

Annual Report
and Accounts 2008/09

The knowledge network



Sharing

Preserving

Advancing

Explore our Year

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Chief Executive

It's been another great year of progress, achievements and recognition for the British Library!

The Government's Digital Britain report, with its associated debate and consultation, has provided an opportunity to reinforce our critical role in the UK's knowledge economy and our support of research and the creative sector. The digitisation of our collections increasingly provides an inspirational resource which enriches education, transforms research processes and provides the bedrock for authors, entrepreneurs, musicians, television producers and many more. Working with Government we must grow faster our role as custodian of Britain's collective digital memory to avoid a 'digital black hole' of the 21st century and we have a key role to play in equipping people to take best advantage of available knowledge, whether in digital or physical form.

There is enormous public and educational interest in the digitisation of our historic newspapers and we end the year with some three million digitised and fully searchable pages available online. We are now poised to work with a commercial partner to significantly scale up this effort over the coming years. This year we have also completed the digitisation of around 70,000 books and 12,000 recordings.

The construction of a large storage facility at Boston Spa for our ever-growing physical collection nears completion. This will provide 262 linear kilometres of high density, preservation standard storage, with fully automated retrieval systems.

The Library is working with partner organisations across a range of initiatives. The UK Research Reserve is a great example of a truly beneficial national shared service. Invested in by the British Library and the Higher Education Funding Council for England, it provides higher education libraries with a secure solution to storing and preserving lower use print research journals, freeing up campus space whilst guaranteeing long-term onsite and online access to the material.


Our plans for a Digital Research Centre are shaping up, with the involvement of leading researchers and with the support of Research Councils under their knowledge economy programme. We see this development as an opportunity for partnership working, to enrich access to and interaction with multimedia material in ways that will shape both our physical and digital service developments over the next few years.

We have taken significant steps forward in services to support the scientific research community this year. *TalkScience* events have proved popular: our science collections are supporting a wealth of research – from interpreting our recordings of frog calls and investigating volcanic activity in the 18th century to using our contemporary and rare biomedical journals to inform a study on lactose intolerance. UK PubMed Central is rapidly growing as an open-access database service, with new facilities being added regularly.

It has been another year of distinctive exhibitions. *Taking Liberties: the struggle for Britain's freedoms and rights* was a particular highlight. Opened by the Prime Minister, it attracted some 100,000 visitors to see treasures including *Magna Carta*, the death warrant of Charles I, and the prison diary of suffragette Olive Wharry. The exhibition was accompanied by an award-winning education programme, and enhanced by rich interactive displays which placed visitors, whether online or in the gallery, at the heart of current debates around rights and freedoms, devolved government and free speech.

It has also been a very strong year for 'heritage' acquisitions. Highlights include the *Dering Roll*, the oldest extant English roll of arms, the *Macclesfield Alphabet Book*, a rare medieval 'pattern' book, and the archive of the Poet Laureate Ted Hughes. The latter comprises over 220 files and boxes of manuscripts, letters, journals, personal diaries and ephemera, and offers an invaluable resource for researchers of Hughes's prolific career which spanned over 40 years.

My summary would not be complete without celebrating the vital role of our staff in our success. Once again, we won a number of awards, including two from the CBI – for 'Excellence in the Public Sector' and 'People's Organisation', commending our success in engaging staff with the challenges of the digital age. I continue to be enormously proud of my colleagues, who are united in their dedication to this great institution.



Dame Lynne Brindley
Chief Executive



When science writer and broadcaster Dr Gabrielle Walker is not travelling the world doing research, she is frequently to be found working at the British Library. Specialising in energy and climate change, Dr Walker makes radio series for the BBC and appears on television. Her books include *The Hot Topic*, about how to tackle global warming, co-written with Sir David King, and *An Ocean of Air*, described as a 'natural history of the atmosphere'.

'The British Library has been essential for all of them,' she says. 'One of the things that's special about working here is that you can go right across the board. The kind of science I write about, it's not just a little bit of physics or a bit of chemistry, it's everything at once. You need somewhere where you can turn to science but also politics, history, stories and put them together, and this is one of the few places in the world you can do that.'

Explaining her approach, she adds: 'It's not just about saying this is the way that science works, or the way the world works, it's about trying to get inside people's heads, to show their motivations and inspirations, so that you read it as a story.'

For her forthcoming book about Antarctica and associated environmental issues, Dr Walker has combined several visits to the South Pole with research and writing at the British Library. 'I come back here to gather my thoughts in the Reading Rooms – a tremendously conducive place to work. But also to look up things that I can't get any other way: some of the old books about explorers in Antarctica, scientific research that's been done there and getting access to the papers as well.'

The way the Library shares knowledge provides inspiration. 'I love the way the exhibitions are open to anyone. It's very democratic. I would also say that I have had nothing but good experiences with staff. People are always trying to help you find things. It's not about "Sssh!". It's about "What do you need?" and "How can I help you?" That's what makes it such a great place to work.'



It's not about 'Sssh!'.
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It was preserved in a biscuit tin. Now it's been saved for the nation.

One of the Library's most important acquisitions of the year, the *Dering Roll* is the oldest English roll of arms still in existence. Described as a 'Who's Who' of medieval knights, the 13th century parchment is a vital record for the study of knighthood in medieval England. It was acquired following a successful fundraising campaign supported by the National Heritage Memorial Fund, The Art Fund, the Friends of the National Libraries, the Friends of the British Library and numerous individual donations.

'The Dering Roll has really captured people's imagination,' says Julian Harrison, Curator for Medieval and Earlier Manuscripts. 'Since its acquisition we have been inundated with enquiries from people wanting to find out if their ancestors are named on it.'

Measuring more than 2.6 metres long, the roll depicts 324 painted coats of arms, representing a quarter of England's barons during the reign of King Edward I. First on the list are two of King John's illegitimate children. Most are from South East England, followed by France, where some knights still had domains.

In good condition thanks to parchment's durability, the roll needed no special conservation measures. It went on display in the Sir John Ritblat Gallery: Treasures of the British Library in September 2008. Although it cannot be kept on show permanently, it will be available to researchers in the Manuscripts Reading Room. High resolution digital images will give wide access to those who do not need to see the original document. An online facsimile will be made available in collaboration with Dover Castle, where the roll is thought to have been commissioned. It is named after a 17th century Lieutenant of the castle, Sir Edward Dering.

'During the 20th century it was preserved in a biscuit tin,' says Julian Harrison. 'Now it's been saved for the nation and digitised in such a way that future generations and current readers can have access to it in ways that were impossible before.'

Greater access could shed new light on the roll's origins. 'Nobody actually knows precisely when and where it was made – it is all informed speculation,' says Julian Harrison. 'Now researchers will be able to refine and revise these ideas and maybe connect it with other documents made during the period.'

Ted Hug

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There are so many questions that might be answered with careful research.

Juan Garcés, the Greek Manuscripts Digitisation Project Manager, leads the project to digitise the *Codex Sinaiticus*, the earliest existing Christian Bible. 'It is an international collaboration to reunite one of the world's most important manuscripts in digital form and make it available to a global audience for the first time,' he says.

Produced more than 1,600 years ago, the Codex contains the oldest complete copy of the New Testament. It was preserved for centuries at St Catherine's Monastery near Mount Sinai in Egypt before its pages were dispersed. Handwritten on parchment, it is regarded as critical to understanding the history of the Christian Bible and the development of Christianity.

The major collaboration is a partnership between the four institutions where surviving pages are located: the British Library, Leipzig University Library, the library of St Catherine's Monastery and the National Library of Russia.

July 2008 saw the first step with the launch of the *Codex Sinaiticus* website, offering access to more than 25% of the manuscript. This was the landmark first phase of the extensive online initiative to reunite the different parts of the Bible.

'It is the website which starts to bring the strands of the project together and makes them accessible in the most innovative form,' says Juan Garcés. 'The user will not only find information on the project and the *Codex Sinaiticus* itself but an integrated digital edition of each page.'

Users can view pages in standard or angled light, revealing physical features of the parchment. Next to the image, a full transcription of the original Greek text shows all the corrections added throughout its long history. Translations of selected books and passages are provided in English and German. Images and transcription are fully cross referenced.

In the next phase, the full text of the manuscript will be accessible in one place, for everyone to research and enjoy, by July 2009. A print facsimile edition, a popular book and scholarly essays are also being produced and an international conference and exhibition are planned.

The project could reveal much more about the Codex and its history.

'There are so many questions that might be answered with careful research,' says Juan Garcés. 'New technologies allow us to see features that are not visible to the naked eye, giving access to layers that have been erased or written over.'

www.codexsinaiticus.org



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Explore our year



Accessing

Many of the year's key developments focused on improving access to the British Library's world class resources – from historic manuscripts to sound recordings.

With more than 15 million records in the British Library's integrated database, the priority is to make it easier for users to find what they need. The transformation of search and navigation got underway with the introduction of the new PRIMO-based **Search our Catalogue** service. Modelled on the search facilities of Amazon and Google, the technology will enable users to search and view details of books, journals, newspapers and conferences, to tag books and write reviews. Users were invited to try out and give feedback on the test site.

A new programme designed to underpin access to research by higher education moved ahead. Following a successful 18-month pilot phase, the **UK Research Reserve (UKRR)** programme was launched with funding worth £9.84 million from the Higher Education Funding Council. In this collaborative initiative between higher education libraries and the British Library, the Library will store low-use journals for the higher education community and make them available to researchers and others using state of the art technology.

