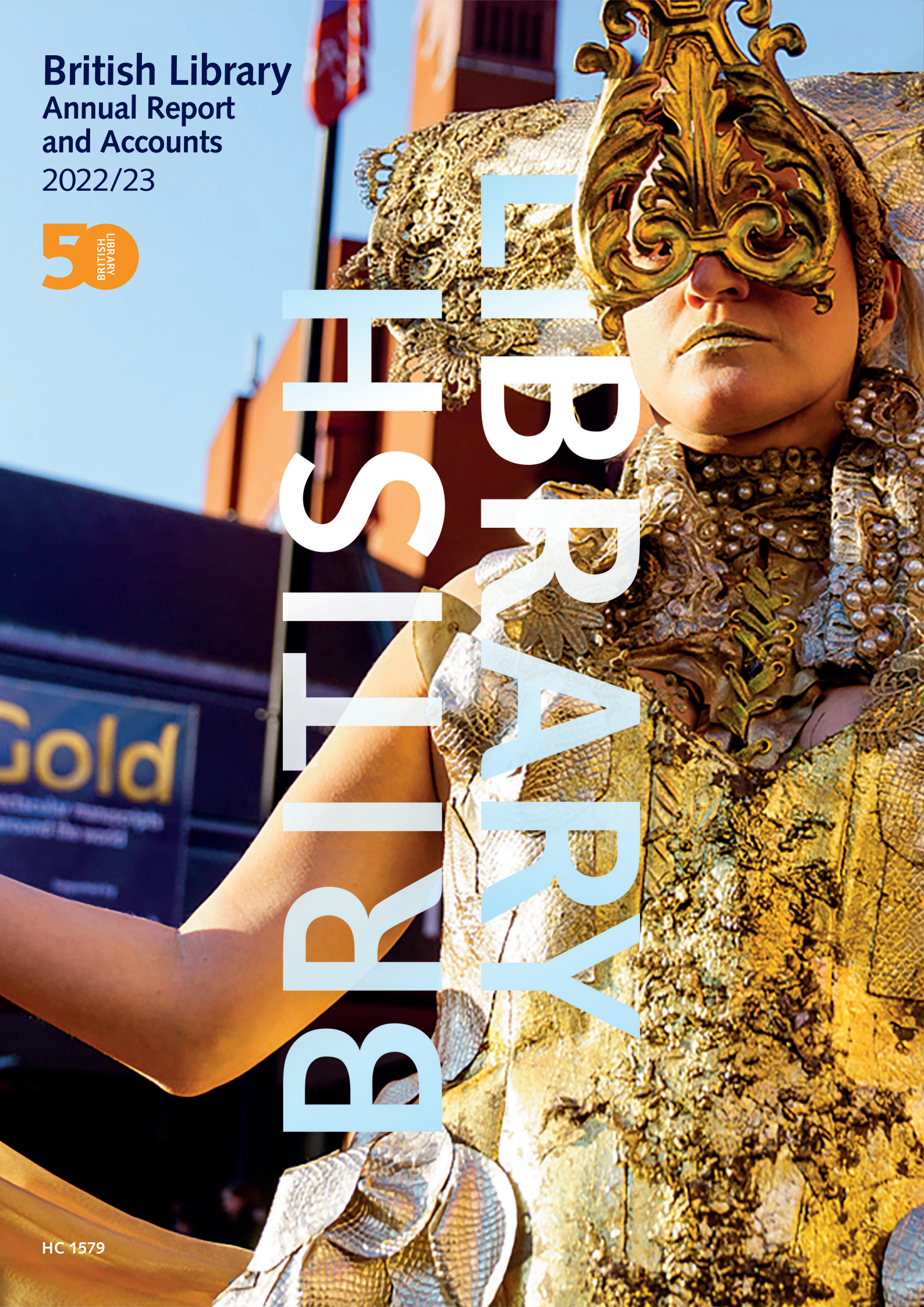


British Library
Annual Report
and Accounts
2022/23



LIBRARY
STAIR
BRITISH



British Library

Annual Report and Accounts 2022/23

Presented to Parliament pursuant to section 4(3) and 5(3)
of the British Library Act 1972

Copies deposited with the Scottish Parliament, the Library
for the Welsh Parliament, and presented to the Northern
Ireland Assembly

Ordered by the House of Commons to be printed on
18 July 2023

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This publication is available at gov.uk/official-documents

ISBN 978-1-5286-4272-9

E02934516

Printed on paper containing 100% recycled fibre content.

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Chair's and Chief Executive's introduction

During this year we marked the 50th anniversary of the British Library Act, which received Royal Assent on 27 July 1972. When this report is published in Parliament, we will be celebrating the birthday of the institution itself, which was created on 1 July 1973. This gives an opportunity for a moment of reflection, as the backdrop to another year of extraordinarily diverse work by our staff and partners.

This is also a moment of renewal. One of our key activities over this year has been the work to develop our next strategy. *Knowledge Matters* which will pick up the baton from the strategy set out in *Living Knowledge 2015–23*. This performance year marks the final one of *Living Knowledge*, and the pages that follow give a sense of the scale of what has been achieved over the last eight years, as well as the threads of continuity that we will take into the future.

One of those threads is our enduring desire to support and strengthen global networks of knowledge. The events that have unfolded this year in Ukraine have been appalling and solidarity has been a key aspect of our international work, from the sharing of conservation materials with Ukrainian colleagues, to facilitating access to Ukrainian children's literature across our public library network, and hosting celebrations of Ukrainian culture. All around the world, international collaboration and exchange were at the heart of a wide-ranging programme of engagement with partners, of which more detail is given at page 37.

This year was also sadly marked by the death of Her Majesty, Queen Elizabeth II, who played a key role in one of the great milestones in our life as an institution, when she

opened the new St Pancras building in 1998. This was the first of several visits in the following decades. She also had a formal role in appointing one member of our Board. She will be warmly remembered at the Library and her legacy will live on in our collections.

One of our key ambitions is the transformation of our physical spaces. This year we were delighted to receive conditional planning permission from Camden Borough Council for our *St Pancras Transformed* proposals. These will add 100,000 square feet of new spaces for culture, learning, and business, as well as a permanent headquarters for The Alan Turing Institute. Crucially, it will open up the site to our local community, creating a more welcoming entrance. Meanwhile, we have continued to grow our engagement with people in and around Somers Town, including a partnership with C4WS Homeless Project to host a film club throughout the winter with hot drinks and snacks for local homeless people, and hosting an Open Iftar with Ramadan Tent Project.

Alongside this, we have continued to keep our plans in the north of England firmly on track despite challenging market conditions for construction projects. With support and assistance from the Department for Culture, Media and Sport (DCMS), we are continuing to renew our Boston Spa facility in Yorkshire. Outdated buildings which can no longer be used have been demolished in preparation for new automated national collection storage capacity which we plan to open in 2026. This year's inflation and supply chain pressures have required creativity and ingenuity to ensure that we can still deliver the generational benefits we set out to achieve – most importantly, the storage needed to house the growing national collection into the middle of the century.

These conditions have also presented substantial challenges for our work in Leeds city centre, but our ambition for the region remains unchanged. We are continuing to collaborate with West Yorkshire Combined Authority, Leeds City Council, and Commercial Estates Group (CEG) on efforts to find a viable solution to the iconic but immensely complex heritage site of Temple Works on Leeds South Bank. This year, visible progress on the site has been made through the completion of repairs to the Counting House structure, funded by Historic England, and our culture and learning programme in the region has reached over 200,000 people by working in partnership on exhibitions, events, and activities for schools, children and families.

The 10th anniversary of Non Print Legal Deposit fell on 5 April 2023. Through the extension of legal deposit powers to e-books, e-journals, and the entire .uk web domain, the Legal Deposit Libraries of the UK have been able to create a new national collection with great research value, a large proportion of which is made up of sole surviving copies of published digital content. This year has seen the addition of 2.34m items, along with 216 terabytes of material added to the UK Web Archive.

Ten years of rapidly growing digital collecting has not seen an equivalent decline in physical collecting. This year, we added another 262,000 physical items under legal deposit, to a collection of over 170m items. We also acquired material, through purchasing or donation, in order to meet researcher needs or to ensure the future of significant heritage material. And as well as adding to the collection, we undertook over 9,000 conservation and preservation interventions to protect the condition of fragile or at-risk items. Collection items were used nearly 82 million times this year, through our Reading Rooms or online. We answered nearly 86,000 reference and librarianship enquiries, helping people to find and use the

information they needed. In addition to supporting people to carry out their own research, we directly participated in a wide range of research, including 62 externally-funded collaborations, supervising 23 doctoral students and hosting a range of other fellowships and placements.

Continuing digitisation partnerships, including with Google Books, Findmypast, Qatar Digital Library and the International Dunhuang Project enabled Library items to reach millions online and around the world this year. Our *Save Our Sounds* programme finished its work of addressing the urgent challenge of protecting the UK's sound heritage from physical degradation and format obsolescence, with over 360,000 recordings saved from collections across the UK.

Also concluding this year was the three-year Treasury funding to expand our Business & IP Centre National Network to 21 regional sites and over 80 local sites, hosted within public libraries. Achieved against the challenging backdrop of the pandemic, the expanded network has supported entrepreneurs across the country to survive and thrive, by providing a range of business support services and access to vital sector and market information. Evaluation of the project has underlined the impact of this unique network, supporting over 18,000 new businesses and a return on investment of £6.63 for every £1¹. Sustaining the reach and impact of networks such as these will be a key objective for our new strategy.

Over the past year, we have further strengthened our collaboration with other library partners through the Living Knowledge Network. The now well-established model of sharing exhibitions across this network enabled the participation of 65 other libraries this year, with *Breaking the News* reaching an increasingly diverse audience of over

¹ *Democratising Entrepreneurship 2.0*

780,000 people across the UK.

Our work with Arts Council England and public library partners to develop a new digital platform to connect people and public libraries took significant steps forward this year. We launched the new beta website, LibraryOn and in March 2023 we opened a £1.1m grants programme to applications from library authorities for projects to improve or innovate in their online offers.

The success of *Breaking the News* across the Living Knowledge Network was just one highlight in another thriving cultural programme, with exhibitions on themes spanning the use of gold in manuscripts and books, the myth and legend surrounding Alexander the Great, the lived experience of British Chinese communities and culture, and early Indian photography and archaeology. We toured past exhibitions, and loaned objects, to places ranging from Wrexham to St Andrews, and Somerset to Suffolk. The Lindisfarne Gospels, the most spectacular surviving manuscript from Anglo Saxon England were showcased at the Laing Gallery in Newcastle, close by to the Holy Island of Lindisfarne where it was originally created. We delivered a richly diverse events programme, including the Jaipur Literature Festival, celebrations of Ukrainian literature, the award of the PEN/Pinter Prize to Malorie Blackman, and many more besides.

Meanwhile, our learning programme reached over 9 million learners of all ages onsite and online, ranging from school visits and creative teacher training to targeted outreach to people and communities with specific access needs, and from bespoke activities for children and families to an onsite adult offer.

All of this work should be done as sustainably as possible. Our ongoing work to decarbonise our estates substantially is progressing well, but just as important is the work we do across our purposes to spark ideas, solutions and action. More detail on our work is given at page 80.

This year has brought other challenges too. We unexpectedly had to close our Knowledge Centre in June 2022 in order to carry out essential major electrical renovations, resulting in a substantial loss of income from events and commercial hire. However, remedial works have progressed well thanks to a huge amount of hard work, and we were able to begin reopening the Knowledge Centre in April 2023.

The Library was also not immune to national disputes over pay, pensions, jobs and redundancy terms. Both Prospect and PCS South took part in industrial action in March, resulting in significant disruption. We were able to maintain public services throughout thanks to the efforts of teams across the Library, exemplifying our values of compassion and respect.

As ever, but even more pertinently in an anniversary year, we are grateful to all those who have contributed to the achievements in this report: for the commitment and expertise of our staff and for the community of funders, partners and supporters that work with us to open up knowledge in new and exciting ways for everyone.



Dame Carol Black
Chair



Roly Keating
Chief Executive

Our purposes

The British Library's six purposes define everything that we do and explain the enduring ways in which the funding we receive helps deliver tangible public value. By fulfilling each of these purposes we aim to achieve our wider objective of making our intellectual heritage accessible to everyone, for research, inspiration and enjoyment.

1 Custodianship

We build, curate and preserve the UK's national collection of published, written and digital content

2 Research

We support and stimulate research of all kinds

3 Business

We help businesses to innovate and grow

4 Culture

We engage everyone with memorable cultural experiences

5 Learning

We inspire young people and learners of all ages

6 International

We work with partners around the world to advance knowledge and mutual understanding

Our year in numbers

Custodianship

Over **2.6m** items collected under legal deposit

Over **9,000** items received conservation treatment or intervention

110,000 sound recordings made available at sounds.bl.uk

Research

Nearly **82m** collection items consulted in Reading Rooms, online, or remotely

Addressed nearly **86,000** reference and librarianship enquiries, to help people find what they needed

Partnered on **62** research projects alongside universities, culture and research institutions

Business

Over **42,000** entrepreneurs and businesses supported across the UK

101 locations across the UK offering business support via libraries

£168m of gross value added (GVA) created by businesses we've supported (since 2020)

Culture

782,000 people experienced Breaking the News across the UK-wide Living Knowledge Network

Over **200,000** people engaged with our culture and learning programme in Leeds

Learning

122,000 primary and secondary school students from across the UK participated in our Schools Programme

Over **9m** visitors to the Library's Learning website

Nearly **16,000** children and young people participated in our learning programmes in Leeds

International

336 diplomatic and professional exchanges with 81 countries

Over **2m** images now made available through the Qatar Digital Library, used over 2m times this year

31 new Endangered Archives Programme projects, adding to over 12m digitised images of at-risk material

Other highlights

25.3m visits to the British Library website

517 tonnes of carbon saved through decarbonisation projects at St Pancras and Boston Spa

11.3m items collected under digital legal deposit, since its introduction 10 years ago (not including webpages in the UK Web Archive)

Custodianship

We build, curate and preserve the UK's national collection of published, written and digital content

As always, legal deposit material was the core of our contemporary collecting and this year we added over 262,000 physical items (including newspapers, monographs, and serials) and 2.34m digital items (including e-journals, ebooks, and serials). The continuous growth of this part of the collection reflects the quantity and vibrancy of publishing in the UK, and enables us to provide access to the comprehensive range of UK publications for everyone now and in future. It is also the driver behind our exciting plans to renew our collection storage capacity and capability at Boston Spa to last for the next half a century. Early works to prepare for the construction of a new state-of-the-art storage building began during this year, including the demolition of life-expired buildings and reconfiguration of operations on site.

Making legal deposit work is a huge undertaking in scale and complexity, and one that is only possible through the partnership of legal deposit libraries in the UK. This year the partners updated the Framework for Legal Deposit to ensure they can continue to manage and grow this precious resource and adapt to changes in publishing (including new digital publisher models and content formats), in a sustainable way. This comes in a significant year, as we celebrate the 10th anniversary of digital legal deposit. In this period, a remarkable 11.3m items have been added, creating a whole new and vital research resource for generations to come.

A priority this year was to make significant inroads into tackling the backlog in processing material that built up

during the pandemic, and we made good progress. For physical monographs we reduced the number of items awaiting processing from 48,500 to 17,000, and for non-print legal deposit journal articles/issues, we reduced this from 2.5 million to 1.54 million.

In addition to legal deposit collecting, we added a further 118,000 physical items and 84,000 digital items of newly published material from around the world. It has been another strong year for our ongoing work to acquire, through purchase and donation, significant heritage material. This includes major additions to our outstanding contemporary theatrical archives, including:

- the archive of Mustapha Matura, one of the first British-based dramatists of colour to have a play produced in the West End
- a second portion of the archive of playwright, screenwriter and translator Timberlake Wertenbaker, including her work on adaptations of *Phèdre*, *Elektra* and *War and Peace*
- the archive of Brian Clark, whose work was influential in cultural debates around euthanasia and end of life care.

This theatrical material was just one strand of our extraordinarily varied heritage acquisitions, with highlights including:

- Hunter Davies' archive of notebooks, drafts, photographs and ephemera related to his work on the only official biography of The Beatles
- official financial accounts for the upkeep of Mary, Queen of Scots dated 1584–85
- the rare 'English issue' of the first edition of Walt Whitman's *Leaves of Grass* poetry, generously donated to the American Trust for the British Library

- a collection of 155 letters to Florence Nightingale, relating to her social reform and nursing work
- the archive of John Galsworthy, including working manuscripts of most of his novels and plays and correspondence with Joseph Conrad, acquired with generous support from the National Heritage Memorial Fund and British Library Collections Trust (BLCT).

Just as important as the work to develop the collection is the careful preservation and conservation required to maintain its condition for future generations, as well as making it searchable and accessible online and through our Reading Rooms. This year, over 9,000 individual items benefitted from direct remedial conservation work or upgraded storage via boxing. Examples included preparing the archive of feminist publisher Carmen Callil and the on-going boxing and systematising of our vast photography collection for use by researchers. 1,200 items were assessed and treated in preparation for exhibition or loan, including the Lindisfarne Gospels which were displayed at the Laing Art Gallery from 17 September to 3 December.

One of the central challenges we set out to address over the course of our *Living Knowledge* strategy (2015–23) was the urgent task of safeguarding the UK's audio heritage from degradation and format obsolescence. In this period, our *Save Our Sounds* programme has made inspiring progress. This year we completed the fifth and final year of digitisation through the *Unlocking Our Sound Heritage* partnership. Working with 10 regional partners across the whole of the UK and funded by the National Lottery Heritage Fund and others, the project has successfully digitised more than 360,000 recordings. 50,000 of these are recordings from partner collections that were at risk of being lost forever. Over 110,000 of these have already been made available through the new sounds.bl.uk website, which launched in

March 2023, and 250,000 will be available via our Reading Rooms. Material available online includes almost all of the nearly 2,000 conversations between members of the public, recorded through the BBC's landmark Listening Project, which finished this year after running for 10 years.

Several significant new online oral history resources were launched, including the *Covid Stories* collection (created as part of the 'NHS Voices of Covid-19' project at the University of Manchester), *Voices of Partition* (marking 75 years since India's independence and the creation of Pakistan), and *Voices of the Holocaust*. And our oral history material was one of the core sources of material for the BBC's Bafta-nominated documentary series, *AIDS: The Unheard Tapes*.

Meanwhile, the National Radio Archive project has acquired more than 300,000 programmes from 50 stations with more than 70,000 from community radio stations to the inclusion of under-represented groups and issues. The Digital Audio Project has acquired a similar number of items directly from the UK's digital music industry, documenting output ranging from major artists and labels to fringe and experimental groups and producers.

On a similar theme, the World of Music, Arts and Dance (WOMAD) Festival celebrated its 40th anniversary in July 2022. Since 1985, we have worked with the Festival to record the live performances of UK and international artists and this archive now spans more than 2,600 hours of content.

Audio content is just one aspect of the extensive digitisation activity we undertake each year. Our Google Books partnership restarted this year following a pause during the pandemic, making 40,000 of the Library's out of copyright books freely available online, adding to the 650,000 already

made available. This collection is typically used for free by over 3 million users online every month. Elsewhere, our partnership with the Qatar Foundation and Qatar National Library has marked its 10th anniversary having made over 2 million images freely available online from the India Office Records and Arabic Scientific Manuscripts collections. Work has begun on adding a further 675,000 images through a fourth phase.

As part of the activities of the International Dunhuang Project (IDP) the Lotus Sutra Manuscripts Conservation and Digitisation Project, generously funded by the Bei Shan Tang Foundation (Hong Kong), has concluded after 5 years. The project conserved, digitised, and published 793 Lotus Sutra scrolls in Chinese, resulting in nearly 17,000 new images that are now uploaded on the IDP website.

We work alongside partners all around the world toward shared goals of ensuring the preservation, conservation and dissemination of knowledge and heritage. Our Endangered Archives Programme, which has been in action since 2004 and funded by Arcadia Fund, works with partners around the world to preserve and digitise at-risk material, usually working alongside local grassroots organisations in host countries. This year we funded 31 new projects, including in Ukraine (to secure documentary archives of key scientific, educational and socio-cultural institutions), Gaza (to preserve rare books, records and manuscripts examining the history of Palestine) and Bhutan (to digitise the archives of 20 remote Buddhist monasteries). These projects will add their digitised outputs to a collection already numbering in excess of 12 million images, ranging from the zoological archive of the National Museums of Kenya to the day to day records of nuns from three convents in Lima, Peru.

The True Echoes project was completed in November, having set out to reconnect some of our oldest sound recordings with their originating communities in Oceania, while building knowledge about the recordings and the context in which they were created. This was achieved via collaboration between archival research in the UK and local research with Oceanic institutions and communities. A new website was launched in June 2022 which makes over 250 unique and fragile wax cylinder recordings of oral traditions available online.

Research

We support and stimulate research of all kinds

People across the country and around the world accessed Library content over 82 million times this year, either in the Reading Rooms, online, or supplied remotely. The extraordinary breadth and depth of this material has inspired all kinds of research spanning many disciplines and purposes.

Visits to our Reading Rooms have risen to over 21,000 per month by the end of the year, up around 24% on the previous year. This continues a steady and reassuring trend since reopening in April 2021, where monthly visits were just 2,500. We have worked hard to maintain this momentum, and this year we ran a campaign which succeeded in increasing the number of registered readers by 15.9%.

The majority of British Library research content is accessed online, both through our website (around 4.2 million items this year) and through shared partnership platforms. This year, researchers made over 40 million views of 16th –19th century material digitised through our long-running Google Books partnership. Material from the British Newspaper Archive, digitised in partnership with Findmypast, was accessed over 17 million times. Content made available via the Qatar National Library was accessed over 2 million times, and via the International Dunhuang Project over 600,000 times. More information on the work of these initiatives is provided at page 17.

Alongside the facilitation of the ever-growing comprehensive collection (see page 13), work continues under our content strategy to build contemporary (post 1945) published material in specific areas of research focus. This year we developed new plans for areas such as Library and

Information Studies, Market Intelligence, French language material, German language material, and Turkish and Turkic material, all underpinned by a drive to provide access to help everyone find the information they require in the most cost-effective way.

By working in partnership, we are able to open up the collection in new ways for researchers. This includes playing a leading role in the International Image Interoperability Framework (IIIF) which provides a set of evolving open standards for high quality, attributed digital objects that enable researchers to work across different collections and datasets. We continued to co-chair the International Artificial Intelligence for Libraries, Archives & Museums (AI4LAM) network, which aims to share knowledge about the use of artificial intelligence. In November 2022, we delivered a virtual event to explore ethical and practical aspects of machine learning, and the importance of reproducibility in this rapidly developing field. We are also on the Executive Board of the Improving Access to Text (IMPACT) Centre of Competence in Digitisation, which this year marked its 10th anniversary and works to make digitisation of historical printed text 'better, faster, cheaper.'

