

New Members appointed to the Board of the British Library

Richard Blakeway

Appointed from 01 July 2022 until 30 June 2026

Richard has been the Housing Ombudsman since 2019. The service provides free, independent and impartial dispute resolution between residents and member landlords, and promotes positive change in the housing sector. He also chairs the Ombudsman Association.

Richard has extensive experience in the housing and regeneration sectors, with previous roles including Deputy Mayor of London for Housing, Land and Property, serving on the board of the regeneration agency, Homes England, and on the governing board of the Chartered Institute of Housing. He has been an election observer in Somaliland and Ukraine and is a fellow of the Royal Society of Arts.

Mary Hockaday

Appointed from 01 September 2022 until 31 August 2026

Mary is Master-Elect/Master of Trinity Hall, Cambridge. She left the BBC after a long career in News. In 2021 she was Director of BBC World Service, overseeing more than forty language services. For several years she was Controller BBC World Service English, looking after the BBC's radio and digital audio services in English for audiences around the world, growing the audience and developing a wide range of award-winning programmes and podcasts. Her previous role was as Head of the BBC Newsroom, overseeing the BBC's flagship daily television and radio news bulletins and the BBC news website. She held various other roles in the BBC.

She lived in Prague in the early 1990s as a correspondent for the BBC and The Independent and is the author of *Kafka, Love and Courage* – a biography of Milena Jesenska. She studied English at Cambridge and then Journalism at New York University on a Fulbright Scholarship.

Mary is a Lay Trustee with the Royal College of Emergency Medicine, an independent NED with the ICAEW and a Board Member with a small social enterprise, Climate Alliance.

Tom Holland

Appointed from 01 November 2022 until 31 October 2026

Tom Holland is a historian and broadcaster. He specialises in ancient and early medieval history. His most recent book, *Dominion*, traced the evolution of Christianity's influence on the world from antiquity to the present day.

He has made documentaries for both the BBC and Channel 4, and is the presenter of the podcast, The Rest Is History. He has served as chair of both the Society of Authors and the PLR Advisory Committee. He has been described by The Times as “a leading English cricketer”.

British Library Board Members are remunerated at £9130 per annum. These appointments have been made in accordance with the Cabinet Office’s [Governance Code on Public Appointments](#). The appointments process is regulated by the Commissioner for Public Appointments. Under the Code, any significant political activity undertaken by an appointee in the last five years must be declared. This is defined as including holding office, public speaking, making a recordable donation, or candidature for election. Richard Blakeway, Mary Hockaday and Tom Holland have declared no activity.

[Speech by Jacob Rees-Mogg at Policy that Works 2022](#)

Thank you and good morning. My normal role when speaking at Conservative events is to be the warm-up man for the raffle, but I’m delighted that today they don’t have a raffle so I’m not doing that. Thank you for joining. Since I came to government just under three years ago, the commitment and hard work of civil servants to make government happen has been so impressive. So I want to begin by thanking you for all you do, and what this is about making your efforts go further so that we can have an even better and more effective government.

Opening today’s session of this Policy that Works conference, I had some thoughts on why evaluation and evidence-based policy design are vital for delivering value for taxpayers whom we serve. This great bugbear of mine is there is no such thing as public money. It’s always taxpayers’ money. My combined responsibilities for Brexit opportunities and government efficiency are one and the same with total governing independence outside the European Union.

It has never been so important to ensure the Whitehall machine is as finely tuned as possible – the Whitehall machine, that great Rolls Royce! We are to be one of those fantastic, classic Rolls Royces that purrs away and the loudest noises stop. The government currently spends around £1 trillion of taxpayers’ money a year . It’s a vast sum of money and it’s crucial to know how well this is spent and whether it is funding effective and meaningful policy. This should be at the front of all civil servants’, and indeed politicians’, minds. You are custodians in this regard. We must not waste taxpayers’ money or your own energy on ideas that won’t ultimately work.