Access to an outstanding collection of 17th and 18th century newspapers was opened up to higher and further education institutions and Research Councils in the UK. A vivid insight into British history, the **Burney Collection** is now available online free of charge to unlimited numbers of students and researchers. Among the highlights are day to day coverage of the South Sea Bubble – the financial scandal of the 1720s – and reporting of the French Revolution and the inauguration of George Washington.

Free WiFi internet access was introduced to all British Library Reading Rooms and most public areas at the St Pancras site, recognising the growing range of research material available on the internet.

The British Library **website** was redesigned, with a new home page bringing more content to the top level. A 'Help for Researchers' page was introduced, making it easier to access information about collections. A new online gallery was launched with more than 30,000 images, online exhibitions and virtual books in our Turning the Pages™ format.

Access to items in the main **Integrated Catalogue** was considerably improved. New search facilities were introduced and the remote requesting hours extended to seven days a week, making it easier to order items in advance of a visit to the Reading Rooms.

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Explore our year



Collecting

A number of outstanding collections were acquired and saved for the nation during the year.

Fay Godwin archive: the archive of the celebrated photographer, who died in 2005, and was renowned for her black and white landscape photographs and portraits of literary figures. As well as the entire contents of her studio, the archive includes correspondence with sitters such as Ted Hughes, Philip Larkin and Doris Lessing.

Dering Roll: the oldest English roll of arms still in existence, the 13th century parchment depicts 324 painted coats of arms, representing a quarter of England's barons during the reign of King Edward I.

Ted Hughes archive: an invaluable collection of manuscripts, letters and other material is contained in the archive of one of the towering figures of post-war British poetry. Of great interest are manuscripts relating to *Birthday Letters*, the poems charting his relationship with Sylvia Plath.

Parole in Libert ...: A century after the founding of Futurism, the British Library acquired a rare book, made from tin, which was produced in 1932 by Italian avant-garde artists Filippo Tommaso Marinetti and Tullio D'Albisola.

Graham Swift archive: the archive of the acclaimed novelist contains manuscripts, revisions and other material relating to his eight novels including *Waterland* and the Booker Prize-winning *Last Orders*, as well as his collections of short stories and non-fiction.

The Communist Manifesto: the acquisition is believed to be the only complete copy of the first edition to be held in the UK, and the only one in the world in a national library.

Kodak Ltd archive: the company archives of Kodak Ltd span more than 120 years. They include documents and photographs charting the development of photography and make an important addition to the Library's photographic collections.

The Macclesfield Alphabet Book: an appeal was launched to acquire the beautiful and extremely rare 'pattern' book dating from around 1500, thought to have been used by scribes in medieval Britain to produce luxury books.

Late 16th century German broadside: the large printed sheet has a portrait of Sir Francis Drake, one of only two full length depictions from his lifetime, and lines of German verse.

The Zweig archive: printed and manuscript material from the collections of the Austrian writer and collector Stefan Zweig and his heirs, complementing the Library's renowned Zweig Collection of literary and musical autograph manuscripts.

Monteverdi letter: a long autograph letter from the composer Claudio Monteverdi to the Marchese Enzo Bentivoglio, dated 1627, the only letter of Monteverdi's to have been sold at auction.



Far Right *Meall Mor, Glencoe* (1989) by Fay Godwin
Right *Parole in Libert ...*



Explore our year



Preserving

In preserving its collections for future generations, the British Library aims to take a holistic view of storage, security and preservation methods.

One of the landmarks of 2008/09 was the near completion of new storage facilities at Boston Spa. The **Additional Storage Building** will play a key role in enabling the Library to store and provide access to irreplaceable books and journals, which will be preserved in an appropriate low-oxygen environment. Containing 262 linear kilometres of high-density, fully automated storage, the new facilities will provide much needed extra capacity as existing buildings become full in the next few years.

Work went ahead on implementing the **Newspaper Strategy**, which will transform access to the British Library's newspaper collection. Closure of the existing storage buildings at Colindale is necessary because of lack of space and inadequate environmental conditions to meet required preservation standards. The Legal Deposit building at 120 Colindale Avenue will close on 31 December 2010, when all newspaper processing will move to Boston Spa.

Progress was made in extending **legal deposit for digital materials**. Working through the Legal Deposit Advisory Panel and the Joint Committee on Legal Deposit, the British Library partnered with the five other legal deposit libraries in the British Isles and publisher representatives to determine the most appropriate arrangements for capturing and storing the nation's digital publications for the benefit of current and future generations.

Work began on a major project to help preserve and organise personal digital archives, safeguarding precious material for the future. The British Library worked in partnership with University College London and the University of Bristol on the **Digital Lives** project, which explored everything from legal and ethical issues to appropriate technologies for use with digital archives.

The Library hosted thought-provoking conferences and events about the digital future. A conference marking the second phase of the **LIFE project** (Life Cycle Information for E-Literature) focused on understanding the costs of digital preservation, enabling organisations to plan for the future. The iPRES 2008 conference (International Conference on the Preservation of Digital Objects) attracted researchers and practitioners from around the world, to explore the latest developments in digital preservation.



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Explore our year +

Sharing

Many activities took place to promote sharing the expertise and resources of the Library and its partners.

The Library hosted a series of **TalkScience** events, providing opportunities for scientists and those who use scientific information to engage and debate topical issues. The Library is part of an international alliance providing access to worldwide scientific databases, <http://worldwidescience.org>

As part of the UK PubMed Central programme, the number of free, downloaded **journal articles** increased nine-fold over the year. The Library worked with its partners, Mimas (at the University of Manchester) and the European Bioinformatics Institute, and secured additional funding to further develop the service.

A major new three-year study was commissioned with the Joint Information Systems Committee (JISC) into the research behaviour of research students born between 1982 and 1994 – dubbed '**Generation Y**'. The aim is to explore ways in which services might be remodelled for future generations.

The Library hosted the **LIBER Library Collection Security Conference**, a forum to share experience in managing risks, investigating incidents and preventing loss, sponsored by the Association of European Research Libraries.

Addressing the severe shortage of conservation training, the Library continued to offer internships in sound archiving and book conservation.

A three-year research project on **The Italian Academies 1530 – 1630: a themed collection database** went ahead in collaboration with Royal Holloway, University of London, and supported by the Arts and Humanities Research Council. An online catalogue of books published by the academies will be created to facilitate access for scholars.

Welfare Reform on the Web, an abstracting service for social policy researchers and practitioners, celebrated ten years in production with a seminar on social citizenship, human rights and poverty. This was one of a number of events led by the Social Science team to engage with the social sciences research community. Events were also run in partnership with other organisations such as The National Archives and the Economic and Data Service (ESDS). Further support for the social sciences community was given by hosting PhD students on placements, funded by the Economic and Social Research Council (ESRC), through the Library's own National Training Postgraduate Training Days and through joint-leadership of two ESRC-funded seminar series on Corporate Social Responsibility and Multi-modality of PhD theses.

The annual **Douglas W Bryant Lecture** was given by the respected US political commentator Larry Sabato, who looked back at the historic US election of 2008.

The **Business & IP Centre** worked with more than 150 organisations, to share a broad range of expertise with its 34,400 annual users. It responded to the economic recession by launching an outreach programme targeted at unemployed people and undergraduates, and developing a new series of workshops and events aimed at helping small businesses survive and thrive in the recession. In addition, it continued to develop its web-based services by launching a suite of e-learning courses which take users step by step through the protection, development and exploitation of their ideas, and producing live webcasts of its popular 'Inspiring Entrepreneurs' series.



Right Exhibit from Western Eyes Exhibition
Left TalkScience event as seen through a virtual conference centre within Second Life



Strategic priorities

Progress against 2008/09 commitments and report on funding agreement projects

Since publishing *The British Library's Strategy 2008 – 2011*, we have set out our action plans for the coming year in the Annual Report. Each year we also report our progress on these plans.

1. Enrich the user's experience

Look into the need for the creation of a digital centre

The British Library's Digital Research Centre Programme has been established to meet the needs of future researchers. One proposal is a centre that will provide the next generation of users with a working space in which they will be able to access digital content in a collaborative working environment. Initial approaches to strategic partners were well received and the first review by the Office of Government Commerce gave a positive assessment of the programme. Third-party funding commitments were received for the development of a proof of concept, and a manager and team were appointed. Workshops were held to explore how research practices are supported and enhanced by their physical and digital settings, and £3 million of funding has been allocated by the Research Councils for research in this area. The programme is making good progress against the plan.

Develop a detailed implementation plan for a dedicated newspaper storage building at Boston Spa and state of the art access at St Pancras

The Library's newspaper strategy sees access for newspapers moving to St Pancras where microfilm and digital surrogates will be used. Hard copies of newspapers will move to a state of the art storage building at Boston Spa. The project requires funding approval from the Department for Culture, Media and Sport, and HM Treasury.

The converted Business & IP Centre floor 2 has been fitted out as a Reading Room and opened for general Reader use in advance of becoming the Newspaper Reading Room.

Continue to generate awareness and usage of Business & IP Centre

The Library's Business & IP Centre supports entrepreneurs and Small and Medium Enterprises (SMEs) from that first spark of inspiration to successfully launching and developing a business. During the year the Centre delivered a total of 2,362 business and employment support and skills development sessions, which comply with London Development Agency targets. A report was produced on how the Centre is supporting SMEs and entrepreneurs in the recession.

Hold two major exhibitions at St Pancras

The Library holds two major public exhibitions at St Pancras each year. *Ramayana: Love and Valour in India's Great Epic* received 114,458 visitors overall, 17 per cent above target. The exhibition also attracted 30 per cent black and minority ethnic visitors, 45 per cent of whom were first-time visitors to the Library.

