



ANDIUM  
HOMES  
*Building Communities*

Annual Report  
2025



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# A Year In Numbers





## Great Client Experience

- 154**  New first-time buyers
- 25%**  of purchase price deferred for all new homeowners
- 583**  New tenancies
- 45**  Community engagement activities





## Great Partnerships

- 84%**  of new Band 1 applicants, waited less than 12 months for a home
- 75**  Rooms provided to Homeless Charities
- £1m**  Community Investment
- £5m**  2025 Project of the Year up to £5m Award for Eden House – Winner

## Great Homes and Communities

- Over 5,000**  Rental homes
- 363**  New homes delivered
- 527**  New Homes in Contract, including 236 Family Houses
- £18.1m**  Investment in existing Homes

## Great Business

- £70m**  Rental income
- £28.7m**  Return to Government of Jersey
- £97m**  Invested in capital projects
- £1.4<sup>b</sup>**  Property Portfolio

# Chair's Statement

Richard McCarthy CBE, Chair

**2025 was a standout year for Andium, as long-planned developments translated into new homes and new communities, and more Islanders than ever moved into our high-quality affordable homes.**

Reaching more than 5,000 homes in our portfolio this year marks a significant milestone for Andium, reflecting both the scale of responsibility and the progress we continue to make for Jersey. What pleases me most is not only the scale and quality of delivery, but the impact of regeneration, creating vibrant places to live and opening up new opportunities for people to build their lives in Jersey. These are the outcomes we set out to achieve, and it is rewarding to see them now being realised.

I am delighted by the delivery of 363 new homes in the north of town across Maisons Les Arches and Le Grand Douet, and the Ann Street Brewery development progressing well and set to deliver a further 249 new homes over the next 1.5 years.

This is a part of St Helier that is becoming visibly more vibrant, a place people want to live and spend time, and we are proud of the transformation that is taking place.

The regeneration will be complemented by a new public walkway and pocket park in 2027, improving safety, linking North of Town communities, and creating welcoming public spaces.

Beyond our town sites, I am also pleased to see strong progress on 245 homes across our Bridging Island Plan (BIP) sites in our more rural parishes, which will deliver much-needed three- and four-bedroom family homes.

During my visits to these sites, I have seen first-hand the quality of homes being delivered and the innovative use of modern methods of construction, including modular building techniques, which are helping to accelerate delivery while maintaining the highest standards of quality and sustainability. This approach reflects Andium's commitment to innovation and excellence.

This strong delivery has enabled the Minister for Housing to widen eligibility for the Affordable Housing Gateway and the Assisted Purchase Pathway, giving more Islanders, particularly younger people, access to Andium's homes. These changes are helping more Islanders secure a home and, for many first-time buyers, creating the chance to stay in Jersey, and contribute to the Island's long-term prosperity. With our continued delivery, there will be more opportunities to widen access further.

With a significant number of new homes delivered this year and a strong pipeline under construction, the next phase of our development programme turns to the refurbishment and regeneration of some of our existing homes and estates. This evolution ensures that the homes our clients live in today remain safe, sustainable, and good value over the long term. While this next stage

*"The regeneration of the north of town is now unmistakable; a part of St Helier renewed, reconnected and reshaped for Islanders."*

focuses on improving and modernising existing stock, Andium remains well positioned and ready to support Government's Investing in Jersey 2026–2050 initiative as it evolves.

Listening to our clients remains central to our approach. Our Tenant Director continues to ensure the client voice is heard at the highest level, and we are reviewing how to increase visibility of different tenant perspectives at Board level as part of our strategic objectives.

This year also marked a leadership transition as we said farewell to Ian Gallichan, our long-serving Chief Executive. On behalf of the Board, I thank him for his outstanding contribution to building Andium into the strong and resilient organisation it is today.

I was delighted that Ian was recognised in the King's Birthday Honours List with an OBE for his services to the community as Chief Executive of Andium Homes, a well-deserved acknowledgement of his leadership and commitment.

We were also pleased to appoint Lindsay Wood, our former Chief Finance and Operations Officer, as Chief Executive, bringing valued continuity and proven leadership to the role, as well as her own fresh approach. We also welcomed Peter Styles as Chief Financial Officer to the Board, our former Head of Finance. Both appointments were great examples of investing in our colleagues, creating opportunities for our business and for those individuals.

We also express our appreciation to Jonathan Day and Julian Box, who concluded their terms in February 2026 after many years of dedicated service as Non-Executive Directors. Both brought valuable expertise and constructive challenge, helping to shape Andium's strategy through periods of growth and significant challenges. We are delighted to welcome Lisa Mclauchlan and Vijay Khakhria, who joined the Board in March 2026, bringing fresh perspectives to guide Andium's next chapter.

Our external, three-yearly Board Effectiveness Review was completed in 2025, providing strong assurance over the Board's governance, oversight and effectiveness. It also gives us a clear platform for continued development as we implement the next stage of our strategy.

Financial resilience underpins all of this progress. Despite cost pressures and a subdued market, Andium has maintained a strong and flexible business model, enabling us to deliver at scale while continuing to invest in homes and services. This prudent approach ensures we can respond to changing needs and sustain our contribution to Jersey's housing ambitions.

Andium enters 2026 in a strong position, with a robust pipeline of new homes, a focus on maintaining and improving our existing stock, and a leadership team configured for our future direction. With a clear strategy and continued momentum across our programme, we are well placed to deliver the homes Jersey needs, enhance the quality of those we already provide, and continue creating housing opportunities for Islanders.

Finally, my thanks go to our clients for their feedback, which drives improvement; to our colleagues for the professionalism, dedication and skill they bring to our work; and to our partners and the Government of Jersey for their continued support and collaboration in helping us deliver homes and communities that make a difference.



Richard McCarthy CBE  
Chair

# Chief Executive's Statement

**Lindsay Wood, Chief Executive**

**I am delighted to present my first Annual Report as Chief Executive of Andium Homes. Stepping into the role during a year of such significant delivery has been both humbling and rewarding.**

2025 was defined by record outcomes that made real differences to Islanders' lives. We delivered 363 new homes, supported 154 first-time buyers into ownership, and provided close to 600 new tenancies - the highest activity in a single year in Andium's history. In a challenging market, these results demonstrate the strength of our model, offering rental and purchase opportunities at below market prices for islanders who might otherwise live in less suitable accommodation or leave the Island.

As Andium has grown, so has our wider impact - most visibly in the North of Town, where we have driven regeneration through the development of more than 800 homes and created spaces such as Charles Park. In total, we invested £115m in our capital and maintenance programme in 2025, providing important economic stimulus at a challenging time for the Island. We are also progressing plans for major upgrades to some of our older estates, with the refurbishment of Clos Du Fort commencing in 2026.

All of this can only be achieved with the hard work of our colleagues. I am fortunate to work with a caring, collaborative and creative group of 72 colleagues, who put our clients and communities at the centre of everything we do. In my new role, I have focussed not only on harnessing the client voice but also the colleague voice and their ideas to deliver for our clients and inform our future plans.

*"We delivered 363 new homes in 2025, supported 154 new first-time buyers into home ownership, and provided close to 600 new tenancies."*

**Delivering New Homes**

In 2025, our development programme delivered 363 new homes on time and to budget, across Maisons Les Arches, delivering 162 homes for purchase, and Le Grand Douet delivering 201 homes for rental, reflecting disciplined programme management and strong partnerships.

A further 527 homes are progressing well, ensuring continuity of supply into 2026 and beyond. Completions this year were predominantly apartments across our town sites, with a strong pipeline of two-, three- and four-bedroom family homes due over the next two years on our Bridging Island Plan sites.



This new delivery has shortened waiting times and enabled the Minister for Housing to widen eligibility criteria for the Affordable Housing Gateway and the Assisted Purchase Pathway. This has opened access to more Islanders and provides a clear, affordable route for islanders to remain in Jersey and continue to build their lives here.

**Supporting Homeownership**

We also strengthened routes into ownership. Achieving 154 sales to first-time buyers in a subdued market reflects the quality and value of our Andium Homebuy product.

This product enables first-time buyers to purchase at 75% of market value, with the remaining 25% deferred and no deposit required, targeted to applicants on the Minister for Housing's Assisted Purchase Pathway.

We sell only to owner-occupiers, not investors, and offer a range of opportunities across new town apartments, family houses and selected existing homes.

As well as making homeownership a reality for islanders, our sales proceeds provide important income which is invested in new development and the refurbishment of existing homes.

**Our Rental Homes**

We provided more new tenancies to our rental clients in 2025 than ever before. The 201 new homes at Le Grand Douet were let swiftly through the Affordable Housing Gateway and together with natural turnover we signed 583 new tenancies. That's 583 households who have benefitted from being provided a home that meets their needs.

Over the past 12 months, 84% of new applicants joining Band 1 of the Gateway waited less than 12 months for a home, across all property types. This represents significant progress from 5 years ago when the waiting time was over 3 years, but there is more to do and we will continue to work hard to meet islanders housing needs.

The completion of Vue du Port during the year was an important moment, bringing 21 high-quality homes back into use following a careful and sensitive refurbishment. Displaced clients were invited to view the completed homes and offered the option to return, and adjoining Government-led memorial is underway, to honour those affected by the tragic events at Haut du Mont.

We focus on providing high standards of service to all our residents, providing rental homes and services to 10% of all Islanders.

We maintained 100% compliance with the Decent Homes Standard and the Modern Facilities in 2025. The next phase of our capital programme will place greater emphasis on refurbishment and regeneration, guided by our Strategic Portfolio Review, to ensure our portfolio remains well maintained, safe, sustainable and financially resilient.

In 2025, we also adopted the Sustainability Reporting Standards and advanced initiatives that deliver tangible client benefits, including reviewing our Healthy Homes project, a trial which uses smart technology to monitor conditions such as humidity and air quality, and our Solar Panel Project to reduce energy costs and contribute to Jersey's carbon reduction goals.



Andium Homes Executive Team



**Looking Ahead**

We enter 2026 with momentum and clarity. Our priorities are to deliver the next phase of new homes, with 527 currently in contract including 283 apartments and 244 family houses, to invest in our existing homes and core services and to advance our digital and data capability so we can engage, decide and deliver better and more efficiently for our clients.

We are also strengthening how we listen to and act on our client voice. A full Client Satisfaction Survey and the establishment of Client Focus Groups and Panels are informing service improvements, and we are refreshing our Client Promise – the commitment we make to our clients. We are developing our Digital Roadmap to improve client services and efficiency, including the safe adoption of AI where it adds the most value.

Above all, we will remain focused on outcomes: helping Islanders access great homes and services at the right time and in the right way.

I want to thank my Executive Team and all of my colleagues for their professionalism, care and hard work. I would also like to thank the Andium Board for its advice, challenge and guidance, and our partners and the Government of Jersey for their continued support.

Most importantly I want to thank our residents and new homeowners for their feedback and trust, which helps us deliver more and better solutions for islanders.

Lindsay Wood  
Chief Executive



# Who we are & what we do

**Andium Homes is Jersey's largest social housing landlord, providing over 5,000 affordable rented homes for over 10,000 Islanders. We also build new homes and offer first-time buyer opportunities through our Andium Homebuy Scheme, helping more people step onto the property ladder.**

Andium Homes is a company wholly owned by the Government of Jersey, established to deliver its housing policy objectives. Our role is to provide safe, high-quality, and affordable homes, ensuring that social housing meets the needs of the Island's community both now and into the future.

Supporting the priorities of the Minister for Housing is central to our purpose. Recent policy changes have focused on widening eligibility for the Affordable Housing Gateway so that more Islanders can access social housing. By delivering a significant number of new homes, we have helped reduce the number of households on the waiting list and shortened the time that most applicants wait before being offered a home.

# Our Vision

Making a difference with great homes and services

# Our Values



**We Care**  
 About our clients, our colleagues, our communities, the quality of the services we deliver and our environment

**We Collaborate**  
 As one team, working together and with our partners to be the best that we can be to deliver meaningful outcomes

**We are Creative**  
 Driving change through innovation and continuous improvement, ensuring that we deliver the outcomes our clients want effectively and efficiently

**Here for our Clients & Communities**  
 Everything we do is for our clients and the community, providing support where necessary whilst enhancing the client experience and creating great places to live and enjoy.

# Our Strategies

Andium’s refreshed strategic framework focuses on four priorities that shape how we deliver value for Islanders: **a Great Client Experience, Great Homes and Communities, Great Partnerships, and a Great Business** built on strong governance and financial resilience.

## Great Client Experience

We will deliver high-quality client services that inspire Islanders to choose our homes.

Through meaningful engagement and by embedding client insights into service design and digital transformation, we will drive efficiency, consistency, and continuous improvement across all areas.

**Client Voice & Community Engagement**

**Digital Transformation**

**Improve Services for Tenants**

**Homes Appropriately Occupied**

## Great Homes and Communities

We are passionate about providing quality homes and building communities for all who need them.

That means delivering homes for both tenants and those who want to buy.

**Deliver New Homes**

**Building Communities**

**Safe & Sustainable Homes**

**Enhancing Existing Homes**

## Great Partnerships

Our partnerships define our approach to everything we do, as a wholly Government owned organisation our partnership with Government is particularly important to us.

We will continue to foster an open and transparent relationship, using our resources, skills and innovative approach to support Government by delivering tangible solutions that improve housing outcomes for Islanders.

**Our Partnership with Government**

**Our Partnership with Other Stakeholders**

**Our Partnership with Industry**

## Great Business

Sustainability runs through everything we do, underpinned by our Colleagues, our Financial Strength and Strong Governance.


**Outstanding Colleagues & Culture**

**Value for Money & Operational Efficiency**

**Strong Governance & Financial Strength**

# Our Key Performance Indicators


Our key performance indicators demonstrate significant delivery combined with operational effectiveness and great client outcomes. We delivered 363 new homes which we efficiently sold or let in line with our targets, despite the challenging economic environment experienced in 2025. We also continued to meet maintenance standards for our portfolio of over 5,000 rental homes and have maintenance plans in place to ensure we continue to meet these standards into the future.

<i>Great Client Experience</i>		2025 Actual	2025 Target
	Customer satisfaction (%)	78%	80%
	Rent collected as a % of rent due	99.58%	≥100%
	Arrears as % of annual rent charged at quarter end	1.28%	<1%
	Average re-let times in days (standard re-lets only)	23.3	<25
	% Reactive repairs completed within contract target	99%	≥96%
	% Uptime of IT systems throughout the year	99.9%	≥99.9%
	% Automated contacts through the App and Portal	32%	28%

A full client survey during the year saw us achieve 78% client satisfaction, which benchmarks well with UK housing associations and provides important feedback which will inform the development of our services.

We also continued to let our homes efficiently, with only 23 days on average to refurbish and let our homes between tenancies, even during this year of significant new home delivery.

Rent arrears are slightly above target and we have commenced a project to bring these back within target next year by supporting our tenants to successfully manage their rent accounts through early intervention and close working with other agencies such as the Income Support team and Citizen's Advice Jersey.

<i>Great Partnerships</i>		2025 Actual	2025 Target
	Community subsidies	£1m	≥£1m
	Number of clients housed through the Partnership Pathway	72	±50
	Number of tenancies supported by the Tenancy Sustainment Team	342	±315

Partnership working is core to what we do, and we are proud to have invested £1M in community subsidies, including by providing landlord services to a number of charitable agencies, including Shelter Trust, Sanctuary Trust and Freeda.


We are also pleased to have supported more clients in to rental homes through the Partnership Pathway, including a number of people transitioning from homelessness. Our Tenancy Sustainment Team are also providing increased support for our more vulnerable clients, to assist them in sustaining successful tenancies.

<i>Great Homes &amp; Communities</i>		2025 Actual	2025 Target
	% Homes meeting the Decent Homes Standard	100%	100%
	% Homes meeting the Modern Facilities Standard	100%	100%
	New supply	363	307
	Net proceeds from existing property sales	£18.16m	≥£17.9m
	Net proceeds from new-build property sales	£21.35m	≥£20.3m
	Major Refurbishments completed	21	21
	Ratio of response repairs to planned maintenance	43:57	±40:60

In 2025, we continued to meet required maintenance standards, achieving 100% compliance with both the Decent Homes and Modern Facilities standard, and we have plans in place to ensure we continue to do so in to the future. We also achieved an important milestone by completing the major refurbishment of 21 homes at Vue Du Port (previously Haut Du Mont), enabling a new community to form on this important development.

We have had a record year for new home delivery providing 363 new homes on time, quality and budget, across our Maisons Les Arches and Le Grand Douet developments. 56 homes at Maisons Les Arches were delivered early seeing us exceed our original target for the year.

Despite the housing market being subdued, we exceeded our sales targets creating 154 new first-time buyers and providing important income to fund the delivery of new homes.




<i>Great Business</i>		2025 Actual	2025 Target
	Number of units vacant and available to let at period end	27	≤30
	Gearing %	33%	±33%
	Headline social housing cost per unit	£7,028	±£7,269

Our financial and operational performance remains strong. Our rental homes, both existing and new, were all let efficiently. Only 27 rental homes were available at year end which represents those going through a standard refurbishment between tenancies. We created close to 600 new tenancies in 2025, providing good quality homes to those who need them.

# Great Client Experience

In 2025, we continued to strengthen our focus on delivering a **Great Client Experience** by actively listening to clients and shaping services around what works best for them. By using client insight to guide service improvements and drive our **Digital Transformation**, we made it easier, quicker and more consistent for clients to engage with us. This approach supports the **Jersey Performance Framework** by contributing to responsive, people-centred services that enhance Islanders' wellbeing.

## In this section;

-  **Client Voice & Community Engagement**
-  **Improve Services for Tenants**
-  **Digital Transformation**
-  **Homes Appropriately occupied**

# Client Engagement Activities

**At Andium Homes, engagement with clients is something everyone does, but coordinating engagement community development activity, and organising events falls to our small Community Engagement Team.**

In 2025, we invested more than ever in client engagement and community development. Supporting and developing activity and connections that help to build resilient, engaged and interwoven communities across our developments. Delivering 363 new homes during the year gave us fantastic opportunities to support the creation of new communities, learn about the activities they're interested in, and understand how they'd like to use shared spaces.

We delivered a diverse range of activities, many funded by us and others supported through partnerships with organisations that secured funding from the Government of Jersey's Connect Me project.

Connect Me is a Government-led commissioning service designed to strengthen networks between charities, services, and community groups, creating a more connected and collaborative community sector. Its goal is to remove barriers to participation, enabling more people to engage in activities that promote wellbeing and social connections.

At the heart of Connect Me is a network of Community Connectors. These individuals work within harder-to-reach areas of society, fostering relationships and developing initiatives that build resilient, engaged, and interconnected communities.

We're proud that Andium now has its own Community Connector embedded within our team.

Throughout the year, we delivered 45 activities across three key areas: Social, Creative, and Physical helping to bring people together and strengthen community ties.

### Supporting Homeowners Associations

Andium has created more than 600 new homeowners through our Homebuy Shared Equity scheme, on both newly built developments and our existing property portfolio. The majority of these sales sites are shared by multiple owners, and renters in mixed tenure communities. All of these sites are owned by Property Owners Associations, which Andium and each owner have a shareholding in. We share responsibility for things such as Insurance and Repairs.

Our small Associations Team managed 25 Property Owners Associations in 2025, assisting with services including; arranging insurance cover, organising repairs, undertaking facilities management tasks, bank account management, collecting owners service charges and general Association secretarial services.

*We delivered 45 individual activities through the year, split across three key areas Social, Creative & Physical.*

The infographic is divided into three main sections, each with a title in a pink oval:

- Social:** Includes icons for Christmas events (gift), Coffee mornings (coffee cup), New neighbourhood welcome events (people), and Story trail (book).
- Physical:** Includes icons for Skateboarding (skateboard), Bike clinics (bicycle), Football (soccer ball), Seated boxing (gloves), Children's yoga (child), and Seated Yoga (adult).
- Creative:** Includes icons for Nature base activities (tent), Moving Arts Performances (guitar), and Community arts & crafts Wayfinding art installation (craft table).

# Case studies

## Sit Down Boxing at our New Community Room at Le Grand Douet

Sit-down boxing is an inclusive activity that everyone can enjoy regardless of age, ability, or fitness level. It offers a safe, welcoming space for people to come together and take part in a high-energy yet low-intensity sport that's all about fun and connection.

To make the most of our new community room at Le Grand Douet, we wanted to create an opportunity for residents to meet, socialise, and get to know their new neighbours in an enjoyable way.



We were thrilled to partner with Daniel from Boxing.je to deliver a series of sessions for our clients, bringing energy and community spirit to this new community.



## Children Inspired by Yoga

These magical sessions invited children and their caregivers on a yoga-inspired storytelling adventure, blending gentle movement, stretching, rhymes, props, and dancing. Each activity was designed to build trust, promote teamwork, and encourage playful interaction.

Families left feeling calm, refreshed, and more connected to themselves, their neighbours, and their surroundings, helping to strengthen a sense of community.

We were delighted to partner with Jodi from Children Inspired by Yoga to deliver six sessions across our family estates, bringing joy and connection to families in a meaningful way.

To nurture community spirit, every session concluded with a short mindfulness exercise, creating space for reflection and conversation.

## Looking ahead

These sessions will continue into 2026 with a strong focus on improving wellbeing for children and families, fostering community engagement, and encouraging shared use of green spaces.





Client Services Team


# Putting clients at the heart of everything we do


2025 was an exceptionally busy year for our Client Services team, who continue to serve as the first point of contact for thousands of Islanders each month. Whether welcoming people into our office, supporting them online or helping them by phone, our focus remained the same: being responsive, compassionate and clear in every interaction.

Every conversation, whether about finding a home, managing rent, assisted purchase sales or assistance with parking, helps us improve the service we provide and strengthens our relationships with clients.

*“Ensuring Andium remains responsive, empathetic and easy to engage with.”*

Across the year, we welcomed over 24,000 visitors to our office, demonstrating the continued importance of accessible, face-to-face support for many of our clients. The volume and variety of enquiries we received reflects both the trust clients place in us and the essential role we play in supporting their housing journey.

**24,276** Visitors to our Client Services Centre in 2025 

**583** New tenancies during the year 

**No permit expiry dates!**

Only get in touch if you *change* your vehicle

  
andiumhomes.je/yourhome/parking-permits

# Ensuring every client has the support to succeed at home

**During 2025, the Tenancy Sustainment Team demonstrated unwavering commitment to supporting clients and families during times of crisis or uncertainty, ensuring that our homes remained places of stability, dignity and opportunity.**

At the heart of the team's work is a shared belief that sustaining a tenancy is about more than housing alone, it is about empowering people to thrive within strong, connected communities.

## Great Client Experience

A significant milestone in 2025 was the further development of the Tenancy Sustainment Team. This allowed us to strengthen collaboration and enabled a more joined-up, person-centred approach for clients experiencing complex housing needs, antisocial behaviour, safeguarding concerns or tenancy fragility.

Accessibility and inclusion remained central to the client experience throughout the year. We created an Easy Read tenancy agreement, empowering clients to fully understand their rights and responsibilities. The introduction of the ReciteMe accessibility toolbar on our website further enhanced access to information, ensuring that language, literacy or sensory barriers need not prevent clients from engaging confidently with our services.

## Great Homes & Communities

Throughout 2025, the team continued to support some of the most vulnerable members of our community to access and sustain safe, secure homes. Working in partnership with key stakeholders, the Tenancy Sustainment Team played an active role in delivering the island's Homelessness Strategy, contributing to coordinated solutions that promote long-term housing stability.

This work included developing new pathways for longer term homeless islanders, helping them into homes where they can build independence and resilience. By focusing on prevention and early intervention, the team helped to reduce tenancy breakdowns, strengthen neighbourhoods and support positive community outcomes.

## Great Partnerships

Partnership working was a cornerstone of the team's success in 2025. The Partnership Pathway continues to grow and evolve, welcoming new partner organisations and increasing the number of clients supported through collaborative, multi-agency approaches. These partnerships ensured that clients received the right support, at the right time, from the right professionals.

The team also strengthened relationships with organisations such as the JSPCA, enabling clients with pets to access housing solutions that meet both their housing needs and personal wellbeing. Outreach services were expanded and embedded across key services including HMP La Moye, Alcohol and Drug and Mental Health Services, allowing the team to engage proactively with clients and provide continuity of support during key transition points.

Additionally, the team championed the Violence Against Women and Girls taskforce by organising companywide domestic abuse training. This initiative improved awareness, strengthened safeguarding practice and ensured all Andium colleagues were better equipped to recognise, respond to and support clients experiencing domestic abuse.

We have a strong partnership with Government and homeless charities where we work together to tackle the causes of homelessness and ensure that there are long term housing options available to islanders experiencing homelessness.

We are also proud to be landlord to a number of homeless charities, including The Shelter Trust, Sanctuary Trust and Freeda.



## Great Business

Behind the outcomes achieved in 2025 is a strong operational foundation. The Tenancy Sustainment Team supported a significant number of clients and families, responded to safeguarding concerns and resolved tenancy management cases, protecting both people and homes. This work delivers meaningful social value while also supporting tenancy stability, reducing risk and contributing to the long-term sustainability of the business.

### Looking Ahead

In 2026, the Tenancy Sustainment Team will continue to evolve, with a review of the tenancy management function focused on delivering a consistently great client experience across our homes and communities.

We will work in close partnership with CYPES and others to support young people leaving care and moving into their first independent home. The embedding of a new holistic assessment tool will further enable the team to evidence impact, demonstrate improved outcomes and identify where more specialist support is required.

## Tenancy Sustainment Team

The Tenancy Sustainment Team delivers a comprehensive, three strand support model designed to promote stability, wellbeing, and long-term success for our clients.