Analysis undertaken by the Cabinet Office, the Treasury and Behavioural Insights Team found only 8% of government spending on major projects in 2019,

£35 billion of £432 billion total expenditure, had robust evaluation plans in place. This isn't where we want to be. And it's now attracting criticism from the National Audit Office into the evaluation of government spending. For evaluation to work in policymaking, it must have a clear plan for results. There must be scope to deliver things in a new way to scale up or to stop altogether. Evaluation must be informative every step of the way, not just at the end of the process, or indeed some years after the process is completed. Let me look at these 3 points individually. When embarking on a project in your role as a civil servant, you need to plan for evaluation at every stage from the beginning.

The first question you should ask when evaluating your own work is the most important. How will the policy I am developing make people's lives better in this country? That is what we're here for. And some departments have established organisations that sit alongside them to drive evaluation, like the Education Endowment Foundation created by the Department of Education or the role played by the National Institute for Health and Care Excellence for the Department of Health and Social Care. But there is still more to do to ensure all departments are operating as effectively and efficiently as they can.

Hence, the focus on evaluation in the context of decisions seen at the Spending Review 2021 is here to stay. It is to be increased by challenging departments to tackle evaluation without being afraid of the results. As for those departments that have established What Works Centres, have you now learned what does not work and what are you doing about it? It is not only about what works but also what doesn't work.

We now move on to thinking more about how you do what we are asking you to do: how to implement effective and robust evaluation. We can do this through testing small innovations or variations of policies or programmes to identify which aspects of our proposals are effective and which are not. This is a valuable process as it enables us to explore whether some ideas might fail while minimising costs for the taxpayer and saving money in the long run from the experience.

One useful example of this is an early experiment HMRC ran to review how they write to people who were late in paying their taxes. HMRC compared different wording in letters to late-paying taxpayers using a Randomised Control Trial, it was found that adding the line "most people pay their taxes on time and you are one of the few yet to do so" into correspondence, it led to a 15% increase in the payment rate without further prompt. It was also associated with fewer complaints to HMRC, compared with our previous, more complicated and aggressive letters. As we all know, taxation is about plucking the goose with the least amount of hissing. By saying most people pay their taxes on time and you haven't, by not being rude and aggressive, more taxes are being paid. It was fantastic and that's a fantastic way of evaluating things. And HMRC didn't stop there – it took on board the deeper lesson that it could improve the performance of its services for the taxpayer by making their letters easier to understand. They began using Anglo-Saxon rather than Romanised words, but not all Anglo-Saxon words are suitable for correspondence from HMRC. They improved comprehension, in turn, reducing

frustration caused from confused taxpayers while improving payment rates and even increasing satisfaction with their service – a mean feat indeed.

We must all start with small pilots and work up to a bigger rollout. We must not be afraid of failure. If the pilot is not successful, go back to the drawing board and try again. No one will criticise you for that. And there is support available to you at this crucial point on the back of our commitments in the 2021 Spending Review – which I'll come to slightly later. So often in government combinations of inertia and sunk cost fallacy leads to colossal waste and failure. One of my biggest bugbears is the sunk cost fallacy, if £10 was wasted we shouldn't waste another £10 to justify it. Proper evaluation and honesty can stop this.

While pilot projects are important, it is helpful to reflect on what evaluation methods we can apply when we are happy that a project can be rolled out at full scale. An impact evaluation will mean we catch and fix problems early on in the rollout. We would rather do this than have an extensive list of lessons learned at the completion of a project, many years later, along with the vague hope that we can do better next time. Instead, we must do better at this time and use impact evaluation as a live tool to improve the customer experience in public services at the time people use them.

This will also help us tackle the problem we have in that we aren't generating enough evidence of what works to help inform future projects. You might ask: what support is available to ensure I can meet my evaluation obligations across the three areas set out above? Emphasising that we recognise this way of working may require change in some departments' traditional working practices, our commitment to put the outcomes of real-world spending impacts at the heart of decision making is why we established the Evaluation Task Force. The Evaluation Task Force (ETF), a joint Cabinet Office and HM Treasury unit, aims to improve people's lives by ensuring robust evidence on the effectiveness of policies and programmes sits at the heart of government spending decisions. Already, they are doing a fantastic job of promoting and furthering the use of robust evaluation. They played a significant role in the recent spending review, ensuring spending decisions were informed by evidence. The team has also launched a £15 million Evaluation Accelerator Fund. Over the next three years, we will accelerate evaluation activity, creation of actionable evidence, tackle evidence gaps, and provide vast evidence of financial or efficiency savings from new interventions. I would strongly encourage you to consider how we might make use of this fund to answer pressing questions in priority policy areas.

