

Knowledge Inspiration Innovation

Thirty-eighth Annual Report
and Accounts 2010/11



British Library

Thirty-eighth Annual Report and Accounts 2010/11.
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Welcome to the British Library's
Annual Report and Accounts
2010/11.

With our unique, world-class
collections and our unrivalled
expertise and services – both
onsite and online – the Library
is an essential resource for
research and we occupy an
important place in the cultural
life of the nation.

Baroness Blackstone
Chairman

It was a great privilege to be appointed as the ninth Chairman of the British Library Board on 1 September 2010. The British Library is a really marvellous institution: it is one of the world's great libraries and it is a tremendous asset to the UK. With our unique, world-class collections and our unrivalled expertise and services – both onsite and online – the Library is an essential resource for research and we occupy an important place in the cultural life of the nation. The British Library is a highly innovative public sector organisation that underpins the knowledge economy.

I am looking forward to building on the work that the Board has accomplished under my distinguished predecessor, Sir Colin Lucas. It could be argued that I have joined the Board at a somewhat unpropitious time given the difficult economic circumstances we shall be operating under over the next four years. Whilst we welcomed the Library's settlement in the Comprehensive Spending Review as a fair settlement in difficult times, it clearly presents huge challenges. Nevertheless the Board is fully committed to ensuring that the British Library maintains its position as a great world-class institution.

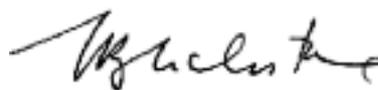
In times of financial challenge the Board believes it is essential to take the long-term view, to have a strong sense of direction of travel and priorities, and to recognise the imperative to continue to invest and to innovate. In September 2010, following a year of extensive research and consultation, we launched our *2020 Vision*, setting out the British Library's aspirations for the coming decade. The vision outlines five key themes that set out the priorities for the British Library: to guarantee access for future generations; to enable access for everyone who wants to do research; to support research communities in key areas

for social and economic benefit; to enrich the cultural life of the nation; and, to lead and collaborate in growing the world's knowledge base. In February 2011, we published *Growing Knowledge: The British Library's Strategy 2011–2015*, which sets out how we intend to move toward delivering our vision over the next four years.

The Board welcomed the Government's commitment in the Spending Review to fund the newspaper capital project in order to safeguard the future of the national newspaper collection. A key objective for the Library during the period 2011–2015 is the construction and opening in 2013 of a new state-of-the-art Newspaper Storage Building on the Library's Boston Spa site in Yorkshire and the digitisation of up to 20 million pages from the national newspaper collection in partnership with brightsolid online publishing. There will inevitably be some disruption to service for users of the newspaper collections while this happens, but the long-term gain will be that the national newspaper collection will then be stored in the best of archival conditions and that, through the digitisation of the best of our historical collections, we shall be able to open up the collections and make them much more widely accessible on the web.

With the other UK Legal Deposit Libraries, the British Library also welcomed the Government's response to the public consultation on the 'draft regulations and guidance for non-print legal deposit' and their commitment to deliver regulations for non-print content under the terms of the Legal Deposit Libraries Act 2003. This is an important step towards averting the danger that a digital black hole will open in Britain's national memory by recognising that this material needs to be safeguarded for the benefit of future generations.

It has been a very good year for our fundraising activities and I would like to thank all of our donors, Patrons and Friends who have generously supported a range of innovative and inspiring British Library projects. I would particularly like to express my gratitude to the National Heritage Memorial Fund for its remarkable gift which has enabled us to begin our campaign to secure for the nation the St Cuthbert Gospel, the earliest surviving intact Western book. Digitisation of our collections continues to be a priority and, with this in mind, I am delighted that the British Library has signed a Memorandum of Understanding with the Qatar Foundation signalling the beginning of a long-term partnership to make available online a treasure trove of historic material in English and Arabic. In addition, thanks to the continuing generosity of The Exilarch's Foundation, we will be able to make good progress in creating English Online, an important new resource which will transform the teaching and learning of the English language and literature in English. As the centenary of the beginning of the First World War approaches, we will be working on a Europe-wide project to create a substantial online collection of approximately 500,000 outstanding sources relating to World War One. I am extremely grateful to all of our donors for their continued commitment to the British Library.



Baroness Blackstone
Chairman



I am particularly pleased at the great strides we are making in building productive partnerships with other organisations. By pooling our talents and resources, we believe our users can benefit enormously.

Dame Lynne Brindley
Chief Executive

What stands out for me as I reflect on the year now behind us is the positive way in which colleagues have risen to the challenges we have faced, and sought out new opportunities to enhance our services.

I am particularly pleased at the great strides we are making in building productive partnerships with other organisations. By pooling our talents and resources, we believe our users can benefit enormously. This year, we have forged a significant new partnership with the BBC, which is bringing to fruition exciting new services.

The Library has continued to develop opportunities to collaborate with overseas partners. I would highlight in particular our work in India where we are participating in a number of projects. I was privileged to join the Prime Minister's delegation to India in July 2010 to witness the signing of the state-to-state cultural agreement between the UK Government and the Government of India. This followed the signing in June of a Memorandum of Understanding between the British Library and the Indian Ministry of Culture, a framework that is providing real opportunities to work with our counterpart library, archive and museum bodies in India to unlock a critical mass of rich material from our shared history and this is of interest to scholars, researchers and the public.

This past year saw publication of our *2020 Vision*, providing a framework for *Growing Knowledge: The British Library's Strategy for 2011–15*. Our key implementation priorities over the next four years include achieving regulation enabling implementation of the Legal Deposit Libraries Act 2003; managing the ingest and storage of voluntary and legal deposit content; opening a state-of-the-art facility for storage of physical newspapers; developing selective collaborative stewardship arrangements to collect and connect to content; and establish, in partnership, at least one major new large-scale digitisation initiative in addition to our newspaper digitisation programme.

These plans are, of course, in the context of very challenging financial times. The outcome of the Government's Spending Review resulted in our Grant in Aid revenue funding reducing by 15% over four years, on top of the immediate in-year 3% cut announced in May, and a 50% cut in our core capital funding for 2011/12. We have worked hard to protect frontline services, but have had to make some difficult decisions; we identified the major areas for saving as staffing, acquisitions, facilities management and preservation, and major and continuing cuts in all our running costs.

The Library's exhibition programme continues to attract many people to the Library, some for the first time. Our two major exhibitions of the year – *Magnificent Maps* and *Evolving English* – were met with very positive reviews, and visitor numbers far exceeded our expectations. Both exhibitions had strong learning programmes running alongside them, and the Library's learning programme benefited greatly from the opening this year of the Harry M Weinreb Learning Centre, providing a superb, purpose-built space to support young people in acquiring vital digital literacy skills, and to experience historic manuscripts, sound recordings, maps and letters at first-hand.

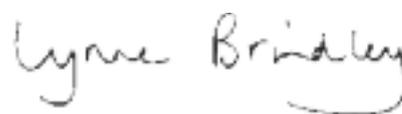
The value of our collections continues to grow as we acquire unique, primary material. This year I was delighted that the Library was able to take possession of the archive of J G Ballard, one of the most notable British writers of the twentieth century. Having previously acquired Harold Pinter's archive in 2007, we were recently able to add to this collection with awards and honours presented to him. The Library also acquired an illuminated medieval prayer roll that once belonged to Henry VIII.

During the year, a singular opportunity arose to acquire the 7th century St Cuthbert Gospel for the nation. Public ownership will enable us to take measures to conserve this

remarkable text, of huge historic significance, which will in turn enable greater access to it. I am particularly delighted that we are developing an innovative partnership with institutions in Durham so that the Gospel can also be displayed there.

The many achievements of the past year would of course not have been made were it not for the skills and dedication of all of our staff, to whom I express my sincere thanks. Those who have left the Library this year, I thank for their dedicated service (in many cases over many, many years) and I wish each of them well for the future. I would also like to pay tribute to colleagues in leadership positions across the Library, who have worked together to prepare for the necessary but very painful cuts, and to shape programmes that will enable us to maintain as far as possible our high levels of service.

The British Library will undoubtedly experience a number of years in a difficult financial climate, as public funding is constrained. I recognise that this puts additional strain on all our staff, and I thank them for their continuing commitment to the Library and their energetic and dedicated approach to their work. Together we will focus our energies to re-shape and develop our services, invest in our collections and realise the digital developments which underpin the long-term relevance of the British Library for the 21st century.



Dame Lynne Brindley
Chief Executive



Knowledge, inspiration, innovation

Throughout the year, the British Library found new ways to extend access to the world's knowledge, inspire visitors and users and deliver services in innovative ways.

Our people were at the heart of it all as these six success stories demonstrate.

Opposite page: Jamie Andrews; J G Ballard by Fay Godwin, 1984; Manuscripts from the J G Ballard Archive, courtesy of the J G Ballard Estate.

Success story

Acquisition of the J G Ballard Archive

Growing our world-class literary collections

"A remarkable insight into one of the 20th century's most visionary British writers."

Jamie Andrews

Head of English and Drama

One of the year's most important literary acquisitions was the archive of J G Ballard, an author widely regarded as one of the most visionary British writers of the 20th century. The collection of manuscripts, notebooks, letters, photographs and ephemera spans 50 years in Ballard's life. It gives a remarkable insight into the creation of his writing from *The Drowned World* (1962) to *Miracles of Life* (2008). Letters, drafts and notes provide an intimate, unpublished survey of the novelist's world and his views.

Among the highlights is the first draft of *Empire of the Sun*, the best-seller inspired by Ballard's childhood experiences in a wartime internment camp run by the Japanese in Shanghai, which was made into a film by Steven Spielberg. The heavily corrected handwritten manuscript reveals extensive deletions, revisions and additions that will provide future scholars and researchers with a wealth of new information about the novel's development.

Originally contained in 15 large storage boxes, the archive will occupy approximately 12 linear metres of shelf space at the Library where it is expected to be fully accessible by summer 2011. After Ballard's death in 2009, it was acquired for the nation through the Acceptance in Lieu scheme, which has now been in operation for 100 years. Ballard's family said they were pleased the archive would take its



place at the British Library, as he would have wished, and be cared for in perpetuity whilst being made widely available.

"We look forward to making this fascinating collection accessible to a wide public over the coming years," said Jamie Andrews, Head of English and Drama, who described Ballard as one of Britain's most consistently inventive and thoughtful writers. "The Acceptance in Lieu scheme has provided us with a wonderful opportunity to grow our world-class English literary collections and build upon recent major acquisitions such as the archives of John Berger, Ted Hughes and Harold Pinter," he added.



Success story

Environmental Sciences Project

Forging partnerships to deliver knowledge



“The Library is working in partnership with Living with Environmental Change to enhance research information access.”

Dr Johanna Kieniewicz
Environmental Science



Global issues such as climate change, food security and renewable energy highlight the cross-cutting importance of environmental science research. This value is recognised in the UK through programmes such as Living with Environmental Change (LWEC), a partnership of 22 major public sector organisations. Efficient discovery and use of information is key to the LWEC partners' research and the Science, Technology and Medicine team at the British Library is helping to co-ordinate this activity.

“Environmental science is a vast research area, with growing emphasis on cross-cutting research, and translating research findings into policy and practice,” said Dr Johanna Kieniewicz, Environmental Science Research Officer. “The Library is working in partnership with LWEC to enhance research information access to support this for the benefit of the UK and beyond.”

The approach has been to understand the needs of users of environmental science information, with an initial focus on those interested in flooding. As well as environmental scientists, this community includes decision-makers and practitioners in local and central government, charities, consultancy and non-departmental public bodies.

“The Library's work with the environmental research community has revealed an unmet demand for access to specific types of information that are not easily accessible because they have low visibility or are spread across disparate locations,” said Elizabeth Newbold, Science, Technology and Medicine Content and Collections Leader. “Our partners across LWEC see particular value in online services that can co-ordinate access and enhance discovery.”



The project team is developing an online demonstrator that will streamline access to environmental science information by collecting documents and metadata from different organisations. The capacity to search across this information will be enabled through websites relevant to the flooding community. They are also investigating the use of text-mining technologies and will evaluate the added benefit these tools may bring to enhancing environmental information discovery.

“We are working closely with the environmental science community to understand how we can add value to their use of information,” said Elizabeth. “This project is a prime example of the way the Library is forging exciting partnerships and developing new ways to deliver knowledge where it is needed.”

This page: Dr Johanna Kieniewicz and Elizabeth Newbold.

Opposite page: Peter Barber; Interior shot of *Magnificent Maps*; The Fra Mauro Map (detail) c.1450, copy by William Fraser, 1804.

Success story

Magnificent Maps: Power, Propaganda and Art

Our most popular exhibition ever



"This really is a show that turns the world on its head. I'll never look at a map in quite the same way again."

Daily Telegraph

Record numbers of visitors and online users were inspired by the British Library's most popular exhibition ever. *Magnificent Maps: Power, Propaganda and Art* attracted nearly 227,000 visitors to the PACCAR Gallery. Almost as many visited the website, another record. Feedback was extremely positive. Ninety-nine per cent rated the exhibition 'excellent' or 'good'; the highest rating the Library has ever achieved.

One hundred of the world's greatest maps were presented in recreated original settings ranging from the palace to the schoolroom. The exhibition featured more than 80 spectacular wall maps dating from 200 AD to the present day, many of which had never been exhibited before. Masterpieces included atlases, globes and tapestries. The curators were able to draw upon four and a half million items in the British Library's cartographic collections, the greatest map collection in the world.

Highlights included a copy of the Fra Mauro world map of c.1450, perhaps the first 'modern' world map, made for the British East India Company. On show and open for the first time to the general public was the largest atlas in the world, the Klencke Atlas of 1660, made for Charles II on his restoration to the English throne.

Many visitors were fascinated to discover how maps can be works of art, propaganda and indoctrination. "Maps are often pictorial encyclopaedias that are about far more than just geography," said Peter Barber, Head of Cartographic and Topographic Materials. "*Magnificent Maps* was a visual extravaganza that intrigued, fascinated and entranced visitors while challenging their assumptions about the very nature and purpose of maps."

Nearly 3,000 people took part in the exhibition's learning programme, which included family events and a local community project, and even more came to the public events programme. Publicity for the exhibition was helped by the outcome of the recent Memorandum of Understanding between the British Library and the BBC. A season of TV documentaries about maps broadcast two weeks before the exhibition attracted an audience of more than 5 million people.

We are grateful to British Library Patrons, Bouygues UK Ltd, Apex Partners and Friends of the British Library for their generous support of this exhibition.



Success story

Digitising Greek manuscripts

Making rich resources freely available



“Our website offers everyone the opportunity to engage with more than 100,000 pages of manuscripts.”

Scot McKendrick
Head of History and Classics

The Library announced that it had fully digitised more than a quarter of its Greek manuscripts, amounting to 284 volumes, and made them freely available online (www.bl.uk/manuscripts). It was a major development for researchers and anyone with an interest in Hellenic culture. With one of the largest and most important collections outside Greece, the Library's holdings of Greek manuscripts, papyri and early printing span more than 2,000 years.

The initiative is an example of how the Library is developing philanthropic partnerships to extend access to collections at no additional cost to the public purse. The entire project was funded by the Stavros Niarchos Foundation, an international philanthropic organisation, which is also funding digitisation of a further 250 manuscripts in 2012. Skills and experience gained from the pilot project could now be applied to mass digitisation of all the Library's pre-1600 manuscripts.

“Our website offers everyone, wherever they may be in the world, the opportunity to engage for the first time with more than 100,000 pages of manuscripts,” said Scot McKendrick, Head of History and Classics. “The manuscripts provide direct insights into the rich written legacy of the Greeks of classical antiquity, Byzantine times, the Renaissance and beyond.”

The site gives researchers access to high quality digital images, supported by enhanced metadata, which allows searching using key words. Highlights include the *Theodore Psalter*, one of the greatest treasures of Byzantine manuscript production, and the *Dialogues of Lucian*, the oldest surviving manuscript of the works of the second-century author.

Mary Beard, Professor of Classics at the University of Cambridge, welcomed the opening up of a precious resource. “We should all be very grateful to the generosity of the Stavros Niarchos Foundation and the enterprise of the British Library,” she said. “I am looking forward to a new wave of fascinating and important work on this material, made possible by this new electronic open access.”

This page: Scot McKendrick; Illuminated manuscript of the Gospels in Greek;
Opposite page: Dr Aleks Krotoski; Interior shot of *Growing Knowledge*.

Success story

Growing Knowledge: The evolution of research Introducing the latest research tools

The *Growing Knowledge* exhibition demonstrated how the Library is increasing its support for research communities through innovation and partnership. The exhibition, which was supported by Microsoft Research Ltd and which opened in October 2010 for nine months, challenged visitors to discover just how fast research is changing, try the latest ideas for themselves and give their feedback. Involving a number of industry-leading partners made it possible to showcase the latest research tools, many for the first time, in a fully interactive environment.

“Digital research tools are changing the possibilities of research,” explained Dr Aleks Krotoski, Exhibition Researcher in Residence. “*Growing Knowledge* brought to life technologies that will pose many interesting questions. Critically, are researchers taking full advantage of the technologies now available?”

Specially designed multimedia ‘pods’, designed through partnership with HP and Haworth, enabled researchers to try out a range of future digital tools. Visitors could also sample technology such as the prototype of Sony’s RayModeler, exhibited for the first time in the UK, an autostereoscopic display, which

makes it possible to view a 3D image through 360 degrees and interact using hand gestures. A digital version of the world’s longest painting, the 83 metre long Garibaldi Panorama, was shown on the Microsoft Surface Table, demonstrating how much easier this technology will make it to study.

The exhibition attracted a diverse audience, many of whom were new to the Library. Visitors were encouraged to express their opinions at the exhibition or online, and discussion groups were held with postgraduate students to explore issues in depth. Feedback was evaluated in partnership with JISC and the Cyber Research Group, part of University College London. Initial findings showed that visitors were impressed by the resources and tools on show and their usefulness to the research process. They were also impressed that the Library is attempting to learn from and meet the needs of researchers.

In February 2011 the exhibition was updated, introducing new developments that could increase access to rare and fragile items and extend opportunities for communication between researchers of the future.



“Digital research tools are changing the possibilities of research. Growing Knowledge brought to life technologies that will pose many interesting questions.”

Dr Aleks Krotoski
Exhibition Researcher in Residence



Success story

The Library's first smartphone app

Bringing treasures to mobile users



"It was UK iPad app of the week and at one point it was the 12th most downloaded iPad app in the UK store."

Alex Whitfield
Learning and Digital
Programmes Manager



With the launch of its first smartphone app, the Library showed its commitment to innovative ideas that increase access to its collections and broaden the reach of services. The launch, in partnership with Toura, a leading mobile technology provider for mobile guides, makes more than 100 of the greatest items in the Library's collections available on mobile platforms including iPhone, Android and iPad.

"In developing the app, we wanted mobile users to enjoy an up-close and personal experience with some of the Library's unique treasures," said David Avery, Web Content Developer. "We have provided a truly multimedia experience, including 250 high definition images, over 40 videos with expert commentary and textual interpretation for deeper understanding."



The app is available worldwide, helping to increase the Library's global profile and generating shared revenue. The reception was enthusiastic. It was named UK iPad app of the week and became the number one app for iPad in the Education category and number two for iPhone.

"At one point it was the 12th most downloaded iPad app in the UK store, and there are currently about 65,000 so this is quite an achievement," said Alex Whitfield, Learning and Digital Programmes Manager. "Popular apps that were ahead of us were mainly things like games, Facebook and eBay, so for a cultural institution to reach that level is, again, a big achievement."

Among the treasures selected from the Library's Sir John Ritblat Treasures Gallery are the *Codex Sinaiticus* (the world's oldest bible), an original Magna Carta of 1215, the *Lindisfarne Gospels*, Sultan Baybars' Qur'an and Leonardo Da Vinci's notebooks. Literary highlights include the first edition of *Alice's Adventures in Wonderland*, Charles Dickens's handwritten draft of *Nicholas Nickleby* and Jane Austen's teenage writings. In addition there are numerous manuscript scores from great composers, scientific documents and sacred texts from a number of faiths.



The year's achievements show how the Library is developing as a leading global information hub, guided by our vision for the year 2020.

There was a strong emphasis on the future, with a landmark season on innovation, major steps to increase digital access and the launch of innovative new services and facilities, many in partnership with other leading organisations.

Previous page: Alex Whitfield with the British Library Treasures app; David Avery, Web Content Developer; Ben Fogle discussing Scott's diary on the Treasures app.

Overview

The Library's main achievements this year

Innovation Season

The Innovation Season was a thought-provoking series of exhibitions and events designed to get Britain thinking about the future, stimulate creativity and celebrate ingenuity. The centrepiece was the *Growing Knowledge* exhibition (see page 13), which introduced the latest research tools in a fully interactive environment.



■ Crowdsourcing sound maps

Two pioneering projects enabled the public to contribute to the Library's collections using their mobile phones. By April 2011, approximately 1,700 people had contributed recordings of their surroundings to the ambitious *UK SoundMap* project, which won an award for best use of social media by a public sector organisation. *Map Your Voice* attracted nearly 1,500 contributions from around the world as part of the *Evolving English* exhibition.

■ Inventing the 21st Century

The Business & IP Centre staged an exhibition exploring fifteen ingenious British inventions of the first decade of this century. It featured ground-breaking developments ranging from Dyson's bladeless fan and the Trekinetik K-2 all-terrain wheelchair to a double-headed broom invented by Samuel Houghton when he was three.

Increasing digital access

Significant partnership agreements secured with third parties allowed the Library to accelerate both the digitisation of content and its opening up to users around the UK and the world.

■ Bibliographic metadata

In 2010 we started to open up our bibliographic metadata for wider use by external communities. More than 300 organisations worldwide joined our new, free catalogue record download service. We also supplied several million record datasets in new XML-based formats to organisations including Ithaka, the Open Library and Wikimedia Commons. We also began piloting new 'Linked Open Data' initiatives in collaboration with JISC, the Cambridge-based Open Bibliography Project and others.

■ Digital Library Store

The volume of material held in the Digital Library Store more than doubled to over 1.25 million items, just over 140 terabytes. The additional content includes 19th century British newspapers, UK web sites, licensed eJournals, and archival sound recordings. The Digital Library System was further developed to store material at four sites.

