

**Cook, Kathryn**

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**From:** Dryhurst, Clare  
**To:** Cook, Kathryn  
**Subject:** FW: CEC PAPER  
**Date:** 23 February 1999 08:34

Below are a series of attachments. The first two lines represent the draft papers to go to CEC in the first fortnight in March. Please treat with caution since there will be a few tweaks to these (CEC have changed their minds about positioning and George Hooper and I have to join this one up with his on process management). But it will give you the gist. The one that reads CECCO13 is the outline of reasons for conformance I mentioned yesterday.

Separately I'm sending the report Glenys Davies of PA and I knocked together on costs, benefits and actions for non conformance. It's not well drafted but holds some clues about potential risks.

I'll send you the HEB report in paper form and wonder if you could have it copied and return it to me.

And on the matter of ICL remedies, I checked with Keith Baines team, and there is no current process for assessing the contribution of our incompetence to ineffectiveness of Horizon in such a way that ICL can immediately get remedies. It doesn't mean they might not try in the future. If you want to pursue this further, give Keith Baines a call.

On the matter of other regular or otherwise reports to help you, may I suggest that you send a copy of your terms of reference and a request for relevant data (old or new) to John Meagher, David McLaughlin, Douglas Craik/Trevor Rollason and Dara Forde. They should be able to supply or point you towards data that indicates risks around training. Bruce is also extremely helpful of course.

Hope this helps,

Clare

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**From:** Dryhurst, Clare  
**To:** Radka, Andy SM PROJECT  
**Subject:** CEC PAPER  
**Date:** Thursday, February 18, 1999 9:01PM

Here are the cec papers, and I'll bring a written draft of slides as I'm about to be slung out of the building as I'll be assessing in Chesterfield (Portland hotel) tomorrow,

<<File Attachment: CEC18299.DOC>><<File Attachment: CECAPPA2.DOC>><<File Attachment: CECAPPC3.DOC>><<File Attachment: CECCON-1.PPT>><<File Attachment: CECCO-14.DOC>><<File Attachment: CECCO-13.DOC>>

Clare

GRO