

If I'm honest, I think we still have some way to go here on the decision making process. I know there has been a bit of a reset moment with the decision making committee but my own view is we need a more radical overhaul of the whole process and a wider discussion which I would welcome the opportunity to be a part of. We can keep pushing the regulators and refine the process to get us over the line on the immediate challenges but the system does not work and is not set up to deliver pragmatic decisions which appropriately balance the need to ensure the safety of front line staff with an efficient process which gets suitable kit to where it is needed at pace. I fear I may be reaching the limit of what I can do to remedy that without the buy-in of others with an interest in it. There is plenty of good will around, and it is through no fault of the individuals involved, so I am sure we can get there if we all have an agreed way forward.

#### Make strategy

Jonathan, [NR] and I had a useful introductory chat with [NR] on Wednesday and I sent a few thoughts to Jonathan and some ideas on how we might take this forward with [NR] who is already making a huge positive difference by the way, in my view).

#### Working with the regions

I sent across a note earlier in the week which was probably a bit on the long side for which apologies but was keen to flag quickly as it seemed like a potential vehicle to understand better how resilient local markets are. Having heard your feedback ahead of the meeting with the PM, it sounds like we have some good intelligence on all of that so the immediate need looks as though it is being met elsewhere. There may well though be some merit in following up the original intention of this proposal: to expand our list of potential manufacturers with some support from our regional networks. It seems to me that this will be important as we pivot from direct procurement to trying to stimulate a long-term competitive UK market for some of these products.

Elsewhere, I am continuing to triage our help and try to identify opportunities to be helpful where we can. I have got people from BEIS working with each of [NR] sprint teams to help identify opportunities and engage specialist support where needed (eg we are linking up Ramfoan with one of our advanced manufacturing centres to help with repurposing and regulatory approval for their reuseable masks).

Please let me know if there is anything I am missing or where you might want me to refocus our efforts. I talked to [NR] about spending a day in Skipton House at some point in the next week or so as it would be helpful to meet you and the wider team in person and increase my familiarisation with other parts of the machine.

Many thanks for your note which I have passed on to my team and was very well received.

Best  
Tim



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