Our first strand focuses on supporting individuals with complex housing needs, including those experiencing homelessness. The team works closely with clients as they move into their new homes, ensuring they receive the tailored support required to establish and maintain a successful tenancy.

The second strand is delivered by our Safeguarding Coordinators, who provide dedicated support to clients and families during times of crisis. Working collaboratively with multi agency partners, they ensure that safeguarding concerns are addressed promptly and that individuals are effectively connected to the most appropriate external services.

The final strand is our tenancy management function, which is responsible for investigating and addressing breaches of tenancy in a fair and solution focused manner.

By integrating these three services, the Tenancy Sustainment Team has strengthened internal collaboration and enabled us to provide better support for clients.

# Improving digital accessibility and inclusion

**In 2025 we accelerated our digital transformation journey, guided by our newly appointed Digital & Change Executive Lead. Our focus has been on building strong digital foundations and delivering improvements that directly enhance client experience.**

Key achievements include launching modern digital services, such as the Maisons Les Arches sales site and trialling QR codes that give clients clearer, faster access to essential property information. Uptake of our App and Portal continued to grow, with 60% of clients now using these tools to manage their tenancy and access services 24/7.

We also strengthened inclusivity through the introduction of the Recite Me accessibility and language tool, ensuring our digital services are easier to use for all clients. Alongside this, we reinforced digital trust, achieving Cyber Essentials certification for the fifth consecutive year and delivering major upgrades across our core systems to improve reliability, security and service performance.

These initiatives mark solid progress alongside the development of our long-term digital strategy, demonstrating how thoughtful investment and modernisation are delivering meaningful benefits for our clients as we plan our digital future.

## Looking Ahead

2025 was a year of building momentum, we are developing a digital foundation that will enable more integrated, efficient and client-centric services in the years ahead.

Our focus remains clear: ensuring that every digital investment contributes meaningfully to a Great Client Experience, enhancing accessibility, convenience and trust for all our clients.

### Key Highlights

161 

Training sessions delivered to colleagues

5 

Cyber Essentials accreditation achieved for 5th consecutive year

Over 3k 

Clients signed up to Andium's App & Portal Digital Services

Over 2.5k

Interactions through the Andium App & Portal in 2025



Digital and Change Team Site Visit at Le Grand Douet



The Digital Housing Conference

# A record-breaking year for homeownership

## We provide our rental homes to applicants on the Government of Jersey's Affordable Housing Gateway.

We also manage applications for the Assisted Purchase Pathway, assisting aspiring homeowners to receive assistance buying a home. This helps ensure that the demand for assisted purchase homes is understood, helping inform the development of housing policy, and decisions on new homes development. We have an extremely active assisted purchase sales programme, where we prepare, market and manage all of our own sales. All of this activity is undertaken by our in-house Sales and Lettings Team.

2025 was a landmark year for our Sales and Lettings team, marked by unprecedented delivery, record-numbers of both sales and lettings, and significant progress in reducing social housing waiting times.

Our efforts not only transformed communities but also helped hundreds of individuals and families secure quality homes, both rented and owned, at a scale never seen before in Jersey.

Our development programme delivered 363 new homes in 2025; 201 1, 2 and 3 bedroom homes for rent at Le Grand Douet and 162 new apartments at Maisons Les Arches for sale by Homebuy.

Together, these represent the largest number of apartments delivered in a single year.

Our new developments and existing homes allowed us to commence 583 new tenancies, reducing waiting times for some property types to weeks and the waiting list to its lowest level in living memory.

Alongside the 74 new build sales at Maisons Les Arches, we also completed:

- 56 existing home sales through our Andium Homebuy Scheme
- 24 sales via the First Step scheme in partnership with the Minister for Housing

### Looking Ahead

Building on this momentum, 2026 promises another year that will see our Sales and Lettings team provide more opportunities for Jersey residents to rent or buy a home.

We will:

- Make a further 70 homes available for Homebuy sale at Maisons Les Arches.
- Complete more homes for rent and purchase with our Bridging Island Plan sites in St. John and St. Saviour. Purchasers will only need to pay 70% of market value, utilising Andium Homebuy and can avoid the need for deposits.

Delivering new homes at this scale provides both rental and purchase opportunities at below market prices for Islanders who may otherwise live in less suitable accommodation or perhaps leave the Island.



The Sales & Lettings Team

## Rental Homes

**201**

Record-breaking delivery: 201 new apartments at Le Grand Douet across two phases.



**583**

New Tenancies



**Social housing impact:**  
Waiting list at its lowest level in living memory.

## Sales Homes

**154** New first-time buyers 

**£13m** Total value of deferred payment bonds

## Andium Homebuy Scheme property valuations





	Average Andium Homebuy Sale Price	Average of Open Market value	Difference
1 Bed Flat 	£249,000	£299,000	£50,000
2 Bed Flat 	£318,000	£496,000	£178,000
2 Bed House 	£405,000	£552,000	£147,000
3 Bed House 	£445,000	£732,000	£287,000

# Great Homes *and* Communities

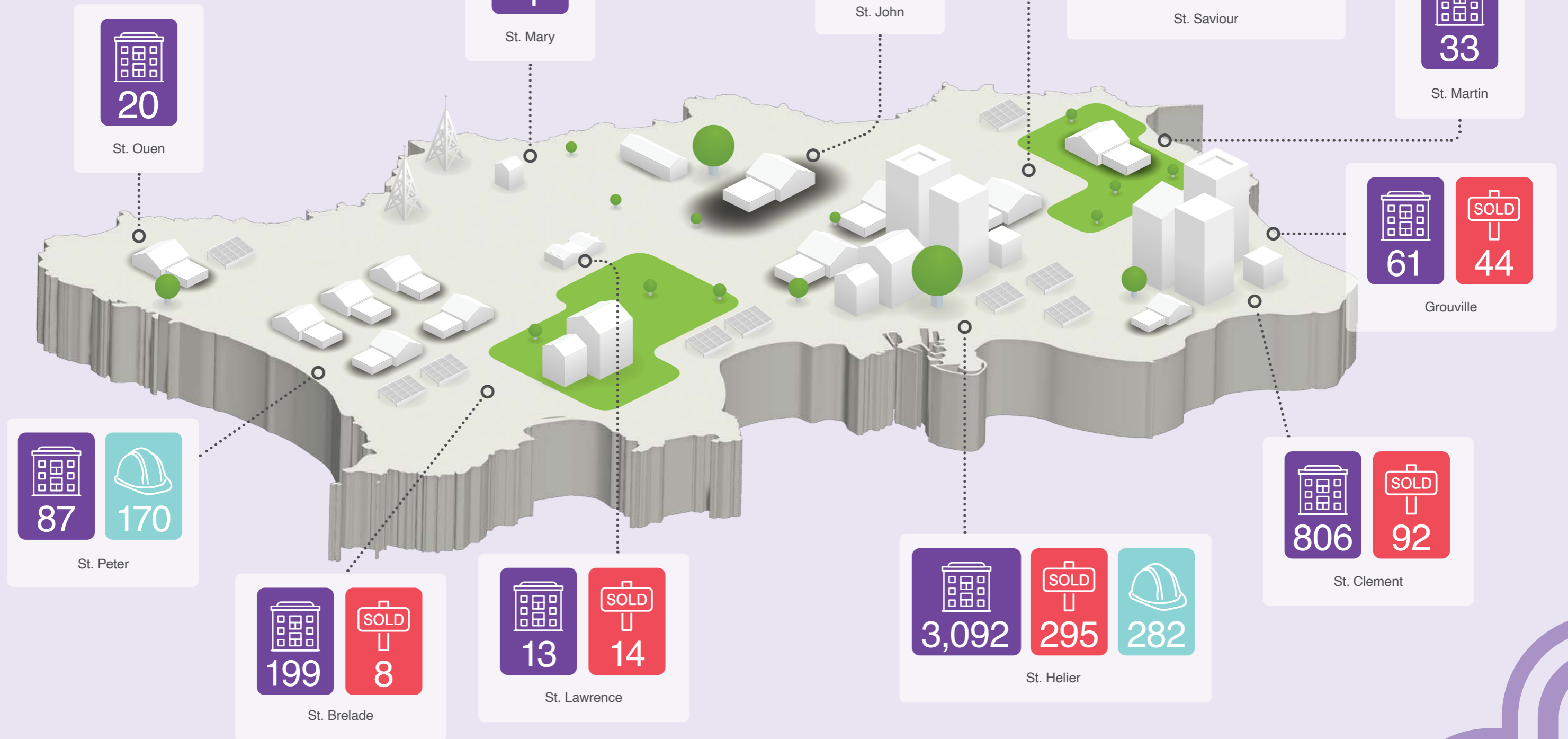
In 2025, we continued to deliver on our commitment to Great Homes and Communities by **providing safe, sustainable and high-quality homes for those who rent and those who aspire to buy**. Across new delivery, community investment and the enhancement of our existing homes, our work supported the **Jersey Performance Framework's focus on secure, affordable living and strong, connected communities**.

## *In this section;*

-  Deliver New Homes
-  Safe & Sustainable Homes
-  Enhancing Existing Homes

# Andium Homes by Parish

Our homes are predominantly focused in St Helier, St Saviour and St Clement. However, we are on site building family homes in St John, St Peter and more in St Saviour. We hope to continue this theme in the future.



Our Capital Programme is set to provide new homes, major refurbishments and regeneration.

2026

MAISONS LES ARCHES



33

NEW BUILDS

CLOS DU FORT



56

REFURBISHMENTS

CLOS DES FRIQUETTES



38

NEW BUILDS

11 in 2026  
27 in 2027

ANN STREET BREWERY



249

NEW BUILDS

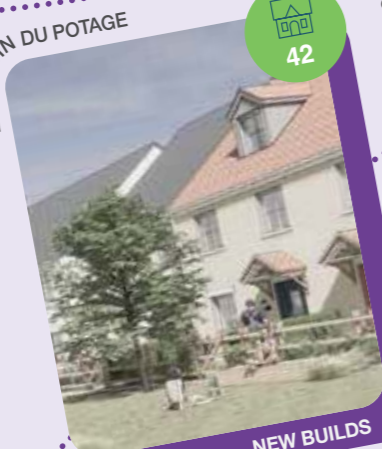
32 in 2026  
217 in 2027

## New Builds

511 new homes due for completion over the next three years. 197 of these are family homes for social rent and assisted purchase.

2027

LE JARDIN DU POTAGE



42

NEW BUILDS

THE COPPERFIELDS



37

NEW BUILDS

TUNNEL STREET PEDESTRIAN WALKWAY



2

REFURBISHMENTS

CLOS DE SAMARES



168

REFURBISHMENTS

56 in 2027  
112 in 2028  
56 in 2029

LES CINQ CHENES



34

REFURBISHMENTS

## Refurbishments

Alongside our development programme of new homes, we have a continuous programme of refurbishing existing homes to ensure they remain safe, sustainable and offer great homes for clients. During the next 3 years we will refurbish 391 homes.

2028

HAMPSHIRE HOTEL



42

NEW BUILDS

GRAND ST PIERRE



70

NEW BUILDS

70 in 2028  
58 in 2029

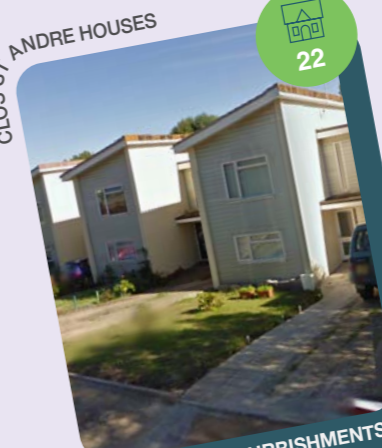
LES CINQ CHENES



35

REFURBISHMENTS

CLOS ST ANDRE HOUSES



22

REFURBISHMENTS

THE CEDARS



74

REFURBISHMENTS

Building Communities

# Our Impact - Sustainable Development

## How Andium has a positive impact on Jersey's Environment

Andium is committed to continual improvement across all our services and good progress was made towards a more sustainable environment in 2025.

Highlights included the achievement of Bye-Law busting Energy Performance Certificate (EPC) "B" Grade houses at all of our new Bridging Island Plan sites. These homes will be much more affordable for our sales and rental clients, with high levels of air tightness and easy adaption to achieve the highest standards in future. All of our new houses meet the Environmental Carbon "A" Grade too.

Our Carbon Emission performance remains best in class, largely due to the strategic decision to move to fully electrical heating and hot water generation early in Andium's journey. Our planned maintenance investments continue to retrofit significant improvements that reduce costs for Clients and our business alike.

We recognised in 2025 that we would benefit from specific sustainability strategies in key areas of environmental improvement but also cost management for our Clients and this will be our primary focus in 2026.

## How we benchmark our performance

Andium works towards the Island Sustainability Outcomes in the Jersey Performance Framework.

We also formally adopted the UK Sustainability Reporting Standards for Social Housing in 2025, which means we now benchmark against over 130 UK Housing Associations.

This enhances transparency, strengthens accountability, and clearly demonstrates the social and environmental value we deliver for our clients and helps us build safe, high-quality, and thriving communities for the future.



# Adopting the Sustainable Reporting Standards (SRS) for Social Housing

## Six big reasons to adopt the SRS...

- 1** To join a growing community that is supporting the sector and its residents on the ESG
- 2** To help to lead and shape the reporting of the sector's sustainability
- 3** Enable lenders and investors to assess the ESG performance of housing providers, enabling access to finance
- 4** Support work with residents and other stakeholders to create positive social and environmental outcomes
- 5** Feature in the SRS Directory to enhance visibility and connectivity in ESG and social housing
- 6** Gain access to our exclusive series of webinars and events

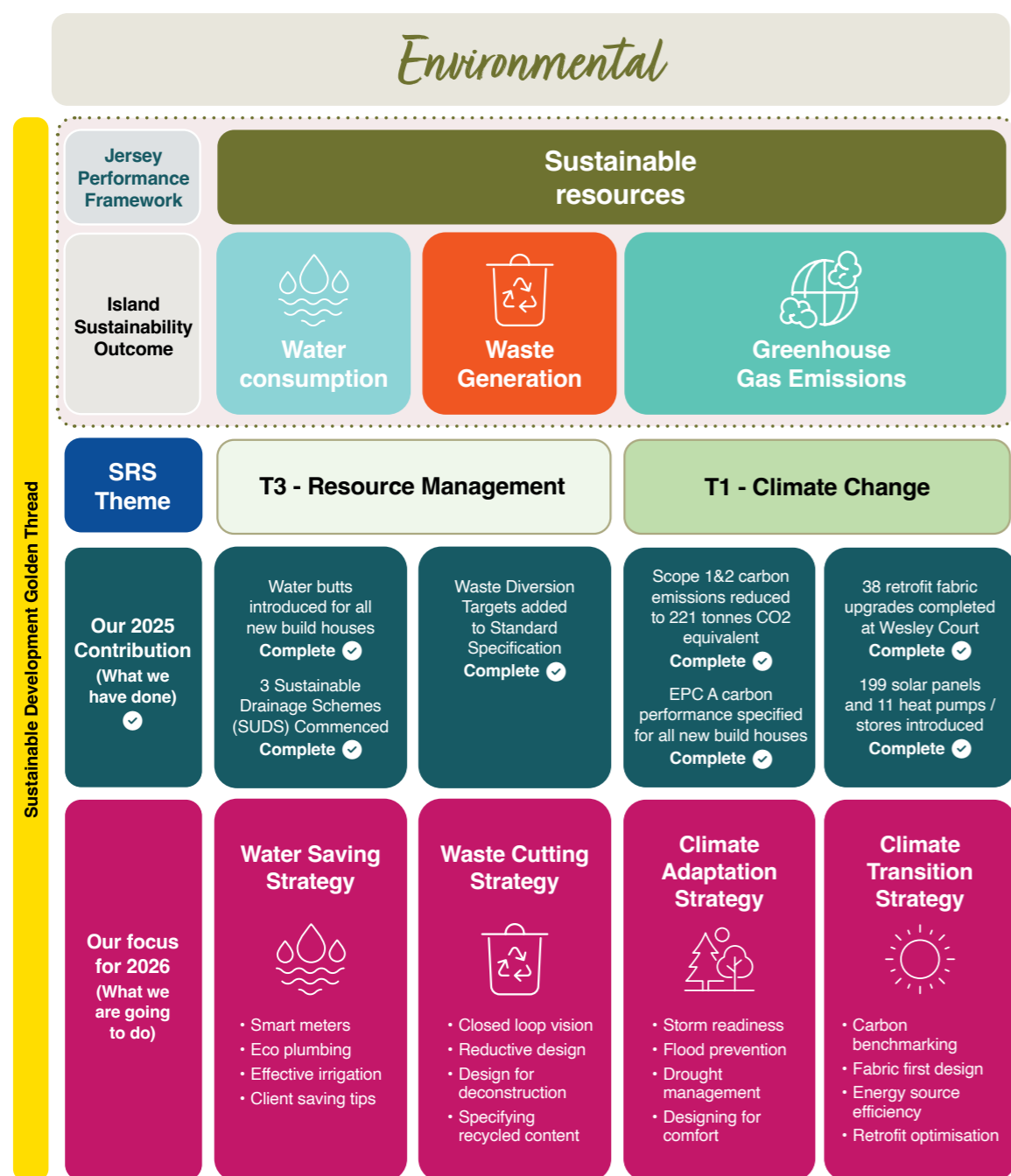
## SRS Themes;

T1-Climate Change	T2-Ecology	T3-Resource Management
T4-Affordability and Security	T5-Building Safety and Quality	T6-Resident Voice
T7-Resident Support	T8-Placemaking	T9-Structure and Governance
T10-Board and Trustees	T11-Staff Wellbeing	T12-Supply Chain

## How Andium is part of the Island's journey to net-zero

Andium endeavours to comply with the environmental themes in the Sustainability Reporting Standard for Social Housing (SRS) by aligning its operations with the framework's core environmental criteria—including climate change, and resource management—which sit within the SRS's 12 reporting themes.

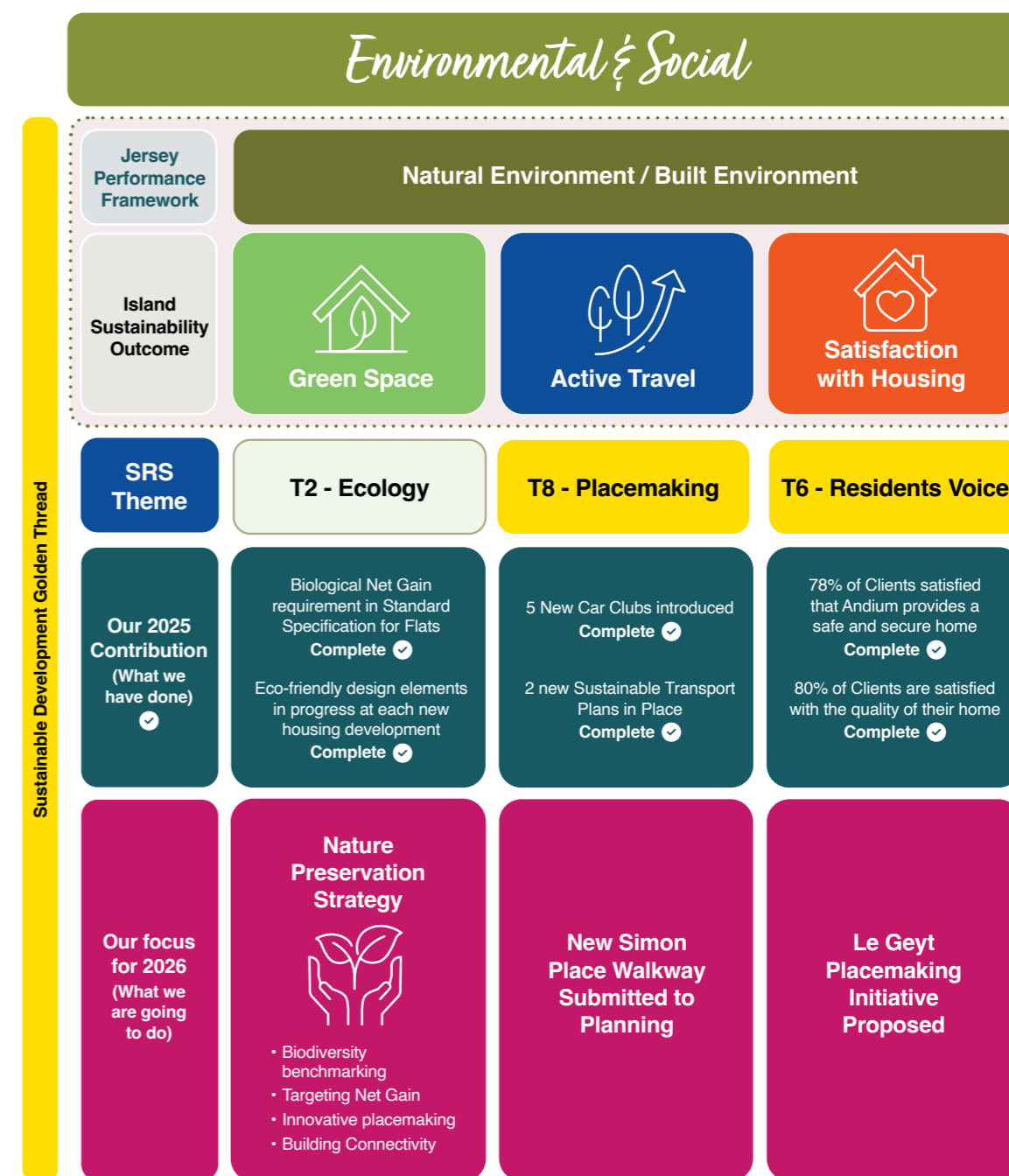
Compliance involves reducing environmental impact through actions such as improving energy efficiency, upgrading homes to meet stronger EPC standards, and adopting renewable and low-carbon technologies, reflecting the SRS's emphasis on reducing ecological footprints and planning for EPC improvements as part of the transition to net zero. By embedding these environmental requirements, we enhance long-term sustainability outcomes for residents and communities.



## How the living environment impacts our clients...

Through the SRS, we demonstrate how we create and sustain neighbourhoods that are safe, connected, and supportive, reflecting the theme's emphasis on placemaking as one of its core social reporting themes.

This involves investing in community spaces, improving local environments, and working collaboratively with residents and partners to enhance the overall quality and character of neighbourhoods. Providers also ensure that placemaking initiatives contribute to long-term community resilience—supporting social cohesion, improving access to amenities, and fostering a sense of belonging.



## How Andium is building better communities in Jersey

Andium is primarily a social housing landlord, providing homes for over 10,000 clients of all ages in 5,135 homes over 200 estates.

The safety and security of our Clients is our absolute priority and the overriding reason why we continue to invest in fire safety measures over and above statutory requirements in partnership with the Jersey Fire and Rescue Service with whom we have a productive partnership.

All of our homes continue to be maintained to UK Decent Homes Standards.

This year we have seen considerable improvements to our Damp and Mould service resulting in the adoption of a new Policy in 2025 compliant with Awaab's Law and UK Social Housing Ombudsman recommendations. New approaches and monitoring mean we can quickly tackle mould problems at source, improving health outcomes for our Clients.

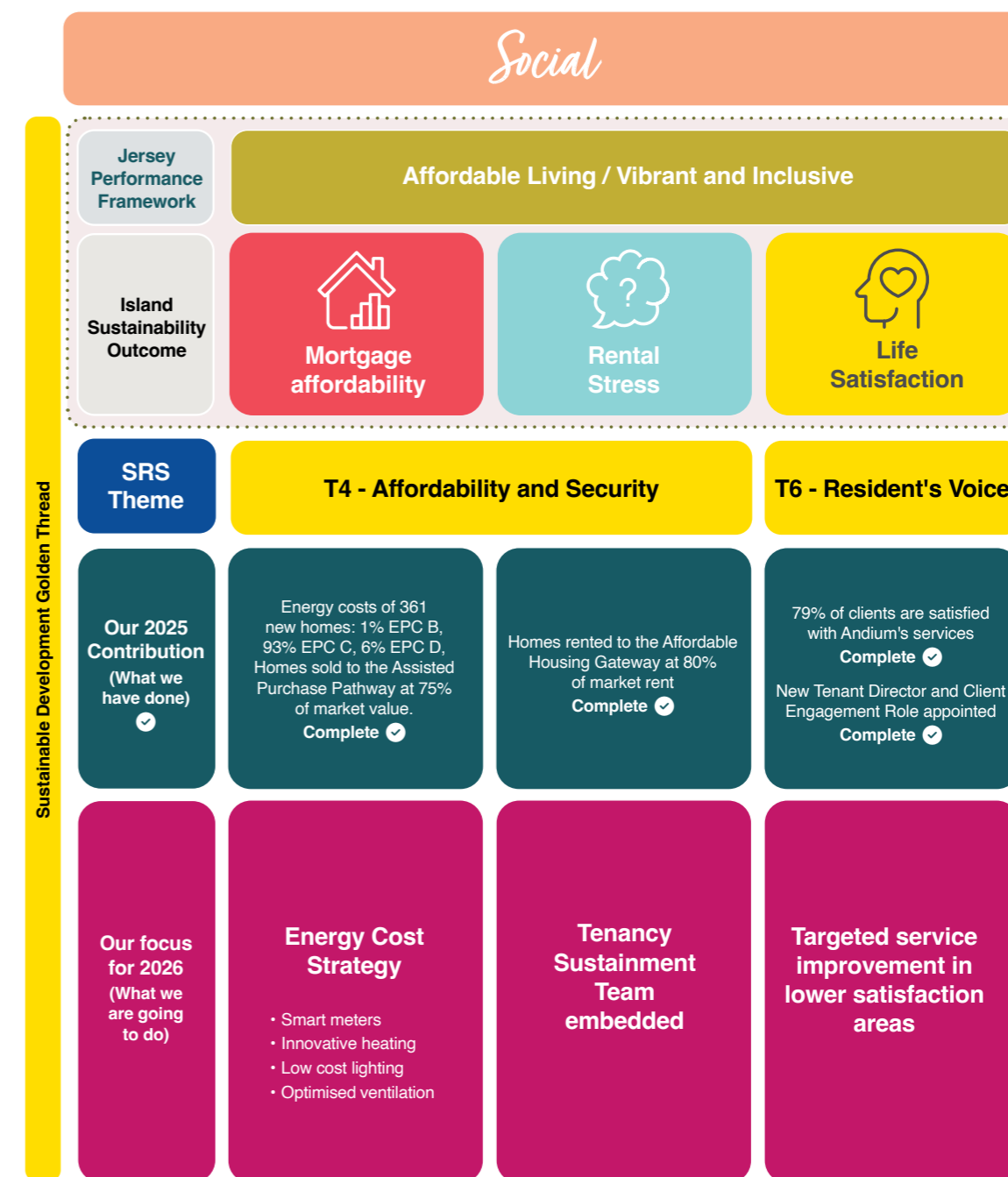


## Affordable and vibrant living

Andium recognises the cost-of-living and housing affordability challenges in Jersey. We address this through providing rental homes at or below 80% of market rents and affordable homes for sale at up to 30% below market value.

