Date	Extract from Sir Patrick Vallance's Notebooks - INQ000280061	Page
	"Quad call exposed the massive internal operational mess inside DHSC and PHE. Getting something done is almost impossible. Yvonne Doyle spouts generalities and PHE doesn't have the resource."	52

Date	Extract from Sir Patrick Vallance's Notebooks - INQ000280061	Page
17.07.20	"Call with Mark Sedwillvery helpful. His point about inquiry. 1. How well prepared were we (contingency planning) - previous govt choices CONTINGENCY 2. Did we take the right decisions 3. Did we present the evidence fairly 4. Did the system respond [] "Also "clear lack of grip in DHSC" - very good at analysis, no grip on actions - SEDWILL"	91

Date	Extract from Sir Patrick Vallance's Notebooks - INQ000280061	Page
30.08.20	"Email from within DHSC describes it as "ungovernable and a web of competing parts" []"	133