

From: jamesmeaney@lowerchurchillproject.ca
Sent: Friday, February 13, 2015 9:29 PM
To: Mark Bradbury
Cc: Gilbert Bennett; Douglas Woodford; Alison Ball; Anthony Embury; Paul Harrington; Ed Bush; Steve Pellerin
Subject: Re: Meeting with Craig Martin and E&Y today

Thanks Mark. Greatly appreciate your engagement in this process. Agree that data room makes sense to provide EY with access. We can set up a specific folder where only the documents they require will be posted after you and I approve. With respect to timing, may have to go back to them with slight revision. While there was discussion on possibility of early March when you, Craig, Pellerin and I met, I did advise Craig I would need to confirm that with Ed/Anthony. The guys have indicated that mid to latter part of March would be better as it will allow them to have house fully in order for the EY audit.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Mark Bradbury
Sent: Friday, February 13, 2015 3:25 PM
To: James Meaney
Cc: Gilbert Bennett; Douglas Woodford; Alison Ball; Anthony Embury
Subject: Meeting with Craig Martin and E&Y today

Hi Jim

By way of update, I met with Craig Martin of Cabinet Secretariat and David Steel and Richard Noble of E&Y today. The purpose of the meeting was to discuss a coordinated approach to the execution of the audit of Project Controls. I reiterated the importance of Nalcor Internal Audit being part of the audit team and being an active participant in the planning and execution of the audit. In this manner, we hope to gain familiarity with the areas of the Project Control function that have been addressed and then use this information in planning any further Internal Audit work in the Project Controls area. We added that we expected to be a

participant in the construction of the audit program and to have sign-off on that program prior to the commencement of field work.

It was also agreed that the Nalcor IA team member would prove beneficial in enabling access to necessary documentation with a minimum of burden to the project team. Internal Audit has already developed a strategy whereby Aconex functionality is capitalized upon in an effort to ease burden on project team members.

In the context of the audit program, E&Y has asked us to supply a copy of the audit program we developed in the examination of the LCP Risk Management process. They proposed to use this as an input to the construction of the Project Controls audit program. Personally I think this would be a good place for them to start.

A couple of questions:


1. How do you want to handle the release of documentation to them. Craig was suggesting that they be given access to the DataRoom and that documentation be posted there for their use. Seems to make sense.

2. If we are going to use the DataRoom, what approvals will I require before posting data out there for them. Whatever we decide, it has got to be a streamlined process, as this audit will be moving in real time. So for example, as mentioned above, they want to see our audit program template that we used for the audit of the LCP risk management process. I expect they would also want to see various Project management plans related to this audit, such as the Project Controls and Change Management Plans. I am going to suggest that both yourself and I be the required approval points, prior to posting any documents to the dataroom for their use? Just a suggestion.

Incidentally, they indicated that the standard for them in terms of best practices would be PMBOK. It was also agreed that planning work with respect to this audit should commence within the week, with engagement with Project Controls commencing at the beginning of March as was agreed previously. .

With respect to reporting protocols, I suggested an approach similar to that utilized in connection with the release of periodic reports of the Oversight Committee. This entails extensive consultation with Nalcor prior to report finalization and release.

Mark

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