The cost of living remains an issue for islanders and we actively develop strategies to make our homes more sustainable and cost effective to run for our clients. Our Tenancy Sustainment team work proactively with clients to manage tenancy issues, avoiding the need for any evictions in 2025.

Our 2025 Client Satisfaction Survey found that 4 out of 5 of our Clients are satisfied with their homes and the services Andium provides. We want to ensure our Client's voice continues to inform all of our sustainable development and the appointment of a new Tenant Director on our Board and a new Client Engagement Team will help amplify the Client voice in 2026.



# Smarter homes, stronger communities

**The Healthy Homes Project represents a major step forward in Andium Homes' commitment to providing safe, sustainable and high quality living environments for our clients.**

The project seeks to deploy smart technology to gather insights on property performance and enable a more proactive, data led approach to maintenance. This initiative was supported through Digital Jersey's Impact Fund, with independent evaluation recognising the project as an innovative and effective model for modern social housing management.

*"Healthy Homes is giving us unprecedented insight into how our properties perform, allowing us to spot issues before they affect our clients."*

## Pilot Deployment and Technology

Throughout 2024 and 2025, IoT enabled Healthy Home Hubs were installed across a range of pilot properties. The devices, connected via Andium's Test LoRaWAN network, provided real time data on key environmental indicators including temperature, ventilation and humidity. This allowed Andium to gain unprecedented insights into building performance and potential risks, identifying issues before it affects the Client.

The pilot confirmed that the LoRa network offered reliable low power connectivity suitable for large scale deployment. The technology also demonstrated its capacity to support future enhancements such as radon detection, flood monitoring, building compliance and broader building performance analytics.

## Client Benefits

A central aim of the initiative is to improve the lived experience of our Clients through healthier and more comfortable homes. Real time insights allow Andium in partnership with the Client to identify and address emerging issues before they escalate, reducing the likelihood of damp related interventions and improving ventilation and heating efficiency. This approach supports lower energy costs for Clients and enables faster, more targeted maintenance responses.

## Operational Impact

Healthy Homes strengthens Andium's ability to deliver proactive maintenance, manage long term asset performance and improve service efficiency. The data generated supports better decision making, more informed policy development, and a move away from reactive, assumption based maintenance cycles. Early analysis indicates opportunities for significant cost avoidance, improved risk management, enhanced client service and more targeted investment in Andium's housing stock.

The pilot also provided valuable learning on operational processes from installation logistics to the need for a streamlined client engagement framework which will shape any future large scale rollout.

## Looking Ahead

Following the success of the pilot, Andium is developing a refined business case for scaling Healthy Homes across suitable parts of the portfolio. Future phases will focus initially on strengthening the network infrastructure before expanding deployments across the stock. Work will also continue to integrate Healthy Homes data with Andium's wider asset management systems and to maximise the benefits for Clients through education, engagement and improved service delivery.

The project demonstrates how digital innovation, thoughtful design and a strong client centred ethos can meaningfully improve the quality of life for Andium Clients. Healthy Homes is now positioned as a foundational component of our long term approach to delivering safe, modern and resilient homes for the community.



# Looking after the places our clients call home

We take a holistic approach to compliance, cyclical maintenance, and repairs, ensuring that there is significant focus on safety and quality with the Client's at the heart of all decision making.

The Asset team continued to deliver a wide range of programmes driven by the Strategic Portfolio Review and aligned to the Asset Management Policy, Business Objectives and long term Asset Management Plan covering everything from energy efficiency enhancements and compliance inspections to community focused improvements such as play area upgrades and thermal performance initiatives.

*"Clients at the heart of all decision making."*

The team continued to deliver a high performing repairs service, completing 12,500 repairs during 2025 (approximately 40% repairs were delivered by the All Trades contractor, 60% of all repairs were delivered by the M&E contractor), with consistently strong client satisfaction scores of 98% of the completed surveys.

12,500  
*Repairs in 2025*

Voids management remained a key area of focus, with more than 350 void properties being returned during 2025. The Voids Team supported by our Contractor partners ensure that properties are returned to our high standards and ready for new Clients to call home. The structured process in voids operations helps maintain consistency, increase quality, and improve turnaround times while ensuring full compliance with Health and Safety requirements.

More than 350  
*Homes Refreshed & Re-Let*

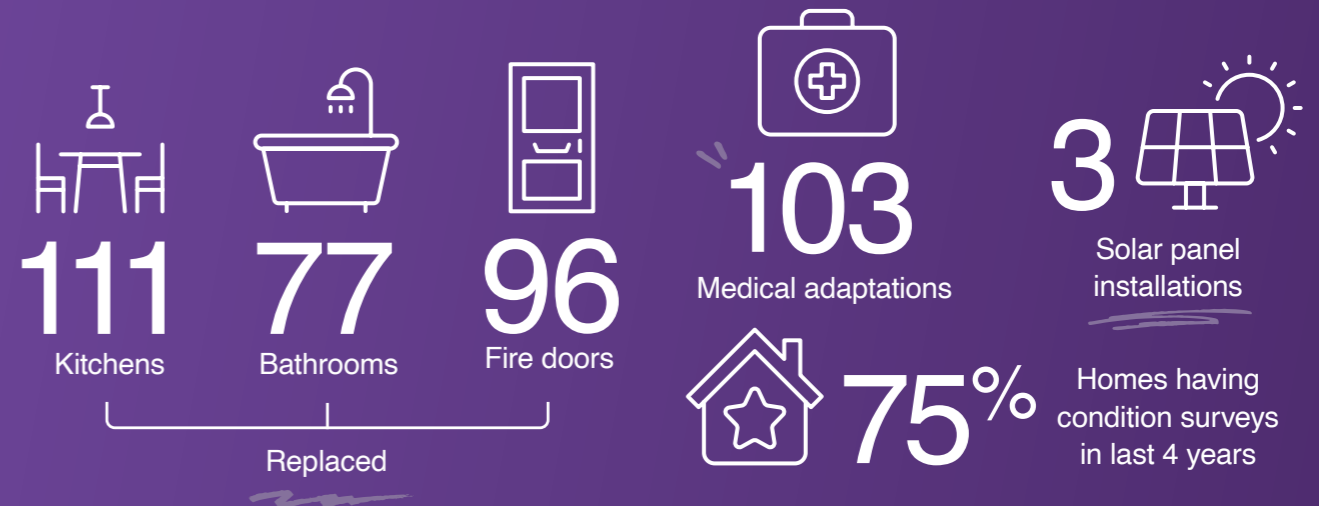
Quality and Safety remain paramount across all asset and property operations. Over the year, the combined team completed regulatory inspections, fire risk assessments, and a wide range of safety critical maintenance tasks supporting Andium's compliance targets across its stock.

Externally, our network of specialist contractors remains essential. Their professionalism and alignment to Andium's values support our capacity to deliver major works, manage reactive demand, and uphold the high-quality standards expected across our homes.



## Planned Maintenance & Major Programmes



The Planned Maintenance programme continued to deliver significant outcomes, including:



# Great Partnerships

In 2025, we strengthened the partnerships that underpin everything we do, deepening our collaboration with Government as our most significant strategic partner. **Through open, transparent and solution-focused working, we used our resources, skills and innovative approach to support better housing outcomes for Islanders.** This aligns with the Jersey Performance Framework's ambition for effective, collaborative public services that deliver real and lasting value for the community.

## In this section:

-  **Our Partnership with Government**
-  **Our Partnership with Industry**

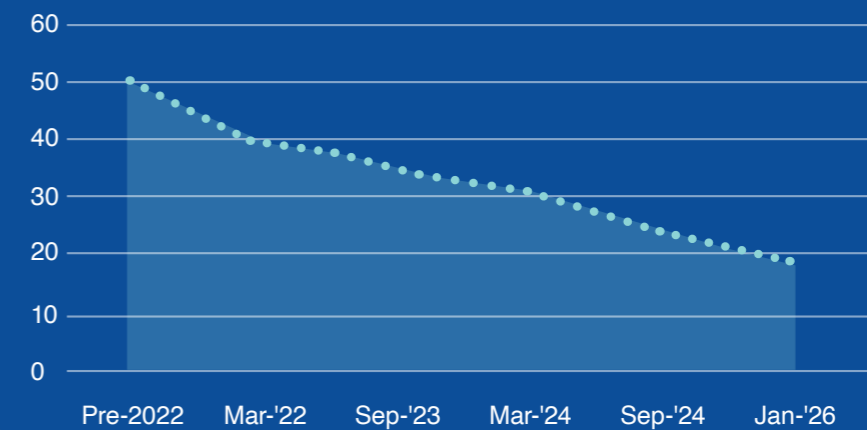
# A strong partnership driving better access to social housing

One of our core objectives is to support the policy objectives of the Minister for Housing, one of which has been to gradually make social housing available to more islanders by widening the criteria to join the Affordable Housing Gateway.

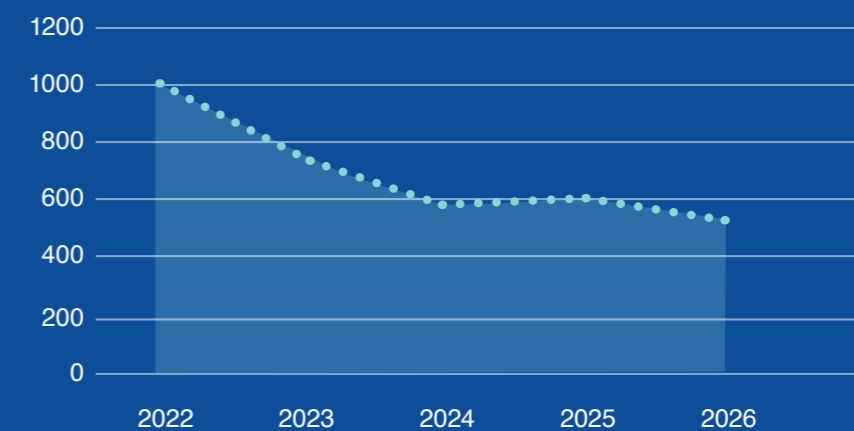
Our significant supply of new homes has helped to reduce the numbers of households waiting for social housing and the time that most applicants must wait for a home.

In turn, these improved outcomes have allowed the Minister to carefully widen access to the Gateway; one important way that this has been achieved is by reducing the minimum age at which childless households can apply, down from 50 years of age in 2021 to 18 years in January 2026.

Minimum Age for Childless Singles & Couples to Access Affordable Housing Gateway



Active Affordable Housing Gateway Applications for Social Housing



# Working together to connect islanders with housing opportunities

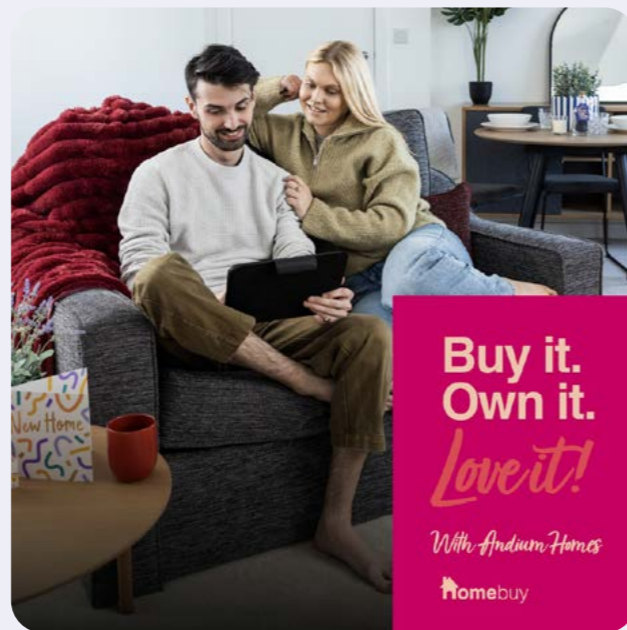
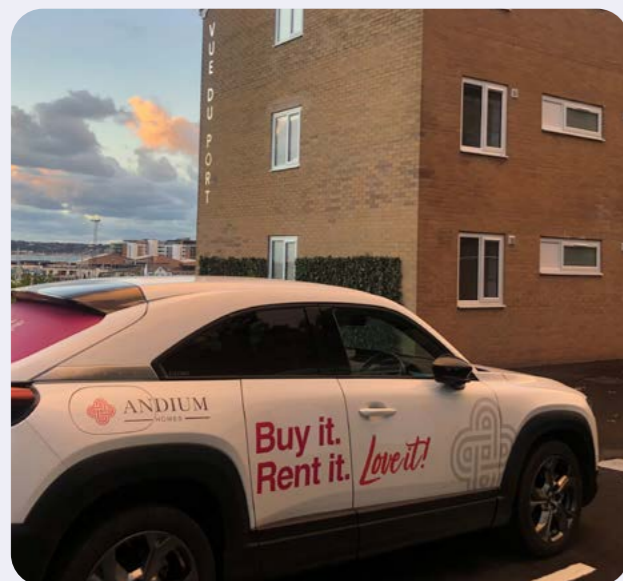
2025 marked a milestone year for Andium's communications activity, delivering bold, high-impact campaigns that strengthened our brand, celebrated our purpose, and connected more Islanders than ever before with opportunities to find a home, whether to rent or buy.

## Celebrating a Year of Impactful Communications

In 2025, we delivered our most ambitious suite of communications campaigns to date: designed not only to raise awareness, but to inspire pride, challenge outdated perceptions and reinforce our role as a trusted, community-focused housing provider.

This was a year in which our brand became more visible, more recognisable and more present in Islanders' daily lives than ever before.

*"Buy it. Own it. Love it."*



## Sales Campaign – "Buy it. Own it. Love it."

The Sales Campaign set out to build top-of-mind awareness and position Andium prominently in the home-buying landscape. Using bold, bright and instantly recognisable visuals across traditional and digital channels, the campaign achieved exceptional visibility. Islanders encountered the creative everywhere, from press adverts and radio to outdoor placements and social platforms.

A standout component was the fully branded double-decker bus (pictured right) travelling the Airport route, a high-frequency corridor with more than 100,000 passenger journeys per vehicle each year. Over a 12-month period, this provided continuous reach and reinforced Andium's presence to both Islanders and visitors. In addition, our refreshed artwork animated our fleet of company vehicles, further extending our community-level visibility.

The campaign was not only about reach but also about emotional connection. To make each home ownership journey feel personal and valued, new welcome packs were introduced, reinforcing that our clients matter and that Andium is with them at every step.



## Rental Campaign – Changing Perceptions, Encouraging Action (pictured below)

Working collaboratively with Government, Andium led the delivery of a comprehensive Rental Campaign aimed at increasing awareness of the Affordable Housing Gateway, about who can qualify to join the waiting list and dispelling long-standing misconceptions.

This campaign amplified Government messaging through Andium's channels, ensuring wider penetration and consistent communication across the Island.

## Building a Strong, Trusted Brand

Our focus remained on strengthening Andium's brand identity and positioning us as the Island's first thought when people consider housing.

The campaigns showcased Andium's commitment to community, social value and long-term investment, anchored by the message that the key to building communities is the golden thread running through everything we do.

Our multichannel approach, combining traditional media, digital platforms and high-impact outdoor branding, ensured strong visibility, emotional resonance and measurable results. 2025 has laid a powerful foundation for the years ahead, with Andium's brand now seen, recognised and remembered across the Island.

## Review of Social Housing Rents Policy & Income Support

We assisted with the review of the Social Housing Rents Policy and Income Support which the Ministers for Housing and Social Security undertook in 2025 in response to a commitment given to the States Assembly. This review looked at the relationship between Social Housing Rents set in line with the current 80% market equivalent policy for all new tenancies.

*"Changing perceptions, encouraging action and strengthening trust."*

The review published in January 2026 concluded that the policy was performing well and that the Minister for Housing proposed implementing a series of targeted, near-term amendments to the existing policy to address the specific issues and unintended consequences identified during the review, such as:

- Historic tenancies and prolonged rent freezes which have led rents to drift below the 80% benchmark, reducing incentives for tenants to right-size and creating inequity between households paying different rents for similar properties.
- Financial pressures caused by the upfront costs of moving from the private sector into social housing, such as overlapping rents between tenancies.
- For social housing providers, rising operational and capital costs, combined with capped rent uplifts, are outpacing revenue growth and increasing pressure on their long-term sustainability.



# A shared vision of care, inclusion and hope

In February, we completed the extension of Eden House in partnership with the Government of Jersey, operated by Children, Young People, Education and Skills (CYPES).

This community facility provides vital short breaks for children and young people up to 18 years old with autism and associated developmental needs. Recognising the limitations of the original building, we led a transformative extension and refurbishment project, completed in January 2025, to create a safer, more inclusive, and future proof facility.

*"It didn't take long before we became one big family - Eden, Andium & the contractors all being child-focused."*



### Meeting Growing Needs

The original Eden House could only offer overnight respite to a maximum of 12 children per week, often excluding families due to space and care limitations.

The new extension adds three bedrooms and creates distinct zones for younger and older children, increasing capacity to approximately 20 families per week and enabling more flexible, regular respite care. The design features an open plan play area, sensory room, and private spaces for de-escalation, ensuring both safety and comfort for children and staff.

*"Due to Eden House I have been able to continue working, all my children were able to relax and rest, I was able to spend time with my other children, I get to mentally relax 1 night a week which keeps me going but more importantly my son is happy and settled."*

### Collaborative Teamwork and Health, Safety & Quality Excellence

From concept to completion, the project exemplified outstanding teamwork and Health and Safety. Service managers, architects, contractors, and consultants worked closely to address operational needs and design challenges. Proudly, this resulted in the project winning 2025 Project of the Year Up to £5m award and Health Safety award at the Jersey Construction Awards 2025.

### A Lasting Legacy

Since reopening in February 2025, Eden House has become a great example of inclusive, high-quality respite care.

The expanded, thoughtfully designed facility now supports more families, offers dedicated sensory and activity spaces, and provides a safe, welcoming environment for children, families, and staff.

As Service Manager Chloe Burt (CYPES) notes, "Eden feels homely and welcoming and we could not have achieved this without the support of Andium and Hacquoil & Cook (Contractor). We will all be forever grateful for the building team and for ensuring our vision for Eden has been perfectly matched to what we planned."





# Behavioural Safety Leadership

During 2025, as part of our commitment to both health & safety and the construction sector, we ran a Behavioural Safety Leadership (BSL) workshop, bringing together senior leaders from our key partner organisations. The engagement across the day was hugely positive and demonstrated the universal and clear buy-in to continually improve safety in the construction industry in Jersey.

The key outcomes of the workshop were:

- Identify how to consistently recognise and reward BSL excellence through the tender processes
- Examine how to incentivise necessary BSL investment costs
- Recommend what a programme of BSL training for Sub-Contractors should look like, and
- Identify how this should be funded to ensure targeted and meaningful participation.
- The Andium Regeneration & Sustainability team & Sustainability team demonstrated their commitment to the industry by organising a fantastic and engaging day, and part of our ongoing commitment is to pass this baton on to other Client bodies to maintain the collective commitment to BSL.

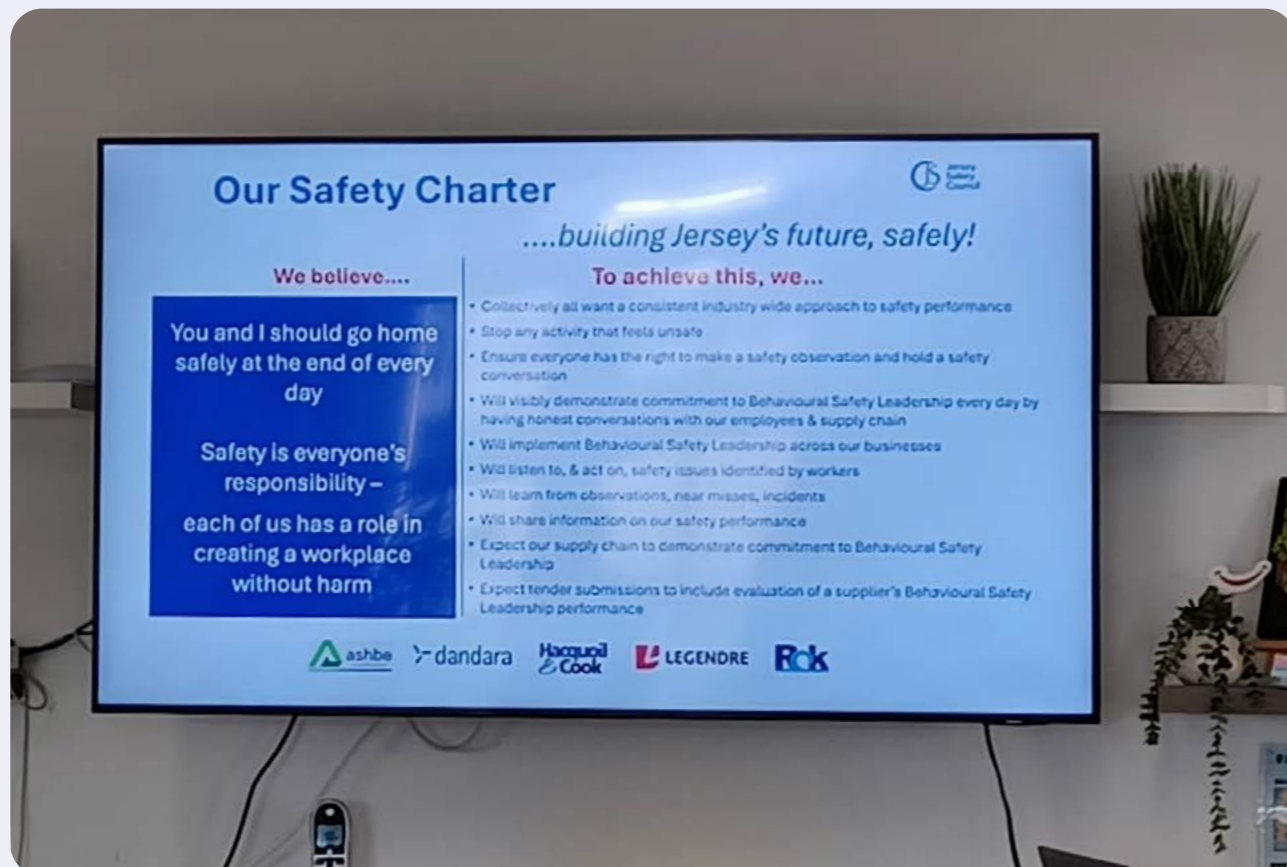
BSL, under the Jersey Safety Council banner, promotes its Safety Charter from both a Contractor and Client perspective.

Contractors believe that:

- You and I should go home safely at the end of every day
- Safety is everyone's responsibility, and
- Each of us has a role in creating a workplace without harm

Clients, of which Andium is one of the largest on Island believe that:




- We have a responsibility to help lead industry progression in safety
- No matter what we build, safety is paramount, and
- Our buildings should be safe by design, safe to build, and safe to use



# Great Business

In 2025, we strengthened our foundations as a great business by investing in our outstanding colleagues and our culture, maintaining strong governance, financial resilience, and **driving value for money through operational efficiency**. Sustainability continued to guide every aspect of our work, ensuring we deliver long-term benefit for our clients and the wider community. These efforts align with the **Jersey Performance Framework's focus on responsible organisations, effective public services and sustainable economic and environmental outcomes**.

## In this section;

-  Outstanding Colleagues & Culture
-  Strong Governance and Financial Strength
-  Value for Money & Operational Efficiency

# Our People

## People & Wellbeing Strategy

Our people remain at the heart of everything we do. Our People & Wellbeing Framework has continued to guide how we support, develop and empower our colleagues. Built around four core pillars Attracting, Nurturing, Recognising and Retaining talent, the framework ensures we cultivate a workplace where individuals can thrive, contribute their best, and feel valued for the impact they make.

Through this approach, we are strengthening our culture, enhancing capability, and ensuring we remain a place where talented people choose to build their careers. Our commitment to wellbeing, development, diversity, equality and inclusion underpins this work, helping us create an environment where every colleague can succeed and feel a sense of belonging. We believe that a workplace where everyone feels valued, respected and empowered to succeed not only strengthens our culture but also drives better outcomes for our organisation and the communities we serve. Throughout the year, we have continued to invest in colleague wellbeing, growth and recognition, ensuring that people remain central to our success today and into the future.

## Engagement

We undertook our first formal colleague engagement survey during 2025 which looked at areas such as purpose and impact, leadership, recognition, wellbeing, culture, learning & development, diversity & inclusion and overall engagement. We were delighted with an engagement score of 97%. Our colleague feedback was extremely valuable and the Executive Leadership team is committed in working collaboratively with colleagues in making Andium an even better place to work and thrive.

