



OAG Quarterly Report

30 September 2017

*To help the public
service spend wisely*

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INTRODUCTION

1. This report covers the period 1st July to 30th September 2017. As planned, two performance audit reports were published during the quarter and the new Public Accounts Committee (PAC) held its first hearing on 16th August based on one of those reports which followed up on the Cayman Islands Government (CIG) progress in implementing the recommendations from eight past OAG reports and PAC recommendations with a second hearing on 6th September on the recommendations on the social assistance programmes.
2. During this three month period, four backlogged entity audits were signed off and the audit of the 2015-16 Entire Public Sector (EPS) financial statements was pretty much completed (save final sign off).
3. We also continued the self-assessment of OAG's capability and performance using a globally recognized external audit performance tool, the SAI PMF (Supreme Audit Institutions' Performance Measurement Framework) and this included every member of staff in the Office participating in themed workshops to collect evidence and undertaking some of the assessment work in July. The outcome of this review will be taken to the PAC after the budget debates are concluded in early 2018.
4. In addition, two of our staff members went for a second time to St. Vincent & the Grenadines Audit Office to continue training their audit staff on financial audit methodology so that they could develop the financial audit practice there. This was funded by a development sponsor, the World Bank, and it is testament to our staff's capability that of all the Supreme Audit Institutions (SAIs) in the Caribbean, our Office was the one asked by the World Bank to deliver this training for them.
5. Details of other activity undertaken during this period are given throughout the report.
6. As Auditor General, I am committed to continuing the practice of providing the PAC with regular updates on the Office's operations to suit the PAC needs. We currently report to PAC quarterly and subsequently make these reports available on our website.

FINANCIAL AUDIT PRACTICE

ENTITY AUDITS – 2015/16 & PRIOR YEARS

7. When we last reported at 30th June 2017, there were nine entity audits outstanding from 2015-16, five outstanding from 2014-15 and three from 2013-14. By the end of September 2017, there remain seven entity audits outstanding from 2015-16, four from 2014-15 and two from 2013-14. Despite concerted efforts by OAG staff to move this backlog on, many clients have struggled to find sufficient time to move audit matters on and have prioritized work for the SPS and two year budget process. We anticipate that those outstanding audits that are substantially complete (please refer to the appendices for details) will be cleared in the next quarter and the remainder after that. The latter ones will be done alongside work being undertaken on the 2016-17 audits.
8. Exhibit 1 provides a high level summary of the current state of audit completion and tabling of annual reports in the Legislative Assembly.

Exhibit 1 – Current and prior year audits

Year	Number of Entity Audits	Audits Completed	Audits Outstanding	Annual Reports / Financial Statements Tabled
2015-16	42	35	7	24
2014-15	42	38	4	29
2013-14	42	40	2	34
2012-13	43	43	0	35
2011-12	41	41	0	37
2010-11	40	40	0	35

9. A more detailed update on the progress on individual audits is contained in Appendices A through C on pages 15-20 with a definition of audit terms given at page 21 in Appendix D.

ENTIRE PUBLIC SECTOR (EPS) AUDITS

10. The audit of the 2015-16 EPS account was extensively complete by the end of the period but was not signed off until 19th October due to the Premier's availability. We plan to issue one general report relating to our financial audit work undertaken on the various entities and the 2015-16 EPS financial statements for PAC to consider after the budget debates have concluded in the Legislative Assembly (likely to be in December 2017). My report will cover the issues arising from the financial reporting of all ministries, portfolios, offices, statutory authorities and government companies as well as the entire public sector accounts. It will touch on the 2014-15 year end position but focus on the current 2015-16 position and it will bring out the key themes and actions that would improve further financial management and financial reporting in the Cayman Islands public sector.

Exhibit 2 – EPS audit progress

Year	Date audit completed or progress	Audit opinion	Tabled in the Legislative Assembly
2015-16	Substantially complete*	*	
2014-15	7 December 2016	Adverse	27 March 2017
2013-14	30 September 2015	Adverse	24 June 2016
2012-13	1 June 2015	Disclaimed	
2011-12	1 June 2015	Disclaimed	
2010-11	25 July 2013	Disclaimed	9 April 2014
2009-10	17 November 2014	Disclaimed	
2008-09	6 May 2014	Disclaimed	8 December 2014

*The 2015-16 EPS account was signed off by the Premier and Finance Minister on 19th October 2017 and an adverse audit opinion on the EPS Financial statements was issued on the same day.

