



Jersey Audit Office Strategy 2026 – 2029

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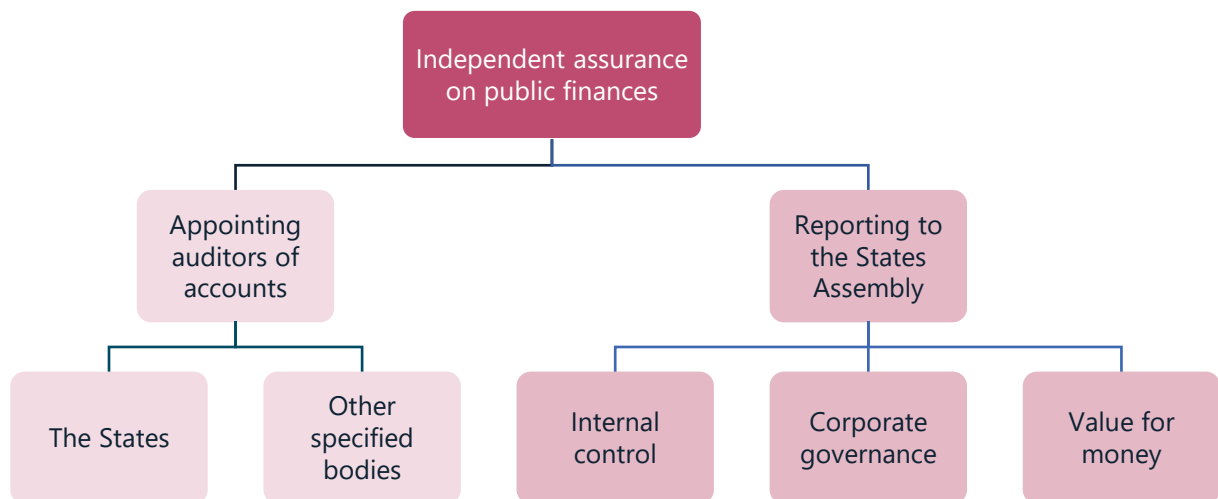
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Summary

What we do





The Jersey Audit Office (JAO) provides independent assurance to the people of Jersey on whether the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Law. The Comptroller and Auditor General (C&AG) who leads the JAO has specific duties to appoint auditors and to consider and report to the States Assembly on general corporate governance arrangements, effectiveness of internal controls and value for money in the way in which public resources are used.

These two core streams of activity are shown below.



Our vision

Our vision and ambition is to be a trusted and innovative audit organisation that champions good governance and the wise use of public money in Jersey.

Our ambition	Our planned actions 2026 – 2029
 High performing audit organisation	<ul style="list-style-type: none"> • Implement an enhanced audit quality framework • Enhance our use of technology • Measure and action stakeholder feedback • Benchmark our performance against our peers
 Supporting effective scrutiny and accountability	<ul style="list-style-type: none"> • Work closely with the Public Accounts Committee (PAC) • Work effectively with internal audit, audit committees and with other independent bodies and office holders • Hold stakeholder events to share our findings and discuss best practice • Hold outreach events to engage Islanders in the work of the JAO
 Making a difference	<ul style="list-style-type: none"> • Make effective recommendations • Follow up implementation of recommendations • Share good practice more proactively • Implement our Corporate Social Responsibility Strategy
 Building a more resilient organisation	<ul style="list-style-type: none"> • Support the Board of Governance to perform its role effectively • Implement an effective succession and transition plan for the C&AG during 2026 and 2027 • Implement a new operating model including refreshed policies, procedures and service level agreements • Support the drafting and implementation of an updated C&AG (Jersey) Law

Foreword



Lynn Pamment CBE
C&AG



Michael Whitehouse OBE
Board Chair

The JAO is a unique public body. Fundamental to our purpose is to provide independent assurance on the use of public funds by the States of Jersey. This independent assurance serves to support democracy and helps instil public trust and confidence that public money is being used wisely (and if not, confidence that accountability will prevail).

Without compromising our independence, the uniqueness of our position and the evidence we obtain in discharging our responsibilities enable us to provide significant insights both for individual departments and bodies as well as systematically.



Our Strategy continues to challenge us to be a trusted and innovative organisation that delivers value to Islanders. While the four key areas of ambition set out in the Strategy remain unchanged, we have taken the opportunity to update our planned actions and key performance indicators to continue to challenge ourselves to demonstrate even more clearly the value that the JAO brings to the Island.

