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From: NR [redacted]
Sent: 2020-04-23T15:48:17Z
Importance: Normal
Subject: Re: Actions from PPE Meeting
Received: 2020-04-23T15:48:33Z

All,

Please see below actions and a summary of this morning's Cabinet Secretary-chaired meeting on PPE.

Actions

1. **Offers from business:** NHSE (Emily Lawson), Lord Deighton and Gov Commercial Function (Gareth Rhys Williams) to resolve any remaining resourcing issues to respond to (and take up) offers of PPE from business.
2. **Demand:** Jonathan Marron to produce a paper setting out current and future demand for discussion at the next meeting of this group.
3. **Governance:** CO (Simon Ridley) to finalise governance diagram in consultation with any attendees who have further suggestions, in particular to ensure integration. This should be finalised as soon as possible and confirmed at the next meeting of this group.
4. **Governance:** Cabinet Secretary's office to set up regular PPE meetings with this cast list.
5. **Non-PPE medical supplies:** DHSC to produce a short paper on potential pinch points in next 3-6 months for non-PPE medical supplies, including domestic and international sources of supply, to ensure we're building enough resilience and capacity now. This work should dock in to the supply chains work led by Antonia Romeo.
6. **Programme plan:** CO (Simon Ridley) to coordinate a 'plan on a page', setting out clear programmes of work and timelines, linking this to the governance diagram.
7. **Operationalising strategic plan:** Lord Deighton to coordinate with Simon Ridley, Emily Lawson and Antonia Romeo to ensure all workstrands are integrated and have an operational focus.
8. **Funding:** DHSC to work with HMT on the business plan for financing supplies of PPE- the PM is clear that funding should not be a barrier.
9. **PHE Guidance:** DHSC (Jonathan Marron) to ensure that there is clear guidance on what PPE is needed in which setting (as per action from Tuesday's meeting).

Summary

- **Sitrep:** NHSE and DHSC set out the current situation on supply of PPE in healthcare settings: there is sufficient in NHS Trusts but not for social care and the shortages risk becoming more acute when eg dentistry starts up again. Mechanisms have been put in place to improve this, including working with eBay to connect smaller healthcare organisations directly to warehouse supplies. Work is underway on the 'make' cell to increase domestic production capacity, and with Antonia Romeo on international supply, although currently international supply tends to always derive in some way from China (eg material for gowns manufactured in Turkey comes originally from China).

- We will collectively need to look at demand management options too, which will require ministerial decisions, via the Health MIG and ultimately the PM/No10 strategy meetings.
- **Business offers:** There was a discussion on the process for handling offers from business. Commercial resource has been transferred from the Gov Commercial Function and across departments in to DHSC/NHSE to triage requests, but resourcing may still be an issue. The negative media attention derives from a combination of some suppliers having had offers turned down (for legitimate reasons), others who require government support to source materials (so are not as ready to produce as they claim to be) and a small number who haven't yet been responded to.
- **Governance:** Simon Ridley led discussion of the 'governance diagram' setting out roles and responsibilities for the work on PPE. Main concern was on ensuring correct ministerial accountability and that there was proper integration between the strands of work. The Cabinet Secretary will continue to convene a regular meeting on PPE, ministerial decisions would be taken at HMIG, ensuring relevant ministers have been consulted on appropriate use/prioritisation of PPE in non-healthcare settings. Key decisions would be escalated to PM/C19 No10 strategy meetings.
- **Demand:** Requirements for PPE in the NHS are well understood but the feedback loop in social care needs to improve. Work on requirements in the wider economy and public sector is underway ([redacted] NR and Sarah Munby leading), but we don't yet have a full picture of demand requirements. Thought is needed on managing demand to avoid unnecessary usage in non-healthcare settings as we develop the 'safer places' guidance. Key to protecting NHS supplies will be ensuring non-healthcare PPE is not over-specified (ie no need for fluid repellent masks in most workplaces). We need to get ahead of the curve on non-PPE medical supplies to ensure we have a strong picture of demand over the next 3-6-12 months.
- **Domestic production:** work is ramping up on the short term supply as well as strategic plan for domestic manufacturing. Lord Deighton is mobilising people to operationalise the plan and will coordinate with Antonia Romeo, Emily Lawson and Simon Ridley.
- **International Supply:** Antonia Romeo set out the plan for the international supply work, including focus countries, strategies for ministerial engagement, the need for a prioritised demand specification including price points and a single coordinated delivery system with appropriate accountability.
- **Funding:** DHSC will remain contract owners for purchase of PPE. HMT and DHSC are working on ensuring funding requirements are well understood, the business case is in place and that funding is not a barrier to procurement. The Cabinet Secretary was clear that the PM will take a 'whatever it takes' approach on PPE, including purchasing at risk, longer term contracts and investment in domestic production capacity if necessary. This approach applies to both the purchase of PPE itself but also prioritising resourcing within departments needed to develop and operationalise plans for PPE and the wider supply chain work.