■ Endangered Archives Programme

The programme funded by Arcadia preserves endangered manuscripts, documents, photographs, sound and video from around the world and makes them freely available online (www.bl.uk/endangeredarchives). The year's research grants will fund major projects to safeguard archives including Ethiopian manuscripts, Peruvian historical documents and fragile library books in eastern India.

■ Improving Services to Readers

Enhancements to 'Search our Catalogue' offer faster access to more than 58 million records. The 'Ask a Reference Team' online service using Questionpoint improved the user experience by helping researchers to direct their questions and track their enquiry. It also enables the building of a knowledge base that can be shared with researchers, staff and other organisations. More than 1,000 users were registered within three months of the launch of the Management and Business Studies portal, which delivers quick and easy access to management research publications.

■ Mass digitisation of newspapers

A ten-year partnership with online publisher brightsolid was announced to digitise up to 40 million pages of historic newspapers. The agreement represented a major step towards fulfilling the Library's strategic goal of securing long-term preservation of, and access to, the national newspaper collection. With original newspapers moving from Colindale to the new purpose-built storage centre at Boston Spa, digital copies will be available online and free to users at St Pancras.

■ Open Planets Foundation

The Library hosted the Open Planets Foundation, a new, not-for-profit consortium established to provide practical solutions and expertise in digital preservation. It worked with the Foundation and JISC to encourage leading UK higher education institutions to take a central role in preserving Europe's digital heritage.

■ Playtimes: a century of children's games and rhymes

The Playtimes project explored children's games, songs and rhymes over the last century in collaboration with the Institute of Education, the University of Sheffield and the University of East London. The Library digitised the Opie Collection of audio recordings and produced the Playtimes website (www.bl.uk/playtimes). The former Children's Laureate, Michael Rosen, launched the findings of Children's Playground Games and Songs in the New Media Age, research funded by the Arts and Humanities Research Council.

■ UK PubMed Central

External project grants for digital preservation, datasets and science-based developments provided an opportunity to pilot new services and develop research community partnerships. Usage of the UKPubMed Central service, which we provide to bioscience researchers with the University of Manchester and EBI (European Bioinformatics Institute), increased strongly. One million downloads were recorded for March 2011.

New services

In addition to the launch of its first smartphone app (see page 14) the Library added a number of important new services and facilities.

■ Additional Storage Building

The Library's new £26 million Additional Storage Building at Boston Spa became fully operational. All remaining items from leasehold premises in London were transferred to this flagship building, one of the largest and most technologically advanced library repositories in the world.

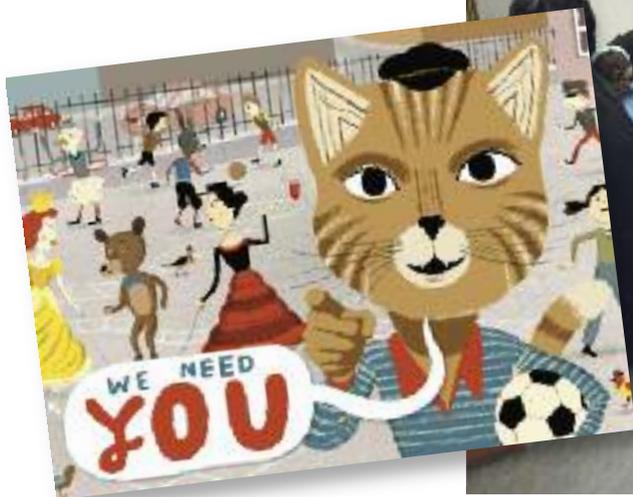
■ Harry M Weinrebe Learning Centre

Funded entirely through private donations, the refurbished and expanded centre opened in September. It will help young learners to develop their digital research skills and explore the Library's collections. The Centre is now fully digitally-enabled, with video-conferencing facilities and remote viewing equipment giving access to schools throughout the country. Since opening, more than 26,000 people have benefitted from using the Centre.

■ Oral History of British Science

The programme, funded by Arcadia, was launched to collect 200 in-depth interviews with British scientists over three years, creating a major archive for the study and public understanding of science.

This page: Playtimes invitation, illustration by Bjørn Rune Lie; Activity day in the Harry M Weinrebe Learning Centre.



Overview

The Library's main achievements this year

Major exhibitions

The year was notable for a number of outstanding exhibitions in addition to the highly successful *Magnificent Maps* and *Growing Knowledge* (see page 11, 13). It was the most successful year to date for participation in the public programme, which attracted a total of 812,406 visitors.

■ PACCAR Gallery

Evolving English: One Language, Many Voices

An opportunity for visitors to explore the English language from Anglo-Saxon runes to modern day rap, the exhibition traced how English has evolved into a global language spoken by 1.8 billion people. More than 10,000 visitors to the exhibition and regional events programme contributed a recording of their spoken English to the British Library's Sound Archive.

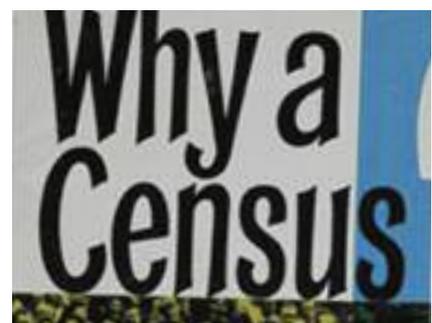
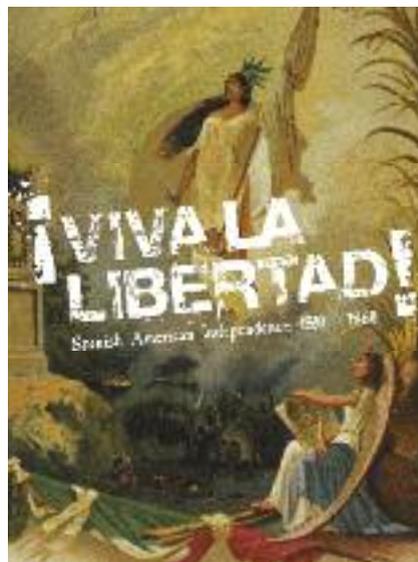
■ Folio Society Gallery

Census and Society: Why Everyone Counts

Marking the 21st census in Britain, the exhibition explored issues behind the questions and controversies of the past 210 years.

¡Viva La Libertad!

Commemorating the 200th anniversary of Latin American independence, this was the first exhibition to focus exclusively on the Library's extensive Latin American collections.



This page: Interior shot of *Magnificent Maps*; Invitation for *¡Viva La Libertad!* featuring Miguel Riva Palacio y Guerrero's image *México á Través de los Siglos: la Guerra de Independencia, Mexico 1889*; Tube poster for *Evolving English* exhibition; *Why a Census?* (detail) official publicity for the 1961 Census, Central Office of Information, from *Census and Society* exhibition.

Key acquisitions

The Library added a number of key acquisitions to its collections, one of which was the J G Ballard archive (see page 9).

■ St Cuthbert Gospel

The Library began an ambitious fundraising campaign to acquire the St Cuthbert Gospel, a 7th century manuscript which is the earliest surviving intact Western book and one of the world's most significant books.



■ Harold Pinter

The collection of awards and honours presented to Harold Pinter during the course of his career includes the writer's 2005 Nobel Prize medal and diploma. The Library received the collection through the Acceptance In Lieu scheme. It acquired Pinter's archive in 2007.



■ King Henry VIII prayer roll

The unique medieval prayer roll that once belonged to Henry VIII contains one of only three surviving examples of his handwriting from before his accession in 1509.

■ Ted Hughes and Sylvia Plath letters

The archive contains 41 letters from Ted Hughes and Sylvia Plath to Olwyn Hughes, Ted Hughes' sister, along with literary papers including early poetry and prose drafts and some previously unpublished material.



Overview

The Library's main achievements this year

Future planning

■ 2020 Vision

In 2020, the British Library will be a leading hub in the global information network, advancing knowledge through our collections, expertise and partnerships, for the benefit of the economy and society and the enrichment of cultural life.

The Library's vision for 2020 was launched following twelve months of research and consultation. Against a backdrop of technological change, it highlights key trends and opportunities and identifies how the Library can increase access to the world's knowledge base for its users.

■ Growing Knowledge: the British Library's Strategy 2011–2015

Publication of the strategy followed clarification of Government funding for 2011–15 in the Comprehensive Spending Review. In a severely constrained financial context, *Growing Knowledge* focuses on five strategic priorities based on the themes of the *2020 Vision*. These are to guarantee access for future generations; enable access to everyone who wants to do research; support research communities in key areas for social and economic benefit; enrich the cultural life of the nation; and lead and collaborate to grow the world's knowledge base.

International development

The Library's growing emphasis on international development continued including new collaborative ventures.

■ Afghanistan Observed

Sixteen thousand visitors came to a touring exhibition of historic images of Afghanistan held in the Queen's Palace in Bagh-e-Babur, Kabul. The exhibition, which subsequently transferred to Herat, reflected the observations of European visitors between 1830 and 1920. Digital copies of sketches, prints, drawings and photographs showing the history and culture of Afghanistan were selected from the Library's collections.



■ Developing a Strategy for India

In June 2010, a Memorandum of Understanding was signed between the Ministry of Culture, India, and the British Library, the British Museum, and the Victoria and Albert Museum, London. This was inspired by a mutual desire to strengthen and enhance friendly cultural relations between the two countries, deepen mutual understanding, and promote cultural co-operation and exchanges.

Three British Library workshops, funded by the Sir Ratan Tata Trust and the Arts and Humanities Research

Council, have been held in India to discuss potential collaborative digital projects. In September 2010, participants at *Digitisation of Resources: Developing the British Library's India Strategy* explored key themes and related source material. In January 2011, a joint workshop with the National Library, India, focused on 'Early Bengali Books, 1778–1914', resulting in a funding proposal to the Ministry of Culture. In March 2011, an interdisciplinary workshop on climate, attended by the UK Met Office and Indian Meteorological Department colleagues and university academics, showed how historic data in the British Library and India could be used to develop scientific knowledge of climate as well as illuminating its social, economic and environmental impact.

A collaborative pilot project between the British Library and the Chhatrapati Shivaji Maharaj Vastu Sangrahalay, Mumbai, has now commenced. Funded by the Sir Dorabji Tata Trust, this will reunify through digitisation the dispersed 17th century Mewar Ramayana manuscript – one of the finest of all extant illustrated copies of the great epic of ancient India – and make it accessible on the web.

Making Britain: South Asian Visions of Home and Abroad, 1870–1950, an AHRC-funded project led by the Open University, developed an online database with sources which highlighted and opened up research into South Asians' diverse networks and contribution to Britain. The British Library hosted the project conference, *Bharat Britain: South Asians Making Britain 1870–1950* and collaborated with project partners to produce a travelling panel exhibition which toured the UK and was on display during the British government visit to India.



■ Qatar Foundation

The signing of a Memorandum of Understanding established a partnership for the British Library and Qatar Foundation to work together on a shared Gulf History Programme. In the first phase we will work together with the Qatar Foundation to digitise 600,000 pages from the historical archives of the India Office Records relating to Qatar and the Gulf, several hundred Arabic manuscripts relating to science, technology and medicine in the Islamic World and various other material including maps and photographs.

Previous page: Interior shot of *Afghanistan Observed*, Kabul.

This page: Penny Brook, Head of India Office Collection, with Her Highness Sheikha Mozah Bint Nasser Al-Missned of Qatar and Ed Vaizey MP, Minister for Culture, Communications and Creative Industries; Business & IP Centre success story Semhal Zemikael and Natasha Faith, founders of La Diosa Jewellery.

Other notable achievements

■ British Film Institute (BFI)

The Library signed a Memorandum of Understanding (MoU) with the BFI, with the objective of increasing public, professional and research access to audiovisual and broadcast content and integrating it with other knowledge collections. The MoU outlines key areas for joint strategic thinking, including public access, rights management and digitisation. It complements the MoU signed with the BBC in 2009.

■ Financial savings

The Library maintained delivery of its challenging business plan. It achieved the £4 million in-year reduction required by DCMS and, crucially, laid much of the groundwork required to deliver further reductions in future years.

■ Future Jobs Fund Initiative

The Library supported nine young unemployed people to gain six months' work experience through the scheme, funded by the Department of Work and Pensions. Opportunities included sound archive cataloguing, exhibitions, public affairs and developing the Olympics website. Four participants subsequently found jobs and three started higher education.

■ Green Award

The Library's energy efficiency programme won recognition in the Mayor of London Green Awards 2010, receiving a Platinum award for substantially reducing carbon emissions.

■ Business & IP Centre

The Business & IP Centre again exceeded its business support targets. A grant was submitted to the European Regional Development Fund to enhance our offer for growth businesses and a Memorandum of Understanding (MoU) was signed with Newcastle City Library, Northumbria University and NESTA to pilot a regional centre in the North East.

■ Two-site Strategy

We vacated the Library's three remaining leasehold buildings, completed one new build at Boston Spa and secured funding for, and progressed delivery of, the Newspaper Storage Building. Full delivery of the Library's two-site strategy is now firmly in sight.



Delivering our strategic priorities

1. Capture extensively and store UK digital publications

Continue to work towards arrangements for legal deposit, storage and preservation of e-publications

During the year the Legal Deposit Advisory Panel (LDAP) has been abolished issuing its final report in March 2010. The DCMS subsequently consulted on the Legal Deposit Libraries (Non-Print) Regulations 2011. Having provided our response to DCMS they announced their intent to proceed with the process of bringing forward regulations for deposit of offline publications; harvesting the free web; harvesting e-journals, e-books and other e-publications, both freely available and behind pay walls; providing a legal umbrella for mutual deposit agreements with individual publishers. DCMS plan to lay the new regulations before Parliament this summer and we are planning for their implementation through our Digital Initiatives portfolio of projects and programmes. We are working with 25 publishers who have deposited publications with us and continue to encourage more publishers to place deposits on a voluntary basis.

Increase the awareness and effectiveness of our web archiving activities

We continued to play an active role in the UK Web Archiving Consortium, along with the other founder members of National Libraries of Scotland and Wales, The National Archives, the Wellcome Library and JISC, working collaboratively to fill the gap in web archiving and exploring technical and curatorial issues involved in the UK domain-wide harvesting. Since the group has wound up its role as a strategic team providing leadership and encouraging collaboration in UK web archiving, activities have been

taken on by the Digital Preservation Coalition (DPC) as its Web Archiving and Preservation Task Force.

The Library is a founder member and is the 2011 Chair of the International Internet Preservation Consortium (IIPC), helping to introduce technical standards supporting improved tools for domain harvesting and access to web archives across the world.

All website instances copied to date are made freely available via the joint UK Web Archive (www.webarchive.org.uk). To date the Library has collected over 50% of the archive.

2. Connect our users with content

Significantly improve discovery of content and ease of use of our website at www.bl.uk; increase our web user satisfaction rating by at least 5%

In January we released our first smart phone app, 'Treasures' to a very positive response, achieving Apple AppStore UK iPad App of the Week in January and inclusion in the *Sunday Times* list of top 500 smart phone apps worldwide.

Our pioneering *UK SoundMap* project crowdsourced some 1,700 recordings for the Library's soundscape collections through a unique partnership with the Audioboo microblogging site, winning the award for best use of social media in the public sector at the 2010 'somecomms' national social media awards.

Supporting a successful onsite exhibition, the *Magnificent Maps* web resource was visited by almost 200,000 people, making it the Library's most successful virtual exhibition ever, along with *Evolving English* web resource which was our second most successful exhibition web resource ever, with over 151,000 visits.

Overall, items consulted on our website reached almost 5 million against a target of 4 million, including 1.7 million unique visitors to our virtual public access facilities. The Library's Facebook fan base has increased threefold to over 30,000 and we have over 165,000 twitter followers representing an increase of more than 400%.

On the back of static web satisfaction ratings this year we are preparing for further improvements next year and have developed a new web strategy for 2011/12

Open a new Learning Space at St Pancras and deliver 1.4 million visitors to the Learning website

Funded entirely through private donations, the Harry M Weinrebe Learning Centre opened in September and supports digital literacy skills as well as first-hand encounters with historic manuscripts, sound recordings, maps and letters in this bright, spacious and inspiring space.

The Learning Centre is fully digitally-enabled, with laptops, electronic whiteboards, state-of-the-art audio-visual facilities, video-conferencing facilities and remote viewing equipment, which will allow workshops and curator talks using collection items to be offered to similarly-equipped schools anywhere in the country.

One of this year's highlights was the exceptional bookings for *Evolving English* making it our most successful ever exhibition-linked programme, with a supporting regional programme commencing in Liverpool.

During the year we welcomed over 26,000 learning programme participants including more than 10,000 A-level students and approximately 1,500 teachers attending continuous professional development sessions.

Our Learning website attracted almost 1.3 million unique visitors which is slightly less than our ambitious target and is being considered as part of our web strategy for further improvements.

3. Transform access and preservation for newspapers

Continue to implement the plan for a dedicated newspaper storage building at Boston Spa and improved digital access to newspapers at our St Pancras site in London, working in partnership with online publisher brightsolid and the newspaper industry.

Following the Comprehensive Spending Review in October, funding for the Newspaper Storage Building was confirmed; building contractors are due to be appointed in June. 120 Colindale Avenue has been closed and the warehouse has been demolished to make way for new development under the Colindale Area Action Plan. Users of our newspaper collection will be able to enjoy new facilities in a dedicated Reading Room at St Pancras. We continue on schedule to vacate 120 Colindale Avenue and redeploy 34 staff to roles in St Pancras.

Our digital content partner, brightsolid, has commenced digitisation of newspapers which are being ingested into our digital library store as part of our digital collection.

Digitise at least 500,000 pages by the end of 2010/11

After some initial delays in setup, brightsolid have now digitised in excess of 350,000 pages, with plans to increase the scale of digitisation considerably during 2011/12.

4. Support UK research with innovative services and integrated processes

Deliver our exhibition, Growing Knowledge: the evolution of research, which will demonstrate and explore uses of innovative technology in the research and knowledge economy, engaging with the research community

Our first interactive exhibition, aimed at demonstrating a range of digital tools and services to enhance research, was opened in October. Based on initial feedback we made some technical adjustments and provided new content which have resulted in increased traffic to both the website and the onsite exhibition.

Develop and deliver a health and social care information service together with third sector partners

During the year we have finalised plans, undertaken feasibility studies and consulted with internal and external stakeholders, including our partners Social Care Institute for Excellence (SCIE), in order to secure commitment for delivery of our service in early 2011/12.

Develop and implement a strategy to provide and make accessible research data in the Social Sciences and in Science, Technology and Medicine (STM)

We have continued to add datasets with more than 400 now available through 'Search our Catalogue'. The Management and Business Studies (MBS) portal has been successfully launched, providing remote access to rights-cleared full text content and enhanced resource discovery by bringing together print and digital material for this subject area. The team continues to lead on delivering UK PubMed Central, a free to access archive of peer reviewed research articles in biomedical and life sciences. Having secured agreement that we can become a member of the UK Access Management Federation (UKAMF) we can work on facilitating access for British Library non-academic readers for further resources.

Continue to develop the Research Information Centre (RIC) in partnership with external organisations to provide an online environment that supports the information needs of STM researchers

A new version of the RIC has been developed on Microsoft SharePoint 2010, providing a more flexible and extensive platform for future development. The project website received the highest number of hits on the Science web pages for September.

Despite internal restructuring within the National Institute for Health Research (NIHR) programmes, discussions are ongoing with other organisations with a view to launching a service to the bioscience sector by the end of the year.

Delivering our strategic priorities

Develop and deliver a prototype online British Library service to support the research information needs of the environmental sciences community, including scientists, policy makers and funders

Market research into environmental sciences requirements has informed how we will work closely with the 'Living with Environmental Change' partners to focus on resources related to 'flooding' aimed at flood researchers and decision makers. Simultaneously, work continues with our partners to co-ordinate national activity for information provision in environmental sciences.

Continue to engage with the World Collections Programme (WCP) which aims to share British cultural and curatorial expertise with institutions particularly in Asia

We successfully secured project bids totaling £141,000 from the WCP in its final year. Having forged closer links with the Indian Ministry of Culture, they have granted permission for the National Library of India and the British Library to take forward a proposal for the digitisation of Indian Vernacular material for the Ministry to consider funding. Our relationship has been reinforced by Dame Lynne Brindley's presence as part of the of the Prime Minister's delegation to India last summer.

The Chinese Ambassador attended our National Library of China workshop to develop key strategies for 2011–15.

We have worked with the Foreign and Commonwealth Office (FCO) to secure funding for the National Library of Iraq.

Our partnership with the Qatar Foundation will involve exploring ways in which the Library can work with them to digitise India Office records relating to the Arabian Gulf, spanning a period from the middle of the 18th century to 1951. The goal of the project is to make this treasure trove of historic material available online in English and Arabic, alongside scholarly and contextual commentary.

5. Build our digital infrastructure

Continue to develop the digital library system to provide storage, preservation and long-term access to digital material

Data from our Digital Library Store is now replicated in two British Library nodes based at National Library of Wales and National Library of Scotland. The digital library system continued to grow as our main digital store, received 46,000 items through voluntary deposit, 15,000 items transferred from our Archive Sound recordings and digitised newspapers from brightsolid. At 31 March the store held over 1,200,000 items, occupying over 140 terabytes. Additional capability has been developed to improve the discovery of the digitised content which is now providing Reading Room access to digitised out-of-copyright 19th century books, and to some digital materials received under Voluntary Deposit.

Develop and introduce more effective and efficient services for document order and delivery, in partnership with the Higher Education Funding Council for England and university libraries

The Library has been working with Capgemini to develop a new technical and operational infrastructure that will support an improved remote document supply service to our customers with clearer and faster ordering and improved order tracking. The infrastructure will be suitable for expansion to other British Library customers, other material types and to a single document delivery solution across all sites, all collections and all services. New and improved workflow processes have already been developed and process re-engineering is well underway in preparation for customer migration and deployment during the autumn of 2011. Our new solution will support UK research by offering innovative and integrated services, delivering improved access to a wider range of information resources.

6. Integrate storage and preservation of physical collections

Complete the re-location of collection items from London to the Library's new state-of-the-art storage facility at Boston Spa

Our new storage facility at Boston Spa has been made fully operational and book moves will be completed by the summer.