We will deliver our ambitions through our core values of independence and objectivity, fairness and justice, integrity and credibility.

For more information on the JAO visit www.jerseyauditoffice.je

Purpose, Vision and Values

Purpose

The purpose of C&AG and the JAO is to provide independent assurance to the people of Jersey on the extent to which public money is spent economically, efficiently and effectively and on whether the controls and governance arrangements in place within public bodies demonstrate value for money.

Vision


The vision of the JAO is to be a trusted and innovative audit organisation that champions good governance and the wise use of public money in Jersey.

Values

The JAO operates to the following fundamental values:

- **Independence and objectivity** – we appoint auditors, determine our work plan, carry out our work and report our findings impartially. We are accessible, transparent and responsive. We drive constructive and positive change through our recommendations and follow-up. We respond with agility to the ever-changing environment in which we operate.
- **Fairness and justice** – we are open and honest in the way we undertake our work, how we communicate with all stakeholders and how we treat people. We report our evidence-based findings in public, without fear or favour. We undertake audit work as economically, efficiently and effectively as possible.
- **Integrity** – we speak up for what is right. We strive for and deliver high quality outcomes. We are truthful in making decisions and in responding to challenge. We meet our responsibilities in an ethical and fair way.
- **Credibility** – we provide insight and promote best practice. We engage proactively with our stakeholders, with whom we work hard to build and maintain trust. Our work follows best practice and is undertaken by a team of reliable and dedicated professionals in accordance with recognised international standards.

High performing audit organisation

Our ambition	Our planned actions 2026 – 2029	Key Performance Indicators
 High performing audit organisation	<ul style="list-style-type: none"> • Implement an enhanced audit quality framework • Enhance our use of technology • Measure and action stakeholder feedback • Benchmark our performance against our peers 	<ul style="list-style-type: none"> • Implement actions from independent peer review and regulatory inspections • Development and implementation of a new technology strategy • Stakeholder feedback surveys undertaken and action plans in place in respect of feedback received • Enhanced benchmarking against other audit offices

Audit Quality Framework

A high quality audit is one that meets recognised professional standards and delivers appropriate outcomes. Our Audit Quality Framework sets out how we ensure that:

- audit work is undertaken by appropriately trained and supported individuals and audit teams
- there are organisation-wide arrangements for quality control both within the JAO and the audit firms appointed by the C&AG; and
- there is appropriate, independent assurance activity.

The following core principles underpin our Audit Quality Framework:

- audit quality should be embedded in the delivery of all audit work
- audit quality should be assessed in terms of outputs and outcomes as well as inputs and processes; and
- the approach to audit quality should drive continuous improvement in public services.

Assurance about audit quality is secured at three levels:

First	Appropriately trained and supported individuals and audit teams
Second	Organisation-wide arrangements for quality control
Third	Independent audit assurance activity

Appropriately trained and supported individuals and audit teams

For both areas of responsibility of the C&AG (financial statements audit appointments and undertaking projects to report to the States Assembly) it is essential that work is carried out by appropriately trained and supported individuals and audit teams. Over the four-year period of this Strategy we will undertake the following actions:

Audit Quality Framework elements	Activities planned
Financial statements auditors	
<ul style="list-style-type: none"> • Appointment of auditors of the States of Jersey and other entities following procurement processes that evaluate, among other things, the skills and competence of audit teams and the key individuals deployed on audit engagements. 	<ul style="list-style-type: none"> • Procurement of auditors will continue on a cyclical basis during the period of the plan. The JAO will engage with audit firms proactively to ensure there is good competition for audit appointments.

