

From: David Steele
To: [Damian Joy](#); [Michael Kennedy](#)
Cc: [Paul Hickey](#); [Tim Calver](#)
Subject: Ongoing Assurance
Date: Wednesday, January 11, 2017 2:43:00 PM
Attachments: [image001.jpg](#)

Hello all,

In anticipation of Paul's meeting with the minister, I expect that she will ask, what would ongoing assurance look like? I expect there could be an underlying fear oversight would be a significant effort requiring an ongoing presence of EY into the Project team, something that Stan/the Project Team would not like... likely citing an onerous pull on resources/attention and that it would put the project at risk (I know ☺). I expect the Minister would not want to damage her relationship with Stan and she (or the Premier will have a sale to make to Stan in regard to this matter. All that being said, this should be considered in our response to her question (what is this going to look like?).

I exchanged a quick email with Tim, a few bullets have been formed.

Michael and Damian, could you please weigh in.

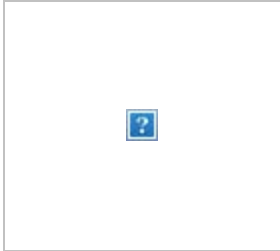
- We should receive all major reporting as it is generated by the Project team (timely). We would review these and, independent of the reporting rhythm, flag any relevant issues or concerns to the Oversight Committee (OC). Concerns or issues to be raised to the OC would be first discussed/validated with the Project team. Interactions with the Project team could be remote or in-person, as required.
- Reporting to the OC would follow a set schedule (quarterly based on monthly reports issued by Nalcor and its contractors), with the possibility of additional ad-hoc reporting (specific risk/issue) if requested/warranted.
- The duration of quarterly reviews would depend on the scope.
- Location of review activity – Some review activity could be done remotely (up front review of reports), but ideally, a portion would be at Nalcor's offices. With the right relationship this doesn't have to be disruptive and would set a clear expectation on transparency and collaboration – this maybe aspirational but we shouldn't compromise in advance.
- Overall, we would try and make this as un-intrusive as possible – this will be enabled by standing data requests and genuine transparency from Nalcor. However, we should be clear that we cannot deliver quality independent assurance without content rich site contact with the Nalcor team. We don't want to drive separate reporting and management of our activities – quite the opposite – we want to see and discuss the info the project is using for its own mngt purposes.

Welcome others thoughts on message points above.

Regards,

David

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