Taking Liberties: The struggle for Britain's freedoms and rights received 97,098 visitors. An additional 64,677 came to see *1968 on Record: A Year of Revolution*, which was very positively received. Overall visitor numbers for the year were 581,702, which is 28 per cent above target and 11 per cent higher than 2007/08.

2. Build the digital research environment

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

Software to process electronic journals was received and tested. More testing was found to be needed and introduction was rescheduled for May 2009. The mailroom system is being replaced to process books and newspapers published in digital form. Work on open standards interfaces was re-scheduled so that it could be co-ordinated with the PRIMO 'Search Our Catalogue' service. Successful pilot testing took place to give access to digitised and 'born-digital' newspapers.

Continue to lead development of the European Commission funded PLANETS project

The PLANETS project (Preservation and Long-term Access via Networked Services) aims to reduce the loss of digital information and improve accessibility of digital materials in the long term. Software was successfully introduced and events held to prepare for the implementation of PLANETS by national libraries. The preservation planning tool, Plato, won an award for best demonstration at ECDL (European Conference on Research and Advanced Technology for Digital Libraries). A major survey of the potential market for PLANETS technology and services closed with returns from over 200 organisations.

Continue to work with the Legal Deposit Advisory Panel, publishers and the other UK legal deposit libraries to collect offline electronic content, e-journals and public web content through voluntary schemes

The Legal Deposit Advisory Panel made its first recommendations to the Secretary of State for offline ('handheld') publications such as CDs and DVDs, and freely available online material in the UK web space. The Panel has also planned a series of projects to address different aspects of deposit and to arrive at a recommendation for commercial and other online publications.

The voluntary scheme for the deposit of e-journals continues and much effort has been put into testing and development.

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Strategic priorities

5. Develop our people

Continue to develop an integrated talent development and succession planning strategy

Building on the success of the talent management activities since 2006, leadership development opportunities have been extended to a wider senior management group. Development continued through running of additional leadership development centres, with personal development plans drawn up to strengthen individuals' leadership style. The Organisation Talent Review was repeated in March 2009, to a wider more inclusive staff group. This model has been piloted within a department in Operations and Services Directorate; outcomes of this pilot will help to identify how to ultimately cascade talent management throughout the whole of the Library.

Continue to develop and implement the Library's Diversity Strategy

The Library continued to develop and implement its strategy to build a diverse workforce and increase engagement with wider communities. It submitted a five-year report and also an Annual Report to the Equality Commission for Northern Ireland. The Gender Group published its first Annual Report and held meetings on issues such as transgender awareness and the 'glass ceiling' for gay women. A Race Group was convened, an action plan was developed and race awareness training began. The Disability Action Group completed the second year of its action plan. Training continued to have a high priority and new initiatives included the launch of online diversity training.

Design and implement a Corporate Social Responsibility framework

Top of the agenda in 2008 was to develop a Corporate Social Responsibility (CSR) framework. The goal: to sustain the world's knowledge. The challenge: to structure a CSR framework which enhances that which the Library does by default.

The Library has developed action plans in line with its CSR framework to ensure that it is meeting not only the public sector requirements on sustainable development, but also engaging its staff in local communities; ensuring responsible procurement and celebrating diversity. The working group provides cohesion for CSR processes and a platform upon which ideas and projects can be discussed and implemented.

More than 40 new volunteers were trained in school reading at Boston Spa and St Pancras and a mentoring programme was also started for a local secondary school in London. A successful Book Review competition was held with a local school in celebration of World Book Day and a number of events were held at the Library to support Black History Month. A revised ethical procurement process was produced and access to the opportunities of working with the Library as a supplier (amongst other CSR related information) were made via a new dedicated CSR page on the British Library website.

6. Guarantee financial sustainability

Complete the first phase of the collaborative storage project, funded by the Higher Education Funding Council

To address the growing shortage of storage space in UK research libraries, the Library and representatives of higher education libraries formed a task force to explore the feasibility of a UK storage solution – the UK Research Reserve (UKRR). A successful bid was made to the Higher Education Funding Council to support this approach which was taken forward by six early-adopting universities. After the first pilot phase was completed on schedule, the second phase got underway with an award of £9.84 million from the Higher Education Funding Council for England (HEFCE). The award recognises the British Library's key role in supporting university libraries to meet the changing needs of researchers, and safeguarding research material for future access.

Ongoing activity

As one of the world's leading research libraries the British Library undertakes a wide range of international activity.

The Library is a partner in the World Collections Programme (WCP), a three-year, £3 million initiative funded by the DCMS which aims to develop links with institutions in Asia and Africa. To enable the Library to undertake international activity, it secured additional funding of £227,775 from the World Collections Programme (WCP), the British Council, the Foreign & Commonwealth Office, and Friends of the British Library.

Through WCP a Library team visited India to renew existing and establish new relationships with government, national cultural institutions and higher education sectors for future collaboration. Researchers from the Institute of Ethiopian Studies visited the Library and a research programme is being developed to explore the Library's Islamic collections relating to East Africa.

The award-winning International Dunhuang Project which was set up to analyse and virtually reunify the ancient Buddhist material discovered by Sir Aurel Stein, was established in the British Library in 1994 and now has centres in London, Beijing, Dunhuang, St Petersburg, Berlin and Kyoto. With funding from WCP, two interns from Dunhuang are developing their specialist digital skills at the Library.

The British Library administers the £10 million Endangered Archives Programme (EAP) sponsored by Arcadia which awards grants to preserve endangered records and relocate them to institutional archives in their local region. A digital copy is also deposited with the British Library which is made available to scholars around the world. Ninety one grants were awarded.

ACTION

1. Capture

- Continue (LDAP), recomm publicat
- Continue publicly

2. Connect

- Enhance extending new con and the
- Pilot the to tradit
- Continu of acces
- Integrat Library's the user

3. Transfer

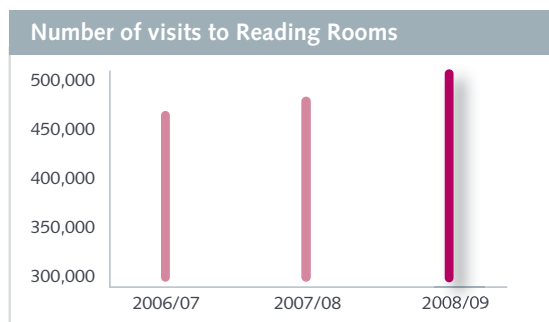
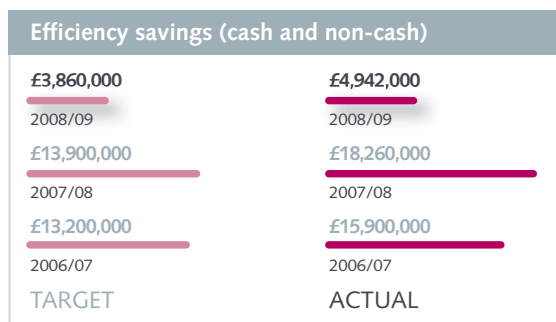
- Continu storage access to industry

4. Support integrat

- Work in Council led by In Research research
- Modern for the Educatic
- Establish north of for the c

Performance

KEY PERFORMANCE INDICATORS

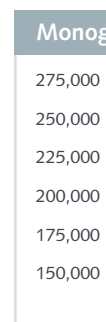


	Target 2008/09	Actual 2008/09	Actual 2007/08	Actual 2006/07
Quality				
Reading Room user satisfaction: percentage of Readers rating the services and facilities they used as either 'very satisfied' or 'quite satisfied'	92%	93%	93%	94%
Exhibition visitors satisfaction: percentage of visitors rating the quality of their visit as either 'excellent' or 'good'	95%	95%	94%	98%
UK remote user satisfaction: percentage of users who are 'totally satisfied' with the Document Supply service	84%	83%	82%	83%
Web usage satisfaction: percentage of website users rating www.bl.uk as 'excellent', 'very good' or 'good' ¹	85%	92%	-	-
Throughput				
Number of visitors to the Library's Learning website ²	750,000	1,221,426	1,106,746	341,225
Number of learners attending educational sessions ³	11,250	19,772	17,561	10,127
Number of visitors to the Library's onsite and virtual public access facilities	1,555,510	1,752,718	1,699,161	1,625,424
Number of items supplied/consulted remotely and onsite	7,780,000	8,340,518	8,209,444	8,486,509
Number of visits to Reading Rooms	500,000	501,020	486,867	474,074
Number of items acquired/processed ⁴	936,924	996,776	984,681	974,255
Percentage of UK legal deposit material acquired ⁵	95%	88%	94%	93%
Percentage of material delivered electronically ⁶	67%	65%	60%	55%

65%
of items now delivered electronically

- The web satisfaction survey was introduced in 2008/09.
- The Library's Learning website provides source material and interactive activities for teachers and students, supporting English, History, Religious Education, Art and Design, and Citizenship.
- The increase in 2008/09 was primarily due to the success of *Ramayana* and *Taking Liberties* exhibition workshops, but also due to the increased awareness of the Library's Learning programme amongst schools and colleges. In addition, the Library has run more conferences for teachers and students, family events, adult tours and has undertaken a larger regional programme.
- The 2007/08 and 2006/07 figures have been restated to correct an element of double counting in prior years.
- During 2008 the Library has undertaken a project aimed at an improved understanding of the 'Legal Deposit universe' of published monographs. This has had a significant effect on the Library's intake volume. The Legal Deposit team are constantly working with a wide variety of publishers to encourage deposit. However, the Library does not have the resources to undertake this advocacy on a larger scale. The Library is therefore faced with a situation where absolute levels of deposit are increasing, to the benefit of the National Collection, but % deposit is at a lower level than previously declared.
- 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). The volume and proportion on electronic supplies in 2008/09 continued to increase by 5% on the previous year, although some technical issues surrounding secure electronic delivery towards the year end meant that the target was not achieved.