PERFORMANCE AUDIT PRACTICE

11. Two reports entitled “Governance in Aviation Bodies: Summary of key findings” and “Follow-up on past PAC recommendations” were completed during this quarter. Both of these reports were put before the PAC on 26th July 2017 and formally published shortly thereafter.
12. During this quarter, work continued and came close to completion on the follow up audit on Major Capital Projects and fieldwork started on two further studies on the Government’s workforce and its use of consultants. Detail of the position on the current performance audit work programme is given in Exhibit 3. This programme has been drawn together based on past audit coverage and our perception of key risks from conversations held with the DG and Chief Officers and was done in consultation with the past PAC. During the next period, the Director of Performance Audit and I will be working up a five year forward work programme and on which we will consult PAC members, our CIG clients and the public to ensure it focuses on key government issues and risks.
13. The Director of Performance Audit has been continuing to develop the OAG staff on performance audit techniques so that we can reduce our reliance on consultants for this work over time. This has mainly been through engaging staff in on-the-job training while undertaking performance audit work.

Exhibit 3 – Performance Audit work programme - progress as at 30 September 2017

Report	Summary	Progress
Follow-up audit on managing Major Capital Projects	The audit will determine how well the Cayman Islands Government has responded to previous OAG reports on major capital projects and if actions taken have improved the management of major capital projects. The audit will include a case study on Owen Roberts International Airport (ORIA) terminal redevelopment project.	Substantially complete. Subsequently reported to PAC on 10 th October 2017
Use of consultants	The audit will review the Cayman Islands Government’s use of consultants and determine whether the services are procured effectively and provide value for money.	In progress. Indicative date: Report to PAC during Dec 2017
Workforce management	The audit will review the Cayman Islands Government’s approach to planning and managing its workforce.	In progress. Indicative date: Report to PAC – Q1 2018
Customs	The audit will review the services provided by Cayman Islands Customs Department and determine how efficiently and effectively these are delivered.	Planning stage. Indicative dates: Start during quarter Oct-Dec 2017 Report to PAC – Q2 2018
Fighting Corruption in the Cayman Islands	An international counter corruption performance audit tool has been developed by INTOSAI and our Office is undertaking an audit using this tool to assess the effectiveness of mechanisms to prevent corruption. Two staff members are undertaking this audit while participating in the related INTOSAI learning programme.	Planning stage. Indicative date: Report to PAC – Q3 2018

REPORTS REVIEWED BY PUBLIC ACCOUNTS COMMITTEE (PAC)

14. During the quarter, the PAC met five times of which three were administrative meetings and the other two were witness sessions or hearings.
15. At two of the administrative meetings of the PAC, the OAG's budget proposals for the next two years i.e. 2018 and 2019 were considered, amongst other business. The administrative meeting on 26th July endorsed the OAG's budget submission for Strategic Policy Statement purposes and at its meeting on 20th September PAC endorsed the OAG's full budget proposal for the two year period.
16. The first witness session held by the PAC post-election was on 16th August and based on our Performance Audit report "Follow-up on past PAC recommendations". This report followed up on the eight PAC reports tabled in June 2016 (based on the eight relevant OAG reports) and the response from the Government to these numerous PAC recommendations received in October 2016. Government's follow up actions on four of the eight reports were considered very limited and so PAC called a witness session on each of these four areas with one Chief Officer witness being recalled for a second time on 6th September on CIG's social assistance programmes.
17. At its final administrative meeting of the quarter, the PAC determined to hold a hearing on 10th October on the HSA following the recent laying of the HSA's 2015-16 financial statements in the Legislative Assembly.