The ETF website is also helping to drive our commitment to government transparency. In the last few weeks, the ETF has been starting to feature some of the government's top evaluations. You will see a number of these top evaluations featured at this conference. Many of these from complex policy areas, where departments have been told evaluation would not be possible. Evaluation is always possible. Using new analysis techniques, high-quality evaluations have been developed, counterfactuals established and the impacts of our interventions have been learned and improved. Therefore, I would encourage you to draw on their services and drive them to provide you with

techniques for evaluation you can implement in your pilot projects and impact evaluations as you deliver for the British public.

All of this links back to the notion I introduced at the beginning: we need to be bold, not afraid of failure and have more evidence-based approaches to deliver an effective service to the taxpayer. I hope today has given you some sense of why I feel this agenda is so important and how you can go about implementing evaluations yourselves. Not just to deliver the same service or policy advice you gave yesterday, but to experiment, evaluate and improve the efficiency of government. We must find out what works and what does not work. Not only what works overall, but what works for whom, where and why. This is how we better deliver for citizens. This is how we build a modern civil service that supports us to be our best. So, let me close by thanking you once again for coming to this event today. For showing your willingness to ensure that the civil service can be as good as possible. Thank you for all that you do on a daily basis to ensure that the country is well-governed. The real Rolls Royce of Britain.

New treatments to tackle pandemic of drug-resistant infections

- People around the world set to benefit from extra UK investment to develop innovative treatments for drug-resistant infections which cost millions of lives every year
- £4.5 million funding package for research and development group takes total UK investment to nearly £19 million

New treatments to tackle drug-resistant infections that pose the greatest threat to global health are to be developed following a multi-million-pound investment by the UK government.

Antimicrobial resistance (AMR) – where serious infections have evolved so much that antibiotics and other current treatments are no longer effective – is a silent killer costing millions of lives across the world a year, with one in five of these deaths in children under the age of five.

The £4.5 million investment made by the government's Global AMR Innovation Fund (GAMRIF) will support the Global Antibiotic Research and Development Partnership (GARDP) to develop new treatments for drug-resistant infections identified by the World Health Organization as the greatest threat to global health and development.

The UK has now invested £19 million in GARDP's programmes, including

developing new and improved treatments for neonatal sepsis – a leading cause of death in new-borns – hospital acquired bacterial infections, and pneumonia.

Recent data shows that around 1.3 million people died of resistant bacterial infections globally in 2019, more than HIV or malaria.

Secretary of State for Health and Social Care Sajid Javid said:

Antimicrobial resistance is the greatest threat to global health, tragically killing millions of people every year, but it isn't widely known about.

The consequences of not addressing this silent pandemic now could be catastrophic and result in a future where we are unable to treat common illnesses such as pneumonia and infections in newborns with modern medicines.

The UK's investment will develop vital treatments, protecting millions of people in low-and middle-income countries and around the world to bolster our global health security.

The funding will also help develop a novel treatment for gonorrhoea, a sexually transmitted infection that has been identified by the World Health Organization as urgently requiring new antibiotics.

Today's commitment forms part of the UK Government's 20-year vision and five-year National Action Plan for Antimicrobial Resistance – an investment that cements the UK's leading role in tackling AMR across the world.

Manica Balasegaram, GARDP's Executive Director, said:

The UK's leadership in accelerating the development and access of treatments for drug-resistant infections is exemplary.

GAMRIF's investment over the years has helped us build a robust late-stage clinical pipeline of new and improved treatments for gonorrhoea, newborns with sepsis, and serious bacterial infections in hospitalised adults.

We look forward to their continued support as we ramp up efforts to preserve the power of antibiotics.

In 2021, the UK Presidency of the G7 also maintained AMR as a multilateral priority and it was recognised as a key health issue by the G7 health and finance ministers.

Prof Dame Sally Davies, UK Special Envoy on AMR, said:

Collaboration with international partners is vital to tackle global challenges, as shown by the G7 Health Ministers reaffirming their support for GARDP this year.

I am thrilled that the UK will be working in partnership with GARDP to deliver crucial research as part of GAMRIF's commitment to a One Health approach.

