



Annual Report 2025



2025 Key Highlights

17 publications issued including six audit reports, one Thinkpiece and two Good Practice Guides

Quarter One

- JAO Strategy 2025-2028
- Audit Plan 2025-2028
- Learning from previous IT implementations: A Thinkpiece
- Staff Recruitment and Retention
- Annual Reporting 2024 Self-Assessment Tool
- Annual Report of Findings 2024

Quarter Three

- Audit Plan update
- Financial Management and Internal Control: Follow Up
- Critical Infrastructure Resilience: Transport Links
- A Good Practice Guide to Annual Reporting

Quarter Two

- Audit Plan update
- Grants and Subsidies: Follow Up
- Strategic Property Management
- Efficiency Savings Good Practice Guide

Quarter Four

- Audit Plan update
- Education Reform Programme
- Annual Reporting 2025 Best Practice Checklist

14 out of 16 Key Performance Indicators for 2025 rated as green

	Met	Partially met	Not met	Direction of travel
 High performing audit organisation	4	-	-	
 Supporting effective scrutiny and accountability	4	-	-	
 Making a difference	3	1	-	
 Building a more resilient organisation	3	1	-	

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The 2025 Annual Report and Accounts tell the story of the Office of the Comptroller and Auditor General (also known as the Jersey Audit Office, or JAO for short). It sets out the JAO's performance, governance arrangements and finances for the year and is designed to enable stakeholders to hold us to account.

It sits alongside the Comptroller and Auditor General's Annual Report of Findings published in March 2026 which summarises findings and recommendations made by the Comptroller and Auditor General (C&AG) during 2025. It also sits alongside the Jersey Audit Office Audit Quality Transparency Report 2025 published in April 2026.

All reports are available on the Jersey Audit Office website www.jerseyauditoffice.je

If you need a version of this report in an alternative format for accessibility reasons, or any of the exhibits in a different format, please contact enquiries@jerseyauditoffice.je with details of your request.

Introduction

The Jersey Audit Office (JAO) continued to make good progress during 2025 across its four ambitions – to be a high-performing audit organisation, support effective scrutiny and accountability, make a difference and build a better organisation. We met 14 of our 16 key performance indicators with the remaining two indicators partially met.

The 2025 highlights included:

- a series of events celebrating the 20th anniversary of the JAO including public outreach events and the 20th anniversary Annual Reporting Awards that celebrated the progress made in the transparency and excellence of annual reporting by Jersey entities
- achievement of Cyber Essentials accreditation as part of our work to build a more resilient organisation
- the progress made in updating the Comptroller and Auditor General (Jersey) Law 2014 with the proposition to update the Law lodged in January 2026 and approved by the States Assembly in March 2026. This will enhance the accountability of the JAO and will enable the full implementation of a new operating model; and
- development of our communication mechanisms with the launch of our new brand and new website in January 2026.

The recruitment process for a new C&AG to take up appointment on 1 January 2027 was commenced in 2025, recognising the preference for the States Assembly to approve the appointment before the 2026 election takes place. We are delighted that the States Assembly approved the appointment of Paul Dossett as the fourth C&AG for Jersey from 1 January 2027. We look forward to working with Paul on a smooth transition process during 2026.



Lynn Pamment CBE
C&AG



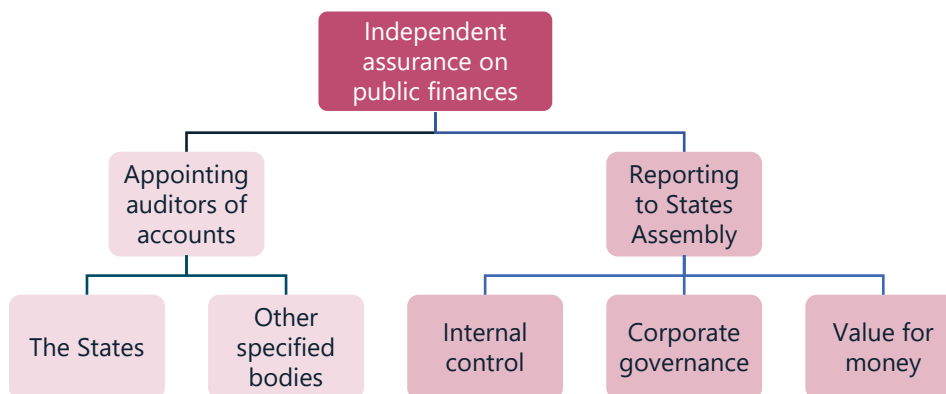
Michael Whitehouse OBE
Board Chair

Performance Report



About the JAO

The 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 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.



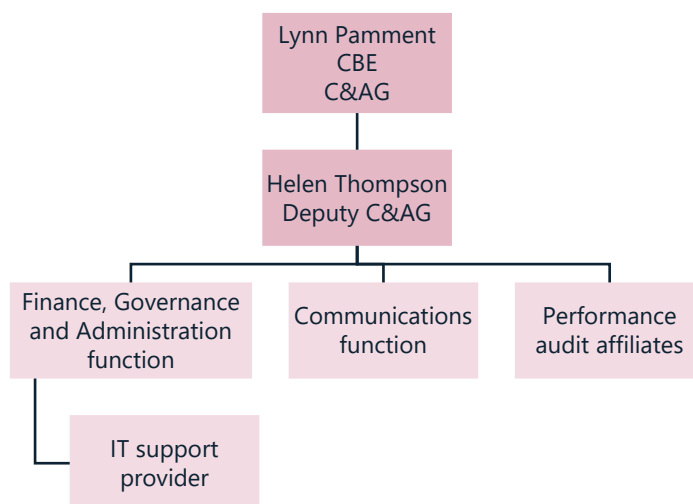
Our Vision	To be a trusted and innovative audit organisation that champions good governance and the wise use of public money in Jersey.
Our Purpose	To provide independent assurance to the people of Jersey that public money is spent economically, efficiently and effectively and that the controls and governance arrangements in place within public bodies demonstrate value for money.
Our Values	<p><i>Independence and objectivity</i></p> <p>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.</p> <p><i>Fairness and justice</i></p> <p>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.</p> <p><i>Integrity</i></p> <p>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.</p> <p><i>Credibility</i></p> <p>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.</p>

Performance Report



Operating model

The operating model for the JAO is shown below. While the JAO has no employees, changes to the operating model were introduced during 2025 whereby the administration, finance and governance functions are now provided by agency staff. Following the approval by the States Assembly of the proposition to update the Comptroller and Auditor General (Jersey) Law 2014 in March 2026, the JAO will look to recruit permanent staff to the positions currently provided by agency staff.



Performance during 2025

The Jersey Audit Office Strategy 2025-28 was published on 8 January 2025 containing the JAO four key ambitions, planned actions and Key Performance Indicators (KPIs).







Performance against this Strategy is summarised below.

Performance Report



High Performing Audit Organisation

Our planned actions 2025-28	Key Performance Indicators	How we performed in 2025	
Deliver an enhanced audit quality framework	Results of independent peer and regulatory inspections	<p>Financial statements auditors' performance assessed at 4.7 out of 5 (4.6 out of 5 in 2024). Positive results from independent quality inspections.</p> <p>79% of stakeholders strongly agree or agree that the work of the C&AG delivers high quality outcomes (68% in 2024).</p> <p>For more details of our performance against our Audit Quality Framework see our Audit Quality Transparency Report 2025.</p>	
Enhance our project management and use of technology	Number of projects supported by effective use of Office 365	All performance audit projects supported by the use of Office 365 technology.	
Measure and action stakeholder feedback	Stakeholder feedback surveys undertaken and action plans in place in respect of feedback received	Action plans reported to Board of Governance for stakeholder feedback received for 2024 and 2025.	
Benchmark our performance against our peers	Benchmarking against other audit offices	Positive results from benchmarking set out in this Annual Report and in our Audit Quality Transparency Report 2025.	

The performance of the JAO is compared with seven audit offices from British Overseas Territories and Crown Dependencies, Canadian provinces, Australian states and territories and an independent country, with populations ranging from 63,000 to 575,000. In addition, the performance of the JAO is compared with members of the European Organization of Regional Audit Institutions (EURORAI) (16 members for 2025 and 13 members for 2024).