Audit Quality Framework elements	Activities planned
<ul style="list-style-type: none"> Where appropriate, requiring prior approval of changes in key members of the audit teams. 	<ul style="list-style-type: none"> Audit firm annual returns will include details of key audit team members.
<ul style="list-style-type: none"> Consultation by wholly owned States entities on the appointment of auditors, under the requirements of the updated Memoranda of Understanding published by the Minister for Treasury and Resources in September 2025. 	<ul style="list-style-type: none"> Proactive dialogue with the wholly owned States entities on best practices in undertaking tendering exercises. The JAO will also run workshops on best practices in tendering for audit services.
JAO	
<ul style="list-style-type: none"> Engagement of affiliates following procurement processes that assess their skills and experience. 	<ul style="list-style-type: none"> All procurement activity in the period will include an assessment of skills and experience.
<ul style="list-style-type: none"> Requirement, where relevant, that the Deputy C&AG and affiliates hold a practicing certificate from their professional institute. 	<ul style="list-style-type: none"> Compliance with the JAO Code of Conduct will be monitored. Annual review of practicing certificates for affiliates.
<ul style="list-style-type: none"> Facilitated training for JAO affiliates. 	<ul style="list-style-type: none"> Regular team meetings and annual update day for all affiliates.

Organisation-wide arrangements for quality control

Organisation-wide arrangements will be considered in respect of the audit firms appointed by the C&AG to undertake audits, as well as for the JAO.

Audit Quality Framework elements	Activities planned
Financial statements auditors	
<ul style="list-style-type: none"> Evaluation of organisational arrangements for quality control prior to making an appointment and annually during the audit appointment. 	<ul style="list-style-type: none"> Information on organisational arrangements for quality control will continue to be included in the annual returns provided by audit firms.

Audit Quality Framework elements	Activities planned
<ul style="list-style-type: none"> Adapting the approach to oversight of the work of auditors in light of their assessment of risk to audit quality. The C&AG reserving the right to terminate the appointment of an auditor at any time. 	<ul style="list-style-type: none"> Review of available regulator reports on individual audit firms and, where appropriate, raising questions and seeking assurances from the relevant firms. Review of available transparency reports produced by individual audit firms and, where appropriate, raising questions and seeking assurances from the relevant firms.
JAO	
<ul style="list-style-type: none"> Documentation and implementation of organisation-wide arrangements for quality control. 	<ul style="list-style-type: none"> The JAO audit methodology complies with the principles and standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). The JAO is not required to comply with the International Standard on Quality Management (UK) 1 (ISQM1) issued by the Financial Reporting Council. During the period of this Strategy we will undertake an analysis of ISQM1 to determine whether there are further enhancements to our procedures that we may find valuable to implement.
<ul style="list-style-type: none"> Identification, evaluation, reduction of and reporting of threats to independence. Such arrangements include a system of annual declaration of independence by individuals working for the JAO. 	<ul style="list-style-type: none"> Independence declarations required from all affiliates annually and checks carried out prior to allocating work and ongoing evaluation of risk throughout delivery of audit work.

Audit Quality Framework elements	Activities planned
<ul style="list-style-type: none"> Implementing a consistent approach for undertaking audit work. This approach includes appropriate arrangements for peer review of work undertaken and judgements made. 	<ul style="list-style-type: none"> Peer review procedures will be implemented on a consistent basis as part of the JAO audit methodology.
<ul style="list-style-type: none"> Seeking feedback from the bodies to which audit work relates. 	<ul style="list-style-type: none"> Feedback from stakeholders on work will be requested at the end of each year. Implementation of an annual action plan to address feedback received from stakeholders.

Independent audit assurance activity

Audit Quality Framework elements	Activities planned
Financial statements auditors	
<ul style="list-style-type: none"> Auditors are required to provide information annually about the operation of their arrangements for quality control, including breaches and weaknesses identified and corrective action. 	<ul style="list-style-type: none"> Annual returns from each audit firm capturing relevant information for review. Annual review meetings with each audit firm to discuss any issues arising.
<ul style="list-style-type: none"> Feedback is sought annually from management and Those Charged with Governance of the entities to which the C&AG appoints auditors about the quality of audit work undertaken. 	<ul style="list-style-type: none"> Feedback survey issued to all audited bodies seeking feedback on auditors.
<ul style="list-style-type: none"> The C&AG may review, or appoint a person or persons to review, the quality of audit work undertaken, including through review of audit working papers. 	<ul style="list-style-type: none"> Implementation of a programme of audit inspections as outlined in more detail below.

Audit Quality Framework elements	Activities planned
<ul style="list-style-type: none"> Messages from Audit Quality Framework activities communicated to audit firms for action. 	<ul style="list-style-type: none"> Annual update event for all audit firms focussing on key messages from the quality monitoring arrangements and planning for the subsequent audit round.
JAO	
<ul style="list-style-type: none"> In relation to the work that the JAO undertakes, we will invite public audit agencies to review the quality of our audit work. 	<ul style="list-style-type: none"> During the period covered by this Strategy we will engage with other public audit agencies on a programme of peer review.

