



ANDIUM  
HOMES  
*Building Communities*

Brief for the appointment of  
**Chief Executive  
Officer**



ODGERS BERNDTSON



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# Welcome letter from the Chair



On behalf of all Board Members, I would like to thank you for your interest in the role of Chief Executive Officer of Andium Homes.

Andium Homes is Jersey's principal provider of affordable housing and the Island's largest landlord. Established in July 2014, the organisation has gone from strength to strength, and is now an accepted delivery vehicle which can, and has ambition to, do more.

July 2024 marked our 10th anniversary, and we celebrated all that had been achieved in those first 10 years. We are now landlord to over 10,000 Islanders across 4,900 homes. We have invested £450m in our new build and refurbishment programme, the latter of which saw us bring all our homes up to the Decent Homes Standard within 5 years, and we are now working towards Modern Facilities Standard. We have delivered 1,000 new homes, undertaken the major refurbishment of over 500 homes, and have a further 1,000 new homes on track for delivery over the next 4 years. In addition, we have also sold over 400 homes to First Time Buyers. I am incredibly proud to be Chair of this organisation.

In addition to the improvements we have made to our stock of homes, and the delivery of new homes, we have also developed new and innovative services, including the provision of enhanced digital services with our Andium@Home App and Portal. We have worked hard to make home ownership a reality for Islanders and continue to develop new First Time Buyer products to complement the well-established and successful Andium Homebuy scheme. We continue to push the boundaries in using modern methods of construction and have developed our Environmental, Social and

Governance Strategy. Our strategy recognises the wider Island outcomes and the quality of life elements which are core to our clients.

Clients are at the heart of everything we do, and we have transformed our services to better meet their needs. Our new Client Hub opened in February last year and provides a more friendly and accessible service, encouraging the use of our digital services through a kiosk and tablets, and enabling us to spend more time with those more vulnerable clients who will always need to see us face-to-face.

We have an engaged workforce, passionate about what they do and why they do it. All our colleagues personify our values, not only in their day-to-day roles, but also at times of adversity.

It is an exciting time for Andium; we have now fulfilled the initial objectives set when we were incorporated and are entering a new phase.

We are a committed, collaborative, respectful and sociable team and we look forward to recruiting a Chief Executive Officer with the qualities to lead Andium to further success, and who has real heart for the work that we do.

I hope this pack demonstrates that this role is diverse, challenging, and highly rewarding. If you like what you see and are ready to work with the Board to lead Andium through our next stage and beyond, I would welcome your application and look forward to meeting you.

My very best wishes and good luck.

**Richard McCarthy CBE, Chair**

# About Andium Homes

## Our organisation

### Who we are

Andium Homes is Jersey's principal provider of affordable housing and the Island's largest landlord, owning more than 4,900 rental properties and providing good quality, affordable homes and highly valued landlord services for more than 10,000 Islanders, alongside an annual programme of assisted purchase sales.

Andium Homes is a not-for-profit housing provider, established as a wholly Government owned Company Limited by Guarantee in 2014 following the transfer of the Government's affordable housing stock to the new States Owned Entity.

All our revenue comes from the rent paid by our tenants and our property sales, and we return a significant amount to Government each year.

We have a dedicated team of housing professionals who support the delivery of our challenging Business Plan and significant growth, whilst ensuring excellent delivery to clients of day-to-day services.



## Our Vision and Values

### Our Vision and Values guide our Strategic Approach



#### Our Vision

#### Great homes and services for all who need them

Our core values are the principles we believe in



#### Client obsessed

We are obsessed with delivering an excellent, consistent and personal client experience – every time.



#### Resilient

We are resilient, positive and self-motivated when working in a demanding, fast paced and ever-changing landscape.



#### Results driven

We work hard to deliver tangible, commercial and sustainable benefits to our clients and for our island, in collaboration with our key stakeholders.



#### Courageous

We are courageous, pro-active and enjoy pushing the boundaries, in design, innovation and service delivery.



#### Passionate

We are passionate, dynamic and proud to be part of Andium Homes.



#### Acting with integrity and respect

We act with integrity and honesty and build mutual trust and respect amongst ourselves, with our clients, our Guarantor and other stakeholders.