In the graphs in this report, the seven audit offices are numbered 1 to 8 (organisation number 4 is now not included) and the EURORAI data is preceded by an E and a number.

Performance Report

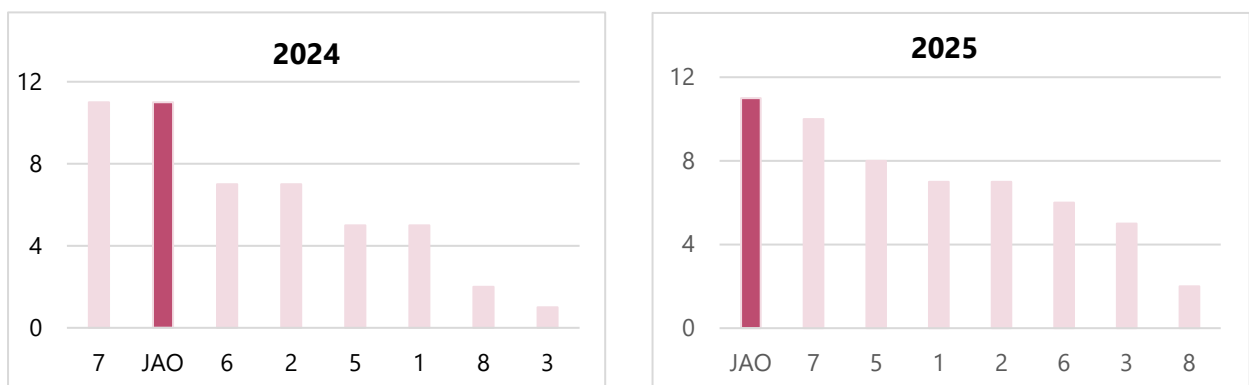


There are limitations in making comparisons because of differences in the responsibilities of the audit offices, their business models, prevailing costs in the economy, budgetary arrangements and applicable accounting frameworks.

The analysis includes all audit office 'performance' reports other than those to do with financial statements. For the JAO for example, this is the 11 publications.

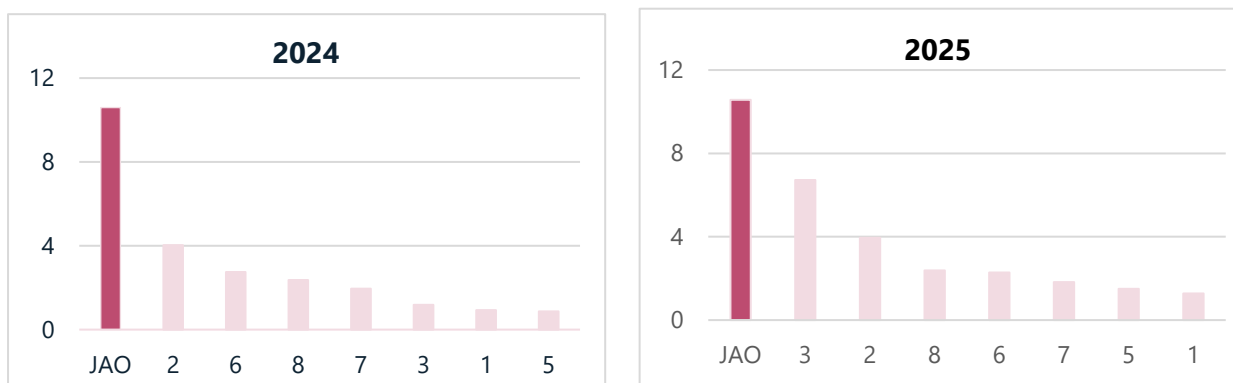
Our analysis of 2025 show the same as in previous years: the JAO provides a significant volume of reports to the States Assembly, in absolute terms and when compared to relative population size.

Number of JAO reports issued in 2024 and 2025 compared to other audit offices



Source: Jersey Audit Office analysis

Reports (except on financial statements) per 100,000 population in 2024 and 2025



Source: Jersey Audit Office analysis

Performance Report



Supporting effective scrutiny and accountability

Our planned actions 2025-28	Key Performance Indicators	How we performed in 2025	
Work closely with the Public Accounts Committee (PAC)	% of PAC members perceiving us to deliver against our objectives	89% of PAC and States Members perceive us to be delivering against our objectives (96% in 2024).	
Work effectively with internal audit, audit committees and with other independent bodies and office holders	% of stakeholders perceiving us to deliver against our objectives	89% of stakeholders perceive us to be delivering against our objectives (86% in 2024).	
Hold stakeholder events to share our findings and discuss best practice	% of stakeholders rating our events as good or excellent	96% of participants at our Transparency and Excellence in Annual Reporting workshop in December 2025 found the workshop to be useful or very useful. 80% of participants at our Efficiency Savings Workshop rated the event 4 or 5 out of 5.	
Hold outreach events to engage Islanders in the work of the JAO	% of stakeholders rating our events as good or excellent	We have increased the range of outreach events undertaken during 2025 to include 20 th Anniversary Annual Reporting Awards, meet the JAO events for officers and the public and supporting the Commonwealth Parliamentary Association British Islands and Mediterranean Region Public Accounts Committee Conference. Stakeholder feedback for all events has been positive	







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

Performance Report



Making a difference

Our planned actions 2025-28	Key Performance Indicators	How we performed in 2025	
Make effective recommendations	% of recommendations agreed for action by the States of Jersey	The Government agreed or partly agreed 93% of the recommendations the C&AG made in 2025 (up from 88% in 2024).	
Share good practice more proactively	Number of good practice publications and events	Two Good Practice Guides issued in 2025 compared to one in 2024. Two good practice sharing events held in 2025 compared to one in 2024. Annual reporting checklist issued in 2025 and 2024.	
Implement our Corporate Social Responsibility Strategy	Implementation of Corporate Social Responsibility Strategy	Greater progress has been made during 2025 than in previous years however there is still more to do.	
Celebrate the 20 th Anniversary of the JAO in 2025	Delivery of a specific 2025 programme of events	We hosted a series of events to celebrate the 20 th Anniversary of the JAO during 2025. These included our 20 th Anniversary Annual Reporting Awards.	



Jersey Audit Office 20th Anniversary Annual Reporting Awards winners

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



Performance Report



Corporate Social Responsibility

The JAO continued to make progress in implementing its Corporate Social Responsibility Strategy during 2025 with more work planned in 2026 and beyond.

