Monday 21 September 2026

Continued improvement in annual reporting highlighted by Jersey Audit Office

Comptroller and Auditor General (C&AG), Lynn Pamment CBE, has today, 21 September 2026, issued her Transparency and Excellence in Annual Reporting report, together with an Annual Reporting Good Practice Guide

The **Transparency and Excellence in Annual Reporting report** reflects on the development of annual reporting since 2020 and considers the published annual reports and accounts of States of Jersey entities, States-controlled entities and States-established entities.

Annual reports are a key means by which an entity tells the story of its year. Public annual reporting, done well, enables stakeholders to understand - with trust and confidence - an entity's strategy and the risks it faces, how much money has been spent and on what, and what has been achieved as a result. They enable stakeholders to hold the entity to account effectively.

Each year since 2020, the Comptroller and Auditor General (C&AG) Lynn Pamment CBE, has undertaken a review of annual reporting and published a Good Practice Guide. She has also sought to encourage and to share best practice through delivery of workshops and the publication of Annual Reporting Self-Assessment Tools. Achievements and improvements in annual reporting were recognised at a Jersey Audit Office 20th Anniversary awards event in 2025.

The majority of annual reports for larger and medium sized entities reviewed meet the minimum standards identified for each of the four overarching principles that demonstrate transparency and excellence in annual reports: supporting accountability, transparent, understandable and accessible. Many of these entities are also able to demonstrate enhanced and best practice in respect of the overarching principles.

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The report identifies opportunities for larger and medium sized entities to more clearly articulate the thread between purpose, strategic objectives and key programmes, with a balanced view of progress and plans. Opportunities also exist to:

- identify and report Environmental, Social and Governance (ESG) objectives in a relevant sustainability framework
- improve the reporting of risk appetite and risk treatment criteria
- improve the reporting of how the delivery model adopted by an entity achieves value for money and how capital investment (where relevant) achieves value for money
- improve staff and executive remuneration reporting, and
- enhance benchmarking in financial performance.

In the report the C&AG observes that, while some small entities have made significant improvements to their annual reports since 2020, other small and very small entities fail to meet the minimum standards expected by the C&AG from annual reports.

She identifies opportunities to improve consistency, accountability and transparency of reporting by smaller entities whose transactions are included in the States of Jersey Annual Report, but which also publish stand-alone reports. This would be improved by:

- better cross referencing between the entities' annual reports and the States of Jersey annual report; and
- the use of a consistent template or framework, establishing minimum requirements, for the production of the annual reports of smaller entities.

The **Annual Reporting Good Practice Guide** is the 7th edition, showcasing best practice examples from the JAO's review of 2025 Annual Reports. It sets out examples across supporting accountability, transparency, understandability and accessibility, as well as strategy, risks, operations, governance, measures of success, financial performance and external factors.

Comptroller and Auditor General Lynn Pamment CBE said:

"My first report on Annual Reporting was published in August 2020. Since that time, I have observed year on year improvements in the annual reports produced by most entities. Many entities, regardless of size, demonstrate aspects of enhanced and best practice reporting as well as meeting all, or the vast majority of, minimum standards."

The **Transparency and Excellence in Annual Reporting** report and **Annual Reporting Good Practice Guide** are available from the Jersey Audit Office website *https://www.jerseyauditoffice.je*

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Notes to Editors:

- The Office of Comptroller and Auditor General ('C&AG') was established in 2005 and operates under the Comptroller and Auditor General (Jersey) Law 2014. The Office of Comptroller and Auditor General is known as the 'Jersey Audit Office'
- The remit of the C&AG includes the audit of financial statements, corporate governance, internal control and wider consideration of public funds, often expressed as 'value for money'
- The 2026 - 2029 Audit Plan can be found at: www.jerseyauditoffice.je
- Lynn Pamment CBE took up the Office of C&AG on 1 January 2020 for a fixed term of seven years. Following the introduction of the Comptroller and Auditor General (Jersey) Law 2014 the term of office is fixed at seven years and is non-renewable
- Contact details are: Jubilee Wharf, 24 The Esplanade, St Helier, Jersey JE2 3QA / T:716800 / E: enquiries@jerseyauditoffice.je

Comptroller and Auditor General's Policy regarding issue of reports and contact with the media:

- Press releases will be published by the Jersey Audit Office to accompany the publication of each report
- Embargo times, where set, will be at 0001 hours on the day of publication - for press releases, reports and all other information pertaining to the publication date

- Other press releases/ statements may be made on an occasional basis and not necessarily dependent upon the publication of a report. They will be subject to the same embargoes where set
- With any report issued, the opportunity is available for members of the press to request factual clarification, by email, of points contained therein
- Any comments made additional to any reports, will be included within any press release(s) as issued by the Jersey Audit Office, in the form of a quotation by the C&AG. These comments will be available for publication; but there will not be any supplementary live or pre-recorded interviews offered or undertaken by either Lynn Pamment CBE or the affiliates of the Jersey Audit Office
- The C&AG is prepared, on an occasional basis, to provide articles for publication in the local media, following a specific request and consideration of the relevant topic
- All public information, including press releases and reports, are accessible on the Jersey Audit Office website at www.jerseyauditoffice.je