

Message

From: Elliott, Nick (BEIS) [Nick.Elliott@beis.gov.uk]
Sent: 23/07/2020 10:43:18
To: Little, Catherine - HMT [catherine.little@hmtreasury.gov.uk]; Bingham, Kate [kate@svhealthinvestors.com]; Osgood, Dan (Clean Heat Directorate) [Dan.Osgood@beis.gov.uk]
CC: Duffy, Philip - HMT [philip.duffy@hmtreasury.gov.uk]; Staples, John - HMT [john.staples@hmtreasury.gov.uk]; Ng, Serina - HMT [serina.ng@hmtreasury.gov.uk]; [NR]@hmtreasury.gov.uk; [NR]
[NR]@cabinetoffice.gov.uk; [NR]@ipa.gov.uk; Hala Audi
[hala.audi@ipa.gov.uk]
Subject: RE: Vaccines TAP - follow up

Kate, Cat,

I am in a meeting with the EU Commission vaccine lead at 1pm which I can't get out of so have copied to Dan to represent me as required.

Thanks

Nick

From: Little, Catherine - HMT <Catherine.Little@hmtreasury.gov.uk>
Sent: 23 July 2020 10:29
To: Bingham, Kate <kate@svhealthinvestors.com>; Elliott, Nick (BEIS) <Nick.Elliott@beis.gov.uk>
Cc: Philip Duffy <Philip.Duffy@hmtreasury.gov.uk>; Staples, John - HMT <John.Staples@hmtreasury.gov.uk>; Serina Ng <Serina.Ng@hmtreasury.gov.uk>; [NR]@hmtreasury.gov.uk; [NR]
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<hala.audi@ipa.gov.uk>
Subject: RE: Vaccines TAP - follow up

Understood.

Let's do 1pm and see what we can do to cut through this quickly.

Catherine (Cat) Little, Director General, Public Spending, HM Treasury
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Executive Assistant [NR] [T] [I&S] [E] [NR]@hmtreasury.gov.uk

From: Bingham, Kate <kate@svhealthinvestors.com>
Sent: 23 July 2020 10:22
To: Little, Catherine - HMT <Catherine.Little@hmtreasury.gov.uk>; Nick Elliott - (Nick.Elliott@beis.gov.uk)
<Nick.Elliott@beis.gov.uk>
Cc: Duffy, Philip - HMT <Philip.Duffy@hmtreasury.gov.uk>; Staples, John - HMT <John.Staples@hmtreasury.gov.uk>; Ng, Serina - HMT <Serina.Ng@hmtreasury.gov.uk>; [NR]@hmtreasury.gov.uk; [NR]
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<hala.audi@ipa.gov.uk>
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Thanks Cat. I can speak from 1-2pm or 3.30pm or after 6pm today

To be clear – the issue isn't just the Treasury but also the Cabinet Office commercial controls which also take a huge amount of time answering questions to all manner of different inquisitors who often seem to be starting with no apparent understanding of what we are doing.

We have a 4 step process right now – which typically takes several weeks:

1. BEIS AO approval
2. HMT approval
3. Cabinet commercial approvals
4. Ministerial approval

4 is quick and nothing else is. Numerous meetings, papers and briefings are requested by hosts of different people. I have never known anything so un-joined up and it takes a tonne of time which distracts us from achieving our goals.

Hence our request to have a delegated budget/decision making with a robust investment committee which meets regularly and makes an immediate decision. We have 30+ business cases which need approval over the next 4-6 weeks and over 30 contracts with value >£10 m. If we have to send every contract for HMT and cabinet office commercial approval, we will fail.

Look forward to chatting – thanks Kate

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From: Little, Catherine - HMT <Catherine.Little@hmtreasury.gov.uk>

Sent: 23 July 2020 10:07

To: Bingham, Kate <kate@svhealthinvestors.com>; Nick Elliott - (Nick.Elliott@beis.gov.uk) <Nick.Elliott@beis.gov.uk>

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Subject: RE: Vaccines TAP - follow up

Kate

I am obviously disappointed that you feel this way with teams having worked very closely to ensure that we could accelerate and approve material and high risk decisions at pace over the last few weeks. I don't think that there has been any decision that has slowed you down in delivering against this critical endeavour. Most of our approvals have gone through our processes in HMT within 24-48 hours. Having said that, I am very keen to bust through barriers and accept that there will be things we need to learn from and improve generally in getting decisions made at pace in Government.

I suggest that we speak urgently today to move this on. I can be available at 10.30 or at 11am if either slot works for you.

