

Message

From: Andy Wood [andy.wood@cabinetoffice.gov.uk]
on behalf of Andy Wood <andy.wood@cabinetoffice.gov.uk> [andy.wood@cabinetoffice.gov.uk]
Sent: 20/04/2020 5:11:04 PM
To: Max Cairnduff [max.cairnduff@cabinetoffice.gov.uk]
CC: NR@cabinetoffice.gov.uk]; Janette Gibbs [janette.gibbs@cabinetoffice.gov.uk]; Darren Blackburn [darren.blackburn@cabinetoffice.gov.uk]; Chris Hall [chris.hall@cabinetoffice.gov.uk]
Subject: Re: PPE strategy thoughts

Thanks Max. We are aligned. Best, A.

Andy Wood
Complex Transactions
Cabinet Office

I&S

On 20 Apr 2020, at 15:13, Max Cairnduff <max.cairnduff@cabinetoffice.gov.uk> wrote:

Andy,

Thanks for your call. Five high level thoughts on our overall strategy, largely as discussed:

1. The China team has the best routes to high volume sensibly priced PPE offers. However, presently they aren't able to progress those at pace through to contract and payment. I think that the team needs to become a fully-integrated Cell able to respond independent of UK-based decision makers (within an envelope, obviously). I think this is already in train, but the last couple of days have brought the need strongly into focus for me. The China team should be empowered, and resourced, to close a deal within 24 hours of becoming aware of it (potentially including making up-front payments within specified limits).
2. The VIP Cell and the wider sourcing Cells are mostly dealing with intermediaries, many of whom are sourcing from the same factories our China team are already in contract with. There is clear risk of our disrupting our already-contracted supply and outbidding ourselves for supply that we were already due to receive. I think the VIP and wider sourcing Cells need to be much better aligned with the China team, with a clear and quick route to check if offers of PPE are potentially disruptive rather than additive.

As part of that, I think among our first sourcing questions in London should always be: is this stock available from a source other than one of our existing China sources (for example stock sitting in a warehouse in Turkey), or is it potentially competing with the China team's relationships? If it's potentially competitive I think in most cases it should be shut down unless there's a pressing reason not to (generally if it means we can get in very fast supplies of critically short kit).

Basically, the London teams get the internal and senior attention, but China is where things are happening. London should support China, and also get out of its way. London can then focus on soaking up kit elsewhere in the international supply chain rather than kit coming (via intermediaries) from China.