OPERATIONAL REPORT

OAG FINANCIAL PERFORMANCE FOR THE PERIOD ENDING 30 SEPTEMBER 2017

18. Exhibit 4 provides details of the financial performance as at 30th September 2017. The Office continues to forecast a deficit for the 18 month period which could be up to \$0.25m. Our billings to PAC for performance audit work are below budget by just over \$0.2m which is largely due to the transition of the performance audit practice between different directors during the period. On financial audit work, the change in year end from June to December and consequently having an 18 month accounting period has made it difficult for the Office to recover all our costs as there is only one financial audit peak in the entire 18 month period. Due to the shortfall in revenues, we have limited our expenditure to date and have achieved savings from the budget of just under \$0.2m but as the majority of our costs (circa 80%) are staffing, it is difficult to reduce expenditure that significantly.
19. Over the remaining couple of months, we will continue to ensure staff are productively using their time to generate more revenue and continue to limit expenditure to try to reduce this projected deficit as far as possible by 31st December. We have budgeted to recover this deficit over the two year period 2018 to 2019 as part of the two year budget process that has been undertaken during this quarter.

Exhibit 4 –Statement of Financial Performance for the period ending 30 September 2017

	2016-17	2016-17	2016-17
	PTD Actuals	PTD Budget	PTD Variance
	\$	\$	\$
REVENUE			
Audit services provided to PAC	648,539	850,000	(201,461)
Audit services provided to govt. agencies	2,031,242	2,265,000	(233,758)
Other revenue	165	-	165
TOTAL OPERATING REVENUE	2,679,946	3,115,000	(435,054)
EXPENSES:			
Personnel costs	2,474,762	2,526,971	52,209
Operating expenses	427,755	551,271	123,516
Depreciation	13,501	30,833	17,332
TOTAL EXPENSES	2,916,018	3,109,075	193,057
NET SURPLUS / (DEFICIT)	(236,072)	5,925	(241,997)

PTD = Period to date (the full accounting period is from 1 July 2016 to 31 December 2017)

OAG STRATEGIC PLAN PROGRESS

20. The Office's strategic plan for 2015-2019 is available on our website and the Office continues to make good progress against its priorities. In early 2018, the Office will work on updating its strategic plan to reflect current needs especially those identified through the SAI PMF review and we will also review our resourcing model after we complete the 2016-17 financial audit peak in March and April 2018. This will impact our in-house staffing mix and our decisions about what package of audits to contract out to the private sector firms in mid-2018 when we are due to re-tender this work.
21. During this quarter we continued undertaking a self-assessment of our Office's practices, both audit and corporate using the global SAI PMF (Supreme Audit Institutions' Performance Measurement Framework) tool. The purpose of doing this is to provide accountability back to MLAs, clients and the public about the strengths and weaknesses of this Office and to enable us to diagnose areas for improvement to support the formulation of the Office's next Strategic Plan. During two weeks in July, all staff in the Office were each involved in participating in two of the seven self-assessment workshops held whereby each group working on a self-assessment theme collected evidence for the assessment and then considered our performance against the various criteria for the theme. Since then, management have been pulling together the documentation and working on writing up the report. We are now aiming for the self-assessment to be presented to the PAC for their consideration in early 2018.
22. Staff in the Office participated in several overseas audit events during this period:
- The Director of Financial Audit, Patrick Smith (below right), and Audit Manager, Winston Sobers (below left), went to St. Vincent & the Grenadines for two weeks in August / September to continue the development of the financial audit practice in that office. This was funded by the World Bank and it is testament to our staff's capability that of all the Supreme Audit Institutions (SAIs) in the Caribbean, our Office was the one asked to deliver this training for them.



- Garnet Harrison attended the CCOLA annual PAC / AG conference in Fredericton in August.
- Over two days in September, I attended the INTOSAI Capacity Building Committee in Washington DC as CAROSAI's representative and then the INTOSAI Task Force on International Auditor Professionalization.

23. As reported last quarter, the OAG undertook its first ever staff survey in May 2017 and all employees that responded were satisfied with their employment at the OAG and 94% reflected a positive attitude to their work and their workplace. Notwithstanding the positive results, the Management Team developed an action plan during the quarter based on the feedback given to further improve staff motivation and engagement.