We have also now shared 100,000 items of IIIF content on Europeana, a shared platform for digital access to European cultural heritage material. This includes over 60,000 out-of-print books and nearly 40,000 issues of newspapers digitised through the Endangered Archives Programme.

Work continued on the second phase of the five-year Arts and Humanities Research Council's (AHRC) *Towards a National Collection* (TANC) programme, which seeks to break down barriers between different collections in the UK. This year we concluded the *Locating a National Collection* foundation project, on which we were a Principal Investigator. This has worked to enable cultural heritage

organisations to use metadata and other electronic records to connect their material around locations (either of the origins or the subject of that material). We are a partner on the ongoing *The Sloane Lab* project, led by University College London, which seeks to link up the collections of Sir Hans Sloane which are dispersed across the British Museum, Natural History Museum, the British Library and others.

The second year of our partnership with the National Trust continued our programme of joint doctoral fellowships exploring connections between our collections and National Trust properties. A project on library dispersal and acquisition continued this year, and a new fellowship ran on social life in Georgian England. Through the partnership, we are exploring further research collaboration in future years, including larger scale projects, as well as opportunities for joint programming across both our sites.

The Green Libraries Partnership, a joint project with the Chartered Institute of Library and Information Professionals (CILIP), Libraries Connected, Julie's Bicycle and Arts Council England has entered its second year. This is a UK cross-sector initiative to support public libraries in building long term environmental understanding and action. This year, the project delivered a Green Libraries Survey and the first round of the Green Libraries Grant Fund, which offers small-scale grants to support environmental activity in public libraries and their communities. In March 2023, the inaugural Green Library Conference took place at the Wellcome Collection, bringing together 130 delegates to discuss how to achieve and sustain the objectives of the Green Libraries initiative.

The Living with Machines project, a ground-breaking partnership between the Arts and Humanities Research Council (AHRC), The Alan Turing Institute, British Library and the Universities of Cambridge, East Anglia, Queen Mary

University of London and King's College, brings together the humanities, data science and AI (artificial intelligence) to study the human impact of the Industrial Revolution. This year the project released a range of unique, large datasets with rich research potential, including the text of 50 historical digitised newspaper titles and the 'Mitchell's Newspaper Press Directories', all made accessible via the British Library research repository.

As well as producing numerous articles, book chapters, conference papers, datasets and digital tools, project members Ruth Ahnert, Emma Griffin, Giorgia Tolfo and Mia Ridge co-authored a new book *Collaborative Historical Research in the Age of Big Data: Lessons from an Interdisciplinary Project*. This outlined the challenges of establishing a multi-disciplinary digital humanities project in the complex landscape of cultural data in the UK.

The project has engaged thousands of volunteer citizen scientists with its online crowdsourcing projects and it has produced the acclaimed *Living with Machines* exhibition in collaboration with the Leeds City Museum. See page 24 for more. The annual BL Labs symposium was held in March 2023 and it explored the themes of digital storytelling, and AI and data use in galleries, libraries, archives and museums. The Symposium also saw a launch of the new BL Labs website in beta. The new website provides access to over 180 British Library datasets.

As an Independent Research Organisation, we are directly involved in a varied and dynamic portfolio of research projects. This year, we were part of 62 externally-funded research collaborations, both national and international, which aimed to improve knowledge and access to collections by working with partners. These diverse projects ranged from

the exploration of oral histories of sexual health in 20th-century Britain, to analysis of Arabic Bibles, and to the creation of digital archives of performances. Two new projects built on existing research in our collection relating to South Asia: an online database recording the history of South Asians in Britain (led by University of Bristol and Queen Mary University of London) and a programme of seminars, public events and community engagement celebrating the work of our long-running Two Centuries of Indian Print project, funded by a UK Research and Innovation/AHRC India 75 grant.

We continued to receive investment through two AHRC CapCo infrastructure grants, one supporting the ongoing development of the Shared Research Repository, a service offered to partner organisations to host and share open access to research undertaken by their staff and collaborators, and the other to support the long-term development of the IDP digital infrastructure.

We played host to a vibrant community of visiting researchers. We supervised 23 doctoral research projects in collaboration with Higher Education partners across the UK, funded by both UK and EU schemes, including ESRC and Marie Skłodowska-Curie. Research themes ranged from the experience of disabled professionals in late 20th-century Britain; the origins and development of the library assembled by Sir Robert Cotton (held at the British Library); and racism and anti-racism in British football fanzines and fan websites. Our PhD placement scheme welcomed 13 doctoral researchers from the UK and Europe, who undertook three-month assignments to gain experience of working within a heritage institution. We also ran our annual programme of Doctoral Open Days, designed to offer new PhD students an insight into what our collection and services can offer.

Through the UK government's Chevening international

scholarships and fellowships programme, we welcomed Noon Metaphorn Singhanan (Chiang Mai University, Thailand), to work on manuscript textiles in the Southeast Asian collections. The Eccles Centre's Visiting Fellowship programme welcomed 40 academic and creative researchers, many from overseas. The Centre's Fulbright Scholar programme brought two US-based researchers for 6-month visits, photographer Laura Migliorino (Anoka-Ramsey Community College in Minnesota) and education researcher Jay Garvey (University of Vermont), who explored the British connections of African-American composer J Rosamond Johnson, and the higher education experiences of queer youth in 20th century America, respectively. We also hosted a residency by a Ukrainian librarian supported through the British Academy's Researchers at Risk fellowship scheme.

This year our well-established partnership with the British Fashion Council was delivered in collaboration with designer Supriya Lele. Supriya's work, deeply rooted in her own cross-cultural viewpoint, examining her Indian heritage and British cultural identity, inspired hundreds of students across the UK to participate in a fashion research competition. On behalf of the judging panel, Supriya Lele announced that their winner was Mihai Popescu from Middlesex University, whose submission, 'The Traditional Family,' was inspired by his queer identity merged with his Romanian heritage. This year's British Library Staff Choice was Rebecca Wong from Kingston University with her submission on the magic and vibrancy brought to the UK by the Windrush generation, including her grandparents.

Business

We help businesses to innovate and grow

With the opening of our 20th and 21st regional Business & IP Centres (BIPC)s in Southampton and Cumbria this year, we proudly exceeded the target we set ourselves in 2015. Over the last three years, the National Network's growth has been enabled by investment from DCMS, and we have also added over 80 'BIPC Locals' (established alongside the regional hubs to provide further local reach and access across their localities). By working in partnership with local libraries, these Centres are able to offer a range of support and information for entrepreneurs and small business founders across the country.

Our 2023 report *Democratising Entrepreneurship 2.0* highlights the distinctive hallmarks of the service in terms of reach and impact: of the 18,175 new businesses created with support from the network over April 2020 – March 2023, 72% of the founders were women, 26% were from a Black, Asian and ethnic minority background (42% in London) and 10% had a disability; and survival rates of existing businesses over the pandemic were over 95%, far above the national average. Together, the businesses supported created £168 million of GVA (gross value added), which was a payback to the economy of £6.63 for every pound of public money spent.

With generous support from Barclays, we continued to deliver the Reset. Restart programme, which launched in 2020 to help small businesses navigate the unique challenges of the pandemic. The funding allowed us to

refresh and extend the national programme, supporting small business owners from diverse backgrounds to survive against a new set of challenges in a post-pandemic world. The service continued to be delivered primarily online, built around a series of webinars and digital drop-ins, alongside face-to-face networking events held in the regional BIPCs, and our Inspiring Entrepreneurs events. These feature inspirational entrepreneurs and founders taking part in panel discussions and conversations. This year, Reset. Restart attracted 7,449 attendees, of which 62% were women and 43% from a Black, Asian and minority ethnic background.

We continued the legacy of our Start-ups in London Libraries project, which launched London's first BIPC Local in Waltham Forest last year. This year we grew our hub and spoke offer (with our St Pancras BIPC as the hub) with the launch of four more BIPC Locals in Lewisham, Greenwich, Wandsworth and Bromley. As part of this we were delighted to secure funding from JPMorgan Chase to launch a new programme of delivery, Kickstart Your Business, in March 2023. This three-year funded programme will be delivered in the British Library BIPC, the growing network of London BIPC Locals, and online, to reach aspiring and new business owners across the capital.

After 10 years of delivery supported by the European Regional Development Fund, our Innovating for Growth project came to a close in 2022, marking the end of a hugely successful project which supported over 650 existing small businesses. 400 of these went on to scale-up,

either through increasing their workforce (529 jobs created) or launching new products or services. Our long-term ambition to deliver our scale-up services nationally were realised in September 2022, with the launch of successor programme Get Ready for Business Growth, funded by Arts Council England. Delivered online, small businesses across the creative and cultural sectors in England and Scotland are able to access the same level of specialist support provided by Innovating for Growth. Participants are taken through a programme of nine modules, delivered as webinars or tailored one-to-one support, as well as gaining automatic membership to our Growth Club, providing the opportunity to network with other high-growth, scale-up business owners.

The sixth annual Start-up Day was held on 22 February 2023, generously supported by Barclays, with a focus on the creative industries. The British Library BIPC and National Network BIPCs came together to deliver a day of timely and engaging content which was delivered online and in person. Sessions included *Inspiring Entrepreneurs: The Changing Face of Fashion* and *Start-up Stars: Staying creative in a global crisis*, BIPC Sussex's mini-Start-up Expo and BIPC Glasgow's *Side Hustle for Creatives* workshop. Over 600 attendees took part in London, and over 900 across the BIPC Network.

Culture

We engage everyone with memorable cultural experiences

Our *Breaking the News* exhibition, supported by Newsworks explored 500 years of the news in Britain through a range of era-defining stories. For the first time, the exhibition in St Pancras was preceded by a national launch of the exhibition across 65 Living Knowledge Network (LKN) partner libraries. Our now well-established model shares linked panel exhibitions to library partners who bring them to life for their audiences with local and regional collections and interpretation. These displays in libraries across the UK had significant reach: 14,576 visitors in London and a total of 782,000 visitors across the wider network. The exhibition was accompanied by an impressive events programme featuring leading journalists such as Marina Hyde, Jon Sopel and Amelia Gentleman.

Breaking the News was followed by *Alexander the Great: The Making of a Myth* supported by the Kusuma Trust, Ubisoft, and the Patricia G. and Jonathan S. England – British Library Innovation Fund. This stunning exhibition was the first to examine the legends that have surrounded Alexander. It featured objects from 25 countries in 21 languages, including manuscripts, paintings, coins and sculpture, as well as film excerpts, and culminated in a replica of Alexander's tomb created with game visuals by Ubisoft. The show attracted 32,279 visitors, with a high number visiting the Library for the first time.

Meanwhile, our PACCAR 2 gallery in St Pancras hosted two shows that added yet more diversity of themes and experience. *Gold* was supported by BullionVault, with the Goldhammer Foundation, the American Trust for the British Library and other generous supporters. It took visitors on

a journey to learn how gold has been used in manuscripts and books across cultures and faiths over centuries. It was followed by *Chinese and British*: a free exhibition exploring British Chinese communities and culture, supported by Blick Rothenberg. The exhibition showcased personal stories and included loans from community members such as Polin Law's incredible doll's house model of a Chinese takeaway. As with *Breaking the News*, a panel exhibition was shown at 62 libraries across the UK, and Liverpool Central Library co-curated an accompanying exhibition with local community groups and National Museums Liverpool.

Our permanent and free Treasures Gallery again featured a diverse array of new displays over the year. This included a tribute to Beryl Gilroy featuring archival material and a new commission by Amber Akaunu, a Liverpool-born Nigerian-German filmmaker and artist; and *Proud Words* celebrating two decades of consciousness-raising, identity building and activism within LGBTQ+ communities during the 1970s and 1980s. There were also displays on James Joyce's *Ulysses*, and a commemoration of the reign of the late Queen Elizabeth II. We additionally displayed an important collection of books and manuscripts acquired from the Blavatnik Honresfield Library, including works by Jane Austen and the Brontë siblings; and recently-acquired Beatles material from the collection of Hunter Davies (see page 14 for more on this). Our Treasures on Tour programme, supported in this phase by the Helen Hamlyn Trust, loans items to partner institutions across the country, particularly where material has a local or regional connection. This year loans reached Wrexham Museum, the Museum of Somerset, Dove Cottage in Grasmere, and Wardlaw Museum St Andrews. We also toured exhibitions to new venues, with *Marvellous and Mischievous: Literature's Young Rebels* going to the Burton in Bideford, The Hold in Suffolk, and York Art Gallery, while

Paddington: The Story of a Bear toured to North Hertfordshire Museum. Meanwhile, the Lindisfarne Gospels, one of the most spectacular manuscripts to survive from Anglo-Saxon England, was the centrepiece of a major exhibition at the Laing Art Gallery in Newcastle, which attracted more than 55,000 visitors.

Our work to grow our cultural impact in the Leeds city region, in advance of longer-term ambitions to establish a new permanent public space in Leeds, continued to thrive. Over 200,000 people engaged with a vibrant programme which included two major exhibitions: *Jill McKnight: Desire Lines*, an artist co-commission with Leeds Art Gallery, explored both institutions' collections to create new work; and *Living with Machines: Human Stories of the Industrial Age*, co-produced with Leeds City Museum, and developed from the Living with Machines research project (see page 21).

Other activity included partnering with the Out of Many festival of Jamaican culture in Leeds, on the Laureate to Laureate event featuring Poets Laureate Simon Armitage and Olive Senior, and preparation for collaborative participation in the Leeds 2023 Year of Culture Festival.

The last year has also seen a focus on building international partnerships with our touring offer. In September, a digital version of *Alice in Wonderland* opened at the newly opened Shanghai East Library and in five months has received 320,000 visitors. The exhibition *Early Photography and Archaeology in Western India* on the work of British and Indian photographers in Western India in the 19th century opened in November 2022. The project was in collaboration with the Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (CSMVS) museum in Mumbai and supported by the British Council, as part of the India/UK Together Season. It included

new prints created from negatives in the Library's collection using traditional methods and was seen by over 100,000 visitors. At the British Library, we put on a display of historical and modern photographs capturing the archaeological site of Hampi in southern India, now a UNESCO World Heritage site.

Our capacity for delivering on site cultural events was significantly impacted by the closure of our St Pancras Knowledge Centre for essential electrical upgrades, but this was still a year packed with highlights as the programme continued to rebuild following the pandemic. Alongside events supporting our exhibitions programme, we welcomed the return of the London edition of the Jaipur Literature Festival and our Food Season (supported by KitchenAid), as well as the first Irish Writers' Weekend, a programme for the UK/India 75 season and a number of events for Black History Month including Bocas Festival from Trinidad and Tobago. Several events featured Ukrainian writers, and we also presented a moving event in solidarity with Salman Rushdie, hosted the PEN/Pinter Prize, awarded to Malorie Blackman, and the Jhalak and Polari Prizes. In person audiences increased to 17,540 with 28,590 attending online.

The LKN live-screened 42 individual events to 23 public library venues across the UK, with highlights including events in celebration of the Platinum Jubilee, Worldwide Day of Ukrainian Literature and Lunar New Year. The bespoke LKN website now provides access to over 90 pieces of curated content and events for libraries to offer through their own cultural activity.

Learning

We inspire young people and learners of all ages

This year our National Outreach work for primary schools reached over 100,000 children across the country. The programme encourages reading and writing for pleasure through the delivery of three annual creative campaigns, each including live-streamed events for teachers and students. In summer 2022, *You Write, I'll Draw* examined the magic of author-illustrator partnerships and invited children to collaborate on their own picture books. Teachers could access instructions and inspiration on newly-created pages on our *Discovering Children's Books* web resource, which featured treasures such as Axel Scheffler's early sketches for the *Gruffalo*, Quentin Blake's preliminary ideas for *Matilda*, Dapo Adeola's digital artworks for *Look Up*, and drawings of Alice drawn by Lewis Carroll and John Tenniel.

In the autumn term, we re-ran our popular *Step Inside Your Story* campaign, this time led by Children's Laureate Joseph Coelho. The project explored inclusivity in children's books by asking young authors to place themselves at the heart of their own stories. We also commissioned the charity Inclusive Minds to produce a new book list about depictions of disabled children in literature. Our live-streamed *Authors into Schools* event starred Joseph Coelho, author Joanna Brown (J T Williams) and Inclusive Minds ambassador Joanna Sholem.

For the spring term, our third campaign on fairy tales featured Michael Rosen, Mara the Storyteller and Viviane Schwarz who encouraged children to investigate key motifs in traditional tales and then cook up their own stories. The events explored everything from enchanted objects and mysterious places to grisly villains and empowered children,

with Michael Rosen offering live creative writing brainstorming, access to collection treasures and ready-to-teach tips for the classroom.

Onsite at St Pancras, our activity with primary and secondary schools grew, with new sessions exploring maps, artists' books and creative writing, the latter made possible thanks to support from Old Possum's Practical Trust. More than 12,000 students and teachers have benefitted from taught sessions this year onsite, as we continue to work towards pre-pandemic levels of participation.

A new partnership with Classics for All and the Classical Association led to the creation of two successful study days for GCSE and A Level students themed around our major exhibition, *Alexander the Great: The Making of a Myth*. Events enabled pupils to engage with academics and extend their knowledge of the ancient world outside of the classroom, and to explore the potential to study at university. For our *Chinese and British* exhibition, we collaborated with SiShu Chinese School in London to provide a series of special events for primary school-aged children introducing them to Chinese poetry, calligraphy and brush paint.

The development of a vibrant programme in the Leeds city region has been a major achievement in recent years. This year, almost 15,000 people took part in activity ranging from teacher training to in-person events for school students. A highlight was the creation of the *Cooked with Love* recipe book by a group of young people seeking asylum, which was launched at Leeds Civic Hall and presented to King Charles III during his first visit to the city as Monarch.

We've continued to build partnerships with local community organisations to expand our provision for Early Years through our Family and Community Programme. We worked with Hopscotch Women's Centre to support Afghan families staying in local accommodation, Minik Kardes Children's Centre (a Turkish and Kurdish community centre), Islington Central Library, Hampden Children's Centre and N4 Library. Activity ranged from monthly storytelling workshops for the under 5s, outreach workshops in community venues and new online resources to two CPD events.

Our Family Station – a creative base in our Entrance Hall filled with activities, books and building trails to help our youngest learners and their families explore the Library – launched at the end of the previous year, with support from The Andor Trust. It has become a well-established feature of our offer, engaging more than 1,500 children and their carers with a visible and welcoming space in the Entrance Hall. We signed up to Camden Council's Warm Bank scheme, making the Family Station available every Friday morning between November and March 2023 with free café vouchers for hot drinks and juice. An additional 350 children, parents and carers took up this winter offer.

We have continued to steadily grow our accessible tours programme which have led to deeper engagement and an improved customer experience for visitors who are D/deaf and hard of hearing, and those who are blind and partially sighted. We now run regular audio-described, speech-to-text and British Sign Language tours for all PACCAR gallery exhibitions. Tours are a collaboration between Library staff and specialists from Stagertext, VocalEyes and BSL interpreters.

Through the Unlocking our Sound Heritage project, our

Access and Outreach team were able to launch a new initiative to make recordings from the sound archive accessible to people living with dementia. Working with partners, listening sessions have taken place at Age UK Kensington and Chelsea and Millman Street Community Centre in Camden, with the groups also visiting the British Library. Sessions are tailored to the interests of participants and offer people living with dementia the opportunity to listen to spoken word, oral history and wildlife recordings. These have highlighted the value of sound recordings to offer tangible connections to past experiences and sense of self, and to stimulate reminiscence and conversation.

Also through Unlocking Our Sound Heritage – supported by National Lottery Heritage Fund and several other generous funders – we delivered two fascinating new online learning resources. *Voices of Partition*, launched in November, explores the events leading up to the Partition of India in 1947. It brings together a rich collection of sound recordings, archival documents from the India Office Records, and expert articles to provide a comprehensive perspective, focusing on both the high politics and experiences of ordinary people. *Voices of the Holocaust*, which launched in March, draws on our extensive collections of Holocaust testimony from Jewish people who came to live in Britain during or after the Second World War. Both resources have been designed for a wide audience and provide rich and insightful teaching resources for secondary and sixth form students. Both sites join our growing number of online learning resources, which this year were visited by more than 9 million individual users.

This year we were able to return to onsite delivery of our adult education courses, with over 1,000 learners taking part in our diverse programme. Highlights included courses on Food

Writing with food writer and entrepreneur Mallika Basu; Illumination Masterclasses with professional calligrapher Patricia Lovett MBE; Ancient Emotions in the Modern World with Associate Professor in Classics at University College London, Antony Makrinos; and an Architectural Summer School in partnership with the Royal Institute of British Architects.

International

We work with partners around the world to advance knowledge and mutual understanding

Solidarity with our library and heritage sector peers in Ukraine was an important dimension of our international work this year. This ranged from sharing essential heritage conservation materials with our sister institution, the Vernadsky National Library of Ukraine, to working with the Ukrainian Embassy to distribute over 16,000 books in Ukrainian or dual English/Ukrainian language to our Living Knowledge Network partner libraries across the UK, and collaborating on a series of events to highlight Ukrainian culture.

We worked with Publishers' Licensing Services, publisher Halstan, and the Embassy of Ukraine to host the *Books Without Borders* event for refugee children and their families, joined by the First Lady of Ukraine, Olena Zelenska, via livestream. We hosted a worldwide reading of Ukrainian Literature with acclaimed writer Andrey Kurkov in September, and later in the autumn hosted an event celebrating the online writing residency Ukraine LAB, in collaboration with the Ukrainian Institute as part of UK/Ukraine Together Season run by the British Council. As outlined elsewhere in this report, we also hosted a residency fellowship for a Ukrainian librarian and supported digitisation of at-risk material via our Endangered Archives Programme (see page 37).

Last year's steady return to a busy programme of international engagements continued, reaching near pre-pandemic levels, and including a welcome increase of in-person activity. Our engagement (both physical and digital) spanned 81 countries and 336 separate engagements, ranging from diplomatic visits to professional skills exchanges with library and information professionals. In the past year our staff have

grown their strong participation in international professional networks including International Federation of Library Associations and Institutions (IFLA), the Conference of European National Librarians (CENL), the Consortium of European Research Libraries (CERL) and the Conference of Directors of National Libraries (CDNL), exchanging insight and practice on diverse topics such as lessons learned from the pandemic to the future of library services and information literacy.

In July we successfully ran our second International Library Leaders Programme, welcoming librarians from Australia, Brazil, Canada, Chile, Germany, Kyrgyzstan, Netherlands, Slovakia, South Africa, Switzerland, Ukraine, and the USA. The course enables an intimate group of international library professionals to go behind the scenes, meet our experts and learn from their experiences of dealing with the challenges facing libraries today.

