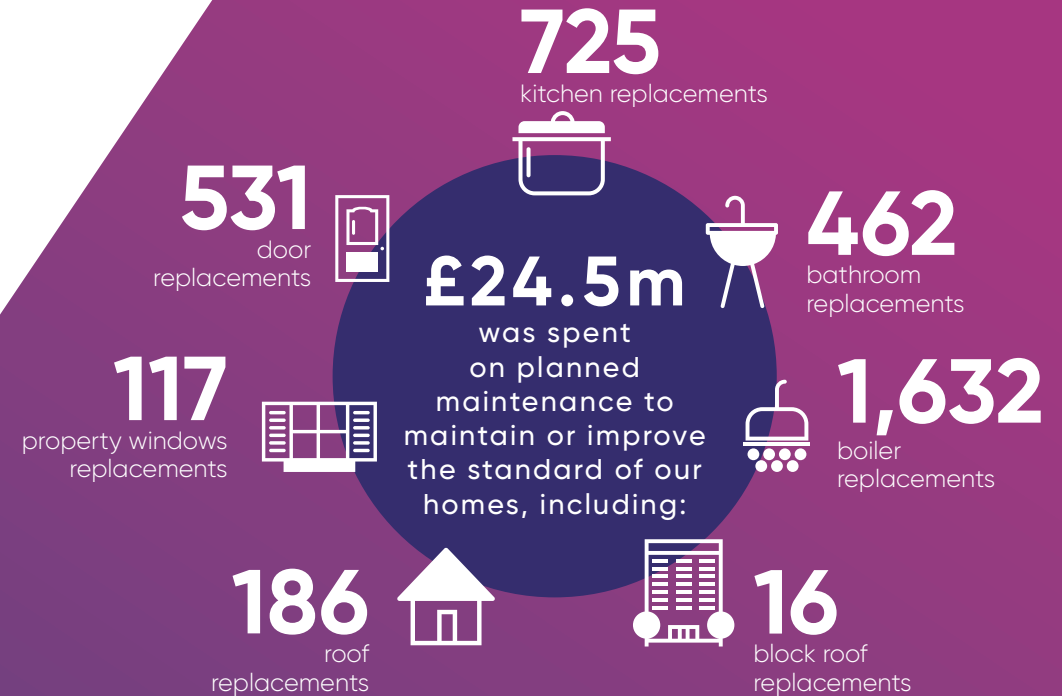
Financial turnover
2016/2017

First Wessex	Sentinel
19,206	10,084
£132m	£79m

Delivering high quality homes

We took pride in providing high quality, safe homes and whenever possible used energy efficient materials to keep utility bills low for customers and reduce CO₂ emissions.

We invested £46m repairing, maintaining and improving our homes, including £24.5m on planned maintenance. Our void losses were reduced to under 0.6%. And, for the third year running, we maintained 100% gas safety compliance and 100% Decent Homes compliance.



Building more homes

The demand for housing continues to grow.

Last year in Hampshire alone, there were over 930 households in temporary accommodation at any one time.

We're determined to make a major contribution and so in 2017 we invested £108m in our development programme, completing 610 new homes.

And our plans for the future will see us build 1,200 new homes of mixed tenure every year by 2020.

	2014	2015	2016	2017
Capital expenditure on new homes	105,376	125,436	121,185	108,073
Capital grant received	9,222	17,857	10,811	8,146
Number of new homes completed:				
Social Rented	57	106	57	37
Affordable Rented	232	631	322	367
Shared Ownership	165	274	174	180
Market Rented	0	0	112	0
Market Sale	11	30	30	26
Other tenures	1	0	0	0
Total	466	1,041	695	610

Home
ownership
We helped...

301

FAMILIES BUY A HOME

108 SHARED OWNERS

PURCHASE

FURTHER EQUITY

WITH 78 TAKING

FULL OWNERSHIP

People - our best asset

We continued to refine our employment offer during the year, including:

- A new mobile working approach. This ensured our customer-facing staff had the technical resources to work effectively from any location, increasing productivity and job satisfaction
- Policies in a number of areas, including sickness and dealing with disciplinaries, were reviewed and implemented. This provided our staff with a clearer approach, resulting in a significant reduction in sickness levels

- Staff engagement levels remained high which was largely due to effective communication and involvement from managers
- We completed an Equalities Audit on staff terms and conditions and addressed any anomalies
- Trade and office-based apprenticeships were continued, providing both on and off the job learning which enabled young people to gain accredited qualifications

Overall, our staff continued to provide a great service, which resulted in us being recognised with the Institute of Customer Service's ServiceMark accreditation in October 2016.