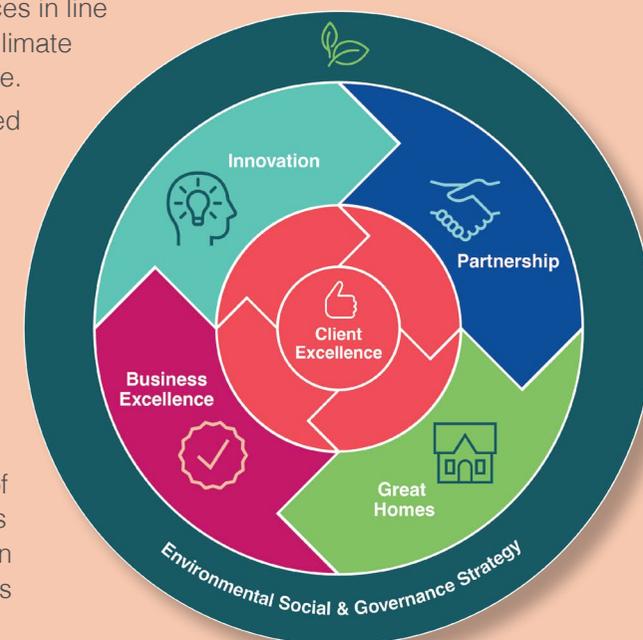
## Our strategies

In developing our Strategic Framework, we have taken into account that the Government of Jersey worked with Island stakeholders to develop the Jersey Performance Framework, setting Key Island Outcomes to work towards. As Jersey's largest landlord and biggest residential developer we play a major part in the Affordable Living outcome, and will do all that we can to ensure that "Islanders live in secure, quality homes" which is one of the key measures used by Government of Jersey.

Our key strategy areas are:

- **Client Excellence** – the transformation of our services in line with the shift in economic climate and our evolving client base.
- **Great Homes** – the continued delivery of new homes with a focus on increased housing availability.
- **Innovation** – ensuring compliance with evolving regulations, vital for maintaining quality, integrity and trust, with a continued focus on health and safety.
- **Partnership** – the delivery of First Step and other projects that strengthen collaboration and delivery of key schemes outlined by Government.

- **Business Excellence** – the adoption of new technologies for real-time reporting to assist with data-driven decision making: important for operational efficiency and strategic planning.
- **Environmental Social & Governance Strategy (ESG)** – our ESG Strategy sits across our Strategic Framework, and helps us demonstrate to our stakeholders how we regenerate sustainably and affordably, act with social responsibility, and observe good governance.



## Our finances

Andium Homes is funded from the rents we receive from tenants and property sale proceeds. On incorporation the social housing stock was transferred from the States of Jersey to us on the basis that we would pay an annual return to the Government. The annual return is not construed as a dividend payment.

The turnover of Andium Homes in 2023 was £64.1 million, with an operating surplus of £15.1 million, after returning £29 million to Government. Surpluses are reinvested into the business, primarily to fund interest expense, contribute towards capital maintenance and to repay borrowing taken out to fund the delivery of new homes.

We continue to maintain a strong balance sheet position with overall net assets of £865 million.

We are fully committed to the funds made available through the States Bond (via the Housing Development Fund) and have drawn the full amount available. We have extended our external Revolving Credit Facility and activated the accordion facility with our lenders, with £250 million until 2029, which we continue to draw down to fund investment in new homes, with £141 million drawn at year end.