KEY PER...



Throughput
Exhibition lo
Items acquir
Monograph
Serial titles⁹
Newspaper
Patent speci
Other specia
Electronic

Cataloguing
Catalogue re
Digital imag

Efficiency sa
Efficiency sa

Efficiency
Document s
Percentage o
Reading Ro
Average sick

15%
digit...

Statistics

WEBSITE USAGE

	2008/09	2007/08
Use of www.bl.uk		
Unique hosts served ¹	6,211,722	6,060,362
Successful requests for pages (page hits) ²	77,273,030	69,788,291

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. Every landing on every page is counted in this figure.

SERVICE IN THE READING ROOMS

Seats available for users at 31 March 2009	Reader desks	Other provision¹
Humanities Floor 1 and 2 Reading Rooms	436	85
Rare Books & Music Reading Room	293	67
Maps Reading Room	49	20
Asian & African Studies Reading Room (formerly known as Oriental and India Office Reading Room)	83	48
Manuscripts Reading Room	72	21
Philatelic Collections	1	0
Science Reading Rooms	128	58
Business & IP Centre	100	58
Social Sciences Reading Room	50	27
Newspapers (Colindale)	77	77
Boston Spa Reading Room	76	16
Total	1365	477

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).

more
than
77 million
page hits

BIBLIOGRAPHIC SERVICES

Records in British Library catalogues and databases at 31 March 2009	2008/09	2007/08
British Library Integrated Catalogue ^{1,2}	12,506,391	12,243,857
Access to archives ^{2,3}	593,338	593,338
Asia, Pacific and Africa Collections – Japanese and Chinese ^{2,4}	63,621	58,923
Allied and Complementary Medicine (AMED)	230,091	219,959
British National Bibliography (BNB)	2,794,006	2,681,836
Sound Archive Catalogue ²	3,134,287	3,102,434
English Short Title Catalogue (ESTC) ²	477,300	473,591
Incunable Short Title Catalogue (ISTC) ²	29,993	29,813
Electronic table of contents ^{2,5}	35,253,510	32,787,442
International Standard Serial Numbers (ISSN) UK Centre	125,909	94,202
Manuscripts ²	818,037	809,722
Newspapers ^{2,6}	55,761	56,049
Register of Preservation Surrogates	217,967	215,095
Total⁷	56,300,211	53,366,261

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

2 Available from the Library's website.

3 Conversion of printed catalogues to electronic versions for inclusion on the Access to Archives website hosted by The National Archives, was completed in 2006/07 and therefore this figure has remained the same in 2008/09.

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

5 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.

6 The decrease in 2008/09 is due to some titles previously included in the count of newspaper records have been recategorised as serials.

7 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 2009	2008/09	2007/08
Monographs ¹	13,735,633	13,706,861
Serial titles (all) ²	826,112	828,928
Manuscripts (single and volumes)	347,263	341,949
India Office records ³	452,175	452,150
Philatelic items	8,265,391	8,261,791
Cartographic items	4,343,842	4,335,542
Music scores	1,604,779	1,601,330
Sound discs	1,452,997	1,430,899
Sound tape items	244,494	243,768
Digital audio files ⁴	14,843	7,732
Videos	32,029	30,747
Prints and drawings	33,060	33,041
Photographs	294,220	289,891
Patent specifications ⁵	58,892,064	62,508,920
Reports in microform	10,330,059	10,288,915
Theses	171,627	164,295
Total	101,040,588	104,526,759

1 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.

2 The figure for serial 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.

3 The archives of the India Office (1858–1947) and its predecessors, including the East India Company (1600–1858).

4 Digital audio files are now used extensively and have largely taken over from sound tape items.

5 The reduction in 2008/09 is due to the de-accessioning of pre-2003 paper based US patents. Access to both paper and electronic copies of these specifications is available at the National Archive and Records Administration (NARA), Washington.

ITEMS RECEIVED

Monographs
Serial issues
Maps and atlases
Music scores
Newspapers
Playscripts

Total

Serial titles received

Claims for items

STORAGE

Kilometres covered
Working capacity
Extent of collection
Percentage

PRESERVATION

Preservation

Grant in Aid
Donations/estates
Sales income

Total

Items preserved

Conservation
New binding
Minor repairs
Boxing/other
Preservation

Total

Preservation

Newspapers
Books, periodicals

Total

Structure

GOVERNANCE AND LEADERSHIP

Structure

DAME LYNNE BRINDLEY

Chief Executive

MARY CANAVAN

Human Resources

Organisation Development

OD Strategy
Learning and Development
Talent and Career Development

Pay and Reward

Remuneration
Employee Relations
Job Evaluation
Benefits

Strategic HR Management

Policy Development
Professional HR advice and support
Diversity
HR Operations

Management Information and Business Development

Staff opinion survey
Wellbeing programme
Business and Financial planning for HR
HR Management Information
Corporate Social Responsibility

PHIL SPENCE

Operations and Services

Document Delivery and Customer Services

Service Delivery
Service Support
Systems Development
Process Development
Customer Services

Collection Acquisition and Description

Collection Processing
Collection Development
Bibliographic Development Implementation

Resource Discovery

eBooks Delivery
Electronic Resources
Catalogue Development

Reader and Reference Services

Reader and Visitor Services
Imaging Services
Reference Services
Research Team
Newspaper Services
Service Improvement
O&S Communications

JILL FINNEY

Strategic Marketing and Communications

[Ms Finney resigned from the Library on 20 February 2009]

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

Product Development and Publisher Relations

Communications

Corporate Communications
Internal Communications
Press and Public Affairs

Web Services

Internet
Intranet

Creative Services

Audio Visual Services
Corporate Design
Multimedia Production

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Finance and

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Directorate

Strategy an

Business PL
Corporate
Information
Corporate

Integrated

Security
Health and
Risk
Business C
Emergency

Procurement

Purchasing
Contracts
Legal and

Estates

Real Estate
Constructio
Facility Cus
Building Se

Corporate

Additional

Structure



MARY CANAVAN

Director, Human Resources

The British Library continues to evolve at a rapid pace and we have continued our work in developing and communicating our employer proposition effectively. A new careers website has been under development throughout the year and significant work has been put into rationalising the overall recruitment process. Our staff have also had the opportunity to feedback to the organisation via the staff survey and the results have continued to show very positive results in overall satisfaction and engagement.

Development of action plans to create a Corporate Social Responsibility framework for the Library has also taken place, which has provided a good opportunity for various strands of the organisation to come together to focus on a set of common goals.

There has been continued, strong progress in the development of the Library as a diverse organisation, with the embedding and support for various action groups and delivery of Equality and Race and Cultural awareness training throughout the organisation.

The work on leadership development has continued apace, with development centres rolled out to managers at other grades, enabling us to create talent pools and succession plans, incorporating a cadre of senior managers whose strengths and development needs are known and supported in a more strategic way.

The delivery of specific, targeted training across the Library in support of the Library's ongoing strategy continued apace in 2008/09. In Diversity, the Library ran both Equality Impact assessment and Race and Cultural awareness training and began to roll out online Equality training for all staff. Career Development, Leadership and Senior Manager development progressed further, reaching even wider audiences and staff can also take the European Computer Driving Licence qualification online. Managers and staff also benefited from enhanced Customer service and Recruitment and Retention training during 2008/09.



PHIL SPENCE

Director, Operations and Services

The Operations and Services Directorate continues to deliver excellent services across the British Library, with continued high levels of satisfaction of 93 per cent for St Pancras Readers and 83 per cent for Document Supply customers.

This year has seen even greater focus on improving access to our collections and meeting the changing needs of all our customers. The new 'Search Our Catalogue' service has been launched, providing researchers with the first of many major improvements in access to the Library's collections, both hard copy and digital.

During the year the Directorate acquired 996,776 items, a record number, to be available for researchers.

We have established a new digitisation studio in Boston Spa, digitising 19th century newspapers, medical journals and theses; making more material more readily available to customers.

A further one million pages of 18th and 19th century newspaper content has been digitised and will be added to the historic newspaper site in 2009. This content is free to the Higher and Further Education sectors and will also be launched to audiences worldwide via a micro payment system.

An exciting project has commenced to introduce new state of the art services to manage orders from the collection, and their delivery to researchers. The first phase of this project will improve the services we offer to customers of our Document Supply Services in UK Higher Education and we have completed work to understand the future needs of these customers.

Significant strides have been made to advance the visitor experience, including a new signage scheme, multilingual web pages and a new map of St Pancras. Capacity has also been increased in the St Pancras building, with the creation of 100 new seats for general collection Readers, a project that Readers contributed to significantly.



JILL FINNEY

Director, Strategic Marketing and Communications

[Ms Finney resigned from the Library on 20 February 2009]

In a year when the economy was so much on everybody's mind, the Business & IP Centre made a difference for growing numbers of budding entrepreneurs. It moved swiftly to anticipate and respond to the needs of small businesses in the credit crunch. As well as adapting services it reached out to unemployed people to tell them what we offer. Overall, the Centre smashed its targets for business and employment support. It did the same with its targets for women (44 per cent versus 33 per cent) and black and minority ethnic customers (56 per cent versus 29 per cent). The centre held more than 2,300 sessions, working with over 150 organisations to support entrepreneurs and business enterprises.