WE'RE ONE OF THE
SUNDAY TIMES
100 BEST
NOT FOR PROFIT ORGANISATIONS
TO WORK FOR 2016

Customer scrutiny

Involving customers ensures we learn from their experiences and helps us to shape future services. Last year, our scrutiny panel carried out three reviews by studying reports, interviewing staff and customers, analysing data and benchmarking against other providers. They looked at:

- The support we provided customers in financial difficulty
- Understanding our overall customer experience
- Our income recovery service, and the customers' mutual exchange process

Outcomes of these reviews included issuing our Tenancy Sustainment Officers with mobile devices, which limits their time spent travelling and provides the ability to carry out office-based tasks during home visits.

Recent reviews include feeding back on our approach to fire safety, following the Grenfell Tower tragedy, as well as approving our new tenancy sustainment policy.

CUSTOMERS
HELP SHAPE
FUTURE
SERVICES

Last year we...

Won awards for our developments

Monksbrook, a regeneration project replacing 164 unfit properties with 237 modern and energy efficient homes in Eastleigh, won the award for 'Planning for Affordable or Discounted Housing' at the prestigious Planning and Placemaking Awards.

In addition to this achievement, Monksbrook was also nominated as a finalist in the 'Best Designed Development of the Year' category on Inside Housing's 'Top 60 Developments' list.

FINALIST:
BEST
DESIGNED DEVELOPMENT
OF THE YEAR

Award-winning
Monksbrook,
Eastleigh

Provided sector-leading advice

Beating competition from seven others, we were proud to win 24Housing's 'Welfare Wise' award in October, recognising the support given to our customers to help them adjust to government changes to the welfare benefits system. Standing out as pioneers in the sector, our success was due to our highly-respected team and its work, including involvement in national trials and close working with key organisations, including the Department for Work and Pensions. The team offered practical advice on money management and benefits, including the recent roll out of Universal Credit and the changes to the Benefit Cap.

Last year, we:

- Broke the £3m mark in unclaimed income for residents
- Organised a thought-leadership conference for 120 local agency staff
- Offered free energy-saving advice and devices to tackle rising fuel costs
- Provided 198 customers with access to employment, training courses and volunteer placements

Derek, Linda and Sophie collect the Welfare Wise Award (right)



WINNER:
24HOUSING'S
WELFARE WISE
AWARD

Supported local charities

An impressive £15,000 was raised through the recycling of scrap metal. Items no longer usable, such as replaced boilers and broken radiators, were collected when we made repairs or cleared empty properties. In June, we donated £5,000 each to three charities close to our heart – Cancer Research UK, Phyllis Tuckwell Hospice and Parents' Action Group. The money raised will go towards creating a brighter future for those less fortunate, both in our area of operation and wider.



Staff present Phyllis Tuckwell Hospice with a cheque for £5,000 (above)

WE DONATED
£15,000
TO CHARITY

Made The Sunday Times top 100

We achieved 'Best Companies 1 Star Accreditation' status and were named as one of The Sunday Times '100 Best Not for Profit Organisations to Work For 2016'.

Based solely on employee opinion, the list is widely acknowledged as the most extensive research into employee engagement carried out in the country.



Cathryn, Kate and Hannah collect The Sunday Times '100 Best Not for Profit Organisations to Work For 2016' Award

Built a reputation as a major housing provider

Last year, we jumped up an impressive 13 places in the Inside Housing Top 50 Biggest Builders survey.

Recognition of our reputation as a major contributor of affordable housing.

There's a massive housing shortage and building affordable homes for those who can't access housing in the open market is, and continues to be, our top priority. We'll continue to build a range of tenures to suit differing needs and aspirations.

In addition to this, our New Horizons development in Basingstoke, was also shortlisted as a top 60 development in Inside Housing's Best Regeneration Scheme of the Year category.

Funded community projects

A number of local groups, charities and voluntary organisations were awarded around £30,000 of funding via our 'Making it Happen' fund. The grant made it possible for groups to deliver specific projects, recognising the importance of a strong and cohesive community.

Eleven fantastic projects were supported, including:

- The Greenfingers Community Gardening Service
- Drop-in sessions for young people in the Rooksdown community
- The building of storage space at Sherborne St John Village Hall



Community groups celebrate receiving funding grants

And we didn't stop there!

We've already made an impact.

Here's what we've achieved since becoming VIVID.

Bringing together two organisations

Our transition programme has progressed well. The VIVID brand is benefiting from a successful launch and employees brought together across all sites, including our newly refurbished Portsmouth office.

We're integrating our systems and processes to lay the foundations for how we'll work in the future, support our mobile working ambitions and make us more effective.

Whilst our transition continues, we've been careful not to take our eye off what's most important - building more homes and providing excellent services to customers.



Staff at our Portsmouth office helped celebrate the launch of VIVID

Addressing housing need

North Town, Aldershot

Constructed by VIVID Build, the development arm of VIVID, North Town is an estate regeneration project costing £44m and due for completion in 2018.

