



**VIVID Plus Plan
2026 - 2029**



Our vision

Our vision at VIVID is to provide more homes, bright futures for our customers and communities. VIVID Plus, our charitable arm, plays a crucial role in making this vision a reality.

Our 'VIVID Corporate Plan for 2026 - 2029 was developed in consultation with customers and colleagues and sets out our priorities.

We believe everyone should have a place to call home, which means more than just a roof over your head. It's about feeling safe and secure, being connected to your community and having access to essential services.

VIVID Plus provides support and opportunities for you and the communities where you live. We offer and invest in tailored support around your tenancy when you need it, and projects to make local communities better places to be.





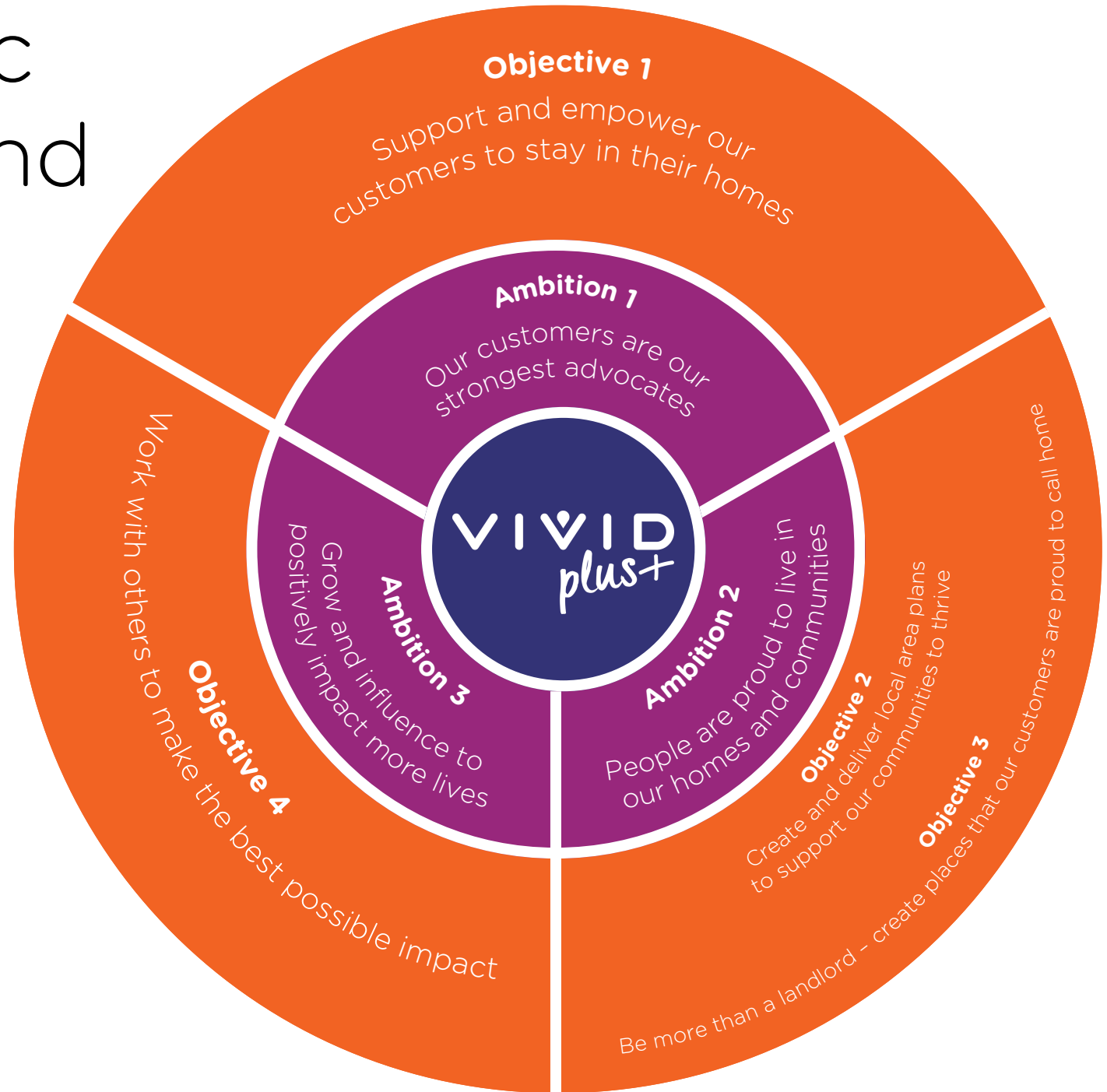
What we've achieved so far

In the first 3 years of VIVID Plus, we've supported customers and communities when they needed us most:

- We've supported around 7,100 customers to stay in their home and maximise their income, including claiming the right benefits, making a difference of over £30m
- We've provided funding to over 12 food projects to help our communities with the cost-of-living
- We've invested in our 8 community centres to improve services from key agencies for local people
- We've achieved a return of over £30m of social value within the local community projects that have been delivered
- By working with local people and key partners, we've made local communities safer places to be – from providing opportunities for young people, support with parenting through to providing reassurance to our most vulnerable customers
- We've helped over 2500 customers when things were tough

Our strategic objectives and ambitions

In developing our plans for the next 3 years, we'll do more than you expect from us as a landlord. We'll invest in what you've told us matters to you.