Our senior management team participated in strategic dialogues with a number of partners this year. We participated in exchange visits with the Bibliothèque nationale de France, the Royal Library of the Netherlands, the National Archives and National Library of India, as well as the National Museum in Delhi. These exchanges enabled an invaluable insight into shared opportunities and experiences, as well as challenges facing national memory institutions.

To further strengthen our skills and knowledge exchange programme we signed new Memoranda of Understanding with the National Institute of Japanese Literature (June 2022), the National Library of South Africa (March 2023) and National Library of South Korea (March 2023). Well-established partnerships continued to flourish: with the National Library of China we continued to collaborate on the

International Dunhuang Project (IDP) digital infrastructure and shared insights into conservation practices, producing a series of videos and hosting joint online discussions with staff across our teams. In India, we were proud to collaborate with the CSMVS Museum in Mumbai on a successful photographic exhibition partnership, kindly supported by the British Council, see page 30 for more. Elsewhere we also had productive exchanges with Libraries and Archives Canada and the National Library Board Singapore.

As well as delivering the latest successful round of Endangered Archives Programme (EAP) grant funding for projects to digitise at-risk material around the world (see page 14), we continued to strengthen the network of EAP Regional Hubs that have been established to help build the skills and capability of local organisations. This year, we have partnered with institutions in countries including India, Lebanon and Lesotho to work together in offering training and outreach, including several workshops, both virtual and in-person, and support with digitisation and conservation.

Digitisation collaborations continued to thrive. Our partnership with the Qatar Foundation and Qatar National Library successfully completed its third phase and marked 10 years of collaboration in June. This has enabled us to conserve, catalogue and digitise important collections from the India Office Records and Arabic Scientific Manuscripts collections. Phase four has now commenced and aims to make a further 675,000 images of the collections available freely online for the benefit of all.

The International Dunhuang Project, set up in 1994, is our longest international partnership, in which the Library is a founding partner. This collaboration, spanning three decades, seeks to make metadata and images of manuscripts, textiles

and other items from Dunhuang and other sites of the Eastern Silk Road freely available online. This year we have completed the Lotus Sutra project and delivered a series of events while working on the redevelopment of the new IDP website in English that will be launched later this year, exactly 25 years from the launch of the first IDP website.

The Eccles Centre for American Studies is based at the Library and exists to support and promote creative research and lifelong learning about the Americas through the world-class collections of the British Library. As well as supporting a range of fellowships (see page 24), the centre continued to facilitate cultural exchange and conversation about the Americas through a vibrant programme of events. This included the annual Bryant Lecture with former BBC North America Editor Jon Sopel, a series of 15 Summer Scholar talks held onsite with Eccles researchers, and panel discussions focussed on the value of libraries and archives held in Columbia, Peru and Mexico in partnership with Hay Festivals. The annual Congress to Campus programme, delivered with the support of the American Embassy, provided over 1,000 secondary school students with the opportunity to explore the lived reality of US politics with former members of Congress. The centre also supported the ongoing cataloguing of the Hay Festival archive and a research project with academics from Leeds University focussed on Black authored plays held in the Lord Chamberlain plays archive.

Public Lending Right

The British Library administers Public Lending Right (PLR), the scheme through which authors are remunerated by the Government for loans made by public libraries. In its distribution of the fund, the scheme recognises the value of such loans to the reading public and the right of authors and other contributors to receive payments for them. Authors, illustrators, translators, narrators and all others who have contributed to books subsequently benefit and are hugely supportive of it. We also administer Irish PLR on behalf of the Irish Government.

DCMS funding for the Public Lending Right increased to £6.16 million for the PLR year 2021/22. The Rate Per Loan (RPL) was calculated in the normal way by using the previous year's national public library loans figures, which were impacted by a period of lockdown. This resulted in an unusual drop in demand subsequently causing the RPL to rise from the previous year's 11.26p per loan to 30.53p. Due to the way in which the statutory instrument distributes the PLR funding, this increase had minimal impact on the overall distribution of earnings. Overall, £6,164,457 was distributed to 21,034 rights holders as compared to 20,475 in PLR year 2020/21. The expectation is that for the next PLR reporting year, the rate per loan in full will return to levels more consistent with the pre-pandemic era.

The impact of the significantly improved new PLR registration system resulted in many authors taking the opportunity to increase the number of books they had registered, enabling them to record a higher number of loans. An analysis of the top 50 contributors who had the biggest increase in earnings between 2020/21 and 2021/22, shows that 33 of those contributors had registered new interests during 2021/22 and

13 were newly registered to PLR entirely.

Julia Donaldson was the most borrowed author, easing out James Patterson who had previously held the top spot. Other children's authors including Daisy Meadows, David Walliams, Jeff Kinney, Roald Dahl and Adam Blade also made a strong showing on the most borrowed author list. On the most borrowed Titles lists, as in previous years, crime writers featured strongly in the top 10. Richard Osman took the first and second spots with *The Thursday Murder Club* and *The Man Who Died Twice* while Ann Cleeves had three titles featured in the top 10. The importance of PLR to writers was summed up by Ann Cleeves who wrote, "Of course libraries are for readers – they're an introduction to brilliant authors and a social space to share a passion for books – but they're vital for writers too. They spread the word about newcomers, host events, and PLR provides financial support when it's most needed. I wouldn't still be published if it weren't for libraries. There would be no Vera or Shetland on television, showcasing our country throughout the world."

The work of PLR is supported by the PLR Advisory Committee which is made up of representatives of PLR stakeholders. In 2021 Tom Holland, author, historian and current British Library Board member, completed his terms of office as Chair of the committee and was replaced by Daniel Hahn, translator and author. We also welcomed new committee members to join those who are still in post. The Advisory Committee is currently: Andrea Ellison and Sarah Hassan representing public libraries, Isobel Dixon representing the Society of Agents, crime writer Vaseem Khan representing the Society of Authors, author Simon Guerrier, representing the Writers' Guild of Great Britain, and illustrator Alexis Deacon who represents illustrators and provided the illustrations for the PLR most borrowed list's media release.

Enabling Living Knowledge

Delivery of our Living Knowledge purposes is underpinned by a range of enabling activities which ensure that we maximise the resources at our disposal and continue to deliver a cost-effective service to world-class standards.

Finance and planning

Our Strategic Leadership Team engaged in the eighth and final year of the current comprehensive corporate planning process, which continues to apply tight scrutiny to budgets leading us to the end of the ambitious programme of change outlined in our *Living Knowledge 2015–2023* strategy. This has renewed and refreshed the Financial Strategy originally approved by the British Library Board in 2015/16 to support *Living Knowledge*.

While we have still to achieve a full recovery to pre-pandemic footfall levels, we have had the reasonable certainty of the funding settlement from the 2022 UK Government Comprehensive Spending Review, which confirmed in advance the Grant in Aid settlement for 2022/23 and the settlement for the next two years until 2025. We have worked with DCMS to understand the potential impact on future funding from the fiscal events announced in August and October 2022 including the potential for changes to Spending Review settlements going forward.

The financial strategy for the years ahead in support of our new *Knowledge Matters* strategy will inevitably require some further hard choices, and some difficult judgements about which investments are likely to contribute the greatest impact in making our intellectual heritage accessible to everyone, for research, inspiration and enjoyment. Our overriding objective throughout this year has continued to be to balance our strategic ambitions, our commercial and

fundraising plans as well as looking at where we can make savings.

Commercial strategy

Our focus this year was to continue recovering our services following the pandemic, and to develop a platform for future growth in our commercial income. Income increased to £12.9m with a margin of £4.96m. This was an increase of £1.9m of income and £860,000 of margin, in continuing positive signs of recovery from the pandemic. This year's performance was achieved despite the impact of the closure of the Knowledge Centre for a substantial part of the year, which required us to reduce our targets by £0.5m.

We progressed a number of projects during the year, the most significant being the launch of our new Box Office system in partnership with Tessitura. We strengthened our events operations by recruiting an event Diary Manager and we continued to develop our next catering tender, which launched in spring 2023. This will be a major strategic element of our commercial offer up to 2028 at least.

We completed our post-Covid retail relaunch by reopening our dedicated bookshop in St Pancras. In order to relieve some of our reliance on physical visits for commercial sales we launched our first subscription service, which focuses on our 'Crime Classics' fiction range. This initiative won the Innovation Award at the Association for Cultural Enterprises Conference in March 2023.

Our publishing function continues to perform strongly with an uplift in rights and facsimiles sales. Following a tender process we have appointed Hachette UK to handle our distribution, a move that will give us access to a wider market and a much better platform to achieve continuing sales growth.

Following a period of intensive work, we made a major step forward in our international licensing ambitions by signing a contract with 'Artistory' to represent us in China. Through them, we have started working with several new partners and are at the beginning of what we hope to be a very fruitful period of access to new international markets.

Technology strategy

The last year has continued to see the delivery of foundational infrastructure in line with our Technology Strategy. This included the continuation of the roll out of Microsoft 365, resulting in more Teams-enabled meeting rooms, migration of telephony to Teams and general enhancement of the platform for hybrid working as colleagues returned to site. There was also the replacement of ageing storage hardware, an upgrade of the Wi-Fi in both public and office environments, an upgrade of our discovery infrastructure 'PRIMO' and the replacement of our corporate firewalls.

The successful crawl of the UK web domain in 2022 resulted in approximately 70 terabytes of web site data collected and the archive now has a total of 1.4 petabytes of data. A new Box Office system has been implemented and we have integrated Google Analytics 4 across the web estate, in preparation for the shutdown of classic Google Analytics. Upgrades to ensure we can meet Making Tax Digital requirements were successfully delivered.

In March the landmark new Sounds Website was launched (see page 13), a successful major collaboration between teams across the Library to tackle complex challenges around format, accessibility and user experience, making over 110,000 archival sound recordings freely accessible online.

People strategy

During this year our focus has very much been on

understanding and supporting our staff in the new, post-pandemic workplace. We have experienced many external factors that have impacted our workforce with the challenges of the cost of living, pay, mental health and wellbeing, as well as heightened industrial relations across the UK affecting many sectors.

Ensuring staff have access to support with wellbeing has been a priority, with the launch of wellness action plans, financial wellbeing seminars, menopause at work sessions and also the launch of a peer buddy scheme as part of mental health awareness week. Regular Pulse surveys have helped us adapt our approach and prioritise interventions to support staff.

In September 2022 we undertook our first all staff survey since 2019. The response rate was strong however, engagement levels decreased from 3.74 in 2019 to 3.47 in 2022, with concerns on pay particularly prominent.

Since the survey we implemented our annual pay award, with the Cabinet Office approving a business case for an increased award. This has helped make some inroads in addressing pay issues, and will support the implementation of our ongoing pay and grading work which will ensure pay remains fair, competitive and inclusive.

Despite this progress, industrial relations remain challenging given the context of the national dispute regarding pay, pension, redundancy terms and job security.

In 2018, we made a commitment to close the Gender Pay Gap completely by 2023. This year's result brings us close to 0% with a median gap of 0.2%. This is a tribute to work by many colleagues across the Library. The pandemic has

had a disproportionate impact on women and we have continued to invest, support and implement new, different and progressive ways of working to retain and attract women into our workforce.

In 2023 we also commit to publishing our ethnicity and disability pay gaps, to support efforts to ensure the Library is a place where everyone can succeed regardless of gender, ethnicity or background. As part of National Apprenticeship Week, we launched an early careers strategy outlining what we will do to support, encourage and diversify the cultural and heritage sector workforce, creating opportunities to learn, develop and be part of the Library.

As part of this strategy, in 2022 we have increased engagement with school students and young people, attending careers talks and events to raise awareness of opportunities at the British Library. Local students in Camden, Leeds, York and Harrogate were prioritised for 22 work experience placements, supported by local schools and community organisations. In addition, a virtual work experience was launched in October 2022 to reach a wider audience, with 638 students completing the programme. 29% of these reported having free school meals, 7% reported having special educational needs or a disability and there was a broad range of ethnicity – 48% white, 23% Asian, 10% Black, 13% Mixed Race or other ethnicities.

The Library Information and Archive Services (LIAS) apprenticeship scheme is now in its second year. The Library was shortlisted for apprentice employer of the year by Westminster Adult Education Services.

We recruited our sixth cohort of apprentices in 2022, with 12 apprentices starting in August. Additionally eight apprentices

who enrolled in 2021 completed their qualifications with four of them securing a further role at the Library.

In January 2022 we launched our Race Equality Action Plan (REAP). The plan was developed by colleagues from all levels, across all areas of the Library, with the aim of enacting a generational shift so we become a more representative and diverse organisation that is welcoming and empowering for everyone. As part of implementing this plan we signed the Race at Work Charter in May 2022. Upon signing, we have made a commitment to seven calls to action which all aim to tackle the disparities found for Black, Asian, Mixed Race and other ethnically diverse staff experiences in employment and career progression. One of our overall aims is to address the long-standing lack of representation in senior management by recommending targets to increase Black and minority ethnic representation in key areas, including a proposed headline target of 15% of staff in senior management grades by 2027.

In line with this we also launched our first reciprocal mentoring programme focusing on race and ethnicity. The programme aims to encourage cultural change by connecting people through empathetic conversation and mutual learning. It provides an opportunity for strategic leaders (mentees) to gain valuable insight into the perspectives of people with different lived experiences. For mentors, it provides a platform to develop leadership skills and confidence that supports their career development.

We continue to collaborate closely with our Strategic Leadership Team, trade unions, staff networks and others to ensure the delivery of our people commitments.

Fundraising

Our supporters and partners have helped us to mount

exciting and informative exhibitions; support thousands of entrepreneurs to create and grow their businesses; acquire new items and archives for our collections, and to start our transformation journey of creating new spaces. To all our Patrons, legators, those who have supported us through our donation boxes and appeals, adopted a book or named a desk or chair in our Reading Rooms, sponsors and business partners, trusts and foundations, thank you.

Our *Breaking the News* exhibition, supported by Newsworks, was viewed by over 796,576 visitors, at our home in London and 65 Living Knowledge Network (LKN) partner libraries across the country.

We were delighted to partner with BullionVault in their first arts sponsorship for our *Gold* exhibition, which brought together 50 spectacular manuscripts and objects from 20 different countries and five major world religions. We're also grateful to the American Trust for the British Library, The John S Cohen Foundation, The Finnis Scott Foundation, The Owen Family Trust and The P F Charitable Trust for their support.

Our *Alexander* exhibition was supported by the Kusuma Trust and the Patricia G. and Jonathan S. England – British Library Innovation Fund, and we partnered with games producer Ubisoft to bring a virtual recreation of Alexander's tomb to life. Thanks to Blick Rothenberg, our *Chinese and British* exhibition ran not just in our PACCAR Gallery but also at at least 60 public libraries across the UK, through the Living Knowledge Network.

Our *Animals: Art, Science and Sound* exhibition is being supported by The Getty Foundation as well as luxury cruise company PONANT. We're also welcoming Wayland Games,

as the lead sponsor of our *Fantasy: Realms of Imagination* exhibition, opening in autumn 2023.

In another strong year of acquisitions, we would particularly like to thank American Trust for the British Library member, Susan Tane, for her extraordinary gift of a first edition copy of Walt Whitman's *Leaves of Grass*; and the National Heritage Memorial Fund and British Library Collections Trust for supporting the acquisition of the archive of the writer John Galsworthy.

In our ongoing efforts to open up access to our collections, we have now completed digitisation of all the copies we hold of the Lotus Sutra as part of the International Dunhuang Project (IDP), thanks to the Bei Shan Tang Foundation, and are looking forward to launching a new IDP website in English, with generous support from The Polonsky Foundation. We are also grateful to the Sino-British Fellowship Trust, Dunhuang Foundation and Sir Percival David Research Fund for their support of the International Dunhuang Project.

Our digital learning resources such as *Discovering Literature*, *Discovering Children's Books* and *Discovering Sacred Texts* have continued to be well used and we are busy developing the next resource in this series, *Discovering History*. Thanks to support from the Garfield Weston Foundation, Charles and Nicky Manby, and The American Trust for the British Library, the first section of this new site is set to launch later in 2023.

Our three-year Start Ups in London Libraries pilot with JPMorgan Chase concluded, with over 2,500 entrepreneurs receiving support to help them start or grow their business. 94% of the SMEs are still trading, in spite of the pandemic.

The firm has repeated its support, and is helping us to roll out a BIPC Local service to 10 high street libraries in London over the next three years. We're also grateful to Barclays for supporting *Reset. Restart*, our service dedicated to helping founders to navigate the pandemic so that as many small businesses as possible could adapt or survive.

Finally, we would like to give a special thanks to Mark Pigott KBE, KStJ, for a major gift, in recognition of which we are renaming the auditorium in the Knowledge Centre to the Pigott Theatre; and The Wolfson Foundation, for a major pledge and the National Lottery Heritage Fund, who have awarded us development phase funding for our planned new site in Leeds. These gifts and pledges are a major show of support for our transformation plans to create brand new spaces for culture, learning, research and business.

In total, we received charitable giving of just over £11.7m, a rate of around 11% of Grant in Aid received.

The year ahead

While there remain some long-lasting impacts of the global Covid-19 pandemic, this year marks something of a return to our usual rhythm of corporate business planning. Looking ahead, our focus is on progressing with our ambitious set of strategic initiatives, while continuing to deliver impact across all our public purposes.

This year will be something of a transitional one following the adoption of our new *Knowledge Matters* strategy. Teams across the Library will be aligning their plans, activities and KPIs to the new strategy as we look to 2030, while continuing to work hard to deliver impact across all our public purposes.

Deliver our purposes, onsite and online

- Continue the work of reducing backlogs in processing Non Print Legal Deposit material as a result of Covid-19
- Begin the replacement of our Library Services Platform and agree a procurement approach that secures the best possible discovery of, and access to our collection and content items
- Continue restoring levels of user access to pre-pandemic levels, including Reading Room occupancy, number of items consulted, and enquiries handled (onsite and remotely)
- Sustain our BIPC national network in its next phase, following the conclusion of the DCMS-funded three year expansion programme, and raise awareness and use of the service

- Deliver major new cultural exhibitions including *Animals: Art, Science, Sound* and *Fantasy: Realms of Imagination* with an accompanying linked exhibition across Living Knowledge Network partner sites
- Grow the range of, and the use of, online learning material available to users and teachers
- Deliver the Endangered Archives Hubs Programme, working with partners around the world on skills and capacity building in conservation and digital preservation.

Progress our strategic ambitions

- Begin major construction work to renew our Boston Spa site
- Continue working toward an unconditional Development Agreement for the extension of our St Pancras site
- Continue work with CEG, Leeds City Council and West Yorkshire Combined Authority to develop a viable long term operating model for a British Library occupation of the Temple Works site in Leeds
- Launch the LibraryOn website following beta phase and administer £1.1m grant fund to library authorities to improve their online presence.

Enabling strategies

- Publish and begin to embed *Knowledge Matters*, a new seven year corporate strategy for the Library's work, and embed across the organisation
- Continue the implementation of our Race Equality Action Plan across our purposes and at all levels of the organisation
- Upgrade core technology infrastructure including Wide

Area Network, Wi-Fi, payment solutions, and access solution for Legal Deposit Libraries

- Develop our leadership and management capabilities by launching new training programmes
- Implement the recommendations for the pay and grading review, focusing on internal equity and investing in salaries for lower paid employees and those employees with the largest gaps to market
- Continue decarbonising our buildings and ways of working in order to reduce carbon emissions
- Continue to recover commercial income to pre-pandemic levels
- Continue to fundraise in support of the Library's purposes, particularly around our major capital projects.

Key Performance Indicators

The measures marked¹ are those agreed with DCMS for the period 2022/23. Several of these were new in 2021/22 and comparative prior year data is not available for all years. Performance against DCMS measures can be summarised as follows:

■ performance 89% or less of target

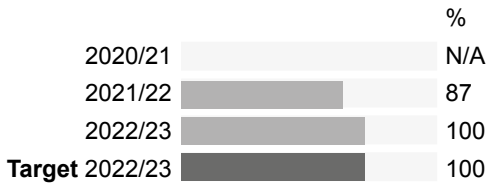
○ performance within 90–98% of target

▲ performance 89% or less of target

Overall performance continues to recover post-pandemic with 63.6% of DCMS KPIs within 1% of target or above compared with 45.5% in 2021/22.

CUSTODIANSHIP *We build, curate and preserve the UK's national collection of published, written and digital content*

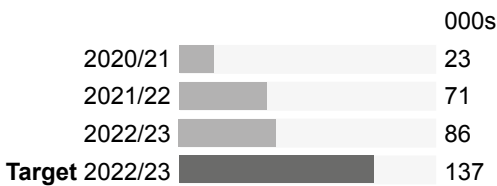
▲ Percentage availability of newly received legal deposit content¹. Includes percentage availability of physical and digital legal deposit items.



100% of legal deposit material received in the final quarter was made available. Backlogs of materials built up under lock downs have been reduced through the year with work ongoing to clear these.

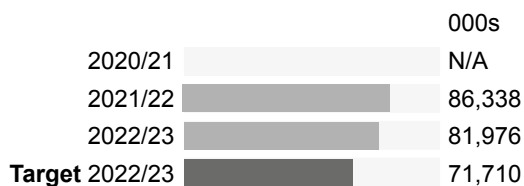
RESEARCH *We support and stimulate research of all kinds*

■ Number of reference and librarianship enquiries answered¹. Includes number of remote reference enquiries and enquiries made in Reading Rooms.



Both onsite and remote enquiries have been significantly below target. The onsite performance reflects the low visits to Reading Rooms during the year. A marketing campaign started in September 2022 to try and improve Reading Room visitor numbers.

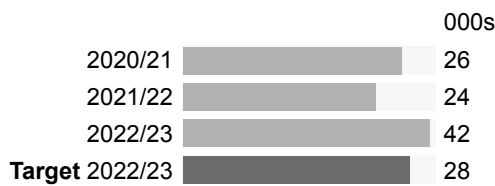
▲ Items consulted online, onsite and through remote delivery¹. Includes physical and electronic items consulted in Reading Rooms, items consulted on the Library website, Collection items consulted on partner websites and items supplied remotely via the Document Supply service.



Items consulted on partner websites have performed well overall although visits to the British Newspaper Archive site were 5% below target. Items consulted in Reading Rooms, on the British Library website and items supplied remotely have all been behind target.

BUSINESS *We help businesses to innovate and grow*

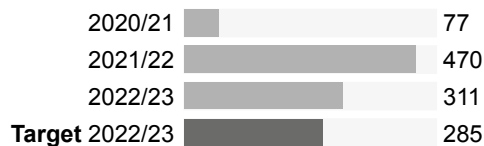
▲ Number of businesses and entrepreneurs supported¹. Includes the number of businesses and entrepreneurs supported through the BIPC National Network and the BIPC at the St Pancras site.