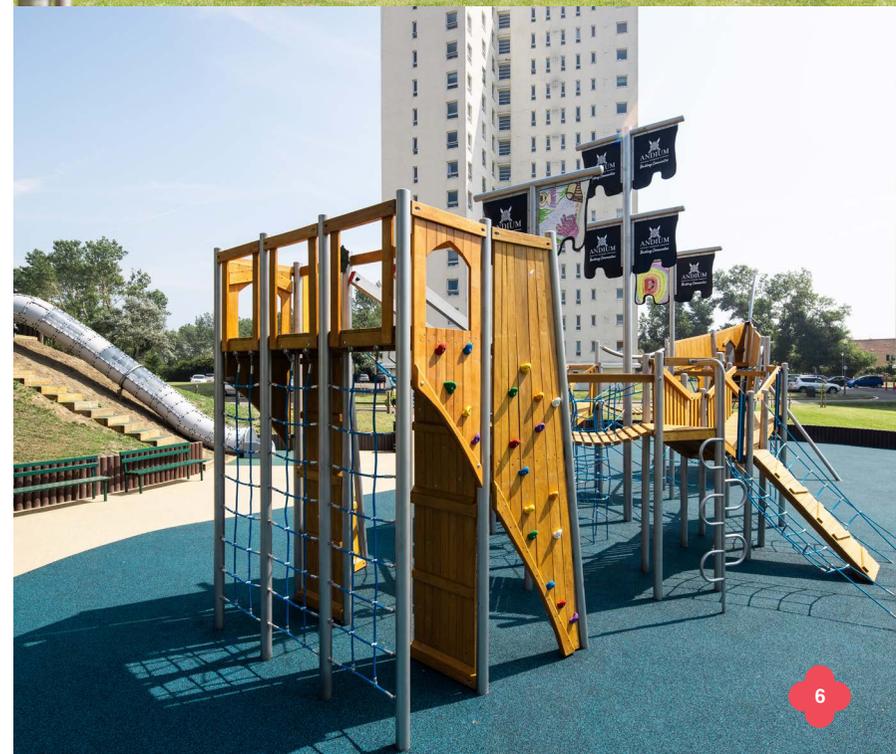
In November 2024 we secured an additional £100 million of funding through a private placement to fund our future development programme which is now focusing on the delivery of new family homes.

## Our clients

Our clients come from all walks of life and we also provide homes for some of our most vulnerable Islanders, with 60% of our tenants in receipt of income support. We have dedicated teams committed to supporting those clients and families during times of crisis or uncertainty in sustaining their tenancy.



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## Our developments

We are Jersey's largest developer with an extensive programme of investment which continues to deliver new homes whilst ensuring that our existing portfolio is maintained to a high standard. The current development pipeline, consisting of homes on site and in our planned development programme, will deliver more than 1,000 new homes for affordable rent and assisted purchase by 2028. Not only does this make Andium the current largest developer on the Island, it also demonstrates our crucial regeneration role, most notably in the North of St Helier, and highlights the valuable and important contribution we make to the Island's economy.

We delivered 232 new homes in 2023, with our property sales team selling 43 homes to First Time Buyers through our Andium Homebuy scheme. This scheme has proved to be very popular and successful in helping islanders into home ownership.

We are committed to providing more homes, and having significantly scaled up our capital delivery, turning our focus to a more sustainable capital programme which will see annual delivery of circa 200 homes per year to 2040. We have already completed 1,000 of these homes and will be delivering a further 1,000 over the next four years. Many of these employ Modern Methods of Construction (MMC) and intensify the use of existing sites or regenerate brownfield sites.

We were delighted to win the Project of the Year Over 10 million Award at the Jersey Construction Awards in 2023 and 2024.

## Placemaking

In 2023, we developed our new Placemaking Strategy for Andium Homes with the aim of embedding great placemaking both within our new developments and our existing estate. This requires us to take an agile approach to our homes and places – adopting a new vision, delivering change by working with other agencies and engaging thoroughly with our clients. Our new developments will create attractive, accessible and safe places which our clients will be justly proud to call their home. We proactively enhance our existing stock to improve their character, appearance and the services we offer to clients.



# About the role

**This is a rare and exciting opportunity to lead an influential and highly-regarded organisation, which will have a far-reaching and hugely positive impact on the delivery, management and impact of affordable housing on the Island of Jersey.**

Ian Gallichan will be retiring as CEO in the summer of 2025, after a distinguished career in the housing sector, including the creation and transformation of Andium Homes 10 years ago. This role will build on the strong foundations laid by Ian, continuing to improve the lives of thousands of Islanders through good quality and well maintained affordable rented housing enhanced by a growing access to low-cost home ownership and regenerating new areas on the Island. In total, providing more homes and building new communities for those who need them most.