Exit our leasehold storage premises at Woolwich, Islington and Colindale by March 2011

All our leasehold premises were emptied and handed back as planned by the end of the year and the Library continues on schedule to become a two-site organisation.

7. Develop as an organisation

Continue to develop and implement the Library's Diversity Strategy to build a diverse workforce and increase engagement with wider communities; deliver improved performance assessments after internal and external benchmarking exercises

We have had a busy year delivering Annual Reports for Disability, Gender and Race Equality as well as starting our new Disability, Gender and Race Action Plans. We are pleased that the Equality Commission for Northern Ireland Annual Report has shown positive performances against all action plan areas and external benchmarking.

Complete the re-organisation of the Scholarship and Collections Directorate, ensuring our curatorial teams are fully equipped to embrace opportunities within the digital environment

During 2009/10 the Scholarship and Collections Directorate underwent a review and restructure which is now in place and already proving the benefits of such significant change. The Directorate is responsible for developing the Library's content across the arts and humanities, and social sciences – in all formats and languages, and from all periods. Our teams engage with researchers to understand and anticipate their needs and develop relevant tools for research facilitation, ensuring the Library has the appropriate collections and links with other organisations to meet these needs now and in the future. Staff within the Directorate contribute to the interpretation and exploitation of the collections – from dealing with specialist enquiries in Reading Rooms, curatorial and conservator input to exhibitions and other public programmes, to developing and managing digital projects. The teams also have primary responsibility for the preservation and conservation of the Library's collections – in paper, book, and digital formats.

Launch our vision for 2020, setting out what it means to be a great library in 2020

Extensive consultation with stakeholders across all sectors culminated in an organisational roadmap to 2020 which was further developed into our *2020 Vision*. We launched the vision in September 2010 at the Woodstock Independent Literary Festival and included the themes as a key feature of the *Growing Knowledge* exhibition. Significant downturn in the economic climate and the reduced settlements from the Comprehensive Spending Review in October influenced our focus as we developed the strategic priorities for the period 2011–15. *Growing Knowledge: The British Library's Strategy 2011–2015* was published in February, identifying our five strategic priorities and what we aim to achieve by 2015, reflecting our aims and aspirations for the next decade but also the economic environment we face today.



We present here some of the exciting activities we aim to have completed by March 2012, set against the five strategic priorities from our Strategy 2011–2015. In addition, we will undertake a range of activities to optimise organisational capacity and capability.

Action Plan for 2011/12

Our five strategic priorities

1. Guarantee access for future generations

- Continue to work towards arrangements for legal deposit, storage and preservation of UK digital publications
- Provide access to non-print legal deposit content in the Library's Reading Rooms
- Commence construction of the dedicated Newspaper Storage Building at Boston Spa.

2. Enable access to everyone who wants to do research

- Continue to work in partnership with brightsolid on the digitisation of newspapers, making large parts of the Library's unparalleled newspaper resource available online for the first time. Launch access to brightsolid's service, including the provision of free access for British Library Readers
- Increase the visibility of the Library's collections by making the British Library main catalogue data available as 'open data' for others to integrate into new information resources
- Through our Customer Management Programme, continue to develop an integrated view of customers and provide increased opportunities and incentives for registration
- Develop and implement the Library's digital scholarship strategy, one of the key initiatives from the 2009/10 review of the Scholarship and Collections directorate.

3. Support research communities in key areas for social and economic benefit

- Subject to the availability of funding, work in partnership with Newcastle City Council, Northumbria University and others to pilot a new business support centre in the North East, based on the British Library's critically acclaimed Business & IP Centre for start-ups and growth businesses
- Work with Microsoft to develop the Research Information Centre for bioscience researchers, providing them with a virtual research environment framework for managing the increasingly complex range of tasks involved in carrying out research
- Work with UK Living with Environmental Change, a partnership of 22 major UK public sector organisations, to develop an online demonstrator to enhance access to environmental information, with an initial focus on 'flooding' research
- Explore the possibilities for an innovative and focused service offering for the creative industries
- Develop and test a demonstration Social Welfare portal. This portal will offer access to British Library-owned content and will use the technical architecture and web page designs developed for our Management and Business Studies portal (www.mbsportal.bl.uk).

4. Enrich the cultural life of the nation

- Deliver an onsite public programme which includes two major temporary exhibitions:
 - *Out of this World* – challenges visitors' perceptions about science fiction, showcasing the history, variety and art of the genre

- *Royal Manuscripts: the Genius of Illumination* which will present a selection of illuminated manuscripts from the collection of the kings and queens of England from Alfred the Great to Henry VIII
- Deliver an exciting programme of workshops, activities and resources for teachers and learners around the Library's two major temporary exhibitions.

5. Lead and collaborate in growing the world's knowledge base

- Develop the Library's strategic partnerships and collaborative arrangements with a range of stakeholders including publishers, aggregators and rights holders, the BBC, the British Film Institute and JISC
- Work in partnership with the higher education sector, focusing on:
 - Development of a new ETHOS (Electronic Thesis Online Service) membership funding model to establish the service on a self-sustaining basis
 - Continued development of the UK Research Reserve – a collaborative distributed national research collection of low-use print research journals
- Implement the Library's international engagement strategy, focusing on:
 - Implementation of the strategy with India
 - Developing further the strategy with China
 - Completing the scoping study for the partnership project with the Qatar Foundation.

Key Performance Indicators

Quality	Target 2010/11	Actual 2010/11	Actual 2009/10	Actual 2008/09
Reading Room user satisfaction: percentage of Readers rating the services and facilities they used as either 'very satisfied' or 'quite satisfied'	92%	92%	94%	93%
Exhibition visitor enjoyment rating: percentage of visitors rating the enjoyment of their visit as either 'excellent' or 'good' ¹	90%	98%	96%	–
UK remote user satisfaction: percentage of users who are 'totally satisfied' with the Document Supply service ²	87%	90%	89%	83%
Web usage satisfaction: percentage of website users rating www.bl.uk as 'excellent', 'very good' or 'good' ³	92%	88%	92%	92%
Throughput				
Number of visitors to the Library's Learning website ⁴	1,300,000	1,262,477	1,238,811	1,221,426
Number of learners attending educational sessions ⁵	20,000	29,992	19,779	19,772
Number of visitors to the Library's onsite and virtual public access facilities ⁶	1,820,000	2,482,012	1,885,853	1,752,718
Number of items supplied/consulted remotely and onsite ⁷	9,127,000	10,296,845	10,870,262	8,340,518
Number of visits to Reading Rooms ⁸	530,400	519,788	527,341	501,020
Number of items received ⁹	909,000	874,393	916,509	996,776
Percentage of UK legal deposit material acquired ¹⁰	90%	84%	88%	88%
Percentage of material delivered electronically ¹¹	75%	78%	71%	65%

- 1 An exhibition visitor enjoyment rating was introduced in 2009/10 to replace exhibition visitor satisfaction.
- 2 From 2009/10 the method of data collection was changed from sending hard copy questionnaires to customers for completion to Customer Services staff conducting a short telephone interview with selected customers ensuring all segment groups are represented.
- 3 A new long-term web strategy has identified the need for significant redevelopment of the Library's website. This is reflected in the decline in user satisfaction during 2010/11. Work is commencing on the major changes required. A new home page will be implemented in Spring 2011 to improve the user experience in the interim.
- 4 The Learning website at www.bl.uk/learning provides educational resources, primary source material and interactive activities to support teaching and learning in secondary English, History, Media Studies, Citizenship and Religious Education. A highlight of the year was the launch of the Playtimes website based on the Library's archive of children's songs and games.
- 5 Our onsite educational sessions include student workshops for all ages, projects, teacher conferences, and community and family activities. Participants in our national educational initiatives supporting Citizenship, History and English are not included in these figures, nor are visitors to touring exhibitions. This has been our most successful year ever for attendance in the Learning programme and that can mostly be attributed to the extraordinary popularity of the school workshops associated with the *Evolving English* exhibition. With over 10,000 mostly A-level participants, this exhibition contributed to a 50% increase in overall participation compared to last year.
- 6 The increase in 2010/11 reflects the huge success of the *Magnificent Maps* and *Evolving English* exhibitions.
- 7 Items supplied/consulted includes access to the collection through our Reading Rooms, Remote Document Supply services and access to digitised images on our website. Items consulted on the Library's website were exceptional in 2009/10 due to the worldwide interest in the launch of the digitised *Codex Sinaiticus*. Demand for British Library collection material continues to grow within the Reading Rooms driven by the strong demand for material in the Humanities, Rare Books & Music, Maps and Manuscripts Reading Rooms.
- 8 There has been a long-term upward trend in Reader visits experienced over recent years resulting in Reading Room capacity becoming an increasing issue. As a consequence specific steps were taken to help manage Reader numbers through the Registration process, key external messaging and closer links with London HE institutions. The small decline in Reader visits in 2010/11 is therefore a reflection of these measures. The 2009/10 figure has been restated to include a late adjustment.
- 9 The number of items received is lower than in previous years due to a number of factors. These include the de-duplication and cancellation by the Library of a number of serials titles; a number of newspaper titles have ceased production during the year resulting in a reduction in the number received under Legal Deposit and a reduction in the number of purchased monographs. The title has been changed from 'Number of items acquired/processed' to remove any ambiguity in its definition.
- 10 There has been a reduction in the percentage of monographs the Library actually received compared to the number that the Library previously regarded as being liable for deposit and on which the target was based. The basis used to calculate percentage of UK legal deposit material acquired will be altered from 2011/12 to reflect the change.
- 11

Learners
attending our
educational
sessions
29,992

Visitors to
our onsite and
online facilities
2,482,012

	Target 2010/11	Actual 2010/11	Actual 2009/10	Actual 2008/09
Throughput				
Exhibition loans to other institutions ¹²	40	36	57	51
Items acquired ¹³				
Monographs	217,100	193,148	233,087	262,699
Serial titles ¹⁴	–	89,578	93,406	101,280
Newspaper issues	144,400	136,631	150,631	158,555
Patent specifications ¹⁴	–	2,656,695	3,232,627	2,360,493
Other special materials	9,400	6,254	7,376	12,631
Electronic	28,500	41,420	37,784	31,686
Cataloguing backlogs ¹⁴	–	844,507	866,047	885,625
Catalogue records created ^{14, 15}	–	354,058	478,951	408,648
Digital images created ^{14, 16}	–	579,447	412,779	15,155,533
Efficiency savings				
Efficiency savings (cash and non-cash) ¹⁷	£7,530,000	£14,222,000	£7,857,000	£4,942,000
Efficiency				
Document supply and monograph lending fulfilment rate ¹⁸	80%	75%	82%	82%
Percentage of material held onsite delivered in St Pancras Reading Rooms within 70 minutes	93%	96%	96%	93%
Average sick leave in working days per staff member	7.5	6.80	6.38	6.26

¹¹ Percentage of material delivered electronically covers all forms of electronic delivery. These include secure electronic delivery (digitally scanned copies from printed sources), post to web (item placed on a secure web page for the user to view), direct download (user has access to an e-stored item) and Ariel (scanned item transmitted to user).

¹² Loans to individual institutions, not numbers of items lent.

¹³ Figures reflect acquisition by purchase, exchange and legal deposit.

¹⁴ No overall target was set for 2010/11.

¹⁵ Additional funding was provided in 2009/10 to boost the number of catalogue records created.

¹⁶ The 19th Century Book Digitisation project was completed in May 2009 which contributed to the majority of the 2008/09 figure.

¹⁷ Total based on figures of actual outturn up to March 2011 (pre-audit). The figure includes efficiencies over the Government's 2007 Spending Review covering the period from 2008/09 to 2010/11 in line with the Government's Value for Money efficiency programme. Reporting of the programme was abolished by the incoming administration in 2011 and has therefore not been supplied to the Department for Culture, Media and Sport this year.

¹⁸ The principal cause of fulfilment not achieving target is because of stock being embargoed due to asbestos. The clean-up operation is underway and should have a positive impact as stock becomes available. The secondary cause is due to licensing restrictions. Activities are underway to pursue direct licence agreements with publishers.

**Efficiency
Savings
£14,222,000**

Statistics

WEBSITE USAGE

Use of www.bl.uk	2010/11	2009/10
Unique hosts served ¹	6,355,368	6,208,184
Successful requests for pages (page hits) ²	83,815,342	74,635,211

SERVICE IN THE READING ROOMS

Seats available for users at 31 March 2011	Reader desks	Other provision ¹
Humanities Floor 1 and 2 Reading Rooms	447	83
Rare Books & Music Reading Room	315	65
Maps Reading Room	49	22
Asian & African Studies Reading Room (formerly known as Oriental and India Office Reading Room)	83	50
Manuscripts Reading Room	72	28
Philatelic Collections	1	0
Science Reading Rooms	129	59
Business & IP Centre	100	72
Social Sciences Reading Room	59	23
Newspapers (Colindale)	77	77
Boston Spa Reading Room	84	14
Total	1,416	493

BIBLIOGRAPHIC SERVICES

Records in British Library catalogues and databases at 31 March 2011	2010/11	2009/10
British Library Integrated Catalogue ^{1,2}	13,140,982	12,964,141
Archives and manuscripts ^{2,3}	1,852,513	–
Access to archives ^{2,4}	–	593,338
Asia, Pacific and Africa Collections – Japanese and Chinese ^{2,5}	70,093	67,931
Allied and Complementary Medicine (AMED)	251,039	241,245
British National Bibliography (BNB)	3,064,637	2,954,885
Sound Archive Catalogue ²	3,216,580	3,190,131
English Short Title Catalogue (ESTC) ²	479,234	478,152
Incunable Short Title Catalogue (ISTC) ²	30,184	30,123
Electronic table of contents ^{2,6}	40,047,972	37,743,439
International Standard Serial Numbers (ISSN) UK Centre ⁷	418,342	127,145
Manuscripts ^{2,8}	–	825,382
Newspapers ²	59,047	57,352
Register of Preservation Surrogates	220,385	219,655
Total⁹	62,851,008	59,492,919

Website Usage

¹ Unique hosts served is the best approximation available to the number of individual users of the website.

² The number of pages of all types viewed on the website. This is an estimated figure derived from updated methods of calculating successful requests that exclude requests by automated robots.

Service in the Reading Rooms

¹ This includes seats provided at the British Library Integrated Catalogue screens, electronic database terminals, microform readers and carrels (the individual study booths in the Reading Rooms).

Bibliographic Services

¹ Number of unique records. A project to remove any duplication is ongoing.

² Available from the Library's website.

³ The Integrated Archives and Manuscripts System (IAMS) is the new cataloguing system for manuscripts and archives Library-wide. It is the definitive catalogue for the future into which legacy data is currently being loaded.

⁴ Access to archives has been superseded by IAMS and is now included within the Archives and manuscripts total.

⁵ All other Asia, Pacific and Africa Collection material, except for Japanese and Chinese material, is included in the British Library Integrated Catalogue.

⁶ A database listing articles and conference papers by title, derived from the top 20,000 research journals. The database is available through British Library Direct and to higher education through zetoc.mimas.ac.uk

⁷ In 2010/11 work was carried out to enhance catalogue records by adding ISSNs to a significant number of serial titles.

⁸ Manuscripts are now included within the Archives and manuscripts total.

⁹ The total does not represent the number of unique records. There is significant overlap between some files e.g. British National Bibliography and British Library Integrated Catalogue.

COLLECTION DEVELOPMENT

Collection Holdings at 31 March 2011	2010/11	2009/10
Monographs ¹	14,118,401	13,950,002
Serial titles (all) ²	874,228	824,101
Manuscripts (single and volumes)	355,767	351,116
India Office records ³	483,147	482,209
Philatelic items	8,268,432	8,266,276
Cartographic items	4,564,212	4,347,505
Music scores	1,611,424	1,607,885
Sound discs	1,487,869	1,473,087
Sound tape items	253,725	245,367
Digital Audio Files ⁴	46,512	30,361
Videos	36,699	35,406
Digital Video Files ⁵	3,783	–
Prints and drawings	33,173	33,082
Photographs	302,284	297,932
Patent specifications	64,763,386	62,106,691
Reports in microform	10,376,410	10,330,059
Theses ⁶	213,515	196,529
Total	107,792,967	104,577,608

ITEMS RECEIVED ON LEGAL DEPOSIT

	2010/11	2009/10
Monographs	121,951	129,245
Serial issues	232,856	237,737
Maps and atlases	1,774	2,020
Music scores	1,790	1,765
Newspaper issues ¹	124,749	135,688
Playscripts	353	257
Total ²	483,473	506,712
Serial titles received	36,668	35,599
Claims for items not automatically deposited	246,635	225,900

STORAGE

Kilometres of shelving and percentage occupied	2010/11	2009/10
Working capacity: linear km ^{1, 2}	798	902
Extent of collection: linear km ³	668.0	658.4
Percentage occupied ⁴	84%	73%

PRESERVATION

Preservation funding	2010/11	2009/10
	£000	£000
Grant in Aid ¹	5,332	6,009
Donations/external funds	321	126
Sales income	220	262
Total	5,873	6,397

Items preserved²	2010/11	2009/10
Conservation and/or rebinding	4,391	2,870
New binding	30,560	32,680
Minor repairs	1,922	3,036
Boxing/other work	14,614	12,846
Preservation microfilming ^{3, 4}	3,306	12,614
Total	54,793	64,046

Preservation microfilming⁵	2010/11	2009/10
Newspapers: frames of film	3,711,149	13,174,939
Books, periodicals, record volumes, manuscripts, frames of film	265,567	858,757
Total⁴	3,976,716	14,033,696

Collection Development

- The figure for monographs is based on the number of records in the relevant catalogues. This figure includes an estimate of items covered by card catalogues.
- The figure for serials titles is based on the number of records in the relevant catalogues. Changes of title are therefore counted as separate titles. This figure includes an estimate of items covered by card catalogues. A significant project has been undertaken to de-duplicate serial holdings. This rationalised database more accurately reflects the number of unique titles held.
- The archives of the India Office (1858–1947) and its predecessors, including the East India Company (1600–1858). The 2009/10 figure has been restated to correct an understatement of India Office maps in previous years.
- Digital audio files are now used extensively and have largely taken over from sound tape items.
- Recording of digital video files started in May 2010, as a new initiative by the Moving Image section to record news (and news-related) television broadcasts.
- Theses are now created, stored and supplied electronically on the Electronic Theses Online System (ETHoS).

Items Received on Legal Deposit

- The decrease in 2010/11 is due to a reduction in the number of printed newspaper titles available for deposit.
- The number of items received on Legal Deposit varies year on year. This is due to a number of factors including the number of new monograph and serial titles published, serial titles closed during the year, publication frequency of serial titles and the change of publishing format from print to digital.

Storage

- Working capacity represents the linear length of the solid stock, plus the associated growth spaces without which the collection could not be used and added to effectively.
- The decrease in working capacity is the result of the Library terminating the leases of three leasehold buildings as planned, as part of its property strategy following the completion of its high density storage building.
- This is an overall estimate using actual figures that are available, together with estimates for growth for some collections not yet available for 2010/11. The latter is largely explained by the continuing large scale stock moves into the high density storage building. During this time it has not been possible to add newly processed items, and their associated growth where appropriate, to this location. An additional factor is that the full impact on storage of a large scale serials cancellation exercise in 2009/10 is not yet known. The stock measure that would normally take place to determine this has not been possible due to the discovery of asbestos in some buildings at Boston Spa which has precluded staff access to place new acquisitions and to measure the stock. The removal of the asbestos is in progress.
- The significant increase in the percentage occupied is explained by the decrease in working capacity following surrender of the leasehold buildings. In subsequent years the percentage occupied is likely to increase by c.1.3% per annum if growth remains at approximately 10 linear kms per annum.

Preservation

- The decrease in 2010/11 reflects the Government's budget reductions.
- Fluctuations in figures are due to the normal variations which occur annually when treating a wide range of non-standard items with variable resources and priorities.
- This figure is the approximate number of volumes equivalent to the frames shown under the heading 'preservation microfilming'.
- The decrease from the previous year is due to a significant reduction in expenditure on surrogacy programmes for 2010/11 together with an increase in costs and the closure of the microfilming unit at Colindale.
- One frame equates to one camera exposure. These generally represent either a single or double page of a monograph, newspaper or periodical. For most programmes, a negative, positive and duplicate are taken of each page. Consequently the number of frames shown does not represent the number of pages for which surrogate copies have been made.

