

From: [David Steele](#)
To: [Michael Kennedy](#)
Subject: RE: Call from Julia
Date: Thursday, January 21, 2016 10:21:39 PM
Attachments: [image003.jpg](#)
[image002.jpg](#)

Funny... see my last email.

From: Michael Kennedy
Sent: Thursday, January 21, 2016 9:51:44 PM
To: David Leather; David Steele
Cc: Kirsten Tisdale
Subject: RE: Call from Julia

Hi David. I know we talked a little earlier just when I got back to YVR. Just thinking a bit more, I feel pretty queasy about where we are at given the call to Julia from Nalcor and continued absence of data, which are again indicative of the culture and lack of transparency over there. None of this consistent with normal practice in major capital projects, let alone best practice. Thieu Hue mentioned to me yesterday that we are 400k into this upto this week. Are we at the point of a straight forward discussion with Julia? Mike

Michael Kennedy
EY
Partner, Infrastructure Advisory
Vancouver, BC, Canada
778 773 2560

From: David Leather
Sent: Thursday, January 21, 2016 10:42:41 PM
To: David Steele
Cc: Kirsten Tisdale; Michael Kennedy
Subject: RE: Call from Julia

Hi David

As you know the management reports that we have been shown so far are incredibly detailed and it is difficult for a reader to be able to clearly and quickly identify the important issues and get a clear understanding of the cost, schedule and risk issues.

The Oversight Committee and Nalcor Board have a key role going forward in monitoring and challenging cost, schedule and risk issues. If they aren't getting the clarity of information that they need they will not be able to perform that role effectively. The quality and clarity of reporting could in our view have a material impact upon the effectiveness of the overarching monitoring and decision making.

It is quite normal in a review such as this to be provided with copies of such reports. Is there a particular reason why there is reluctance to provide them?

Regards

David



David Leather | Partner | Advisory
Ernst & Young LLP
100 Barbirolli Square, Manchester M2 3EY, United Kingdom
Office: +44 (0)161 333 2717 | Mobile: +44 (0)7766421800 | dleather@uk.ey.com
Website: <http://www.ey.com>

From: David Steele
Sent: Thursday, January 21, 2016 7:55 PM
To: Michael Kennedy; David Leather
Cc: Kirsten Tisdale
Subject: Call from Julia
Importance: High

Hello Mike and David,

Received a call from Julia. She was questioned by Nalcor today why EY were requesting Project Briefings made to the Premier and the Nalcor Board. They are reluctant to provide this information as they feel that this does not relate to our scope of work (i.e. assess reasonableness of cost and schedule forecast).

We need to get back to her on this asap. Appreciate your thoughts.

Regards,

David

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David Steele | Partner | Advisory Services

Ernst & Young LLP
Fortis Place, 5 Springdale Street, Suite 800, St. John's, Newfoundland and Labrador A1E 0E4, Canada
Office: +1 709 570 8264 | Cell: +1 709 769 2080 | David.Steele@ca.ey.com
Website: <http://www.ey.com>
Melanie Brooks | Phone: 1 709 726 2840 | melanie.brooks@ca.ey.com

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