Working in a unique and complex landscape, the CEO provides strategic leadership and operational management to Andium Homes, ensuring the organisation achieves the highest standards of conduct, performance and accountability. Working closely with the Board, the CEO will ensure the organisation's vision, strategic

priorities, strategies and plans are developed for adoption and implementation by Andium following close engagement with the States of Jersey Government and its officials. In particular, the CEO will play a critical role in managing, influencing and leading stakeholder relationships across Andium Homes's many public, private and charitable sector partners, most notably with the States of Jersey Government Ministers and officials, recognising the accountability that Andium Homes has to its Guarantor and the role it plays across the Island of Jersey.

Andium plays an important and highly visible role within the public sector in Jersey, as well as with external private sector partners and providers. The new CEO will be expected to lead the continued development and enhancement of Andium's standing and impact, both in its core area of housing provision and more broadly as a highly-valued and 'arm's length' States Owned Entity.



## Main responsibilities

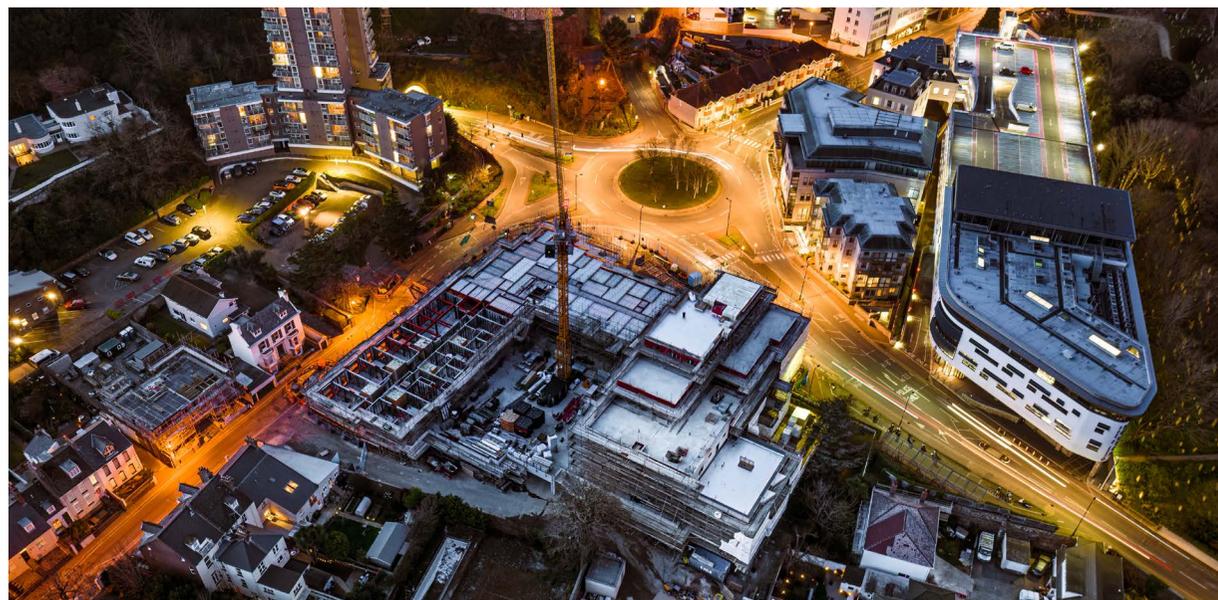
- Providing effective leadership to the organisation, working with the Chair and Board to establish a compelling long-term strategic vision that is aligned with our vision and values to provide great homes and services.
- Overseeing the financial management of Andium Homes, including budgeting, financial planning and reporting to ensure the long-term financial viability and sustainability of the organisation.
- Ensuring there are effective performance, risk management, investment and control systems in place to ensure quality service delivery.
- Ensuring the Board and its sub-Committees receive timely and high quality advice and information to enable well-informed decision making and the relationships between the Board and senior management are positive and collaborative.
- Ensuring compliance with legal, regulatory and policy requirements related to Company governance and housing management, protecting our assets and reputation.
- Managing and optimising our housing stock portfolio, including acquisition, development, property sales and major works, ensuring that the stock meets the needs of islanders.
- Overseeing the day-to-day operations, promoting innovative practices and systems to ensure efficient and effective delivery across all services and promoting and instilling our core values – in particular, our Customer Obsession.
- Leading, motivating and developing a high-performing team, fostering a positive, inclusive and collaborative organisational culture and supporting individuals' professional development.
- Demonstrating and championing a commitment to continuous improvement, creating a customer-focused culture and encouraging innovation in housing services, property management and customer service. Implementing new technologies and practices that enhance service delivery, efficiency and value for money.
- Driving a continuous programme of engagement with residents and community stakeholders to ensure that our services are responsive to their needs and concerns.
- Fostering partnerships in a highly complex stakeholder landscape, influencing and taking a proactive approach with partners across Jersey and beyond, enhancing service delivery, creating efficiencies, expanding opportunities for growth and placemaking and driving innovation.
- Acting as the public face and ambassador of Andium Homes, representing its interests in the community and media, politically and at public forums.
- Managing, influencing and leading the critical relationships with Government, principally the Minister for Treasury as our Guarantor, but also the Minister for Housing, ensuring alignment with broader public sector goals and providing clear lines of accountability.
- Valuing and promoting the diversity of Jersey's communities, ensuring equality of access and treatment in service delivery and employment.
- Leading efforts to adopt sustainable practices, reducing the organisation's environmental impact and contributing to Government's net-zero ambitions and broader community well-being.