The national network performed particularly strongly, with attendees at workshops and webinars almost double the target.

CULTURE *We engage everyone with memorable cultural experiences*

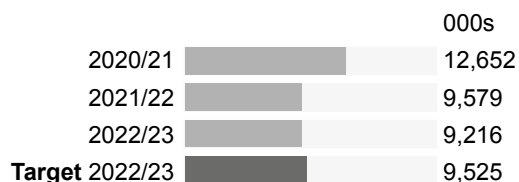
▲ Number of British Library objects loaned out to other national and international venues for display, events and exhibitions¹. Includes the number of objects loaned for British Library events and touring exhibitions and those lent in response to interactive requests.



Items loaned to national UK venues have exceeded target by almost 10%. Physical loans to international venues have been lower than target because digital assets have been loaned for exhibitions in Mumbai and Shanghai.

LEARNING *We inspire young people and learners of all ages*

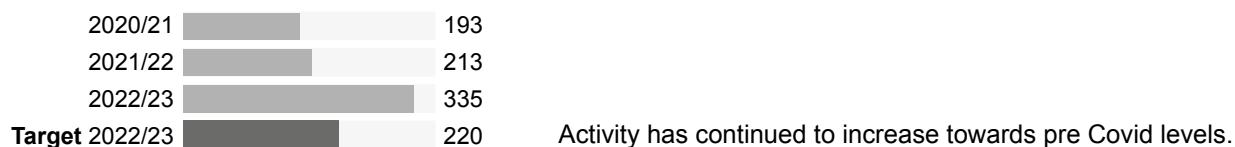
○ Number of learners supported onsite, online and remotely¹. Includes under 18 and adult learners supported onsite, online and remotely, attendees of family, access and outreach events onsite and online and visits to the learning website.



Online and onsite sessions have performed well but the number of visits to the learning website has been 413,000 lower than target although performance was improving during the last quarter.

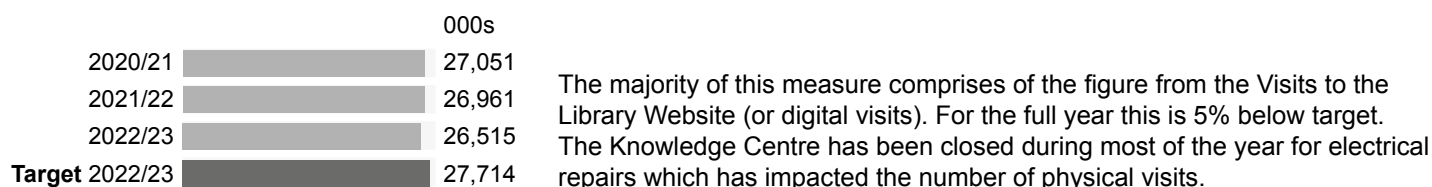
INTERNATIONAL *We work with partners around the world to advance knowledge and mutual understanding*

▲ Number of international engagements hosted. Includes diplomatic and professional visits to the Library and professional and other visits and excursions made by Library staff.

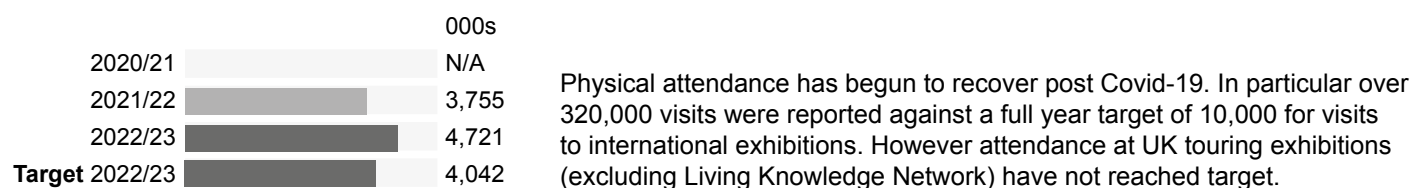


OUR REACH

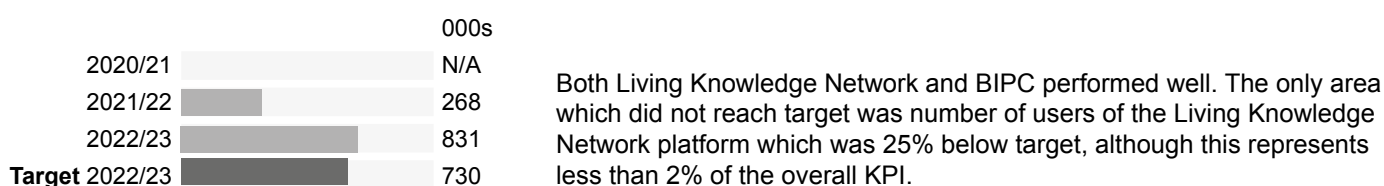
○ Total visits to the British Library¹. Includes physical visits to the main St Pancras site, Knowledge Centre and Boston Spa site and visits to the Library website.



▲ Visits to Library and services via partner sites¹. Includes physical visits to touring exhibitions, Living Knowledge Network exhibitions and events, BIPC National Network events and webinars, digital visits to the Qatar Digital Library and British Newspaper Archive sites and social media followers/likes.



▲ Visits to Library content and services via Public Libraries¹. Includes physical and digital visits to Living Knowledge Network exhibitions and events and attendees at BIPC National Network events and seminars.



OUR PEOPLE

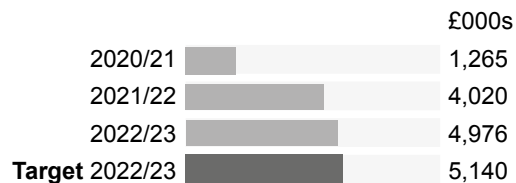
■ **Employee engagement rating (out of 5).** Based on responses to the “Your Voice” staff survey.



There was a 63% response rate to the survey. Key negatives were clustered around pay, remuneration and reward.

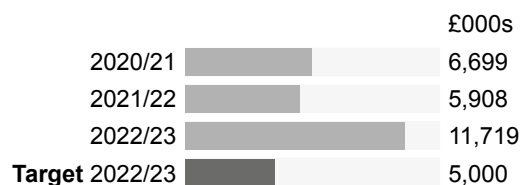
FINANCIAL AND ECONOMIC

○ **Commercial margin¹.** Includes gross margin (income less direct costs) of commercial activities such as ticket sales, licensing, document supply and space rental.



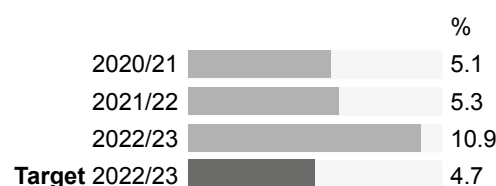
Commercial margin performance is 4% below the original target agreed at the beginning of the year.

▲ **Charitable giving¹.** Includes donations, legacies, bequests and similar income; donated objects; sponsorship; membership schemes; and capital grants and donations received and excludes funding from public bodies.



Performance is well above target, with this being driven by a large unrestricted donation of £1m in quarter four. The figure includes donated assets of £4.7m.

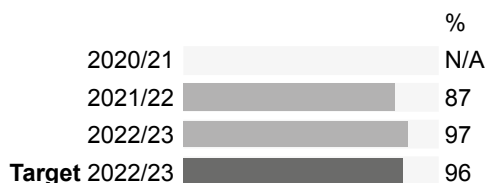
▲ **Rate of charitable giving.** The ratio of charitable giving (above measure) as a percentage of Grant in Aid funding.



See above.

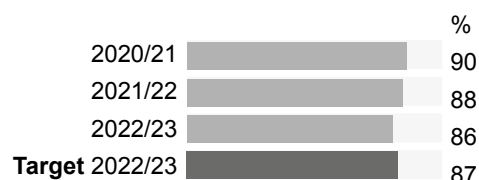
CUSTOMER SERVICE

▲ **Satisfaction with Reading Room services.** Based on questionnaires placed on desks in the Reading Rooms which users can fill in at any time.



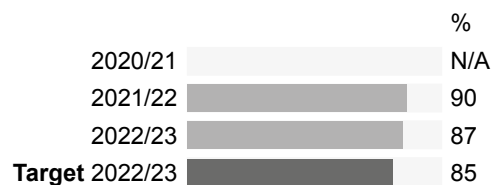
No surveys were carried out during 2020/21 because the Reading Rooms were closed during the Covid-19 lockdown. Satisfaction levels since reopening have been above target.

○ **Satisfaction with ease of finding information on the Library's website.** Based on online surveys.



Website satisfaction has oscillated during the year, peaking at 88.2% in October. A new platform was introduced in August which whilst minimising disruption to user experience has reduced the number of responses. More time is required to determine whether there is a relationship between number of responses and satisfaction rate.

▲ **Satisfaction with our exhibitions – customer enjoyment rating.** Based on face to face surveys of visitors to onsite and touring exhibitions.



No surveys were carried out during 2020/21 because the exhibitions were closed during the Covid-19 lockdown.

Grants and Donations

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

Donors and Supporters

Al-Khoei Foundation
The American Trust for the British Library
Arcadia – a charitable fund of Lisbet Rausing and Peter Baldwin
Art Fund
Arts Council England
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The B H Breslauer Fund of the American Trust for the British Library
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The Gladys Kriebel Delmas Foundation
Kusuma Trust
The Leverhulme Trust
Mainz Charitable Trust
Charles and Nicola Manby
Kimberly and David Martin
National Heritage Lottery Fund
The National Heritage Memorial Fund
Old Possum's Practical Trust
Owen Family Trust
The David Pearlman Charitable Foundation
P F Charitable Trust
Robert Pierce
Mark Pigott KBE, KStJ
Pilgrim Trust
The Polonsky Foundation
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The Radcliffe Trust
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Family Foundation
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The Rothschild Foundation
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The Garfield Weston Foundation

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Adopt a Book

Richard Cheetham
Chris and Eddie Dapré
Allan Hay

Sat Pal Muman
And many others

**We are very grateful to everyone
who has pledged and given a
legacy to the British Library.**

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Delmas Foundation

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The Polonsky Foundation

Merle Shapiro in honor

of Jay Friedman

Nicholas Tsamparlis

Adopt a Book

The American Trust for the British

Library at the Recommendation

of Justin Zaremby

Sponsor a Seat

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of Jon A Lindseth

Governmental Funders

Department for Culture, Media

and Sport (Core Grant in Aid)

European Regional Development

Fund (deployed by Greater

London Authority)

**And others who wish to
remain anonymous.**

Statement of the British Library Board's and Accounting Officer's Responsibilities

Under the British Library Act 1972, the Department for Culture, Media and Sport has directed the British Library to prepare for each financial year a statement of accounts in the form and on the basis set out in the accounts direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Library and of its net incoming resources, recognised gains and losses, and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government *Financial Reporting Manual* and, in particular, to:

- observe the accounts direction issued by the Department for Culture, Media and Sport, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the Government *Financial Reporting Manual* have been followed, and disclose and explain any material departures in the financial statements
- prepare the financial statements on a going concern basis
- confirm that, so far as they are aware, there is no relevant audit information of which the British Library's auditors are unaware and that they 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 Library's auditors are aware of that information

- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and that they take personal responsibility for the Annual Report and Accounts and the judgements required for determining that the Annual Report and Accounts are fair, balanced and understandable.

The Department for Culture, Media and Sport has appointed the Chief Executive as Accounting Officer of the Library. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Library's assets, are set out in *Managing Public Money* published by HM Treasury.

There is a clear division of responsibility between the Chair and the Chief Executive. The Chair is responsible for the leadership of the British Library Board, ensuring its effectiveness on all aspects of its role. They facilitate both the contribution of Board members and also constructive relations between the Board and the Executive. They represent 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, they are responsible for its procedures and controls in financial and other matters.



Dame Carol Black
Chair

5 July 2023



Roly Keating
Chief Executive
and Accounting Officer

5 July 2023

Financial review

Overview of financial position

The overall financial performance for the year continued to be affected by the recovery from the impacts of the Covid pandemic although visitor numbers are gradually increasing to pre-pandemic levels. Year-on-year comparisons still need to be considered against this context.

Income

	2021/22		2022/23	
	£m	%	£m	%
Grant in Aid	110.4	78	116.5	79
Donations and legacies	20.1	14	14.8	9
Charitable and other trading activities	10.8	8	15.5	11
Investment income	0.1	0	0.8	1
	141.4	100	147.6	100

Grant in Aid is the Library's primary source of funding, received from the Department for Culture, Media and Sport (DCMS).

The Library's Grant in Aid for 2022/23 was confirmed at £116.5m (£110.4m in 2021/22) during the year. This included a general inflationary uplift of 2% and additional funding to support the energy increases and the impact of Covid totalling £2.7m, an additional £1.8m required to compensate for increases in employer pension contributions and employer national insurance payments and £5.0m for

the final year of the Business and IP Centres expansion. Additional Grant in Aid was also provided to progress the next stages of the Boston Spa renewed programme (£2.9m) and £2.9m from the Public Bodies Infrastructure Fund to progress urgent repairs to the Library's estate. An additional £4.8m was provided, late in the year, to assist with the urgent repairs to the Knowledge Centre of which £2.4m will be repaid by the Library through a reduction in its 2023/24 Grant in Aid.

The contributions from philanthropic donations, research grants and funding for major projects, which included a National Lottery Heritage Fund grant towards the Save our Sounds project of £1.1m, £1.5m funding for the Endangered Archives Programme and £2.9m from the Arts and Humanities Research Council for the LibraryOn project, alongside generous pledges and donations from private individuals and trusts, continue to provide critical funding in support of the Library's purposes.

Income from onsite retail, publishing and exhibition ticket sales improved on the previous year as visitor numbers continued to recover from the pandemic.

Although visitor numbers and the associated income did recover to some degree during the year it was still below historic levels. Income from sales of commercial and cultural events and membership were severely affected by the need to close the Knowledge Centre building in June 2022 due to urgent electrical repairs being required, although some services were maintained by using other parts of the buildings.

Income from Information Services, including Document Supply and leasing of office space were broadly in line with last year whilst increases in interest rates during the year and re-negotiations with our bank increased returns on investments to £0.8m (£0.1m 2021/22).

Revenue Expenditure

	2021/22		2022/23	
	£m	%	£m	%
Acquisitions	7.6	6	8.3	6
PLR payments to authors	6.0	5	6.2	4
Other charitable purposes	61.0	48	63.5	43
Income generation	2.1	2	3.3	2
Corporate support costs	35.7	28	46.9	32
Depreciation and impairment	14.8	12	18.1	12
	127.3	100	146.3	100

Overall expenditure has risen by £19m during the year as the return to normal services post pandemic brings costs back into line with historic levels. The increase also reflects the Library's 3% pay award plus an additional non-consolidated 2% which recognises the Library's organisational performance in the year 2021/22. Other inflationary pressures in the costs from our supply chain also affected the running costs especially in the operation of the Estate and notably within the costs of energy. The increase in Estates support costs also reflects the substantial (£4.8m) costs of the emergency repairs to the Knowledge Centre.

The depreciation and impairment charge for the year increased due to revaluations. In 2021/22 there were impairment reversals of £3.3m arising on revaluation compared to £1.1m this year.

Revenue expenditure on acquisitions increased to £8.3m (£7.6m 2021/22) bringing it back to pre-pandemic levels.

The Public Lending Right (PLR) Grant in Aid allocation for the year was £7.1m (£6.6 m in 2021/22). Total PLR payments made in 2022/23 were £6.2m, paid to 21,034 rights holders (£6m paid to 20,475 authors in 2021/22). The rate per loan approved was 30.53 pence (11.26 pence in 2021). PLR expenditure included £13,572 unpaid at the year end because some authors' addresses and/or bank details are unknown to PLR, or because authors' assignees have not made probate claims within the preceding six years (£12,703 last year). All approvals and payments reported relate to the previous PLR year.

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

Capital Expenditure

	2021/22		2022/23	
	£m	%	£m	%
Acquisitions	1.0	6	6.7	33
Technology	1.5	9	2.2	11
Estates	13.4	85	11.5	56
	15.9	100	20.4	100

The Blavatnik Honresfield Library collection was added to Fixed Assets during the year including a £1.2m payment, which was shown in prepayments last year, and £3.7m which is recorded as a donation. In total the Library received eight donated items with a valuation totalling £4.7m (£0.3m in 2021/22). The major capital expenditure on the Library's estate was in relation to the Boston Spa Renewed Programme and a number of 'green' energy efficiency programmes delivered through the Salix programme of works.

Funds analysis

The Library distinguishes between restricted, designated, fixed asset and unrestricted funds and between expendable and non-expendable funds. Non-expendable amounts are those associated with future depreciation of capital assets and permanent endowment funds. All other funds are considered to be expendable reserves. Restricted funds are income funds or endowments which can only lawfully be spent for purposes specified by the donors. Designated funds are those set aside for specific purposes.

2022/23

	Restricted		Designated		Unrestricted		Fixed Asset		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%
Expendable	28.7	2.6	6.4	0.6	49.2	4.4	–	–	84.3	7.6
Non-expendable	3.4	0.3	–	–	–	–	1,030.3	92.1	1,033.7	92.4
Total	32.1	2.9	6.4	0.6	49.2	4.4	1,030.3	92.1	1,118.0	100.0

2021/22

	Restricted		Designated		Unrestricted		Fixed Asset		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%
Expendable	27.3	2.5	6.6	0.6	51.9	4.8	–	–	85.8	7.9
Non-expendable	3.7	0.3	–	–	–	–	1,000.3	91.8	1,004.0	92.1
Total	31.0	2.8	6.6	0.6	51.9	4.8	1,000.3	91.8	1,089.8	100.0

Over the year, there was a net increase in funds before revaluations of £0.1m, which was comprised of a £2.7m decrease in general funds, a £1.9m increase in fixed asset funds, and a £0.9m increase in restricted and designated funds.

Revaluations, including desk top exercises for both the St Pancras and Boston Spa sites, resulted in a £28.0m revaluation gain on Fixed Asset Funds in the year. Both exercises were undertaken by professional property advisors.

Reserves policy

The Library is included in a Government scheme which gives exemption from certain spending controls to organisations in the Museums and Galleries sector. Under these 'Museum freedoms', the Library is exempt from some of the Government rules in relation to pay awards, procurement and property spend. The Library is also permitted to keep reserves and to use them in a more flexible way, subject

to informing DCMS of any requirement as part of HM Treasury's supplementary review estimate.

The reserves policy has been developed and approved in the context of the current economic climate and, in line with HM Treasury guidance, is being utilised to help deliver a balanced three year financial plan for the period 2023/24 to 2025/26.

As part of the annual planning and budget setting process, the British Library Board reviews and approves the level of readily available reserves appropriate to the scale, complexity and risk profile of the Library.

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

The target level of general provision will be calculated, within a range, against risks to its main unrestricted income streams as set below:

- Grant in Aid – minimum of 2% to a maximum of 10%
- Trading Income – minimum of 25% to a maximum of 50%
- Unrestricted donations – minimum of 25% to a maximum of 50%.

Where reserves are in excess of the current requirement, consideration will be given to releasing them to fund new projects and activities within the categories below and following approval by the Board:

- Invest to Save projects – activities where the investment will lead to ongoing savings in the running costs of the Library. These will be assessed by the level and timing of the payback on the investment
- Invest to Grow projects – activities where the investment will lead to increased income to the Library after offsetting the costs to deliver the service. These will be assessed by the level and timing of the payback on the investment
- Strategic Options – activities that are critical to the delivery of the latest strategy as envisaged and approved by the Board.

In total, Unrestricted Reserves at 31 March 2023 were £49.2m of which £3.0m relates to non-cash prepayment adjustments in relation to serials. Taking account of the current level of risk, the following reserve allocations were agreed by the British Library Board:

Reserves allocation

	£m
<i>Knowledge Matters</i> Strategic Reserve	21.5
Restructuring reserve	2.0
Major portfolios and programmes	4.7
Expenditure carried over from the current year	1.6
Non-cash prepayment adjustments for serial acquisitions	3.0
General provision (within policy)	16.4

Investments and financial risks

The Library holds a number of Trust and Restricted funds which, although each is self-contained, are pooled under the title of a Common Investment Fund for investment purposes. The Board determines the overall investment return objectives and acceptable risk tolerances for the Common Investment Fund.

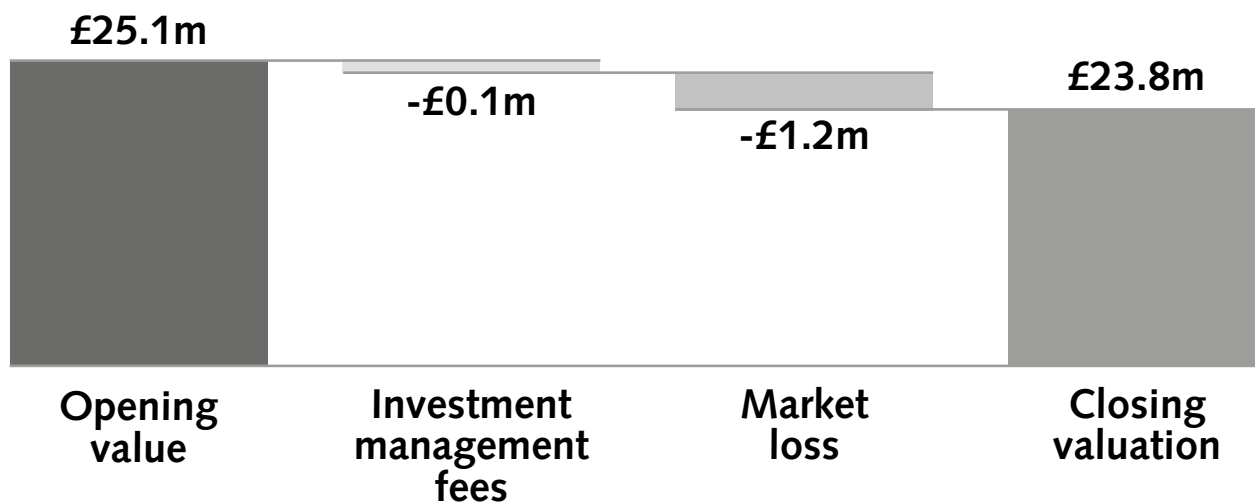
The Board recognises the risk of short term volatility or longer term depression in values associated with investing in equities and other asset classes and maintains a relatively conservative attitude to risk. The Library's investments are held in two Diversified Growth Funds (DGF), managed by Baillie Gifford and Ninety One plc, having different but complementary market outlooks to manage this risk.

The Library's goals are firstly to preserve at least the real purchasing power of its investment portfolio over time whilst secondly setting spending policies at a level that maximises sustainable spend without prejudicing the first goal. The overall investment objective is to achieve a total return on investments of RPI plus 3% per annum over a rolling 5 year

period. Performance is monitored annually against target and the investment policy and strategy is reviewed every three years.