Governance and leadership: Directorate Structure



RICHARD BOULDERSTONE
Director, e-Strategy and Information Systems

Architecture and Development

Applications Development
Architecture
Service Support

Digital Library Technology

Digital Preservation
Datasets

Technical Operations

Audio Visual Services
Server and Network
Infrastructure Strategy
and Development
IT Security
Desktop Services

Programmes

Digital Library Programme
Web Archiving
IT support for all major Library
programmes

STM (Science, Technology and Medicine)

Content and Collections
Relationships Team
Products and Services Development
UK PubMed Central



STEVE MORRIS
Director, Finance and Corporate Services

Financial Operations

Financial Accounting and Processing
Financial Systems and Projects
Internal Audit and Compliance

Management Accounting

Central Management Accounts
Directorate Finance Managers

Strategy and Planning

Business Planning
Business Assurance and Review
Corporate Information Management
Corporate Strategy

Corporate Procurement

Tendering and Purchasing
Contract Management
Legal and Contract Services

Estates

Real Estate Services
Construction Projects
Facility Management and Customer
Services
Building Services

Licensing and Copyright

Strategic Partnerships
Licensing out of Collection Material
Publisher Licensing (Licensing In)
Copyright and Intellectual
Property Rights

Additional Storage Programme



MARY CANAVAN
Director, Human Resources

Integrated Risk Management

Risk Strategy
Business Continuity
Emergency Planning
Health and Safety
Security of the Library's collections,
staff, visitors, buildings and systems

Organisation Development (OD)

OD Strategy
Learning and Development
Talent and Career Development
Recruitment Strategy
Employer Brand
Staff engagement
Wellbeing
Corporate Social Responsibility

Strategic Human Resources

Policy Development
Professional HR advice and support
Diversity
HR Management Information
HR Operations
Employee Relations
Remuneration Strategy
Non-pay benefits



CAROLINE BRAZIER
**Associate Director, Operations
 and Services (North)**

PATRICK FLEMING
**Associate Director, Operations
 and Services (South)**

**Document Delivery and
 Customer Services**
 Service Delivery
 Service Support
 Systems Development
 Process Development
 Customer Services

**Collection, Acquisition and
 Description**
 Collection Processing
 Collection Development
 Implementation
 Bibliographic Development

Resource Discovery
 Catalogue Development
 Online Access
 Electronic Resources

Reader and Reference Services
 Reader and Visitor Services
 Imaging Services
 Reference Services
 Research Team
 Newspaper Services
 Service Improvement
 Operations and Services
 Communications

FRANCES BRINDLE
**Director, Strategic Marketing
 and Communications**

Public and Regional Marketing
 Public Marketing and Events
 Marketing Operations
 Exhibitions

Business Marketing

Higher Education

Learning
 Regional Library Programme

Sales and Marketing
 Publishing and Shop
 Document Supply Services

Development
 Fundraising
 Corporate Events

Communications
 Corporate Communications
 Internal Communications
 Press and Public Affairs

Web Services
 Internet
 Intranet

Creative Services
 Audio Visual Services
 Corporate Design
 Multimedia Production

PHIL SPENCE
**Director, Scholarship
 and Collections**

Arts and Humanities
 History and Classics
 English and Drama
 European Studies
 Asian and African Studies

Collection Care
 Preventative Conservation
 Conservation and Preservation Research
 Preservation Advisory Centre

**Content Strategy, Research
 and Operations**
 Cultural Property
 Business Planning
 Collections Audit
 Training, Development and
 Continuous Improvement
 Catalogue Systems and Processing
 Content and Research Strategies
 Legal Deposit Liaison

Digital Scholarship
 Collection Digitisation Strategy
 and Programme
 Digital Research and Digital
 Curator Team
 Cartographic and Topographic Material
 Sound and Vision
 International Dunhuang Project

**Social Science Collections
 and Research**
 Social Sciences Content Development
 International Studies and Politics
 Social Geography and Anthropology
 Socio-linguistics and Education
 Law and Socio-legal Studies
 Sociology, Media and Sport
 Management and Business Studies
 and the Business and Intellectual
 Property Collection Management
 Official Publications
 Social Policy
 Datasets
 American and Australasian Studies
 Eccles Centre for American Studies

Corporate Governance

The British Library Board

Operation and Membership

The British Library Act 1972 places the British Library under the control and management of the British Library Board, the duty of which is to manage the Library as a national centre for reference, study and bibliographical and other information services, in relation both to scientific and technological matters and to the humanities. The Act also requires the Board to make the Library's services available to the public in particular to institutions of education and learning, other libraries and industry.

The Chairman and members of the Board are all appointed by the Secretary of State for Culture, Olympics, Media and Sport, with the exception of one member who is appointed by HM The Queen. One member of the Board is appointed after consultation with Scottish Ministers. All Ministerial appointments to the British Library Board are subject to the Code of Practice of the Commissioner for Public Appointments. Members are normally appointed for four-year terms, and appointments are restricted to two terms. Members conform to a Code of Practice for Members of the British Library Board derived from the Cabinet Office model Code. The Board Secretary ensures that new Board members receive appropriate induction training upon appointment. New members attend the National School of Government's Training for Board Members of Non-Departmental Public Bodies and also an induction programme covering all aspects of the Library's operations. Board members also receive regular updates on changes and developments in the Library and its operating environment.

There is a clear division of responsibility between the Chairman and the Chief Executive. The Chairman is responsible for the leadership of the Board, ensuring its effectiveness on all aspects of its role. She facilitates both the contribution of the Board members and also constructive relations between the Board and the Executive. She represents the Library to its external stakeholders at the highest levels. The Chief Executive has responsibility for the overall organisation, management, and staffing of the Library, for the formulation of strategy, and for the successful delivery of results. As Accounting Officer she is responsible for its procedures and controls in financial and other matters.

Members of the Board have corporate responsibility for ensuring that the British Library complies with any statutory or administrative requirements for the use of public funds and ensuring that high standards of corporate governance are observed at all times. The Board establishes the overall strategic direction of the organisation. It approves the Library's Annual Corporate Business Plan and its Annual Budget. It also oversees the delivery of planned results by monitoring performance against agreed strategic objectives and targets.

The Board meets six times a year, and one of these meetings each year is substantially devoted to the development of strategy. Library Directors are normally present during Board meetings. Board members are provided with appropriate and timely information to enable them to discharge their duties effectively. Board papers are distributed one

week in advance of the relevant meeting to allow members fully to prepare for meetings.

The Board has delegated certain responsibilities to a number of committees. The standing committees of the Board are: the Board Audit Committee; the Remuneration Committee, the Construction Projects Committee, and the Board Investment Committee. The minutes of the meetings of the Board Audit Committee, the Construction Projects Committee, and the Board Investment Committee are made available to all the Members of the Board on a timely basis. The terms of reference for the Board Committees are available on our website as a PDF file at www.bl.uk/aboutus/governance/blboard

A Register of Interests of Members of the Board is maintained and is reviewed twice-yearly by the Board Audit Committee. As part of the agenda for all Board and committee meetings, members are invited to declare any relevant interests or conflicts pertinent to the issues to be discussed in the meeting. On specific issues where there may be a potential conflict of interest, Members are required to declare their interest and withdraw from the meeting. The register is on our website as a PDF file at www.bl.uk/aboutus/governance/blboard

Membership 1 April 2010 – 31 March 2011

CHAIRMAN

The Rt Hon Baroness Blackstone PC [From 1 September 2010. Baroness Blackstone's appointment expires on 31 August 2014]

Sir Colin Lucas Kt D.Phil FRHistS. [Sir Colin's term of appointment expired on 31 August 2010]

MEMBERS

Sir Kenneth Calman KCB DL MD FRCP FRCS FRSE (Deputy Chairman from 20 January 2011) (formerly Chancellor, University of Glasgow) was appointed to the Board on the basis of his top level experience of leadership and management in a university research environment and as a research scientist. He chairs the Board Audit Committee. [Sir Kenneth's second four-year term expires on 31 March 2015]

Sheila Forbes CBE (Deputy Chair and Chair of the Remuneration Committee) (Principal, St Hilda's College, Oxford) was appointed to the Board on the basis of her experience in the area of human resources and the management of culture change. [Ms Forbes completed her second, four-year term of appointment on 19 January 2011]

Dame Lynne Brindley DBE MA FLA FCLIP FRSA [Chief Executive, The British Library]

Dawn Airey (Managing Director CLT-UFA TV UK) brings to the Board her leadership experience in a major commercial company. She chairs the Board Remuneration Committee. [Ms Airey's second, four-year term of appointment expires on 31 March 2015]

David Barclay (Non-executive Deputy Chairman of John Lewis Partnership plc) was appointed to the Board for his experience in corporate business leadership. [Mr Barclay's first, four-year term of appointment expires on 25 January 2015]

Robin S Broadhurst CVO CBE FRICS (Chairman of Grainger plc and Sableknight Ltd, and formerly European Chairman of Jones Lang LaSalle) brings to the Board his high level of expertise in the area of property development and estates management. [Mr Broadhurst's second, four-year term of appointment expires on 31 December 2011]

Professor Sir Robert G Burgess PhD AcSS (Vice Chancellor, University of Leicester) was appointed to the British Library Board for his knowledge and experience of higher education and university affairs and for his academic background in the social sciences. [Professor Burgess completed his second, four-year term of appointment on 19 December 2010]

The Rt Hon Lord Fellowes GCB GCVO QSO PC was appointed to the Board by HM The Queen. [Lord Fellowes' second four-year term expires on 29 September 2015]

Professor Dame Wendy Hall DBE, FRS, FREng (Professor of Computer Science and Dean of the Faculty of Physical and Applied Sciences, University of Southampton) was appointed for her leadership experience and business acumen in the IT/internet content sector. [Professor Hall's second four-year term expires on 31 March 2015]

Dr Mike Lynch OBE (Chief Executive of Autonomy Corporation plc) was appointed to the Board for his extensive experience of the digital content industry. [Dr Lynch's first, four-year term of appointment expires on 25 January 2015]

Eileen Mackay CB FRSE (formerly Principal Finance Officer at the Scottish Office and she has held non-executive Directorships at the Royal Bank of Scotland Group plc, Edinburgh Investment Trust plc, and Scottish Financial Enterprise Non-Executive Director, and The Royal Bank of Scotland Group) brings to the Board her financial and public administration experience. She was appointed after consultation with Scottish ministers. She chairs the

Construction Projects Committee. [Ms Mackay's second, four-year term of appointment expires on 16 July 2011].

Professor Kate McLuskie MA PhD (Director of The Shakespeare Institute, University of Birmingham) was appointed to the British Library Board for her knowledge and experience of higher education and university affairs and her academic background in the arts and humanities. [Professor McLuskie's second four-year term expires on 31 March 2015]

Dr Stephen Page (formerly global Managing Director for Strategic IT Effectiveness, Accenture) was appointed to the Board for his experience in Operational IT management. [Mr Page's first, four-year term of appointment expires on 25 January 2015]

Maggie Semple OBE (Chief Executive Officer and Director of The Experience Corps Ltd) brings to the Board her experience as an entrepreneur, and is able to advise the Board on the needs of the Small and Medium-sized Enterprise sector. [Ms Semple's second four-year term expires on 31 March 2015]

SECRETARY TO THE BOARD

Andrew Stephens OBE BSc (Hons) MCLIP
Board Secretary and Head of International Engagement

THE BOARD AUDIT COMMITTEE

The Board Audit Committee comprises at least three non-executive members of the Board, one of whom acts as Chair of the Committee. Membership during 2010/11 was:

Sir Kenneth Calman (Chair)
Eileen Mackay
Lord Fellowes
Member with relevant professional experience: Berenice Smith

Corporate Governance

The British Library Board

The Board Audit Committee has written terms of reference that are available on our website and it meets at least three times a year to review the internal audit plan, progress against that plan, and the summary findings of the internal and external auditors. During 2010/11, the Board Audit Committee met four times to discharge its responsibilities. The Committee's purview extends to all the operations within the British Library, including the preparation of the Library's financial accounts and its systems of internal control and risk assessment and management. The Chief Executive, the Director of Finance and Corporate Services, and the Director of Human Resources attend the meetings together with, when appropriate, other executive directors and further executives of the Library. The Board Audit Committee also meets the Internal Auditors and the External Auditors without members of the Executive present.

REMUNERATION COMMITTEE

The Remuneration Committee comprises at least three non-executive members of the Board, one of whom acts as Chair of the Committee. Membership during 2010/11 was:

Sheila Forbes (Chair)
(Until 19 January 2011)
Dawn Airey
(Chair from 20 January 2011)
David Barclay (From 11 March 2011)
Baroness Blackstone
(From 1 September 2010)
Professor Bob Burgess
(Until 19 December 2010)
Sir Colin Lucas
(Until 31 August 2010)
Professor Kate McLuskie
(From 4 March 2011)

The Remuneration Committee has as its main task consideration annually of the performance of the Chief Executive, the Executive Team and certain other senior staff and determination of their remuneration levels. The Remuneration Committee has written terms of reference that are available on our website. Further details of the work of the Committee are given in the Remuneration Report on pages 47 to 48.

CONSTRUCTION PROJECTS COMMITTEE

At its meeting in May 2005 the Board agreed to establish a limited-life Construction Projects Committee. The Committee has written terms of reference that are available on our website. The Committee comprises at least two non-executive members of the Board, one of whom acts as Chair of the Committee, and the Chief Executive. Membership during 2010/11 was:

Eileen Mackay (Chair)
Dame Lynne Brindley
Robin Broadhurst
Professor Kate McLuskie
Member with relevant professional experience: Paul Goffin, Director of Estates, University of Leicester

The role of the Capital Projects Committee is to assist the Board to satisfy itself as to the adequacy and effectiveness of the arrangements for project management of the Library's current multi-million pound capital construction projects, the Additional Storage Programme and the Newspaper Programme. During 2010/11, the Committee met four times to discharge its responsibilities.

INVESTMENT COMMITTEE

At its meeting in July 2006, the Board agreed to establish an Investment Committee. The Committee has written terms of reference that are available on our website. The Committee comprises at least three members of the Board, one of whom acts as Chairman of the Committee. The Committee is able to co-opt one external member with particular experience and expertise in finance and investment matters. The current members are:

Baroness Blackstone (Chair)
(From 1 September 2010)
Sir Colin Lucas (Chair)
(To 31 August 2010)
Robin Broadhurst
Eileen Mackay
Dame Lynne Brindley
Member with relevant professional experience: Danny Truell (Chief Investment Officer, Wellcome Trust)

The role of the Committee is to recommend to the Board the appointment of Investment Managers and to keep their performance under review, and also to formulate and keep under review the investment policy and spending policy arrangements governing the Board's trust funds and to make recommendations to the Board. During 2010/11 the Committee met twice to discharge its responsibilities.



The British Library is extremely grateful to all of our donors and supporters whose continuing generosity ensures that we are able to maintain our position as one of the world's greatest research libraries.

Grants and Donations



Thanks to the generosity of our supporters, we have been able this year to open the Harry M Weinrebe Learning Centre, made significant progress with our transformative English Online project, provided Book Conservation training bursaries and provided essential funding for our exhibitions programme.

St Cuthbert Gospel

We are delighted to have received a substantial gift from the National Heritage Memorial Fund which has enabled us to begin our fundraising campaign to acquire the St Cuthbert Gospel, a remarkable 7th century manuscript and the most important intact Western book. Fundraising will continue until March 2012 when we aim to have raised the full purchase price of £9million.

Harry M Weinrebe Learning Centre

In September, the Harry M Weinrebe Learning Centre opened its doors to visiting school groups. Over the summer, the Library had expanded and fully refurbished its existing education room, to create a bright, spacious, versatile and inspiring new space for groups of learners to explore the Library's collections and develop their digital literacy and research skills. The Centre will host the 17,000 young learners and 3,000 teachers, adult learners and family groups who participate in workshops, curator talks and tours through the Library's Learning Programme each year. The Centre is fully digitally enabled with laptops, electronic whiteboards, as well as audio-visual and video-conferencing facilities. We are very grateful to the Dorset Foundation, the Wolfson Foundation, John Lyon's Charity, British Library Patrons and others for their generous support.

International Partnership

2010 marked great progress in the Library's international strategy with the signing of two key Memoranda of Understanding (MOU), one with the Qatar Foundation, and the other with the Indian Ministry of Culture. Both MOUs focus on the digitisation of a wide range of content held by the Library, including the India Office Records.

The partnership with the Qatar Foundation involves scoping a four-year project to digitise India Office Records relating to the Arabian Gulf from the middle of the 18th century to 1951, as well as manuscripts demonstrating the influence of the Islamic world in science and medicine in the medieval period.

The Indian MOU involves plans to work with six major cultural institutions in India to develop a programme of cultural exchanges, facilitate exchanges of exhibitions and reciprocal visits, collaborate on skills sharing, digitising complementary archives and collections such as portions of India Office Records held in each country to bring together collections, and to facilitate exchange of best practice. The first project underway is to digitise the Library's 4,200 East India Company paintings, working together with the British Museum, Victoria & Albert Museum and institutions in India who also hold complementary collections.

This page: Interior shot of the Harry M Weinrebe Learning Centre.

Opposite page: Patrons' Paris trip, April, 2010. *Magnificent Maps* exhibit by Francis Hill, *A Map of all ye lands... of Wormington Parish* (detail), Canterbury, 1707.

Patrons

The Patrons' Programme enjoyed a very successful year, supporting two outstanding Library projects and including some very special visits. Patrons' donations made a valuable contribution to the Library's most successful exhibition to date:

Magnificent Maps: Power, Propaganda and Art in which a number of cartographic masterpieces were displayed for the first time and this drew visitors from as far afield as Australia. The autumn then saw the Patrons contribute to the creation of the new Harry M Weinrebe Learning Centre, which was opened by the Minister for Schools, Nick Gibb.

Highlights of the events calendar included a spring visit to Paris and the opportunity to explore a Patron's private library before touring the Richelieu building of the Bibliothèque nationale de France. In November, the doors of another Patron's home were opened to us for a special private view of an exquisite photography collection. A private concert at the Handel House Museum, Mayfair, marked the year's festive gathering. Our sincerest thanks go to our generous hosts, and to our Patrons for their loyal support.



Support Us website

The Library's new online giving site went live at the end of the financial year and we anticipate that it will transform the giving experience for many of our donors. The new site (<http://support.bl.uk>) features current projects, funding successes, opportunities for donors to share their stories, and a streamlined donations process. Donors have already welcomed the arrival of the site and have enthusiastically shared their personal stories with us.

Gifts of legacies

Legacies are a vital source of philanthropic support for the Library and, for many donors, a legacy will be the largest gift that they ever make. The Library has been fortunate to benefit from a range of gifts this year, including a bequest from Dr Henry D Ginsburg whose generosity has endowed a post dedicated to our Thai, Lao and Cambodian collections.

Henry Ginsburg was an eminent authority on Thai manuscript painting, a field he made largely his own. His unique achievement at the British Library was to build up, slowly and steadily, by discerning acquisition, one of the finest collections of illustrated Thai manuscripts in the world.

Sadly Henry died suddenly in 2007 and the executors of his estate chose to give a significant gift to the British Library to endow a curatorial post. The first Dr Henry D Ginsburg Curator of Thai, Lao and Cambodian is Jana Ignuma.

Magnificent Maps: Power, Propaganda and Art

Thanks to the generous support of Bouygues UK Ltd and Apax Partners, the British Library Patrons and Friends; *Magnificent Maps: Power, Propaganda and Art* was our most successful exhibition with more than 220,000 visitors. Curated by the Library's maps experts, Peter Barber and Tom Harper, it showcased some of the most beautiful maps in our collections supplemented by a handful of remarkable loans. Not only was this free exhibition a great success, but visitors showed their appreciation by giving generously via the donation boxes.



Grants and Donations

The British Library would like to thank all those who have given their support, including:

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The International Research Institute of Advanced Buddhism at Soka University, Japan
Iran Heritage Foundation
Jamsetji Tata Trust
(JISC) Joint Information Systems Council

Michael G Katakis and Dr Kris L Hardin
Sir Anthony Kenny
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 Mr William B Ginsberg
 Mrs Catherine Morrison Golden
 Ms Sibyl R Golden
 Mr Michael G Katakis and
 Dr Kris L Hardin
 Mr Lansing Lamont
 Mr Jon A Lindseth
 Mr R David Parsons
 Mr Howard Phipps Jr
 Mr David N Redden
 Mrs Ruth E Robinson
 Mr James B Sitrick
 Mr Stephen Stamas
 Mrs Lisa von Clemm
 Dr Bill J Zachs
 Ms Christine Zuromskis

President's Circle

Mr and Mrs James Bacon
 Ms Jane Gregory Rubin

Benefactor

Mr and Mrs Robert Ashton
 Ms Eileen M Curran
 Ms Davida Deutsch
 Ms Roxanne Levy
 Mr Brian Wruble

Patron

Katherine Ashton and Brian D Young
 Mr Michael Gellert
 Ms Cheryl Hurley
 Mr Alastair Kirkpatrick
 Mr Lester Morse
 Mr Andre Newberg and Susan Baring
 Mr William S Phelan Jr
 Mr and Mrs Daniel Rose
 Mr and Mrs Stanley D Scott
 Ms Tessa Smith
 Mrs Szilvia Szmuk-Tanenbaum
 Mr and Mrs George H White III

Bequests

Bernard H Breslauer
 Albert C Christoph III
 Dr Naseeb Shaheen
 Marian Speyer

Foundations and Matching Gifts

Caritas Foundation of Western Kansas

The Friends of the British Library**Friends Council**

The Lord Hameed of Hampstead CBE DL
 Dr Christopher Wright
 Graham Allatt FCA
 Jean-Anne Ashton
 Peter Barber
 Peter Beal
 Amanda Benton
 Dr Ruth Coman
 Nina Evans
 Frances Hawkins
 The Lord Hemingford
 Stephanie Kenna
 Ed King
 Robert Kirton
 Michael Leapman
 Professor Kate McLuskie
 David Marcus (until 6 January 2011)
 David Shaw
 Paul Stevenson
 Kathy Wrennall

And others who wish to remain
 anonymous



British Library Annual Accounts 2010/11

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Financial Review

Constitution

The British Library was established under Section 1(1) of the British Library Act 1972 (the Act) as the national library of the United Kingdom. Section 1(2) of the Act placed it under the control and management of the British Library Board, the duty of which is to manage the Library as a national centre for reference, study and bibliographical and other information services, in relation both to scientific and technological matters and to the humanities. The British Library is a Non-Departmental Public Body (NDPB) sponsored by the Department for Culture, Media and Sport and has exempt charitable status. The British Library Board is not constituted as a Trustee Board; however the Statement of Recommended Practice (SORP) 2005 Accounting for Charities convention of referring to Trustees has been followed in the Accounts.

Objectives

Under Sections 1(3) and 1(4) of the Act the Board is required to make the services of the British Library available to the public (in particular to institutions of education and learning, other libraries and industry). It may carry out and sponsor research, contribute to the expenses of library authorities or other persons providing library facilities, and make any part of its collections, or of its premises, available in connection with events of an educational, literary or cultural nature. Under Section 2, the Schedule to the Act empowers the Board to impose charges for any services provided or for the loan or use of any item from its collections subject to the approval of the Secretary of State for Culture, Olympics, Media and Sport.

Board membership

Details of Board members who served between 1 April 2010 and 31 March 2011 are as published in the Annual Report.

Accounting conventions

The basis on which the Accounts have been prepared is stated on page 57 at note 1a.

Financial results

The Accounts provide a Statement of the Financial Activities (SOFA) of the British Library during the year ended 31 March 2011. In accordance with Section 5(1) of the Act, as amended by Statutory Instrument 1986 No 600, the Secretary of State paid to the British Library such sums as were necessary to defray expenditure incurred with his approval, so far as that expenditure exceeded the receipts derived from the exercise of the Board's functions and applied in such manner as required by Section 5(2) of the Act.

The Accounts have been prepared in accordance with the Statement of Recommended Practice (SORP) 2005 Accounting for Charities and the HM Treasury Financial Reporting Manual (FRoM). A Statement of Financial Activities for the year is set out on page 54. This shows all resources made available to the British Library Board and all expenditure incurred by it and reconciles all changes in its funds.