24. The only staff changes during the quarter were Vincent Rocero leaving the Office to join the New Zealand Audit Office and student Hayley Samuels joining us for four weeks over the summer as an intern and between leaving Clifton Hunter High School and joining Cayman Prep and High school for A levels. Hayley was my mentee under the Mentoring Cayman programme run by the Chamber of Commerce.



25. The second stage of the hurricane preparedness training which focused specifically on the OAG responsibilities in international relief efforts was delivered to all staff in May by the Deputy Auditor General, Garnet Harrison. All staff from the CIG's Internal Audit Service joined us as they will provide back up support to our Office in discharging these responsibilities should a disaster situation occur at any point in the future.

26. Finally, during this period and led by Garnet Harrison, the Deputy AG, the Office worked on developing its budget proposals for the next two years i.e. 2018 and 2019 and our budgets were considered and endorsed by the PAC at its administrative meetings on 26th July (for SPS) and 20th September (full budget proposal).

OAG PRIORITIES FOR THE NEXT QUARTER

27. The priorities for the Office for next period are to:

- a) deliver the Financial Audit General report and Use of Consultants report to the PAC;
- b) write up the self-assessment of the OAG using the SAI PMF tool and send it for international quality review by the IDI; and
- c) clear the majority of outstanding financial audits and conclude interim financial audits.



*Sue Winspear, CPFA
Auditor General
George Town, Grand Cayman
Cayman Islands*

3rd November 2017

APPENDIX A – 2015-16 AUDITS

Table 1 - Ministry, Portfolio, and Office audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Cabinet Office	Substantially Complete		
Director Public Prosecution	31 October 2016	Unqualified	27 March 2017
Information Commissioner's Office	31 October 2016	Unqualified	22 March 2017
Judicial Administration	31 October 2016	Qualified	27 March 2017
Ministry of Community Affairs, Youth & Sports	15 September 2017	Unqualified	
Ministry of District Admin, Tourism & Transport	18 November 2016	Unqualified	27 March 2017
Ministry of Education, Employment and Gender Affairs	In Progress		
Ministry of Finance and Economic Development	25 October 2016	Unqualified	15 March 2017
Ministry of Home Affairs	31 October 2016	Unqualified	24 February 2017
Ministry of Financial Services, Commerce and Environment	31 October 2016	Unqualified	24 February 2017
Ministry of Health and Culture	In Progress		
Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	31 October 2016	Unqualified	15 March 2017
Office of the Complaints Commissioner	31 October 2016	Unqualified	22 March 2017
Portfolio of the Civil Service	31 October 2016	Unqualified	
Portfolio of Legal Affairs	31 October 2016	Unqualified	27 March 2017

Table 2 – Statutory Authority and Government Company audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Auditor Oversight Authority	31 October 2016	Unqualified	24 February 2017
Cayman Airways Ltd.	24 February 2017	Unqualified	
Cayman Islands Airports Authority	In Progress		
Cayman Islands Development Bank	26 October 2016	Unqualified	22 February 2017
Cayman Islands Monetary Authority	20 December 2016	Unqualified	
Cayman Islands National Insurance Company	In Progress		
Cayman Islands National Museum	26 October 2016	Qualified	23 August 2017
Cayman Islands Stock Exchange	31 October 2016	Unqualified	24 February 2017
Cayman National Cultural Foundation	31 October 2016	Qualified	
Cayman Turtle Farm	31 October 2016	Unqualified	22 February 2017
Cays Foundation	26 October 2016	Unqualified	22 February 2017
Civil Aviation Authority	31 October 2016	Unqualified	24 February 2017
Electricity Regulatory Authority	27 October 2016	Unqualified	22 February 2017
Health Services Authority	13 April 2017	Qualified	23 August 2017
Information and Communications Technology	31 October 2016	Unqualified	
Maritime Authority of the Cayman Islands	31 October 2016	Qualified	24 February 2017
National Drug Council	21 October 2016	Unqualified	
National Gallery of the Cayman Islands	28 October 2016	Qualified	23 August 2017
National Housing and Development Trust	Substantially Complete*	*	
National Roads Authority	26 May 2017	Unqualified	
Port Authority of the Cayman Islands	15 September 2017	Unqualified	
Public Service Pensions Board	28 October 2016	Unqualified	15 March 2017
Sister Islands Affordable Housing	31 October 2016	Unqualified	27 March 2017
Segregated Insurance Fund	26 October 2016	Unqualified	22 February 2017
Tourism Attractions Board	In Progress		
University College of the Cayman Islands	26 October 2016	Unqualified	
Water Authority	31 October 2016	Unqualified	

*The National Housing and Development Trust financial statements were signed off 24 October 2017 and an unqualified audit opinion was issued on the same day.