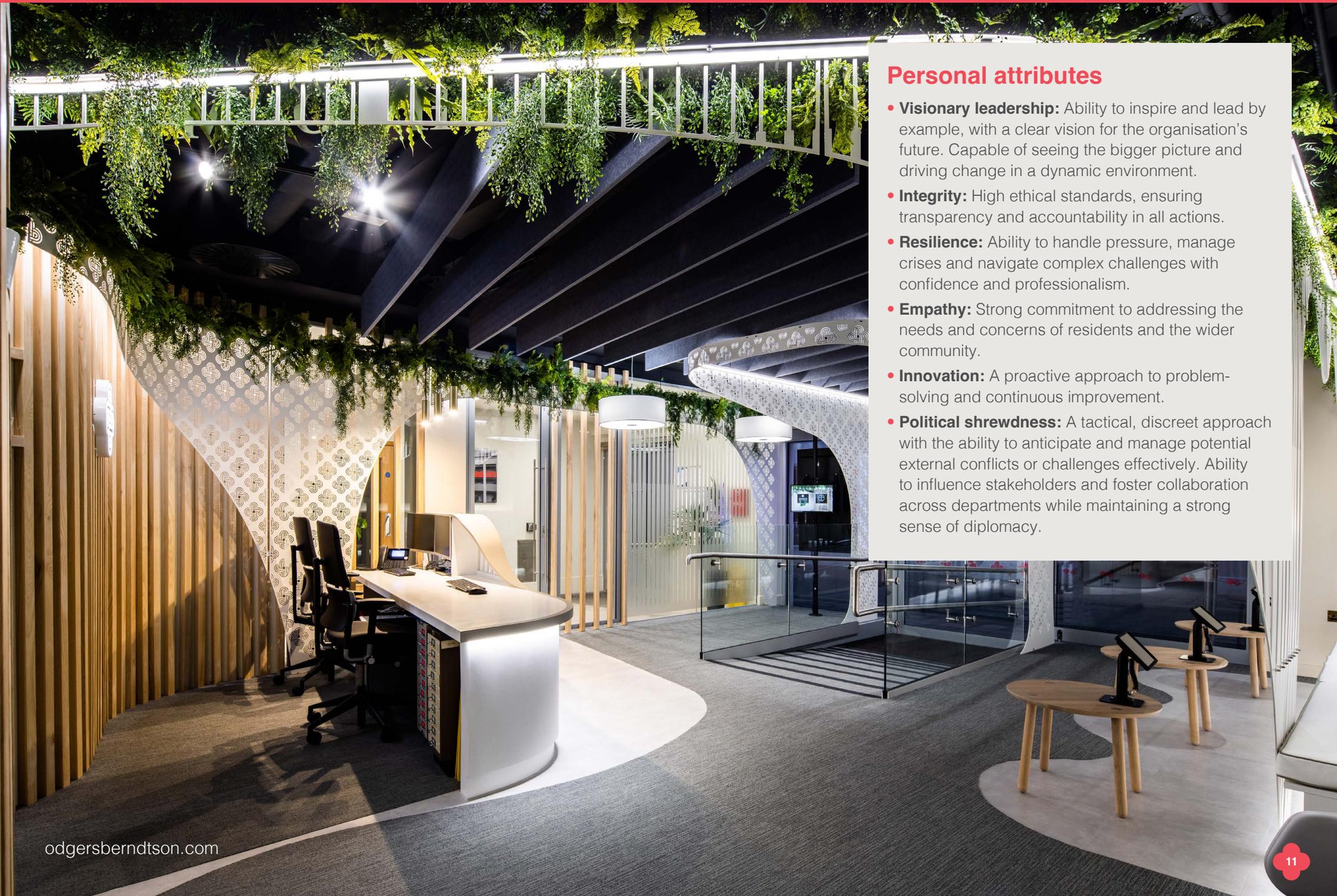


# About the individual

## Skills and experience

- Demonstrable senior leadership experience, including effective people management, within a public or private sector organisation, with a track record of delivering tangible results.
- Proven ability to work as part of a Board of Directors made up of both executives and non-executives and manage governance ideally in a public or non-profit organisation.
- Financial management skills, with strong experience in budgeting, financial reporting and risk management, particularly in relation to assets and investment.
- Experience of leading and motivating a senior management or executive leadership team, with a track record of building and developing high performing teams.
- Demonstrable experience of identifying, analysing and progressing strategic opportunities to facilitate growth whilst at all times focusing on the organisation's strategy and financial envelope.
- Experience of managing large-scale operations, particularly in property management, social housing or community services.
- Ideally strong knowledge of housing policy, regulation and the socioeconomic factors affecting housing.
- Excellent communication and interpersonal skills with experience in complex stakeholder management and an understanding of the challenges involved in leading public and regulated services within a political environment.
- An understanding and alignment with Andium Homes's values and behaviours.





## Personal attributes

- **Visionary leadership:** Ability to inspire and lead by example, with a clear vision for the organisation's future. Capable of seeing the bigger picture and driving change in a dynamic environment.
- **Integrity:** High ethical standards, ensuring transparency and accountability in all actions.
- **Resilience:** Ability to handle pressure, manage crises and navigate complex challenges with confidence and professionalism.
- **Empathy:** Strong commitment to addressing the needs and concerns of residents and the wider community.
- **Innovation:** A proactive approach to problem-solving and continuous improvement.