A really important exhibition was *Taking Liberties*, showing people many iconic items that have defined political and social life in today's Britain. Equally importantly, it gave them the opportunity to express their views in innovative ways about issues that affect us all. We were delighted when the website won two prizes at the 2009 Learning on Screen Awards, including the Premier Award for 'an outstanding production that effectively meets its specified educational objectives'.

More than 114,000 people came to see the exhibition *The Ramayana: Love and Valour in India's Great Epic*. Both the exhibition itself and the exciting linked events made an important impact, encouraging so many new visitors to the Library from many different ethnic communities.

I think many people will have noticed the difference in our main website, too, this year. Coinciding with refreshed branding, we made significant improvements to areas that people use frequently – the Online Gallery, What's On and Help for Researchers.

In higher and further education, one of the most significant developments is ETHOS – a live national service to make all UK theses available to researchers anywhere in the world. It is already proving spectacularly popular and is a great example of the power of partnership between the Library and other institutions – a real model for the future.

STEVE M...

Director, Fi...

This year ha... the foundat... and long-te... the very rea... challenges o... a consisten... response fro... that make u...

The masterp... was comple... foundations... the future o... with the pr... Building. A... the St Panc... that exist to... using both... potentially... land to the...

This reshapi... driven by th... current and... of the Libr... was quickl... of proposa... for the futu... beyond.

The Library... significant b... itself facing... reductions... Through a... financial pla... management... on efficienc... achieve all... back on its...

A significan... have come... processes, i... tendering o... and mainte... on risk man... the Library's... benefits wit...

GOVERNANCE AND LEADERSHIP

Corporate governance: the British Library Board

Operation

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, 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. He facilitates both the contribution of the Board members and also constructive relations between the Board and the Executive. He 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 those 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 Capital Projects Committee, and, since March 2007, the Investment Committee. The minutes of the meetings of the Board Audit Committee, the Capital Projects Committee, and the 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 at www.bl.uk/aboutus/governance/blboard/boardcommittees.pdf

A Register of Interests of Members of the Board is maintained and is reviewed by the Board Audit Committee. 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 at www.bl.uk/aboutus/governance/blboard/pdf/blregint.pdf

Membership during 2008/09

CHAIRMAN

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

MEMBERS

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

Dame Lynne Brindley DBE MA FLA FCLIP FRSA (Chief Executive, The British Library)

Dawn Airey (Chair and CEO of Channel Five) brings to the Board her leadership experience in a major commercial company. [Ms Airey's first, four-year term of appointment expires on 31 March 2011.]

Robin S Broadhurst CBE FRICS (Chairman of Grainger plc and Sableknight, 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 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's second, four-year term of appointment expires on 19 December 2010.]

Sir Kenneth Calman KCB DL MD FRCP FRCS FRSE (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 first, four-year term expires on 31 March 2011.]

The Rt Hon Lord Fellowes GCB GCVO QSO PC (Chairman, Barclays Private Bank) was appointed to the Board by HM The Queen. [Lord Fellowes's first, four-year term expires on 29 September 2011.]

Professor D FEng (Pro University for her lead acumen in [Professor on 31 Mar

Eileen Mac Finance Of she has hel at the Roy Edinburgh Scottish Fir to the Boar administrat appointed ministers. S Committee year term o 16 July 20

Professor of The Sha of Birmingh British Libr and experi university a background [Professor expires on

Maggie Se Officer and (Corps Ltd) experience to advise th Small and [Ms Sempl on 31 Mar

SECRETAR
Andrew St
Head, Corp

Grants and donations

Here we celebrate some of the initiatives that have been made possible this year thanks to the generosity of our donors and supporters.

Every individual, trust, corporation and grant making body that supports our work makes an investment in the future of scholarship and enterprise, in learning and research, and in the enrichment of people's lives. Without charitable gifts and grants the British Library could not sustain its position as one of the greatest research libraries in the world.

PACCAR Gallery

We were delighted to receive a substantial donation from PACCAR Foundation in support of our activities to redefine the role of the Library in the 21st century. In particular, the donation was made to help us make our special collections – unique and primary source materials – available via the web. This will allow us to take a significant step forward in offering audiences around the world a chance to research and enjoy our resources. In recognition of PACCAR Foundation's generosity, we have named our temporary exhibition gallery 'PACCAR Gallery'.

Digitisation of Greek manuscripts

We are very grateful to the Stavros Niarchos Foundation for making it possible for us to undertake a project to digitise 250 of our Greek manuscripts to make them fully accessible to researchers around the world through the internet. We will also create catalogue records for each item and create a website that will enable researchers to search using key words and interactive technology that will allow them to upload notes and collaborate with other researchers virtually. We aim to launch the website in summer 2010. We are continuing to fundraise to enable us to add the remaining Greek manuscripts and papyri to the site in the longer term.

The Dering Roll (c 1270 – 1280)

The *Dering Roll* is the oldest surviving English roll of arms from the reign of King Edward I (1272 – 1307). It provides a vital record of English medieval knights, depicting the coat of arms of approximately a quarter of the English baronage, predominantly of Kent and Sussex. The roll is a key document for the study of English heritage, and provides us with a valuable insight into the political allegiances of feudal society at this time. The roll was acquired with the assistance of the National Heritage Memorial Fund, The Art Fund, Friends of the British Library, Friends of the National Libraries and the numerous individuals who responded to our appeal.

The Ted Hughes archive

The Library acquired an important part of the archive of the late Poet Laureate, Ted Hughes (1930 – 1998), one of the most influential literary figures of post-war Britain. The archive contains a considerable amount of personal correspondence and unpublished material, particularly relating to his most successful and acclaimed work, *Birthday Letters*, his collection of 88 poems considered to be his most explicit response to the suicide of his estranged wife Sylvia Plath in 1963. The archive provides an insight into the private and personal side of Hughes's life. The purchase was made possible by the Shaw Fund, Friends of the National Libraries and Friends of the British Library.

The International Dunhuang Project

Forty thousand manuscripts in the British Library, up to 2,000 years old, come from Silk Road towns and temples, excavated by Aurel Stein in the early 20th century. Other Silk Road explorers also acquired tens of thousands of archaeological treasures, now held by institutions across Europe. Thanks to a grant from the Culture Programme of the European Commission, the British Library has been leading a 15-month project to bring these objects and the lives of the explorers to a wider European audience.

'Cultural Routes in Eurasia' (CREA) involves six EU partners (from the UK, Hungary, France, and Germany) and three associate partners from China. Its activities have included a photography exhibition in Beijing, educational workshops in Britain and China, and an archaeological field trip. http://idp.bl.uk/idp_crea/index.htm

Appeals

Over the past year we have seen our fundraising appeals go from strength to strength. The Adopt a Book programme has attracted donations from all over the world for adoptions of classic books through to specialised subjects. Gifts received from this programme support the British Library's world-class conservation team, enabling us to employ three extra conservators. Many individuals and groups have paid for the direct conservation of particular items such as the Thomas Cranmer collection, the historic *1894 Lahore – Shri Guru Granth Sahib* and the 1565 volume of *Orlando Furioso*.

Donations from individuals and supporters of the Library also enabled us to safeguard the future of the *Macclesfield Alphabet Book*, an exceptionally rare 15th century illuminated manuscript, through an appeal using a range of new media techniques combined with traditional approaches.

Patrons

The British Library's Patrons continue to provide vital resources needed to develop, steward and broaden access to our unrivalled collections. A record number of Patrons enjoyed Allan Mallinson's reflections on historic battles; heard actors from the Royal Shakespeare Company bringing ancient love letters back to life in celebration of Valentine's Day; and shared Dame Lynne Brindley's vision for the digital future of the British Library.

'Inspiring Entrepreneurs' series

We remain most grateful to HSBC for their continuing support of 'The British Library and HSBC Inspiring Entrepreneurs' series. HSBC's sponsorship allows the Business & IP Centre to support the UK's inventors, entrepreneurs and small businesses through running six evening events annually which attract business icons such as Brent Hoberman, Rachel Elnaugh and Doug Richard. These are followed by highly successful networking sessions which allow attendees exclusive access to our guest speakers.

Partnership for a fourth year has allowed us to expand and improve the series to include live webcasts, which allow remote attendees from around the world the opportunity to watch and participate in events, including the functionality to put questions to the speakers.