APPENDIX B – 2014-15 AUDITS

Table 1 - Ministry, Portfolio, and Office audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Cabinet Office	23 March 2017	Unqualified	
Director Public Prosecution	30 October 2015	Unqualified	5 October 2016
Information Commissioner's Office	30 October 2015	Unqualified	18 November 2015
Judicial Administration	30 October 2015	Qualified	7 October 2016
Ministry of Community Affairs, Youth & Sports	30 September 2016	Unqualified	24 February 2017
Ministry of District Admin, Tourism & Transport	31 October 2015	Qualified	27 April 2016
Ministry of Education, Employment and Gender Affairs	In Progress		
Ministry of Finance and Economic Development	29 October 2015	Unqualified	5 October 2016
Ministry of Home Affairs	31 October 2015	Unqualified	5 October 2016
Ministry of Financial Services, Commerce and Environment	30 October 2015	Unqualified	5 October 2016
Ministry of Health and Culture	25 September 2017	Unqualified	
Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	20 October 2016	Unqualified	15 March 2017
Office of the Complaints Commissioner	30 October 2015	Unqualified	5 October 2016
Portfolio of the Civil Service	30 November 2015	Unqualified	20 October 2016
Portfolio of Legal Affairs	30 October 2015	Unqualified	5 October 2016

Table 2 – Statutory Authority and Government Company audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Auditor Oversight Authority	30 October 2015	Unqualified	4 May 2016
Cayman Airways Ltd.	18 March 2016	Unqualified	7 October 2016
Cayman Islands Airports Authority	In Progress		
Cayman Islands Development Bank	30 October 2015	Unqualified	5 October 2016
Cayman Islands Monetary Authority	31 March 2016	Unqualified	24 February 2017
Cayman Islands National Insurance Company	Substantially Complete		
Cayman Islands National Museum	17 December 2015	Qualified	5 October 2016
Cayman Islands Stock Exchange	30 October 2015	Unqualified	5 October 2016
Cayman National Cultural Foundation	30 October 2015	Unqualified	15 March 2017
Cayman Turtle Farm	30 October 2015	Unqualified	
Cays Foundation	28 October 2015	Qualified	27 April 2016
Civil Aviation Authority	30 October 2015	Unqualified	27 April 2016
Electricity Regulatory Authority	13 October 2015	Unqualified	27 April 2016
Health Services Authority	7 September 2016	Qualified	22 February 2017
Information and Communications Technology	31 October 2015	Unqualified	5 October 2016
Maritime Authority of the Cayman Islands	28 October 2015	Qualified	27 April 2016
National Drug Council	30 October 2015	Unqualified	
National Gallery of the Cayman Islands	26 October 2015	Qualified	
National Housing and Development Trust	16 December 2016	Unqualified	
National Roads Authority	13 December 2016	Qualified	
Port Authority of the Cayman Islands	7 October 2016	Qualified	22 February 2017
Public Service Pensions Board	29 October 2015	Unqualified	6 May 2016
Sister Islands Affordable Housing	26 January 2016	Unqualified	
Segregated Insurance Fund	13 April 2016	Unqualified	22 February 2017
Tourism Attractions Board	Substantially Complete		
University College of the Cayman Islands	24 August 2016	Unqualified	
Water Authority	29 October 2015	Unqualified	5 October 2016