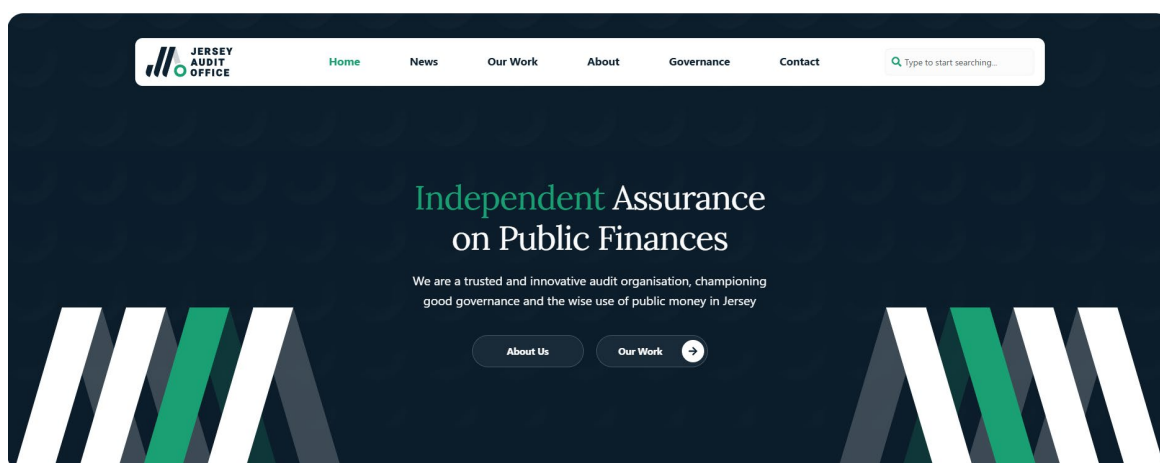
Island Outcome Indicators	Planned activities 2025 to 2028	Progress during 2025
Community indicators		
Trust in Government	<p>Participation in work with the Jersey Youth Assembly alongside the PAC.</p> <p>Outreach and stakeholder engagements.</p> <p>Continued investment in communication mechanisms to make our work more accessible to Islanders.</p>	<p>We planned an event with the Jersey Youth Assembly that took place on 2 February 2026.</p> <p>We undertook a series of outreach and stakeholder events during 2025 as part of marking our 20th Anniversary.</p> <p>We started work on a new website that was launched in January 2026.</p>
Volunteering	Participation in Island programmes aimed at supporting inclusion and diversity.	We have made limited progress on this during 2025 and will re-focus our efforts during 2026.
Economic indicators		
Household income	Review our expenditure to consider using Jersey-based supply chains where appropriate and possible and ensure that we are paying suppliers promptly.	We commenced the implementation of a new operating model during 2025 that has seen more support services being provided on Island.
People in work	<p>Explore options to participate in apprentice schemes to help develop on Island skills.</p> <p>Undertake a review of our business model following the update of the C&AG Law and seek to use on Island resources where appropriate.</p>	<p>We continued to explore options to participate in apprentice schemes.</p> <p>We have commenced the implementation of a new operating model for the office that maximises the use of on Island resources where appropriate.</p> <p>We have recruited two on Island affiliates who have undertaken work for us in 2025.</p>
Value of the strategic reserve	Manage our finances to ensure that value for money can be demonstrated.	The C&AG achieved an underspend of £48,300 representing 4.0% of the budget for 2025.

Performance Report



Island Outcome Indicators	Planned activities 2025 to 2028	Progress during 2025
Environment indicators		
Energy consumption	Look at energy efficient solutions when taking decisions on our travel and accommodation policies.	During 2025 we changed our taxi provider on Island to a provider with an all-electric vehicle fleet.
Greenhouse Gas Emissions	Monitor and reduce its carbon emissions compared with a baseline of 2019. During the period of this Strategy the JAO will publish a climate strategy and carbon neutral roadmap.	The major environmental impact of the JAO is the use of air travel to and from Jersey. We have sought to ensure that travel to the Island is purposeful so that the impact on the environment is minimised. The Co2 emissions from our air travel reduced from 6,324 kg in 2024 to 6,111 kg in 2025.
Waste generation	Reduce consumption of paper and single use plastics.	We operated a paperless office during 2025.
Water consumption	Consider how policies and expenditure decisions can contribute to reducing water consumption.	We will consider this further during 2026.





During 2025 we undertook a project to update our branding and website. Our new website was launched on 23 January 2026.



Performance Report



Building a more resilient organisation

Our planned actions 2025-28	Key Performance Indicators	How we performed in 2025	
Support the Board of Governance to perform its role effectively	Positive assurance report from the Board of Governance	Positive assurance statement issued.	
Implement effective succession plans for the Chair of the Board of Governance and the C&AG as they reach the end of their terms of office	Stakeholders observe a smooth transition in the Chair and C&AG roles	A successful transition plan was implemented for the Chair role. The recruitment process for a new C&AG to take up position from 1 January 2027 has proceeded to plan. On 12 March 2026 the States Assembly approved Paul Dossett to become C&AG from 1 January 2027.	
Refresh policies and procedures including the service level agreement with the States	Refreshed suite of policies and procedures in place	We have continued to update our policies and procedures and successfully attained Cyber Essentials accreditation during 2025. We also agreed a retention schedule with the Jersey Archivist. Work is continuing to ensure that a full set of policies and procedures is in place to support the new operating model as it is implemented.	
Support the drafting and implementation of an updated C&AG (Jersey) Law	Updated C&AG (Jersey) Law enacted	We have supported policy officers and scrutiny in providing comments on the drafting of the proposed updated C&AG (Jersey) Law. On 11 March 2026 the States Assembly approved the updated Law.	

We have continued to invest in enhancements to policies and procedures during 2025 through an ongoing project to review and update them on a cyclical basis. We worked closely with the Jersey Office of the Information Commissioner to refresh our Privacy Policy; and with the Jersey Archivist to develop and publish a retention schedule. We also developed a suite of IT policies and procedures which enabled us to obtain Cyber Essentials accreditation in December 2025. We will continue to review and develop policies in line with our cyclical plan and identify new policies that will be required as a consequence of changes in how we manage the JAO.

Performance Report



Risks

The Risk Management Framework is set out below. All members of the Board of Governance and the JAO team contribute to the identification, review and management of risk.



Risks are reviewed in the context of their relevance to the operation of the Board of Governance and the four JAO key ambitions. Risks are assessed and evaluated based on the likelihood and impact of risks occurring and the mitigating arrangements in place. Further mitigations are planned where the level of risk is outside the level of risk tolerance identified for each area. The risk register is reviewed at each meeting of the Board of Governance.

The risk profile of the JAO has remained relatively stable during 2025 both in terms of inherent and residual risks. During 2025 four new risks were added to the risk register and an exercise was undertaken to categorise all risks as strategic or operational. Seven risks have been categorised as strategic risks. These risks are set out below together with the six highest scoring operational risks.

Performance Report



Risk area	Risk description	Inherent Risk	Residual Risk at 31 December 2025	Risk Trend
Strategic Risks				
Board of Governance	Inadequate information provided to the Board to enable it to scrutinise performance			Stable
	Inadequate appointment is made to the C&AG position			Improving with a post year end reduction to green
	Inadequate transition to a new C&AG			Improving
	The updated C&AG Law is not passed			Improving with a post year end reduction to green
High performing audit organisation	Poor quality of performance audit work			Stable with plan for improved mitigations
	Poor quality of financial statements audit work by appointed firms			Improving
Supporting effective scrutiny and accountability	Audit programme seen as not relevant and / or audit work lacks impact			Stable
Operational risks				
High performing audit organisation	Insufficient pool of audit firms willing to undertake JAO audits			Improving
	The policies and procedures of the JAO do not keep pace with the changes being made to C&AG responsibilities for financial statements auditors			Improving with further mitigations being actioned

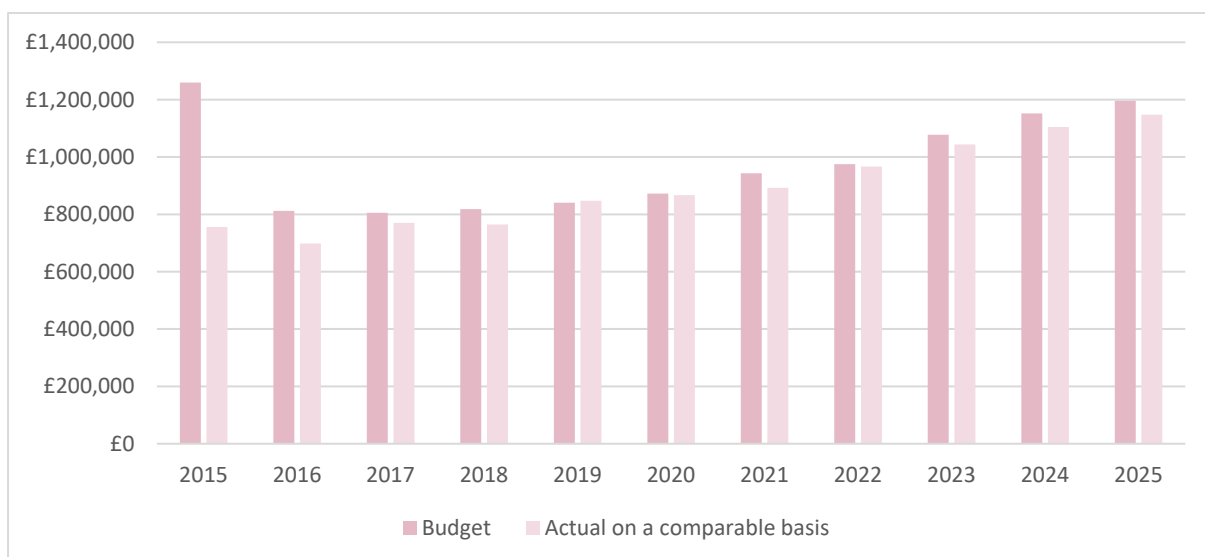
Performance Report



Risk area	Risk description	Inherent Risk	Residual Risk at 31 December 2025	Risk Trend
Building a more resilient organisation	Insufficient resources available to discharge responsibilities	■	■	Stable
	Information within JAO systems that should be retained is not, or that information is retained within JAO systems that should not be	■	■	Improving with data retention schedule approved in year
	Compromise of JAO data systems leading to unauthorised disclosure of information	■	■	Improving with Cyber Essentials accreditation obtained in 2025
	Compromise of external data systems leading to unauthorised disclosure of information	■	■	Stable

Financial Performance

Resources for the JAO are allocated through the Government Plan. Performance against budget since 2015 is summarised below.