Right the *Macclesfield Alphabet Book*



Grants and donations

GRANTS AND DONATIONS

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

The American Trust for the British Library
 The Andor Charitable Trust
 Arcadia Trust
 The Art Fund
 The Nicholas Bacon Charitable Trust
 Judith Bollinger
 Dr Bernard H Breslauer
 British Council Connections Through Culture
 The Hanna & Zdislaw Broncel Charitable Trust
 The Coexist Foundation
 The John S Cohen Foundation
 Corpus Inscriptionum Iranicarum
 The Coutts Charitable Trust
 Dunhuang Culture Promotion Foundation
 European Commission Culture Programme
 The Allan & Nesta Ferguson Charitable Settlement
 The Ford Foundation
 The Friends of the British Library
 The Friends of the National Libraries
 The Golden Web
 The Haymills Charitable Trust
 The Hellenic Foundation
 Heritage Lottery Fund
 The International Research Institute of Advanced
 Buddhology at Soka University, Japan
 The A G Leventis Foundation
 The Leverhulme Trust
 London Development Agency
 Lü Song Yuan Hotel: Silk Road Management Company
 John Lyon's Charity
 The Michael Marks Charitable Trust
 The National Heritage Memorial Fund
 Stavros Niarchos Foundation
 PACCAR Foundation
 The Pidem Fund
 Quaritch Booksellers
 The Radcliffe Trust
 Sir John Ritblat and the Ritblat Family
 Royal Astronomical Society
 Paul and Jill Ruddock
 Vermeer Associates and Melvin R Seiden
 Sino-British Fellowship Trust
 The Weinstock Fund
 Stephen and Chantry Westwell
 Christopher Whittick
 The Wildlife Sound Trust
 The Wolfson Foundation
 The World Collections Programme

BRITISH LIBRARY PATRONS

Shakespeare Patrons

The Most Hon the Marquess of Salisbury

Austen Patrons

Judith Bollinger
 The Clore Duffield Foundation
 Christopher and Margaret Coombe
 The Hon Simon Eccles
 Lord and Lady Egremont
 Mercedes and Michael Hoffman
 The Salomon Oppenheimer Philanthropic Foundation

Woolf Patrons

Sir David Arculus
 Sirdar Aly Aziz
 The Andor Charitable Trust
 The Nicholas Bacon Charitable Trust
 The BAND Trust
 Mrs S Brada
 Mr David Buckley
 Mr Raymond Burton
 Alison Carnwath and Peter Thomson
 Lord Charles Cecil
 Ms Anna Charlton
 Lillian and Lincoln Chin
 The John S Cohen Foundation
 Mr Gordon Dawes
 Sarah and Louis Elson
 Mr Sam Fogg
 Jacqueline and Jonathan Gestetner
 D. Hendriksen
 The Inchcape Foundation
 Brian and Lesley Knox
 Mark and Liza Loveday
 Sir Colin Lucas
 Genevieve Muinzer and Nick Segal
 Nigel and Joanna Newton
 Michael Palin
 Madeleine and Timothy Plaut
 Paul and Jill Ruddock
 Dr and Mrs Mortimer Sackler
 Henri Schiller
 Susan W Tinsley
 Mr and Mrs Michael Wilson
 Rt Hon Lord Young of Graffham
 Dr Bill Zachs

and others who wish to remain anonymous

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TRUSTEES' ANNUAL REPORT 2008/09

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, Media and Sport.

Board membership

Details of Board members who served between 1 April 2008 and 31 March 2009 are as published in the Annual Report.

Accounting conventions

The basis on which the accounts have been prepared is stated on page 53 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 2009. 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 (FREM). A Statement of Financial Activities for the year is set out on page 50. 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 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 2008/09 was £140.5m (£141.1m 2007/08), of which £106.9m (76%) was Grant in Aid (GIA) from the Department for Culture, Media and Sport. £94.8m of this was revenue Grant in Aid, with the balance of £12.1m for capital programmes.

Income from the provision of services rose slightly for the third consecutive year to £24m from £23.1m in 2007/08, and £22.7m in 2006/07. Voluntary Income and Investment Income fell by 18% and 21% respectively on the previous year against very difficult market conditions. Document Supply income, the Library's principal source of commercial revenue, performed strongly during the year but was adversely affected in the final quarter by the downturn in the economy. Voluntary income also declined in a strong competitive environment from £9.8m in 2007/08 to £8m in 2008/09.

The Library further strengthened its efficiency programmes through the continuing use of budgetary control measures and by the introduction of Continuous Improvement programmes across the organisation. As a result there have been significant financial benefits culminating in an overall real terms reduction in budgeted expenditure, and realising substantial improvements to operational process flows.

Major building works at Boston Spa, as part of the Additional Storage Programme, have made good progress. The building is substantially complete and currently undergoing test and commissioning phases. Book ingest is due to start mid 2009.

The *Taking Liberties* exhibition was opened by the Prime Minister in October 2008 and was the Library's most ambitious to date. The Library's summer exhibition, *The Ramayana*, attracted 114,458 visitors, an average of 908 per day. The *Sacred* exhibition, which had initially attracted 200,000 visitors when staged at the Library in 2007, went on tour throughout the UK and was also staged in seven prisons in a programme which started in January 2009. Overall visitors to the Library numbered 581,000 during the year, some 28% above target.

Reading Room usage has continued to grow and further steps taken to handle the extra demand. Total page hits on the British Library website rose to 77 million, an increase of 7 million from the previous year.

Revenue expenditure on acquisitions for the collections was £18.1m (£16.7m 2007/08), and Capital expenditure £2.5m (£2.4m 2007/08).

There was a net decrease in the movement of funds after revaluation in the year of £21.2m, of which £18.9m was due to a decrease in the unrestricted funds and £2.3m on the restricted funds.

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 C of the Libr limited exp remainder financed by is volatile.

The overall Reserves P assurance t Library will variations i and to crea resource ca to respond opportunit Levels of u and foreca scrutiny to below the adequate le on as part process. TH financial pr are reviewe Board with financial an environme of assessed

General Re £6.9m, of for specific Reserves £ £2.5m of t be spent w the Library of £3.6m in contingenc efficiencies budgets.

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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 6a.

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.

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.

TABLE 1:
SUMMARY OF PROTECTED PERSONAL DATA RELATED INCIDENTS FORMALLY REPORTED TO THE INFORMATION COMMISSIONER'S OFFICE IN 2008/09

Date of incident (month)	-
Nature of incident	No incidents reported
Nature of data involved	-
Number of people potentially affected	-
Notification steps	-

Further action on information risk

The British Library will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems.

Planned steps for the coming year include:

- A review of existing procedures to ensure that appropriate security measures are implemented by service providers and partners;
- A review of existing measures to ensure that new processes and initiatives take information risk into account.

Statement on Information Risk

As part of its regular review of approaches and controls to protect its information assets, the Library has introduced a range of initiatives which included encryption software and a secure means of transferring data files by email. These measures were further supported by the publication of an Information Charter which sets out the standards the Library follows when handling personal data.

During 2009/10 the Library will continue its ongoing programme to identify and review the management of its information assets and to foster a culture which values, protects and uses information for the public good.

TABLE 2:
SUMMARY OF OTHER PROTECTED PERSONAL DATA RELATED INCIDENTS IN 2008/09

Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within the Department are set out in the table below. Small, localised incidents are not recorded centrally and are not cited in these figures.

Category	Nature of incident	Total
i	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises	1
ii	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises	-
iii	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	-
iv	Unauthorised disclosure	-
v	Other	-

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.

Related party transactions

Details of related party transactions are disclosed on page 67 at note 22.

Code of best practice on corporate governance

A Statement on Internal Control is included on pages 46 to 48 and the Library has achieved full compliance in this respect, as at March 2009.

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.


SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009


DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

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THE REMUNERATION PAID AND PENSION ENTITLEMENTS OF THE EXECUTIVE TEAM AND CHAIRMAN

		Remuneration paid to 31 March £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
Sir Colin Lucas, Chairman	2008/09 2007/08	35 – 40 35 – 40					
Dame Lynne Brindley DBE, Chief Executive	2008/09 2007/08	190 – 195 175 – 180	0 – 2.5 (Plus lump sum of 2.5 – 5) 2.5 – 5 Plus lump sum of 2.5 – 5	65 – 70 150 – 155 60 – 65 145 – 150	1,350 1,211	1,468 1,448	21 80
Richard Boulderstone, Director	2008/09 2007/08	130 – 135 115 – 120	2.5 – 5 2.5 – 5	20 – 25 15 – 20	307 238	374 315	27 27
Mary Canavan, Director	2008/09 2007/08	120 – 125 105 – 110	0 – 2.5 0 – 2.5	50 – 55 45 – 50	729 662	803 780	18 21
Jill Finney, Director [Resigned 20 February 2009]	2008/09 2007/08	115 – 120 120 – 125	0 – 2.5 0 – 2.5	10 – 15 10 – 15	188 149	214 200	25 24
Steve Morris, Director	2008/09 2007/08	135 – 140 125 – 130	0 – 2.5 0 – 2.5	50 – 55 45 – 50	721 642	796 773	20 25
Philip Spence, Director	2008/09 2007/08	115 – 120 105 – 110	0 – 2.5 0 – 2.5	0 – 5 0 – 5	34 9	53 33	13 19
Ronald Milne, Director	2008/09 2007/08	110 – 115 100 – 105	0 – 2.5 35 – 37.5	35 – 40 35 – 40	570 4	621 604	6 596

¹ The figure may be different from the closing figure in last year's accounts. This is due to the CETV factors being updated to comply with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008.

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.



SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

BOARD

The British Library sets out the Board's strategy. It includes:

- Board members that the Board may appoint for any state
- The Chair of the Board that will be appointed for all members of State for the purpose of advancing a proper
- The Accountant General for which funds should be allocated and other Memoranda and other the Treasury Respon



SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

STATEMENT ON INTERNAL CONTROL – 2008/09

1. Scope of responsibility

In line with the responsibilities as set out above, the Chair, 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 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 2009 and up to the date of approval of the Annual Report and Accounts, and 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 this year include:

- **Internal audit reviews to confirm robust controls**

2008/09 was the second of a three-year strategic internal audit plan. 30 assurance reviews took place during the year of which 15 received 'substantial' assurance ratings,

10 received 'adequate' assurance ratings and five received 'limited' assurance ratings. Two of the 'limited' assurance reviews were in areas in which management had previously identified concerns, Payment Card Industry (PCI) compliance and data security. Comprehensive action plans are now in place to implement all recommendations.

1% of recommendations made in 2008/09 were categorised as 'fundamental' compared to 3% in 2007/08.

For the 12 months ended 31 March 2009, 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 2008/09.