*"Making a Difference was a term that stood out in the qualitative feedback as a key reason for joining and remaining at Andium Homes which very much aligns with our Vision."*

Ivone Milton Chief People & Culture Officer



## Learning & Development

We launched a new training programme in 2025 offering a range of companywide, team specific, role specific and individual technical training courses.

Examples of some of the course provisions included developing resilience and dementia friendly training for all colleagues, conflict management & safer de-escalation for all client facing teams, Award in the sale of Residential Property for sales team, Management development program for Line Managers and some colleagues embarked on technical qualifications such as the Chartered Institute of Housing and Higher National Certificate in Construction.

## Length of Service Awards & Retirements

Our average length of service is 6.89 years. We celebrate length of service in 5 year intervals and during 2025 the following colleagues achieved a milestone in their length of service with Andium Homes;

Mark Wilden	20 Years
Stephen Lilley	10 Years
Tina Davies	5 Years
Joe Cabral	5 Years

During 2025 we also celebrated the retirement of our previous CEO Ian Gallichan after more than 33 years dedicated to housing in Jersey and our colleague Mark Lewis who served more than 23 years.

## A Great Place to Work

### Raising Our Cups for a Cause

Colleagues came together for Macmillan Cancer Support Jersey and it involved a lot of cake! Whether it's baking, brewing, or simply showing up, every small gesture helps make a big difference.

Big thanks to all our colleagues who baked, donated and ate cake, every slice and sip helps make a difference.



## Celebrating our new Workplace Mental Health First Aiders



Several colleagues have successfully completed a two-day Supervising First Aid for Mental Health training course and passed their assessments with flying colours! Thanks to their dedication and commitment to fostering a supportive and inclusive workplace, several of our colleagues are now officially recognised as our Workplace Mental Health First Aiders.

The comprehensive course covered a wide range of mental health conditions and provided valuable guidance on the support available through local healthcare professionals.

With this knowledge, our Workplace Mental Health First Aiders are well-equipped to offer a confidential listening ear and help guide colleagues to the most appropriate support when needed.

## Celebrating Success and Contribution

At the 2025 Jersey Construction Council Awards, Andium achieved outstanding success, reflecting the strength, quality and impact of our work across the Island. We were honoured to be named Business of the Year, alongside three further major wins: the Health & Safety Award and Project of the Year up to £5m for the Eden House refurbishment, and Industry Achiever of the Year, awarded to Michael Ruane, Chief Property & Asset Management Officer.



We were also proud to be shortlisted for the Sustainability Award for our Le Marais Pirate Ship, and Project of the Year over £10m for The Limes. These achievements highlight not only the excellence of our projects, but the dedication and expertise of our people.

## Institute of Directors Future Leaders Scheme

As part of our ongoing commitment to developing future talent, Andium once again supported the IoD Jersey Future Leaders Scheme. This year, we were pleased to welcome Zahara, who spent a week shadowing our Chief Executive, Lindsay Wood, gaining first-hand insight into strategic leadership within a social housing organisation.



This marks our second year participating in the scheme, with both placements proving highly successful; one of which has already resulted in a student joining our Capital team. We were delighted that Zahara was recognised as one of the overall winners of the programme, further highlighting the value of engaging with the Island's emerging leaders.



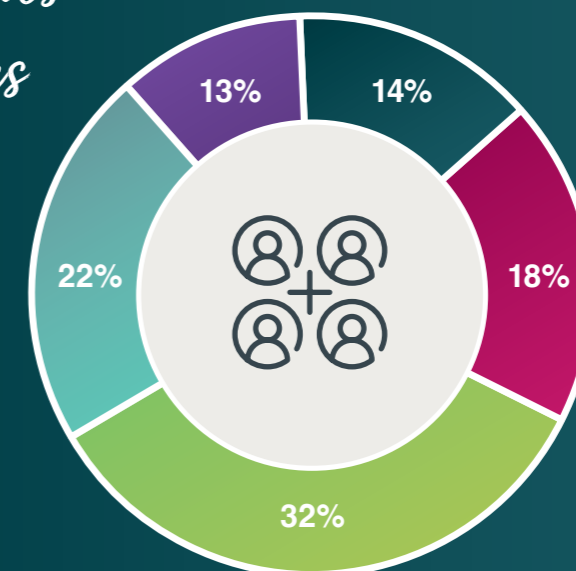
## Inspiring the Next Generation

Throughout the year, our colleagues represented Andium at several careers' fairs and skills exhibitions across the Island. These events formed an important part of our commitment to inspiring the next generation of professionals and raising awareness of the wide range of career paths available within the organisation.

Our teams engaged directly with students and young people, helping them understand that Andium is far more than a construction-focused organisation. As a modern social housing provider, we rely on a diverse mix of professional skills, ranging from finance, communications and digital services to customer care, compliance, engineering and project management. By showcasing this breadth of opportunity, we aimed to challenge assumptions, broaden perspectives, and encourage talent from all backgrounds to consider a future with us.

These interactions not only highlighted the rewarding careers that exist within the social housing sector but also reinforced Andium's role in developing skills locally and supporting the Island's future workforce.

## Demographics of Colleagues



### Age Range

14%	19-29
18%	30-39
32%	40-49
22%	50-59
13%	60-69

# Principal risks and uncertainties facing the company

With the Island's largest property portfolio and a significant development programme to deliver new homes, the Company faces a broad and evolving range of risks. We take a proactive and disciplined approach to identifying, assessing and managing these risks to ensure we remain resilient, responsible and focused on delivering our strategic objectives.

Our highest priority remains the safety and wellbeing of our clients and colleagues. We also remain vigilant to risks that could affect service delivery, financial sustainability, programme delivery or our long term strategic ambitions.

External factors such as economic conditions, market pressures, policy developments and regulatory change are monitored closely, given their potential to influence the Company's operations and future growth.



Central to our approach is the maintenance of a comprehensive Corporate Risk Register. This is owned by the Board and reviewed regularly by the Risk and Audit Committee. The register ensures that key risks are identified, evaluated and mitigated in a structured and transparent manner, supporting informed decision making and effective oversight.

Risks are identified through a broad understanding of the business and the environment in which we operate, supported by regular risk workshops and engagement across the organisation.

Risks are reviewed both individually and in aggregate, enabling us to understand concentrations of risk and the interactions between risks. Mitigations are developed and refined throughout the year to ensure risks remain within the appetite set by the Board.

Risk monitoring is embedded in our standard reporting and performance cycles. We identify emerging risks and track changes through the review of internal processes, performance indicators and external developments. This continuous approach supports a strong risk culture and ensures we remain adaptive and responsive.

During 2025, we enhanced our approach by introducing a risk heat map, which provides a clear and consistent visual representation of the likelihood and impact of risks. The heat map is now used to present risks to the Executive Team, the Risk and Audit Committee, the Board and the Shareholder, strengthening visibility, challenge and prioritisation.

During the year, the Principal Risks were reviewed by the Board and updated. As part of this work, the risks were mapped to our Strategic Framework to ensure completeness and to confirm that the risk set fully reflects the challenges that could affect our ability to deliver our strategic objectives.

The following pages outline the principal risks currently faced by the Company, their potential impact, and the actions we are taking to manage them, with arrows indicating whether each risk has increased or decreased or remained stable between 1 January 2025 and 31 December 2025.



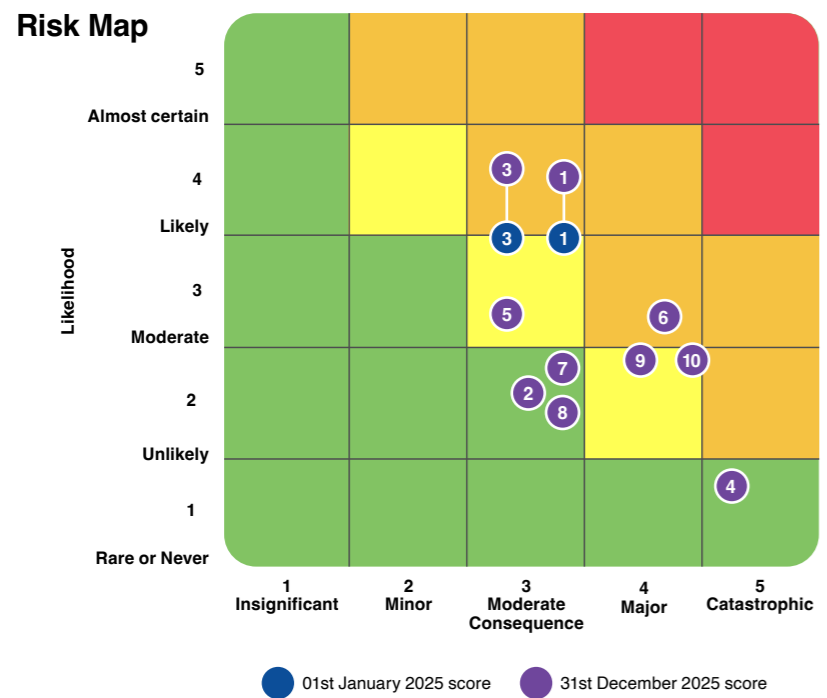
## Great Client Experience

Principal Risk	Current and Planned Mitigations	↕
<p><b>Managing Demand &amp; Growth:</b></p> <p>There is a risk that eligible demand for our homes may not keep pace with both our near term delivery pipeline and our longer term Strategic Business Plan.</p> <p>While immediate pressures relate to sustaining occupancy as new homes come online, longer term demographic trends, such as limited population growth, declining birth rates, and increased housing supply, create future uncertainty around demand. If demand reduces, this could impact occupancy levels, rental income, and the financial viability of our development programme.</p>	<ul style="list-style-type: none"> <li>Proactive engagement with the Minister for Housing to align eligibility criteria with delivery plans and create opportunities for further widening of access to our homes.</li> <li>Maintain a Flexible Sales Plan which can adjust to market changes and demand.</li> <li>Explore and provide opportunities for new ownership pathways.</li> <li>Ongoing monitoring of demand and demographic trends to inform decision making and forward planning.</li> <li>Develop the next pipeline of new homes inline with evidenced demand requirements.</li> </ul>	↑
<p><b>Client Experience &amp; Service Delivery:</b></p> <p>There is a risk that the services we provide may not meet client expectations or keep pace with evolving needs. This could lead to client dissatisfaction, increased complaints, reduced trust, reputational harm, and ultimately lower demand for our homes. In addition, any disruption to service delivery, whether from operational failures or wider business continuity events, may impact our ability to provide consistent, high quality services. Prolonged or severe disruption could affect client confidence and require sustained alternative service arrangements.</p>	<ul style="list-style-type: none"> <li>Define services and clarify expectations through the Client Promise.</li> <li>Performance monitoring and continuous improvement, informed by surveys, focus groups, and exit interviews.</li> <li>Investment in Digital, Change, and IT systems to modernise service delivery and improve client experience.</li> <li>Business continuity and major incident planning to maintain essential services during disruption, including long term strategies for sustained alternative service delivery where required.</li> </ul>	↔

## Great Homes and Communities

Principal Risk	Current and Planned Mitigations	↕
<p><b>Environmental Sustainability</b></p> <p>Environmental sustainability impacts all areas of our business. Achieving net-zero carbon in line with Jersey's Carbon Neutral Roadmap may require significant investment and planning. Climate change also increases risks from severe weather events such as flooding and storms, which can damage homes, disrupt services, and delay delivery of objectives. Major incidents caused by these events could create operational instability and reputational damage.</p>	<ul style="list-style-type: none"> <li>Align with Government sustainability targets and plan investment to achieve net-zero.</li> <li>Strategic Portfolio Reviews to assess home condition, energy efficiency, and flood risk.</li> <li>Leverage technology for resilience, including real-time monitoring and flood sensors.</li> <li>Maintain and regularly test Major Incident Response Plan, aligned with Jersey Resilience Forum, integrated with business continuity, and supported by JESIP-trained colleagues.</li> </ul>	↔
<p><b>Delivery of Capital &amp; Refurbishment Programme:</b></p> <p>Ensuring successful delivery of our substantial pipeline of new homes and ongoing investment in existing stock is critical to meeting strategic objectives. This includes maintaining project viability, delivering within budget and quality standards, navigating a challenging construction industry and planning for the future Jersey Energy Performance Assessments (JEPA). Failure to deliver could result in missed strategic commitments, reputational damage, and deterioration of existing homes, leading to non-compliance and reduced client satisfaction.</p>	<ul style="list-style-type: none"> <li>Robust financial modelling to ensure project viability</li> <li>Active engagement with contractors and industry partners to manage capacity and mitigate supply chain risks.</li> <li>Proactive refurbishment programme in-line with the Strategic Portfolio Review and prepare for future JEPA standards to guide refurbishment and new development to maintain compliance.</li> <li>Continuous monitoring of market conditions and cost pressures to adjust plans as needed.</li> <li>Active engagement with Government to anticipate and respond to requirements of the Investing in Jersey initiative.</li> <li>Work with Government to enable access to Government owned land to support project viability.</li> </ul>	↑

Principal Risk	Current and Planned Mitigations	↕
<p><b>Health &amp; Safety</b></p> <p>Effective health and safety management is a key priority for us to protect our clients, colleagues, and contractors. Fire safety, building services, and general health and safety present significant risks. Failure to manage these could result in injury or death, legal consequences, reputational damage, and service disruption</p>	<ul style="list-style-type: none"> <li>A strong safety culture is embedded in the business supported by skilled professionals, robust procedures, and compliance software for real-time monitoring.</li> <li>Contractors must meet the same high standards and compliance before being approved to work for us.</li> <li>Fire safety measures are in place including sprinkler systems, fire door upgrades, and PAS 9980 certification for +18m buildings, each supported by Safety Action Plans.</li> <li>Close collaboration with Jersey Fire and Rescue Service to maintain standards.</li> </ul>	↔



<i>Great Partnerships</i>	
Principal Risk	Current and Planned Mitigations
<b>Alignment with Government Objectives &amp; Policy:</b>	
<p>Government policy changes can significantly affect the sustainable delivery of our Strategic Business Plan. Our model depends on policies relating to social housing rents, returns to Government, and eligibility for the Affordable Housing Gateway, and the Homebuy Scheme which ensure that we can fully occupy our homes. Broader policies on planning, land re-zoning, immigration, income support, and key worker accommodation also influence demand and viability. Whilst we play a proactive role in shaping and influencing policy, failure to anticipate or adapt to policy changes could impact delivery, financial sustainability, and client access to our homes. Misalignment with our Guarantor may also cause decision delays and financial pressures.</p>	<ul style="list-style-type: none"> <li>Regular engagement with Government policymakers and our Guarantor to shape on, and respond to policy changes, including early identification of unintended consequences.</li> <li>Annual review of the Strategic Business Plan to reaffirm alignment with Government priorities.</li> <li>Ongoing collaboration and influence with the Minister for Housing to inform policy development and widen access where delivery allows.</li> <li>Strengthen relationships with a broader group of Ministers and States Members to widen influence and challenge.</li> </ul>
<b>Alignment with Partners &amp; External Stakeholders:</b>	
<p>Ensuring we are aligned with key stakeholders, including Government departments that we rely on for key services, Parishes, construction partners, lenders, and investors, is critical to delivering our Strategic Business Plan. Poor engagement or misalignment can lead to delays, complaints, reputational damage, and reduced willingness to invest or collaborate.</p>	<ul style="list-style-type: none"> <li>Proactive engagement with key government departments, Parishes, and agencies responsible for delivery of services to the company or our clients, to influence decision making, cultivate strong partnerships and ensure early visibility of emerging issues.</li> <li>Active media monitoring and States Assembly activity tracking.</li> <li>Strong brand awareness supported by transparent and consistent communication across mainstream and social media.</li> <li>Board oversight to ensure the organisation maintains clarity of remit and remains appropriately positioned in its external relationships.</li> </ul>

<i>Great Business</i>	
Principal Risk	Current and Planned Mitigations
<b>People &amp; Culture:</b>	
<p>Attracting, retaining, and developing skilled colleagues is essential to support business growth and to deliver a consistent, compassionate service. Embedding our new values and fostering a positive, collaborative culture are critical to long-term success. Failure to plan or maintain engagement could lead to skills gaps, reduced performance, and inability to meet strategic objectives. In addition, an increasingly litigious employment environment heightens the potential impact of people-related issues.</p>	<ul style="list-style-type: none"> <li>Embed new values through colleague engagement activities and leadership behaviours.</li> <li>Promote a collaborative culture supported by communication and recognition initiatives.</li> <li>Benchmark pay and benefits to remain competitive.</li> <li>Performance management and learning and development programmes to build capability.</li> <li>Focus on succession planning to ensure future leadership, progression and skills availability.</li> </ul>
<b>Long Term Financial Stability &amp; Efficiency:</b>	
<p>Economic uncertainty, inflation, interest rates, house prices, demand, and Rent Policy all impact our long-term financial viability. As a provider of homes at below market value, rising costs cannot be offset by higher income and we also deliver a significant annual return to the Guarantor. This risk also reflects the need for efficiency through effective resource management, change initiatives, and continuous improvement to maintain resilience and deliver value for money.</p>	<ul style="list-style-type: none"> <li>Maintain a strong balance sheet and regularly stress-test financial models.</li> <li>Adapt the development programme, including re-profiling and mixed-tenure sites to improve viability.</li> <li>Explore options such as longer borrowing terms, increased property sales, and reduced annual return to the Guarantor if required.</li> <li>Active engagement with Government on land opportunities and policy alignment.</li> <li>Secure funding and manage interest rate exposure to enable delivery of development programme.</li> <li>Drive continuous improvement, productivity initiatives and change management to optimise processes and reduce costs.</li> </ul>
<b>Technology, Data &amp; Security:</b>	
<p>Technology underpins all areas of our business, and failure to manage risks around cyber security, data governance, system availability and technology modernisation could compromise service delivery, client trust, and regulatory compliance. Increasingly sophisticated cyber threats, AI-enabled attacks, and reliance on digital systems heighten these risks. Operational disruptions from infrastructure failures or major incidents could impact business continuity. Failure to maintain resilient systems or modernise technology could lead to a reduction in business efficiency as well as result in data breaches, financial loss, reputational damage, and prolonged service outages.</p>	<ul style="list-style-type: none"> <li>Layered cyber security approach including mandatory staff training, scenario-based testing, penetration testing and the ambition to achieve Cyber Essentials Plus in 2026.</li> <li>24/7 threat monitoring, cyber insurance cover and intelligence sharing through the Jersey Cyber Security Centre and industry networks.</li> <li>Strong data governance framework ensuring data quality, protection, and regulatory compliance.</li> <li>Business continuity and disaster recovery arrangements enabling sustained service delivery during disruption.</li> <li>Proactive monitoring of emerging technologies and AI risks to balance innovation with security.</li> <li>Maintain a forward looking digital roadmap to drive modernisation and ensure systems remain resilient, secure, and fit for purpose.</li> </ul>

# Chief Financial Officer's Review

Peter Styles



**I am pleased to present my first set of financial results as Chief Financial Officer of Andium Homes in a year that we continued to demonstrate that strong financial stewardship and deep social purpose coexist.**

Andium exists to provide high quality, safe and affordable homes for Islanders to rent or buy. Our capacity to provide those quality services to clients, invest in our homes and borrow to fund new homes while still returning around £30m back to Government annually is fully funded by rental income. The proceeds from First Time Buyer home sales reduces our reliance on borrowing while offering Islanders the opportunity of homeownership where it would otherwise be out of reach.

That business model has come under sustained pressure over recent years as the economic environment has driven costs up while we have continued to protect clients from rent increases either through rent freezes or rent increases capped by the wider market conditions or the 4% maximum increase in line with the social housing rent policy.

Alongside this operational pressure, the proceeds from the sale of existing and newly built homes that helps reduce our borrowing costs, has also been challenged by historic low activity in the housing market, largely driven by elevated interest rates.

While the wider economic environment has remained uncertain, we stayed focused on what mattered most: supporting our clients and continuing to invest in the quality of their homes and communities.

Thanks to the hard work and care shown by colleagues across the organisation, we delivered solid financial results in 2025 and made real progress on our priorities, all while keeping affordability and client experience at the centre of what we do.

Our rental income reached £70.0 million, reflecting both the scale of our operations and the essential services we provide to more than 10,000 islanders. This income is reinvested directly into improving homes, building new ones, and delivering services that help our tenants thrive.

A key part of our social contract is the return we deliver to our shareholder, the Government of Jersey. This year we returned £28.7 million, supporting wider public services that benefit the whole community. Despite this substantial return, we maintained a surplus of £4.8 million, ensuring that we continue to operate responsibly and sustainably.

All surpluses are used to improve standards for our homes, providing an important contribution to capital spend.

Our investment in Jersey's future remains significant. We spent £97.0 million on capital projects, progressing new homes, regenerating existing estates, and enhancing the long-term quality and energy efficiency of our portfolio.

To support the scale of our development ambitions, our total drawn borrowing stands at £485 million. We manage this funding with strong governance and prudence, ensuring borrowing remains affordable and aligned with future income streams.

While driven by the demand for affordable homeownership and effective asset management, the £39.6 million of proceeds generated from our home sales programme reduced the level of borrowing required and enabled us to recycle capital into further affordable housing delivery.

*"Thanks to the hard work and care shown by colleagues across the organisation, we delivered solid financial results in 2025 and made real progress on our priorities."*

The strength of our asset base continues to underpin our mission. Independent valuations recorded a net valuation uplift of £77 million which, combined with the additional investment during the year, took the value of our property portfolio to £1.481 billion. This uplift reflects the quality and ongoing investment in the homes we provide as well as the overall strength of the business. The valuations are carried out by an external valuer based on the properties' use as social housing. This can lead to valuation increases while the wider private market is flat or falling and vice versa with our social housing valuations typically 25% below open market equivalents.

Every one of these financial results tells a wider story - of families moving into new homes, of estates being modernised, of communities becoming more sustainable, and of public value being generated. Our performance is not measured simply in pounds and pence, but in the positive impact we create for people, communities, and Jersey as a whole.

# Statement of Comprehensive Income

The actual vs budgeted results for 2025 are set out below.

	Actual £'000	Budget £'000	Difference £'000
Rental income	69,954	69,497	457
Other income	3,620	3,356	264
Maintenance	(10,512)	(11,208)	695
Staff costs	(6,688)	(7,521)	833
Other expenses	(7,946)	(7,936)	(10)
<b>Operating surplus before the return to the Guarantor, depreciation &amp; impairment</b>	<b>48,428</b>	<b>46,188</b>	<b>2,240</b>
Return to the Guarantor	(28,681)	(29,767)	1,086
<b>Operating surplus before finance costs, depreciation &amp; impairment</b>	<b>19,747</b>	<b>16,421</b>	<b>3,326</b>
Interest payable and similar charges	(14,997)	(14,937)	(60)
<b>Surplus before non-cash items</b>	<b>4,750</b>	<b>1,484</b>	<b>3,266</b>



**2.58%**  
Average rent increase



**£1,227**  
Average rent per month



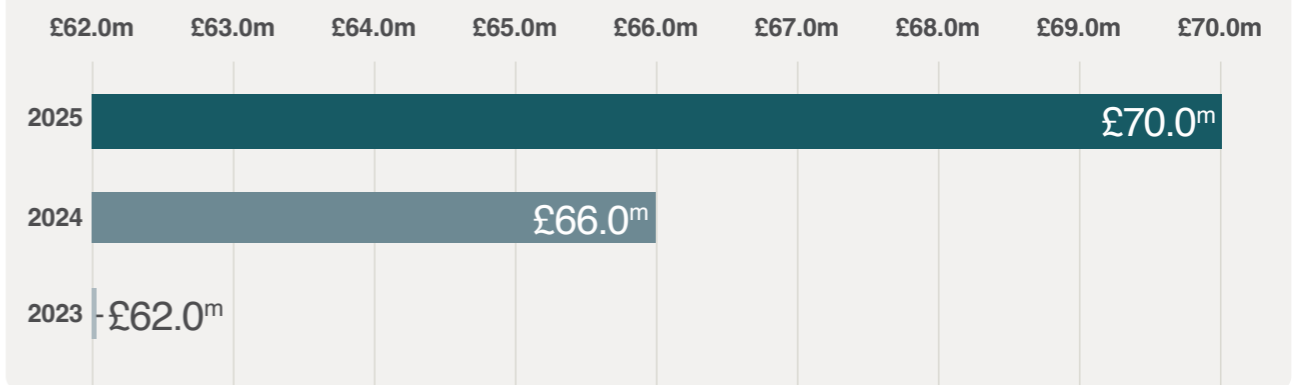
**73%**  
Average of market rent



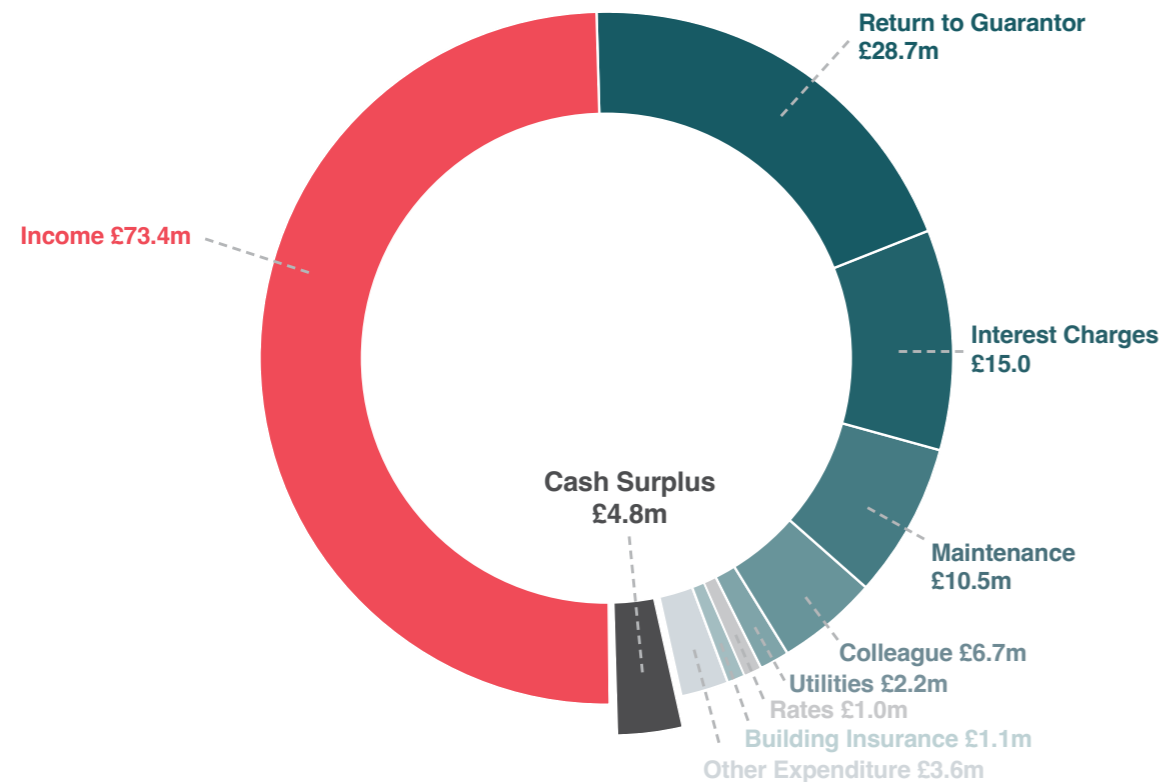
**£28.7m**  
Return to Government

## Income

### Rental Income



## Income vs Expenditure



### Rental income

As a social housing provider, our core revenue continues to come from rental income, aligned to the States of Jersey rent policy seeing rents charged at up to 80% of market rent.