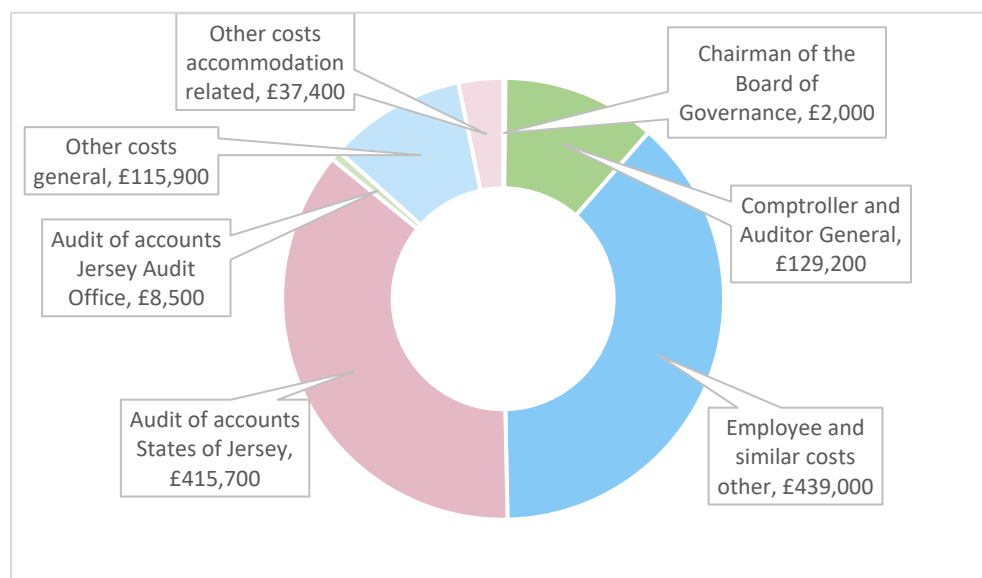
Source: JAO Audited Annual Accounts 2015 to 2025

Performance Report



For 2025, the C&AG achieved an underspend of £48,300 representing 4.0% of the allocated budget of £1,196,000. The principal reasons for the variance of actual performance against budget relates to an underspend against the anticipated budget for the recruitment of a new Comptroller and Auditor General and on the audit programme due to the deferral of a planned project on Major and Strategic Projects including Capital Projects Audit to 2026. This was to enable the audit of the more significant stages of the New Healthcare Facilities Programme

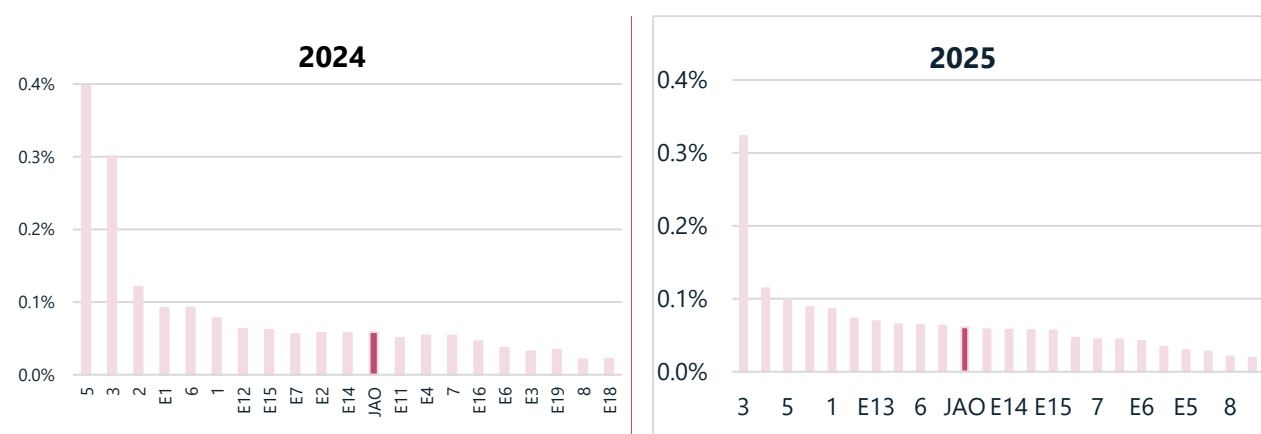
A detailed breakdown of costs in 2025 is set out below. Further information on the financial performance is provided in the Annual Accounts.



Source: JAO Audited Annual Accounts 2025

When benchmarking the expenditure of audit offices as a percentage of the relevant government's spend, the JAO remains in the middle of the range.

Expenditure of JAO and comparative audit offices as a proportion of government expenditure – 2024 and 2025



Source: Jersey Audit Office analysis

Accountability Report



Corporate Governance Report

Comptroller and Auditor General's Report

I was appointed as C&AG on 1 January 2020 and personally direct the activities of the JAO with the support of the Deputy C&AG.

The Board of Governance of the Office of the Comptroller and Auditor General comprises a Chair, between two and four independent members and the C&AG (ex officio).

All members of the Board of Governance have to complete a declaration of interests. No Board members declared significant company directorships or other interests that might have conflicted with their responsibilities. No member of the Board had any other related-party interests.

Statement of Responsibilities of the Comptroller and Auditor General

Under the Comptroller and Auditor General (Jersey) Law 2014, the C&AG is required to prepare annual accounts. The accounts are prepared on an accruals basis.

I confirm that, as far as I am aware, there is no relevant audit information of which the external auditors are unaware. I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the external auditors are aware of that information. In preparing these accounts, I have adopted International Public Sector Accounting Standards issued by the International Public Sector Accounting Standards Board and, in particular, I have:

- observed the relevant accounting and disclosure requirements and applied suitable accounting policies on a consistent basis
- made judgements and estimates on a reasonable basis; and
- prepared the accounts on a going concern basis.

I confirm that this Annual Report and Accounts as a whole is fair, balanced and understandable.

Accountability Report



Governance statement

My responsibilities

The C&AG has responsibility for maintaining effective governance and a sound system of internal control that supports the achievement of the JAO's policies, aims and objectives, while safeguarding the public funds and assets.

How the C&AG discharges her responsibilities

Given the small size of the JAO, the C&AG performs her functions without a formal management team. In her absence she delegates her responsibilities in accordance with a documented Scheme of Delegation.

The C&AG secures an effective system of governance and a sound system of internal control including by:

- preparing, communicating and implementing appropriate policies and procedures, in areas such as complaints and data security
- to the extent appropriate to the circumstances of the JAO, using the corporate financial and other systems of the States of Jersey. For financial systems, a service level agreement is in place. Using such systems means that the JAO does not maintain its own bank account with the attendant risks
- monitoring and forecasting expenditure against budget
- seeking professional advice from the States where necessary and appropriate, including from the Law Officers' Department and the States' corporate procurement team
- maintaining a contracts register and a gifts and hospitality register; and
- reviewing the performance of the appointed auditors.

Risk management

The JAO operates a risk register that is reviewed at each meeting of the Board of Governance.