- **Political shrewdness:** A tactical, discreet approach with the ability to anticipate and manage potential external conflicts or challenges effectively. Ability to influence stakeholders and foster collaboration across departments while maintaining a strong sense of diplomacy.

# How to apply

## Key dates

The deadline for applications is **Friday 17th January**.

Preliminary interviews with Odgers will take place **w/c 3rd and 10th February**.

The final interview stages with Andium Homes will take place on **Tuesday 1st April**.

## Application process

We welcome applicants from all sections of the community and are committed to building a diverse and inclusive organisation that is reflective of our diverse society.

We embrace and respect every individual's unique background and perspective and will provide a fair and equitable recruitment process for everyone, regardless of ethnicity, gender, disability, age, or socio-economic status.

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and details of two referees. Referees will not be approached until the final stages and not without your prior permission.

The preferred method of application is online, as follows: [www.odgers.com/92770](http://www.odgers.com/92770)

If you are unable to apply online please email: [anne.neill@odgersberndtson.com](mailto:anne.neill@odgersberndtson.com)

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist Andium Homes in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember not to mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Get in touch to find out more

For further information please visit: [www.andiumhomes.je](http://www.andiumhomes.je)

For a conversation in confidence, please contact:

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We are committed to ensuring everyone can access our website and application processes. Should you require access to these documents in alternative formats, please contact Anne Neill at: [anne.neill@odgersberndtson.com](mailto:anne.neill@odgersberndtson.com)

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us: [response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com)