The annual rent uplift mechanism of RPI + 0.75%, capped at 4%, continues to protect affordability and supports our aim to provide great client experiences by ensuring rents remain fair and sustainable. The cap contributed to the average rent charged to tenants representing 73% of market value during the year with an average rent increase of 2.58% in 2025

Despite the financial challenge created by capped rental increases and significant new delivery in the year, rental income outperformed budget by £0.5m, driven by the successful letting of all 201 new rental homes at Le Grand Douet and turnover of existing homes, with 583 new tenancies signed in the year.

This reflects our commitment to being here for our clients and communities and ensuring homes are available when they are needed.

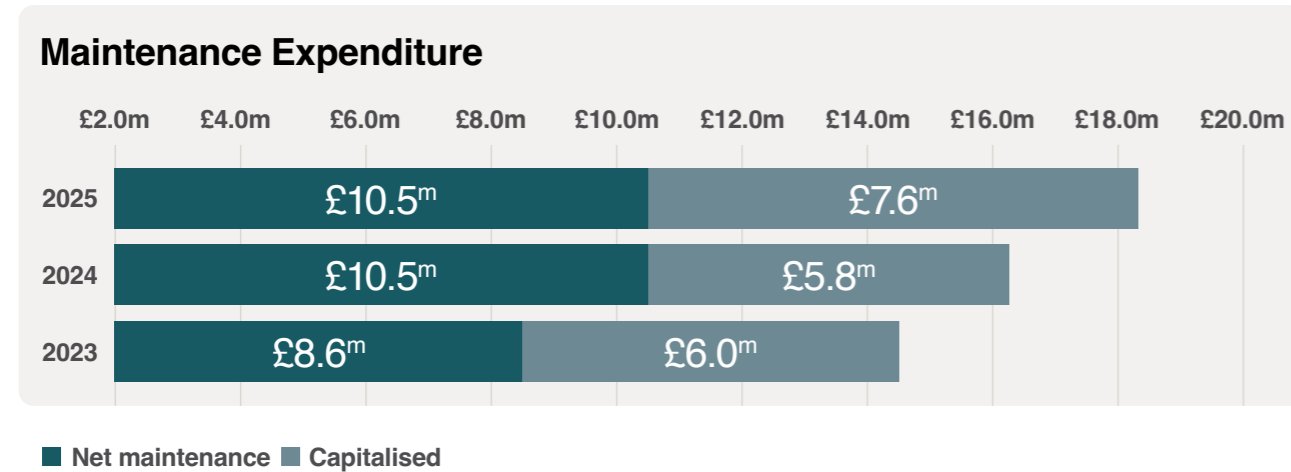
The increase in rental income from 2024 is largely driven by the increase in the number of homes following the delivery of Le Grand Douet in addition to the turnover of existing tenancies where rent charged on new tenancies moves to 80% of market rent where it may have previously been lower.

### Other income

Other income exceeded budget by £0.3m, supported by a surplus from the finalisation of Storm Ciaran insurance proceeds, with £0.6m received and £0.3m of related expenditure. Other minor income reductions were offset by higher interest and investment income as cash balances fluctuated following £39.6m of sales proceeds throughout the year.

The drop in Other Income from £11.0m in 2024 to £3.6m in 2025 primarily relates to non-recurring insurance proceeds received in 2024 which were largely in respect of Storm Ciaran costs already incurred.

## Expenditure



### Maintenance

In line with our strategy to deliver great homes and communities, we continued to invest significantly in our rental homes.

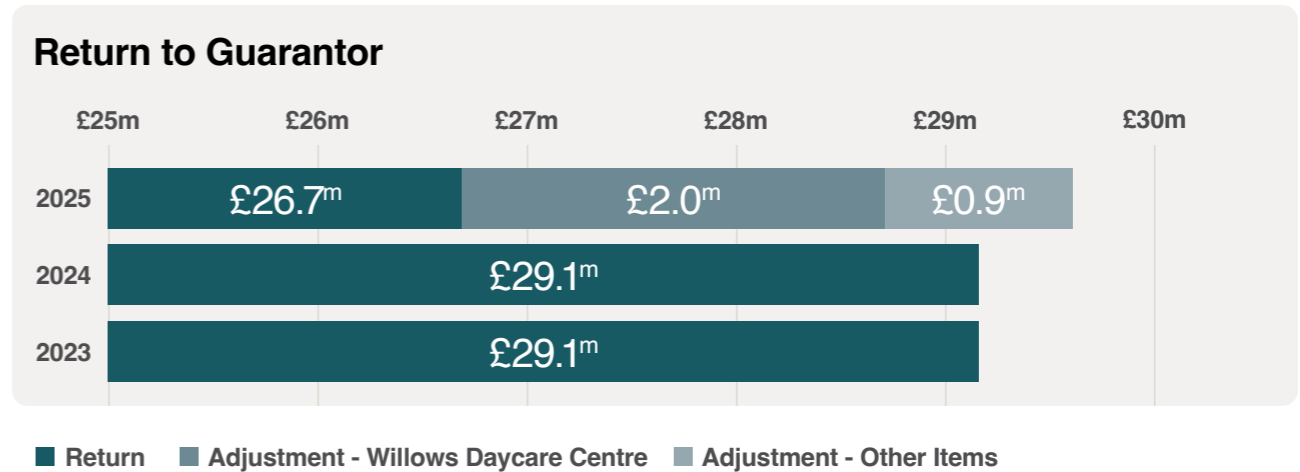
During the year, £10.5m was recognised as maintenance expenditure and a further £7.6m was capitalised to extend the long-term life of our homes. We ended the year £0.7m below budget, reflecting the care, creativity and collaboration of our maintenance teams as they completed the final Storm Ciaran repairs, managed more than 350 voids arising from sales, natural turnover of our homes and delivery timetables, and secured value through repurchased contracts.

We continued trials of new sustainable heating technologies and solar panel arrays, with positive results that will support further investment in 2026. Throughout the year we maintained 100% compliance with the Modern Facilities Standard and Decent Homes, reinforcing our commitment to quality and long-term client experience.

### Colleague and Other Costs

Our colleagues are central to delivering great client experiences, great homes and communities, great partnerships and great business. During the year we implemented a number of promotions and leadership changes that strengthen capability across the organisation. A higher level of vacancies during this period resulted in colleague costs being £0.8m below budget while supporting the development of future leaders and greater organisational stability.

Other operating expenses were affected by externally driven increases, particularly utilities and essential services. Strong budget discipline helped mitigate these cost pressures, with teams continuing to secure value for money while delivering operational objectives.



### Return to the Guarantor

Alongside providing social housing, we also make a substantial annual contribution to Islanders through the return to the Government of Jersey. In 2025, the gross Return due was £29.5m. However, through the year, we worked closely with Government to resolve the financial impact of a number of policy decisions that had affected our operations resulting in an agreement to reduce the Return by £2.9m through an amendment to the Transfer Agreement. Of this amount, £2.0m has been recognised as consideration received in advance, as it relates to the future transfer of the Willows Day Care Centre, which Andium is delivering on behalf of Government as part of The Limes development. Accordingly, this portion has been added back to the Income Statement presentation. This reflects our focus on great partnerships and our commitment to collaboration.

### Interest Payable and Similar Charges

Interest costs reflect the cost of borrowing necessary to deliver our capital programme, including the interest paid on loans from the Government of Jersey's Housing Development Fund, partially offset by sales proceeds and influenced by wider market conditions. The increase in interest costs over recent years reflects the growth of our new home building programme and significant delivery over that period. While capital spend and sales proceeds were in line with expectations, interest rates remained higher than forecast, resulting in a slight overspend against budget. Exposure to interest rate volatility is well managed with 88% of our drawn debt on a fixed interest rate. We continue to manage treasury activities responsibly to support great business and ensure long term financial sustainability.

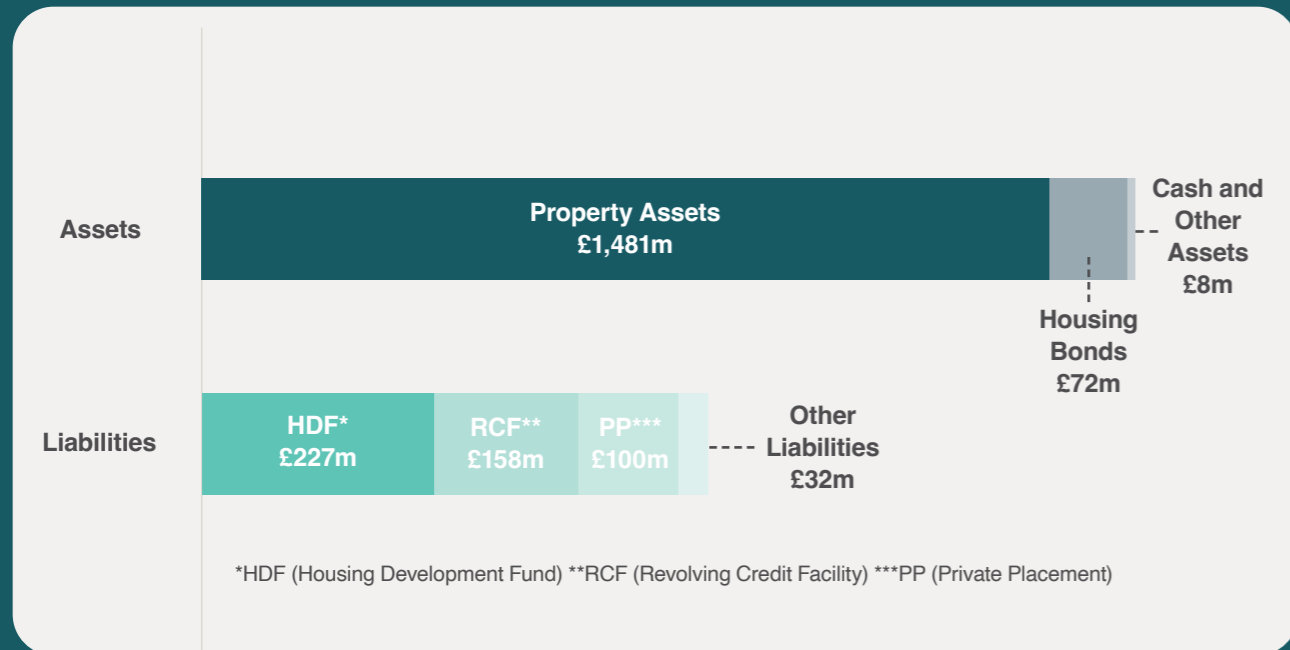
### Non-Cash Adjustments

Revised rental and economic assumptions contributed to a positive revaluation of our property assets, generating a net £77m valuation uplift. The completion of 162 new sale homes at Maisons Les Arches and a further 56 existing homes sold also contributed, with each revalued to its final sale price.

Initial impairments continue to arise on completion of new rental homes where valuations based on existing use as social housing fall below cost, reflecting standardised valuation assumptions rather than long term social value. These homes will continue to provide sustained rental income, and we retain the flexibility to sell into the affordable market if required.

While depreciation has remained stable with the increase from £18.9m in 2024 to £21.0m in 2025 reflecting the increase in the number and value of homes in the portfolio, impairment charges have seen more variability over recent years aligned with the timing of new homes being delivered and as key valuation assumptions have shifted. We recognised net impairment reversals in the Income Statement of £15.8m in 2024 with a shift to net impairment charges of £4.9m in 2025 as we delivered 201 new rental homes, with the associated impairments offset by valuation uplifts following a review of key economic assumptions in the external independent valuation.

# Statement of Financial Position



### Property assets

Our property assets total £1,481m, representing our rental homes, developments in progress and land for future use. Valuations are based on existing use as social housing.

The valuation uses a discounted cashflow to arrive at a present value for the properties with the movements largely driven by changes in key assumptions like projected future rental income and inflation. However, the largest single driver of the uplift in 2025 was a downward revision of the discount rate used in the valuation, reflecting the strength of Andium's business model and low risk profile. This standardised valuation methodology consistently values properties below what they would be valued at for an open market sale with valuation movements not directly linked to wider house price indices.

### Cash and borrowing

In 2025 we extended our Revolving Credit Facility from £250m to £300m while maintaining the same core terms. This demonstrates our strong partnerships with the three incumbent Jersey banks and reinforces our shared commitment to investing in local communities. The additional liquidity supports our capital programme and the continued improvement of our homes.

Most of our borrowing remains on fixed interest terms and we further reduced exposure to variable rates through £100m of swaps on the facility. We continue to manage cash and investments prudently, holding only the amounts required in the short term as part of our focus on great business and sound financial management.



# Governance Report

# Governance Report

## Rebecca Harvey, Chief Governance & Risk Officer

**I was appointed Chief Governance & Risk Officer and Company Secretary in 2025, a role created to strengthen Andium Homes' governance, risk and assurance framework as the organisation continues to grow. Since stepping into the role, I have worked closely with colleagues to enhance the effectiveness of the Board and its Committees. Together, we have focused on improving forward planning, meetings structure and the quality of information and advice provided to support timely, well informed decisions.**

Working closely with the Chair, Committee Chairs and Executive Leadership Team, we have begun implementing the recommendations from the 2025 externally facilitated Board Effectiveness Review. Further enhancements are planned for 2026, ensuring that governance arrangements remain proportionate, aligned and supportive of effective delivery throughout the year. Alongside broader governance development, we have strengthening the alignment of our principal risks with Andium's strategic objectives. This work has helped ensure a complete risk set and a clearer articulation of how risks connect to the delivery of our strategy.

The detailed assessment of principal risks is set out earlier in this Annual Report. We have also progressed the implementation of a new risk management and reporting tool to support more consistent, transparent oversight across the business.

In my capacity as Company Secretary, I remain focused on ensuring that high quality advice, assurance and information are provided to the Board and its Committees, and that our statutory, regulatory and governance obligations, including those under the Memorandum of Understanding with the Guarantor are consistently met.

Central to this is maintaining constructive and accountable relationships between the Board and the Executive Team so that time is used effectively and alignment is clear throughout the year.

The following Governance Report outlines how these arrangements have supported the Board in fulfilling its responsibilities. It describes our governance structures, committee activities and ongoing work to continuously strengthen Board effectiveness, reflecting Andium Homes' continuing commitment to integrity, transparency and public accountability as we serve our clients, our community and our Island.

### Governance

The Board recognises the crucial role it plays in ensuring that Andium Homes is governed to the highest standards. As a company limited by guarantee and wholly owned by the States of Jersey, represented by the Minister for Treasury and Resources, our governance arrangements are established in our Articles of Association, which were set out in the legislation creating the Company.

The Articles of Association provide for a Memorandum of Understanding (the MoU), which sets out an accountability framework appropriate for a business wholly owned by the States. The MoU emphasises transparency, openness and trust and specifies the matters on which the Company must seek the agreement of the Guarantor.

Our governance framework combines recognised corporate governance standards with the requirements of operating as a wholly States owned entity.

The Board complies with the relevant provisions of the UK Corporate Governance Code issued by the Financial Reporting Council, adapting them where appropriate to the Company's size and public purpose context.





Company Secretary and the Board from left to right, Rebecca Harvey (Company Secretary), Jonathan Day (Non-Executive, retired 16 February 2026), Elaine Bailey (Non-Executive), Vijay Khakhria (Non-Executive, appointed 1 March 2026), Joanna Walus-Bochenska (Tenant Non Executive), Jason Laity (Senior Independent Director), Richard McCarthy (Chair), Peter Styles (Chief Financial Officer), Lindsay Wood (Chief Executive), Lisa Mclauchlan (Non-Executive, appointed 1 March 2026).

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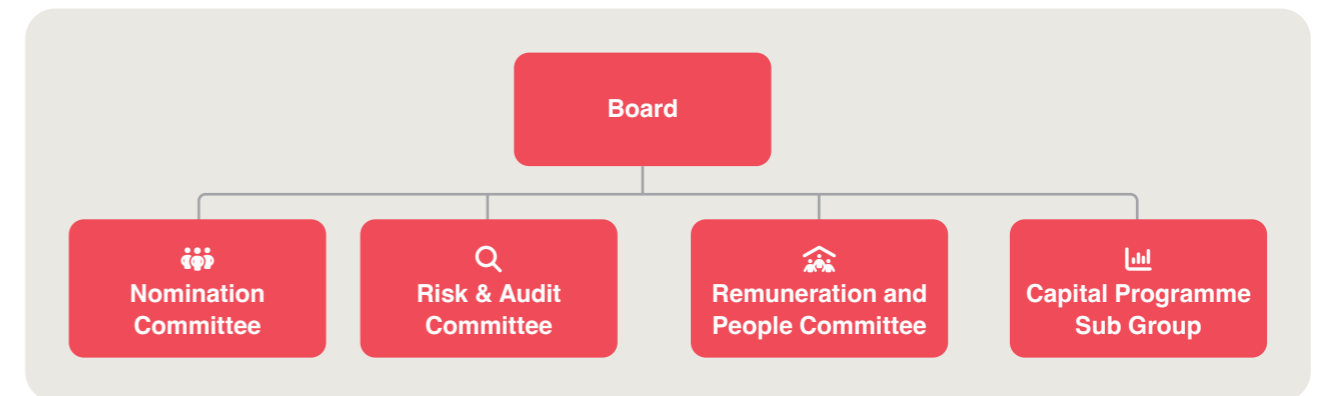
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To support its work, the Board has established the Risk and Audit Committee, the Remuneration and People Committee, and the Nomination Committee. Each Committee is empowered to obtain independent professional advice at the Company's expense and has access to the resources required to fulfil its responsibilities. In addition, the Capital Programme Sub Group provides scrutiny of the capital program and asset management.

Reports on the work of the Committees and Sub Group follow and their current membership and Terms of Reference are available on the Company's website. Day to day management of the Company is delegated to the Chief Executive and her Executive Team, who are responsible for delivering the strategic aims agreed by the Board.





**Richard McCarthy CBE**  
Chair

Richard is an experienced Chair and Non-Executive Director with a significant track record and senior leadership experience in the affordable housing sector in England. Along with several other key Executive and Non-Executive positions, Richard was the Chief Executive of both The Peabody Trust and The Horizon Housing Group. He was also the Chairman of The National Housing Federation from 2000-2003.



**Jason Laity**  
Senior Independent Director

Jason has spent his business career in Jersey. He was Senior Partner and Chairman of KPMG in the Channel Islands until 30 September 2019. He is a Chartered Accountant and holds a number of other Non-Executive Board positions, consultancy and charitable roles.



**Joanna Walus-Bochenska**  
Tenant Director

Joanna has been resident in Jersey for 21 years and has worked across multiple sectors including hospitality and tourism, in which she has a Master's Degree, and sales and administration.



**Elaine Bailey**  
Independent Director

Elaine was previously Chief Executive of Hyde Housing Group, which manages 50,000 homes and develops 1,500 homes a year in the South East of England.



**Julian Box**  
Independent Director

With a career spanning over 35 years, building businesses that help steer organisations across the globe towards operational excellence through innovative technology, Julian's expertise lies in crafting dynamic and agile data focussed solutions. Julian retired from the Board in February 2026.



**Jonathan Day**  
Independent Director

Jonathan is a Chartered Accountant with over 25 years of experience in providing financial and business advice to Jersey businesses and individuals. He is the founder of a Jersey consultancy practice, which specialises in supporting local start-up and fast growth businesses in the Fintech space. Jonathan retired from the Board in February 2026.



**Lindsay Wood**  
Chief Executive

Lindsay was appointed Chief Executive in April 2025, having previously served on the Board as Chief Finance and Operations Officer for 5 years. Lindsay is a Chartered Accountant who has played a pivotal role in shaping Andium Homes since joining in 2011, bringing strong financial stewardship and strategic clarity to the organisation.



**Peter Styles**  
Chief Financial Officer

Peter is a qualified accountant with extensive senior finance experience across the public sector, including strategic roles within Government focused on delivering high-quality financial insight and long-term planning. Peter joined the Board on 01 July 2025.



**Rebecca Harvey**  
Company Secretary

Rebecca is an ACCA qualified accountant with extensive experience in accounting and governance. Rebecca joined Andium Homes in 2023 as Head of Finance before being appointed Chief Governance & Risk Officer and Company Secretary in 2025.

**Composition of the Board**

The Company's Articles of Association set out the composition of the Board, which comprises a maximum of nine Directors, including the Guarantor's Appointee and the Chair. The Articles specify that the Board must include:

- **Independent Non Executive Directors:** a minimum of four and a maximum of six.
- **Tenant Non Executive Directors:** a minimum of one and a maximum of two.
- **Executive Directors:** the Chief Executive and the Chief Financial Officer.

Independent and Tenant Directors are appointed in accordance with the requirements of the Jersey Appointments Commission, which ensures an open, transparent and competitive selection process. The Articles also allow the Guarantor to appoint one Director, subject to approval by the Commission.

The formal process for appointing the Chair is that the Board makes a recommendation to the Guarantor.

Independent and Tenant Directors may serve no more than nine years in total. Executive Directors are appointed by the Board.

Details of the Board members as at 31 December 2025 are presented on the previous page. Julian Box and Jonathan Day retired in February 2026, and their successors, Vijay Khakhria and Lisa Mclauchlan, were appointed to the Board in March 2026.

Details of the Board and Committee membership as at 31 December 2025 are set out in the table below, together with attendance at Board and Committee meetings from 1 January to 31 December 2025.

Attendance is shown as the number of meetings attended during the year out of the number of meetings the individual was required to attend, as determined by their membership or obligations under the relevant terms of reference. However, in practice the Chair attended all Board and Committee meetings, and other Board members attended additional Committee meetings where appropriate.

Membership Details	Board	Risk & Audit Committee	Nomination Committee	Remuneration & People Committee	Capital Programme Sub Group
<b>Number of meetings held</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>6</b>
<b>Richard McCarthy CBE</b> Chair	6/6 Chair	-	-	4/4	6/6
<b>Jason Laity</b> Senior Independent	6/6	4/4 Chair	2/2 Chair	4/4 Chair	-
<b>Jonathan Day</b> Independent Non-Executive Director	6/6	4/4	2/2	4/4	-
<b>Elaine Bailey</b> Independent Non-Executive Director	6/6	-	2/2	-	6/6 Chair
<b>Julian Box</b> Independent Non-Executive Director	6/6	4/4	-	-	-
<b>Joanna Walus-Bochenska</b> Tenant Non-Executive Director	4/6	-	-	-	6/6
<b>Ian Gallichan</b> Chief Executive (resigned 21 April 2025)	2/2	-	-	-	1/2
<b>Lindsay Wood</b> Chief Finance and Operations Officer (resigned 30 June 2025)	3/3	2/2	-	-	-
Chief Executive (appointed 22 April 2025)	3/3	-	-	-	4/4
<b>Peter Styles</b> Chief Financial Officer (appointed 01 July 2025)	3/3	2/2	-	-	-

**Board Effectiveness Review**

The Board undertakes an internal effectiveness review each year and commissions an externally facilitated review every three years in line with best practice. As part of this cycle, an external review was carried out in 2025 by Socia Limited, who also undertook the previous review in 2022, enabling a clear comparison of progress over the last three years.

The review assessed the effectiveness of the Board, its Committees, and the secretariat. It used the principles and provisions of the Code as a benchmark for best practice, alongside the specific requirements of the Memorandum of Understanding. The findings were presented to the Board in October 2025 and confirmed that the governance of the Board and its Committees is compliant with the principles of the Code as they apply to a States Owned Entity.

The purpose of the review was to support the Board in making the changes necessary to continue strengthening its governance as the Company grows, ensuring that it is well placed to respond to risks and makes the most of emerging opportunities. In particular, the recommendations are intended to:

- Enable the Board to evolve its focus in line with the Company’s developing strategic agenda.
- Strengthen the Board’s profile and influence with key stakeholders.
- Ensure the Board continues to have the capabilities, diversity of thought and relationships it requires to operate effectively.