- **Progress on Collection Security Steering Group**

The Collection Security Steering Group (CSSG), chaired by the Director of Human Resources and reporting to the Executive Team, exercises cross-Directorate oversight over the development of the Library's corporate collection security policy and collection security strategy, reviews implementation of the Collection Security Plan, and reviews the effectiveness of the Library's collection security control processes. The Board Audit Committee receives an annual stewardship report from the Chair of CSSG.

The Collection Security Operational Group (CSOG) was set up during the year as an advisory body which investigates, proposes and monitors the implementation of policy to protect the collection against loss.

During the year a total of 960 members of staff undertook a training course covering the key elements of collection security.

The Library's Internal Auditors reviewed progress on the recommendations made in the 2004/05 Audit of Collection Security and confirmed in a report to BAC that progress detailed by the Chair of CSSG was accurate.

- **Business continuity planning**

Integrated Risk Management has continued the progress on business continuity planning. All directorates have participated in a business impact analysis to determine time sensitive business activities. Further planning exercises to test and refine all business continuity plans have taken place and work has commenced with the Library's key suppliers to develop their plans to ensure the Library's key services can be maintained during unexpected situations.

- **Developing counter fraud strategy, policy and control**

Following the discovery of the theft and mutilation of collection items, an investigation was undertaken by Library staff and the Metropolitan Police leading to the conviction of an individual on ten counts of theft from the British Library with a further 20 charges taken into account. This underlines the Library's zero tolerance towards fraud, and the continual review and update of security arrangements played an important part in securing this conviction. The accused was sentenced to two years' imprisonment. A number of the items stolen have since been recovered and civil proceedings are under way to recover further items and to seek financial compensation.

- **Financial risks in light of the 'credit crunch' and difficulties in the banking sector**

Subsequent to press reports of Public Sector bodies having invested funds 'at risk' with Icelandic and other banks, the Library was able to confirm to the Board Investment Committee (BIC) that the British Library had no funds invested with such banks. The extraordinary predicament which the banking industry had experienced highlighted the risks of financial security in the sector and the BIC received practical advice on managing its investments. An Internal Audit review of Treasury Management gave substantial assurance that the controls upon which the organisation relies to manage this area are effective.

- **Providing a programme**

The Business team have completed a project to review and introduce a new 'Managing Commerce' programme. The programme is based on four main areas: OGC Gatekeeper, Centre for Programme, Digital Library assurance, and check review. The new process is to be implemented to the Executive.

- **Annual**

The Board has approved the annual statement of Health and Safety. The Information and Pension Scheme formal report to the Library.

- 4. **The risk**

The Library has endorsed and seeks to implement in paragraph identification within its plans. The requirements on Management Overview enhanced the organisation.

Risks are assessed against criteria approved and reviewed to cover the project and the likelihood of the achievement of financial objectives whether it

Risks are managed through agreed approaches ranging from

STATEMENT ON INTERNAL CONTROL 2007/08

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 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.

Capital Projects Committee (CPC)

The Capital 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 million pound capital construction projects, currently the Additional Storage Programme (ASP) and the Newspaper Programme. The Committee meets four times a year and reports regularly to the Board.

The current members of CPC:

- E Mackay CB (Chair)
- R Broadhurst
- Dame L J 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 Sir Colin Lucas, 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 current members of BIC:

- Sir Colin Lucas (Chairman)
- E Mackay CB
- R Broadhurst
- Dame L J 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 their own 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 flag these risks and any issues through their appropriate Directorate Finance Manager.



SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

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THE BRITISH LIBRARY BOARD

Statement of financial activities

FOR THE YEAR ENDED 31 MARCH 2009

	Notes	Unrestricted funds £000	Restricted funds £000	Total 2008/09 £000	Total 2007/08 £000
Incoming resources					
Incoming resources from generated funds					
Voluntary income	2	1,245	6,748	7,993	9,789
Investment income	4	665	827	1,492	1,878
Incoming resources from charitable activities					
Provision of services	3	21,011	3,019	24,030	23,076
Other incoming resources					
Grant in Aid	5	106,947	–	106,947	106,411
Total incoming resources		129,868	10,594	140,462	141,154
Resources expended					
Costs of generating funds					
Costs of generating voluntary income		775	–	775	588
Investment management costs		–	13	13	11
Charitable activities					
Enrich the user's experience		45,963	678	46,641	41,894
Build the digital research environment		4,931	6,346	11,277	6,214
Transform search and navigation		6,162	76	6,238	6,464
Grow and manage the national collection		75,259	2,766	78,025	83,472
Governance costs		464	13	477	461
Total resources expended	6	133,554	9,892	143,446	139,104
Net increase/decrease in resources before notional costs and transfers					
Notional cost of capital	7	(3,686)	702	(2,984)	2,050
Transfer between funds	17	(21,902)	–	(21,902)	(20,929)
		780	(780)	–	–
Net (outgoing)/incoming resources after notional costs and transfers		(24,808)	(78)	(24,886)	(18,879)
Reversal of notional cost of capital		21,902	–	21,902	20,929
Net (outgoing)/incoming resources before recognised gains and losses	8	(2,906)	(78)	(2,984)	2,050
Other recognised gains/(losses)					
Unrealised gain/(loss) from fixed asset investments	11	–	(2,249)	(2,249)	(719)
Revaluation of fixed assets	9	5,314	–	5,314	–
Current cost adjustment	9	(21,285)	–	(21,285)	46,347
Net movement in funds after revaluation and gains/(losses)		(18,877)	(2,327)	(21,204)	47,678
Reconciliation of funds					
Fund balances brought forward at 1 April		617,199	22,582	639,781	592,103
Fund balances carried forward at 31 March		598,322	20,255	618,577	639,781

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 53 to 68 form part of these accounts.

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Balance

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Fixed asset
Tangible asset
Heritage asset
Investments

Current asset
Stocks
Debtors and
Cash at bank

Current liability
Creditors: amount
within one year

Net current

Total assets

Provision for

Net assets

Representative
Income fund
Restricted fund
Unrestricted
Fixed Asset
Donated Asset
General fund

Total funds

The notes on

The financial
approved by



SIR COLIN
CHAIRMAN
23 JUNE 2009

THE BRITISH LIBRARY BOARD

Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2009

	2008/09		2007/08	
	£000	£000	£000	£000
Reconciliation of net movement in funds to net cash inflow from operating activities				
Net movement in funds inflow	(21,204)		47,678	
Depreciation	16,688		16,633	
Donated assets	(619)		(1,403)	
Loss on asset disposals	2		11	
Realised (gain) on investments	–		–	
Unrealised loss on investments	2,249		719	
MHCA adjustment net	21,285		(46,347)	
Revaluation of property	(5,314)		–	
Provision for liabilities and charges	(631)		(701)	
(Increase)/decrease in stocks	–		(106)	
(Increase)/decrease in debtors	2,828		397	
Increase/(decrease) in creditors	614		1,106	
Net cash inflow from operating activities		15,898		17,987
Capital expenditure and financial investment				
Purchase of tangible fixed assets	(10,532)		(12,027)	
Purchase of heritage assets	(2,450)		(2,363)	
Purchase of investments	(346)		(288)	
Receipts from sale of tangible fixed assets	–		–	
Receipts from sales of investments	–		–	
Net cash outflow from capital expenditure		(13,328)		(14,678)
Increase in cash in the year		2,570		3,309
Reconciliation of net cash flow to movement in net funds				
Increase in cash in the year		2,570		3,309
Net funds as at 1 April		31,699		28,390
Net funds as at 31 March		34,269		31,699

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

NOTES

1. Accounts

a) Accounting
The Accounts are prepared in accordance with the Accounting Practice Act 1985 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005.

Accordingly, the Accounts are prepared in accordance with the Accounting Practice Act 1985 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005.

In addition, the Accounts have been prepared in accordance with the Accounting Practice Act 1985 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005, the Charities Act 2006 and the Accounting Practice Act 2005.

b) Income
Grant in Aid is allocated to the Board to which it is applied.

Provision for an accruals and Added Tax.

Donations are recognised in the Financial Accounts or where they are received and received.

UK Grants are recognised in the funds from the recognised in accordance with the conditions.

Investment received on dividends from These are recognised.

c) Taxation
The British Library Board shall

l) Financial Instruments

The Library has applied *FRS 25 Financial Instruments: Presentation*, *FRS 26 Financial Instruments: Recognition and Measurement* and *FRS 29 Financial Instruments: Disclosure* for the first time in 2008/09.

Financial assets

Financial assets 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. 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.

m) 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 6.

- 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.
- 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. Voluntary income

	2008/09 Unrestricted £000	2008/09 Restricted £000	2008/09 Total £000	2007/08 £000
Bequest to the Eccles fund	–	–	–	445
Donated assets	619	–	619	1,403
Other donations and grants	626	6,748	7,374	7,931
Total Voluntary Income	1,245	6,748	7,993	9,789

The above grants include £1.4m of EU grants.

3. Provision of services

Provision of Services includes document supply services and associated activities, computer information search, sponsorship income and retrieval and publications. The provision of services income can be further analysed by both business and geographical segments.