Personal data related incidents

There were no reportable personal data related incidents in 2025.

Accountability Report



The Board of Governance during 2025

The Board of Governance, established under the Comptroller and Auditor General (Board of Governance) (Jersey) Order 2015 (the Order), 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. In addition to the C&AG who serves ex officio the Board members who served in 2025 were:



Grace Nesbitt OBE

Grace was a senior human resources professional in the Northern Ireland Civil Service. She served as Board Chair until 13 March 2025.



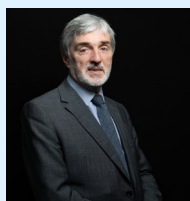
Michael Whitehouse OBE

Michael has over 35 years' experience in public audit serving the UK Parliament. He was appointed as Board Chair from 14 March 2025.



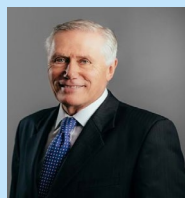
Professor Russel Griggs OBE

Russel is an experienced business professional and has worked in a number of large private businesses as well as in large organisations and projects in the public sector. He was the Board Senior Independent Member until 13 March 2025.



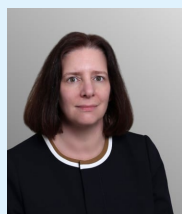
Rob Tinlin MBE

Rob has had a successful career in local government, serving in both Scottish and English councils. He has been the Board Senior Independent Member from 14 March 2025 and was previously an Independent Member.



Peter Pichler

Peter is as a chartered accountant and is an alumnus of EY. He is based in Jersey and for nine years until January 2024 was a Commissioner at the Jersey Financial Services Commission. He has been an Independent Member of the Board since 16 April 2024.



Cosette Reczek

Cosette is a Chartered Governance Professional and has served in multiple non-executive and independent roles. She has been an Independent Member of the Board since 14 March 2025.

Accountability Report



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 Medium-Term Financial 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.

How the Board of Governance discharged its responsibilities

The Board met three times during 2025. During 2025, the Board:

- reviewed the JAO risk register
- reviewed the JAO estimates for 2026 – 2029 for inclusion in the States of Jersey Government Plan
- monitored the financial performance of the JAO, including the expenses incurred by the C&AG
- received and reviewed the report from the external auditors appointed by the Chair of the PAC on the JAO accounts
- monitored the gifts and hospitality register maintained for the JAO
- received progress reports on the appointment of a new C&AG. The Chair represented the Board on the new C&AG recruitment panel; and
- received updates on activities relating to the Jersey Audit Office Strategy.

The Board did not have cause to report any matters of concern to the Chief Minister and Chair of the PAC.

Accountability Report



The Board carried out an annual strategic review of its operations. No significant changes were required to the Board's Strategic Framework, Standing Orders, Code of Conduct and Relationship Code.

The Board updated its annual self-assessment questionnaire of Board Performance to better align with its responsibilities and completed a skills matrix of current Board members. It considered the results of its performance and was content that overall it was working well and that the Board contained an appropriate level of knowledge and skills to undertake its duties effectively.

The Chair and other members of the Board attended a Public Accounts Committee networking event hosted by the Jersey States Assembly on 7 November 2025. The event brought together representatives of respective audit offices from a diverse range of jurisdictions – including Gibraltar, the Isle of Man and Northern Ireland. Discussions included how PACs can effectively track the implementation of their recommendations; the challenges and benefits of audit institutions; and the role of PACs in scrutinising significant spend by government in areas such as capital programmes, health and annual reporting.

Public Finances Manual

The Public Finances Manual (PFM) sets out best practice, high level principles and requirements for financial management of the States of Jersey. Since 2022 the PFM has contained a section which sets out specific considerations for the Office of the Comptroller and Auditor General. The JAO's policies and procedures comply with the PFM requirements.

Quality of data used

Both the Board of Governance and the C&AG rely on financial information drawn from the States of Jersey's financial systems that was subject to review and scrutiny by the finance and governance affiliate working for the C&AG throughout 2025. Both the Board of Governance and I are satisfied that such financial information is acceptable for the purposes for which it is used.

Review of effectiveness

I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by my own work, the work of those working for me, the work of the Board of Governance and information received from the States. Based on that review I am satisfied with the arrangements in place for governance, risk management and internal control.

Accountability Report



Significant internal control weaknesses

I am able to report that there were no significant weaknesses in the JAO's system of internal control in 2025 that affected the achievement of the JAO's key policies, aims and objectives.

The Corporate Governance Report has been signed on 14 April 2026.

A handwritten signature in blue ink that reads "Lynn Pamment".

Lynn Pamment CBE
Comptroller and Auditor General

Accountability Report



Remuneration and Staff Report

During 2025, the JAO relied on the services of 14 independent contractors, including the C&AG and the Deputy C&AG as well as an additional two temporary agency staff.

	Fees paid 2025 £	Fees paid 2024 £
Comptroller and Auditor General	129,200	125,100
Deputy Comptroller and Auditor General	114,100	114,100
Other independent contractors	307,600	271,000
Agency staff	17,300	0
Total	568,200	510,200

The remuneration of independent contractors except the Deputy C&AG comprises only fees; they do not receive any bonuses, non-cash benefits or pension benefits. The C&AG is remunerated at a daily rate under the terms of a contract entered into on behalf of the Chief Minister and the Chair of the PAC. The Deputy C&AG and other independent contractors are remunerated at daily rates under the terms of contracts entered into by the C&AG. The remuneration of the Chair of the Board of Governance is determined by the States Assembly. Board of Governance independent members are not remunerated.

Chair Remuneration	Fees paid 2025 £	Fees paid 2024 £
Grace Nesbitt OBE	400	2,000
Michael Whitehouse OBE	1,600	-

No payments in compensation for loss of office were made in the year and no payments were made to any office holder who was not in post during the year.

The Remuneration and Staff Report has been signed on 14 April 2026.

Lynn Pamment CBE
Comptroller and Auditor General

Accountability Report



Report of the Board of Governance of the Office of the Comptroller and Auditor General to the States Assembly on the expenses of the Comptroller and Auditor General

Article 5(7) of the Comptroller and Auditor General (Board of Governance) (Jersey) Order 2015 provides that the Board may prepare an assurance report upon the annual expenses of the Comptroller and Auditor General.

Scope of our work

The Board has through the course of 2025 and in preparing this statement:

- obtained an understanding of the controls and processes in place over the expenses incurred by and on behalf of the Comptroller and Auditor General for travel and subsistence
- received an analysis of the expenses incurred by and on behalf of the Comptroller and Auditor General for travel and subsistence for the year ended 31 December 2025
- assessed the reasonableness of those expenses in light of the role of the Comptroller and Auditor General
- sought explanations for any unusual items; and
- evaluated the reasonableness of such explanations.

Statement

No matters have arisen from the work of the Board that we wish to draw to the attention of the States Assembly.

Michael Whitehouse OBE

Chair

For and on behalf of the Board of Governance of the Office of the Comptroller and Auditor General

14 April 2026

Accountability Report



Independent Auditors Report to the Comptroller and Auditor General

Opinion

We have audited the financial statements of the Office of the Comptroller and Auditor General (the 'C&AG') which comprise the Statement of comprehensive net expenditure, Statement of financial position, Statement of comparison of budget and actual amounts 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 C&AG as at 31 December 2025 and of its financial position for the year then ended;
- are in accordance with International Public Sector Accounting Standards ("IPSASs") as issued by the International Public Sector Accounting Standards Board ("IPSASB"); and
- have been prepared in accordance with the requirements of the Comptroller and Auditor General (Jersey) Law 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. 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 C&AG 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.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the Comptroller and Auditor General's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the C&AG's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or,

Accountability Report



if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the C&AG to cease to continue as a going concern.

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 C&AG'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.

In auditing the financial statements, we have concluded that the Comptroller and Auditor General's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

The responsibilities of the directors with respect to going concern are described in the 'Responsibilities of directors for the financial statements' section of this report.

Other information

The Comptroller and Auditor General is responsible for the other information. The other information comprises the information included in the 'Annual Report' other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have 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.