Together we are leading efforts to combat AMR where the burden of infection is greatest, and we will use this investment to develop new treatments for drug-resistant infections to protect the world's most vulnerable.

The partnership between the UK and GARDP is based on the shared understanding that developing new treatments and ensuring responsible access for all in need are inseparable. Funded by UK aid, this work supports research and development to reduce the threat of antimicrobial

323,700 tax credits customers have one month left to renew

323,700 customers are yet to renew their tax credits ahead of the deadline, with HM Revenue and Customs (HMRC) reminding them to do so by 31 July – or their payments will stop.

Tax credits help working families with targeted financial support – so it's important that customers renew before the deadline to ensure they don't miss out on money they're entitled to.

Renewing online is quick and easy. Customers can log into GOV.UK to check on the progress of their renewal, be reassured it's being processed and know when they'll hear back from HMRC.

Myrtle Lloyd, HMRC's Director General for Customer Services, said:

There's just one month to go for our tax credits customers to renew. It's easy to do online or on the HMRC app – search 'tax credits' on GOV.UK.

Customers choosing to use the HMRC app on their smartphone can:

- renew their tax credits
- make changes to their claim
- check their tax credits payments schedule, and

- find out how much they have earned for the year

HMRC has released a video to explain how tax credits customers can use the HMRC app to view, manage and update their details.

[How do I use the HMRC app to manage my tax credits?](#)

If there is a change in a customer's circumstances that could affect their tax credits claims, they must [report the changes to HMRC](#). Circumstances that could affect tax credits payments include changes to:

- living arrangements
- childcare
- working hours, or
- income (increase or decrease)

The UK Government has recently announced a Cost of Living Payment of £650, payable in two separate lump sums of £326 and £324, for households receiving certain benefits or tax credits, to help with the cost of living. If tax credits only, they are eligible for each payment. HMRC will contact them and issue payments automatically, with the first being made by the autumn. Customers do not need to contact HMRC or apply for the payment.

Tax credits are ending and will be replaced by Universal Credit by the end of 2024. Many customers who move from tax credits to Universal Credit could be financially better off and can use an [independent benefits calculator](#) to check. If customers choose to apply sooner, it is important to get independent advice beforehand as they will not be able to go back to tax credits or any other benefits that Universal Credit replaces.

HMRC is urging customers never to share their HMRC login details. Someone using them could steal from the customer or make a fraudulent claim in their name. HMRC is also warning people that if someone contacts them saying that they are from HMRC and wants the customer to transfer money urgently or give personal information, they should never let themselves be rushed. The department urges people to take their time and check HMRC's advice about scams on GOV.UK.

Find out more about [renewing tax credits claims](#).

Customers can download the [HMRC app](#) for free from their smartphone app store.

Find out more about [Universal Credit replacing tax credits](#).

To sign into HMRC's tax credits service for the first time you'll need to prove your identity using 2 evidence sources. You can find the full list and how to [manage your tax credits](#) on GOV.UK.

Patients to benefit following clinical research boost

- UK continues to be a world leader in delivery of clinical research which is saving lives
- Second phase of government plan will build on work already done – including halving approval times for clinical trials
- Plan will enable innovative research to be carried out more quickly, helping to bust the Covid backlogs

Patients across the UK will benefit from a super-charged clinical research system, backed by £175 million of dedicated investment, which will save lives across the country.

The UK-wide plan published today (Thursday 30 June) will enable innovative research to be carried out more quickly, helping patients access cutting-edge treatments sooner, speeding up diagnosis and helping to bust the Covid backlogs. It will:

- Increase the amount of research and the size of the workforce putting the UK at the centre of cutting edge and global clinical studies
- Improve the quality of research by broadening responsibility and accountability for studies across the NHS
- Ensure studies address the needs and challenges facing the NHS, including improving inclusivity and accessibility
- Take advantage of opportunities outside the EU to reduce regulations allowing for safe, speedy and flexible research
- Improve participation in research across the UK by investment in digitally focused trials

This will further cement to UK's position as a world leader in life sciences and the delivery of clinical research, and follows the country's successful development and rollout out of Covid vaccinations.