We're demolishing 471 flats to make way for approximately 700 new homes, developed over six phases.

Working with a range of partners and our residents' group, the work aims to refresh and reinvigorate the estate,

which was constructed in the 1950s, and bring the best out of the local area - all while minimising disruption to the community.

The redevelopment of phases one and two has been completed (243 properties) and we're currently constructing phases three and four developing homes for rent, shared ownership and outright sale.

North Town,
Aldershot



Shinfield, Wokingham

Construction has started on our first major project in Wokingham where we're pleased to be providing 169 affordable homes in the area. We're working with Bloor Homes, Bovis and Linden Homes to deliver this large project. 98 homes will be provided for social rent and 71 for shared ownership. There will be a mix of two, three and four bedroom units as well as a coach house.

The new homes will benefit from an excellent location which is close to road and public transport connections, and schools and amenities in Shinfield and Spencer's Wood.

We're committed to building more homes and bright futures, and as part of this project we've made financial contributions towards the local education, leisure and road infrastructure.

Forest Lodge Farm, Hythe

Work started in September 2016 to construct 45 houses and flats for affordable rent and shared ownership. The project, managed by VIVID Build, is on the edge of the New Forest and features extensive ecological mitigation works, including tree protection and reptile habitat, as well as providing community allotments. The completed homes are to be handed over in March 2018.

Woodside Avenue, Eastleigh

A unique development as it's the first by Aspect Building Communities – a partnership between VIVID, Aspect, and Eastleigh Borough Council. We're excited about this partnership and pleased when construction began in January 2017.

We'll provide 94 units, of which 36 affordable rent and 58 market rent. This project makes excellent use of a site that's been unused for many years, identified for residential development back in 2004. The flats and houses all benefit from PV panels and water saving devices. Five houses will be constructed to achieve a full Passive House Certification.

Chapel Gate, Basingstoke

Located right in the heart of Basingstoke, Chapel Gate is one of our largest and most important developments. It's significant for the town, providing 578 much needed new homes. We're working in partnership with Barratt Homes to transform a brownfield site into a contemporary community of one, two, three and four bedroom homes. 230 of which will be affordable units available for rent and through shared ownership, and some residents have already begun to move in. We're also welcoming new home owners through the private sales process.

Chapel Gate,
Basingstoke

DELIVERING
230
AFFORDABLE HOMES
TO BASINGSTOKE





Portsmouth's homeless bus project launched in March 2017

Support for Portsmouth's homeless

We've helped to turn a double-decker bus into a local homeless shelter. Committing our support to the ground-breaking project, we've supplied a brand-new kitchen and five-man fitting team. The Rucksack Bus Project is transforming the interior to provide vital cooking, washing and sleeping facilities. Once completed, the bus is being donated to a charity who will use it to provide extra beds and meals for homeless people in Portsmouth, a major city within our operating area.

More homes for Hampshire

We received secured detailed planning for the first 560 dwellings at North Stoneham Park, in Eastleigh, delivering much needed affordable homes to one of our key areas of operation. It's a significant development for us – our first major land acquisition as VIVID and a major joint venture with the Highwood Group. The new homes are part of a wider plan to answer the issue of a shortfall in the council's five-year housing land supply, and will provide 1,100 new homes in total. The new community will include affordable social rented and shared ownership housing, a care village comprising of a 60-bed care home, plus assisted and independent living units, a primary school, nursery, community centre, retail units and a brand-new sports hub that will enhance the town's residential and leisure resources.

Launching research guide to shape future delivery and improve wellbeing

Future plans will see us deliver up to 1,200 homes a year by 2020 and, to make sure we're providing the right type of homes, we need to understand more about the people who need them. Two exciting research projects are taking place to help us identify just that, and the services we'll provide our customers to ensure they thrive in them.

Our 'Building Bridges' report has seen us work with a number of key influencers from the sector, including Chartered Institute of Housing and ARCH, and explores how housing associations and local authorities can improve their partnership working to help build more homes. Backed up by case studies, it proposes innovative ideas

which are new to housing – introducing us as a thought-leader in the sector. We shared these ideas at a Westminster launch event in September.

In addition, we're working with Birmingham and Manchester universities on a study into the links between different types of housing, quality of life and wellbeing. Surveying all customers across every tenure, the results of the survey will help us determine the types of homes and services we deliver longer-term and fill a gap in the current government policy debate, which continues to be based on a simple acceptance that everyone would prefer to be a home owner. The study will result in a findings report which we'll launch at our housing forum event later this year.

And we have more exciting research projects planned for the future.

The logo for VIVID is displayed in white, uppercase letters. The letter 'V' is stylized with a small heart shape above its right vertical stroke. The background consists of several diagonal stripes in various shades of purple and magenta, transitioning from a lighter shade on the left to a darker shade on the right, set against a white background in the top right corner.

VIVID