Audit inspections

The C&AG will continue to undertake a programme of work to inspect financial statements audits on a periodic basis, using a third party to undertake audit file inspections.

In selecting the financial statements audits to inspect in a particular year, the C&AG will take account of a number of factors including the assessed risk in relation to the entity. As part of the risk assessment activities the C&AG or her Deputy will review annually the financial statements and auditor’s report to Those Charged with Governance for each audited entity.

Inspection of audit engagements of entities that are Public Interest Entities will be undertaken at least every three years. For other audit engagements, inspections will take place at least every five or every seven years, depending on size.

Three tiers of inspection activity will take place:

Inspection Tier	Commentary
<p>Public Interest Entities (States of Jersey and Public Employees’ Pension Fund)</p>	<p>Full inspection by an appointed third party at least once every three years.</p> <p>Annual monitoring by JAO team of actions to implement inspection findings.</p>

Inspection Tier	Commentary
	Review of financial statements and reports to Those Charged with Governance by C&AG or Deputy C&AG.
Larger entities (Jersey Teachers' Superannuation Fund and Jersey Financial Services Commission)	Full inspection by an appointed third party at least once every five years. Annual monitoring by JAO team of actions to implement inspection findings. Review of financial statements and reports to Those Charged with Governance by a member of the JAO team.
Other entities (Gambling Commission, Jersey Competition Regulatory Authority, Jersey Advisory and Conciliation Service and Data Protection Authority)	Full inspection by an appointed third party at least once every seven years. Annual monitoring by JAO team of actions to implement inspection findings. Review of financial statements and reports to Those Charged with Governance by a member of the JAO team.

Reviews of audit engagements will focus on the appropriateness of key audit judgments made in reaching the audit opinion and the sufficiency and appropriateness of the audit evidence obtained.

During 2025 we have engaged with Audit Wales to scope an external peer review of our performance audit quality. This review will take place during 2026.

The use of technology

Technology plays a vital role in the way in which the JAO undertakes its work. It enables us to:

- receive and analyse data to support our audit work
- record and communicate the results of our audit work; and
- run an efficient workplace.

During 2026 we will document a technology strategy, including for our use of:

- artificial intelligence (including the use of Co-Pilot)
- audit interrogation tools and technologies to support data capture and analysis from the Connect Finance system implemented by the States of Jersey
- data interrogation tools including Alteryx and Power BI
- the Office 365 suite of apps; and
- standardised workflow technologies.

Where potential benefits are shown to clearly outweigh the additional costs of investment, a business case for additional resources will be developed for discussion with the Board of Governance and the Chair of the Public Accounts Committee.

Stakeholder feedback

We will continue to seek feedback on an annual basis from:

- Those Charged with Governance – on the performance of financial statements auditors and on the performance of the JAO
- Senior States of Jersey officers – on the performance of the JAO
- States Assembly Members and the PAC – on the performance of the JAO; and
- other independent bodies and office holders – on the effectiveness of their working relationship with the JAO.

The results of the feedback received will be analysed and specific plans developed where appropriate to take action on the feedback received.

The results of feedback received will continue to be reported in the Annual Report of the JAO.

During the period of this Strategy we will consider commissioning an independent feedback exercise to obtain a more in depth understanding of the views of key stakeholders.

Benchmarking performance against other audit offices

We will continue to benchmark the performance of the JAO against other audit offices.

During the period of this Strategy, we will enhance the range of measures on which we benchmark our performance against other audit offices. Where appropriate, specific plans will be developed to address areas for improvement identified by the benchmarking activities.

The results of the enhanced benchmarking of performance will be reported in our Annual Report and in our Audit Quality Transparency Report.

