

13	Commercial teams mobilised in crisis situations should contain their own separate but embedded administrative functions to allow specialist skills to be focussed where they are most needed.
14	Programme teams should have clarity and understanding of the relevant technical specifications and requirements and that specialist resources should have quick access to the needed technical information.
15	There should be a cadre of retired and current Senior Civil Servants trained for crisis management who can be brought in to head up a crisis team as senior leaders.
16	The Government should create a small central team to keep a register or database of resources from across the civil service that have previous consultancy experience.
17	Commercial accreditation and training should be extended to the health sector including arm's length bodies within the National Health Service.
18	The government should have available online learning modules which could be made available to consultants and to civil servants being asked to take on a new role, which equip them for the roles that could arise in a crisis.
19	Any future call to arms should be managed and streamlined to ensure it is as focussed as possible.
20	Separate teams should be established to consider longer term innovation.
21	The Government should review the effectiveness of its current forecasting and modelling capability in light of the performance of forecasting models through COVID-19. This should include how to best utilise and deploy accredited resources from the Government Analysis Function.
22	Spend controls should still apply in times of crisis, but at the outset of a crisis, Cabinet Office and HM Treasury should look to make adjustments, including an appropriate level of flexibility on thresholds, and tighter timetables for approvals.
23	Contingency planning must include models for appropriate governance structures for teams mobilised quickly to respond to emerging crises.
24	Government should consider further work to identify the most appropriate method for making swift senior public appointments to prominent leadership roles to fulfil certain functions.
25	Government should ensure that when a senior external appointment is made to lead a programme, a Senior Civil Servant is identified in parallel to work alongside them.
26	Regulation in the health sector needs a clear structure and the Government should encourage the National Health Service and regulator community to consider appointing a 'lead regulator' with clear definitions around the roles of regulators to make final decisions regarding products in times of crisis.