Cat

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From: Bingham, Kate <kate@svhealthinvestors.com>

Sent: 23 July 2020 09:55

To: Little, Catherine - HMT <Catherine.Little@hmtreasury.gov.uk>; Nick Elliott - (Nick.Elliott@beis.gov.uk) <Nick.Elliott@beis.gov.uk>

Cc: Duffy, Philip - HMT <Philip.Duffy@hmtreasury.gov.uk>; Staples, John - HMT <John.Staples@hmtreasury.gov.uk>; Ng, Serina - HMT <Serina.Ng@hmtreasury.gov.uk>; [REDACTED] <[\[REDACTED\]@hmtreasury.gov.uk](mailto:[REDACTED]@hmtreasury.gov.uk)>; [REDACTED] <[\[REDACTED\]@cabinetoffice.gov.uk](mailto:[REDACTED]@cabinetoffice.gov.uk)>; [REDACTED] <[\[REDACTED\]@ipa.gov.uk](mailto:[REDACTED]@ipa.gov.uk)>; Hala Audi <hala.audi@ipa.gov.uk>

Subject: RE: Vaccines TAP - follow up

Dear Cat – I am very disappointed in this response. We don't seem to have made any progress since we first requested a delegated budget and streamlined approval process from the Treasury. As you know we requested a meeting with you at the beginning of July but this couldn't be scheduled until July 17. And now July 23 we are told that more discussions are needed. And we have repeatedly offered briefings and invitations to learn in detail what we are doing.

When I raised with Boris yesterday the fact that the biggest risk facing the Vaccine Taskforce was the government and their very slow processes, he was visibly shocked. Boris asked Rishi what was going on and he replied that he had not been told anything about this. Again another disappointment. We have not received any money even for day to day working, nor have we succeeded in speeding up government processes – with the happy exception of the BioNTech/Pfizer binding term sheet,

I would appreciate a discussion with you to explore further how we can actually do our job which is to secure access to vaccines to protect the UK as fast as possible. Otherwise we should disband the VTF and allow the government to manage this directly.

Many thanks Kate

NB correcting [REDACTED] email address

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From: Little, Catherine - HMT <Catherine.Little@hmtreasury.gov.uk>

Sent: 23 July 2020 09:38

To: Bingham, Kate <kate@svhealthinvestors.com>; [REDACTED] <[\[REDACTED\]@beis.gov.uk](mailto:[REDACTED]@beis.gov.uk)>

Cc: Duffy, Philip - HMT <Philip.Duffy@hmtreasury.gov.uk>; Staples, John - HMT <John.Staples@hmtreasury.gov.uk>; Ng, Serina - HMT <Serina.Ng@hmtreasury.gov.uk>; [REDACTED] <[\[REDACTED\]@hmtreasury.gov.uk](mailto:[REDACTED]@hmtreasury.gov.uk)>; [REDACTED] <[\[REDACTED\]@cabinetoffice.gov.uk](mailto:[REDACTED]@cabinetoffice.gov.uk)>; [REDACTED] <[\[REDACTED\]@ipa.gov.uk](mailto:[REDACTED]@ipa.gov.uk)>; Hala Audi <hala.audi@ipa.gov.uk>

Subject: Vaccines TAP - follow up

Kate, [REDACTED]

Thanks to you and colleagues for attending the Treasury Approval Panel meeting last Friday. It was an extremely useful session, and helped us get a more detailed sense of what you are seeking in the programme budget and way forward.

We will issue formal minutes shortly, but I wanted to briefly explain next steps.

Stemming from the TAP there were three broad areas we all agreed we needed to explore further jointly with you.

- First, on the numbers, to ensure we have a single shared understanding of how the bid breaks down, in particular:
 - the difference between the upfront costs of entering into a contract and the contingent costs that will materialise should a vaccine prove successful and be approved;
 - to ensure we are accurately taking account of the multiple deals approved in the past week;
 - the phasing of costs over time, and levels of uncertainty around projections (so we can build in appropriate flexibility and review points).
- Second, your resource and capability plans – how you intend to fill the large number of existing vacancies and ensure the Taskforce is set up in a sustainable way given high volume of loanees on it at present.
- Third, governance and controls, to agree how the model proposed can provide rigorous appraisal and swift approvals.

Since the meeting my team here have held further very constructive discussions with your directors in the Taskforce on these issues. Further meetings are planned for today. These will put us in a position to advise our ministers. Like you, we are keen to resolve this work as quickly as possible.

In the interim, we have continued to turn-round urgent individual cases, such as Pfizer/Biontech, extremely quickly. To enable us to continue to do this effectively, and respond in the way our ministers expects, I would ask three things:

1. That the Taskforce share daily updates of the business case tracker with the Treasury team and Government Commercial team, so we always have the most up to date information on the status and direction of commercial negotiations, and when approvals will be required;
2. That papers for the Steering Group are shared with the Treasury team and Government Commercial – I understand these meet 3 times a week – if easier we are happy to join these sessions to keep abreast of fast paced issues if helpful;
3. That the rationale for timing of approvals is explained to the Treasury team, so we can advise ministers on what is driving the pace of individual announcements.

Please let me know if useful to speak further about any of the above. I recognise that we need to ensure we have effective interim processes whilst we agree the advice on the 3 areas outlined above which I hope the proposed actions will assist with.

Cat

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