Here's a snapshot of what we'll do

Objective 1: Support and empower our customers to stay in their homes

Outcomes

Support our customers when they need us most - increasing their household budgets by at least £11 million each year

- Support new and existing customers to claim benefits, manage money and keep their home

Invest at least £350k every year to support customers when the going gets tough through the Welfare Fund

- Support new customers to make their new tenancy a place to call home
- Provide advice to all customers when they need it most by having a clear and easy route to help, sharing skills and support when asked/needed

Reduce overall rent arrears to below 3% by 2029 and check we're providing the right kind of support at the right time for our customers

- Specialist teams to support new and existing customers with claiming benefits and managing their money to ensure that eviction is the last resort

Objective 2: Create and deliver local area plans to support our communities to thrive

Outcomes

Improve how our customers feel about where they live by 5% by 2029

- Work with local people and partner agencies to plan and deliver an estate enhancement project every year, based on local needs and feedback

Ensure we measure the positive impact of our work and we achieve a greater return than the amount we invest

- Keep checking we're making a positive difference with and for our customers

Objective 3: Be more than a landlord – create places that our customers are proud to call home

Outcomes

Reduce 'red risks' identified in the Communal Standard in the estate improvement areas by 50%

- Ask our customers and neighbourhood volunteers to rate how they feel about their communal areas, so improvements can be identified and planned

Improve how customers feel about the safety of where they live by 10%

- The estate improvement and local plan projects will survey customers at the start and end of each project to measure how customers feel about being safe in their home and neighbourhood, and the satisfaction of the improvements made

At least 30% of the people who take part in and benefit from our local plan work will be VIVID customers

- Engagement levels will be monitored throughout the life of the projects

Objective 4: Work with others to make the best possible impact

Outcomes

Apply for support and funding from others to increase our spend in local communities by £100,000 a year

- Continue to work with the Hampshire and Isle of Wight Community Fund to support local projects

Increase the number of our customers involved in local community action and projects by 5%

- Alongside the Customer Influence delivery plan, we'll be increasing the opportunities for customers to become involved

75% occupancy rate of our community centres

- Ongoing arrangements will continue to be monitored throughout 2026/27 to ensure local communities benefit in these facilities



We'll achieve this by

Our work will be based on the following approach. We'll:

- Work closely with our customers, local, regional, and national partners, to learn from and use their expertise and experience to the best effect
- Challenge longstanding inequalities faced by our customers
- Make positive contributions to relevant local and national policy debates which impact our customers
- Consult with customers to develop solutions relevant to what they need and where they live
- Invest in the areas that need it most – ensuring everything we do adds value and makes a positive difference for our customers
- Remain flexible within our approach – being clear on what we will and won't do within our project work and how others can make things happen with us
- Provide the right support in the right way at the right time, encouraging local people and partners to celebrate and build on the local character of their communities





We'll fund this by

Our VIVID Plus activity will be supported in a range of ways.

1. VIVID

VIVID has invested £21m between 2021 and 2024, and further funds are anticipated via gift aid from our subsidiaries Vestal and Bargate.

2. External funding

We'll apply for external funding through our own applications and/or with relevant trusted partners.

3. Partnership contributions (in-kind or actual)

Whilst working with others, we'll explore the resources they can offer too. Be it financial or in-kind contributions, making the best out of our partnership working.

The following investment plan is based on maintaining an operating reserve ratio of 3-3.5yrs and makes a prudent assumption that the only income is from VIVID, although our ambition is to enhance it with external funding.

	2026	2027	2028	2029
Gift aid: Vestal	0	0	0	0
Gift aid: Bargate	1,651	812	1,363	5,791
Total income	1,651	812	1,363	5,791
Total expenditure	-2,851	-3,651	-4,211	-4,228
Interest receivable	510	648	700	743
Surplus/deficit	-690	-2,191	-2,148	2,306
Reserves	16,953	14,762	12,614	14,919
Average spend following 3 years	4,030	4,238	4,267	4,353
Operating reserve ratio (years)	4.2	3.5	3	3.4

The plan shows that we will spend £2.9m in the first year, rising to £4.2m by 2029. This will allow us to continue to provide current levels of support to our customers and communities, whilst we consult with our customers and stakeholders about the most effective use of the extra funding within our investment priorities.

We'll identify and manage any risks associated with our VIVID Plus work in line with VIVID's risk management policy.

We'll ensure we're accessible and inclusive

We'll treat everyone with dignity and respect.

We'll recognise and appreciate the diversity of our customers, and communities. We aim to create inclusive communities where all residents feel valued, heard, and supported.

We're committed to being accessible to all our customers and promoting diversity, ensuring fair representation.



We'll monitor and review our impact

For each activity and project we invest in, we'll measure the difference we've made.

We'll continue with regular updates to VIVID Plus board, our customers, and stakeholders.

We'll keep in touch with those we work with including local people, customers, existing and potential partners.

We'll produce and publish regular VIVID Plus updates.

We'll share our progress

We'll keep sharing news around VIVID Plus in a variety of ways to our customers, local communities and stakeholders

Meet the Board



Anne-Marie Mountifield

Chair



Margaret Dodwell

Chief Operating Officer



Duncan Short

Group Resources
Director



Giuseppe Severgnini

Independent Board
Member



Robert Bowley

Independent Board
Member



Sarah Andrews

Board Observer