Attendees Mark Sedwill, Chris Wormald, Emily Lawson, Paul Deighton, Andrew Mitchell, Antonia Romeo, Sarah Munby, Jonathan Marron, Gareth Rhys Williams, Simon Ridley, Cat Little.

On Tue, 21 Apr 2020 at 18:04, [redacted] NR <[redacted]@cabinetoffice.gov.uk> wrote:

All,

The Cabinet Secretary took a meeting this morning to discuss the next steps on Personal Protective Equipment (PPE).

Attendees were the Cabinet Secretary, Simon Ridley (CO), Antonia Romeo (DIT), Chris Wormald (DHSC), Jonathan Marron (DHSC), Barry Hooper (MoJ, on behalf of Emily Lawson), John Manzoni (CO), Gareth Rhys Williams (CO), Cat Little (HMT) and [redacted] NR (No10).

Please see below the actions from the meeting. We'll be putting in a check in on **Thursday morning** to update on these actions - calendar invite to follow.

Can I ask that those with actions come ready to update at that meeting, and that the following products be sent to the Cabinet Secretary's office by **8am on Thursday**:

- An updated estimate of demand for PPE across all sectors (**Jonathan Marron**)
- A list of DDs/Directors responsible for PPE in each department (**Simon Ridley**)
- An assessment of whether further commercial/managerial support is needed in DHSC and NHSE (**Gareth Rhys Williams**)
- A note setting out the strategic approach to international supply (**Antonia Romeo**)
- Further PHE guidance on the circumstances in which PPE is necessary (**Jonathan Marron**)
- The overall programme plan (**Simon Ridley**)

Many thanks

NR

Actions

On demand for PPE:

- DHSC (**Jonathan Marron**) to establish a 'Demand Hub' that will own the overall picture on demand (which will need to be dynamic). This needs to cover the needs of a) the health sector; b) the wider public sector; and c) wider parts of the economy. Cabinet Office (**Simon Ridley**) to support as necessary,
- Each Whitehall department should identify a Director or Deputy Director who is responsible for PPE needs covering a) the department's workforce; and b) any sectors for which they are responsible. Departments should identify this person to **Simon Ridley** (**Cabsec** also to mention at the CabSec (O) meeting today and subsequently to write to HoDs)

On supply of PPE:

- It was agreed that Lord Deighton is leading on domestic supply and that DIT (**Antonia Romeo**) should lead on coordinating international supply.
- Government Commercial Function (GCF) (**Gareth Rhys Williams**) to provide an assessment to the Cabinet Secretary of whether further managerial or commercial support is required in DHSC and NHSE to increase supply.
- GCF (**Gareth Rhys Williams**) to remove administrative blockages that are preventing procurement (e.g. speeding up authorisations and removing bureaucracy)
- GCF (**Gareth Rhys Williams**) to work with GDS to create a digital solution to cater for the various offers of assistance from small enterprises and to increase staffing/consider call centres
- DHSC (**Jonathan Marron**) to task PHE to produce clear guidance on where PPE is required and whether that affects the type of PPE that can be used (e.g. can you use a cloth rather than a mask if going to the shops)
- DIT (**Antonia Romeo**) to produce a note setting out the strategic approach to increasing our international supply of PPE, which should evidence why this approach will work versus other approaches. This should also cover how we make the UK the 'world's best customer'. (**Antonia** - note that there is an action from the Ministerial deepdive this morning which asks for something similar - feel free to wrap this up as part of that)
- DHSC (**Jonathan Marron**) to provide DIT with an assessment of the priority order of different PPE

items, alongside anticipated levels of demand for those items.

- **John Manzoni** to speak to Lord Deighton about the support he can offer on domestic supply issues
- DHSC (**Jonathan Marron**) to provide HMT with an assessment of how much funding is required and HMT to make sure that funding is available.

Other

- Working with DHSC and DIT, Cabinet Office (**Simon Ridley**) to draw up a programme plan that covers the different elements of this work, including clear accountabilities for different elements of the programme.
- Future materials on this to be badged as a cross government exercise to reflect the PM's desire for this to be a national effort (**DHSC**, as overall lead on the issue).

Separately, the Cabinet Secretary would like to commission a very quick piece of work from DIT on international supply chains for products that are critical to our response to Covid-19. **Antonia** - we'll send something separate on that shortly.

NR



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