The Board welcomed the findings of the review and has agreed a structured action plan to address the recommendations in full. Several actions have already been initiated, and the action plan will be monitored by the Chair and reviewed periodically by the Board throughout 2026 to ensure continued improvement and alignment with best practice.



**Complaints and Appeals Procedure**

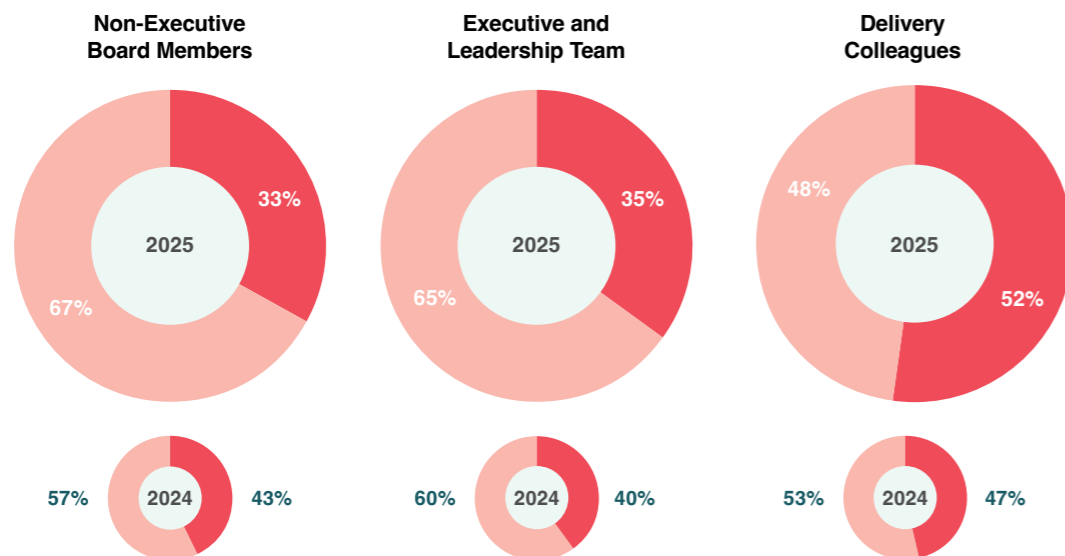
Andium Homes has a Complaints and Appeals Policy in place and published on the website. All complaints and appeals are overseen by the Head of Stakeholder Engagement. There were ten corporate complaints and zero appeals during 2025.

** Nominations Committee Report**

The Nominations Committee is responsible for ensuring that the Board and senior leadership have the right mix of skills, experience and diversity to support the long term success of the Company. Its responsibilities include:

- Reviewing the size, composition and balance of the Board and making recommendations on appointments.
- Overseeing succession planning for both the Board and senior leadership roles, ensuring continuity and resilience.
- Evaluating and monitoring Board effectiveness and the wider governance arrangements of the Company.

The gender balance of employees at all levels of the business at the end of 2025, were:  



** Risk and Audit Committee Report**

The responsibilities of the Risk and Audit Committee include:

- Oversight of the Company risk policy and processes, including current risk exposures and making recommendations to the Board.
- Keeping the effectiveness of the Company’s internal financial and non-financial controls against best practice under review.
- Monitoring the integrity of the financial statements of the Company, including recommending approval of the Annual Report to the Board.
- Considering and making recommendations to the Board, to be put to the Guarantor for approval at the AGM, in relation to the appointment, re-appointment and removal of the Company’s external auditor.
- Overseeing the external audit of the Annual Report.
- Oversight of the internal audit and compliance function including monitoring management’s responsiveness to findings and recommendations.
- Reviewing the Company’s arrangements for whistleblowing, fraud and the prevention of bribery and corruption.

**The main activities of the Committee in 2025 were:**

- Recommending the approval of the 2024 Annual Report to the Board, having worked with the Executive Team to gain assurance over the internal control environment and the key accounting judgements. The Board accepted the recommendation and duly approved the Report.
- Meeting with the external auditors at both the planning and final stages of the audit to review their audit approach, consider their independence and assess the effectiveness of the external audit process and understand the results of their work, and confirm how they determined that the Annual Report was fair, balanced and fit for purpose.
- Overseeing the re tender of external audit services for the 2025 financial year which was conducted in accordance with the Financial Reporting Council report “Audit Tenders: Notes on Good Practice”. Following a comprehensive and competitive process, using a pre-defined criteria covering audit quality, technical capability, sector experience, and value for money, the Committee recommended the re appointment of the incumbent auditors. The Board accepted this recommendation. The Committee also noted the length of tenure of the current audit firm and were satisfied it continued to maintain independence.
- Reviewing the Company’s risk management and internal control systems and concluding that they remained robust, proportionate and aligned with good practice. Where risks emerged, the Committee were satisfied appropriate mitigations were put in place to bring them within tolerable levels.
- Recommending that the Board approve a £50 million extension to the Revolving Credit Facility, increasing the facility from £250 million to £300 million. The Board accepted this recommendation.

## Remuneration and People Committee Report

The responsibilities of the Remuneration and People Committee include:

- Determining the Remuneration Policy for the Company.
- Reviewing and recommending the level and structure of remuneration for Executives not on the Board.
- Reviewing the on-going appropriateness and relevance of the Remuneration Policy for Executive Directors, Executives and for the organisation as a whole.
- Evaluating and approving salaries, pension arrangements and other benefits for Executive Directors, including performance-related pay.
- Reviewing the annual colleague survey outcomes and considering their implications for organisational culture.
- Advising and supporting the Chief People & Culture Officer on HR policy and practices and making recommendations to the Board as appropriate.
- Ensuring that any changes to either the structure or quantum of remuneration paid to Executive Directors are approved by the Guarantor.
- Ensuring that any changes to the remuneration of Independent and Non-Executive Directors are approved in advance by the Guarantor.
- Having due regard to the remuneration schemes published by the Guarantor from time to time, in designing remuneration schemes for Executive and Non-Executive Directors.

### Gender Pay Gap

The gender pay gap for employees at Andium indicated that on average men earned 25% more than women in 2025 which is a decrease of 1% from the prior year pay gap of 26%.

We remain committed to reducing this gap further and have taken steps to support greater equity, including:

- Continuing to encourage recruitment shortlists that include a balanced mix of male and female candidates and are as diverse as possible.
- Using diverse interview panels, including gender neutral panels, to support fair and objective decision-making.
- Conducting a review of pay levels across the organisation to ensure fairness and consistency across different job roles.
- We continue to monitor our gender pay gap closely and will build on these actions in the coming year.

### The main activities of the Committee in 2025 were:

- Recommending the annual pay awards to the Board, taking account of the Remuneration Policy, organisational performance, market benchmarking and affordability.
- Reviewing the remuneration for Executive Directors and senior leaders, including salary, pension and other benefits, and ensuring they remained appropriate, competitive and aligned with the Company's strategic objectives.
- Receiving an overview of the People and Wellbeing Plan and providing guidance to the Chief People & Culture Officer in line with the Committee's advisory role.
- Reviewing the results of the colleague survey and the proposed management actions in response.
- Reviewing and contributing to the development of the new Company values.

### Diversity, Equality and Inclusion

Diversity, equality and inclusion are central to the delivery of our Company Values and delivering our strategic vision. At Andium Homes, we are committed to the promotion of equality, and we value the diversity of both our clients and colleagues. We know that diversity, equality and inclusion are fundamental to the effective delivery of our services.

It is important to us that all our clients, colleagues and stakeholders feel included, and we promote a workplace where people understand, respect and celebrate each other's differences.

Those who work for us and anyone applying for a job with us, will receive fair and equal treatment.

### Fair Pay Disclosures

The table below sets out the ratio of the highest paid Director's remuneration to the median remuneration for all Andium colleagues. The calculation uses the full-time equivalent annual remuneration of the highest paid Director and compares this to the median remuneration of all colleagues across the organisation.

The ratios are based on the remuneration of the entire workforce and therefore reflect both the upper and lower quartiles of pay. This approach provides a transparent and consistent measure of pay distribution across the Company.

	2025 Amount	2025 Ratio	2024 Amount	2024 Ratio
Highest paid director:	220,000	1	228,175	1
75th quartile:	87,011	2.5	82,000	2.8
Median remuneration:	56,965	3.9	58,000	3.9
25th quartile:	44,000	5.0	44,000	5.2

### Remuneration Policy

Executive Director salaries are reviewed annually by the Remuneration and People Committee who make recommendations to the Board in line with the Company's Remuneration Policy. Any changes to the remuneration of Executive Directors require approved from the Guarantor before they take effect.

**Directors remuneration**

The total remuneration of the Directors for the year ended 31st December 2025 is set out below:

	Salary £	Bonus £	Benefit** £	Total 2025 £	Total 2024 £
<b>Executive Directors</b>					
Ian Gallichan (Retired 21 April 2025 )	122,288	29,948	1,406	153,642	258,067
Lindsay Wood*	211,182	17,468	3,022	231,672	200,694
Peter Styles (Appointed 1 July 2025)	74,000	-	1,616	75,616	-
<b>Non-Executive Directors</b>					
Richard McCarthy CBE (Chair)	46,093	-	-	46,093	44,006
Jason Laity	27,772	-	-	27,772	26,514
Judy Beaumont (Retired 31 December 2024)	-	-	-	-	23,214
Elaine Bailey	24,315	-	-	24,315	23,214
Jonathan Day	24,315	-	-	24,315	23,214
Julian Box	24,315	-	-	24,315	23,214
Joanna Walus-Bochenska	24,315	-	-	24,315	23,214
<b>Total</b>	<b>578,595</b>	<b>47,416</b>	<b>6,044</b>	<b>632,055</b>	<b>645,351</b>

All Non-Executive Director pay was increased with effect from 1st July 2025, with the prior approval of the Guarantor.

\* Lindsay Wood held the position of Chief Finance and Operation Officer until 21st April 2025 and was appointed Chief Executive from 22nd April 2025.  
\*\*The Company has a healthcare and dental scheme for all employees, of which the Executive Directors also benefit

**Pension Contributions**

The Company participates in a multi-employer defined benefit pension scheme operated by the States of Jersey. Employer pension contributions for Executive Directors are made in accordance with the rules of the scheme. The contributions made in respect of the Executive Directors for the year ended 31 December 2025 are set out below

	2025 £	2024 £
<b>Executive Directors</b>		
Ian Gallichan	19,566	36,508
Lindsay Wood	33,789	29,420
Peter Styles	11,840	-
<b>Total</b>	<b>65,195</b>	<b>65,928</b>

**External Appointments for Executive Directors**

Ian Gallichan is a director of Headway (Jersey) Limited, in a non-remunerated role. Lindsay Wood and Peter Styles had no external appointments in 2025.

**Capital Programme Sub Group Report**

The responsibilities of the Capital Programme Sub Group include:

- Reviewing and recommending to the Board the strategic portfolio review and the development programme.
- Reviewing and recommending the quarterly development programme forecast.
- Advising the Board of the risks and opportunities associated with the development programme.
- Reviewing individual viability studies for proposed development projects.
- Reviewing proposed contractual arrangements for the delivery of significant development projects.
- Exercising delegated authority to approve specified projects, as agreed by the Board.

**The main activities of the Sub Group in 2025 were:**

- Approving projects and development agreements within the delegated authority granted by the Board. During the year this included the approval of:
  - 38 homes in St Saviour, and
  - 26 additional homes in Blocks D & M at Maisons Les Arches.
- Monitoring the progress of approved projects through the planning process, providing strategic guidance on matters requiring significant cross-Government coordination, for example:
  - The proposed adjustments to tenure mix on the Bridging Island Plan sites, and
  - The timing of delivery of new homes in the west of the Island, given the necessary infrastructure upgrades.
- Reviewing the overall development programme during the year, including progress, financial performance, and pipeline management.

# Directors' Report

**ANDIUM HOMES LIMITED.**  
**Registration No. 115713**

**The Directors of the Company present their report and the audited financial statements of the Company for the year ended 31st December 2025.**

**The Board currently comprises**

The following served as Directors of the Company between the beginning of 2025 and the date of signing of this report:

<b>Richard McCarthy CBE</b>	Chair	Appointed 22 January 2021, Re-appointed 1 January 2024
<b>Jason Laity</b>	Senior Independent Director	Appointed 1 November 2019, Re-appointed 17 April 2021, Re-appointed 17 April 2024
<b>Elaine Bailey</b>	Non Executive Director	Appointed 1 February 2020, Re-appointed 1 February 2023 Re-appointed 1 February 2026
<b>Julian Box</b>	Non-Executive Director	Appointed 17 February 2020, Re-appointed 17 February 2023 Retired 16 February 2026
<b>Jonathan Day</b>	Non-Executive Director	Appointed 17 February 2020, Re-appointed 17 February 2023 Retired 16 February 2026
<b>Joanna Walus-Bochenska</b>	Non-Executive Tenant Director	Appointed 1 January 2024
<b>Lisa Mclauchlan</b>	Non-Executive Director	Appointed 1 March 2026
<b>Vijay Khakhria</b>	Non-Executive Director	Appointed 1 March 2026
<b>Ian Gallichan</b>	Chief Executive	Appointed 1 July 2014, Retired 21 April 2025
<b>Lindsay Wood</b>	Chief Finance and Operations Officer	Appointed 1 January 2020, Retired 21 April 2025
	Chief Executive	Appointed 22 April 2025
<b>Peter Styles</b>	Chief Financial Officer	Appointed 1 July 2025

No other persons have served as Directors during the period.

**Future Developments**

An analysis of future developments is in the Great Homes and Communities section earlier in this document.

**Personal Data Related Incidents**

There were no reportable personal data related incidents during 2025 (2024: None) in accordance with the Data Protection (Jersey) Law 2018.

**Post Balance Sheet Date Events**

The Directors have evaluated events occurring after the reporting period and up to the date of approval of these financial statements. Based on this evaluation, the Directors confirm that there have been no material subsequent events that require disclosure or adjustment to these financial statements.

**Disclosure of Information to the Auditor**

So far as each person who was a Director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow Directors and the Company's auditor, each Director has taken all the steps that he/she is obliged to take as a Director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

**Appointment of the Auditor**

In 2025, the external audit services were re tendered in accordance with best practice and the Company's procurement requirements. Following a comprehensive and competitive process, Baker Tilly Channel Islands were reappointed as the Company's external auditors.

**Statement of Directors' Responsibility**

The Directors Responsibilities Statement is presented separately on page 93. The Company implements "best practice" from the UK Corporate Governance Code with a separate Governance Report included on page 83.

**By Order of the Board**



**Richard McCarthy CBE, Chair**  
 1 April 2026



**Peter Styles, Chief Financial Officer**  
 1 April 2026

# Directors Responsibilities Statement

**The Board of Directors is responsible for preparing the Annual Report including the financial statements in accordance with applicable law and regulations.**

The Company's (Jersey) Law 1991 (the Law) requires the Directors to prepare financial statements for each financial year. Under that Law the Directors have elected to prepare the financial statements under UK Accounting Standards and as a going concern. The Law requires that the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its profit or loss for that period.

In preparing those financial statements, the Board of Directors is required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Make an assessment of the Company's ability to continue as a going concern.

The Board of Directors is responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy the financial position of the Company, to enable them to ensure that the financial statements comply with the Law. It is also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Board Responsibility Statement**

We confirm that to the best of our knowledge:

- The financial statements, prepared in accordance with UK Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company.
- The Annual Report includes a fair and balanced review of the development and performance of the business and the position of the Company with a description of the principal risks and uncertainties that they face.

By order of the Board





# Independent auditor's report

## To the Guarantor of Andium Homes Limited

### Opinion

We have audited the financial statements of Andium Homes Limited (the "Company"), which comprise the Statement of Financial Position as at 31 December 2025, and the Statement of Comprehensive Income, Statement of Changes in Equity and Cash Flow Statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements:

- give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (UK GAAP); and
- have been prepared in accordance with the requirements of the Companies (Jersey) Law 1991, as amended.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Jersey, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period, and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on the overall strategy, the allocation of resources in the audit, and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	The Risk	How Our Audit Addressed The Matter
<p>Social housing stock and assets under construction: £1,422,096k (2024: £1,340,824k)</p> <ul style="list-style-type: none"> <li>• Accounting Policy 1(i)</li> <li>• Note 7</li> </ul>	<p>There is a risk that social housing properties held may be materially misstated due to:</p> <ul style="list-style-type: none"> <li>a) incorrect classification of assets;</li> <li>b) inaccurate calculation of depreciation;</li> <li>c) incorrect classification of depreciation between the various components;</li> <li>d) social housing units not appropriately owned by the Company;</li> <li>e) social housing units not appropriately valued by the Company or valuer;</li> <li>f) assumptions of the valuation not in line with the Statement of Recommended Practice for Registered Housing Providers (SORP); or</li> <li>g) additions and disposals made in the year not appropriately treated in the financial statements.</li> </ul>	<p>Our audit procedures with respect to social housing stock and assets under construction included but were not limited to:</p> <ul style="list-style-type: none"> <li>(i) analytical reviews;</li> <li>(ii) tests of detail on a selection of additions and disposals ensuring the appropriateness of all assertions in the accounting records;</li> <li>(iii) control testing on a sample of assets under construction additions to confirm the review and approval by authorised personnel in line with the Company's signatory list;</li> <li>(iv) obtaining the valuation of social housing as at 30 November 2025, and reviewing the assumptions and data used for its integrity and appropriateness and attest as to whether they are in line with the SORP. Furthermore, obtaining the bridging letter as at 31 December 2025 and ensuring all amendments between the initial valuation and the bridging letter have been inspected and found reasonable;</li> <li>(v) reviewing the classification of components and ensuring all relevant components are aggregated correctly into their sub-categories;</li> <li>(vi) recalculation of the component depreciation and ensuring depreciation is correctly recorded in respect to each component;</li> <li>(vii) reviewing management's estimate of impairment and ensuring that the amount is reasonable and in line with the SORP;</li> <li>(viii) reviewing the classification between social housing and assets under construction and ensuring completeness and presentation and that all assets subject to depreciation are classified appropriately; and</li> <li>(ix) reviewing signed contracts to ensure all capital and expenditure commitments are appropriately disclosed in the financial statements.</li> </ul> <p><b>We have no findings to report.</b></p>

Key audit matter	The Risk	How Our Audit Addressed The Matter
Rental and other income: £73,580k (2024: £77,057k) <ul style="list-style-type: none"> <li>Accounting Policy 1(e) and 1(f)</li> </ul>	There is a risk that income may be materially misstated due to: <ul style="list-style-type: none"> <li>a) revenue recognition from policy implementation;</li> <li>b) cut-off of revenue as at year end;</li> <li>c) accuracy of rental rate charges and calculation of rental rates based on rent setting policy; or</li> <li>d) inaccurate calculation of disposal of housing bonds.</li> </ul>	Our audit procedures with respect to rental and other income included but were not limited to: <ul style="list-style-type: none"> <li>(i) analytical reviews;</li> <li>(ii) tests of controls on new tenants, ensuring that the general ledger entries appropriately reconciled to the tenant management software and tenancy agreements which confirmed the weekly rental and other charge rates (e.g. electricity, gas). Further analysis has been done on the classification of rental charges (testing the integrity of rental increases using the parameters set by management and determining whether they are in line with rent setting policy);</li> <li>(iii) tests of detail on a selection of period end rental charges ensuring appropriate cut-off; and</li> <li>(iv) tests of detail on a selection of other income items, reconciling to supporting evidence and ensuring appropriateness of all assertions in the accounting records.</li> </ul> <p><b>We have no findings to report.</b></p>

### Conclusions relating to Going Concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

### Other Information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to Report by Exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies (Jersey) Law 1991, as amended, requires us to report to you if, in our opinion:

- proper accounting records have not been kept;
- proper returns adequate for the audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all information and explanation that, to the best of our knowledge and belief, was necessary for the audit.

### Responsibilities of the Directors

As explained more fully in the Directors' responsibilities statement set out on page 97, the Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with UK GAAP, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

### Our Application of Materiality

Materiality for the financial statements as a whole was set at £23,409k (2024: £14,444k), determined with reference to a benchmark of gross assets, of which it represents 1.5% (2024: 1.0%).

In line with our audit methodology, our procedures on individual account balances and disclosures were performed to a lower threshold, performance materiality, so as to reduce to an acceptable level the risk that individually immaterial misstatements in individual account balances add up to a material amount across the financial statements as a whole.

Performance materiality was set at 70% (2024: 70%) of materiality for the financial statements as a whole, which equates to £16,386k (2024: £10,111k). We applied this percentage in our determination of performance materiality based on entity risk factors which are judgemental.

We reported to the Risk and Audit Committee any uncorrected omissions or misstatements exceeding £1,170k (2024: £722k), in addition to those that warranted reporting on qualitative grounds.

In addition, we have allocated specific materiality for income, expenses and creditors. We considered a threshold of £1,399k (2024: £811k) to be an indicator of materiality for these specific areas based on 2% (2024: 1.5%) of total revenue. Specific materiality has been used in these areas due to their lower value and to ensure we have performed adequate audit work in these areas. We have reported, to the Risk and Audit Committee all corrected and uncorrected misstatements we identified through our audit, in these areas, with a value in excess of £69k (2024: £58k) in addition to other audit misstatements below that threshold that we believe warranted reporting on qualitative grounds.

The Directors are responsible for overseeing the Company's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- Enquiry of management to identify any instances of non-compliance with laws and regulations, including actual, suspected or alleged fraud;
- Reading minutes of meetings of the Board of Directors and all related committees listed below;
  - Risk and audit committee;
  - Nomination committee;
  - Capital programme Sub-Group; and
  - Remuneration and people committee;
- Undertaking meetings with the relevant head of departments;
- Review of management's significant estimates and judgements for evidence of bias;
- Review for undisclosed related party transactions;
- Review of legal expenses for litigations, claims, and related management assessments;
- Using analytical procedures to identify any unusual or unexpected relationships; and
- Undertaking journal testing, including an analysis of manual journal entries to assess whether there were large and/or unusual entries pointing to irregularities, including fraud.

A further description of the auditor's responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

This description forms part of our auditor's report.

### Other matters which we are required to address

We were re-appointed by the Directors of the Company in 2025 following a retendering process. The total period of uninterrupted engagement including previous renewals and reappointments of the firm is 12 years. We rotated our engagement signatory for the audit of the financial statements for the year ended 31 December 2021 and, following the year ended 31 December 2025, the engagement signatory will rotate again for the year ended 31 December 2026.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Company and we remain independent of the Company in conducting our audit.

Our audit opinion is consistent with the additional report to the Risk and Audit Committee.

### Use of this Report

This report is made solely to the Guarantor of the Company, as a body, in accordance with Article 113A of the Companies (Jersey) Law 1991, as amended. Our audit work has been undertaken so that we might state to the Guarantor those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to

anyone other than the Company and its Guarantor, as a body, for our audit work, for this report, or for the opinions we have formed.