Responsibilities of the Comptroller and Auditor General for the financial statements

As explained more fully in the Corporate Governance Report set out from page 18, the Comptroller and Auditor General is responsible for the preparation of the

Accountability Report



financial statements which give a true and fair view in accordance with IPSASs, and for such internal control as the Comptroller and Auditor General 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 Comptroller and Auditor General is responsible for assessing the C&AG'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 the Comptroller and Auditor General either intends to liquidate the C&AG or to cease operations, or have no realistic alternative but to do so.

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 (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

Accountability Report



We obtained an understanding of the legal and regulatory frameworks applicable to the C&AG and the sector in which it operates. We determined that the following laws and regulations were most significant: IPSASs and Comptroller and Auditor General (Jersey) Law 2014.

- We understood how the C&AG is complying with those legal and regulatory frameworks by, making inquiries to management. We corroborated our inquiries through our review of Board of Governance minutes. We identified whether there is culture of honesty and ethical behaviour and whether there is a strong emphasis of prevention and deterrence of fraud. We discussed the policies and procedures regarding compliance with laws and regulations with the Comptroller and Auditor General and management and corroborated our enquiries through review of Board of Governance minutes.
- We assessed the susceptibility of the Office of the C&AG's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:
 - journal entries that increased expenditure or non-standard journal entries processed at year end;
 - transactions with related parties.

Our audit procedures involved:

- understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- identifying and testing journal entries, in particular any journal entries posted with unusual account combinations;
- assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item.
- We assessed the appropriateness of the collective competence and capabilities of the engagement team including consideration of the engagement team's:
 - Understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation;
 - Knowledge of sector in which the client operates;

Accountability Report



- Understanding of the legal and regulatory requirements specific to the Office of the C&AG including the provisions of the Comptroller and Auditor General (Jersey) Law 2014.
- We did not identify any matters relating to non-compliance with laws and regulations or relating to fraud; and
- In assessing the potential risks of material misstatement, we obtained an understanding of:
 - the Office of the C&AG's operation, including the nature of its expenditure sources, services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and risks that may result in risks of material misstatement.
 - the applicable statutory provisions
 - the Office of the C&AG's control environment.

Use of our report

This report is made solely to Comptroller and Auditor General in accordance with Article 19 of the Comptroller and Auditor General (Jersey) Law 2014. Our audit work has been undertaken so that we might state to the Comptroller and Auditor General those matters we are required to state to her 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 Comptroller and Auditor General, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton Limited

Grant Thornton Limited

Chartered Accountants
St Helier, Jersey

Date: 16 April 2026

Annual Accounts for the year ended 31 December 2025



Statement of comprehensive net expenditure for the year ended 31 December 2025

Expenses	Notes	2025 £	2024 £
Employee and similar costs: Chairman of the Board of Governance		2,000	2,000
Employee and similar costs: Comptroller and Auditor General		129,200	125,100
Employee and similar costs: other	4	439,000	385,100
Other costs: audit of the accounts of the States of Jersey	5	415,700	459,600
Other costs: audit of the accounts of the Office of the Comptroller and Auditor General		8,500	8,300
Other costs: general	6	115,900	86,600
Other costs: accommodation-related	7	37,400	38,000
Total comprehensive net expenditure		1,147,700	1,104,700

Annual Accounts for the year ended 31 December 2025



Statement of financial position

	Notes	31 December 2025 £	31 December 2024 £
Assets	8	8,700	0
Current assets			
Trade receivables from exchange transactions	9	10,500	8,100
Receivables from non-exchange transactions: States of Jersey Consolidated Fund		487,000	595,300
Total assets		506,200	603,400

Liabilities			
Current liabilities			
Trade payables from exchange transactions	10	506,200	603,400
Total current liabilities		506,200	603,400
Total liabilities		506,200	603,400
Net assets		0	0

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Statement of comparison of budget and actual amounts for the year ended 31 December 2025

Net revenue expenditure	Note	2025 £	2024 £
Original and final budget	18	1,196,000	1,152,000
Actual on comparable basis		1,147,700	1,104,700
Performance difference		48,300	47,300

Annual Accounts for the year ended 31 December 2025



Notes to the financial statements

1 General Information

These financial statements were authorised for issue by the Comptroller and Auditor General on 14 April 2026.

The Office of the Comptroller and Auditor General is established by the States of Jersey under the Comptroller and Auditor General (Jersey) Law 2014. The financial activities of the Office of the Comptroller and Auditor General are included within the financial statements of the States of Jersey presented to the States Assembly by the Minister for Treasury and Resources.

The Office of the Comptroller and Auditor General's principal activity is serving as a supreme audit institution for Jersey and is located in Jersey.

The financial statements cover the individual entity as no other entities have been identified for inclusion within the financial statements in accordance with applicable accounting standards.

2 Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in pounds sterling which is the functional and reporting currency of the Office of the Comptroller and Auditor General and all values are rounded to the nearest one hundred pounds.

The financial statements are prepared on the basis of historical cost unless otherwise stated. The financial statements are prepared on an accruals basis. Foreign currency transactions are translated into pounds sterling at the rate ruling at the date of each transaction. Foreign exchange gains and losses resulting from the settlement of such transactions are recognised in the Statement of Comprehensive Net Expenditure.

3 Summary of significant accounting policies

a) Reporting financial performance

The expenses of the Office of the Comptroller and Auditor General are directly met by the States of Jersey and no cash or equivalent is advanced to the Office of the Comptroller and Auditor General. The Office of the Comptroller and Auditor General

Annual Accounts for the year ended 31 December 2025



has no rights to funding voted by the States Assembly but not utilised in the course of the year. Therefore:

- these financial statements include a Statement of Comprehensive Net Expenditure as the Office of the Comptroller and Auditor General receives no income
- the Statement of Financial Position includes Receivables from non-exchange transactions representing the amounts payable by the States of Jersey's Consolidated Fund to meet the liabilities of the Comptroller and Auditor General
- the Statement of Financial Position includes no reserves; and
- no Cash Flow Statement is prepared as there are no cash flows specifically attributable to the Office of the Comptroller and Auditor General.

b) Recognition of expenditure

Expenditure in respect of fees for the audit of the annual financial statements of the States of Jersey and the Office of the Comptroller and Auditor General are recognised in the period to which the financial statements relate. Expenditure is stated net of the amount falling on the Social Security Funds in respect of the audit of the States of Jersey as full responsibility for the portion of the cost of the audit of the Social Security Funds rests with the Social Security Funds and the Comptroller and Auditor General is acting as an agent in respect of this amount.

Expenditure in respect of fees for other work undertaken for the Office of Comptroller and Auditor General is recognised in the period in which the service is provided.

Expenditure is reported net of Goods and Services Tax.

c) Property, plant and equipment

The Office of the Comptroller and Auditor General's policy is to recognise property, plant and equipment in the financial statements at cost less accumulated depreciation where the cost of an individual item or group of items exceeds £10,000. A right of use asset in respect of office accommodation was recognised on 1 January 2025 and depreciated during the year over the term of the remaining lease (£nil 31 December 2024).

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d) Leases

From 1 January 2025 the Office of the Comptroller and Auditor General considered if any new contracts entered into from this date contains a lease. A lease is defined as 'a contract, or part of a contract that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. In applying this definition the Office of the Comptroller and Auditor General assesses whether the contract meets three key criteria:

- the contract contains an identified asset
- the Office of the Comptroller and Auditor General has the right to substantially all of the economic benefits from the identified asset throughout the period of use
- the Office of the Comptroller and Auditor General has the right to direct the use of the identified asset throughout the period of its use.

Measurement and recognition of leases as a lessee

At the commencement date of the lease, the Office of the Comptroller and Auditor General recognises a right-of-use asset and a lease liability on the Statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability.

The right-of-use asset is depreciated on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. Impairments in the right of use asset are assessed if such indicators exist.

At the commencement date of the lease the lease liability is measured at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease or that rate if readily available, or the incremental borrowing rate of the Office of the Comptroller and Auditor General.