The British Library's major challenges come from the digital future, the decline in core income streams and Grant in Aid. As a result there has been a significant reduction in the baseline expenditure platform for which a four-year strategy to 2015 has been developed to manage the changing environment.

The British Library has established procedures to ensure the cost allocation and charging requirements set out in HM Treasury and Office of Public Sector Information Guidance are met.

The British Library's income for 2010/11 was £137.9m (£142.2m 2009/10), of which £105.8m (77%) was Grant in Aid (GIA) from the Department for Culture, Media and Sport. £96.4m of this was revenue Grant in Aid, with the balance of £9.4m for capital programmes.

Income from the provision of services from unrestricted funds was down slightly at £18.5m from £20.9m in 2009/10, and Restricted funds £1.4m from £1.7m. Voluntary income rose to £11.8m (£9.6m 2009/10) and investment income was static at £0.4m.

The Library's continued focus on efficiency has contributed to the delivery of the significant financial reductions required by cut-backs in Government funding in this and future financial years. In addition to in-year savings of around £4m, the Library has also repurposed substantial monies to reduce its staffing headcount through a voluntary exit programme (and so deliver further savings in future years) and to begin the delivery of a major programme of works to clean collection storage areas as identified as being necessary from asbestos survey work. The temporary closure of the asbestos-affected storage areas has impacted on the Library's income stream from document supply, placing further pressure on the Library's financial position in 2010/11. This will continue to be an issue into 2011/12, but at a declining rate as storage areas are brought back into use.

An additional challenge which the Library has faced has been in responding to the new financial controls and 'transparency' requirements which were put in place across the public sector by the Government. In an environment of shrinking resources, this has generated significant additional work for the Library to ensure it is able to comply with the new requirements.

During the course of the year, the transfer of material from the Library's leasehold buildings in London into the new automated storage building in Yorkshire was completed, allowing the Library to complete the vacation of all its remaining leasehold buildings. Preparatory works for the construction of a similar facility, specifically to hold the Library's newspaper collection in BS5454 archival conditions, have been completed and following confirmation of Government funding, the tender process for the appointment of a main building contractor is well advanced. Construction of the new facility is expected to begin in summer 2011.

There was a significant increase in numbers to the public programmes in the past year which can clearly be attributed to the success of the *Magnificent Maps* exhibition (226,923 visitors). Total visitor figures for the year 2010 were 750,569 which represent over half of the visits (52%) made to the building as a whole. This is an increase from 2009, when the public figures equated to 40% of total users.

Evolving English: One Language, Many Voices (November 2010 – April 2011) was the Library's most popular winter exhibition to date with 147,000 visitors, 162,000 web hits, over 10,000 contributions to the VoiceBank, 10,000 students attending workshops and an impressive £32,000 in donations.

This was the best ever year for the public programme. The total number of visitors for the year 2010/11 was 812,406, exceeding the target by 56% and also significantly higher than last year's total (41%, 576,061). In addition this figure represents a 32% increase in numbers attending the public programme compared to the previous year (570,115).

4,886,681 items were consulted over the web, 23% above the target for 2010/11. Nonetheless, this is lower than 2009/10 due to the exceptional worldwide interest in the digitised *Codex Sinaiticus* at its launch in summer 2009.

There were 1,669,511 visitors to our virtual public access facilities, 28% above the target for 2010/11 and over 300,000 more than in 2009/10. This success was assisted by a significant viral effect of social media interest in the *Magnificent Maps* and *Evolving English* exhibition web resources.

Reading Room average occupancy was at 76% and 4,432,981 items were consulted during the year.

Revenue expenditure on acquisitions for the collections was £16.5m (£17.7m 2009/10), and Capital expenditure £10m (£1.7m 2009/10).

There was a net increase in the movement of funds after revaluation in the year of £11.3m, of which £15.4m was due to an increase in the unrestricted funds and a decrease of £4.1m on the restricted funds. The overall net increase after revaluation was mainly due to the interim revaluation process of Modified Historical Cost Adjustment (MHCA).

Reserves

As part of the annual planning and budget setting process the Trustees review and approve the level of readily available reserves appropriate to the scale, complexity and risk profile of the Library.

Although Grant in Aid accounts for around 77% of the Library's income, which provides limited exposure to liquidity risk, the remainder of operational costs must be financed by self-generated income, which is volatile.

The overall objective of the Library's Reserves Policy is to provide continuing assurance that the solvency of the British Library will not be put at risk by short-term variations in income or expenditure levels and to create an appropriate level of resource capability to allow the Library to respond to unforeseen challenges or opportunities arising within a financial year. Levels of unrestricted funds, both current and forecast, will be kept under close scrutiny to ensure that they do not fall below the levels necessary to provide an adequate level of cover and are reported on as part of a quarterly financial monitoring process. The Reserves Policy, and the financial provision to be made within it, is reviewed annually by the British Library Board within the context of the assessed financial and business planning environments and taking account of assessed levels of risk.

General Reserves at 31 March 2011 were £19.1m of which £4.7m was earmarked by the British Library Board for future use. It is anticipated that the £4.7m will be spent within two years subject to Departmental spending approval. A prior period adjustment had the effect of increasing the General Fund by £10.5m (see note 2). Free Reserves increased to £3.9m in 2010/11 from £2.5m in 2009/10. In 2011/12 the Library will aim to continue to hold a minimum of £2.8m in Free Reserves to provide contingency provision.

Payment of creditors

It is the policy of the British Library Board to pay all creditors within 30 days of the invoice date unless there is a specific payment date agreed with the supplier. For the year ended 31 March 2011, 90% of invoices were paid within 30 days (88% 2009/10).

Bankers, External Auditors, Solicitors and Investment Managers

The following organisations were the Library's principal suppliers of professional financial and investment services during 2010/11:

Lloyds TSB Bank plc
39 Threadneedle Street
London
EC2R 8AU

Comptroller and Auditor General
National Audit Office
157–197 Buckingham Palace Road
London
SW1W 9SP

Legal and General Investment Management Limited
One Coleman Street
London
EC2R 5AA

The British Library does not have a principal supplier for Legal Services; instead the Library uses suppliers that are fit for the specific purposes required.

Investments

Legal and General was appointed as the Trust Fund investment manager in November 2006. The Board Investment Committee (BIC) determines the overall investment return objectives and acceptable risk tolerances. The BIC targets an annual Value at Risk of the portfolio so as not to exceed 15% that is a loss which could be expected in one of every six years. The BIC recognises the risk of short-term volatility or longer-term depression in values associated with investing in equities and certain other asset classes. To meet these objectives the BIC currently aims to achieve an absolute return from investments of RPI plus 3% on a rolling five-year basis. The performance of the portfolio will be judged against this target.

There has been a continuing improving trend from the low point of 2009 which was badly affected by the sub-prime mortgage crisis and the onset of the UK recession which had reduced fund values by 20%. Trust Fund investments recovered to £11.2m at 31 March 2011 representing 8.3% increase on last year.

The Board Investment Committee (BIC) met during the year to give oversight to the Library's investment portfolios, to review the Investment Policy, and to consider mitigating actions to reduce the impact of the global financial crisis on its Trust Fund investments.

The financial risks relating to investments continue to be managed by:

- a broad asset allocation which minimises the exposure to adverse factors which may affect one or more classes of assets;
- maintaining a relatively high liquidity level;
- regularly monitoring investment performance.

Investments held as fixed assets are included at market value at the year-end. The Statement of Financial Activities (SOFA) includes any realised and unrealised investment gains and losses arising on revaluation and disposals throughout the year.

Equality and diversity

The British Library Board is an equal opportunities employer and is committed to promoting diversity. The Library employs a Policy and Diversity Manager, an HR Diversity Business Partner, and an HR Advisor for Policy and Diversity areas.

The Library aims to have a diverse workforce, possessing a complex blend of knowledge and skills in managerial, technical, scholarly and specialist disciplines, where individual contributions are valued. The Library's policies for recruitment and selection, training, pay, performance management, career development and promotion are in line with its diversity policy and, in this regard, disabled employees are treated the same as all other staff with respect to their aptitudes and abilities. The Library also has a policy for Equality Impact Assessment and has published a Unified Equality Scheme for Gender, Race and Disability and is progressing action plans under this scheme. The Library is also working towards a Single Equality Scheme that will embrace all areas of diversity including Sexual Orientation, Age, Religion and Belief.

Staff sickness data

The absence average for the British Library for the 12-month period ending 31 March 2011 was 6.8 days (6.38 days in 2009/10). This figure is calculated using the number of week days lost over headcount and is based on absence data for all active staff but excluding unpaid absence and maternity leave.

Pensions

Staff of the British Library are entitled to join one of the Principal Civil Service Pension Schemes (or Nuvos scheme for those joining after 30 July 2007) or a partnership pension account (for those joining post 1 October 2002). Full details of pensions and contributions are given in note 7a.

Environmental matters

The Library needs to provide stable and reliable collection storage while seeking to minimise the impact our buildings and operations have on the world's climate. Some of the measures introduced to help with this include monitoring of energy and utilities consumption pattern, using electricity produced from combined heat and power procured from environmentally responsible suppliers and introducing recycling initiatives across all sites.

The British Library has made good progress in 2010/11 in reducing energy consumption following the implementation of several energy saving projects from our Energy Action Plan. Works have included replacing the heating and hot water systems with new, highly efficient gas boilers and the introduction of LED lighting in public areas, including the Kings Library Tower. This has resulted in an overall reduction in our carbon emissions from 14,026 tonnes of CO₂ in 2009/10 to 12,621 tonnes in 2010/11, a saving of 10% (1,405 tonnes).

Data protection

Incidents, the disclosure of which would in itself create an acceptable risk of harm, may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

There are no Data Protection incidents to report for 2010/11 and the Library will continue to monitor and assess its information risks in order to identify and address any weaknesses and to ensure continuous improvements of its systems.

Communications with employees

The Library is committed to developing effective communications between all employees in order to keep them informed, motivated and able to support the Library's users. Main communications channels include a staff newsletter, team briefing system and employee intranet. PC terminals are available in common areas for staff not based at desks to provide access to the Library's intranet.

Key objectives

Details of the Library's strategic priorities can be found in the Annual Report on pages 22 to 27.

Related Party Transactions

Details of related party transactions are disclosed on page 78 at note 22.

Code of Best Practice on Corporate Governance

A Statement on Internal Control is included on pages 50 to 52 and the Library has achieved full compliance in this respect, as at March 2011.

So far as the Accounting Officer and Board are aware, there is no relevant audit information of which the British Library's auditors are unaware, and the Accounting Officer and Board have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the British Library's auditors are aware of that information.

RT HON BARONESS BLACKSTONE PC
CHAIRMAN
1 JULY 2011

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
1 JULY 2011

REMUNERATION REPORT

The Remuneration policy for the Library's senior managers is set by the Board's Remuneration Committee. The current terms of reference for the Committee are as follows:

Remuneration Policy

1. The Remuneration Committee is a main committee of the Board without executive powers, comprising three non-executive Board members and chaired by an independent non-executive Board member. The Committee reports to the Board.

2. Members of the Committee are appointed by the Board.

3. The Director of Human Resources acts as Secretary to the Committee.

4. At the request of the Chairman of the Committee, the Chief Executive and other Executives of the Library may be in attendance at meetings of the Committee, or for selected agenda items. No Executive of the Library will be in attendance or play any part in discussions and decisions about their own remuneration.

5. The Committee is able to obtain external professional advice and, if necessary, to invite external advisors to its meetings.

6. The Committee normally meets twice a year.

7. The quorum necessary for the transaction of business shall be two.

8. Minutes of Committee meetings will be circulated promptly to all members of the Committee and, once agreed, to all members of the Board.

9. The Committee fulfils the following responsibilities:

- (i) to keep under continuous review the terms and conditions of the Chief Executive;
- (ii) to undertake an annual review of the Chief Executive's salary and performance bonus and make recommendations to the Board;
- (iii) to consider the recommendations of the Chief Executive in relation to the annual review of the salary and performance bonuses of the Executive Team and similarly for any other equivalent paid senior staff;
- (iv) to represent the Board in relation to considerations relating to the terms and conditions of all other Library employees;

(v) to carry out any other review, and make any other recommendations, which in its opinion, or at the request of the Chief Executive, it believes to be relevant to the Board's statutory responsibilities in relation to the terms and conditions of the Library's employees.

10. The Committee will, at least once a year, review its own performance, constitution and terms of reference to ensure that it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

11. The current members of the Remuneration Committee are:
Dawn Airey (Chair)
Baroness Tessa Blackstone
David Barclay
Professor Kate McLuskie

In attendance:

Mary Canavan (Secretary),
Director of Human Resources
Dame Lynne Brindley, Chief Executive

In reaching its decisions, the Committee has regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- government policies for improving the public services including the requirement to meet the outputs and levels of performance that the Library is expected to deliver in order to achieve ministerial objectives;
- the funds available to the Library;
- the Government's inflation target.

The Remuneration Committee is informed in its decisions by external benchmarking and through the Library's performance management process. The Chief Executive and members of the Executive Team are eligible for contractual non-consolidated annual bonus payments; in the case of the Chief Executive this is up to 25% of basic salary with up to 3% available for consolidation for pension purposes.

Members of the Executive Team are eligible for non-consolidated annual bonuses of up to 10% of basic salary and in addition are eligible for a share of an annual team bonus of £24,000 based on the achievement of four corporate key performance objectives.

In addition they are also eligible for a share of an additional discretionary sum of £6,000 if the Remuneration Committee considers that a high level of performance has been achieved.

The Remuneration Committee considers the achievement of objectives of the Executive Team in respect of the team bonus and of the Chief Executive. The Chief Executive considers the achievement of objectives of the Executive Team in respect of individual bonuses.

Service Contracts

Although members of Library staff are not civil servants, appointments are made in accordance with the Civil Service principle that requires appointments to be on merit and on the basis of fair and open competition.

Other than the two Associate Directors, the Library's senior managers covered by this report hold appointments which are open-ended until they reach the normal retiring age, which since 1 October 2006 is age 65. However those in post prior to 1 October 2006 have a contractual right to retire at age 60, should they choose to do so. The Chief Executive has a six-month notice period; other senior managers have a three-month notice period. All are members of the Principal Civil Service Pension Scheme and as such early termination of their contract would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Note: The two Associate Director posts were temporary promotions for a period of two years with effect from 1 April 2009.

Remuneration and pension entitlements (audited)

Remuneration includes: gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. Performance pay or bonuses are disclosed separately.

Bonuses are based on performance levels attained and are made as part of the appraisal process. They relate to performance in the previous year, therefore, bonuses paid in 2010/11 are based on 2009/10 performance, and bonuses paid in 2009/10 are based on 2008/09 performance.

No benefits in kind were received by the Executive Team and Chairman.

THE PENSION ENTITLEMENTS OF AND THE SALARY PAID DURING THE YEAR TO THE CHAIRMAN AND EXECUTIVE TEAM

		Remuneration paid to 31 March £000	Bonus Paid in year £000	Real increase in pension at age 60 £000	Total accrued pension at age 60 as at 31 March £000	Cash Equivalent Transfer Value		
						CETV as at 1 April ¹ £000	CETV as at 31 March £000	CETV Real Increase £000
Baroness Tessa Blackstone, Chairman (from 1 Sept 2010)	2010/11	20 – 25 (FTE 35 – 40)						
Sir Colin Lucas, Chairman (until 31 Aug 2010)	2010/11	15 – 20 (FTE 35 – 40)						
	2009/10	35 – 40						
Dame Lynne Brindley DBE, Chief Executive	2010/11	155 – 160 Plus lump sum of	15 – 20	0 – 2.5 (2.5 – 5)	75 – 80 160 – 165	1,579	1,689	17
	2009/10	155 – 160 Plus lump sum of	15 – 20	2.5 – 5 5 – 7.5	70 – 75 155 – 160	1,468	1,648	100
Richard Boulderstone, Director	2010/11	115 – 120	10 – 15	0 – 2.5	30 – 35	416	491	21
	2009/10	115 – 120	10 – 15	0 – 2.5	25 – 30	374	458	45
Mary Canavan, Director	2010/11	105 – 110	10 – 15	0 – 2.5	55 – 60	829	910	7
	2009/10	105 – 110	10 – 15	0 – 2.5	50 – 55	803	905	54
Steve Morris, Director	2010/11	125 – 130	10 – 15	0 – 2.5	60 – 65	831	913	8
	2009/10	120 – 125	10 – 15	0 – 2.5	55 – 60	812	927	59
Philip Spence, Director	2010/11	120 – 125	15 – 20	0 – 2.5	5 – 10	77	105	18
	2009/10	115 – 120	10 – 15	0 – 2.5	5 – 10	53	90	29
Frances Brindle, Director (from 8 June 2009)	2010/11	120 – 125	10 – 15	2.5 – 5	5 – 10	19	45	21
	2009/10	100 – 105 (FTE 115 – 120)	–	0 – 2.5	0 – 5	0	23	19
Caroline Brazier, Associate Director	2010/11	90 – 95 Plus lump sum of	0 – 5	0 – 2.5	5 – 10 25 – 30	149	179	16
	2009/10	85 – 90	0 – 5	0 – 2.5	5 – 10	120	164	35
Patrick Fleming, Associate Director	2010/11	80 – 85	0 – 5	0 – 2.5	5 – 10	62	88	18
	2009/10	75 – 80	0 – 5	0 – 2.5	0 – 5	38	68	25
Ronald Milne, Director (until 11 Sept 2009)	2009/10	45 – 50 (FTE 100-105)	5 – 10	0 – 2.5	40 – 45	621	677	–

¹ The actuarial factors used to calculate CETVs were changed in 2010/11. The CETVs at 31/3/10 and 31/3/11 have both been calculated using the new factors, for consistency. The CETV at 31/3/10 therefore differs from the corresponding figure in last year's report which was calculated using previous factors.

The Library Executive team have waived the right to their 2010/11 bonuses.

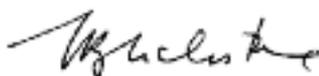
Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of

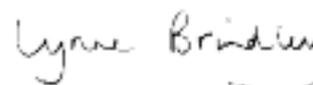
their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
1 JULY 2011

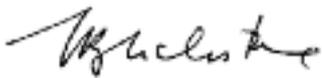


DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
1 JULY 2011

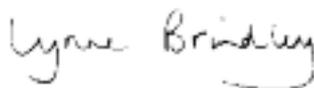
BOARD AND ACCOUNTING OFFICER'S RESPONSIBILITIES

The British Library's Management Statement and Financial Memorandum with DCMS sets out the roles and responsibilities of the Board, the Chair and the Accounting Officer. It includes the following points:

- Board members have a corporate responsibility to the Secretary of State for ensuring that the Library fulfils the aims and objectives set out in legislation and complies with any statutory or administrative requirements for the use of public funds.
- The Chair is responsible to the Secretary of State, on behalf of the Board, for ensuring that where appropriate the Library's policies are consistent with those of the Secretary of State, and that the Library's affairs are conducted with probity. (S)he will ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their other duties, rights and responsibilities. (S)he is responsible for advising the Secretary of State of the needs of the Library with a view to ensuring a proper balance of professional and financial expertise.
- The Accounting Officer is personally responsible for safeguarding the public funds for which (s)he has charge, for propriety and regularity in the handling of those public funds and for the day-to-day operations and management of the Library. (S)he should act in accordance with the terms of the Management Statement and Financial Memorandum and with the instructions and guidance in *Managing Public Money* and other instructions and guidance issued from time to time by the Department, the Treasury and the Cabinet Office – in particular, the Treasury documents *The Responsibilities of an NDPB Accounting Officer* and *Regularity and Propriety*.



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
1 JULY 2011



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
1 JULY 2011

STATEMENT ON INTERNAL CONTROL – 2010/11

1. Scope of responsibility

In line with the responsibilities as set out above, the Chairman, on behalf of the Board, is responsible for ensuring that appropriate arrangements exist to implement and maintain the Library's internal control framework. The Accounting Officer is responsible for making sure that a sound system of internal control exists and is maintained, and that the public funds and assets for which she is personally responsible are safeguarded in accordance with the responsibilities assigned to her in *Managing Public Money*; and for ensuring compliance with the requirements of the British Library's Management Statement and Financial Memorandum.

2. The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable, and not absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of British Library policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the British Library for the year ended 31 March 2011 and up to the date of the approval of the Annual Report and Accounts, and it accords with HM Treasury guidance.

3. Capacity to handle risk

The Library is regardful of its responsibility for the stewardship of its unique collections. As part of our commitment to transparent reporting, we have set out below some of the key actions taken to manage the risks faced in that context.

Activities undertaken during the year include:

Internal audit reviews to confirm robust controls

For the twelve months ending 31 March 2011, based on the work undertaken, Internal Audit provided a positive opinion regarding the adequacy and effectiveness of the British Library's arrangements for governance, risk management and control. The Internal Audit Assurance Statement is based on a red, amber and green traffic light rating. A 'green' rating was awarded to each of the three categories for 2010/11.

A total of 23 individual reviews took place during the year, of which 17 were assurance reviews and six advisory/other reviews. 43% of the reviews received a 'green' rating (56% 2009/10) and 57% 'amber' (44% 2009/10). There were no 'red' rated reviews.

A total of 89 recommendations were made, of which 86 were accepted by management. Of the remaining three recommendations, two were rated 'low' and one 'medium' on the basis that the recommendations would not be practical to administer or would not add a tangible benefit to the Library.

Government Spending Review

The Library's 2010/11 budget was prepared and approved in anticipation of potentially significant reductions in the future levels of Grant in Aid to be paid to the Library. Preparatory work was undertaken to draw up planning options to respond to such reductions. This work enabled the Library to reconfigure its in-year budget in response to a 3% in-year Grant in Aid cut made in July 2010, and to adopt a strategic four-year financial plan in February 2011 to deliver the savings required by the halving of the Library's baseline capital Grant in Aid and by the 15% cut in resource Grant in Aid announced in the November 2010 Comprehensive Spending Review settlement.

Developing processes and controls to meet Payment Card Industry (PCI) standards

An Internal Audit report in 2009 concluded that 'the Board can take limited assurance that the controls upon which the organisation relies to manage this area are effective'. The Board Audit Committee was made aware of the associated risks and an action plan was implemented. A number of work streams were set up and as a result significant progress has been made in addressing the issues raised in the report. The British Library is now working towards full PCI compliance which it expects to achieve in 2011.