Although there has been a lot of volatility in the financial markets the performance of the portfolio has still been disappointing for the year and an independent review of investment performance has been commissioned to compare the performance against industry benchmarks and the target.

At the start of the year, fund values stood at £25.1m. During the year, there were disposals of £0.1m to fund management fees. Performance on the global financial markets resulted in a £1.2m loss during the year, and at the end of the year investments stood at £23.8m.



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

Payment of creditors

The Library observes the principles of the Better Payment Practice Code, and it is the policy of the British Library Board to pay all creditors within 30 days of the invoice receipt unless separate arrangements have been agreed with the supplier. For the year ended 31 March 2023 96% of invoices were paid within the agreed 30-day period (95% in 2021/22), against a target of 90%.

Related party transactions

Details of related party transactions are disclosed on page 180 at note 23.

Code of best practice on corporate governance

In accordance with HM Treasury Code of Good Practice and Chapter 3 of *Managing Public Money*, the Annual Governance Statement is included on pages 103 to 122 of this report.

So far as the Accounting Officer and the British Library Board are aware, there is no relevant audit information of which the Library's auditors are unaware, and the Accounting Officer and British Library 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 Library's auditors are aware of that information.



Dame Carol Black
Chair

5 July 2023



Roly Keating
Chief Executive
and Accounting Officer

5 July 2023

Reference and Administrative Details

The following organisations were the Library's principal suppliers of professional financial, legal and investment services during 2022/23:

Lloyds Bank plc
25 Gresham Street
London EC2V 7HN

Barclays Bank
Leicester
Leicestershire LE87 2BB

Deloitte LLP
1 New Street Square
London EC4A 3HQ

Government Banking Service
Premier Place
Devonshire Square
London EC2M 4BA

Santander Corporate Banking
2 Triton Square
Regent's Place
London NW1 3AN

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

Baillie Gifford & Co Edinburgh
Calton Square
1 Greenside Row
Edinburgh EH1 3AN

Ninety One Plc
55 Gresham Street
London EC2V 7EL

Mills and Reeve
24 King William Street
London EC4R 9AT

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

Veale Wasbrough Vizards
Narrow Quay House
Narrow Quay
Bristol BS1 4QA

PwC
Central Square
29 Wellington Street
Leeds LS1 4DL

Carter Jonas
1 Chapel Place
London W1G 0BG










KPMG LLP (UK)
One Snowhill
Snow Hill
Queensway
Birmingham B4 6GH

Sustainability Report

The Library recognises that its activities impact on society and the environment at local, regional and global levels through the resources it consumes, the waste it produces, the travel and work patterns it encourages amongst its staff and the products it buys. The Library needs to provide stable and reliable collection storage while seeking to minimise the impact that its buildings and operations have on the environment.

The Library has adopted the latest ‘Greening Government’ targets (re-baselined for 2020/21 onwards against 2017/18 actuals) and is currently on track to meet these by 2025/26.

Progress in 2022/23 towards Greening Government

	Requirement	2017/18 baseline	2022/23	% change	Status
	Reduce Greenhouse Gas emissions by 58% On track		10,464 tonnes CO ₂ e	6,415 tonnes CO ₂ e	39%
	Reduce direct Greenhouse Gas emissions by 25%	2,305 tonnes CO ₂ e	2,557 tonnes CO ₂ e	-11%	See below ¹
	25% of car fleet to be ultra-low emission vehicles by 31 December 2022	0%	0%	0%	See below ²
	Reduce the number of domestic business flights by 30%	28	10	64%	On track
	Reduce the overall amount of waste generated by 15%	457 tonnes	272 tonnes	40%	On track
	Reduce waste sent to landfill to less than 5% of overall waste	0%	0%	0%	On track
	Increase the proportion of waste recycled to at least 70% of overall waste	66%	70%	6%	On track
	Reduce paper consumption by at least 50%	3,412 A4 reams equivalent	2,065 A4 reams equivalent	39%	On track
	Reduce water consumption by at least 8%	50,699 m ³	55,409 m ³	-9%	See below ³

¹ Gas emissions at our Boston Spa site increased from 1,266 tonnes CO₂e in 2017/18 to 1,554 tonnes CO₂e in 2022/23 due to increased use of a gas fired tri-generation plant at that site. There was a corresponding decrease in electricity emissions from 1,951 tonnes CO₂e in 2017/18 to 711 tonnes CO₂e in 2022/23. Total scope 1 and 2 emissions at Boston Spa have decreased from 3,217 tonnes CO₂e in 2017/18 to 2,265 tonnes CO₂e in 2022/23.

² The Library has two vehicles which are typically replaced every 5 years. There will be no progress against this measure until the vehicles are next replaced.

³ Office benchmarks for water consumption and reduction are not suitable for St Pancras as approximately 60% of water used is for cooling of Reading Rooms, collection storage areas, public exhibition spaces and the Knowledge Centre so options for reduction are limited.

Mitigating climate change: working towards Net Zero by 2050

The Library has set an overall goal to achieve net zero emissions by 2050, compared to 1990 levels. This is in line with the UK Government's commitments expressed in The Climate Change Act 2008 (2050 Target Amendment) Order 2015. We will be developing a new sustainability and Net Zero strategy in 2023/24, in order to determine how we shall meet this goal. In recognition of the potential impacts of climate change, the British Library Board endorsed a new strategic risk in this area in 2021, setting out the actions required by the Library to contribute to Government targets to reduce the likelihood of environmental disasters.

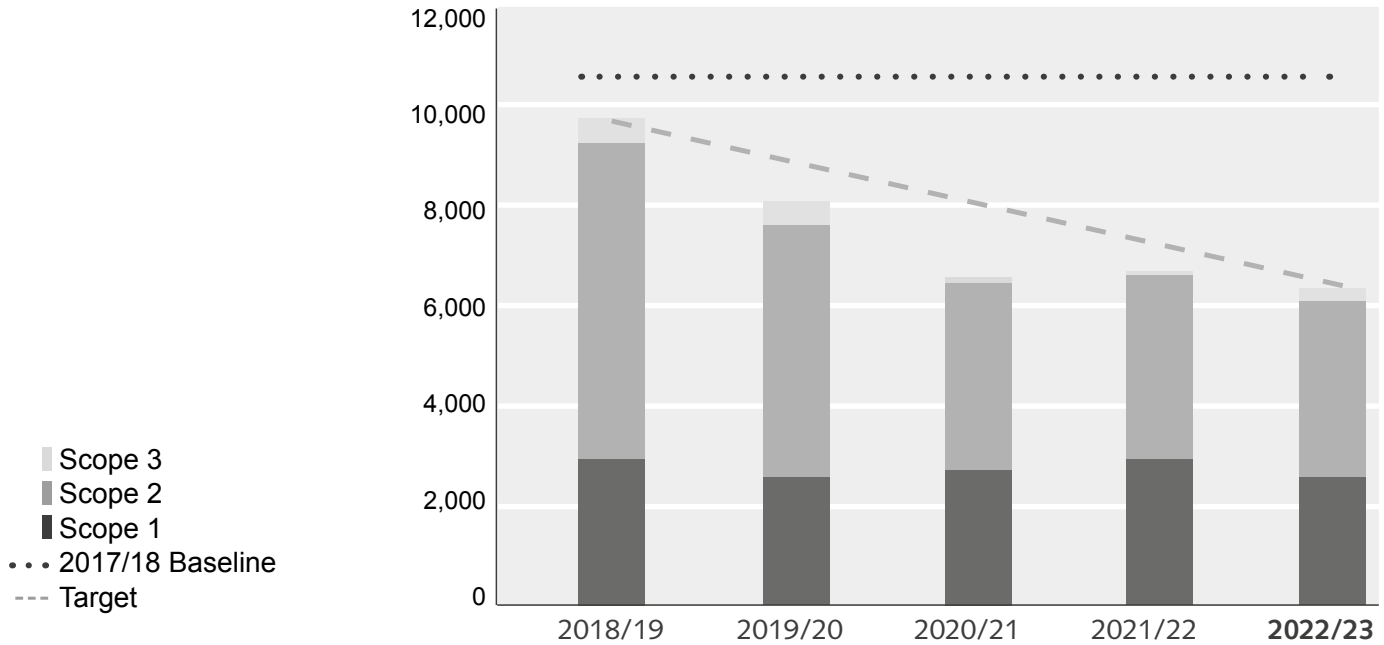
Public Sector Decarbonisation Scheme

A major achievement has been to receive a Public Sector Decarbonisation Scheme (PSDS) grant to undertake substantial decarbonisation works at both sites, which will help the Library as a whole to become more sustainable and reduce its carbon emissions in the coming years. The funding covers ten projects, including solar panels and LED lighting for both sites. A ground source heat pump system is being completed for Boston Spa to decarbonise the heating system. Total savings of 990 tonnes CO₂e are predicted, which will be a significant step change in progressing toward CO₂ reductions and our journey towards Net Zero. These savings commenced in 2022/23 as the projects started to come on stream, and will provide more benefit in 2023/24 as the projects are fully completed and commissioned.

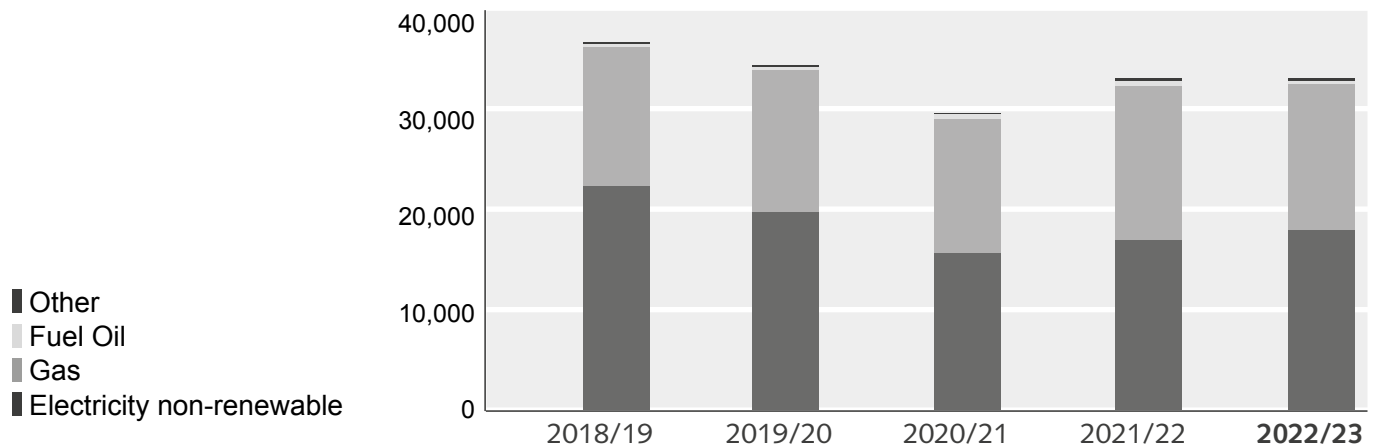
The closure of the Library's buildings to the public as a result of Covid-19 reduced CO₂ emissions in 2020/21 and 2021/22

because of reduced visitor and staff occupancy. This has returned to near-normal levels in 2022/23, hence emissions have increased in this year. We expect emissions in 2023/24 to be significantly reduced in comparison to 2019/20.

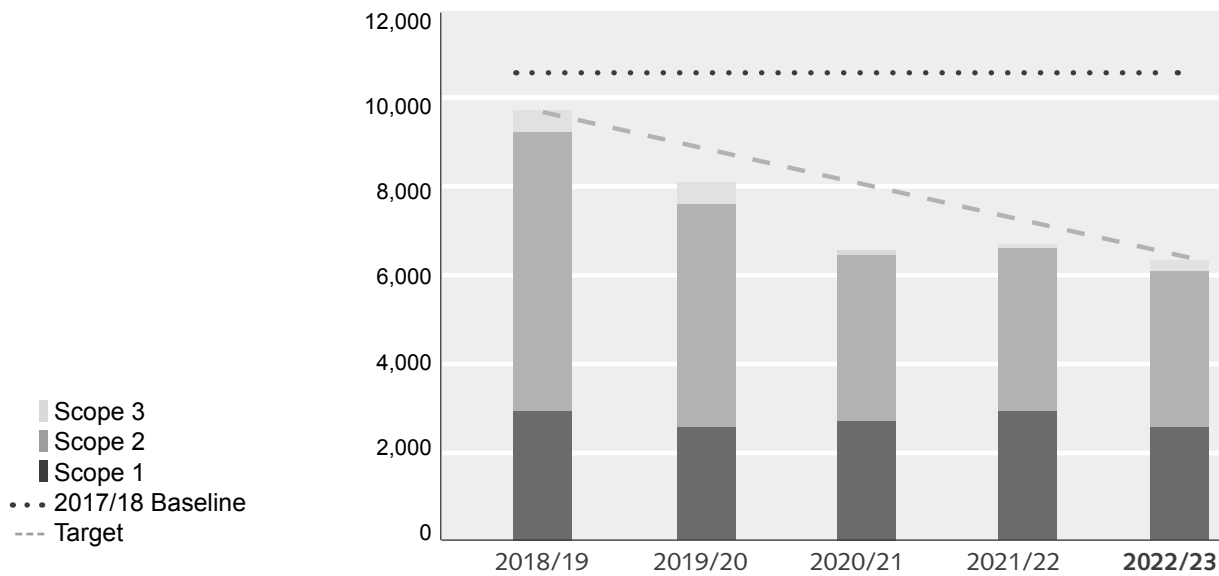
Greenhouse Gas



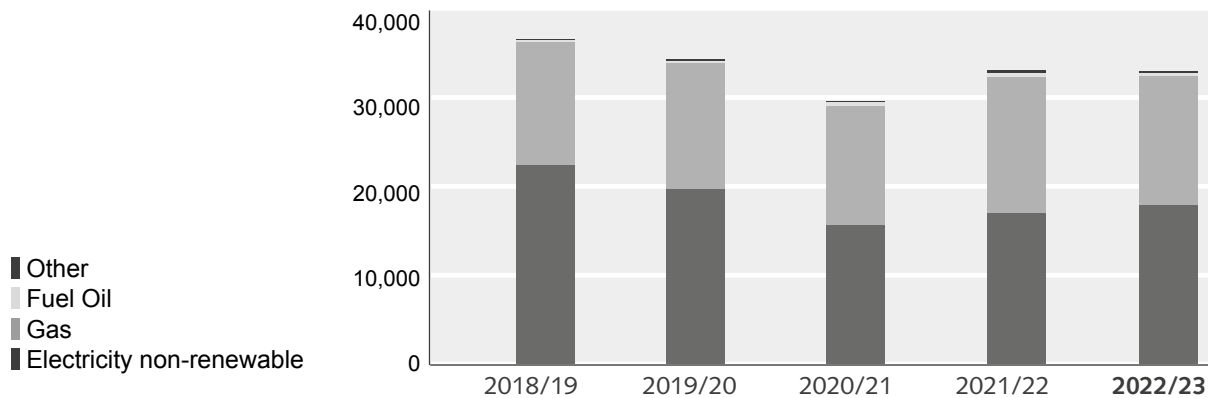
Energy consumption (MWh)



Greenhouse Gas



Energy consumption (MWh)



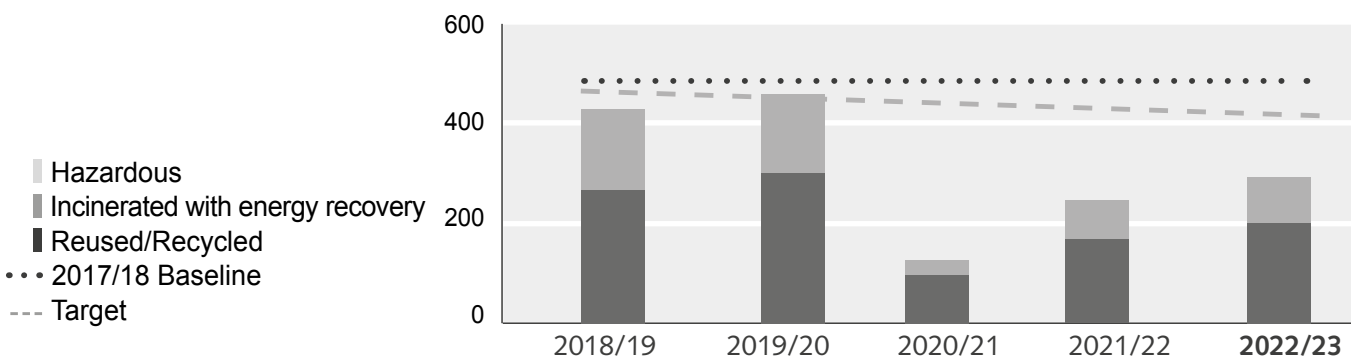
Greenhouse gas emissions		2018/19	2019/20	2020/21	2021/22	2022/23
Non-financial indicators (tonnes CO ₂)	Scope 1					
	Gas	2,718	2,450	2,506	2,728	2,511
	Fuel oil	–	–	–	1	–
	Owned fleet	5	8	–	4	5
	Fugative emissions	240	156	183	150	41
	Total scope 1	2,963	2,614	2,689	2,883	2,557
	Scope 2					
	Electricity	6,281	5,148	3,734	3,629	3,559
	Total scope 2	6,281	5,148	3,734	3,629	3,559
	Scope 3					
Official travel	126	82	4	16	115	
Official travel international	267	140	3	–	48	
Delivery and distribution	104	101	57	90	136	
Total Scope 3	497	323	64	106	299	
Total scope 1,2,3	9,741	8,085	6,487	6,618	6,415	
Related energy consumption (MWh)	Electricity: non-renewable	22,188	20,142	16,017	17,093	18,406
	Gas	14,774	13,325	13,623	14,893	13,757
	Fuel oil	167	21	270	486	162
	Other	27	30	1	14	17
	Total energy consumption	37,156	33,518	29,911	32,486	32,342
Financial indicators (£000)	Expenditure on energy	2,830	2,810	2,453	2,895	5,212
	CRC allowances expenditure	168	–	–	–	–
	Expenditure on official travel	678	498	18	85	272

Minimising waste and promoting resource efficiency

We employ a hierarchy of waste prevention: re-use, recycling, energy recovery and treatment/disposal. No general waste is sent direct to landfill. All non-recyclable waste is incinerated to provide energy. Food waste is sent for anaerobic digestion, creating both fertiliser and gas for energy generation. We have stopped selling drinks in plastic bottles at our catering outlets, our cutlery is all corn starch, wooden or metal and take away food and drink is sold in paper based containers and cups to reduce Consumer Single Use Plastic waste. The cleaning contractor has introduced a policy of bulk buying cleaning products and re-filling individual containers to further reduce single use plastics.

A gradual increase in staff returning to on-site work and in numbers of public visitors following the Covid-19 pandemic coupled with a large number of internal staff relocations has resulted in a slight increase in volume of waste produced although this is still below pre-pandemic levels and on track to meet the 2025/26 target. The percentage of waste recycled continues to exceed targets.

Waste volumes (excluding



Waste		2018/19	2019/20	2020/21	2021/22	2022/23	
Non-financial indicators (tonnes)	Construction waste	Reused/recycled	–	–	–	657	
		To landfill	–	–	18	434	
		Hazardous waste	–	–	–	1,076	
		Total	–	–	–	2,167	
	Hazardous waste	Total	–	–	–	–	
	Non-hazardous waste	Reused/recycled	265	234	56	146	167
		Food waste anaerobically digested ¹	N/A	64	4	19	25
		ICT waste recycled, reused and recovered ²	N/A	N/A	N/A	4	8
		Incinerated with energy recovery	146	138	29	61	80
		Total	411	436	89	230	280
Total waste		411	436	89	248	2,447	

Financial indicators (£000) Costs of waste disposal are embedded within service contracts. The actual element that relates to removal of waste is not identified separately.

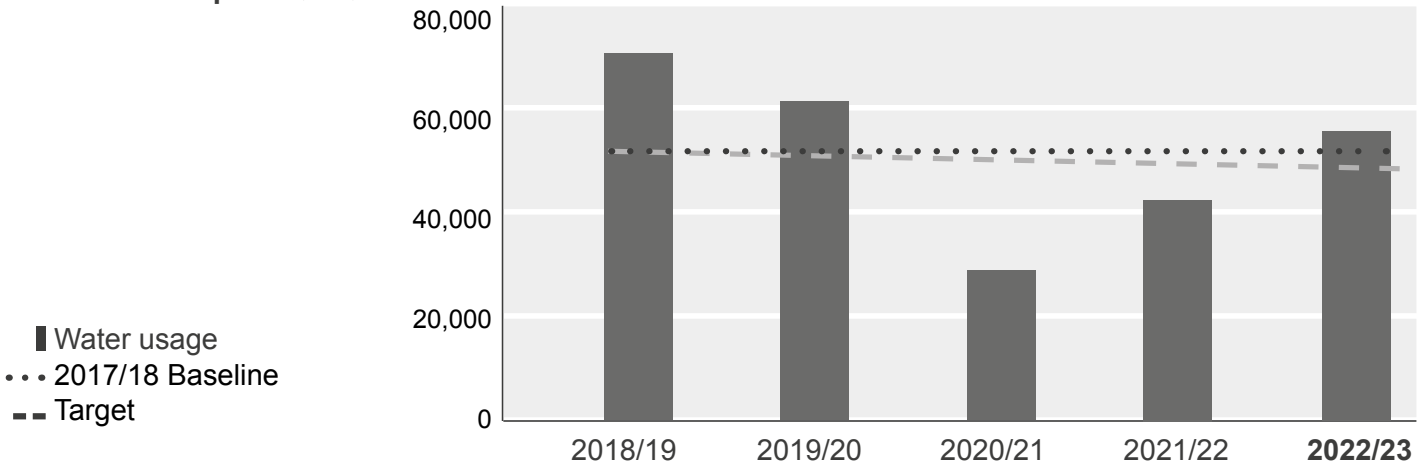
^{1,2} These categories were reported on separately for the first time in 2021/22. Comparatives are disclosed where the data is available. In previous years these elements were included within the reused/recycled and incinerated with energy recovery categories as appropriate.

Reducing our water use

Office benchmarks for water consumption and reduction are not suitable for St Pancras as approximately 60% of water used is for cooling of Reading Rooms, collection storage areas, public exhibition spaces and the Knowledge Centre so options for reducing water consumption are limited.

Replacement of our cooling towers resulted in higher than usual water consumption in 2018/19. Consumption was reduced in 2020/21 and 2021/22 because closure of the buildings during the Covid pandemic meant that less cooling was required. The reopening of our facilities has led to an increase back to pre Covid levels in 2022/23. Water usage will be an area of increased focus for future years.