APPENDIX C – 2013-14 AUDITS

Table 1 – Ministry, Portfolio and Office audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Cabinet Office	1 May 2015	Qualified	13 August 2015
Director of Public Prosecutions	31 October 2014	Unqualified	20 May 2015
Information Commissioners Office	31 October 2014	Unqualified	
Judicial Administration	31 October 2014	Qualified	15 April 2015
Ministry of Community Affairs	31 October 2014	Unqualified	27 November 2014
Ministry of District Administration, Tourism and Transport	31 October 2014	Qualified	27 November 2014
Ministry of Education, Employment and Gender Affairs	Substantially Complete		
Ministry of Finance and Economic Development	25 May 2015	Qualified	13 August 2015
Office of the Complaints Commissioner	31 October 2014	Unqualified	12 August 2015
Portfolio of the Civil Service	31 October 2014	Unqualified	27 November 2014
Portfolio of Legal Affairs	31 October 2014	Qualified	17 April 2015
Ministry of Financial Services, Commerce and Environment	13 July 2015	Unqualified	19 October 2015
Ministry of Health, Youth, Sports and Culture	25 September 2017	Unqualified	
Ministry of Home Affairs	30 June 2015	Qualified	18 October 2015
Ministry of Planning, Lands, Agriculture, Housing and Infrastructure	10 August 2015	Qualified	18 October 2015

Table 2 – Statutory Authority and Government Company audits

Entity	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Auditor Oversight Authority	31 October 2014	Unqualified	15 April 2015
Cayman Airways Limited	15 May 2015	Unqualified	18 October 2015
Cayman Islands Airport Authority	Substantially Complete		
Cayman Islands Development Bank	22 April 2015	Unqualified	18 November 2015
Cayman Islands Monetary Authority	31 October 2014	Unqualified	15 April 2015
Cayman Islands National Insurance Company	7 October 2016	Unqualified	15 March 2017
Cayman Islands National Museum	26 June 2015	Qualified	18 October 2015
Cayman Islands Stock Exchange	17 October 2014	Unqualified	19 October 2015
Cayman National Cultural Foundation	31 October 2014	Unqualified	15 April 2015
Cayman Turtle Farm (1983) Ltd.	29 October 2014	Qualified	12 August 2015
Children & Youth Services Foundation	20 May 2015	Qualified	18 October 2015
Civil Aviation Authority	6 November 2014	Qualified	15 April 2015
Electricity Regulatory Authority	31 October 2014	Unqualified	19 June 2015
Health Services Authority	21 December 2015	Qualified	5 October 2016
Information and Communications Technology Authority	31 October 2014	Unqualified	19 June 2015
Maritime Authority of the Cayman Islands	31 October 2014	Unqualified	27 November 2014
National Drug Council	27 October 2014	Unqualified	
National Gallery of the Cayman Islands	30 October 2014	Qualified	
National Housing Development Trust	30 April 2015	Unqualified	12 August 2015
National Roads Authority	30 October 2014	Unqualified	19 June 2015
Port Authority of the Cayman Islands	31 October 2014	Qualified	12 August 2015
Public Service Pensions Board	31 October 2014	Unqualified	8 December 2014
Segregated Insurance Fund	9 June 2015	Unqualified	18 October 2015
Sister Islands Affordable Housing Development Corporation	1 June 2015	Unqualified	18 October 2015
Tourism Attraction Board	25 May 2017	Qualified	
University College of the Cayman Islands	30 October 2014	Unqualified	
Water Authority of the Cayman Islands	31 October 2014	Unqualified	18 October 2015

APPENDIX D – DEFINITIONS

The opinions that I can render on an entity's financial statements and their definitions are as follows:

- **Unqualified** - The information contained in the financial statements can be relied upon;
- **Qualified** - A qualified opinion means that a portion of the financial statements cannot be relied upon, but that the rest of the statements can be relied upon by the reader;
- **Adverse** - There are such significant deficiencies with the information in the financial statements they should be considered unreliable for the user and the information contained therein is not trustworthy; and
- **Disclaimer** - I was not provided with sufficient information to conduct an audit.

The definitions of the audit status are as follows:

- **Finalized** - Financial statements completed/draft opinion provided (awaiting approval by entity)
- **Substantially complete** - Financial statements submitted/audit fieldwork complete
- **In progress** - Financial statements submitted/audit in progress
- **Not commenced** - Financial statements submitted/audit not started due to operational matters