Business Continuity

The British Library has business continuity arrangements in place which received a substantial assurance rating from the last Internal Audit review. However, the British Library's business continuity framework will continue to be reviewed and developed to ensure that it remains up to date, robust, fit for purpose, flexible and able to respond to incidents as required.

Providing assurance across major programmes and projects

The Library continues to embed more consistent and robust risk management of its programmes and projects through the Portfolio Dashboard as part of the wider strategic performance reporting. Our major programmes continue to be challenged in line with Office of Government Commerce (OGC) principles of the Gateway Review Process and the Library's Business Assurance and Review team work with colleagues across the portfolio of programmes and projects in the management of their risks.

Procurement

The Legal and Contracts Service (LCS) team is engaged with the Contracts Campaign to review live contracts held in the Library which have not previously been reviewed by LCS, with particular reference to liability, risk and Intellectual Property Rights. The Government's Transparency agenda for Procurement has required the Corporate Procurement Unit (CPU) to develop a new compliance process and reporting to DCMS. Directorates have had information sessions and CPU are proactively identifying spend to ensure effective Governance.

Efficiency and Value for Money (VfM)

The Library has maintained its ongoing programme of value for money work, including cross-cutting VfM reviews and continuous improvement programmes. Increasingly, however, this work is now focusing in particular on the maintenance of services at reduced cost in the light of the budget reductions required of the Library.

Government Transparency Agenda

The Government has set out the need for greater transparency across its operations to enable the general public to hold public bodies and politicians to account. In line with the Government's agenda for greater transparency, the Library established a regular means of publishing the following information during the course of 2010/11:

- All new competitive tender documents for contracts of a value over £10,000
- Full details of all new contracts of a value over £10,000
- All supplier payments for individual invoices of a value over £25,000
- An organogram showing our organisational structure
- The salaries of senior members of staff.

Asbestos Remediation Programme

As a result of the Library's asbestos management programme, findings made in areas of the Colindale and Boston Spa sites required the Library urgently to undertake a substantial programme of remediation works in full compliance with Health and Safety regulations. These works have been completed at Colindale, but remain ongoing at Boston Spa. Due to the significant scale, cost and complexity of the Boston Spa works, a formal governance programme has been established to oversee these works. The Library fully funded the works from within its existing budget in 2010/11 and has set aside significant budgetary provision (including through access to reserves) for 2011/12.

Strategic Development

We launched our *2020 Vision* in September 2010, following 12 months of extensive and wide-ranging research and consultation. In today's climate of significant technological change, our 10-year vision highlights what are likely to be the key trends and opportunities over the next decade, and indicates how we will develop as an organisation to increase access to the world's knowledge base for our users.

- Our mission: Advancing the world's knowledge
- Our vision: In 2020, the British Library will be a leading hub in the global information network, advancing knowledge through our collections, expertise and partnerships, for the benefit of the economy and society and the enrichment of cultural life.

Growing Knowledge: The British Library's Strategy 2011–2015 was launched in February 2011. This followed the launch of our *2020 Vision* and the Comprehensive Spending Review which clarified our funding from Government for the period 2011–2015. In this severely constrained financial context, we finalised our plans for the next four years focussing on five clear strategic priorities, based on the five themes of our *2020 Vision*:

- Guarantee access for future generations
- Enable access to everyone who wants to do research
- Support research communities in key areas for social and economic benefit
- Enrich the cultural life of the nation
- Lead and collaborate to grow the world's knowledge base.

Annual stewardship reports

The Board Audit Committee received annual stewardship reports on:

- Health and Safety
- Security
- Freedom of Information
- Data Protection
- Pension administration
- Collection security.

4. The risk and control framework

The Library's risk management policy was endorsed by the Board in May 2008 and revised in 2010 and it seeks to meet the requirements outlined above in paragraph 2 and to embed the identification and management of risk within its strategic, operational and project plans. The approach adopted meets the requirements of the HM Treasury guidance on *Management of Risk – A Strategic Overview* ('*The Orange Book*') and it is enhanced with best practice from other organisations as opportunities arise. The aim is to ensure that risk management is not viewed as separate from competent and prudent management but is an endemic part of every management decision, whether big or small.

Risks are assessed against estimation criteria approved by the Board and reviewed on a regular basis. These criteria cover the potential impact of the risk and the likelihood of its occurrence. The identified risk is considered for its effect on the achievement of strategic, operational, financial or reputational objectives and whether it is external or internal.

Risks are managed in accordance with an agreed approach to mitigate the impact or likelihood for each risk ranging from terminating the risk, through possible reduction measures, acceptance and ongoing monitoring.

In 2010, the British Library Board agreed a statement on risk appetite which provides a guide as to the level of risk that risk owners should accept in pursuit of the Library's objectives.

The Library's major areas of risk identified by this process are its funding streams, and its ability to deliver the Corporate Strategy for 2011–15 while delivering planned cost reductions resulting from the Comprehensive Spending Review. High-risk areas also include the delivery of its e-strategy in order to maintain its world-leading position, its capability to adapt to changing market conditions, and the need to manage the impact of legislation.

Each area of the Library carries a responsibility for risk awareness and management. Risk reviews are carried out on a regular basis by the assigned manager responsible.

In conjunction with Internal Audit, further progress has been made in improving the identification, reporting and management of risk. Workshops and presentations have taken place and specialist risk management software procured to improve the quality, effectiveness and availability of information to users across the Library.

Risks are reviewed:

- Annually by the Board;
- Quarterly by the Executive Team;
- By the Board Audit Committee at each of its meetings;
- By Directorate Management teams for their own subset of risks.

At the end of the financial year each Director completes a declaration that they have reviewed and are managing all identified risks within their directorate.

During the year, risk management was the subject of an Internal Audit review and it was concluded that 'There are no fundamental or significant recommendations that we consider to be receiving inadequate management attention.' (January 2011)

Managing information risk

The Library set up a Corporate Information Governance Group to raise the profile of, and co-ordinate, the Library's work on information governance. The year 2010/11 represented this Group's first full year of operation. The Library's work in information governance covers information compliance, information management and information security. During the year, a number of achievements have been made including the development of:

- A revised Personal Information Policy
- A revised Records Management Policy
- An Information Asset Register which captures the details of our assets
- An awareness programme in which we have drawn to the attention of staff a range of topics including:
 - guidance on clean desks and clear screens;
 - the actions to take if an information incident occurs;
 - the availability of encrypted USB sticks;
 - the management and protection of personal information which is processed by another organisation on behalf of the Library.

5. Review of effectiveness

In line with the responsibilities set out above, the Accounting Officer is advised on the implications of the result of the reviews of the effectiveness of the system of internal control by the Board and the Board Audit Committee, and plans to address weaknesses and ensure continuous improvement systems are put in place as necessary.

Additional assurance is gained from:

Internal Audit

An Annual Internal Audit programme is drawn from the three-year programme which has been developed based on the risk register.

External Audit

The Library's review of the effectiveness of the system of internal control is also informed by comments and recommendations made by the National Audit Office in their annual management letter and other reports.

Board

The Board is responsible for confirming that the risk management approach will aid the achievement of policy aims and for advice and guidance on proposals.

Board Audit Committee (BAC)

The Board Audit Committee advises the Board on:

- the strategic processes for risk, control and governance;
- the accounting policies and the accounts of the organisation;
- the planned activity and results of both internal and external audit;
- the adequacy of management response to issues identified by audit activity.

The members of the Board Audit Committee during 2010/11 were:

Sir Kenneth Calman (Chair)
E Mackay CB
Lord Fellowes
B Smith (External member with relevant professional expertise)

The Chief Executive, the Director of Finance and Corporate Services, and the Compliance Officer are in attendance at BAC meetings, and representatives of the Library's internal and external auditors are also in attendance. The Board Secretary is Secretary to the BAC.

BAC approves the three-year Strategic Internal Audit Plan and Annual Operational Internal Audit Plans. It receives reports on the reviews completed and it monitors progress made in completing the annual Internal Audit plan and also advises the Board on the appointment of the institution's internal auditors. It also reviews, and advises the Board on, the Library's statutory accounts prior to their formal sign-off by the Chief Executive and the Board Chairman.

Construction Projects Committee (CPC)

The Construction Projects Committee, a sub-committee of the Board, assists the Board of the British Library to satisfy itself as to the adequacy and effectiveness of the arrangements for project management of the Library's multi-£m capital construction projects, currently the Additional Storage Programme and the Newspaper Programme. The Committee meets four times a year and reports regularly to the Board.

The members of the Construction Projects Committee during 2010/11 were:

E Mackay CB (Chair)
R Broadhurst
Dame Lynne Brindley DBE
Professor K McLuskie
P Goffin (External member with relevant professional expertise)

Board Investment Committee (BIC)

The Board Investment Committee, a sub-committee of the Board chaired by the Board Chairman, assists the Board of the British Library to satisfy itself as to the adequacy and effectiveness of the Library's investments. The Committee recommends to the Board the appointment of Investment Managers, receives investment reports and reviews performance, and formulates and keeps under review investment policy and strategy taking due account of associated areas of risk. The Committee met twice during the year.

The members of the Board Investment Committee during 2010/11 were:

Baroness Blackstone (Chair)
– from 1 September 2010
Sir Colin Lucas (Chair)
– until 31 August 2010
E Mackay CB
R Broadhurst
Dame Lynne Brindley DBE
D Truell (External member with relevant professional expertise)

Executive Team

The Executive Team is responsible for operational management and for risk review in each of their respective areas of responsibility and for championing the required culture change. Each Director is required to support the Accounting Officer by submitting a Self Certificate confirming that the Library's systems of internal control have been applied through the year in the areas under their control.

Managers

Managers at all levels are responsible for ensuring that controls are applied and that risks to their activities are identified, recorded, assessed and managed on an agreed basis. They highlight these risks and any issues through their appropriate Directorate Finance Manager.

RT HON BARONESS BLACKSTONE PC
CHAIRMAN
1 JULY 2011

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
1 JULY 2011

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT AND THE SCOTTISH PARLIAMENT

I certify that I have audited the financial statements of the British Library for the year ended 31 March 2011 under the British Library Act 1972. These comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Board, the Accounting Officer and auditor

As explained more fully in the Board and Accounting Officer's Responsibilities, the Board and Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the British Library Act 1972. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the British Library's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or

inconsistencies I consider the implications for my certificate. In addition, I am required to obtain evidence sufficient to give reasonable assurance that the incoming and outgoing resources have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on Regularity

In my opinion, in all material respects, the incoming and outgoing resources have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on Financial Statements

In my opinion:

- the financial statements give a true and fair view, of the state of the British Library's affairs as at 31 March 2011 and of its incoming resources and application of resources for the year then ended;
- the financial statements have been properly prepared in accordance with the British Library Act 1972 and Secretary of State directions issued thereunder with HM Treasury's approval.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions with HM Treasury's approval made under the British Library Act 1972; and
- the information given in the Governance and leadership: Directorate Structure and Corporate Governance sections of the Annual Report and the Financial Review for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

AMYAS C E MORSE
COMPTROLLER AND
AUDITOR GENERAL

National Audit Office
157–197 Buckingham Palace Road
Victoria, London SW1W 9SP

5 July 2011

THE BRITISH LIBRARY BOARD
Statement of Financial Activities

FOR THE YEAR ENDED 31 MARCH 2011

	Notes	Unrestricted funds	Restricted funds	Total 2010/11	Total 2009/10 Re-stated
		£000	£000	£000	£000
Incoming resources					
Incoming resources from generated funds					
Voluntary income	3	921	10,853	11,774	9,616
Investment income	5	54	361	415	418
Incoming resources from charitable activities					
Provision of services	4	18,474	1,432	19,906	22,674
Other incoming resources					
Grant in Aid	6	105,847	–	105,847	109,464
Total incoming resources		125,296	12,646	137,942	142,172
Resources expended					
Costs of generating funds					
Costs of generating voluntary income		342	–	342	411
Investment Management costs		–	17	17	15
Charitable activities					
Capture extensively and store UK digital publications		2,828	1,053	3,881	4,380
Connect our users with content		88,411	2,048	90,459	94,438
Transform access and preservation for newspapers		2,744	–	2,744	4,165
Support UK research with innovative services and integrated processes		1,533	2,689	4,222	4,101
Build our digital infrastructure		4,034	899	4,933	3,826
Integrate storage and preservation of physical collections		26,825	(368)	26,457	24,639
Develop as an organisation		4,049	450	4,499	6,172
Governance costs		663	4	667	678
Total resources expended	7	131,429	6,792	138,221	142,825
Net increase / (decrease) in resources before transfers					
Transfer between funds	17	(6,133)	5,854	(279)	(653)
		10,520	(10,520)	–	–
Net (outgoing) / incoming resources before recognised gains and losses					
Other Recognised gains / (losses)	8	4,387	(4,666)	(279)	(653)
Other Recognised gains / (losses)					
Unrealised gain / (loss) from fixed asset investments	11	–	537	537	2,401
Revaluation of fixed assets	9	11,071	–	11,071	(41,727)
Net movement in funds after revaluation and gains / (losses)					
		15,458	(4,129)	11,329	(39,979)
Reconciliation of Funds					
Fund balances brought forward at 1 April	2	571,406	17,791	589,197	629,176
Fund balances carried forward at 31 March		586,864	13,662	600,526	589,197

All recognised gains and losses are included within the Statement of Financial Activities and all the Library's activities are classed as continuing. The notes on pages 57 to 79 form part of these accounts.

THE BRITISH LIBRARY BOARD

Balance Sheet

FOR THE YEAR ENDED 31 MARCH 2011

	Notes	2010/11 £000	2009/10 Re-stated £000
Fixed assets			
Tangible assets	9	510,698	506,771
Heritage assets	10	51,769	41,076
Investments	11	11,196	10,339
		573,663	558,186
Current assets			
Stocks	13	843	802
Debtors and prepayments	14	14,679	14,144
Cash at bank and in hand	15	39,493	38,165
		55,015	53,111
Current liabilities			
Creditors: amounts falling due within one year	16	(27,179)	(20,669)
Provisions: amounts falling due within one year	18	(368)	(511)
		(27,547)	(21,180)
Net current assets		27,468	31,931
Total assets less current liabilities		601,131	590,117
Provision for liabilities and charges	18	(605)	(920)
Net assets		600,526	589,197
Represented by:			
Income funds			
Restricted funds	17	13,662	17,791
Unrestricted funds			
Fixed Asset reserves	17	537,718	523,745
Donated Asset reserve	17	24,749	24,102
Designated funds	17	5,219	5,794
General funds	17	19,178	17,765
Total funds		600,526	589,197

The notes on pages 57 to 79 form part of these accounts.

The financial statements on pages 54 to 56 and accompanying notes on pages 57 to 79 were approved by the Board/Trustees on 1 July 2011, and were signed on their behalf by:

RT HON BARONESS BLACKSTONE PC
CHAIRMAN
1 JULY 2011

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
1 JULY 2011

THE BRITISH LIBRARY BOARD
Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2011

	2010/11		2009/10
	£000	£000	Re-stated £000
Reconciliation of net movement in funds to net cash inflow from operating activities			
Net movement in funds	11,329		(39,979)
Depreciation	15,667		18,862
Donated Assets	(647)		(423)
Loss on asset disposals	901		47
Unrealised (gain) / loss on investments	(537)		(2,401)
Revaluation of Property and Plant and Machinery	(11,071)		41,727
Provision for liabilities and charges greater than one year	(315)		(570)
(Increase) / Decrease in stocks	(41)		27
Increase in debtors	(535)		2,622
Increase in creditors and provisions less than one year	6,367		943
Net cash inflow from operating activities		21,118	20,855
Capital expenditure and financial investment			
Purchase of tangible fixed assets	(9,424)		(14,951)
Purchase of heritage assets	(10,046)		(1,683)
Purchase of investments	(320)		(325)
Net cash outflow from capital expenditure and financial investment		(19,790)	(16,959)
Increase in cash in the year		1,328	3,896
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		1,328	3,896
Net funds as at 1 April		38,165	34,269
Net funds as at 31 March		39,493	38,165

Net funds comprise cash at bank, cash in hand and short-term deposits.

NOTES TO THE ACCOUNTS

1. Accounting policies

a) Accounting convention

The Accounts have been prepared in accordance with the accounts direction given by the Secretary of State for Culture, Olympics, Media and Sport with the approval of the Treasury, in accordance with Section 5(3) of the British Library Act 1972. A copy of the accounts direction can be obtained from The British Library, 96 Euston Road, London, NW1 2DB.

Accordingly, the Accounts have been prepared under the historical cost convention as modified by the revaluation of land and buildings and in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*, issued March 2005, (SORP), the Charities Act 1993, the Charities (Accounting and Reports) Regulations 2005, the *Financial Reporting Manual* and generally accepted accounting practice so far as considered appropriate or as modified by Treasury guidance.

Within the Statement of Financial Activities the Library reflects its costs against its strategic priorities as a proxy for the charitable activities required by the SORP.

In addition, modified historic cost accounting has been utilised more fairly to represent the current cost of the Library's most significant assets, where the comparison with historic values shows a material difference.

b) Incoming resources

Grant in Aid received from the DCMS is allocated to unrestricted funds in the year in which it is received.

Provision of Services income is recorded on an accruals basis and is shown net of Value Added Tax (VAT).

Donations are included in the Statement of Financial Activities on a cash received basis, or where all entitlement criteria of certainty and measurability as per the Statement of Recommended Practice (SORP) 2005 have been met by the Balance Sheet date.

UK Grants from government bodies, funds from the EU and other grants are recognised in the Library's Accounts when the grantor's terms and conditions have been satisfied.

Investment income relates to interest received on daily bank balances and dividends from the Fixed Asset Investments. These are recorded on an accruals basis.

c) Taxation

The British Library Act 1972 states that 'the Board shall be a body corporate and that, for the purposes of the Charities Act 1960, the Board shall be an exempt charity'. The British Library enjoys exemption under the Income and Corporation Taxes Act 1988 for profits from primary purpose trading activities as an exempt charity.

The British Library is able to recover VAT relating to the expenditure for primary purpose activities, any irrecoverable VAT is apportioned across the strategic priority cost categories detailed in note 7.

d) Valuations

In accordance with FRS 15, regular professional valuations of land and property are carried out, having regard to the importance of the estate to the operation of the department, but in any event, at least once in every five years. The structural plant and machinery element of the property is also included within the professional revaluations.

In the interim years, land, property and Plant and Machinery are revalued using relevant price indices.

e) Fixed Assets

The British Library holds and conserves a number of collections made up of books, journals, newspapers, magazine, sound and music recordings, patents, databases, maps, manuscripts and much more. In accordance with the Financial Reporting Manual, FRS 15 and FRS 30 (Heritage Assets), assets acquired before 1 April 2001 have not been capitalised, since reliable estimates of cost or value are not available on a cost benefit basis. Additions to the collection acquired since 1 April 2001 are capitalised and recognised in the Balance Sheet under Heritage Assets. The assets are classified by whether the items were bought by, or donated to, the Library. The cost or value of the acquisition is used where such a cost or valuation is reasonably obtainable. Such items are not depreciated or revalued. Collection items with values below the capitalisation threshold are expensed when the expenditure is incurred.

Items donated to the collection by third parties, either by gift of the asset or 'in lieu of tax', are capitalised at current value on receipt. Donated assets are not depreciated as due to their infinite useful life and high residual value any depreciation charge would be immaterial. As the assets are not depreciated they are subject to an annual impairment review.

An overview of the scope of the British Library collections is set out at Note 10.

Depreciation is provided on all intangible and tangible fixed assets, other than freehold land and collection items.

Expenditure on building digital infrastructure is capitalised on an annual basis, any directly attributable costs for the digital programmes are capitalised and depreciated in line with other computer equipment.

Depreciation rates are calculated to write-off the cost or valuation of each asset, less estimated residual value, evenly over its expected useful life, as follows:

Freehold buildings

Over the remaining useful life as at the valuation date, up to a maximum of 75 years.

Plant and machinery, office and computer equipment

3 to 25 years.

Computer equipment

3 to 5 years.

Motor vehicles

4 years.

Assets in the course of construction

No depreciation is charged, until the building is operational and supporting the activities of the Library.

Intangible/licences

3 years.

f) Government grant

Grant in Aid from the Department for Culture, Media and Sport is allocated to general purposes and is taken to the Statement of Financial Activities and recognised in the period in which it is received.

g) Stocks

Stocks are stated at the lower of cost or net realisable value. Provision is made against slow-moving and obsolete stock. Any stocks of consumables held are considered written off at the time of purchase.

Stocks held in respect of bookbinding activities are recorded at cost. As this stock is not of a general nature it would not be cost-effective to test the realisable value in determining which provides the lower valuation.

h) Foreign currencies

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the year end. Transactions in foreign currencies are translated at the rate ruling at the time of the transaction. All exchange differences are taken to the Statement of Financial Activities (SOFA).

i) Operating leases

Costs relating to operating leases are charged to the SOFA over the life of the lease.

j) Fund accounting

General funds are available for use at the discretion of the Board in furtherance of the general objectives of the Library.

Designated Funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds are resources subject to specific restrictions imposed by donors or by the purpose of the appeal.

Restricted funds are charged for any Library services they utilise.

k) Financial Instruments

The Library has applied *FRS 25 Financial Instruments: Presentation*, *FRS 26 Financial Instruments: Recognition and Measurement* and *FRS 29 Financial Instruments*.

Financial Assets

Investments comprise restricted funds which have been invested in unit trusts traded on an active market. These have been classified as available for sale and recognised at fair value, being the bid price on the Balance Sheet date. Income generated is recognised as restricted Investment Income on the SOFA, allocated to the restricted fund which holds the investment and re-invested. Unrestricted Investment income is interest received on unrestricted cash balances. Unrecognised gains and losses arising from changes in the fair value are recognised in the SOFA and taken to a Fair Value Reserve. Recognised gains and losses on disposal of investments are recognised in the SOFA.

Trade debtors are recognised at carrying value, reduced by appropriate allowances for estimated irrecoverable amounts.