A) CLASSES OF BUSINESS

	2008/09 £000	2007/08 £000
Enrich the user's experience	17,381	18,350
Build the digital research environment	1,950	491
Transform search and navigation	1,748	1,725
Grow and manage the national collection	1,152	1,229
Other	1,799	1,281
	24,030	23,076

B) GEOGRAPHICAL SEGMENTS

	2008/09 £000	2007/08 £000
United Kingdom	15,648	15,097
Overseas	8,382	7,979
	24,030	23,076

4. Investment income

	2008/09 £000	2007/08 £000
Interest receivable	1,132	1,579
Dividends receivable	360	299
Total interest	1,492	1,878

5. Other

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6. Net c

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A) STAFF COSTS

	2008/09			2007/08
	Library staff £000	Agency £000	Total £000	£000
Wages and salaries	50,806	2,705	53,511	52,956
Social security costs	3,897	–	3,897	3,587
Pension disbursements	9,593	–	9,593	8,999
Voluntary redundancy/restructuring programme for former employees				
Current year costs	1,030	–	1,030	1,061
Release of provision	(1,014)	–	(1,014)	(1,104)
Provision for future costs	274	–	274	232
	64,586	2,705	67,291	65,731
Board Members' remuneration See (i) on following page	332	–	332	353
	64,918	2,705	67,623	66,084

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 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 2008/09, employers' contributions of £9,516,433 were payable to PCSPS (2007/08 £8,578,744) 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 will be revised but the rates will be in the range 16.7 to 24.3%. The contribution rates are set to meet the cost of the benefits accruing during 2008/09 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 are paid to one of four appointed stakeholder pension providers. 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

Fees and salaries
 Social Security

Remuneration

Dawn Airey
 Robin S Brooker
 Professor Robert
 Sir Kenneth
 Lord Fellowes
 Sheila Forbes
 Professor David
 Eileen Mackay
 Dr Kate McLennan
 Dr Maggie Smeeth
 Simon Oswald
 Dr Gareth Williams
 Sir Henry Wood

The Board
 the Chief Executive
 Chief Executive

No pension
 The Board

During the
 2007/08) £

ii) SENIOR

The following
 remuneration
 Board and

£60,001 – £
 £70,001 – £
 £80,001 – £
 £90,001 – £

THE AVERAGE

Chief Executive
 e-Strategy and
 Finance and
 Human Resources
 Operations and
 Scholarship
 Strategic Marketing

B) OTHER DIRECT COSTS

	2008/09 £000	2007/08 £000
Acquisitions for the collections	18,089	16,676
Conservation and binding services	1,912	2,632
Administration, equipment, supplies and services	38,673	36,457
Non-recoverable VAT (net)	459	611
Loss on disposal of fixed assets	2	11
	59,135	56,387

The above table is exclusive of staff costs.

7. Notional cost of capital

Notional cost of capital is calculated as 3.5% of the average capital employed in the year, excluding collection assets purchased and donated and is required by the Financial Reporting Manual. The cost for 2008/09 was £21.9m (£20.9m 2007/08).

8. Resources expended

THIS IS STATED AFTER CHARGING:

	2008/09 £000	2007/08 £000
External auditors' remuneration	52	50
Rent on land and buildings	1,358	1,302
Lease/rental payments on equipment	250	237
Depreciation on intangible assets	-	4
Depreciation on other fixed assets	16,688	16,629
Bad debt provision movement	26	(96)
Stock provision movement	(9)	(35)

The auditors' remuneration is for the audit of the Annual Report and Accounts: there was no non-audit work performed during 2008/09.

9. Tangible

A) MOVEMENT

Cost or value
At 1 April 2008
Additions
Modified Historical Cost (MHCA) adjustments
Transfer
Revaluation
Disposals

At 31 March 2009

Depreciation

At 1 April 2008
Charge for year
MHCA adjustments
Disposals

At 31 March 2009

At 31 March 2008

At 31 March 2008

Assets in the
Additional
Storage Buildings
reclassified

B) VALUATION

The land and buildings
was valued
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Site

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St Pancras –
Boston Spa –
Boston Spa –
Colindale Av

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Replacement

The method

C) INTANGIBLE

Intangible

10. Heritage assets

Heritage assets	Collections purchased £000	Collections donated £000	Total £000
Cost or valuation			
At 1 April 2008	12,841	23,060	35,901
Additions	2,450	619	3,069
Disposals	–	–	–
At 31 March 2008	15,291	23,679	38,970

In accordance with the 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 items held by the Library for preservation and conservation purposes and do not attract any depreciation as they have an infinite life.

Donated assets are valued using an independent valuation.

11. Financial Assets: Investments

	2008/09 £000	2007/08 £000
Market value at 1 April	9,516	9,947
Purchases at cost	–	–
Disposals at book value	–	–
Acquisitions funded by dividends reinvested	346	288
Unrealised (loss)	(2,249)	(719)
Market value at 31 March	7,613	9,516
Analysed by:		
Listed securities	7,541	9,447
Cash trusts	72	69
	7,613	9,516
Geographical analysis		
United Kingdom investments	7,312	9,129
Overseas investments	301	387
	7,613	9,516

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

12. Financial

FRS 29 'Financial Instruments' allow users of the entity's financial statements to understand the financial instruments held by the entity. The Library holds a portfolio of financial instruments, including contracts to purchase and sell foreign currencies, and derivatives. The requirements of FRS 29 are met by the Library's financial statements.

Credit risk

The Library's credit risk is considered to be low. The Library has recovered \$12,911 (£12,911) from its credit risk.

Liquidity risk

As around 20% of the Department's income is self-generated, the Department has sufficient liquidity to meet its obligations.

Market risk

The Library's market risk is low. The Library's income is not significantly affected by changes in market prices. The Library's restricted funds are invested in a diversified portfolio of assets, and the Library's restricted funds are not subject to the risk of market prices.

Foreign currency

The Library's foreign currency risk is low. The Library's income is not significantly affected by changes in foreign exchange rates. The Library's restricted funds are invested in a diversified portfolio of assets, and the Library's restricted funds are not subject to the risk of foreign exchange rates.

Interest rate

Risks relating to interest rate changes are low. The Library's income is not significantly affected by changes in interest rates. The benchmark rate is the Bank of England's base rate.

Investment

The following table shows the Library's investment portfolio. The benchmark rate is the Bank of England's Base Rate.

Sterling
Dollar
Euro
Yen

Total

13. Stocks

	2008/09 £000	2007/08 £000
Stocks for resale	588	593
Raw materials	241	236
Total stocks	829	829

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

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

14. Debtors and prepayments

	2008/09 £000	2007/08 £000
Amounts falling due within one year		
Trade debtors	3,393	2,816
Other debtors	1,635	2,004
Prepayments and accrued income	1,895	4,931
	6,923	9,751

For the purpose of the Whole of Government Accounts (WGA), there is a debtor with HM Revenue and Customs of £1.3m relating to the repayment of VAT.

15. Cash at bank and in hand

	2008/09 £000	2007/08 £000
Restricted funds	12,627	13,256
Monies held on deposit for customers	4,073	4,154
Cash balances	14	13
General funds	17,555	14,276
	34,269	31,699

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

16. Creditors

	2008/09 £000	2007/08 £000
Amounts falling due within one year		
Trade creditors	5,196	3,343
Monies held on deposit for customers	4,073	4,154
Other creditors	3,977	4,017
Accruals	6,647	7,788
Deferred income	406	274
Provisions due within one year	694	803
	20,993	20,379

For the purpose of the Whole of Government Accounts (WGA), there is a creditor with HM Revenue and Customs of £1.3m; this includes £0.3m of employees' NI contributions retained by the Library as part of the PAYE process and the Cabinet Office of £0.9m.

17. Stat

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Shaw Fund
Planets
Dingwall No
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17. Statement of funds continued

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. All the funds with balances of over £100,000 at 31 March 2009 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 10 funds for which, due to the administration restrictions of these funds, costs are expended first and then reclaimed from the external funding organisations, and all future income streams should more than cover the shortfall and future costs involved in the projects.

Included within the Restricted Fund expenditure are costs in relation to the purchase of fixed assets totalling £0.8m. These assets have been transferred from the restricted funds reserve to the unrestricted fixed asset reserve.

The transfers of £281,000 relate to internal charges or income applied to the restricted funds for the use of Library facilities and services.

The Fair Value Reserve of each fund has been identified separately.

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.

Shaw Fund

Established by a Charity Commission order dated 13 September 2000, with the income being available for the general purpose 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."

Planets

Funded through the Information Society Technologies (IST) R&D Programme, the Planets Project aims to reduce the loss of digital information and improve our ability to provide access to digital information over the long term.

Dingwall No. 2

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

British Library Digitisation Campaign

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

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.

Centre for Conservation (Construction)

Funds raised from external sources for the construction of British Library Centre for Conservation.

The Sir John Ritblat Gallery: Treasures of the British Library

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

Henry VIII

To raise funds from external sources to support the Henry VIII exhibition.

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.

Sir Henry Thomas

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

Greek Manuscripts Digitisation Project

Donation from Niarchos to support the creation of content metadata for Greek MSS mass digitisation project.

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.

17. Stat

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23. Post Balance Sheet events

There were no adjusting Post Balance Sheet events.
The accounts were authorised for issue on _____ by the Accounting Officer and Board of Trustees.

24. Contingent liabilities

The British Library has no contingent liabilities.

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 the table below:

	2008/09 £000	2007/08 £000
Income	10	10
Expenditure	(17)	(1)
Unrealised gains/(losses) on investments	(28)	(17)
(Deficit) for the year	(35)	(8)
Investments	265	299
Short-term deposits	5	5
Net debtors/(creditors)	–	–
Cash at bank	62	50
Net assets	332	354

CREDIT

Portrait ph
Clive Sherl

Picture cre
Page 7
Vanessa H

Page 9
The Sound

Page 12
WiFi at the

Page 16
Additional

Page 17
Digitisation

Page 18
Talkscience
Elucian Isla

Design
British Libr

Print
Spellman V

Editor
Fiona McC



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