🔍 Supporting effective scrutiny and accountability

Our ambition	Our planned actions 2026 – 2029	Key Performance Indicators
 Supporting effective scrutiny and accountability	<ul style="list-style-type: none"> • Work closely with the Public Accounts Committee (PAC) • Work effectively with internal audit, audit committees and with other independent bodies and office holders • Hold stakeholder events to share our findings and discuss best practice • Hold outreach events to engage Islanders in the work of the JAO 	<ul style="list-style-type: none"> • % of PAC members perceiving us to deliver against our objectives • % of stakeholders perceiving us to deliver against our objectives • % of stakeholders rating our events as good or excellent • % of stakeholders rating our events as good or excellent

Working with the Public Accounts Committee (PAC)

The C&AG is required to liaise with the PAC and attend all meetings of the PAC. The C&AG:

- liaises with the PAC on the development of, delivery of and changes to her audit plan
- presents the results of her work to the PAC; and
- provides such further briefings on the results of her work as she determines will assist the PAC in discharging its functions.

The PAC's role is to receive reports from the C&AG and to report to the States upon any significant issues arising. It also assesses whether public funds have been applied

for the purpose intended. The PAC undertakes its own programme of work based mainly on the reports of the C&AG.

During the period of this Strategy the JAO will continue to work closely with the PAC. The C&AG (or her Deputy where appropriate) will attend all PAC meetings and the JAO will:

- provide induction training for new PAC members appointed during the period
- support the PAC in its continued training and development activities
- provide briefings to the PAC on the work of the JAO; and
- support the PAC in its work programme activities where they relate directly to the work of the JAO.

A new PAC will be formed in 2026 following elections in Jersey. We will support the new PAC members as part of their induction training.

We will continue to support the PAC as it engages in activities and events with other jurisdictions.



Jersey Audit Office supporting the Commonwealth Parliamentary Association British Islands and Mediterranean Region Conference in Jersey in 2025

Working effectively with internal audit, audit committees and other independent bodies and office holders

Internal Audit

The roles of external and internal audit are different. It is important however for the work of the JAO to be co-ordinated effectively with that of Internal Audit.

During the period of the Strategy the C&AG and Deputy C&AG will continue to liaise regularly with the Chief Internal Auditor. The C&AG will consider the work of Internal Audit in the development of the Audit Plan and the delivery of the programme of performance audit.

States of Jersey Risk and Audit Committees

The Government of Jersey Risk and Audit Committee advises Ministers, the Treasurer of the States and the Principal Accountable Officer on matters relevant to their responsibilities. Both the JAO and the audit firm appointed to audit the financial statements of the State of Jersey will attend meetings of and provide relevant reports to the Risk and Audit Committee.

The States of Jersey Non-Ministerial Departments Audit Committee advises Accountable Officers from a range of Non-Ministerial Departments on matters relevant to governance, risk management and assurance. The JAO will liaise with the Non-Ministerial Departments Audit Committee and provide briefings on the results of relevant C&AG work.

Other independent bodies and office holders

Within Jersey there are several independent bodies and office holders which undertake activities of a regulatory, audit, oversight and challenge nature. The JAO along with the Data Protection Authority has been instrumental in the establishment of the Jersey Regulators Forum. During the period of this Strategy the JAO will continue to participate in the Regulators Forum and will seek to identify and implement opportunities for closer working.

The Code of Audit Practice contains specific provisions for the liaison between the C&AG and Jersey Regulatory Bodies. During the period of the Strategy we will

establish Memoranda of Understanding where appropriate with other independent bodies and office holders, building on those already in place with the Jersey Care Commission, the Office of the Information Commissioner, the Jersey Appointments Commission and the Jersey Competition Regulatory Authority. These Memoranda will contribute to knowledge sharing and the overall effectiveness of the JAO.

Stakeholder events



Jersey Audit Office 20th Anniversary Annual Reporting Awards winners

During the period of this Strategy we will enhance the ways in which we promote and share best practice. This will include the production of specific publications such as 'Thinkpieces' and 'Good Practice Guides' as well as holding stakeholder events aimed at sharing best practice more widely.

We will aim to run at least one stakeholder best practice event in each year of the Strategy.

Public engagement



The Deputy C&AG and the C&AG speaking at the JAO 20th Anniversary Annual Reporting Awards

The work of an audit office is often difficult for the public to understand. During the period of this Strategy we will enhance our outreach activity to engage more Islanders in the work of the JAO.

This will include:

- enhancing the effectiveness of communications when C&AG reports are issued
- public speaking engagements
- 'meet the JAO team' events
- engaging with the work of the Jersey Youth Assembly; and
- where appropriate, seeking feedback from Islanders as part of the evidence obtained on individual audit projects.

In 2026 we have launched a new website and new branding aimed at enhancing our accessibility to the public.