Sandy Cameron

For and on behalf of Baker Tilly Channel Islands Limited

Chartered Accountants

St Helier, Jersey

Date: 1 April 2026

# Financial Statements

## Statement of Comprehensive Income

for the year ended 31 December 2025

	Notes	2025 £'000	2024 £'000
Rental income		69,954	66,046
Other income		3,626	11,011
Operating costs (excluding depreciation & impairment)		(25,445)	(27,866)
<b>Operating surplus before the return to the Guarantor, depreciation &amp; impairment</b>		<b>48,135</b>	<b>49,191</b>
Return to the Guarantor	3	(28,681)	(29,122)
<b>Operating surplus before depreciation &amp; impairment</b>		<b>19,454</b>	<b>20,069</b>
Depreciation & impairment	2	(25,899)	(3,120)
<b>Operating (deficit) / profit</b>	2	<b>(6,445)</b>	<b>16,949</b>
Fair value gains / (losses) on financial instruments	10	901	(4,290)
Interest receivable and similar income		293	402
Interest payable and similar charges	4	(14,997)	(13,289)
Realised surplus / (deficit) from disposal of financial assets		66	(49)
<b>Deficit for the year</b>		<b>(20,182)</b>	<b>(277)</b>
<b>Other comprehensive income</b>			
Unrealised surplus on revaluation of housing properties	7	82,692	114,555
Unrealised surplus on revaluation of other assets	8	380	336
Unrealised (deficit) / surplus on revaluation of derivative instruments	12	(1,776)	2,110
<b>Total comprehensive income for the period</b>		<b>61,114</b>	<b>116,724</b>

## Statement of Financial Position

as at 31 December 2025

	Notes	2025 £'000	2024 £'000
<b>Fixed Assets</b>			
Housing properties	7	1,422,096	1,340,824
Property, plant and equipment	8	7,937	7,915
Investment properties	9	16,567	15,881
Financial assets	10	72,101	54,013
Derivative instruments	12	-	864
		<b>1,518,701</b>	<b>1,419,497</b>
<b>Current Assets</b>			
Housing properties held for sale	11	34,412	7,945
Debtors	13	3,436	3,679
Cash and cash equivalents	15	5,000	13,181
		<b>42,848</b>	<b>24,805</b>
<b>Amounts Falling due within one year:</b>			
Creditors	16	(4,560)	(2,548)
Accrued expenses	17	(15,477)	(18,217)
		<b>(20,037)</b>	<b>(20,765)</b>
<b>Net current assets / (liabilities)</b>		<b>22,811</b>	<b>4,040</b>
<b>Total assets less current liabilities</b>		<b>1,541,512</b>	<b>1,423,537</b>
<b>Amounts falling due after more than one year</b>			
Creditors	16	(12,175)	(10,227)
Borrowing	18	(485,144)	(431,143)
Derivative instruments	12	(912)	-
		<b>(498,231)</b>	<b>(441,370)</b>
<b>Net Assets</b>		<b>1,043,281</b>	<b>982,167</b>
<b>Capital and reserves</b>			
Housing property revaluation reserve		(573,348)	(490,656)
Office premises revaluation reserve		(3,829)	(3,449)
Derivative instrument reserve		912	(864)
Retained earnings		(467,016)	(487,198)
	27	<b>(1,043,281)</b>	<b>(982,167)</b>

The financial statements were approved by the Board of Directors and authorised for issue on 1 April 2026 and were signed on its behalf by:



**Richard McCarthy** CBE,  
Chair



**Peter Styles**,  
Chief Financial Officer

## Statement of Changes in Equity

for the year ended 31 December 2025

	Housing property revaluation reserves	Other assets revaluation reserves	Derivative instruments revaluation reserves	Retained earnings	Total reserves
	£'000	£'000	£'000	£'000	£'000
Balance at 1 January 2024	376,101	4,073	(1,246)	486,515	865,443
Deficit on ordinary activities	-	-	-	(277)	(277)
Reclassification: Investment property impairment	-	(960)	-	960	-
Other comprehensive income / (deficit) for the year	114,555	336	2,110	-	117,001
Balance at 31 December 2024	490,656	3,449	864	487,198	982,167
Deficit on ordinary activities	-	-	-	(20,182)	(20,182)
Other comprehensive income for the year	82,692	380	(1,776)	-	81,296
<b>Balance at 31 December 2025</b>	<b>573,348</b>	<b>3,829</b>	<b>(912)</b>	<b>467,016</b>	<b>1,043,281</b>

## Cash Flow Statement

for the year ended 31 December 2025

	Notes	2025 £'000	2024 £'000
<b>Net cash inflow from operating activities</b>	<b>25</b>	<b>18,822</b>	<b>23,683</b>
<b>Returns on investments and servicing of finance</b>			
Interest and similar charges received		293	402
Interest and similar charges paid	4	(21,093)	(18,312)
<b>Net cash outflow from returns on investments and servicing of finance</b>		<b>(20,800)</b>	<b>(17,910)</b>
<b>Capital expenditure and financial investment</b>			
Additions to housing properties	7	(97,078)	(94,983)
Additions to investment properties		(76)	(147)
Purchase of property, plant and equipment	8	(238)	(160)
		<b>(97,392)</b>	<b>(95,290)</b>
<b>Reduced by:</b>			
Redemption of housing bonds	10	882	1,238
Housing bonds issued	10	(5,142)	(6,074)
Sale of housing properties net of bonds issued	5	39,649	30,792
<b>Net cash outflow from capital expenditure and financial investment</b>		<b>(62,003)</b>	<b>(69,334)</b>
<b>Financing</b>			
Repayment of borrowing	18	(14,000)	(95,000)
Borrowing drawn down	18	67,704	158,371
Additions to Government Grant	16	2,096	10,227
<b>Net cash inflow from financing</b>		<b>55,800</b>	<b>73,598</b>
<b>Increase / (decrease) in cash in the period</b>		<b>(8,181)</b>	<b>10,037</b>
Opening cash and cash equivalents balance		13,181	3,144
<b>Closing cash balance</b>	<b>14</b>	<b>5,000</b>	<b>13,181</b>

# Notes to the Financial Statements

## for the year ended 31 December 2025

### 1. Principal Accounting Policies

#### a) Statutory information

Andium Homes Limited (the "Company") is a Company limited by guarantee and incorporated in Jersey. The registered office is 33-35 Don Street, St Helier, Jersey, JE2 4TQ. The Company is a public benefit entity.

#### b) Statement of compliance

The financial statements as at 31 December 2025 have been prepared in accordance with FRS 102. Although not a requirement, in the interest of best practice, the financial statements have also been prepared in accordance with the Statement of Recommended Practice ("SORP") for Registered Social Housing Providers 2018. The principal accounting policies have been applied consistently throughout the year and preceding period. An updated SORP is effective from 1 January 2026 and the Company does not expect the adoption of the updated requirements to have a material impact on the financial statements.

#### c) Basis of accounting

The financial statements have been prepared under the historical cost accounting convention modified for the revaluation of fixed assets and financial instruments at fair value. The financial statements have been prepared in sterling which is the functional currency of the Company.

#### d) Going concern

The Board of Directors considers annually the appropriateness of preparing the Company's financial statements on a going concern basis. Matters which are taken into account in this process include:

- i. The prevailing economic climate, both internationally and locally and its impact, if any, on the Company's viability;
- ii. The financial position of the Company; and
- iii. The short, medium and long term financial prospects resulting from financial modelling carried out in support of the Company's business plan.

In the absence of any fundamental shortcomings raised as a result of the above exercise, the Board of Directors considers the going concern assumption underlying the preparation of the Company's financial statements to be appropriate for the 12 months following authorisation of the financial statements.

#### e) Rental income

Rental income is recognised from the point when properties under development reach practical completion or otherwise become available for letting, net of any voids.

Rental income represents income from social lettings which include contributions received for properties known as "Cottage Homes". Previous legislation required these properties to be allocated to applicants under a different allocation policy, whereby instead of rental income, the clients would make contributions to the running of these homes. The legislation has been repealed, and any new clients now fall under the same criteria as the remaining social housing properties, with no change to existing clients.

#### f) Other income

Other income is recognised when it is probable that the economic benefits will flow to the Company. Other income represents rental income from investment properties, land acquired for future development, car park fees, utility charges and insurance reclaims. Tenant service charges are levied on a basis intended to cover appropriate service costs each period.

#### g) Net assets transferred from the States of Jersey

On 18 October 2013 the Royal Court of Jersey registered the Social Housing (Transfer) (Jersey) Law 2013 (the "Transfer Law") to enable the transfer of the assets from the States to a private company incorporated in Jersey. The Social Housing (Transfer) (Jersey) Regulations 2014 ("Regulations") which came into force immediately after the Transfer Law specified all net assets to be transferred to the

Company. On the transfer date, the assets, rights and liabilities of the States that are specified in the Regulations were transferred to the Company. The values assigned to the assets, rights and liabilities were determined with reference to the Regulations.

#### h) Cash and cash equivalents

Cash equivalents are short-term, highly liquid investments with an original maturity of 3 months or less that are readily convertible to known amounts of cash that are subject to an insignificant risk of changes in value.

#### i) Housing properties and housing properties held for sale

Housing properties are initially recognised at cost to include: its purchase price; any costs directly attributable to bringing the asset into the condition necessary for it to generate rental income; and any borrowing costs directly attributable to the acquisition, construction and production of the asset.

After initial recognition housing properties (including the land on which it is situated) are valued at Existing Use Value for Social Housing ("EUV-SH") on an annual basis. The aggregate surplus or deficit on revaluation is the difference between the cost of the property less accumulated depreciation and the amount of the valuation. Revaluation surplus is recognised in other comprehensive income and transferred to the housing property revaluation reserve.

Impairments, including the reversal of impairments, are recognised when a deficit which is in excess of any previously recognised surplus over depreciated cost relating to the same property, or the reversal of such a deficit, is charged (or credited) to other comprehensive income.

Works to existing housing properties will generally be capitalised under the following circumstances:

- i. Where a component of the housing property that has been treated separately for depreciation purposes and depreciated over its useful economic life is replaced or restored; or
- ii. Where the subsequent expenditure provides an enhancement of the economic benefits of the tangible fixed assets in excess of the previously assessed standard of performance. Such enhancement can occur if the improvements result in an increase in rental income, a material reduction in future maintenance costs or a significant extension of the life of the property.

Works to existing housing properties which fail to meet the above criteria are charged to the Statement of Comprehensive Income. The major components are deemed to be land as well as those listed in part l) below.

Assets under construction, including land and buildings acquired for future development, are held at cost less any impairment until they become available for letting.

Housing properties identified for sale are classified as housing properties held for sale at fair value, with changes in fair value being recognised in profit and loss within the Statement of Comprehensive Income.

#### j) Investment properties

Investment properties are initially recognised at cost. Cost includes the purchase price, costs directly attributable to bringing the asset into the condition necessary for it to generate income, and any borrowing costs directly attributable to the acquisition, construction or production of the asset. The Company carries its investment property at fair value, with changes in fair value being recognised in profit and loss within the Statement of Comprehensive Income.

Investment properties identified for sale are classified as housing properties held for sale and measured at fair value, with changes in fair value recognised in profit and loss within the Statement of Comprehensive Income.

#### k) Sale of housing properties

Properties are disposed of under the appropriate legislation and guidance. All costs related to the property sold are removed from the financial statements at the date of sale. Any surplus on disposal is recognised in the Statement of Comprehensive Income. Depreciation on these properties ceases at the date they are classified as held for sale.

**l) Depreciation – housing properties**

Depreciation is charged on a straight line basis over the expected economic useful lives of each major component that makes up the housing property. On initial acquisition of a new housing property the deemed cost of each component is allocated as a percentage of the total cost. The expected useful life of each component is as follows:

	<b>Expected Life (Years)</b>
Structure	<b>80</b>
Roof	<b>30 - 50</b>
Windows and doors	<b>30 - 40</b>
Kitchen	<b>30</b>
Stairs	<b>60</b>
Wiring and electrical installations	<b>30</b>
Plumbing and installation	<b>30</b>
Builders work in connection with service	<b>30</b>
Lifts	<b>30</b>
Partitions	<b>60</b>
Wall, floor and ceiling finishes	<b>30 - 60</b>
Sundry builders work	<b>60</b>
Balconies	<b>60</b>
External works including underground drainage	<b>40</b>

Land that forms part of the housing property is not depreciated.

Periodic reviews are undertaken to establish whether a charge needs to be made for any financial impairment that has arisen to reduce the value of any class of property to an amount less than historical cost and accumulated depreciation. Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any impairment would be recognised in the Statement of Comprehensive Income. Refer to note 7 for the value of any impairment losses recognised.

**m) Property, plant and equipment**

The office premises are carried at fair value less accumulated depreciation.

Other fixed assets (other than housing property, infrastructure assets, and office premises) are stated at cost less accumulated depreciation.

Depreciation is charged on a straight line basis as follows:

Office premises	<b>50 years</b>
Infrastructure assets	<b>50 years</b>
IT systems development	<b>10 years</b>
IT equipment	<b>5 years</b>
Vehicles	<b>5 years</b>

Infrastructure assets and office premises are valued at fair value. The aggregate surplus or deficit on revaluation is the difference between the cost of the asset less accumulated depreciation and the amount of the valuation. Revaluation surplus is recognised in other comprehensive income and transferred to the 'Other Assets Revaluation Reserve', except that a deficit which is in excess of any previously recognised surplus over depreciated cost relating to the same property, or the reversal of such a deficit is charged (or credited) to the Statement of Comprehensive Income.

**n) Impairment of fixed assets**

Where indicators of impairment have been identified, an impairment assessment is carried out and any required charges are recognised in the Statement of Comprehensive Income.

Impairment is calculated as the difference between the carrying value of income generating units and the estimated value in use at the date an impairment loss is recognised. Value in use represents the net present value of expected future cash flows from these units. Impairments of fixed assets are recognised in the Statement of Comprehensive Income.

**o) Leases**

Determining whether an arrangement is, or contains, a lease shall be based on the substance of the arrangement and requires an assessment of whether:

- i.** fulfilment of the arrangement is dependent on the use of a specific asset or assets. Although a specific asset may be explicitly identified in an arrangement, it is not the subject of a lease if fulfilment of the arrangement is not dependent on the use of the specified asset; and
- ii.** the arrangement conveys a right to use the asset. This will be the case where the arrangement conveys to the purchaser the right to control the use of the underlying asset.

Rentals payable under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

**p) Financial instruments**

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument and are offset only when the Company currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets and financial liabilities are derecognised when the associated contract ceases, at which point the financial asset or financial liability is disposed of with any associated gain or loss recognised in the Statement of Comprehensive Income.

**Financial assets****i. Homebuy Deferred Payment Bonds**

Housing bonds are issued to eligible purchasers of housing stock initially valued as the difference between the agreed cash price and the fair market value of the property. The bond is repaid to the Company when the property is next conveyed. Subsequently the bond value is measured at fair value which is linked to the fair value of the underlying housing property. Changes in the fair value of the bonds are recognised in the Statement of Comprehensive Income. The fair value of the bonds are initially calculated as the proportionate difference between the fair market price of the property and the agreed cash price. Subsequently, fair value is obtained at each year end by applying the latest published Jersey Housing Price Index (HPI) to the bonds initial fair value.

**ii. First Step Deferred Payment Bonds**

First Step housing bonds are issued to eligible purchasers through the First Step Scheme (page 56). The bond is repaid to the Company when the property is next conveyed. Subsequently the bond value is measured at fair value which is linked to the fair value of the underlying housing property. Changes in the fair value of the bonds are recognised in the Statement of Comprehensive Income. The fair value of the bonds are initially calculated as the proportionate difference between the fair market price of the property and the agreed cash price. Subsequently, fair value is obtained at each year end by applying the latest published Jersey Housing Price Index (HPI) to the bonds initial fair value.

**iii. Trade debtors**

Trade debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors are subsequently measured at amortised cost being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Comprehensive Income for the excess of the carrying value of the trade debtor over the present value of the future cash flows. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in the Statement of Comprehensive Income.

**iv. Derivative instruments**

The Company has a floating rate loan which exposes the Company to interest rate risk. To mitigate this risk the Company uses interest rate swaps. These instruments are measured at fair value at each reporting date. The fair value is ascertained by the calculating agent and carried as an asset when the fair value is positive and as a liability when the fair value is negative. Changes in the fair value are recognised in the Statement of Comprehensive Income (see note 12).

The gain or loss recognised in other comprehensive income is reclassified to the income statement when the hedge relationship ends. Hedge accounting is discontinued when the hedging instrument expires, no longer meets the hedging criteria, the forecast transaction is no longer highly probable, the hedged debt instrument is derecognised or the hedging instrument is terminated.

**Financial liabilities****i. Trade creditors**

Trade creditors payable within one year that do not constitute a financing transaction are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

**ii. Borrowings**

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

**q) Pension costs**

The Company participates in a multi-employer defined benefit pension scheme operated by the States. Payments are made in accordance with periodic calculations by consulting actuaries and are based on pension costs applicable to the Company. As it is not possible to readily identify the Company's share of the scheme, the scheme is accounted for as a defined contribution scheme (rather than a defined Benefit Scheme in line with FRS 102) and contributions by the Company are charged to the Statement of Comprehensive Income as they fall due. Refer to note 20.

**r) Taxation**

The Company is not subject to taxation under Jersey Income Tax.

Goods and Services Tax (GST) is accumulated over each quarter where the net balance due or receivable is settled with Revenue Jersey.

**s) Provisions and contingencies**

A provision is recognised when the Company has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. All material contingent losses are disclosed with an estimate of the financial effect, its legal nature and details of any security.

**t) Government of Jersey grants**

Government of Jersey grants are recognised in income and expenditure under the performance model once reasonable assurance has been gained that all related conditions have been met and the grant will be received. Grants due from the government or received in advance are included as assets and liabilities.

**u) Disclosure exemptions**

The Company is no longer included in the consolidated financial statements of the States of Jersey. Accordingly, the Company is not a qualifying entity for the purpose of the reduced disclosure framework.

The Company has taken advantage of the following exemptions:

**i.** FRS 102.33.11 – Exemption from related party disclosure requirements 33.9 in relation to a state that has control, joint control or significant influence over the reporting entity.

**v) Frequency of reporting and comparative information**

The financial statements of the Company are to be issued annually as at 31 December.

**w) Key related parties**

The Board of Directors of the Company and the States are considered to be the key related parties.

**x) Critical accounting judgements**

No significant judgements have been made in the preparation of these financial statements.

**y) Key sources of estimation uncertainty**

The following are the key assumptions and estimates which affect the amounts reported for assets and liabilities at the year-end and the amounts reported for income and expenditure during the year:

**i.** Useful lives of tangible fixed assets

Tangible fixed assets are depreciated on a systematic basis based on management's best estimate of the assets' useful life. This estimate is based on a variety of factors such as the expected use, any legal, regulatory, or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses (see notes 7 & 8).

**ii.** Impairment of assets

Where there are indicators of impairment of individual assets, the Company performs impairment tests based on fair value less costs to sell or an Existing Use Value calculation. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction on similar assets or observable market prices (see notes 7,9 & 11).

**iii.** Valuation of housing and investment properties

The Company carries its housing properties on an Existing Use Value. Revaluation deficits or surpluses are recognised in other comprehensive income and accumulated in equity. In determining the value, assumptions are made of the discount rate, future costs to be incurred such as management costs, total repair costs and the amount of bad debts and voids (see note 7).

The Company carries its investment properties at fair value. Revaluation deficits or surpluses are recognised in the Statement of Comprehensive Income and accounted in equity (see note 9).

The Company's housing properties were valued as at 31 December 2025 by independent professionally qualified valuers who hold a recognised professional qualification and have experience in the properties valued. The Company reviews the valuations performed by the independent valuers for financial reporting purposes.

The Company's investment properties were valued as at 31 December 2024 by independent professionals with experience in the properties valued. The Company reviews the valuation performed by the independent valuer for financial reporting purposes.

**iv.** Goods received and not invoiced

Amounts for goods received and not yet invoiced have been calculated based on an agreed schedule of rates and an assessment made at year end as to the stage of completion of work provided with reference to either the agreed schedule of rates or quotations obtained before commencement of works (see note 17).

**v.** Estimates of value of work in progress for housing properties under construction

Housing properties under construction are valued using valuation certificates provided by suppliers or, where such a certificate is not available, management estimates are made with reference to lead professionals, associated contracts, and stage of completion. Estimation uncertainty, by its very nature, carries an inherent risk that there may be a material difference from the fair value disclosed in the financial statements when compared to any final realisable value (see note 7).

**vi.** Bad debt provisions

Specific bad debt provisions are determined on a systematic basis based on management's best estimate of likelihood of receipt. This estimate is based on a variety of factors including the debtor's personal and financial situation (see note 13).

**vii.** Capitalised staff costs

Staff costs attributable to ongoing capital projects are capitalised based on a set percentage of time for each relevant role.

**2. Operating Deficit**

Operating deficit is stated after charging:

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Depreciation	20,963	18,931
Impairment	4,936	(15,811)
Wages & salaries	5,198	4,793
Social Security costs	296	278
Other pension costs	923	762
Repairs; cyclical, planned, day to day	10,512	10,529
Auditors remuneration - audit services	77	71
Other expenses	7,870	6,998
Other staff costs	271	236
Major incident expenditure	298	4,199

Impairment charge of £4,936k (2024: - £15,811k) is driven by the revaluation of the housing properties as at 2025 year end. The 2024 comparative included a significant reversal of previously recognised impairments, arising from the uplift in valuation from 2023 to 2024.

Major incident expenditure includes exceptional costs of £298k (2024: £4,143k) relating to Storm Ciarán. These costs were offset by associated insurance proceeds of £554k.

**3. Return to the Guarantor**

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Return to the Guarantor	28,681	29,122

On 22 July 2014 the Company entered into an agreement with the States acting through the Minister for Treasury and Resources, the Guarantor for the Company, to provide a return payable by the Company to the Government to the base amount of £6,737k per quarter, starting from 1 July 2014. The base amount would be subsequently increased annually in quarter three, by the June Jersey Retail Price Index ("RPI") of the same year.

During 2018, the basis of the return was changed. It was agreed with the Government of Jersey that:

- The increase in the return due in Q3 2018 be deferred to Q1 2019, and thereafter the increase will take effect on 01 January each year; and

- The base amount of the return be increased by the September Jersey RPI, with a minimum increase of 1.75% and a maximum increase of 3.25%.

The change in basis of the return was made in conjunction with a change in the States social housing rent policy which deferred annual uplifts in rent charges to 1 January (previously 1 October). Rent uplifts continue to be inflation linked and now also include a minimum and maximum increase of 2.5% and 4.0% respectively.

During 2020, and as a direct consequence of the Coronavirus pandemic, it was further agreed with the States that we would not apply our annual uplift to rent charges for the year commencing 1 January 2021. To limit the impact of this rent freeze on our business model, a partially compensatory reduction in the return was agreed, which reflected the budgeted savings the States would make through its Income Support payments.

In 2025 the Company agreed an amendment to the Transfer Agreement with the Government of Jersey for a one-off in-year adjustment of £2.8m to provide compensation for costs incurred in respect of a project with Government and other policy changes that resulted in additional costs for the Company. £2.0m of the on-off in-year adjustment is held as deferred income at the year end. The amendment also reduced the Annual Return payable in future periods, most notably reflecting the impact of the change in use of the Gas Place site that the Company acquired for residential redevelopment, following the determination that the site no longer held recoverable value for the Company's intended use.

The annual payment of the return continues indefinitely. It is the view of the Board of Directors that the annual return payable should be classified separately from the transfer of net assets at incorporation and recognised as an expense in the Statement of Comprehensive Income.

**4. Interest Payable and Similar Charges**

Interest is payable on borrowing taken out to fund our capital programme. Although interest rates decreased during 2025, the level of drawn borrowing increased to fund the capital programme, leading to an overall increase in interest costs. Exposure to interest rate volatility is largely mitigated with the majority of drawn debt on fixed interest.

Operating deficit is stated after charging:

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Interest on loan agreements with States of Jersey	9,787	9,787
Interest and fees on Revolving Credit Facility	347	2,736
Interest and fees on Private Placement	4,565	517
Amortisation of loan arrangement fees	298	249
<b>Total interest costs</b>	<b>14,997</b>	<b>13,289</b>

The interest charge on loan agreements with the States amounted to £9,787k (2024: £9,787k) and £66k (2024: £73k) of bond set-up fees which are amortised over the lifetime of Loan 1 (note 18).

The interest expense on the Revolving Credit Facility was fully capitalised (2024: £2,498k), with £347k (2024: £238k) in commitment fees. Arrangement fees amounted to £796k (2024: £171k).

During 2023 and 2024, the Company entered into interest rate swaps ("swap") for £100m (note 12). The net interest income on the swap was £751k (2024: £1,371k).

On 25 November 2024, the Company completed a private placement for £100m with the full amount drawn down. Arrangement fees of £451k were amortised over the life of the facility.

Further finance costs of £6,395k (2024: £5,263k) have been capitalised and are included within additions to assets under construction (note 7). The weighted average interest rate applicable to the Company borrowings is 4.5% (2024: 4.6%). Interest from the facilities is apportioned to the projects under construction and is added to the cost of the development until it is available for use, at which point subsequent interest on related borrowing is charged to the Statement of Comprehensive Income.

**5. Surplus on sale of housing properties**

	2025 £'000	2024 £'000
Gross proceeds	52,512	34,995
Fair value	(52,512)	(34,995)
<b>Gain / (loss) on sale</b>	<b>-</b>	<b>-</b>

Housing properties are revalued at the date of being identified for disposal and sold at that level, hence incurring no gain or loss on disposal. Gross proceeds are the total amount of cash received being £39,649k (2024: £30,792k) plus housing bonds issued during the period £12,863k (2024: £4,203k) which are repayable to the Company on next conveyance of the property (see note 10).