Water consumption (M³)



Finite resource consumption			2018/19	2019/20	2020/21	2021/22	2022/23
Non-financial indicators (M ³)	Scope 2	Purchased	70,014	60,198	27,377	41,396	55,409
Financial indicators (£000)	Water supply and disposal costs		165	139	76	121	158

Procuring sustainable products and services

All government departments including the British Library must make sure that they meet the minimum mandatory Government Buying Standards (GBS)^[1] when buying goods and services. The Supply Chain Management team will promote the inclusion of these standards in procurement activity wherever possible and encourage sustainable procurement – the process whereby organisations meet their needs for goods, services, works and utilities in a way that benefits not only the organisation, but also society and the economy, while minimising damage to the environment – where it is pertinent to the subject-matter of the contract.

UK Government has a commitment to achieve ‘Net Zero’ carbon emissions by 2050. This commitment requires suppliers bidding for government contracts for goods,

services or works (anticipated contract value above £5m per annum) to commit to achieving Net Zero by 2050 and publish a 'Carbon Reduction Plan'. The Supply Chain Management team will promote consideration of PPN 06/21^[2] in all procurement where the requirements meet the stated commitment.

^[1] [gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs](https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs)

^[2] [gov.uk/government/publications/procurement-policy-note-0621-taking-account-of-carbon-reduction-plans-in-the-procurement-of-major-government-contracts](https://www.gov.uk/government/publications/procurement-policy-note-0621-taking-account-of-carbon-reduction-plans-in-the-procurement-of-major-government-contracts)

Nature recovery – making space for thriving plants and wildlife

Our St Pancras building has some designed-in climate change adaptations. Our Boston Spa site has biodiversity and natural environment features. Landscaping and tree planting will be enhanced as part of the site master plan. A nature recovery plan will be developed, following the development of a new sustainability and Net Zero strategy.

Adapting to climate change

Our St Pancras site is not located in an area of flood risk. Nevertheless, the building design incorporates extensive flood defence measures to protect its deep basements. There are other measures including substantial solar shading, landscaping and planting and some rainwater harvesting. The building is well insulated and able to adapt to increased external temperatures. Heating plant has been reduced and cooling plant resilience increased. An energy reduction plan is in progress as described previously.

Our Boston Spa site is not located in an area of flood risk. It has good groundwater drainage including underground water attenuation and a sustainable drainage system to manage storm events. The new storage buildings constructed in the past 10 years are highly insulated, air conditioned and airtight. The older buildings dating from the 1940s to 1980s are not well insulated and have suffered from rainwater ingress in extreme weather (c. 1 event per 3 years). A master plan has been developed for the site to upgrade and replace these buildings by 2025.

A climate change adaptation strategy including climate change risk assessment and climate change action plan will be developed, following the development of a new sustainability and Net Zero strategy.

Reducing the environmental impacts from ICT and digital
Over the last twelve months we have reduced our total device fleet by 150 devices (5%) as part of our Technology Device Policy which will aim to further reduce the device estate over the next two years. As well as giving financial benefits this is helping to reduce the environmental impacts from a reduced device estate consuming less electricity. By purchasing less equipment less needs to be manufactured and shipped and in time this will reduce the amount of equipment we need to dispose of.

We also replaced our power management software in 2022/23 providing us with greater control over our device uptime and enabling further savings on electricity costs. All but essential machines (used by staff working overnight) are centrally powered off each evening.

Sustainable construction

We seek to achieve appropriate BREEAM (Building Research Establishment Environmental Assessment Method) ratings for new buildings e.g. the Newspaper Storage Building at Boston Spa has a 'Very Good' rating. We intend to improve this for future construction.

All three of our Change Portfolios intend to use the United Nations Sustainable Development Goals as a framework to identify the areas where they could contribute towards sustainable outcomes. Those goals were adopted by 193 nations in 2015, and challenge stakeholders to contribute to achieving them by 2030. The use of these goals by the Library is most developed for St Pancras Transformed and Boston Spa Renewed, with St Pancras Transformed clustering goals together and Boston Spa Renewed looking at individual ones.

Boston Spa Renewed will include a new storage archive, built to the highest levels of air tightness and thus energy use/carbon emissions possible. The campus landscaping will be developed for staff to enjoy as much as possible, including extensive tree planting.

Remuneration Report

Service contracts

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

The Library's senior managers covered by this report hold appointments which are open-ended until they choose to retire. However, those in post prior to 1 October 2006 have a contractual right to retire at age 60, should they so choose. The Chief Executive has a six-month notice period; other senior managers have a three-month notice period. All are members of the Principal Civil Service Pension Scheme and, as such, early termination of their contract would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Remuneration policy

The remuneration policy for the British Library's senior managers is set by the Remuneration Committee, a standing committee of the British Library Board which fulfils the following responsibilities:

- to keep under regular review the terms and conditions of the Chief Executive
- to undertake an annual review of the Chief Executive's salary and to determine their performance bonus and inform the Board
- to consider the recommendations of the Chief Executive in relation to the annual review of the salary and performance

bonuses of the Executive Team and similarly for any other equivalent paid senior staff

- to represent the Board in considerations relating to the terms and conditions of all other Library employees and in approving the annual pay remit
- to carry out any other review and make any other recommendations which, in its opinion or at the request of the Chief Executive, it believes to be relevant to the Board's statutory responsibilities in relation to the terms and conditions of the Library's employees.

The Remuneration Committee is informed in its decisions by external benchmarking and through the Library's performance management process.

Remuneration and pension entitlements (audited)

The following sections provide details of the remuneration and pension interests of the Board Members and most senior management, Chief Officers, of the Library.

Remuneration for non-pensionable Board and Committee members (audited):

	2022/23			2021/22			Term Started	Term Ends	Full year equivalent fees 2022/23 2021/22
	Fees £000	Taxable benefits £000	Total £000	Fees £000	Taxable benefits £000	Total £000			
Dame Carol Black	35.2	0.2	35.4	35.2	–	35.2	01.09.18	31.08.26	35.2
Ms Jana Bennett OBE (decd.)	–	–	–	7.1	–	7.1	13.05.19	11.01.22	9.1
Dr Delroy Beverley	9.1	3.6	12.7	9.1	1.3	10.4	13.05.19	12.05.23	9.1
Mr Richard Blakeway	6.8	–	6.8	–	–	–	01.07.22	30.06.26	9.1
Dr Robert Black CBE (decd.)	–	–	–	3.1	–	3.1	20.06.12	31.07.21	9.1
Ms Tracy Chevalier	9.1	0.1	9.2	9.1	0.1	9.2	01.04.15	31.03.23	9.1
Baroness Fraser	4.9	–	4.9	–	–	–	19.09.22	18.09.26	9.1
Ms Mary Hockaday	5.3	–	5.3	–	–	–	01.09.22	31.08.26	9.1
Mr Tom Holland	3.8	–	3.8	–	–	–	01.11.22	31.10.26	9.1
Lord Janvrin GCB GCVO PC	9.1	0.1	9.2	9.1	0.1	9.2	01.01.17	31.12.24	9.1
Ms Laela Pakpour Tabrizi	9.1	–	9.1	9.1	–	9.1	13.05.19	12.05.27	9.1
Mr Patrick Plant	–	–	–	1.1	–	1.1	15.05.12	14.05.21	9.1
Dr Venki Ramakrishnan	9.1	0.2	9.3	9.1	0.7	9.8	15.06.20	14.06.24	9.1
Mr Jeremy Silver	9.1	–	9.1	9.1	–	9.1	13.05.19	12.05.27	9.1
Dr Simon Thurley CBE	9.1	0.1	9.2	9.1	0.1	9.2	01.04.15	30.09.23	9.1
Dr Wei Yang	9.1	0.3	9.4	9.1	–	9.1	13.05.19	12.05.27	9.1
Total Board Members' remuneration	128.8	4.6	133.4	119.3	2.3	121.6			
Ms Lynn Brown	–	–	–	0.3	–	0.3	01.04.18	04.05.21	3.0
Mr Nicholas Deyes	3.0	–	3.0	3.0	–	3.0	01.04.18	30.09.25	3.0
Mr Patrick Plant	–	–	–	–	–	–	14.05.21	13.05.24	–
Total Committee Members' Remuneration	3.0	–	3.0	3.3	–	3.3			
Total Board and Committee Members' Remuneration	131.8	4.6	136.4	122.6	2.3	124.9			

The Board Members' remuneration is in accordance with the British Library Act 1972.

No pension contributions were made on behalf of the above Board Members in the year.

During 2022/23 £686 travel expenses were reimbursed to two Board Members via payroll (2021/22: £312 to two Board Members). This is not included in the remuneration figures above.

Taxable benefits include health cash plans and travel reimbursement. During 2022/23 four Board Members had a health cash plan paid for by the Library (2021/22: three) and four Board members had travel expenses reimbursed (2021/22: two).

Remuneration and pension details for the Executive Team (audited):

£000	Salary £000		Bonus payments £000		Benefits in kind (to nearest £100)		Pension benefits £000			Total
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
Sir Roly Keating, Chief Executive	160–165	155–160	10–15	–	500	100	62	62	235–240	220–225
Philip Spence, Chief Operating Officer	145–150	140–145	10–15	–	100	100	22	44	180–185	185–190
Liz Jolly, Chief Librarian	130–135	125–130	–	–	100	100	51	50	180–185	175–180

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

Salary

Salary includes: gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Library and thus recorded in these accounts.

Bonuses

The Chief Executive, Chief Operating Officer and Chief Librarian are eligible for contractual non-consolidated annual bonus payments of up to 10% of basic salary.

Bonuses are based on performance levels attained and are made as part of the appraisal process. The bonuses paid in 2022/23 relate to performance in 2021/22 and the

comparative bonuses reported for 2021/22 relate to the performance in 2020/21.

One member of the Executive Team waived their bonus in 2022/23 (2021/22: three).

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the Library and treated by HM Revenue and Customs as a taxable emolument.

The Executives each had a health cash plan provided by the Library. One of the Executives had travel reimbursement paid.

Fair pay disclosures (audited)

Pay multiples show the relationship between the remuneration of the highest-paid executive in their organisation and the remuneration of the organisation's workforce.

The ratio is calculated by taking the remuneration of the highest-paid executive divided by the remuneration of the employees on the midpoint (median), 25th percentile and 75th percentile of the remuneration of the Library's workforce. This is based on the remuneration of the highest-paid executive and the full-time equivalent salaries of other staff at the reporting period end.

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include employer pension contributions or the cash equivalent transfer value of pensions.

Remuneration of employees

	Salary £		Bonus payments £		Benefits in kind £		Total £	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
25th percentile	24,937	24,210	–	–	83	81	25,020	24,291
50th percentile (median)	29,407	28,760	–	–	83	81	29,490	28,841
75th percentile	36,743	35,535	–	–	83	81	36,826	35,616

Pay ratios

	2022/23	2021/22
25th percentile	7.09	6.63
50th percentile (median)	6.02	5.58
75th percentile	4.82	4.52

Percentage change in pay

	Salary		Bonus payments		Benefits in kind		Total	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
Highest paid executive	1.00%	3.07%	100%	(100%)	368.55%	(2.9%)	10.24%	(6.7%)
Average for employees as a whole	3.41%	(0.2%)	N/A	N/A	7.03%	(5.3%)	3.48%	(0.2%)

In 2022/23, no-one received remuneration in excess of the highest-paid executive.

Remuneration for the workforce at the reporting date, excluding the highest paid executive, ranged from £20k to £163k (2021/22: £19k to £145k).

The salary increase for employees as a whole reflects the implementation of increases in the National Minimum Wage and distribution of the pay award to underpin the increases

allocated to those on lower salaries.

Bonus payments were waived by the Executive in 2021/22 resulting in a 100% decrease. A bonus has been taken in 2022/23 resulting in the reversal of the decrease.

Benefits in kind for the Chief Executive included travel reimbursement this year which resulted in the increase.

Pension benefits for the Executive Team (audited):

	Accrued pension at pension age as at 31/3/23 £000	Real increase in pension and related lump sum at pension age £000	CETV at 31/3/23 £000	CETV at 31/3/22 £000	Real increase in CETV £000
Sir Roly Keating, Chief Executive	40–45	2.5–5	645	555	45
Philip Spence, Chief Operating Officer	45–50	0–2.5	848	756	3
Liz Jolly, Chief Librarian	10–15	2.5–5	195	144	33

Pension arrangements

Library staff are eligible to become a member of one of the Principal Civil Service Pension Schemes (PCSPS) that provide retirement related benefits to all eligible employees. Pension benefits are provided through the Civil Service

pension arrangements. From 1 April 2015, a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date, all newly appointed Library staff and the majority of those already in service joined alpha. Prior to that date, staff participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022.

Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this

may affect the Cash Equivalent Transfer Values shown in this report – see below). All members who switch to alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes). Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% of pensionable earnings for members of classic, premium, classic plus, nuvos and alpha.

Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member’s earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the

accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases, members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of Legal and General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages).

Further details about the Civil Service pension arrangements

can be found at the website: civilservicepensionscheme.org.uk.

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 member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 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 taken.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension

contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023–24 CETV figures.

Real increase in CETV

This reflects the increase in CETV that is 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.

Civil Service compensation scheme exit packages (audited)

The numbers of exit packages agreed during the year are shown by cost band in the table below:

Exit package cost band	Number of non-compulsory departures agreed		Number of compulsory redundancies agreed		Total number of exit packages by cost band	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
£0–£25,000	7	2	7	5	14	7
£25,001–£50,000	–	–	1	–	1	–
£50,001–£100,000	2	1	–	–	2	1
Total number of exit packages	9	3	8	5	17	8
Total cost £000	230	77	85	30	315	107

Redundancy and other departure costs are payable in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972, for individuals employed by the Library. Where the Library has agreed early retirements, the additional costs are met by the Library and not the Civil Service Pension Scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

No exit package exceeded £95k (2021/22 none).

The number of exits was higher this year because a number of staff employed on the Unlocking Our Sound Heritage project came to the end of their fixed term contracts when the project was completed in March 2023.

Trade Union facility time

The following information is published under the Trade Union (Facility Time Publication Requirements) Regulations 2017.

Relevant union officials and percentage of working hours spent on facility time

Number of employees who were relevant union officials during 2022/23 (headcount) 29

Number of employees who were relevant union officials during 2022/23 (full time equivalent) 28

Percentage of time spent on facility time		Percentage of pay bill spent on facility time		Paid trade union activities
Percentage of time	Number of employees	Total cost of facility time	Total pay bill	Time spent by relevant employees on paid trade union activities as a percentage of total paid facility time
0%	4	£42,837	£66,587,376	81.3%
1–50%	25			
51–99%	–	Percentage of the total pay bill spent on facility time	0.06%	
100%	–			

Staff composition by sex

The number of staff (excluding agency and contractors) expressed as both head count and full time equivalent split between male and female as at 31 March 2023 is:

	Headcount			FTE		
	Female	Male	Total	Female	Male	Total
Board	6	7	13	N/A	N/A	N/A
Exec Team	1	2	3	1.0	2.0	3.0
Staff	878	676	1,154	790.1	1 635.9	1,426.0
Total	885	685	1,570	791.1	1,637.9	1,429.0
Percentage of staff	56%	44%	100%	55%	45%	100%

Disclosure is made in accordance with current guidance, which is under review.

Information on the Gender Pay Gap is given on page 44.

Staff turnover

Staff turnover for the year is 13.75% (9.28% in 2021/22).

Details of off-payroll appointments can be found in note 7f on page 160.



Dame Carol Black
Chair

5 July 2023



Roly Keating
Chief Executive
and Accounting Officer

5 July 2023

Governance Statement

Governance framework

The British Library

The British Library is the national library of the United Kingdom, formed in 1973 under Section 1(1) of the British Library Act 1972 ('the Act'). It is an arm's-length, non-departmental public body funded by a combination of Grant in Aid allocated by the Department for Culture, Media and Sport (DCMS) and income secured through commercial, fundraising, sponsored and charging activities. A management agreement letter from the Secretary of State sets out the Library's Grant in Aid allocation and conditions.

The British Library is an exempt charity under the Charities Act 2011 and complies with the duty under section 17 to have due regard to public benefit guidance published by the Charities Commission.

Objectives and activities

Section 1(2) of the Act placed the Library under the control and management of the British Library Board ('the 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 objectives of the Library are set out under Sections 1(3) and 1(4) of the Act. The Library is required to make its services available to the public and, 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.

This was the final year in the Library's *Living Knowledge* strategy, which has guided its strategic development since 2015. As detailed in the Chair and Chief Executive's introduction, a key focus this year has been the development of the successor *Knowledge Matters* strategy that will take us to 2030.

Living Knowledge established six core statements of purpose covering custodianship, research, business, culture, learning and international activities, and explains how the Library contributes to research, culture, education and economic prosperity, for the benefit not just of the UK but of users and partners around the world. The Library's mission is to 'make our intellectual heritage accessible to everyone, for research, inspiration and enjoyment'. This framework of mission and purposes has continued to guide our work in 2022–23, and remains at the heart of our future strategy too, as we look to adapt and respond to urgent new challenges.

The Board

The constitution and further provisions of the Board are set out in the Act. The Chair and members of the Board are all appointed by the Secretary of State, with the exception of one member who is appointed by HM The King. One member

of the Board is appointed after consultation with Scottish Ministers. Members are normally appointed for four-year terms, with consecutive appointments restricted to two terms. The Chief Executive is the only full-time, executive member of the Board. The Chair and Board select one of their members to be Deputy Chair.

Members of the Board have corporate responsibility for ensuring that the Library complies with all statutory or administrative requirements for the use of public funds and for 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 annual budget and oversees the delivery of planned results by monitoring performance against agreed strategic objectives and targets.

The responsibilities of the Chair and the Chief Executive are set out in the Statement of the British Library Board's and Accounting Officer's Responsibilities on page 65.

The Board usually meets five times a year, with one of those meetings substantially devoted to the review and development of strategy. The Chief Operating Officer, Chief Librarian, Head of Finance and Head of People are also present during Board meetings.

Board Committees

The Board has delegated certain responsibilities to committees of the Board, as follows.

Committee	Key responsibilities
Audit Committee	A standing committee which supports the Board and the Accounting Officer in their responsibilities for issues of finance, risk, control and governance by reviewing the comprehensiveness, reliability and integrity of assurances provided to them.
Remuneration Committee	A standing committee which makes determinations on behalf of the Board with regard to the performance, pay and employment terms and conditions of the Chief Executive, and which considers the recommendations of the Chief Executive in relation to the Chief Librarian, the Chief Operating Officer and other staff.
Capital Projects Committee	A limited-life committee whose primary responsibility is to assist the Board in overseeing achievement of the objectives of the St Pancras Transformed, Boston Spa Renewed and British Library North (Leeds) programmes.

Board and Committee membership and attendance 2022/23

	Current term	Expires	Board	Audit	Remun.	Cap Pr.
Scheduled meetings			5	4	3	5
Chair						
Dame Carol Black	2nd	31.08.26	Chair 5/5	–	Member 3/3	–
Deputy Chairman						
Lord Janvrin GCB GCVO PC	2nd	31.12.24	Member 5/5	–	Chair 3/3	–
Chief Executive						
Sir Roly Keating	2nd	11.09.26	Member 5/5	Member 4/4	–	Member 5/5
Non-Executive Board Members						
Dr Delroy Beverley	1st	12.05.23	Member 5/5	Chair 4/4	–	–
Mr Richard Blakeway	1st	30.06.26	Member 4/4	–	–	Member 2/3
Ms Tracy Chevalier	2nd	30.09.23	Member 5/5	Member 4/4	–	–
Baroness Fraser	1st	18.09.26	Member 2/2	–	–	–
Ms Mary Hockaday	1st	31.08.26	Member 3/3	–	–	–
Mr Tom Holland	1st	31.10.26	Member 2/2	–	–	–
Ms Laela Pakpour Tabrizi	2nd	12.05.27	Member 5/5	Member 4/4	Member 3/3	–
Dr Venki Ramakrishnan	1st	14.06.24	Member 4/5	–	–	–
Dr Jeremy Silver	2nd	12.05.27	Member 5/5	–	–	–
Dr Simon Thurley CBE	2nd	30.09.23	Member 5/5	–	Member 3/3	Member 5/5
Dr Wei Yang	2nd	12.05.27	Member 5/5	–	–	Chair 5/5
Committee Members with relevant professional experience:						
Mr Nicholas Deyes	2nd	30.09.25	–	Member 3/4	–	–
Mr Patrick Plant	1st	13.05.24	–	–	–	Member 5/5

¥ The Chair was re-appointed for a further 4-year term to 31 August 2026 in April 2022.

* The terms of both Tracy Chevalier and Simon Thurley were both extended by 6 months to 1 October 2023.

** Dr Jeremy Silver, Laela Pakpour Tabrizi and Dr Wei Yang were re-appointed for a further four-year term to 12 May 2027 in April 2023.

*** Nicholas Deyes was re-appointed for a further 3-year term to 30 September 2025 in July 2022.

The meetings of the British Library Board and its sub-committees have returned to being face-to-face in both London and Boston Spa. The Board also met at the Royal Armouries in Leeds in September 2022.

Current Board members' biographies are available under: bl.uk/about-us/governance/british-library-board/

A register of Board Members' interests is maintained by the Head of Governance and is available at: bl.uk/british-library/~media/bl/global/about%20us/board/register%20of%20interests.pdf. Details of related party transactions are disclosed in note 23 to the accounts.

Board performance

Board and Committee Business

The Board received regular updates from Committee Chairs, along with annual reports from the Chairs of the Audit Committee and Remuneration Committee, plus minutes of each meeting of the Audit Committee and Capital Projects Committee. The Board received quarterly reports on financial and business performance, fundraising and the delivery of strategic change initiatives. The Board also approved

financial and business plans for the next year and members participated in a thorough review of strategic risks.

As noted above, the Board welcomed Richard Blakeway, Mary Hockaday, Baroness Fraser and Tom Holland on to the Board during the year. See Board Effectiveness for their induction.

In addition to regular business, significant issues that were considered by the Board during 2022/23 included:

- The Board had several opportunities to review and shape the proposed *Knowledge Matters* strategy, which was published in May 2023
- The Board received regular updates on its three major capital projects: St Pancras Transformed; Boston Spa Renewed and British Library North
- The Board considered the proposed new Estates Strategy and Commercial Strategy
- The Board considered the Technology Strategy and its progress in September. The Audit Committee's technology expert, Nicholas Deyes, joined the Board for that discussion
- It also reviewed the current Library Infrastructure Renewal programme and endorsed the prioritisation of work to finalise the approach to replacing the Aleph Library Management System
- The Board were also updated on the Unified Digital Repository Project
- The Board reviewed and endorsed the Library's Knowledge and Information Strategy, which included the future roadmap for joining up our systems, providing staff with updated tools and information along with modernising our routine use of

administrative information systems

- The Board agreed the appointment of eight new members of the British Library Advisory Council.