Making a difference

Our ambition	Our planned actions 2026 – 2029	Key Performance Indicators
 Making a difference	<ul style="list-style-type: none"> • Make effective recommendations • Follow up implementation of recommendations • Share good practice more proactively • Implement our Corporate Social Responsibility Strategy 	<ul style="list-style-type: none"> • % of recommendations agreed for action by the States of Jersey • % of recommendations subsequently implemented by the States of Jersey • Number of good practice publications and events • Implementation of Corporate Social Responsibility Strategy

Make effective recommendations

The work of the JAO and the audit firms appointed by the C&AG result in identified recommendations for improvements in public services in Jersey. The positive impact of the JAO for the citizens of Jersey is maximised when these recommendations for improvement are implemented by the States of Jersey and other public sector entities.

Over recent years the Government of Jersey has maintained a C&AG Recommendations Tracker to monitor progress in implementing JAO recommendations. This Recommendations Tracker identifies that a number of recommendations that have been made still require implementation.

Over the period of this Strategy we will continue to implement procedures to support and challenge the implementation of C&AG recommendations through:

- providing an opportunity for officers to discuss and comment on proposed recommendations at a draft stage
- supporting the PAC in reviewing and, where appropriate, challenging Executive Responses to C&AG reports
- regular meetings with Chief Officers specifically focussing on the actions being taken to implement agreed recommendations
- the inclusion of specific pieces of follow-up work in the C&AG Audit Plan; and
- reporting on the overall picture of the implementation of recommendations in the C&AG Annual Report of Findings.

Follow up implementation of recommendations

The Code of Audit Practice contains specific provisions on the follow up of audit recommendations. We will ensure that the Audit Plan includes specific detailed follow up audits. We will also ensure that we challenge the evidence supporting the implementation of recommendations as part of the C&AG's Annual Report of Findings.

We will support the PAC in developing its public hearing questions for States of Jersey officers on the implementation of recommendations where requested to do so.

Sharing good practice more proactively



Members of the JAO team at the JAO Annual Reporting workshop in December 2025

The JAO aspires to be recognised as a valuable source of knowledge on how public resources can be used effectively and how the governance and performance of public services can be improved.

During the period of this Strategy we will make it easier for others to understand and apply the lessons from our work. We will:

- improve how we communicate so that it is easier for people to find and use what they need, and to understand and apply the lessons from our work
- continue to publish 'Thinkpieces' and 'Good Practice Guides' to share best practice more proactively
- actively engage with consultations on proposed legislative changes where they relate to recommendations made by the C&AG; and
- hold stakeholder events to share best practice more widely.

Since 2020 the JAO has developed its communication mechanisms including an updated brand, website and social media content. During the period of this Strategy

we will undertake further work to re-design and enhance the JAO website with the aim of making content more accessible and user-friendly. A content strategy will also be implemented for our social media accounts to enhance the sharing of best practice.

Corporate Social Responsibility Strategy

The States of Jersey have made a strong commitment to sustainable wellbeing. The Public Finances (Jersey) Law 2019 (the Law) requires the Council of Ministers to take into account the sustainable wellbeing of current and future generations when it develops the Government Plan.

Sustainable wellbeing focusses on long-term progress and measures:

- Community wellbeing - the quality of people’s lives
- Environmental wellbeing – the quality of the natural world around us; and
- Economic wellbeing – how well the economy is performing.


A principle of the JAO Corporate Social Responsibility Strategy is that the JAO should contribute to each of these three overarching wellbeing themes.

During the period 2026-29 the JAO will contribute to the Island Outcomes by undertaking the following activities:

Themes	Planned activities
Community wellbeing	<p>The JAO will:</p> <ul style="list-style-type: none"> • seek to participate in work with the Jersey Youth Assembly in conjunction with the PAC to raise the profile of the Office with young people on the Island • undertake other outreach and stakeholder engagements to inform Islanders of our work • continue to invest in communication mechanisms to make our work more accessible to Islanders; and • look to participate in Island programmes aimed at supporting inclusion and diversity.