The plan – which sets out the second phase of work through 2022-2025 to achieve the vision for The Future of UK Clinical Research Delivery – includes £150 million of additional funding from the National Institute for Health and Care Research (NIHR) and £25 million additional funding from other delivery partners in the UK Clinical Research Recovery, Resilience and Growth Programme.

The second phase will build on work already done, including halving the approval times for new clinical trials.

The £175 million investment is on top of up to £200 million funding announced earlier this year to strengthen the data infrastructure in the devolved administrations to enable better research and cement the UK's status as a global life sciences superpower.

The continued investment means clinical trials can take place more quickly

with a strengthened workforce and improved technology, helping patients take part virtually, which is already benefiting the whole of the UK, with examples including the delivery of antiviral treatments to protect vulnerable people from Covid.

Health and Social Care Secretary Sajid Javid said:

We are bolstering clinical research to improve healthcare for patients across the UK, by providing our world-leading experts with the tools needed to deliver cutting edge scientific developments, grow the workforce and harness digital innovations.

As a global life sciences superpower, we have led the world on vaccines and antiviral treatments and today's plan will ensure we continue to be at the forefront of clinical research to save lives and bust the Covid backlog.

Minister for Technology, Innovation and Life Sciences Lord Kamall said:

Our world leading scientists and clinicians proved time and again during the Covid pandemic they are at the cutting edge of innovation and scientific advancement.

We will continue to support them by providing the funding, infrastructure and workforce required for state-of-the-art clinical research which ultimately saves lives.

By working together we can protect the NHS, slash the backlog and ensure patients benefit from speedy and safe clinical research.

Significant strides to bolster research already include:

- Halving the approval times for new clinical trials, enabling them to start faster and innovative new research to be discovered more quickly
- Launching a new UK-wide professional accreditation scheme for Clinical Research Practitioners to help double the size of this important workforce and enable more research to take place
- Providing a £200 million investment in health data infrastructure in England to strengthen the data infrastructure in the devolved administrations to enable better research

Improving the UK's ability to harness technology and conduct studies virtually and in the community, such as the PANORAMIC trial of antiviral treatments for Covid and the RELIEVE IBS-D virtual trial designed to help people with IBS-D manage their symptoms and improve their quality of life.

Professor Lucy Chappell, Chief Executive of the NIHR, said:

I am delighted to be working with such a strong and broad cross-

sector partnership to transform the future of research delivery.

I know we all want to deliver real change for patients and researchers, and these plans mark our shared commitment to strengthen our drive for efficient, innovative and patient-centred research that meets the health and care challenges of the future.

Robin Swann, Minister for Health, Northern Ireland Executive, said:

The recommendations contained in this plan will build on and strengthen the important contribution that Northern Ireland has already made to local, UK and global research.

They will draw on local leadership, the commitment of our health and social care staff to ensuring that patients are offered participation in trials and are supported through them, and the willingness of the public to be part of, and partners in these studies. Research should be integral to practice in health and social care, and recovery, resilience and growth of this research is vital to improving the health and wellbeing of the people of Northern Ireland. This new plan provides us with the foundations to achieve this.

Humza Yousaf, Cabinet Secretary for Health and Social Care, Scottish Government said:

The UK clinical research strategy, published last year, set out an ambitious vision to realise the true potential of clinical research. Over the last year, we have worked with our partners across the research community, across nations and across sectors progressing our shared goal of a more innovative and resilient research system with clinical research embedded in the NHS.

This is vital to NHS recovery, and the phase 2 plan published today sets out key areas of focus for the next three years. Scotland is proud to be part of this work – by building on our combined research strengths across the UK we can make the vision a reality, help shape the future of healthcare and improve people's lives for years to come.

Health and Social Services Minister Eluned Morgan, Welsh Government, said:

The UK clinical research strategy published last year was an important catalyst for a new way of working to drive the research agenda across the UK as we emerge from the pandemic.

Wales is proud to be a key partner in building increased resilience

in the research sector, embedding research in the NHS and driving innovation that will improve care, wellbeing and treatments here in Wales and further afield.

I look forward to working with the other devolved nations and with Health and Care Research Wales to drive through these ambitious plans that will support the life sciences agenda, as well as tackle health inequalities and improve the health of people across the UK.