**6. Employee Information**

	2025	2024
The average full time equivalent number of persons employed in the period was:	70	74
The average number of persons employed in the period was:	71	75
	£'000	£'000
<b>Staff costs (including Directors emoluments):</b>		
Wages and salaries	5,503	5,133
Social security costs	296	278
Pension costs	923	762
Other staff costs	271	236
Capitalised staff costs	(305)	(340)
<b>Total staff costs</b>	<b>6,688</b>	<b>6,069</b>

**7. Housing properties**

	Held for letting £'000	Land acquired for future development £'000	Under construction £'000	Total housing properties £'000
<b>Cost</b>				
At 1 January 2025	1,266,480	52,118	127,341	1,445,939
Additions (note a)	7,649	4,824	91,000	103,473
Transfer from under construction to held for letting	70,174	(8,395)	(61,779)	-
Disposals (note 9 and 11)	(16,453)	(10,251)	(52,422)	(79,126)
Revaluation	62,961	-	-	62,961
<b>At Period end</b>	<b>1,390,811</b>	<b>38,296</b>	<b>104,140</b>	<b>1,533,247</b>

**Depreciation & impairments**

At 1 January 2025	(94,640)	(10,475)	-	(105,115)
Charged during the period	(20,368)	-	-	(20,368)
Impairments recognised	(9,113)	-	(6,500)	(15,613)
Impairments reversed	11,465	-	-	11,465
Revaluation	18,480	-	-	18,480
<b>At Period end</b>	<b>(94,176)</b>	<b>(10,475)</b>	<b>(6,500)</b>	<b>(111,151)</b>

<b>Net book value as at 31 December 2025</b>	<b>1,296,635</b>	<b>27,821</b>	<b>97,640</b>	<b>1,422,096</b>
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<b>Net book value as at 31 December 2024</b>	<b>1,171,840</b>	<b>41,643</b>	<b>127,341</b>	<b>1,340,824</b>
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- a) Additions of £103,473k (2024: £100,246k) is reflected as £97,078k (2024: £94,983k) additions to housing properties in the cash flow statement as it also includes £6,395 (2024: £5,263k) of finance costs capitalised. These finance costs are included as part of 'interest and similar charges paid' within the cash flow statement.
- b) Where indicators of impairment have been identified at the asset level, an impairment assessment is carried out and those charges recognised in the Statement of Comprehensive Income. Impairments recognised are net of prior year reversals for ongoing refurbishment work. Valuations have been carried out as at 31 December 2025 by Jones Lang LaSalle IP Incorporated (an independent valuer) using the discounted cash flow method. The valuations have been prepared using the Existing Use Value for Social Housing, as required by the SORP. Valuations have been prepared in accordance with the Royal Institution of Chartered Surveyors' Valuation Professional Standards, 2022, Global and UK Edition (the "Red Book").
- c) The table below provides a summary of the assumptions used to calculate the Held for Letting valuations:

Assumption	Core stock	High-rise stock	Newly developed stock	Post 2022	Hostels
Discount rate, voids	5.50%	5.75%	5.25%	5.00%	5.75%
Management costs	£880	£880	£880	£880	£880
Total repair costs	£2,291	£2,327	£2,140	£1,544	£1,793
Bad debts, voids	1.5%	1.5%	1.5%	1.5%	1.5%
Re-let rates	5.0%	5.0%	5.0%	5.0%	5.0%

**2024**

Assumption	Core stock	High-rise stock	Newly developed stock	Post 2022	Hostels
Discount rate, voids	5.75%	6.00%	5.50%	5.25%	5.75%
Management costs	£880	£880	£880	£880	£880
Total repair costs	£2,465	£2,500	£2,091	£1,750	£1,981
Bad debts, voids	1.5%	1.5%	1.5%	1.5%	1.5%
Re-let rates	5.0%	5.0%	5.0%	5.0%	5.0%

Had no revaluation or impairment been performed the carrying value of these properties would be as follows:

	Held for letting	Land acquired for future development	Under construction	Total housing properties
Historical Cost	£'000	£'000	£'000	£'000
Carrying value 31 December 2025	744,306	27,821	97,609	869,736
Carrying value 31 December 2024	703,303	41,643	127,342	872,288

**8. Property, Plant and Equipment**

Cost	Office premises	IT Systems Development	Infrastructure assets	Vehicles	IT Equipment	Total other fixed assets
	£'000	£'000	£'000	£'000	£'000	£'000
<b>At 1 January 2025</b>	4,405	948	5,808	194	95	11,450
Additions	40	157	-	13	28	238
Revaluation	-	-	379	-	-	379
<b>At 31 December 2025</b>	<b>4,445</b>	<b>1,105</b>	<b>6,187</b>	<b>207</b>	<b>123</b>	<b>12,067</b>
<b>Depreciation</b>						
<b>At 1 January 2025</b>	(995)	(447)	(1,891)	(116)	(86)	(3,535)
Charged during the year	(53)	(113)	(379)	(34)	(16)	(595)
<b>At 31 December 2025</b>	<b>(1,048)</b>	<b>(560)</b>	<b>(2,270)</b>	<b>(150)</b>	<b>(102)</b>	<b>(4,130)</b>
<b>Net book value as at 31 December 2025</b>	<b>3,397</b>	<b>545</b>	<b>3,917</b>	<b>57</b>	<b>21</b>	<b>7,937</b>
<b>Net book value as at 31 December 2024</b>	<b>3,410</b>	<b>501</b>	<b>3,917</b>	<b>78</b>	<b>9</b>	<b>7,915</b>

Internal valuations have been carried out for the IT Systems Development as at 31 December 2025. This resulted in a revaluation of £nil (2024: £nil). In 2024, a Brokers Opinion of Price was prepared by Queree Property Consultants Limited for the office premises and the Directors consider the 2024 valuations to remain appropriate. Infrastructure Assets form part of the States Asset Valuation as at 31 December 2025. The basis of this asset valuation is depreciated replacement cost based upon useful remaining life. These have been carried out in accordance with 'RICS Valuation - Global Standards 2022', UK Edition, except where agreed departures or assumptions have been made in accordance with the Government of Jersey's instructions. This resulted in a revaluation of £379k (2024: £150k).

**9. Investment properties**

	2025 £'000	2024 £'000
<b>At 1 January</b>	15,881	20,788
Additions	2,242	191
Disposals	(1,605)	(860)
Revaluation	49	(4,238)
<b>At 31 December</b>	<b>16,567</b>	<b>15,881</b>

Investment properties consist of commercial properties rented at market rates and residential properties rented on the open market.

In 2024, a Brokers Opinion of Price was prepared by Queree Property Consultants Limited for the commercial and residential properties and the Directors consider the 2024 valuations to remain appropriate.

**10. Financial Assets**

Housing bonds	2025 £'000	2024 £'000
<b>At 1 January</b>	54,013	49,313
Redeemed during the period	(817)	(1,287)
Issued during the period	18,004	10,277
Unrealised gains/(losses) in the period	901	(4,290)
<b>Valuation at period end</b>	<b>72,101</b>	<b>54,013</b>

Where a property is sold as an affordable home, purchasers are able to apply for a deferred payment up to a maximum of 25% of the price of the home. The deferred payment is secured as a second charge or 'bond' against the property, with £12,862k (2024: £4,203k) issued during the period. The bond does not pay or accrue interest during the life of the purchaser's ownership of the property. However on alienation of the property the amount repaid to the Company will be the percentage equivalent of the market value at the time of repayment. The value of the deferred payment cannot decrease below its initial value. At the end of each financial year the housing bonds are revalued in line with the Jersey House Price Index with any unrealised deficit or surplus recognised in the Statement of Comprehensive Income. All housing bonds are considered to be non-current as the underlying properties are not expected to be sold within one year.

The Company issued £5,142k (2024: £6,074k) of First Step housing bonds on behalf of the Government. The deferred payment is secured as a second charge against the property. The bond does not pay or accrue interest during the life of the purchaser's ownership of the property. However, on alienation of the property the amount repaid to the Company will be the percentage equivalent of the market value at the time of repayment. At the end of each financial year the housing bonds are revalued in line with the Jersey House Price Index with any unrealised deficit or surplus recognised in the Statement of Comprehensive Income. All housing bonds are considered to be non-current as the underlying properties are not expected to be sold within one year.

Surplus on disposal of Homebuy bonds redeemed totals £66k (2024: deficit £49k) from total receipts of £882k.

**11. Housing Properties Held for Sale**

	2025 £'000	2024 £'000
<b>At 1 January</b>	7,945	7,571
Transferred from Social Housing Assets	78,566	33,012
Disposals	(52,512)	(34,996)
Revaluation	413	2,358
<b>At 31 December</b>	<b>34,412</b>	<b>7,945</b>

**12. Derivative Instruments**

	2025 £'000	2024 £'000
<b>At 1 January</b>	864	(1,246)
Revaluation	(1,776)	2,110
<b>At 31 December</b>	<b>(912)</b>	<b>864</b>

The Company has a Hedging Policy in place to manage and mitigate the interest rate risk exposure arising from the variable interest of the RCF. This policy enables the Company to enter into hedging transactions to manage the risk. Under FRS 102, there is a choice for the accounting policy for financial instruments, being either Sections 11 and 12 of FRS 102 or applying the recognition, de-recognition and measurement requirements of IFRS 9. The Company elected to apply FRS 102 sections 11 and 12.

**Hedge accounting**

The Company entered into an interest rate swap in July 2022 and July / August 2023 to mitigate the interest rate risk on the RCF. The swap is measured at fair value on initial recognition and at each reporting date and carried as an asset when the fair value is positive and as a liability when the fair value is negative.

To the extent the swap is effective, movements in fair value adjustments are recognised in other comprehensive income and presented in a separate Derivative instruments reserve. Any movements in fair value relating to ineffectiveness are recognised in income and expenditure. The effectiveness of the relationship between the RCF and the swap were tested at designation and deemed to be effective. The Company has elected to apply hedge accounting as the qualifying conditions are met.

**Cash flow hedge**

The relationship between the RCF and the swap is classified as a cash flow hedge due to the variability in cash flows that is attributable to the interest rate risk associated with the RCF that could affect the profit or loss. The July 2022 swap has a notional value of £50m as at 31 December 2025 with interest rate of 2.58% and maturity of 27 February 2027, in line with the RCF. The three swaps entered into in July / August 2023 have a notional value of £50m as at 31 December 2025 with weighted average rate of 4.43% and maturity of 27 February 2029, in line with the RCF.

The swap represents a liability payable to the counterparty if it was to be closed out at its fair value. The fair value of this liability as at 31 December 2025 was £912k (2024: asset £864k). Any future change in the SONIA forward swap curves will result in a change to the fair value of the swap. All curves and market data used in the valuations are provided by the counterparty.

**13. Debtors**

	2025 £'000	2024 £'000
<b>Amounts falling due within one year:</b>		
Rental debtors - current	1,106	719
Rental debtors - other	1,479	1,423
GST Receivable	364	780
Less:		
Provision for former tenant rental debts	(404)	(313)
Provision for non-tenant debts	(216)	(195)
	<b>2,329</b>	<b>2,414</b>
Other debtors	1,107	1,265
	<b>3,436</b>	<b>3,679</b>

Provisions relate only to rental debtors that are not current and have been identified specifically after individual assessments have been made for each debtor. There are no general provisions for debtors. The total of current rental debtors past due but not impaired amounts to £915k (2024: 687k).

**14. Leases**

	2025 £'000	2024 £'000
<b>Minimum lease payments receivable:</b>		
Within one year	25,354	21,670
Within one to five years	38,098	32,846
More than five years	131	82
	<b>63,583</b>	<b>54,598</b>

Leases, being generally tenancy agreements for residential properties entered into:

- i. prior to 1 January 2010 have a one week notice of cancellation,
- ii. between 1 January 2010 and 1 May 2013 when the Residential Tenancy (Jersey) Law 2011 came into force, carry a one month notice of termination,
- iii. between 1 May 2013 and 31 December 2016, 3 months' notice of termination; and
- iv. post 1 January 2017 tenancies have fixed terms ranging from 1 to 5 years. Tenants have the right to give early notice on these tenancies, however the majority of tenancies are expected to run the full course and so are disclosed as such.

There are also a number of leases in place for commercial premises, with various remaining lease periods ranging from 1 to 8 years.

**15. Cash at bank and cash equivalents**

	2025 £'000	2024 £'000
Short term cash investments	4,206	9,084
Short term cash investments - First Step	794	4,097
	<b>5,000</b>	<b>13,181</b>

Short term cash investments relating to First Step are ring-fenced in a separate bank account and investment portfolio (see note 16).

**16. Creditors**

	2025 £'000	2024 £'000
Deferred income	4,560	2,548
Government of Jersey Grants	12,175	10,227
	<b>16,735</b>	<b>12,775</b>

In 2025, the Company received £2 million (2024: £10 million) from the Government to administer the First Step Scheme and issue housing bonds on behalf of the Government. The funds are passed through to homebuyers to assist in the purchase of a property and upon future sale of such properties the funds are passed back to the Government. The grant conditions are deemed to be satisfied upon the first alienation of the property (refer to note 10). No alienation occurred in 2025 (2024: none). The grant is also increased by any investment income received on bonds that have not yet been issued and decreased by any recoverable costs by the Company for administering the scheme. During the period, £96k (2024: £277k) of investment income was received and £217k (2024: £nil) recovered by the Company.

**17. Accrued Expenses**

	2025 £'000	2024 £'000
Return to the Guarantor	4,439	6,774
Goods and services received but not yet invoiced	11,038	11,443
	<b>15,477</b>	<b>18,217</b>

**18. Borrowing**

	2025 £'000	2024 £'000
<b>Loan instalments are due as follows:</b>		
Within one year	-	-
<b>After one year:</b>		
Between two and five years	-	105,000
In over five years	485,144	326,143
	<b>485,144</b>	<b>431,143</b>

On 17 November 2014, the Company entered into 3 separate loan agreements with the States. The first loan agreement was put in place to repay advances totaling £38,429k. The advances were made to the States of Jersey Housing Department, prior to the incorporation of the Company, by the States Treasury & Exchequer in order to fund capital projects. This includes projects noted in P.40/2012 Social Housing Schemes: Funding. The liability to repay the advances was transferred to the Company on incorporation along with the other assets and liabilities of the Housing Department.

Further loan agreements have subsequently been entered into with the States of Jersey. All loans are set out in the table below:

		Total Loan Amount/ Commitment £'000	Brought forward at 01/01/2025 £'000	Amount Drawn 2025 £'000	Amount Repaid 2025 £'000	Amount Outstanding at 31/12/2025 £'000	End Date of Loan £'000
Loan	1	38,429	31,733	-	-	31,733	31/12/2033
Loan	2	4,741	4,239	-	-	4,239	31/12/2032
Loan	3	9,675	8,902	-	-	8,902	31/12/2032
Loan	5	2,659	2,532	-	-	2,532	31/12/2033
Loan	6	2,149	2,081	-	-	2,081	31/12/2038
Loan	7	7,119	7,036	-	-	7,036	31/12/2042
Loan	9	4,991	4,791	-	-	4,791	31/12/2039
Loan	10	10,037	9,902	-	-	9,902	31/12/2043
Loan	12	47,183	40,802	-	-	40,802	31/12/2041
Loan	14	52,278	52,278	-	-	52,278	31/12/2048
Loan	17	37,800	26,855	-	-	26,855	31/03/2046
Loan	18	21,332	21,332	-	-	21,332	31/12/2047
Loan	19	15,133	15,133	-	-	15,133	31/12/2039
<b>Total loans</b>		<b>253,526</b>	<b>227,616</b>	<b>-</b>	<b>-</b>	<b>227,616</b>	
<b>Set up costs</b>		<b>-</b>	<b>(298)</b>	<b>-</b>	<b>66</b>	<b>(232)</b>	
<b>Revolving Facility</b>		<b>300,000</b>	<b>105,000</b>	<b>68,500</b>	<b>(14,000)</b>	<b>159,500</b>	28/02/2031
<b>Arrangement fee</b>		<b>-</b>	<b>(729)</b>	<b>(796)</b>	<b>175</b>	<b>(1,350)</b>	
<b>Private Placement</b>		<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	25/11/2032
<b>Arrangement fee</b>		<b>-</b>	<b>(446)</b>	<b>-</b>	<b>56</b>	<b>(390)</b>	
<b>Total Combined Liability</b>		<b>653,526</b>	<b>431,143</b>	<b>-</b>	<b>-</b>	<b>485,144</b>	

Loan repayments of £14,000k were made during the year (2024: £95,000k).

Interest on all loans with the States is paid quarterly at a fixed interest rate of either 4.3% per annum (Loans 1 to 7 and Loan 10) or 5% (Loans 12 to 19 and Loan 9). The effective rate of interest charged on the first loan (after consideration of the loan setup costs) is 4.7% per annum. Effective 1 January 2022 to 31 December 2025, all loans from States of Jersey are charged at 4.3% interest, following an amendment to the loan agreements. Loan repayments are due on the end date of the loan.

Loan setup costs of £1,190k incurred on initiation of the first loan agreement have been set off from the balance of the loan due and are realised over the term of this loan agreement. The total value of loan setup costs yet to be released is £232k (2024: £298k).

On 28 February 2020 the Company entered into a sterling revolving credit facility for £150m with HSBC Bank Plc and NatWest International. On the same date it was agreed that all loans entered into with the States would be varied halting repayments until the end of each loan period, with the fund maintained at capacity.

Interest on the revolving facility is floating and was charged at a margin plus LIBOR, where a LIBOR interest period of 1, 2, 3 or 6 months is agreed as appropriate.

On 23 December 2021, the Company entered into an Amended and Restated Agreement to increase the available facility to £225m with Lloyds Bank Corporate Markets Plc, Jersey Branch providing the additional £75m. Interest on the facility transitioned to margin plus SONIA, where a SONIA interest period of 1, 3 or 6 months is agreed as appropriate.

On 11 August 2022, the £25m Accordion Facility was entered in to, increasing the revolving credit facility from £225m to £250m.

On 25 November 2024, the Company completed a private placement of £100m with a maturity date of 25 November 2032 and an interest rate of 5.11%. Arrangement fees of £451k were amortised over the life of the facility.

On 2 December 2025, the Company entered into a second Amended and Restated Agreement to increase the available facility to £300m.

There are two covenants in place on the revolving facility and private placement:

- Asset Cover – the ratio of total fixed assets to total gross debt, which should be no less than 150% on the last day of the financial year; and
- Interest Cover – the ratio of an agreed mechanism for EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) plus the proceeds of the sale of homes from our existing portfolio of stock, to net finance charges, which should be no less than 120% on the last day of any half year.

Both covenants were complied with during the year (2024: complied).

Borrowing drawn down per the cash flow statement is £67,704k (2024: £158,371k). This comprises amounts drawn of £68,500k (2024: £159,000k) less the arrangement fee paid on the second Amended and Restated Agreement of £796k (2024: £187k 1-year extension and £451k arrangement fee paid for the private placement). This arrangement fee has been set off from the balance of the loan due and is realised over the term of the facility. The total value of loan setup costs yet to be released is £1,740k (2024: £1,175k).

## 19. Capital Commitments

Development expenditure contracted less certified or accrued as at 31 December 2025 amounted to £185,829k (2024: £166,726k).

## 20. Pension Costs

The Company participates in the Public Employees' Pension Fund ("PEPF") which covers the Public Employees Contributory Retirement Scheme ("PECRS") and the Public Employees Pension Scheme ("PEPS") operated by the States, which whilst a final salary scheme (PECRS) and an average revalued earnings scheme (PEPS), are not conventional multi-employer defined benefit schemes as the Company is not responsible for meeting any ongoing deficits in the schemes. The assets of the schemes are held separately from those of the Company.

Contribution rates are determined by an independent actuary so as to spread the costs of providing benefits over the members' expected service lives.

Pension contributions for the Company's staff to this scheme during the year amounted to £923k (2024: £762k). At year end there is a £nil liability (2024: nil) in respect of the pension contributions.

Because the Company is unable to readily identify its share of the underlying assets and liabilities of PEPF under FRS17 "Retirement Benefits", contributions to the scheme have been accounted for as if they are contributions to a defined contribution scheme.

Actuarial valuations are performed on a triennial basis, the most recent published valuation being as at 31 December 2021. The main purposes of the valuation are to review the operation of the scheme, to report on its financial condition and to confirm the adequacy of the contributions to support the scheme benefits.

The conclusion of the latest published valuation is that there is a surplus in the PECRS scheme assets at the valuation date of £183.8m, and a deficit in the PEPS scheme assets of £6.1m. Because the schemes are accounted for as if they are defined contribution scheme, no account has been taken of the Company's potential share of these deficits / surpluses.

A new cycle of triennial actuarial valuations will be performed for the PEPS defined contributions scheme commencing December 2024, with the release of the report expected in 2026.

Copies of the latest Annual Accounts of the scheme, and of the States, may be obtained online or from the States Treasury and Exchequer, 19-21 Broad Street, St Helier, JE1 3PB.

## 21. Ultimate Parent Undertaking

The Board of Directors consider the Guarantor to be the Ultimate Parent Undertaking. The role of the Guarantor and the Andium Homes' Board is established in the Andium Homes Memorandum and Articles of Association adopted by the States on 5 June 2014. This is further clarified in the Memorandum of Understanding between the Minister for Treasury and Resources and the Company entered into in July 2014 and updated in September 2025.

The Company is contractually bound to pay a quarterly return to the Guarantor. The amount of this return is £28.7m (2024: £29.1m) for the year and incurs an inflation linked increased annually on 1 January. As a consequence of the change to the rent policy in 2022, a further adjustment is made as a result of any income support savings made by the Government of Jersey.

## 22. Related Party Transactions

A member of the Board of Directors, Joanna Walus-Bochenska, held a tenancy with the Company during the period. The tenancy was granted under the Company's allocations policy, with rent under normal terms.

Borrowing and interest expense as presented on the face of the Statement of Comprehensive Income and Balance Sheet are due to the States. Terms and conditions of the loans are described in note 18.

All assets and liabilities acquired on incorporation of the Company have been transferred from the States. The Company also participates in the defined benefit pension plan operated by the States. Refer to note 20.

Directors' remuneration is illustrated on page 89 of the Annual Report.

## 23. Risks and Uncertainties

### Financial risk management

#### Overview

The Company holds the following financial instruments: financial assets (deferred payment bonds); trade debtors (rent receivable); cash and cash equivalents; trade creditors (invoices payable); and borrowing (States loans, Revolving Credit and private placement) (note 18). The Company has exposure to the following risks from its use of these financial instruments:

- credit risk
- liquidity risk
- market risk
- operational risk

This note presents information about the Company's exposure to each of the above risks. Quantitative disclosures are included throughout these financial statements.

The Board of Directors have overall responsibility for the establishment and oversight of the Company's risk management framework. The Board is responsible for developing and monitoring the Company's risk management policies.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to determine risk appetite, implement controls to mitigate risks and to monitor this on an ongoing basis. Risks and mitigating controls are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

**Credit risk**

Credit risk is the risk of financial loss to the Company if a client or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Company's bank deposits and receivables from clients.

**Cash**

The creditworthiness of the Company's main bankers, HSBC Bank plc is under periodic review. HSBC Bank plc holds a current short-term credit rating of P-1 (2024: P-1), as issued by Moody's.

Before placing cash with any bank, the Company has due consideration to both investment return and credit risk.

**Receivables**

The Company's exposure to credit risk is reduced by the risk being spread across 4, all tenancies, with approximately 60% of tenants in receipt of Income Support which is received directly from Government of Jersey.

Early engagement with clients experiencing rent arrears, together with their ability to claim Income Support, results in low rental debtors compared to comparable UK Housing Associations.

The Board does not consider credit risk to be a significant risk due to the credit rating of the bank cash is held at and there have been no recent significant debt write-offs.

**Liquidity risk**

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due.

The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

Per the Company's Treasury Management Policy, the Company monitor actual versus forecast cash flow on a monthly basis to ensure short term cash flow is maintained and there is available liquidity to fund contracted capital expenditure for a minimum of 18 months. The Company's 40-year business model also provides long term assurance.

The current cash position of £4,206k (excluding cash relating to the First Step Scheme), when combined with the undrawn RCF of £140,500k satisfies the Treasury Management Policy.

Due to the controls in place, the Board does not consider liquidity risk to be a significant risk.

**Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

**Currency risk**

The Company has no foreign currency risk as all transactions and balances are in Pound Sterling (GBP).

**Interest rate risk**

The risk that interest payable on borrowing is higher than expected and interest achieved on cash surpluses is lower than anticipated.

Interest on borrowing are both fixed (States Bond and private placement) and floating (Revolving Credit Facility). The floating rate exposure to movements in SONIA is mitigated through the Company's interest rate hedging policy which includes entering into relevant hedging instruments if certain trigger points are reached.

In July 2022, the Company entered into an interest rate swap for £50m to mitigate the floating rate exposure and fix a portion of the interest. In July / August 2023, the Company entered into a further three interest rate swaps for an aggregate of £50m to mitigate the floating rate exposure.

The Company will continue to monitor the floating rate exposure in line with the hedging policy.

Cash flow forecasts assume immaterial interest income, mitigating the risk of reliance on interest income.

**Inflation risk**

The risk that inflation causes expenditure to increase at a rate higher than anticipated.

If construction expenditure were to increase at a rate in excess of the Retail Price Index ("RPI") the Company is potentially exposed to this risk for future projects. Our rental income is linked to RPI, with an annual uplift of RPI+ 0.75%, however this is capped at 4%, therefore any increase in construction price inflation in excess of 3.25% will require other forms of mitigation. Currently this risk is mitigated through the design and procurement process which ensure projects represent value for money, with the inclusion of appropriate risk sums. The Company also works closely with the construction industry to provide a predictable pipeline of work.

Market risk, specifically inflation risk, is considered to pose the Company a significant risk in relation to the progression of future capital projects. The ultimate mitigation is to not enter into new contracts if viable schemes could not be achieved.

**Operational risk**

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Company's processes and infrastructure, and from external factors other than credit, markets and liquidity issues such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

A detailed review of key risks can be found within the risk section of this report ("Principle risks and uncertainties"). This summarises the most significant risks included on our risk register and encapsulates operational risk as well as credit, liquidity and market risk.

**24. Contingent Liabilities**

As at 31 December 2025, the Board of Directors noted there were no contingent liabilities (2024: £nil).

**25. Net Cash Inflow from Operating Activities**

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Operating (deficit) / profit	(6,445)	16,949
Depreciation and impairment	25,899	3,120
Decrease in debtors	243	2,936
(Decrease)/Increase in creditors	(875)	678
<b>Net cash inflow from operating activities</b>	<b>18,822</b>	<b>23,683</b>

**26. Analysis of changes in net debt**

	At 1 Jan 2025	Cash flows	Other non-cash changes	At 31 Dec 2025
	£'000	£'000	£'000	£'000
<b>Cash and cash equivalents</b>				
Cash	8,105	(3,105)	-	5,000
Cash equivalents	5,076	(5,076)	-	-
	13,181	(8,181)	-	5,000
<b>Borrowings</b>				
Debt due within one year	-	-	-	-
Debt due after one year	(431,143)	(53,704)	(297)	(485,144)
Derivative instruments	864	-	(1,776)	(912)
	(430,279)	(53,704)	(2,073)	(486,056)
<b>Total</b>	<b>(417,098)</b>	<b>(61,885)</b>	<b>(2,073)</b>	<b>(481,056)</b>

**27. Reserves**

The Company's reserves are as follows:

The retained earnings reserve represents cumulative profits or losses, including fair value gains on financial instruments and realised surplus from disposal of financial assets. It also includes the net assets transferred from the States on incorporation. This was a non-cash transaction of £678,000k in July 2014. Net assets transferred from the States were treated as a non-exchange transaction with no related performance conditions and were realised in full in the Statement of Comprehensive Income in the year it occurred.

The revaluation reserves represent the cumulative effect of revaluations of housing properties and other assets which are revalued to fair value at each reporting date.

There are no restricted or ear-marked reserves.

**28. Post Balance Sheet Events**

The Directors have evaluated events occurring after the reporting period and up to the date of approval of these financial statements. Based on this evaluation, the Directors confirm that there have been no material subsequent events that require disclosure or adjustment to these financial statements.



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