Themes	Planned activities
Environmental wellbeing	<p>The JAO will:</p> <ul style="list-style-type: none"> • look at energy efficient solutions when taking decisions on our travel and accommodation policies • monitor and reduce its carbon emissions compared with a baseline of 2019 • reduce its consumption of paper and single use plastics on the Island; and • consider how its policies and expenditure decisions can contribute to reducing water consumption.
Economic wellbeing	<p>The JAO will:</p> <ul style="list-style-type: none"> • continue to review its expenditure to use Jersey-based supply chains where appropriate and possible and ensure that it is paying its suppliers promptly • explore options to participate in apprenticeship schemes to help develop on Island skills • implement a new operating model following the update of the C&AG Law and seek to use on Island resources where appropriate; and • manage finances appropriately to ensure that value for money can be demonstrated by the expenditure of the Office.

Building a more resilient organisation

Our ambition	Our planned actions 2026 – 2029	Key Performance Indicators
 Building a more resilient organisation	<ul style="list-style-type: none"> • Support the Board of Governance to perform its role effectively • Implement an effective succession and transition plan for the C&AG during 2026 and 2027 • Implement a new operating model including refreshed policies, procedures and service level agreements • Support the drafting and implementation of an updated C&AG (Jersey) Law 	<ul style="list-style-type: none"> • Positive assurance report from the Board of Governance • Stakeholders observe a smooth transition in the C&AG role • New operating model and refreshed suite of policies and procedures in place • Updated C&AG (Jersey) Law enacted

Supporting the Board of Governance

The Board of Governance, established under the Comptroller and Auditor General (Board of Governance) (Jersey) Order 2015, is responsible for keeping under review whether the resources provided to the C&AG by the States Assembly have been and are being used properly, efficiently and effectively.



Members of the Board of Governance at a recent meeting in Jersey

Specifically, the Board is responsible for:

- scrutinising the use of resources by and the governance arrangements of the C&AG
- reporting any concerns to the Chief Minister and the Chair of the PAC
- if requested by the Chair of the PAC, advising on the appointment of auditors of the accounts of the C&AG
- reviewing any estimates submitted by the C&AG to the Chair of the PAC for the purposes of the Government Plan or the Budget
- reviewing the audited accounts of the C&AG; and
- if requested by the C&AG, advising on the appointment, remuneration and terms and conditions of the Deputy C&AG.

The Board also has a power to prepare an assurance report on the expenses of the C&AG.

Since 2020 the Board has undertaken a number of actions to continue to review its own effectiveness. These include:

- an independent review undertaken by the UK National Audit Office of board effectiveness
- the implementation of an action plan to address the recommendations made by the UK National Audit Office
- enhanced evaluation of the performance of individual Board members; and

- developing the reporting by the C&AG to the Board to integrate more effectively financial and non-financial reporting.

The Board actively engages with key stakeholders on Island.

During the period of this Strategy, the C&AG and the Secretary to the Board will continue to support the Board in discharging its responsibilities.

Succession plan

The term of office for the current C&AG comes to an end on 31 December 2026. A recruitment process to appoint a new C&AG from 1 January 2027 was commenced towards the end of 2025.

We will continue to work proactively with the States of Jersey on the recruitment process for the new C&AG. Members of the JAO team, including the current C&AG and the Deputy C&AG, will develop and implement an effective handover plan from the current to the new C&AG.

New operating model including refreshing policies and procedures

The requirements and ambitions for audit have never been greater, driven by higher regulatory standards and stakeholder expectations. The JAO will keep pace with developments in the wider audit profession and will continue to invest in enhancements to its policies and procedures. During the period of this Strategy this will include:

- ongoing updates to our audit methodology and use of technology
- implementing revised financial policies and procedures to reflect an updated chapter of the States of Jersey Public Finances Manual specific to the JAO
- refreshing our website policies including our privacy policy and our cookie consent procedures
- implementing new policies and procedures to reflect the ambitions of our Corporate Social Responsibility Strategy; and

- training all our affiliates in our new policies and procedures.

We have commenced the implementation of an updated operating model for the JAO and this programme of work will continue during 2026 and beyond. The aim of the new operating model is to enhance our resilience and to drive efficiency. The full implementation of the new operating model is dependent on the States Assembly approving the planned update to the C&AG (Jersey) Law.

Supporting new legislation

In November 2024 the Council of Ministers published its proposed legislative programme. This included an update to the C&AG (Jersey) Law.

We will ensure that we have appropriate plans to implement changes to the updated C&AG (Jersey) Law as it is adopted and enacted.