Financial Liabilities

Trade creditors are short-term and are stated at carrying value in recognition that these liabilities fall due within one year. Customer deposits are stated at cost and are repayable on demand. Provision for employees known to be leaving the organisation within one year under early retirement or early severance terms are accounted for under financial liabilities.

l) Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category, including an apportionment of overhead and support costs as shown in note 7.

a) Costs of generating funds are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

b) Charitable Activities

- i. Costs incurred on capturing extensively and storing UK digital publications include all costs associated with collecting current digital publications.
- ii. Connect our users with content costs represent the costs of maintaining and improving catalogues and resource systems.
- iii. Transform access and preservation for newspapers costs are those incurred in building a dedicated newspaper storage facility and digital access to newspapers.
- iv. Support UK research with innovative services and integrated processes includes all the costs for developing and modernising research tools in different educational sectors.
- v. Build our digital infrastructure costs are those incurred in developing systems to provide storage, preservation and long-term access to digital material.
- vi. Integrate storage and preservation of physical collections costs are those incurred in safeguarding the national collection and enhancing the security of the vulnerable material.
- vii. Develop as an organisation costs represent the costs of developing and implementing strategies to support the workforce, the community and the environment.

c) Governance costs include the costs of providing the governance infrastructure that allows the Library to operate including the costs of statutory and internal audit.

2. Prior Year Adjustment

Subscriptions

During 2010/11 it became apparent the British Library was not accounting for its subscriptions on an accruals basis; the full 12-month charge was being accounted for in the year the invoice was received. As this is a fundamental error in prior years the balance sheet opening balances as at 1 April 2010 were restated as follows:

Statement of Financial Activities

Resources Expended – Charitable Activities – Connect our users with content

The above charitable activity expenditure for 2009/10 was increased by £61,000 to reflect the movement in prepayments.

INCREASE TO EXPENDITURE

Release of 2008/09 subscription services prepayment	£10,599,000
Prepayment of 2009/10 subscription services	(£7,317,000)
Correction of 2009/10 accruals for subscription services	(£3,221,000)
Net Increase in expenditure	£61,000

Funds brought forward increased by £10,599,000 due to the prepayment of subscription services invoices in 2008/09.

Balance Sheet

Current Assets

Current Assets – Debtors have increased by £7,317,000. Subscription invoices for the period 1 January 2010 to 31 December 2010 were received and paid before 31 March 2010 but the element of the costs relating to 2010/11 were not initially recognised as a prepayment which understated the current asset position of The British Library. This has been corrected with this prior year adjustment.

Current Liabilities

Creditors have decreased by £3,221,000 due to the full value of subscription invoices not received or paid at 31 March 2010 being accrued when only 3 months (January to March) of the subscription period should have been accrued.

Income Funds

General funds increased by £10,599,000.

STATEMENT OF FINANCIAL ACTIVITIES EXTRACT

	Note	Actual 2009/10 £000	Correction	Corrected Actual 2009/10 £000
Resources Expended		94,377	61	94,438
Total Resources Expended		142,764	61	142,825
Net decrease in resources before recognised gains and losses		(592)	(61)	(653)
Fund balances brought forward at 1 April		618,577	10,599	629,176

Balance Sheet Extract

Current Assets

Debtors and Prepayments 14 6,827 7,317 **14,144**

Current Liabilities

Creditors: amount falling due within one year 16 23,890 (3,221) **20,669**

Net Current Assets 21,393 10,538 **31,931**

Income Funds

General Funds 17 7,227 10,538 **17,765**

Notional Costs

Due to changes necessary to aid alignment of budgets, estimates and accounts the Financial Reporting Manual (FReM) in 2010/11 has been updated with a number of changes. One of the updates is that the notional cost of capital charge is no longer required within the accounts. The Statement of Financial Activities (SOFA) for 2009/10 has been restated to reflect the change.

STATEMENT OF FINANCIAL ACTIVITIES EXTRACT

	Note	Actual 2009/10 £000	Correction	Corrected Actual 2009/10 £000
Net decrease in resources before notional costs and transfers		(592)	(61)	(653)
Notional Cost of Capital		(20,891)	20,891	–
Transfer between funds		–		–
Net outgoing resources after notional costs and transfers		(21,483)		(653)
Reversal of notional cost of capital		20,891	(20,891)	–
Net (outgoing) resources before recognised gains and losses		(592)		(653)

3. Voluntary income

	2010/11 Unrestricted £000	2010/11 Restricted £000	2010/11 Total £000	2009/10 £000
Donated assets	647	–	647	423
Other donations and grants	274	10,853	11,127	9,193
Total voluntary income	921	10,853	11,774	9,616

The above grants include £0.8m of EU grants in 2009/10. No EU grants were received in 2010/11.

4. Provision of Services

Provision of services includes Document Supply services and associated activities, computer information search, sponsorship income, retrieval and publications and retail income.

The provision of services income can be further analysed by both business and geographical segments.

A) CLASSES OF BUSINESS

	2010/11	2009/10
	£000	Re-stated £000
Capture extensively and store UK digital publications	865	1,127
Connect our users with content	13,958	16,589
Transform access and preservation for newspapers	558	512
Support UK research with innovative services and integrated processes	1,797	1,697
Build our digital infrastructure	33	33
Integrate storage and preservation of physical collections	301	484
Develop as an organisation	58	35
Other	2,336	2,197
	19,906	22,674

B) GEOGRAPHICAL SEGMENTS

	2010/11	2009/10
	£000	£000
United Kingdom	12,962	15,260
Overseas	6,944	7,414
	19,906	22,674

5. Investment income

	2010/11	2009/10
	£000	£000
Interest receivable	78	79
Dividends receivable	337	339
Total investment income	415	418

6. Other incoming resources

Grant in Aid

Total Grant in Aid drawn down by the British Library Board was £105.8m, with £9.4m being allocated for capital projects/improvements (£109.5m received in 2009/10, £12.1m re: capital). This money is available for running costs, capital improvements and collection purchases.

7. Net cost of resources expended

	Staff	Other direct costs	Depreciation	Allocated support costs	Total cost	Income	Allocated support income	2010/11 Net cost ¹	2009/10 Total cost Re-stated
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Direct costs									
Costs of Generating funds	268	74	–	–	342	(15)	–	327	394
Investment Management Fees	–	17	–	–	17	–	–	17	15
Capture extensively and store UK digital publications	1,259	1,092	110	1,420	3,881	(879)	(98)	2,904	2,333
Connect our users with content	27,841	22,019	492	40,107	90,459	(16,272)	(2,767)	71,420	72,770
Transform access and preservation for newspapers	107	282	4	2,351	2,744	(558)	(162)	2,024	3,421
Support UK research with innovative services and integrated processes	1,496	1,753	1	972	4,222	(2,635)	(67)	1,520	659
Build our digital infrastructure	501	261	824	3,347	4,933	(659)	(231)	4,043	2,660
Integrate storage and preservation of physical collections	8,647	3,884	1,692	12,234	26,457	(6,285)	(844)	19,328	21,819
Develop as an organisation	1,732	841	15	1,911	4,499	(491)	(132)	3,876	5,367
Governance costs ²	164	503	–	–	667	–	–	667	678
	42,015	30,726	3,138	62,342	138,221	(27,794)	(4,301)	106,126	110,116
Support costs									
Information systems	5,051	1,837	298	(7,186)	–	(39)	39	–	–
Corporate services	19,944	22,981	12,231	(55,156)	–	(4,262)	4,262	–	–
	67,010	55,544	15,667	–	138,221	(32,095)	–	106,126	110,116

In accordance with the SORP 2005, the non-Grant in Aid income and total costs of the organisation have been categorised by the Library's strategic priorities. When costs cannot be directly attributed to one of the Library's objectives, they have been allocated to activities on a basis consistent with the use of resources. The support costs have been allocated using the overhead allocation model in place within the British Library. The model allocates the costs based on usage and percentage expenditure incurred in directly undertaking an activity.

¹ Net cost is calculated by deducting provision of services, donated and investment income from total expenditure.

² Governance costs includes the costs of Board Membership remuneration, legal fees, internal and external audit fees and staff costs associated with the preparation of the statutory accounts.

A) STAFF COSTS

	2010/11 Library staff £000	2010/11 Agency £000	2010/11 Total £000	2009/10 £000
Wages and salaries	49,796	1,208	51,004	54,092
Social security costs	3,850	–	3,850	3,875
Pension disbursements	9,116	–	9,116	9,316
Voluntary redundancy/restructuring programme for former employees				
In-year exit costs	2,711	–	2,711	132
	65,473	1,208	66,681	67,415
Board Members' remuneration (See i) Board Members' remuneration on page 65	329	–	329	334
	65,802	1,208	67,010	67,749

During the year £1.6m (£1.8m 2009/10) of staff costs have been capitalised as part of the Digital Library Programme (£835k) (£900k 2009/10) and the Newspaper Storage Building (Assets in the Course of Construction ICC) (£796k) (£900k 2009/10) and are therefore not included in the above figures.

CIVIL SERVICE COMPENSATION SCHEME (EXIT PACKAGES IN THE ABOVE TABLE)

	Number of compulsary redundancies	Number of other departures agreed	Total number of packages by cost band
Exit package cost band			
< £10,000	–	4	4
£10,000 – £25,000	–	32	32
£25,000 – £50,000	–	27	27
£50,000 – £100,000	–	12	12
£100,000 – £150,000	–	2	2
£150,000 – £200,000	–	–	–
Total number of exit packages	–	77	77
Total Resource cost £		2,600,964	2,600,964

No exit packages were agreed in 2009/10.

Staff of the British Library are eligible to become a member of one of the Principal Civil Service Pension Schemes (PCSPS), these being pension schemes that provide retirement and related benefits to all eligible employees. Pension benefits are provided on a final salary basis, at a normal retirement age of 60 except for staff joining after 30 July 2007. These staff will join the Nuvos scheme which has a normal pension age of 65 and the benefits are based on earnings throughout a career and then index-linked. Benefits accrue, depending upon the pension scheme chosen, at the rate of one sixtieth or one eightieth of pensionable salary for each year of service. In addition, a lump-sum equivalent to three years' pension is payable on retirement. Members pay contributions of 1.5% or 3.5% of pensionable earnings, depending upon the respective scheme the member is in.

On death, pensions are payable to the surviving spouse at a rate of half the member's pension. On death in service, the beneficiary receives a lump-sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse's pension. The enhancement depends on the length of service and cannot exceed 10 years. Medical retirement is possible in the case of serious ill-health.

All members of staff pay either 1.5% or 3.5% of pensionable earnings to the PCSPS. The rate of 3.5% applies to staff who joined on or after 1 October 2002 and existing staff who have opted for the Premium or Classic Plus pensions, rather than the Classic pension scheme.

The PCSPS is an unfunded multi-employer defined benefit scheme, but the British Library is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

Pension disbursements relate to:

- The Accruing Superannuation Liability Contributions payable to the Principal Civil Service Pension Scheme in respect of existing eligible employees.

For 2010/11, employers' contributions of £9,047,846 were payable to PCSPS (2009/10 £9,242,630) at one of four rates in the range 17.1% to 25.5% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full valuation. From 2009/10, the salary bands were revised but the rates are in the range 16.7% to 24.3%. The contribution rates are set to meet the cost of the benefits accruing during 2010/11 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £68,354 were paid to one or more of the four appointed stakeholder pension providers (2009/10 £73,117). Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of 0.8% of pensionable pay, were payable to PCSPS to cover the cost of the future provision of lump-sum benefits on death in service and ill-health retirements of these employees.

i) BOARD MEMBERS' REMUNERATION

	2010/11 £000	2009/10 £000
Fees and salaries	300	305
Social Security costs	29	29
	329	334

Remuneration for non-pensionable Board Members:

Dawn Airey	9.0	9.0
Robin Broadhurst CVO CBE	9.0	9.0
Professor Sir Robert G Burgess (until 19 Jan 2011)	7.0	9.0
Sir Kenneth Calman	9.0	9.0
Lord Fellowes	9.0	9.0
Sheila Forbes CBE (until 19 Jan 2011)	7.0	9.0
Professor Dame Wendy Hall DBE	9.0	9.0
Eileen Mackay CB	9.0	9.0
Dr Kate McLuskie	9.0	9.0
Dr Maggie Semple OBE	9.0	9.0
Dr Stephen Page (wef 26 Jan 2011)	2.0	–
Dr Michael Lynch OBE (wef 26 Jan 2011)	2.0	–
Mr David Barclay (wef 26 Jan 2011)	2.0	–
	92.0	90.0

The Board Members' remuneration total above includes all Board Members, the Chairman, the Chief Executive and the list of Board members below. Details of the Chairman and Chief Executive's remuneration can be found in the remuneration report on page 47.

No pension contributions were made on behalf of the above Board Members in the year. The Board Members' remuneration is in accordance with The British Library Act.

During the year, a total of £6,401 (£8,600 in 2009/10) was been paid to seven (seven in 2009/10) Board Members for travel expenses.

ii) SENIOR EMPLOYEES' REMUNERATION

The following number of employees, excluding the Executive Team (for whom, details of remuneration are contained in the Remuneration Report), members of the British Library Board and the Chairman, received remuneration falling within the following ranges:

	2010/11 No.	2009/10 No.
Remuneration range		
£60,001 – £70,000	13	15
£70,001 – £80,000	2	6
£80,001 – £90,000	3	3
£90,001 – £100,000	–	3

All of the above employees are part of the PCSPS pension scheme except one who is not in any pension.

AVERAGE FULL TIME EQUIVALENT (FTE) STAFF DURING THE YEAR

	Staff directly employed by the British Library	Agency	2010/11 Total (FTE)	2009/10 Total (FTE)
Chief Executive's Office	7	–	7	7
e-Strategy and Information Systems	170	–	170	164
Finance and Corporate Services	118	1	119	127
Human Resources	126	2	128	141
Operations and Services	973	21	994	1,022
Scholarship and Collections	311	–	311	383
Strategic Marketing and Communications	105	3	108	109
	1,810	27	1,837	1,953

B) OTHER DIRECT COSTS

	2010/11 £000	2009/10 Re-stated £000
Acquisitions for the collections	16,508	17,755
Conservation and binding services	1,335	1,819
Administration, equipment, supplies and services	36,314	36,181
Non-recoverable VAT (net)	486	412
Loss on disposal of fixed assets	901	47
	55,544	56,214

The above table is exclusive of staff costs.

8. Resources expended

THIS IS STATED AFTER CHARGING

	2010/11 £000	2009/10 £000
External auditors' remuneration	57	53
Rent on land and buildings	1,096	1,350
Lease/rental payments on equipment	218	254
Depreciation on other fixed assets	15,667	18,862
Bad debt provision movement	(58)	13
Stock Provision movement	(58)	(87)

The auditors' remuneration is for the audit of the Annual Report and Accounts: there was no non-audit work performed during 2010/11.

9. Tangible fixed assets

A) MOVEMENTS

	Land and buildings £000	Plant and machinery £000	Office equipment £000	Motor vehicles £000	Computer equipment £000	AICC £000	Total £000
Cost or valuation							
At 1 April 2010	394,248	190,570	10,521	87	11,299	4,584	611,309
Additions	321	2,679	204	–	3,249	2,971	9,424
Revaluation	14,004	1,674	–	–	–	–	15,678
Transfer	–	(1,116)	–	–	–	1,116	–
Disposals	–	(172)	(37)	(46)	(1,735)	–	(1,990)
At 31 March 2011	408,573	193,635	10,688	41	12,813	8,671	634,421
Depreciation							
At 1 April 2010	20,548	69,302	10,073	64	4,551	–	104,538
Charge for year	4,782	9,327	108	9	1,441	–	15,667
Adjustments	–	–	–	–	–	–	–
Revaluation	(3,559)	8,166	–	–	–	–	4,607
Disposals	–	(127)	(37)	(45)	(880)	–	(1,089)
At 31 March 2011	21,771	86,668	10,144	28	5,112	–	123,723
At 31 March 2011	386,802	106,967	544	13	7,701	8,671	510,698
At 31 March 2010	373,700	121,268	448	23	6,748	4,584	506,771

Assets in the Course of Construction ('AICC') represent work on the design, build and planning of the 'Newspaper Strategy Programme' at Boston Spa and the development of an Integrated Request Management and Delivery System ('IRMDS'). During 2010/11 there has been a transfer to AICC for expenditure on the IRMDS project as some expenditure was misclassified as Plant and machinery

The Modified Historic Cost Accounting indices for the land and building adjustments are provided by the Department for Culture, Media and Sport and for the Building Structural Fit Out adjustment the indices are taken from the *Price Index Numbers for Current Cost Accounting (MM17) April 2010* available from the Office for the National Statistics for Plant and Machinery.

B) VALUATIONS

The land and buildings as at 31 March 2010 include two properties at Boston Spa and one at Colindale valued at £60,678,000 on 31 March 2009 and one building, St Pancras, valued at £453,380,000 (including £119.5 million of mechanical equipment that has been classified as Plant and Machinery) on 31 March 2010. In addition to the main St Pancras building, the St Pancras Centre for Conservation was valued at £15,335,000 on 31 March 2010, for which title has been vested in the British Library Board

Site		Land £000	Buildings £000	Totals £000
St Pancras – Main building	Freehold	80,020	373,360	453,380
St Pancras – Centre for Conservation	Freehold	3,980	11,356	15,336
Boston Spa	Freehold	7,660	20,570	28,230
Boston Spa – Additional Storage Building	Freehold	370	25,878	26,248
Colindale Avenue	Freehold	2,100	4,100	6,200
		94,130	435,264	529,394

The St Pancras site including the British Library Centre for Conservation was valued as at 31 March 2010 by Drivers Jonas, Chartered Surveyors, using the 'Depreciated Replacement Cost' basis of valuation.

The Boston Spa and Colindale sites were revalued as at 31 March 2009 by Drivers Jonas, using the 'Depreciated Replacement Cost' basis of valuation.

The methodology of valuing properties is in line with HM Treasury and DCMS guidance to Non-Departmental Public Bodies.

10. Heritage assets

The British Library

The British Library is the national library of the United Kingdom and one of the world's greatest research libraries. The Library is one of the six legal deposit libraries of the United Kingdom and receives copies of all publications produced in the United Kingdom and the Republic of Ireland. The Library's collection is one of the largest in the world, holding over 150 million items in all known languages and formats, including books, journals, newspapers, magazines, sound and music recordings, patents, databases, maps, manuscripts, stamps, prints, drawings and much more. It is unique in its breadth, depth and scope. Many items are priceless and irreplaceable.

Heritage Assets in the British Library

In accordance with the Financial Reporting Manual (FReM), additions to the collection acquired/donated since 1 April 2001 are capitalised and recognised in the Balance Sheet under Heritage Assets. Heritage Assets are held by the Library for preservation and conservation purposes and do not attract any depreciation as they are deemed to have an infinite life. Due to the size and unique nature of the collection it is not possible to value Heritage Assets acquired prior to 1 April 2001. The cost of doing so would be prohibitive.

All items within the Library collection contribute to the development of knowledge and culture. The collection is carefully developed and managed through a series of policies governing all aspects of acquisitions, preservation and access. A summary of the main policies can be found at www.bl.uk/aboutus/stratpolprog/coldevpol

As the Library exists to preserve and make available the national printed archive of the UK together with purchased and donated material, it does not normally dispose of material in its collections and never disposes of items from the collection accepted under legal deposit. Disposal is governed by the British Library Act and by the policy of the British Library Board.

Preservation and management of the Library's assets

The Preservation Department's role is to safeguard the collections from harm while enabling continued and appropriate access to them.

The department comprises a small team of trained professionals and support staff who manage and supervise preservation work streams and initiatives across all British Library sites. All activities are underpinned by the Library's core preservation principle of risk management and mitigation. The general public can learn more about this by visiting the Preservation web pages.

The Library's Annual Conservation Programme contains a variety of work performed by seven teams of conservators. The teams are multi-skilled but contain specific specialisms to enable them to complete the programme. The Preservation and Conservation Management System records details of all collections undergoing conservation treatment.

Training and information is reassessed and updated regularly, and policies and procedures are reviewed to acknowledge current professional practices and thinking and to ensure Library strategy is supported.

All policies and procedures are designed to minimise risk to the collections whilst enabling maximum use and interpretation. Relevant professional standards are applied and maintained where applicable, including accreditation, and relevant procedures are applied equally to both internal users and external suppliers.

Internet and intranet pages relating to preservation policies for the care of the Library's collections are under construction but it is expected policies will be available directly to the public in the near future.

Acquisitions

Within the Library's acquisition policies there is a distinction made between unique heritage items and contemporary research level academic publications. In our Heritage Acquisitions Policy, heritage items are defined as items acquired to be used as preponderantly as primary sources for research, forming part of the Library collection of unique materials. This includes historic printed materials which can no longer be acquired from the creator or the publisher and which are marketed as unique opportunities to acquire individual items. Heritage items are therefore distinguished from contemporary research level academic publications which are mainly acquired to be used as support for research and from modern compilations of source materials which are acquired while the material is still 'in print'.

Under this definition, all heritage items are major acquisitions, whether purchased or donated. All such major acquisitions require significant due diligence and many have significant cultural property issues. We have clear policies to govern such acquisitions, including an ethical acquisitions policy. These can be found at www.bl.uk/aboutus/stratpolprog/coldevpol/ethical.pdf

Due diligence procedures are mandatory for all major and minor acquisitions. For major acquisitions a report and scoring matrix is submitted to the Library's Heritage Acquisitions Group. Hard-copy and electronic documentation relating to all acquisitions (correspondence, memos, invoices, etc) are held locally within departments and archived and made accessible in accordance with the Library's Records Management policies.

Catalogues

The Library has a duty to catalogue items in the collection and for this there is a planned programme of work. All catalogues are listed on the website and can be accessed by the public.

With the 'Search our Catalogue Archives and Manuscripts' link, the public will be able to search and view the details of the Library's archive and manuscript collections together in one catalogue for the first time. Currently the Library is migrating existing archive and manuscript catalogues to this system which is expected to be completed later in 2011. To search the Library's other collections of books, journals, newspapers, conference proceedings, maps, scores, electronic resources and sound archive items, users can follow the website's normal 'search' facility.