Lease payments included in the measurement of the lease liability are made up of fixed payments, variable payments based on an index or rate and any amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification in the lease or lease payments. When the lease liability is remeasured,

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the corresponding adjustment is reflected in the right-of-use asset, or the Statement of comprehensive net expenditure if the right-of-use asset is already reduced to zero.

Payments in relation to short term leases of less than 12 months and leases of low-value assets are accounted for as an operating expense in the Statement of comprehensive net expenditure.

e) Provisions

Provisions are recognised when the Office of the Comptroller and Auditor General has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The Office of the Comptroller and Auditor General does not recognise contingent liabilities but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

The Office of the Comptroller and Auditor General does not recognise contingent assets but discloses in the notes to the financial statements details of any possible assets whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Office of the Comptroller and Auditor General.

f) Related parties

The Office of the Comptroller and Auditor General regards a related party as a person or entity with the ability to exercise significant influence over the work carried out by the Office and the application of its resources.

g) Changes in accounting policies and estimates

The Office of the Comptroller and Auditor General recognises the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

The Office of the Comptroller and Auditor General has adopted IPSAS 43 on leases which came into effect from 1 January 2025. The adoption of this standard has resulted in the Office recognising a right-of-use asset and related lease liability in connection with a lease in respect of office accommodation.

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The new standard has been applied using a modified retrospective approach, with the cumulative effect of adopting IPSAS 43 being recognised in the Statement of financial position as an adjustment to opening balances within assets and liabilities. Prior periods have not been restated.

At the date of initial application of IPSAS 43 (1 January 2025), the Office of the Comptroller and Auditor General has elected to measure the right-of-use asset at an amount equal to the lease liability adjusted for any prepaid or accrued payments that existed at that date. The value has been recognised using the present value of the remaining lease payments using an incremental borrowing rate of 5.1%.

The Office of the Comptroller and Auditor General has benefited from the use of hindsight when determining the lease term by recognising the option taken in 2025 to extend the term of the lease by three months to 31 March 2026.

The Office of the Comptroller and Auditor General recognises the effects of changes in accounting estimates prospectively by including them in net expenditure.

h) Classification of expenses

The Office of the Comptroller and Auditor General adopts an expenditure classification that is relevant to the circumstances of the Office.

i) Budget information

The annual budget for the expenditure of the Office of the Comptroller and Auditor General is prepared on the basis of revenue expenditure. The budget classification used is that adopted by the States of Jersey.

j) Significant judgements and sources of estimation uncertainty

The preparation of the financial statements of the Office of the Comptroller and Auditor General in conformity with IPSAS requires management to make judgements, estimates and assumptions that affect the reported amounts of expenses, assets and liabilities, and the disclosure of any contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

In the process of applying the accounting policies, the Office of the Comptroller and Auditor General has made judgements which have an effect on the amounts recognised in the financial statements.

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The States of Jersey incremental borrowing rate of 5.1% at 1 January 2025 was applied to lease liabilities recognised under IPSAS 43.

The Office of the Comptroller and Auditor General has not identified any assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

k) New IPSAS

The Office of the Comptroller and Auditor General has determined that the following IPSAS relevant to its activities will have no impact on the reporting financial position or performance of the Office:

IPSAS for which first time adoption is required for financial periods beginning on or after 1 January 2026 but early adoption is permitted:

- IPSAS 48 Transfer Expenses
- IPSAS 49 Retirement Benefit Plans

IPSAS for which first time adoption is required for financial periods beginning on or after 1 January 2027 but early adoption is permitted:

- IPSAS 50 Exploration for and Evaluation of Mineral Resources

IPSAS for which first time adoption is required for financial periods beginning on or after 1 January 2028 but early adoption is permitted:

- IPSAS 51 Tangible Natural Resources Held for Conservation

IPSAS 47 Revenue is applicable for financial periods beginning on or after 1 January 2026. The Office of the Comptroller and Auditor General anticipates that the implementation of IPSAS 47 will result in changes to disclosures in respect of revenue but will not result in changes in the recognition and measurement of revenue.

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4 Employee and similar costs: other

	2025 £	2024 £
Deputy Comptroller and Auditor General and Affiliates	320,400	269,700
Finance, governance, communication & administrative support	118,600	115,400
	439,000	385,100

5 Other costs: audit of States accounts

The expenditure of £415,700 (2024: £459,600) is stated net of a charge to the States of Jersey's Social Security Funds of £153,300 (2024: £88,500). From 2013 to 2024 the proportion of audit fee relating to Jersey's Social Security Funds was based on Social Security Fund assets at 31 December 2013. During 2025, the proportion was reviewed and, following agreement with the Chief Officer for Employment, Social Security and Housing, it was increased from 16.14% to 26.76% based on the Social Security Funds assets at 31 December 2024.

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6 Other costs: general

	2025 £	2024 £
Recruitment of Board Members	0	15,300
Recruitment of Comptroller and Auditor General	29,000	0
Audit Quality Monitoring	13,900	15,200
Equipment purchase	2,100	
Website development	6,900	0
ICT support	30,300	18,000
Computer licences	2,100	1,800
Communications	200	1,800
Travel and accommodation: Chair	700	1,000
Travel and accommodation: Comptroller and Auditor General	10,600	10,700
Travel and accommodation: Deputy Comptroller and Auditor General	9,000	8,800
Travel and accommodation: other	6,100	6,500
Conferences and course fees	3,900	6,400
Other fees	900	800
Administration	200	300
	115,900	86,600

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7 Other costs: accommodation-related

	2025 £	2024 £
Premises and maintenance	300	38,000
Depreciation on leased asset	34,900	0
Interest on leased asset	2,200	0
	37,400	38,000

Depreciation and interest on leased assets arise from the change in accounting treatment of operating leases in accordance with IPSAS 43 Leases, as set out in note 3 on accounting policies.

8 Assets

	Right of use asset £	2025 Total £	2024 Total £
Gross carrying amount			
Balance at 1 January 2025	0	0	0
Adjustment on transition to IPSAS 43	43,600	43,600	0
Balance at 31 December 2025	43,600	43,600	0
Depreciation			
Balance at 1 January 2025	0	0	0
Depreciation	34,900	34,900	0
Balance at 31 December 2025	34,900	34,900	0
Carrying amount at 31 December 2025	8,700	8,700	0

The right of use asset relates to a lease in respect of office accommodation.

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9 Trade receivables from exchange transactions

	2025 £	2024 £
Prepayments	10,500	8,100
	10,500	8,100

10 Trade payables from exchange transactions

	2025 £	2024 £
Trade payables	17,200	7,100
Accruals	479,200	596,300
Lease liabilities	9,800	0
	506,200	603,400

11 Lease liabilities

	2025 £	2024 £
Balance at 1 January 2025	0	0
Adjustment on transition to IPSAS 43	43,600	0
Interest	2,200	0
Repayments	(36,000)	0
Balance at 31 December 2025	9,800	0

Lease repayments include lease payments of £33,800 and interest payments of £2,200. Lease payments are expensed over the term of the lease which matures in 2026. All lease payments are recognised as a lease liability.

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12 Financial instruments – financial risk management

The fair value of receivables from exchange transactions is equal to their carrying value due to the short-term maturities of these instruments.

The borrowing rate used to assess the fair value of the right of use asset and the lease liability takes account of any relevant credit risk. Trade receivables from non-exchange transactions do not expose the Office of the Comptroller and Auditor General to credit risk.

As the States of Jersey meet the liabilities of the Office of the Comptroller and Auditor General, the Office of the Comptroller and Auditor General is not exposed to any liquidity risk.

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate as a result of changes in foreign exchange rates. As the Office of the Comptroller and Auditor General does not hold assets or liabilities denominated in foreign currencies at the year end, the Office of the Comptroller and Auditor General is not exposed to any currency risk.

As the Office of the Comptroller and Auditor General does not have interest-bearing assets or liabilities other than the right of use asset and lease as disclosed above. The Office of the Comptroller and Auditor General is not exposed to any market risk.