The Audit Committee met four times and kept the management of risk, and the Library's top strategic risks, under review throughout the year. The Committee reviewed reports from KPMG, the Library's internal auditors, including progress reports on the implementation of recommendations and agreed a suitable programme of work for 2022/23. Members of internal and external audit attended each meeting of the Audit Committee and their work was considered by the committee. See further detail on page 115.

The Remuneration Committee met three times and approved, on behalf of the Board, annual bonus recommendations for the Chief Executive, Chief Operating Officer and Chief Librarian in relation to their performance in 2021/22, and the annual pay remit for staff in 2022/23.

Due to increasing priorities, the Capital Projects Committee met five times during the year to receive in-depth updates on the progress being made on the three capital programmes: St Pancras Transformed, Boston Spa Renewed and the proposed Leeds Presence.

Board effectiveness

New board appointees' induction includes interviews with key staff about strategic issues and the services of the Library, briefing material on the Library's risk and governance frameworks, background legislation and conventions, plus the offer of training on board members' responsibilities and

requirements or expectations relevant to the Library as a public body.

Board members have annual appraisals with the Chair and the Board undertakes an annual assessment of its own effectiveness on the basis of a self-evaluation questionnaire.

The Library complies with the requirements of Corporate governance in central government departments: *code of good practice, 2017* as adapted to the circumstances of the Library as an arm's-length body.

Management

Responsibility for managing the Library is delegated to the Chief Executive who, as Accounting Officer, is personally responsible to Parliament for the stewardship of public money and the Library's assets, and for ensuring that the resources allocated to the Library under the authority of Parliament are used for the purposes intended by Parliament.

Management of the Library is led by the Chief Executive, Chief Operating Officer and Chief Librarian and includes the areas of responsibility indicated in the diagram overleaf.

Risk Management



Risk management is a key component in Board and Executive decision making and, during the year, we have delivered significant changes towards Enterprise Risk Management (ERM), which will come to fruition in 2023/24.

- We have refreshed our Risk Management Policy, ensuring that our programme and project risks will be managed in the same way, enabling the Library to have an enterprise wide view of its key risks
- We have begun to migrate our whole risk landscape into a single system to ensure full transparency, access and oversight, using standard processes to support more consistent recording and reporting

- We have delivered face to face risk training to our key programme and project managers and our strategic leadership team
- We have clarified the risk assurance framework by introducing Strategic Risk Assurance Maps which focus us on the 'right' controls and actions
- We measure the effectiveness of risk management through three levels of assurance.

The Library draws a clear distinction between the Library's principal, strategic risks, operational risks and program or project risks. Each risk has a named owner who is responsible for reviewing the risk on a regular basis, ensuring the right controls are in place and for identifying and responding to the risk via appropriate actions.

Strategic risks are defined as 'those business risks that, if realised, could fundamentally affect the way in which the organisation exists or provides services in the next one to five years'. These risks will have a significant effect on the organisation's achievement of its key business objectives.

Each strategic risk is owned by either the Chief Executive, Chief Operating Office or Chief Librarian and is managed under their oversight by a member of the Strategic Leadership Team. The Board's Audit Committee routinely review the strategic risk register, including the delivery of actions and the effectiveness of the controls. As part of an annual cycle, they receive an in-depth review of the controls and assurances for each strategic risk, including an overall assurance rating from the risk owner.

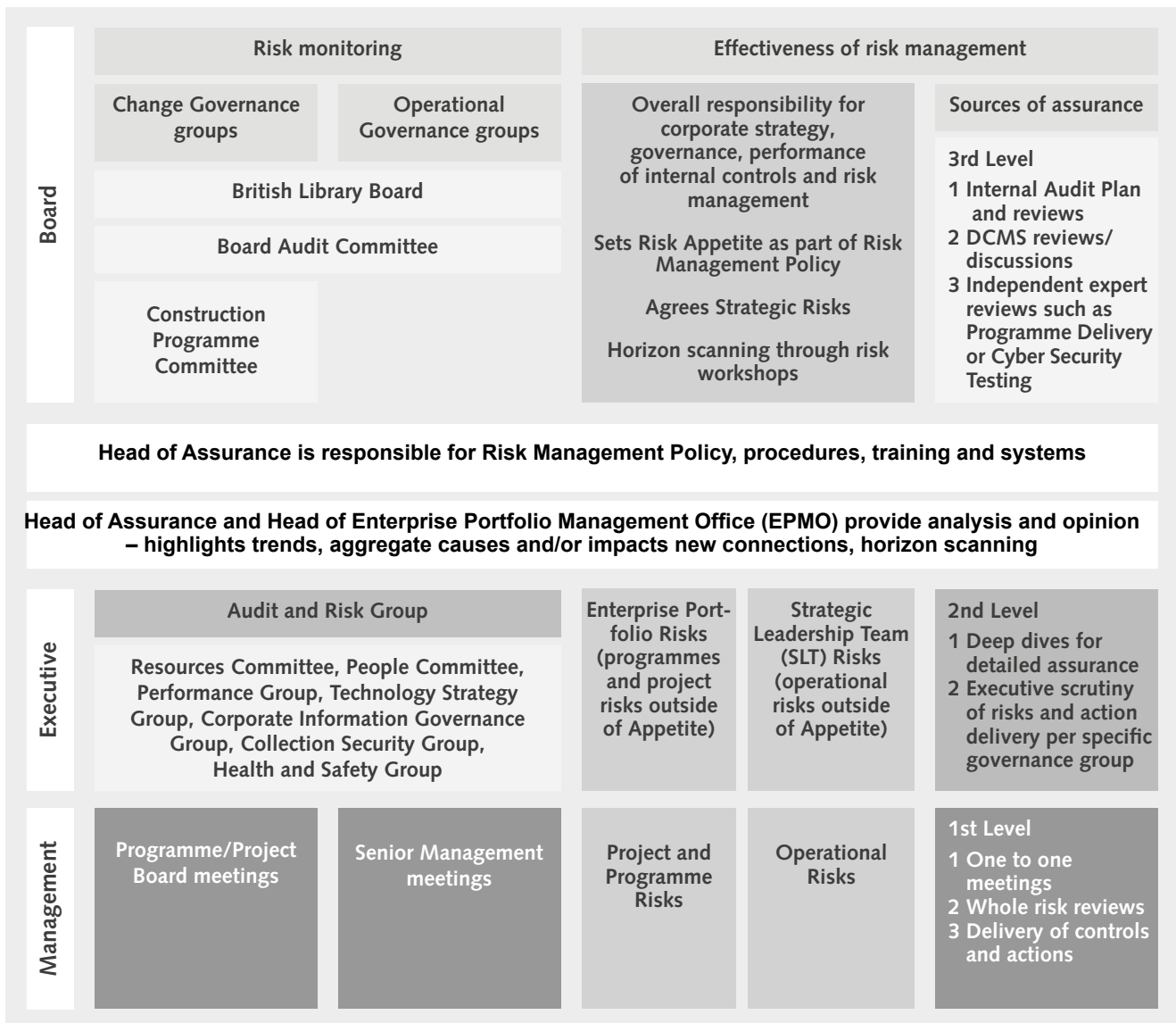
The causes and effects of each risk are managed through

a set of risk controls which focus on either preventing it from happening; reduce its likelihood; or those which might minimise or transfer the impact. Typically the controls involve strategies, plans, policies, processes and systems, and we take assurances from three levels on how well these controls are working. The delivery of the agreed actions is routinely monitored.

Our risks are scored to reflect the potential likelihood and impact of the risk occurring, before the controls are in place (inherent), after controls (residual score) and also the forecast score after the risk actions will have been implemented (forecast residual score).

Operational, programme and project risks are managed and reviewed regularly by the appropriate management team. Whenever operational risks have a residual score outside of appetite they are escalated to the Audit & Risk Group for more in depth scrutiny, as part of the Strategic Leadership Team (SLT) risk register. At the end of 2022/23 we introduced a parallel escalation process for project and programme risks outside of appetite which will be escalated into a new Enterprise Portfolio risk register, and this will be embedded throughout next year as part of ERM.

Each risk is assigned to a specific risk category which is that part of running the organisation which would be most impacted if the risk materialises. Each risk category has been mapped to a risk appetite, which represents the level of risk the Board is prepared to accept.



Risk Appetite Level Definitions (residual score is expected to be in the range of

AVERSE (1–5)

We want to avoid this level risk and uncertainty as far as reasonably possible.

MINIMAL (6–10)

We are not willing to accept risks in most circumstances and seek ultra-safe options that have a low degree of risk with the potential for limited benefit.

CAUTIOUS (11–15)

We are willing to accept a moderate degree of risk in certain circumstances.

OPEN (16–20)

We are willing to accept risks after considering all options, where we foresee an acceptable level of business benefit.

Strategic Risks

At the end of 2022/23 our strategic risks are identified as follows, with residual scores indicating that three strategic

Ref	Strategic Risk Title	Risk Appetite	Risk Description	Risk Score
1	Institutional Relevance	Minimal	There is a risk that the Library fails to maintain its relevance and support as a national institution	8
2	Organisational Overstretch	Cautious	There is a risk that the Library does not 'right size' its ambition and does not appropriately align and manage its resources and capacity to deliver its services and transformational change programmes	12
3	Staff Capability and Diversity	Cautious	There is a risk that the Library cannot attract, recruit, retain and develop a diverse workforce with the required capabilities to deliver the Library's purposes and future strategy	12
4	Third Party Reliance	Minimal	CLOSED during Q3 We avoid activities which are adversely impacted by our partner and supplier relationships	
5	Digital Security	Minimal	There is a risk that the Library's online and digital data and information is not kept secure and safe	12
6	Physical Security	Minimal	There is a risk that the Library's physical collection, physical infrastructure and people are not kept secure and safe	12
7	Technology Capability	Minimal	There is a risk that the Library's current technology platforms and future strategy are not effective	12
8	Financial Sustainability	Cautious	There is a risk that the Library cannot balance its budget and achieve financial sustainability in pursuit of delivering its strategic priorities	12

risks are currently outside of risk appetite:

Assurance and Internal Controls

Assurance and Internal Controls are managed through a framework of clear strategies, policies and procedures across the organisation supported by governance arrangements which remain efficient and effective. Assurance in their effectiveness is achieved through a combination of clear roles and responsibilities; specific process controls within workflows; management level monitoring; active risk management; use of management information and exception reporting; and accountability for decision-making.

Day-to-day activities and controls are managed locally and overseen by strategic leaders. Our internal management groups provide challenge and oversight, using management information and key performance indicators to monitor their effectiveness. Our outsourced Internal Audit service and other external experts or specialists provide an independent assessment of the effectiveness of our controls at all levels.

Internal audit plays a vital role in providing assurance that we have an effective set of controls and compliance across the Library, especially in terms of financial management, risk management, and governance. We do not treat this as an administrative process or a level of bureaucracy, but an essential tool which provides confidence to our internal and external stakeholders. We outsource the service to gain an independent source of assurance, and also to get access to a broad range of experts. Our internal audit plan is informed by our risk landscape; by new areas of activity or significant change; and with full engagement with the Strategic Leadership Team.

For 2022/23, 11 internal audit reviews were carried out. In line with Public Sector Internal Audit Standards, and GovS Functional Standard 09 the Head of Internal Audit provides an annual opinion on the overall adequacy and effectiveness of the Library's risk management, control and governance processes. Based on the areas considered within their scope of work for the year, and management's implementation of their recommendations, the Head of Internal Audit's opinion was 'significant assurance with minor improvements required'. This confirms that there is generally a sound system of

internal control which is designed to meet the British Library's objectives and that controls in place are being consistently applied in all key areas reviewed.

Functional Standards

Functional Standards were issued by the Government in 2020 and we have implemented a process for self-assessment. Each Functional Standard is owned by a named member of the Strategic Leadership Team who has reviewed the standard in detail and provided an assessment against the detailed activities. All areas which are not applicable have been agreed by Chief Officers.

Across the 14 Functional Standards our assurance rating is at least Good in the majority of standards, with action plans to move towards full implementation. During next year we will continue embedding the Functional Standards into our overall assurance framework; we will use the same single source database we use for risk and audit management to ensure full transparency of the evidence; and the same governance structures to monitor delivery of continuous improvement actions.

Managing information

The Senior Information Risk Owner (SIRO) of the Library is supported by the statutory Data Protection Officer (DPO) and a Corporate Information Governance Group covering information compliance, information management and information security. During 2022/23 the main activities of this group were:

- To raise internal awareness of information risk and

- provide training to all staff on the basics of data protection, information compliance and records management
- Designing security and compliance for our systems including our new Box Office and our new HR and payroll system
 - Publishing our revised Knowledge and Information Management Strategy and crafting the business cases for its initial components, which include plans for substantial enhancements to our customer data ecosystem and back office systems
 - Continuing to address record appraisal backlogs in order to bring the Library back into compliance with the Public Records Act.

During 2022/23, the Library processed 165 statutory data subject rights requests (132 in 2021/22). No complaints were made to the external regulator (none in 2021/22).

The Library has suffered no significant losses or thefts of personal or other protected data during 2022/23 (none in 2021/22).

Public benefit

The British Library Board believes that the British Library meets the public benefit requirements, and they confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit where applicable.

Fundraising and development

Development activity within the Library is directed by the Library's Head of Development, who manages a team directly employed by the Library, assisted by consultant

advisors working for the Library on short term contracts to deliver strategic support.

Fundraising by the Library's Development team is undertaken in line with the Code of Fundraising Practice, the General Data Protection Regulation, and the Fundraising Ethics policy approved by the British Library Board. The Library's fundraising activity is also governed by the Library's Code of Conduct and other policies including those for Complaints, Anti-Fraud and Anti-Bribery, and the Library's Finance Code. All fundraising staff have periodic one to one meetings with their line managers and their approaches are monitored regularly to ensure their activity is professional and appropriate at all times. These measures ensure that donors' rights are protected. No complaints were received in the last financial year concerning the Library's fundraising activities.

Modern Slavery Act

Respecting the rights of the people that we interact with has always been integral to the British Library, and addressing modern slavery is a core part of our human rights and responsible sourcing strategy. The Library's trading turnover is not sufficient for the provisions of the Modern Slavery Act to apply. Nevertheless, in line with our corporate social responsibilities, we have taken steps within HR and Procurement to update policies, standards and procedures, including contract management training and have implemented Social Value as part of our procurement processes.

Business Continuity Management

Business Continuity Management is an established part of the Library's preparations for managing risk, whether from internal system failures or from external emergencies. The

British Library bases its business continuity management on the framework guidance laid out in ISO 22301 – Business Continuity Management Systems. Effectiveness is confirmed by the completion of business impact analysis reports, updated business continuity plans and testing of crisis management exercises which validates our resilience at both tactical and strategic levels.

The importance of developing business continuity and crisis management processes across the organisation remained a key focus throughout 2022/23. The conflict in Ukraine saw a coordinated effort in reviewing our own resiliency. The externalities of the conflict also allowed the Library to review its ability in stress-testing the impacts of power shortages, Internally, our contingency planning has been a driving factor in the collaborative work that has enabled the continued running of our services through periods of recent industrial action. The ability of the Library to ensure that impacts were minimised and that critical services were maintained served as a testament to the effectiveness of our strategic response and contingency planning.

Looking ahead, the continued work in further defining critical activities across the organisation and validating our business continuity plans will protect key Library activities and serve to ensure that we can respond to and recover from any disruptive events in the future.

Health and Safety

The British Library Board has ultimate responsibility for the health and safety of all people on site at the British Library or while undertaking business on behalf of the Library.

The Board has approved policies for health and safety management and safeguarding, both of which are available on the Library's website from bl.uk/about-us/governance/policies. The Board reviewed the Health and Safety report at its November meeting.

The Board delegates management of health and safety to the Executive. The Chief Operating Officer chairs a Health and Safety board, comprising senior managers and trade union representatives, which meets quarterly to review activities and potential issues, helping ensure that the Library's legal and moral obligations to safeguard the health, safety and mental welfare of staff and visitors are met in full. Regular training is provided on different aspects of health and safety and safeguarding, including fire marshalling, manual handling, working at height, first aid, fire suppression and evacuation and refuge systems. Overall, in 2022/23 there were 518 staff attendances at training in 11 relevant topics.

Accidents, near misses and safety observations involving staff, contractors and visitors are recorded and investigated. These incidents continue to remain at a relatively low level, with emphasis placed on lessons learned to help reduce occurrences. The steps on the Piazza outside the Main Entrance to our building in St Pancras have historically been the site of several slips, trips and falls, and works to remodel them in mitigation of this risk were completed in September 2021, during the pandemic. It is now evident that this work has delivered a long term reduction in the frequency of incidents in this area.

Regular health and safety inspections of areas or functions

across the organisation are undertaken in the company of a trade union representative. The Board's Audit Committee receives annual assurance of the Library's management of physical security and safety risks and reviews an annual stewardship report, compiled by the Health and Safety team. The Library adheres to all salient points within the International Standards Organisation 'ISO 45001 – Occupational Health and Safety Management'.

The Library has emerged from the pandemic into a business as usual footing. There remain lingering challenges which continue to be addressed, not least in supporting the wellbeing of colleagues who have commenced their careers within a global public health crisis. Staff and managerial awareness continue to be steadily enhanced and underpinned by a comprehensive suite of training programmes and initiatives, designed to meet an overall objective of instilling and maintaining long-term cultural change.

The average sickness absence for staff during the year, excluding unpaid absence and maternity leave, was 8.50 days per employee (7.59 days in 2021/22).

Whistleblowing

The Library has received no whistleblowing reports during the period (2021/22 none).

Accounting Officer's and Chair's conclusion

We have considered the Annual Governance Statement and the independent advice and assurance provided by the Audit Committee. We conclude that the British Library has had satisfactory governance and risk management systems

in place for the financial year ended 31 March 2023 and up to the date of this report, with effective plans to ensure continuous improvement.



Dame Carol Black
Chair

5 July 2022



Roly Keating
Chief Executive
and Accounting Officer

5 July 2022

British Library Annual Accounts 2022/23

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

Opinion on financial statements

I certify that I have audited the financial statements of the British Library for the year ended 31 March 2023 under the British Library Act 1972.

The financial statements comprise: the British Library's

- The balance sheet as at 31 March 2023;
- Statement of Financial Activities, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and United Kingdom accounting standards including Financial Reporting Standards (FRS) 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion, the financial statements:

- give a true and fair view of the state of the British Library's affairs as at 31 March 2023 and its net income for the year then ended; and
- have been properly prepared in accordance with the British Library Act 1972 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I am independent of the British Library in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the British Library's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the British Library's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Board and Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements nor my auditor's certificate thereafter. The Board and Accounting Officer are responsible for the other information.

My opinion on the financial statements does not cover the other information, and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have

performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion the parts of the Remuneration Report to be audited have been properly prepared in accordance with Secretary of State directions made under the British Library Act 1972.

In my opinion, based on the work undertaken in the course of the audit:

- the those parts of the Annual Report subject to audit have been properly prepared in accordance with Secretary of State directions issued under the British Library Act 1972; and
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the British Library and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

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

- adequate accounting records have not been kept by the British Library or returns adequate for my audit have not been received from branches not visited by my staff; or

- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Annual Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by the British Library Act 1972 have not been made or parts of the Remuneration Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of the British Library Board's and Accounting Officer's Responsibilities, the Board and the Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- internal controls as the Board and the Accounting Officer determine is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; and
- assessing the British Library's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board and the Accounting Officer either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the British Library Act 1972.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud
In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud:

- considered the nature of the sector, control environment and operational performance including the design of the British Library's accounting policies, key performance indicators and performance incentives.
- inquired of management, internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the British Library's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the British Library's controls relating to the British Library's compliance with the British Library Act 1972, Charities Act 2011m Public Lending Right Act 1979, and Managing Public Money.
- inquired of management, internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations; and
 - they had knowledge of any actual, suspected, or alleged fraud.
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the British Library for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I obtained an understanding of the British Library's framework of authority and other legal and regulatory frameworks in which the British Library operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the British Library. The key laws and regulations I considered in this context included, the British Library Act 1972, the Charities Act 2011, the Public Lending Right Act 1979, Managing Public Money, employment law and pensions legislation and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;

- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- I tested the appropriateness of transfers between funds and reviewing the allocation of income and expenditure to funds, to ensure that restricted funds are used for the purposes for which they were acquired.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

xx July 2023

Comptroller and Auditor General

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

Annual Accounts

The British Library Board Statement of Financial Activities for the year ended 31 March 2023

	Notes	Unrestricted Funds			Restricted funds	Endowed Funds		Total 2022/23
		General Funds	Designated Funds	Fixed Asset Funds		Permanent	Expendable	
		£000	£000	£000		£000	£000	
Income and endowments from:								
Grant in Aid	2	116,542	–	–	–	–	–	116,542
Donations and legacies	3	1,242	49	4,683	8,780	–	35	14,789
Charitable activities	4	9,735	–	–	4,003	–	–	13,738
Other trading activities		1,792	–	–	–	–	–	1,792
Investment income	5	768	–	–	–	–	–	768
Total income and endowments		130,079	49	4,683	12,783	–	35	147,629
Expenditure on:								
Raising funds								
Raising donations and legacies		(1,696)	–	–	–	–	–	(1,696)
Other trading activities		(2,396)	–	–	–	–	–	(2,396)
Investment management costs		–	(27)	–	(4)	(17)	(64)	(112)
Charitable activities		(115,695)	(12)	(18,375)	(7,421)	(58)	(511)	(142,072)
Total expenditure	7	(119,787)	(39)	(18,375)	(7,425)	(75)	(575)	(146,276)
Net losses on investments	11	–	(283)	–	(47)	(187)	(700)	(1,217)
Net income	6	10,292	(273)	(13,692)	5,311	(262)	(1,240)	136
Transfer between funds	20	(13,028)	20	15,657	(2,639)	–	(10)	–
Other recognised gains/(losses)								
Gains on revaluation of fixed assets	9	–	–	28,044	–	–	–	28,044
Net movement in funds		(2,736)	(253)	30,009	2,672	(262)	(1,250)	28,180
Reconciliation of funds:								
Total funds brought forward at 1 April 2022		51,930	6,606	1,000,317	13,429	3,670	13,804	1,089,756
Total funds carried forward at 31 March 2023		49,194	6,353	1,030,326	16,101	3,408	12,554	1,117,936

The British Library Board Statement of Financial Activities for the year ended 31 March 2022

	Notes	Unrestricted Funds			Restricted funds			Total 2021/22
		General Funds	Designated Funds	Fixed Asset Funds		Permanent	Expendable	
		£000	£000	£000		£000	£000	
Income and endowments from:								
Grant in Aid	2	110,412	–	–	–	–	–	110,412
Donations and legacies	3	774	51	265	18,979	–	17	20,086
Charitable activities	4	9,549	–	–	204	–	–	9,753
Other trading activities		1,042	–	–	–	–	–	1,042
Investment income	5	80	–	–	–	–	–	80
Total income and endowments		121,857	51	265	19,183	–	17	141,373
Expenditure on:								
Raising funds								
Raising donations and legacies		(1,489)	–	–	–	–	–	(1,489)
Other trading activities		(1,227)	–	–	–	–	–	(1,227)
Investment management costs		–	(29)	–	(5)	(19)	(70)	(123)
Charitable activities		(100,095)	(370)	(14,972)	(8,324)	(153)	(502)	(124,416)
Total expenditure	7	(102,811)	(399)	(14,972)	(8,329)	(172)	(572)	(127,255)
Net gains on investments	11	–	40	–	7	27	99	173
Net income	6	19,046	(308)	(14,707)	10,861	(145)	(456)	14,291
Transfer between funds	20	(8,780)	6	15,562	(6,487)	(200)	(101)	–
Other recognised gains/(losses)								
Gains on revaluation of fixed assets	9	–	–	31,410	–	–	–	31,410
Net movement in funds		10,266	(302)	32,265	4,374	(345)	(557)	45,701
Reconciliation of funds:								
Total funds brought forward at 1 April 2021		41,664	6,908	968,052	9,055	4,015	14,361	1,044,055
Total funds carried forward at 31 March 2022		51,930	6,606	1,000,317	13,429	3,670	13,804	1,089,756

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 139 to 188 form part of these accounts.