British Library Collection Areas

Arts and Humanities

In the field of Arts and Humanities the Library holds the world's largest collections of western and oriental manuscripts (including substantial archives), and unrivalled collections of British printed books from 1476 to the present date, European printed books from 1455 to the present date and of Asian and African printed books dating back to the origin of printing in these areas. In addition the Library holds substantial collections of sound recordings of oral history and of recorded sound relating to English language and literature. The chief historic components of these collections are the Library of the British Museum, collected since its foundation in 1753, and a core part of the British Library since its foundation in 1973. Of special importance for Arts and Humanities are the collections which came with the India Office Library and Records acquired in 1982, ranging from the foundation of the East India Company in 1600 to Indian independence and with the British Institute of Recorded Sound (acquired 1983). Holdings include material over 3,000 years old (Chinese oracle bones), 310,000 manuscript volumes ranging from Leonardo da Vinci's Notebook to Harold Pinter's archives, Magna Carta, Lindisfarne Gospels, the first edition of *The Canterbury Tales*, Tyndale's translation of the New Testament, the most recently published British books, and the recording of Nelson Mandela's Rivonia trial speech to name only a few.

Science, Technology and Medicine

The Library houses one of the foremost collections of scientific, technical and medical literature in the western world. Our contemporary collection of modern scientific literature includes all subject areas and disciplines and includes materials in many formats, including journals, research level monographs, conference proceedings, reports and electronic reference materials. We estimate that there are approximately 3.45 million volumes of print serials and monographs in the collection.

Social Sciences

The Library's collections in the field of Social Sciences reflect the full history of official publishing in the UK and its constituent parts. The Library has 12,000 volumes of House of Commons sessional papers from the 19th and 20th centuries, containing more than 185,000 parliamentary papers. There are 2,400 volumes of UK parliamentary debates, all available on open shelves in the Social Sciences Reading Room. Government publications from across the world include records of legislatures, censuses and other official statistics. The Library has all print communications from the United Nations, European Union and Organisation for Economic Co-operation and Development as well as other intergovernmental bodies such as the World Bank. Collecting from around the world covers economic, political, social and cultural development and includes many rare items. The Library's collection of trade literature and market research are amongst the most comprehensive in the world, including over 62 million patent specifications from across the world. The Library continues to collect across the range of Social Science subjects from countries in all continents. The Social Sciences Reading Room has more than 10,000 books published in the UK in the last four years across a range of subjects, and recent issues of 700 journal titles.

Specialist format collections

The Library holds many specialist format collections including:

- Newspapers, including some 52,000 individual titles in print, microfilm and digital
- Prints, drawings and photographs (over 250,000 items)
- Cartographic items (over 4.5 million items)
- Music collections, printed and manuscript music and music recordings
- The national collection of sound recordings (over 3.5 million items)
- The national philatelic collections of the UK (over 8 million items including postal and revenue stamps)
- Multimedia and moving image materials (over 40,000 broadcast and non-broadcast items, including dramatic performances and television news).

An increasing proportion of collection items are being collected solely in digital formats. The extent of our collection acquisition and management policies are being revised to integrate new approaches to stewardship of digital materials with that of traditional Library collections.

Valuation of heritage assets

Heritage assets are valued as part of the acquisition process as they are added to the collections. We do not have a systematic retrospective programme of valuing heritage items which have been in our collections for many years, although such valuations are carried out for individual items in specific circumstances such as items on loan to us. The cost of such a programme of valuation would be prohibitive, both in terms of direct cost and time to complete. For items where copies exist in other institutions or collections, it can take many days to identify if there are relevant market valuations from records of auction prices or sales catalogues. For rare or unique materials no such market valuation exists, so individual expert valuation is required. Commercial rates for such expert valuation can be of the order of £750 per day. Rare heritage items can take many days (if not weeks, in the case of manuscript collections) of expert work to arrive at a valuation, so a systematic retrospective programme of such work would be prohibitively expensive.

HERITAGE ASSETS PURCHASED

	Cost £000	2010/11 Number of Items	Cost £000	2009/10 Number of Items	Cost £000	2008/09 Number of Items	Cost £000	2007/08 Number of Items	Cost £000	2006/07 Number of Items
At 1 April	16,974	204	15,291	189	12,841	161	10,478	129	6,704	102
Additions	10,046	19	1,683	15	2,450	28	2,363	32	3,774	27
Disposals	-	-	-	-	-	-	-	-	-	-
At 31 March	27,020	223	16,974	204	15,291	189	12,841	161	10,478	129

HERITAGE ASSETS DONATED

	Valuation £000	2010/11 Number of Items	Valuation £000	2009/10 Number of Items	Valuation £000	2008/09 Number of Items	Valuation £000	2007/08 Number of Items	Valuation £000	2006/07 Number of Items
At 1 April	24,102	21	23,679	19	23,060	15	21,657	11	381	5
Additions	647	5	423	2	619	4	1,403	5	21,276	6
Disposals	-	-	-	-	-	-	-	-	-	-
At 31 March	24,749	26	24,102	21	23,679	19	23,060	16	21,657	11

11. Investments

	2010/11 £000	2009/10 £000
Market Value at 1 April	10,339	7,613
Acquisitions funded by dividends reinvested	320	325
Unrealised Gain / (Loss)	537	2,401
Market Value at 31 March	11,196	10,339
Analysed by		
Listed Securities	11,123	10,266
Cash Trusts	73	73
	11,196	10,339
Geographical Analysis		
United Kingdom Investments	10,728	9,900
Overseas Investments	468	439
	11,196	10,339

Investments are only held for the purpose of the Library's restricted funds, with their aim to achieve an appropriate balance between income generation and capital growth particular to the fund.

12. Financial Instruments

FRS 29 'Financial Instruments': Disclosures requires entities to provide disclosures which allow users of the accounts to evaluate the significance of financial instruments for the entity's financial position and performance and the nature and extent of risks arising from financial instruments during the period. The majority of financial instruments relate to contracts to buy non-financial items in line with the Library's expected purchase and usage requirements and the Library is therefore exposed to little credit or liquidity risk. The Library holds a portfolio of quoted investments and therefore is subject to some market risk.

Credit risk

The Library is exposed to credit risk of £2m of trade debtors. However this risk is not considered significant as major customers are familiar to the Library. The Library has recovered 99% of trade debtors over the last two years. Bad and doubtful debts are provided for on an individual basis. Write-offs in the year for bad debts amounted to £3,081 (£4,680 in 2009/10).

Liquidity risk

As around 77% of the cash requirements of the Library are met through Grant in Aid from the Department for Culture, Media and Sport, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The remaining income is self-generated and is volatile. Remote document supply is the major source of self-generated income and performance has been strong in recent years. The Library has sufficient unrestricted funds to cover its current liabilities.

Market risk

The Library holds some restricted fund balances in unit trust investments, as shown in note 11, and so is subject to some market risk. An unrealised gain of £0.5m has been recorded this year compared to a £2.4m gain in 2009/10. Additional information on the Library's Investment Policy is given in the Trustees Annual Report.

Foreign currency risk

The Library has an international customer and supplier base and so is subject to a degree of foreign currency risk. In 2010/11, net foreign currency exchange losses of £0.07m were recognised (£0.08m loss in 2009/10). As part of the Library's Treasury Management Strategy, the risk of fluctuations is managed through a variety of policies including holding bank accounts in foreign currencies to enable us to match our foreign currency transactions as a means of mitigating our currency risk.

Interest rate risk

Risks relating to interest rates are managed by budgeting conservatively for investment income. The table below shows the interest rate profile of the Library's financial assets. The benchmark for the Library's floating rate investments is 0.3% below the Bank of England base rate.

Investment income profile

The following table shows the interest rate profile of the Library's financial assets. As the Library has no finance leases or loans, financial liabilities have been omitted from this table. The benchmark for the Library's floating rate investments is 0.3% below the Bank of England base rate.

	Floating rate £000	2010/11 Cash trusts £000	Listed securities £000	Total £000	2009/10 Total £000
Sterling	37,042	73	11,123	48,238	44,563
Dollar	1,073	–	–	1,073	1,106
Euro	720	–	–	720	2,562
Yen	658	–	–	658	273
Total	39,493	73	11,123	50,689	48,504

13. Stocks

	2010/11 £000	2009/10 £000
Stocks for resale	623	560
Raw Materials	220	242
Total Stocks	843	802

Stocks for resale comprises of printed, microfiche and CD-ROM publications and are available from the British Library Shop and Library website.

Raw materials stocks are items for the conservation of books including leathers, hides and papers.

14. Debtors and prepayments

	2010/11 £000	2009/10 £000
Amounts falling due within one year		
Trade debtors	1,861	2,781
Other debtors	2,600	2,336
Prepayments and accrued income	10,218	9,027
	14,679	14,144

For the purpose of the Whole of Government Accounts (WGA), there is a debtor with HM Revenue and Customs of £2.2m relating to the repayment of VAT and a debtor of £0.25m with the Higher Education Funding Council (HEFCE) for a grant payment. Other balance debtors for intra-government categories are; central government bodies £60,000 and public corporations £14,000. All other debtor balances are external to the Government.

15. Cash at bank and in hand

	2010/11 £000	2009/10 £000
Restricted funds	2,902	7,479
Monies held on deposit for customers	3,751	3,925
Cash balances	15	12
General funds	32,825	26,749
	39,493	38,165

Customer deposit account balances represent payments from customers in advance of supply of goods and services.

16. Creditors

	2010/11 £000	2009/10 £000
Amounts falling due within one year		
Trade creditors	12,090	4,130
Monies held on deposit for customers	3,751	3,925
Other creditors	2,748	3,856
Accruals	8,320	8,318
Deferred income	270	440
	27,179	20,669

For the purpose of the Whole of Government Accounts (WGA), there is a creditor with HM Revenue and Customs of £1.32m; this includes £0.61m NI contributions and £0.71m PAYE deductions retained by the Library as part of the PAYE process and a creditor with the Cabinet Office of £0.83m for pension contributions. Other creditor balance for intra-government categories are; local authorities £20,000, NHS Bodies £39,000 and public corporations £36,000. All other creditor balances are external to the Government.

17. Statement of funds

	As at 1 April 2010 restated £000	Transfers to/(from) £000	Expenditure £000	Incoming resources £000	Realised and unrealised gains and (losses) £000	As at 31 March 2011 £000
Unrestricted funds:						
General funds	17,765	185	(130,814)	132,042	–	19,178
Designated funds (Fixed Assets)	523,745	–	–	3,439	–	527,184
Designated funds						
Shaw Fund	4,491	(500)	–	101	–	4,092
Membership / General Donations	739	(250)	–	137	–	626
Collection Care Restoration Fund	539	–	(64)	1	–	476
Others	25	–	–	–	–	25
Transfer to unrestricted Fixed Asset reserves	–	–	14	–	–	14
Donated Asset Reserve	24,102	–	–	647	–	24,749
Total unrestricted funds	571,406	(565)	(130,864)	136,367	–	576,344
Restricted funds						
David and Mary Eccles Centre for American Studies	8,465	–	(197)	332	429	9,029
Dingwall No.2	1,026	–	(1)	30	57	1,112
Ginsburg Legacy	–	–	(12)	770	–	758
British Library Digitisation Campaign	1,279	(854)	–	108	–	533
Collection and Preservation Fund	66	1	–	307	–	374
The MEDD Fund	262	–	–	98	–	360
Sir Henry Thomas	326	–	–	9	16	351
The Sir John Ritblat Gallery: Treasures of the British Library	354	–	(25)	1	–	330
UKRR – Deduplication	199	327	(1,448)	1,208	–	286
Chinese Central Asia Database	141	45	(376)	436	–	246
Consolidated Endowment	249	–	(82)	49	2	218
Business & IP Centre	183	–	–	–	–	183
EC Fund: The European Library	183	–	–	–	–	183
Scientific MSS Digitisation Project	–	184	(3)	–	–	181
T S Blakeney	165	–	–	4	8	177
Anthony Panizzi Foundation	141	–	(2)	4	8	151
Special Exhibitions	147	–	(75)	61	–	133
Cataloguing Projects Fund	45	–	(71)	153	–	127
Spratt-Bigot Bequest	130	–	(8)	–	–	122
Endangered Archives	183	–	(565)	496	–	114
Others	3,862	(18)	(2,515)	1,262	17	2,608
Total restricted funds	17,406	(315)	(5,380)	5,328	537	17,576
Other (deficit funds)	385	880	(12,497)	7,318	–	(3,914)
Transfer to unrestricted Fixed Asset reserves	–	–	10,520	–	–	10,520
Total funds	589,197	–	(138,221)	149,013	537	600,526

The fair value reserve included within the funds stated above are:

	As at 1 April 2010 £000	Unrealised gains/ losses under Fair Value £000	As at 31 March 2011 £000	Reserve / Fund net of Fair Value as at 31 March 2011 £000	Reserve / Fund (inc. Fair Value) as at 31 March 2011 £000
Eccles FVR	(334)	429	95	8,933	9,028
Dingwall No. 2 FVR	(8)	57	49	1,063	1,112
Consolidated Endowment FVR	–	2	2	217	219
Sir Henry Thomas FVR	(2)	16	14	337	351
T S Blakeney FVR	(1)	8	7	169	176
Anthony Panizzi Foundation FVR	1	8	9	141	150
Others FVR	(3)	17	14	2,594	2,608
Restricted Fair Value Reserve	(348)	537	190	13,454	13,644

The fair value represents the difference between historic cost and market valuation at the Balance Sheet date.

Restricted funds are given to the Library for specific purchases for the collection or for projects which are related to the aims and objectives of the Library. Designated funds are monies which have been identified by the British Library Board for a specific purpose. All the funds with balances of over £100,000 at 31 March 2011 are listed above, with a brief description as to the aims of the fund shown below. 'Other' restricted funds comprise individual amounts less than £100,000.

The restricted funds in deficit at the year end represent 18 funds for which, due to the administration restrictions of these funds, costs are expended first and subsequently reclaimed from the external funding organisations. Future income streams should more than cover the shortfall and future costs involved in the projects.

Included within the Restricted Fund and Designated Fund expenditure are costs in relation to the purchase of fixed assets totalling £10.53m. These assets have been transferred from the restricted funds reserve to the unrestricted fixed asset reserve.

The transfers of £565,000 relate to internal charges or income applied to the restricted funds for the use of Library facilities and services.

Designated Funds

Shaw Fund

Established by a Charity Commission order dated 13 September 2000, with the income being available for the general purposes of the British Library Board. At a meeting in September 2003, the Board adopted the following expenditure policy for the Shaw Fund income: 'To be applied as an addition to other sources of funding, for the benefit of the readership of the British Library; for the acquisition of manuscripts and other materials, to support specific projects of a scholarly or research nature, and for other similar purposes as the Board may determine'.

Membership and General Donations

A range of externally received funds, with the funds being available for the general purpose of the British Library, as decided upon by the Executive Team.

Collection Care Restoration Fund

This fund represents money recovered by the Library following action taken in respect of damage or theft to the Collection. These monies have been reserved in order to repair the damage caused to the Collection items.

Restricted Funds

The David and Mary Eccles Centre for American Studies

Founded by the late Viscount and Viscountess Eccles, to further the establishment of a centre for American Studies.

Dingwall No. 2

Founded by Dr Eric John Dingwall, for the purchase of fine editions or the subscription of foreign periodicals.

Ginsburg Legacy

An endowment from the estate of Henry Ginsburg to fund a full-time permanent post of Dr Henry D Ginsburg Curator for Thai, Lao and Cambodian.

British Library Digitisation Campaign

To raise funds from external sources to support the Library's Digitisation Programme.

Collection and Preservation Fund

Donations and grants to assist preservation.

The MEDD Fund

For the conservation of manuscripts in the Board's collections written by British composers working since 1950.

Sir Henry Thomas

Founded in 1981 by Miss Amy Thomas, for the purchase of books relating to the culture and literature of Spain.

The Sir John Ritblat Gallery: Treasures of the British Library

A donation from Mr J H Ritblat for the Treasures Gallery.

UKRR – Deduplication

Funded through HEFCE, the UKRR aims to offer a shared, integrated storage and access solution for library services in Higher Education which will generate efficiencies for the UK research network.

Chinese Central Asia Database

Contributions to support the International Dunhuang Project in its aim to catalogue, digitise and facilitate scholarly research on the Dunhuang manuscripts held by the Library and other institutions in Europe, Asia and USA.

Consolidated Endowment Account

Founded in 1975, the fund is to be used for any purpose approved by the Board where there has not been adequate provision made through government Grant In Aid.

Business & IP Centre (BIPC)

The fund was set up to collect donations and sponsorship for the BIPC from sources other than London Development Agency. The funds will be used to further the BIPC objectives in supporting entrepreneurs.

EC Fund: The European Library

Collaboration between a number of European national libraries, to establish a professionally designed and maintained single access point to the collections in all the national library partners.

Harley Science Project

The Harley Science Project provides for the conservation, digitisation, cataloguing and uploading to the British Library's Digitised Manuscripts website of 150 scientific manuscripts in the Harley collection. These manuscripts range in date from the 9th to 17th centuries, covering mathematics, astronomy, medicine and related disciplines, and include some of the Library's greatest medieval treasures.

T S Blakeney

Founded in 1977 by Thomas Sydney Blakeney for the purchase of western manuscripts.

Anthony Panizzi Foundation

Founded in 1982 by an anonymous donor, for the advancement of public education by funding a lecture or series of lectures in the subject of advanced bibliography.

Special Exhibitions

Funding for future exhibitions.

Cataloguing Projects Fund

A collection of 'mini' projects to support scholarship and collection cataloguing activities.

Spratt-Bigot Bequest

For the purchase of works in French by French authors.

Endangered Archives

The Programme's aim is to safeguard archival material relating to societies before 'modernisation' or 'industrialisation' generated institutional and record-keeping structures for the systematic preservation of historical records. The time period will therefore vary according to the society. Any theme or regional interest will be considered, although particularly welcome are applications concerned with non-western societies.

18. Provision for liabilities and charges

A provision has been made in full for employees leaving the organisation under early retirement or early severance terms. The provision represents the estimated future costs to the Library, for both staff that have left and staff that are known to be leaving in 2010/11.

	Early retirement/ severance provision £000	Other liability and charges £000	2010/11 Total £000	2009/10 Total £000
At 1 April	1,281	150	1,431	2,184
Additional Provision	110	–	110	132
Utilisation of Provision	(568)	–	(568)	(885)
At 31 March	823	150	973	1,431
Less: Provisions falling due within one year	(368)	–	(368)	(511)
Amounts falling due after one year	455	150	605	920

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit Costs are accounted for in full in the year of departure. Where the department has agreed early retirements, the additional costs are met by the department and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

19. Commitments under operating leases

	Land and Buildings	
	2010/11 £000	2009/10 £000
Amounts payable within one year relating to operating leases which expire:		
Within one year	–	1,218
Two to five years	–	–
More than five years	8	8
	8	1,226

20. Analysis of net assets between funds

	Unrestricted funds £000	Restricted funds £000	Total £000
Fund balances at 31 March 2011 are represented by:			
Tangible fixed assets	510,698	–	510,698
Heritage assets	51,769	–	51,769
Investments	–	11,196	11,196
Current assets	52,113	2,902	55,015
Current liabilities	(27,111)	(436)	(27,547)
Non-current liabilities	(605)	–	(605)
Total net assets	586,864	13,662	600,526

21. Capital commitments

	2010/11 £000	2009/10 £000
Contracted and not provided for	8,477	11,780
Authorised, but not contracted for	16,954	19,383

The capital commitment figures include the planning and building of the Newspaper Storage Building at Boston Spa. £10m of the commitments will be spent within one year, the remainder in less than four years.

22. Related party transactions

The British Library is a Non-Departmental Public Body sponsored by the Department for Culture, Media and Sport.

The Department for Culture, Media and Sport is regarded as a related party. During the year the Library has had a number of transactions in the normal course of business and at full arm's length with the Department.

The Library has also had a number of transactions in the normal course of business and at full arm's length with eleven DCMS-sponsored bodies in relation to the loaning of objects for exhibitions.

During the year a number of Board members have contributed to the Library's Adopt a Book Appeal and Dame Lynne Brindley is a Trustee of the Gilson Trust.

The Library sets aside office space and equipment for the Friends of the British Library to undertake some of their duties, however there is no direct financial support from the Library to the Friends of the British Library.

The British Library also entered into material related party transactions with other related parties during the year, as set out below:

Related Party Transaction	Income 2010/11 £000	Expenditure
Related Party		
The American Trust for the British Library	72	–
Nature of Transaction		
Grants towards the American Civil War online project and the <i>Evolving English</i> exhibition		
Relationship		
Dame Lynne Brindley, a Trustee of the related party, served as the Chief Executive and Accounting Officer to the British Library		

23. Post Balance Sheet events

There were no Post Balance Sheet events requiring disclosure in or adjustment to the Accounts.

The Accounts were authorised for issue by the Accounting Officer and Board of Trustees on the date the C&AG certified the Accounts.

24. Contingent liabilities

British Library Newspaper Digitisation project

The British Library has undertaken the digitisation of millions of pages from the archive, using a commercial partner to take on the costs of digitisation in return for being able to exploit the digitisations commercially.

The supplier has warranted in the contract with the Library that use of the digitisations will not infringe copyright, or give rise to any possible action for defamation and has undertaken to cover any liability falling on the Library as a result of any such claims (in addition to the cost of defending the action) up to £5m.

DCMS has agreed to underwrite any liability which arises beyond that, for the duration that such claims might arise. It is considered that a claim in excess of £5m would be extremely unlikely but in the event that the liability is called, provision for any payment will be sought through the normal Supply procedure.

25. Trust funds (unaudited)

Members of the British Library Board do not act as Trustees for the Gilson and Saga Trusts; however because of the shared management and close relationship to the Library, the aggregated results for these funds are shown in table below:

	2010/11 £000	2009/10 £000
Income	8	9
Expenditure	(13)	(12)
Unrealised gains / (losses) on investments	9	27
Surplus / (deficit) for the year	4	24
Investments	299	291
Short-term Deposits	5	5
Net Debtors / (Creditors)	–	–
Cash at Bank	82	73
Net Assets	386	369

The British Library

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Front cover, clockwise from left:

Peter Barber; British Library Treasures app;

Interior of the Harry M Weinrebe Learning Centre;

Dr Aleks Krotoski, courtesy of United Agents;

Greek manuscript, Theodore Psalter, 1066.



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