13 Related party disclosures

Terms and conditions of transactions with related parties

Lynn Pamment, who was Comptroller and Auditor General during 2025 and 2024 was engaged under a contract for services. Helen Thompson was engaged as Deputy Comptroller and Auditor General from November 2023 under a contract for services.

Purchases from Lynn Pamment and Helen Thompson were made at terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year end are unsecured, interest-free and settled in cash. There have been no guarantees provided or received from any related party payable.

Key management personnel

The key management personnel, as defined by IPSAS 20 Related Party Disclosures, comprised Lynn Pamment, as Comptroller and Auditor General and Helen Thompson as the Deputy Comptroller and Auditor General, were empowered under Article 16 of the Comptroller and Auditor General (Jersey) Law 2014 to discharge the functions of

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Comptroller and Auditor General in Lynn Pamment's absence. Lynn Pamment and Helen Thompson were engaged on a contract for services basis and the total expenditure on their engagement amounts to £243,300 (2024: £239,300), which includes employers social security contributions where relevant. Lynn Pamment and Helen Thompson's services combined for 2025 equates to 1.05 of a full time equivalent person (2024: 1.07).

States of Jersey

Article 9 of the Comptroller and Auditor General (Jersey) Law 2014 places a duty on the States to ensure that the Comptroller and Auditor General is provided with sufficient resources to perform her functions.

The duty to ensure that sufficient resources are provided is discharged by the States meeting the costs of the Office of the Comptroller and Auditor General.

States of Jersey Social Security Funds

The Social Security Fund, Social Security (Reserve) Fund, Health Insurance Fund and Long-Term Care Fund established by the States of Jersey meet the portion of the cost of the audit of the States' accounts relating to those Funds.

14 Contingent liabilities

At the end of the financial year the Office of the Comptroller and Auditor General had no contingent liabilities (31 December 2024: nil).

15 Segment information

The Office of the Comptroller and Auditor General is organised into two functional areas:

- The Jersey Audit Office which is directed by the Comptroller and Auditor General and through which she delivers her responsibilities to:
 - report to the States Assembly on the effectiveness of internal control, general corporate governance arrangements and economy, efficiency and effectiveness; and
 - appoint auditors of the accounts of the States and other specified entities; and
- Oversight which includes:

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- the review of the annual report and audit of financial statements of the Comptroller and Auditor General by external auditors; and
- the Board of Governance, responsible for keeping under review whether the resources provided to the Comptroller and Auditor General by the States Assembly are used properly, efficiently and effectively. In 2025 the Board comprised four independent members (2024: four) appointed by the States Assembly and the Comptroller and Auditor General ex officio.

Expenditure attributable to the governance business unit comprises:

- the remuneration and expenses of the independent members of the Board of Governance established under the Comptroller and Auditor General (Board of Governance) (Jersey) Order 2015
- a proportion of the remuneration of the Comptroller and Auditor General and the Deputy Comptroller and Auditor General, Helen Thompson, reflecting the time spent preparing for and attending meetings of the Board
- a proportion of the remuneration of the Jersey Audit Office Finance and Governance Affiliate reflecting the time spent in their capacity as Secretary of the Board
- the fee for the audit of the accounts of the Office of the Comptroller and Auditor General; and
- other costs directly related to the work of the Board.

The Office of the Comptroller and Auditor General operates in only one geographic location and therefore no segments are monitored geographically.

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Reportable segments 2025

	General operations £	Governance £	Total £
Segment expenses			
Employee and similar costs: Chairman of the Board of Governance	0	2,000	2,000
Employee and similar costs: Comptroller and Auditor General	126,300	2,900	129,200
Employee and similar costs: other	426,100	12,900	439,000
Other costs: audit of the accounts of the States of Jersey	415,700	0	415,700
Other costs: audit of the accounts of the Office of the Comptroller and Auditor General	0	8,500	8,500
Other costs: general	114,600	1,300	115,900
Other costs: accommodation-related	37,100	300	37,400
Total comprehensive net expenditure	1,119,800	27,900	1,147,700
Other information			
Segment assets	497,300	8,900	506,200
Segment liabilities	497,300	8,900	506,200

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Reportable segments 2024

	General operations £	Governance £	Total £
Segment expenses			
Employee and similar costs: Chairman of the Board of Governance	0	2,000	2,000
Employee and similar costs: Comptroller and Auditor General	118,600	6,500	125,100
Employee and similar costs: other	368,000	17,100	385,100
Other costs: audit of the accounts of the States of Jersey	459,600	0	459,600
Other costs: audit of the accounts of the Office of the Comptroller and Auditor General	0	8,300	8,300
Other costs: general	69,000	17,600	86,600
Other costs: accommodation-related	37,400	600	38,000
Total comprehensive net expenditure	1,052,600	52,100	1,104,700
Other information			
Segment assets	594,200	9,200	603,400
Segment liabilities	594,200	9,200	603,400

16 Events after the reporting period

On 27 February 2026 the Comptroller and Auditor General entered into a nine year lease for office premises at Jubilee Wharf with Jersey Property Holdings Limited. The lease commenced on 1 March 2026 with the first month of the term being rent-free. Annual rent is £33,091.76. This is to be reviewed annually on each anniversary of the commencement date and increased in proportion to the increase in the Jersey Retail Price Index over the preceding twelve months, based upon the most recently

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available retail prices information. The total future cash outflows amount to £297,825.84 at current prices. The lease is expected to be treated as a right of use asset from 2026 onwards.

On 11 March 2026 the States Assembly approved amendments to the Comptroller and Auditor General (Jersey) Law 2014 which enhance the independence, oversight, and accountability arrangements for the Comptroller and Auditor General and the Jersey Audit Office [States Assembly | P.11/2026](#).

The current Comptroller and Auditor General's term of office comes to an end on 31 December 2026 completing a maximum tenure of 7 years. Following a process overseen by the Jersey Appointments Commission, on 12 March 2026, Paul Dossett, a current Partner and Head of Public Sector Assurance for Grant Thornton, was appointed to succeed Lynn Pamment as Comptroller and Auditor General from 1 January 2027 [States Assembly | P.20/2026](#).

17 Reconciliation of performance against budget to Statement of Comprehensive Net Expenditure

There is potential for differences between the financial performance of the Office of the Comptroller and Auditor General reported in the Annex to the States of Jersey 2025 Annual Report and Accounts and that reported in these financial statements as a result of:

- use of a different definition of expenditure
- use of different accounting policies
- use of different estimation procedures
- use of a different unit of rounding; and
- adoption of financial statements on different dates.

Performance against budget for the year ended 31 December 2025 can be reconciled as follows:

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	2025 £	2024 £
Revenue expenditure for the Office of the Comptroller and Auditor General reported on page 168 of the Annual Report and Accounts of the States of Jersey for the year ended 31 December 2025 (page 146 of the Annual Report and Accounts of the States of Jersey for the year ended 31 December 2024)	1,144,000	1,108,000
Plus / (minus): Other adjustments	4,200	-3,300
Plus / (minus): Adjustment for different unit of rounding	-500	0
Total comprehensive net expenditure	1,147,700	1,104,700

18 Differences between original budget, final budget and actual

'Original budget 2025' represents the sum for the year ended 31 December 2025 included in the Government Plan 2025-2028 as Amended, approved by the States Assembly on 11 November 2024.

'Adjustments' shows there were no in-year budget adjustment for the year ended 31 December 2025.

'Final budget 2025' shows the final budget reported in the financial statements of the States of Jersey presented to the States Assembly by the Minister for Treasury and Resources and reflecting the Original budget 2025 approved by the States Assembly on 11 November 2024.

The budget is prepared on an accruals basis using the States of Jersey budget classification.

Budget and actuals cover the activities of the Office of the Comptroller and Auditor General.

The principal reasons for the variance of actual performance against budget relates to an underspend against the anticipated budget for the recruitment of a new Comptroller and Auditor General and on the audit programme due to the deferral of

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a planned project on Major and Strategic Projects including Capital Projects Audit to 2026 to enable the audit of the more significant stages of the New Healthcare Facilities Programme.

The remaining net underspend represents less than 0.1% of budgeted expenditure.



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