Risks and resources

Risks

The JAO operates a risk register that captures those risks with the potential to have a significant adverse effect on operations. This risk register sets out the likelihood and impact of risks occurring, the mitigating arrangements in place and further mitigations planned. It is organised around key risk themes that relate to the four JAO key ambitions. The risk register is reviewed at each meeting of the Board of Governance.

There are a number of risks associated with the delivery of the objectives set out in this Strategy. The key risks to each objective and relevant mitigations are set out below. All of the key risks outlined are rated as amber currently in the JAO risk register.

Strategy area	Key risks	Key mitigations
High performing audit organisation 	Financial audit firms' interest in JAO work	Engagement with audit firms
	JAO policies and procedures do not keep up to date with new responsibilities	Development of policies and procedures
	Resilience of performance audit delivery model	Development of delivery model
Supporting effective scrutiny and accountability 	Audit programme lacks impact or not seen as relevant	Active engagement programme with key stakeholders
	Timely response to external mail received in the office	Implementation of additional controls
Making a difference 	Communications mechanisms do not keep pace with user expectations and /or demands	Website refresh in 2026
	Not meeting our corporate social responsibilities	Implementation of detailed action plan

Strategy area	Key risks	Key mitigations
Building a more resilient organisation 	Information and data retention policies and procedures	Implement revised policies and procedures
	Cyber security risks are not adequately mitigated	Achieve Cyber Essentials Plus accreditation
	Insufficient resources are available to discharge responsibilities	Implementation of updated delivery model

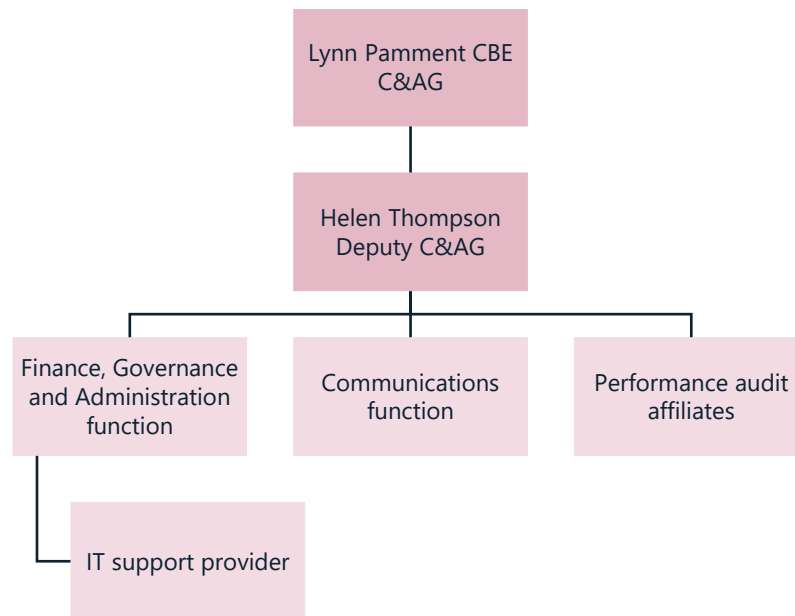
Resources



Members of the JAO team

The Strategy will be delivered by the JAO team together with the financial statements auditors that the C&AG appoints to particular entities.

The JAO team structure is shown below.



The JAO uses a number of performance audit affiliates who are engaged on specific project work to provide specialist knowledge and experience as required.

The Budget 2026 – 2029 includes the following planned expenditure for the work of the JAO.

	2026 £	2027 £	2028 £	2029 £
Final estimates	1,187,000	1,215,000	1,247,000	1,289,000

The Office operates to an already tight budget compared to other audit offices and, as demonstrated in the comparative data provided in our Annual Report, offers significant value for money for the services provided. Each year a substantial proportion of the budget is applied to the audit of the financial statements of the States of Jersey (42% of JAO expenditure in 2024).

Over the next four years we face continued cost pressures. In order to deliver this Strategy, further efficiencies will be required in the way the JAO works, including through a greater use of technology and through the implementation of a new operating model.

The JAO will continue to actively explore opportunities to share support services with other independent bodies and office holders where appropriate in order to drive efficiencies and value for money. In addition, the JAO will consider whether there are

opportunities to share functions with other public audit agencies to drive greater efficiencies.

During 2026, the JAO will move to Government owned premises in St Helier.



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Comptroller and Auditor General

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