The British Library Board

Balance Sheet as at 31 March 2023

	Notes	2022/23 £000	2021/22 £000
Fixed assets			
Intangible assets	8	6,275	6,394
Tangible assets	9	940,528	917,086
Heritage assets	10	83,523	76,836
Investments	11	23,755	25,084
Total fixed assets		1,054,081	1,025,400
Current assets			
Stocks	12	963	940
Debtors and prepayments	13	16,806	18,157
Investments	14	32,000	10,000
Cash at bank and in hand	15	35,791	53,703
Total current assets		85,560	82,800
Current liabilities			
Creditors: amounts falling due within one year	16	(20,834)	(17,510)
Provisions: amounts falling due within one year	18	(751)	(720)
Total current liabilities		(21,585)	(18,230)
Net current assets		63,975	64,570
Total assets less current liabilities		1,118,056	1,089,970
Creditors: amounts falling due after more than one year	19	(120)	(214)
Total net assets		1,117,936	1,089,756
Funds of the charity:			
Permanent Endowments		3,408	3,670
Expendable Endowments		12,554	13,804
Restricted funds		16,101	13,429
Unrestricted funds			
Designated funds			
Fixed asset reserves		473,590	467,741
Revaluation reserve		521,464	501,987
Donated asset reserve		35,272	30,589
Other designated funds		6,353	6,606
General funds		49,194	51,930
Total funds	20	1,117,936	1,089,756

The notes on pages 139 to 188 form part of these accounts. The financial statements on pages 134 to 138 and accompanying notes on pages 139 to 188 were approved by the Board/Trustees on 28 June 2023, and were signed on their behalf by:



Dame Carol Black
Chair

5 July 2022



Roly Keating
Chief Executive
and Accounting Officer

5 July 2022

The British Library Board

Cash Flow Statement for the year ended 31 March 2023

	Notes	2022/23 £000	2021/22 £000
Cash flows from operating activities:			
Net cash provided by operating activities	15	23,547	20,923
Cash flows from investing activities:			
Dividends and interest from investments	5	768	80
Proceeds from sale of property, plant and equipment		2	–
Purchase of intangible assets	8	(1,276)	(1,220)
Purchase of property, plant and machinery	9	(12,378)	(13,628)
Purchase of heritage assets	10	(2,004)	(713)
Donated assets	10	(4,683)	(265)
Disposal of Investments at cost	11	112	123
Net cash used in investing activities		4,088	5,300
Change in cash and cash equivalents		4,088	5,300
Cash and cash equivalents brought forward		63,703	58,403
Cash and cash equivalents carried forward		67,791	63,703
Analysis of cash and cash equivalents			
Cash at bank and in hand		35,791	53,703
Notice deposits		32,000	10,000
Total cash and cash equivalents		67,791	63,703

The notes on pages 139 to 188 form part of these accounts.

Notes to the Accounts

1. ACCOUNTING POLICIES

a) Accounting convention

The accounts comply with the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (effective 1 January 2019), FRS 102, the Government Financial Reporting Manual (FReM), the British Library Act 1972 and the Accounts Direction issued by the Secretary of State for Culture, Media and Sport. A copy of the Direction is available from the Department for Culture, Media and Sport. Where there is a conflict between the requirements of the SORP and the FReM, the SORP has been followed with additional disclosure provided to comply with the FReM.

The accounts have been prepared under the historical cost convention as modified by the revaluation of land and buildings and the treatment of investments which have been included at fair value.

The Board have considered the ongoing risks to the British Library's finances. The Library has prepared a balanced budget for the next three years, taking into account its balance sheet as at 31 March 2023, and carried out a range of "stress" test scenarios to model options for mitigation of any unexpected financial impacts. After management review of these forecasts and projections, the Board have a reasonable expectation that the Library has adequate resources to continue its operations for the foreseeable future. The accounts

have therefore been prepared on the going-concern basis.

b) Statement of Financial Activities (SOFA)

This statement discloses the totality of the resources receivable by the British Library during the year and their disposition.

i. Income

In general, income is accounted for when a transaction or other event results in an increase in the Library's assets or a reduction in its liabilities.

Grant in Aid is taken to the SOFA in the year in which it is received.

Income from grants and donations is recognised in the SOFA when there is evidence of entitlement, receipt is probable and its amount can be reliably measured.

Legacies are recognised as income when there has been grant of probate, there are sufficient assets in the estate, evidence of entitlement has been received from the executor, and the amount receivable can be measured with sufficient accuracy.

Grants are recognised when the formal offer of funding is received unless there are terms and conditions related to performance, timing or raising of matched funding which must be met before entitlement, in which case income is recognised as those conditions are met.

Contractual and trading income is recognised, net of VAT, as income to the extent that the Library has provided the associated goods or services. Where income is received in advance and the Library does not have entitlement to these resources until the goods or services have been provided, the income is deferred.

Investment income relates to interest received on daily bank balances. This is recorded on an accruals basis.

ii. Expenditure

Expenditure is recognised in the financial statements when a present legal or constructive obligation exists, it is more likely than not that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured or estimated reliably.

Expenditure is classified in the SOFA under the principal categories of expenditure on raising funds, expenditure on charitable activities and other trading activities.

Where costs cannot be directly attributed, they are allocated to activities according to the method described in note 7.

Expenditure on other trading activities relates to those trading activities chargeable to corporation tax, sponsorship and membership including direct and allocated support costs.

Expenditure on charitable activities comprises resources applied to meet the charitable purposes of the Library, namely Custodianship, Research, Business, Culture, Learning, International and Public Lending Right payments to Authors.

Governance costs are those costs incurred in connection

with the general governance of the Library including compliance with constitutional and statutory requirements.

The British Library is able to recover VAT relating to the expenditure for primary purpose activities. Any irrecoverable VAT is treated as a support cost and apportioned over the activities of the Library as described in note 7.

c) Intangible Assets

Intangible assets with an economic life of more than one year and value greater than £20,000 are capitalised.

All intangible assets are measured at cost, incorporating all costs that can be directly attributed to individual assets.

The cost of creating digitised images is usually below the £20,000 threshold.

Any costs associated with the development of internal systems, including web redevelopment, are capitalised in accordance with the requirements of FRS102.

Amortisation is provided on all intangible assets as follows:

Licences

Over the contractual period

Websites and developed software

3 years

d) Tangible Assets

Assets with an economic life of more than one year and value greater than £20,000 are capitalised.

The Library's land, buildings and structural plant and machinery

at St Pancras and Boston Spa are revalued for accounting purposes every five years by external chartered surveyors. The sites are valued on a depreciated replacement cost basis. Between the quinquennial valuations the Boston Spa site is either subject to an interim desktop valuation or revalued annually using relevant indices. The St Pancras site is subject to interim desk top revaluations because general indices available do not accurately reflect changes in such a specialist site.

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

Impairment reviews are carried out at the end of each reporting period in accordance with FRS102 to ensure that the carrying values of the assets do not exceed their recoverable amount.

Depreciation is provided on all tangible fixed assets other than freehold land. Depreciation rates are calculated to write-off the cost or valuation of each asset, less estimated residual value, evenly over its expected useful life, as follows:

Freehold buildings

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

Plant and machinery and furniture, fittings and equipment

3 to 25 years

Computer equipment

3 to 5 years

Motor vehicles

4 years

Assets in the course of construction

No depreciation is charged until the asset is operational and supporting the activities of the Library

e) Heritage Assets

The Library accounts for the objects in its collection as non-operational heritage assets, in accordance with SORP Module 18 Accounting for Heritage Assets. A heritage asset is defined as 'a tangible or intangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture.'

Capitalised heritage assets are not depreciated because they are deemed to have indefinite lives, but are subject to impairment reviews where damage or deterioration is reported.

i. Heritage assets acquired since 1 April 2001

The Library includes donated or purchased heritage assets acquired since 1 April 2001 on the balance sheet at cost or valuation at the time of acquisition. Valuations are performed during the year of acquisition by internal curatorial experts based on their expert knowledge and, where appropriate, with reference to recent sales of similar objects. The cost or valuation is not subject to revaluation because such information cannot be obtained at a cost commensurate with the benefit to users of the financial statements.

ii. Heritage assets acquired before 1 April 2001

The Library has not capitalised heritage assets acquired prior to 1 April 2001. This is because comprehensive valuation, as illustrated below, would not provide a meaningful figure for users of the financial statements and the cost of doing so is not commensurate with the benefits to users of the financial statements.

Historic cost – while it may be possible to assign a cost to items purchased within a financial year, historic cost quickly becomes obsolete and meaningless, not only because of general price movements where markets for similar items do exist, but also because of changing opinions about attribution and authenticity, subsequent research into objects that reveals new value, the emergence of new information about the provenance of an item or changes in taste.

Valuation – attempting to value heritage assets acquired historically raises a number of further conceptual concerns. Valuation of heritage assets is complicated by the nature of many such assets. They are rarely sold and often have a value enhanced above the intrinsic through their association with a person, event or collection, there are a very limited number of buyers, no homogeneous population of assets on the market, and imperfect information about the items for sale. In contrast with many commercial assets, therefore, there is seldom an active market to provide indicative values of similar objects. This makes materially accurate valuations impossible to achieve for many heritage assets. Individual expert valuation would therefore be required, the cost of which would be prohibitive.

f) Stocks

Stocks for re-sale are stated at the lower of cost and net realisable value. Provision is made against slow-moving and obsolete stock.

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

Any stocks of consumables held are considered written-off at the time of purchase.

g) Financial Instruments

The Library only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. All fall due within five years. These have been accounted for in accordance with FRS102.

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments are recognised on the Library's balance sheet when the Library becomes a party to the contractual provisions of the instrument. Assets are derecognised when the rights to receive cash flows from the financial assets have expired or where the Library has transferred substantially all risks and rewards of ownership. Liabilities are derecognised when all obligations in respect of them have been discharged. Where material, assets and liabilities falling due after more than one year are discounted to their present value.

The Library's investments comprise restricted funds that have been invested in unit trusts traded on an active market. These have been classified as available for sale and recognised at fair value, with any gains or losses reflected in the SOFA in the period in which they arise. Other financial instruments (notably trade debtors, current asset investments, cash at bank and in hand, and trade creditors) are initially recognised at fair value (i.e. cost) plus or minus material transaction costs directly attributable to their acquisition or issue; and subsequently measured at cost, less impairment where material.

An assessment of whether there is objective evidence of impairment is carried out for material financial assets at the balance sheet date. Objective evidence includes, for example, significant financial difficulty of the issuer or debtor, disappearance of an active market for the financial asset, or data indicating that there is a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition. Where there is objective evidence that a financial instrument is impaired, its loss is reflected in the SOFA.

h) Cash at bank and in hand

Cash at bank and in hand is held to meet short-term cash commitments as they fall due rather than for investment purposes and includes all cash equivalents held in the form of short-term highly liquid investments. Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to insignificant risk of changes in value. These comprise deposits in term accounts with a duration of one year or less.

i) Provisions

The Library provides for legal or constructive obligations which are of uncertain timing or amount on the balance sheet date on the basis of best estimate of the expenditure required to settle the obligation. Provisions are recognised where there is a present obligation as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made.

j) Foreign currencies

Transactions denominated in foreign currencies are translated at the exchange rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated at the exchange rate at that date. Foreign exchange differences arising on translation are reflected in the SOFA.

k) Leases

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

At the commencement of the lease term, finance leases are recorded as an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments discounted at the interest rate implicit in the lease. Finance lease payments are apportioned between the finance charge and the reduction of the outstanding liability so as to produce a constant periodic rate of interest.

l) Pensions

Past and present employees are covered by the provisions

of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha”. These are unfunded multi-employer defined benefit schemes but the Library is unable to identify its share of the underlying assets and liabilities. The scheme actuary published the results of the revaluation as at 31 March 2016 in summer 2018. Increases to the contribution rates arising from that valuation have been implemented in April 2019. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation (civilservicepensionscheme.org.uk).

The expected cost of these elements is recognised on a systematic and rational basis over the period during which the Library benefits from employees’ services by payment to the PCSPS/alpha of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS/alpha.

In respect of the defined contribution schemes, we recognise the contributions payable for the year.

Further details can be found in note 7(d) to the accounts.

m) Taxation

The Library is exempt from corporation tax on its charitable activities under the provisions of the Corporation Taxes Act 2010. Income from non-charitable activities is subject to corporation tax at the prevailing rate.

n) Fund accounting

The Library has the following categories of funds:

- i. General funds are available for use at the discretion of the Board in furtherance of the general objectives of the Library.
- ii. Designated funds comprise funds which have been set aside at the discretion of the Board for specific purposes. Board approval is required for any allocation to/from designated funds.
- iii. Restricted funds are resources subject to specific restrictions imposed by donors or by the purpose of the appeal.

Transfer between funds will occur when Library or Restricted funds services are utilised by an opposite category of fund. Transfers may also occur during the purchase of tangible and heritage assets if a restricted fund is to contribute to the purchase. These transfers are reflected in the transfer column in note 20 on page 176.

o) Accounting estimates and judgements

The preparation of the Library's accounts requires management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenditure. The resulting accounting estimates will, by definition, seldom equal the related actual results. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

- In the interim years between professional revaluations, the Library's land, buildings and plant and machinery are subject to either a desktop re-valuation or to index linked re-

valuation. Where index-linked revaluation is applied land and buildings are re-valued using an appropriate index provided by the Royal Institute of Chartered Surveyors. Plant and Machinery assets are re-valued using an appropriate index provided by the Office for National Statistics

- To establish that the correct costs are included in the correct period, it is assumed that, as over 96% of the Library's serial subscriptions operate on a calendar year renewal, the same allocation is applied to all serial expenditure
- The financial statements include an accrual for outstanding holiday pay due to employees as at 31 March. The accrual is calculated by pro-rating annual salary over the number of days leave outstanding at 31 March for each employee
- Donated heritage assets are valued by internal curatorial experts based on their knowledge and, where appropriate, with reference to recent sales of similar objects.
- The provisions for liabilities and charges reported in note 18 reflect judgements about the probability that a future transfer of economic benefits will arise as a result of past events. Where the likelihood of potential liabilities crystallising is judged to be possible, a contingent liability is disclosed in note 25.

p) Contingent liabilities

Contingent liabilities are disclosed in line with the Charities SORP (FRS 102). Contingent liabilities are recognised when there is either: a possible but uncertain obligation, or a present obligation that is not recognised because a transfer of economic benefit to settle the possible obligation is not probable; or the amount of the obligation cannot be estimated reliably.

2. GRANT IN AID

Total Grant in Aid drawdown by the British Library Board in 2022/23 was £116.5m, with £9.2m allocated for capital projects, improvements and heritage asset acquisitions (£110.4m received in 2021/22, £10.3m for capital). The Library's Grant in Aid also included £6.6m for Public Lending Right of which £6m was for distribution to authors.

3. DONATIONS AND LEGACIES

	Unrestricted £000	2022/23 Restricted £000	Total £000	Unrestricted £000	2021/22 Restricted £000	Total £000
Donated Assets	4,683	–	4,683	265	–	265
Other Donations and Grants	1,291	8,815	10,106	824	18,997	19,821
	5,974	8,815	14,789	1,089	18,997	20,086

Included in donations and grants is £38k received in EU grants relating to one project (2021/22: £130k relating to two projects). The Library is not the lead partner in any of these projects. In 2021/22 the Library was lead partner in no projects. In the year the Library made no payments to other EU partners (2021/22: nil).

4. INCOME FROM CHARITABLE ACTIVITIES

	2022/23 £000	2021/22 £000
Custodianship	144	84
Research	3,342	3,378
Business	888	584
Culture	7,403	3,643
Learning	44	52
International	–	45
Enabling activities	1,917	1,967
	13,738	9,753

Income from Charitable Activities includes Document Supply and other information services, sponsorship income, licensing and royalties, publication sales, exhibition entrance fees, retail income, income for performing Public Lending Right facilities for the Irish Government and income from performance related grants.

5. INVESTMENT INCOME

	2022/23 £000	2021/22 £000
Interest from UK bank deposits	768	80
	768	80

6. NET INCOME

Net expenditure is stated after charging:

	2022/23 £000	2021/22 £000
External audit fee	88	73
Operating lease rentals: other	53	57
Loss on disposal of fixed assets	261	134
Movement on bad debt provision	(228)	279
Movement on stock provision	(36)	32

There were no non-audit services provided by the external auditors during 2022/23 (2021/22: nil). During the year, the Library took advice on taxation matters totalling £44k (2021/22 £42k).

7. ANALYSIS OF EXPENDITURE

a) Cost by activity

	Direct Costs £000	Depreciation and Impairment £000	Allocated Support Costs £000	Total 2022/23 £000
Charitable activities				
Custodianship	27,834	6,886	22,856	57,576
Research	24,173	5,980	13,211	43,364
Business	7,636	1,889	2,750	12,275
Culture	8,580	2,123	5,836	16,539
Learning	1,075	266	445	1,786
International	2,524	624	1,219	4,367
Public Lending Right – payment to authors	6,165	–	–	6,165
Total charitable activities	77,987	17,768	46,317	142,072
Raising donations and legacies	1,023	253	420	1,696
Investment management costs	112	–	–	112
Other trading activities	2,149	91	156	2,396
	81,271	18,112	46,893	146,276

	Direct Costs £000	Depreciation and Impairment £000	Allocated Support Costs £000	Total 2021/22 £000
Charitable activities				
Custodianship	26,869	5,709	17,036	49,614
Research	23,404	4,974	10,137	38,515
Business	7,329	1,557	2,443	11,329
Culture	7,085	1,506	4,089	12,680
Learning	914	194	337	1,445
International	2,974	632	1,186	4,792
Public Lending Right – payment to authors	6,041	–	–	6,041
Total charitable activities	74,616	14,572	35,228	124,416
Raising donations and legacies	953	203	333	1,489
Investment management costs	123	–	–	123
Other trading activities	1,059	62	106	1,227
	76,751	14,837	35,667	127,255

Included within expenditure is £173k of consultancy costs (2021/22: £89k) of which £116k (2021/22: £41k) relates to implementation of the new HR payroll system.

b) Cost allocation

Costs that cannot be directly attributed to one of the Library's charitable purposes are allocated to purposes on a basis consistent with the use of resources.

Finance costs, including irrecoverable VAT are allocated using the proportion of direct expenditure and, where applicable direct income, spent and received for each of the objectives. Human resources costs are allocated based on staff numbers.

Estates and security costs are allocated based on the proportion of space occupied by each activity. Information Systems costs and other corporate costs are allocated using the proportion of direct expenditure of each purpose.

	Estates and Security £000s	Human Resources £000s	Finance £000s	IT and other Central Costs £000s	Total 2022/23 £000s
Custodianship	13,459	1,535	831	7,031	22,856
Research	4,871	1,455	778	6,107	13,211
Business	463	134	224	1,929	2,750
Culture	2,967	323	378	2,168	5,836
Learning	90	62	22	271	445
International	243	167	172	637	1,219
Public Lending Right – payment to authors	–	–	–	–	–
Total charitable activities	22,093	3,676	2,405	18,143	46,317
Raising donation and legacies	79	54	29	258	420
Investment management costs	–	–	–	–	–
Other trading activities	31	21	11	93	156
	22,203	3,751	2,445	18,494	46,893

	Estates and Security £000s	Human Resources £000s	Finance £000s	IT and other Central Costs £000s	Total 2021/22 £000s
Charitable activities					
Custodianship	8,931	1,272	825	6,008	17,036
Research	2,897	1,251	756	5,233	10,137
Business	311	125	368	1,639	2,443
Culture	1,943	260	302	1,584	4,089
Learning	56	51	26	204	337
International	166	151	204	665	1,186
Public Lending Right – payment to authors	–	–	–	–	–
Total charitable activities	14,304	3,110	2,481	15,333	35,228
Raising donation and legacies	50	45	25	213	333
Investment management costs	–	–	–	–	–
Other trading activities	17	16	8	65	106
	14,371	3,171	2,514	15,611	35,667

c) Governance costs

	2022/23 £000	2021/22 £000
Board members' fees	141	128
Board members' reimbursed expenses	1	–
Cost of Board and Committee meetings	19	15
British Library Advisory Council expenses	3	–
Auditors' remuneration	88	74
Internal audit costs	115	112
Annual Report and Accounts production	3	1
	370	330

d) Staff costs

	2022/23 £000	2021/22 £000
Wages and salaries	48,568	46,298
Social security costs	5,057	4,571
Employer pension costs	12,365	12,108
Agency and seconded staff costs	2,717	1,874
Early retirement, voluntary exit and redundancy costs	315	39
	69,022	64,890
Board Members' remuneration		
Fees and salaries (including CEO)	313	285
Social security costs	29	25
	342	310
	69,364	65,200

During the year £401,729 (2021/22: £331,301) of staff costs have been capitalised in relation to IT systems development.

The Board Members' remuneration shown on page 92 of the Remuneration Report covers all Board members, including the Chair, apart from the Chief Executive.

For 2022/23 employer's contributions of £12,211,218 were payable to the PCSPS (2021/22: £11,963,050 at one of four rates in the range 26.6% to 30.3% of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account which is a stakeholder pension with an employer contribution. Employer's contributions of £154,288 (2021/22: £144,716) were paid to one or more of the four appointed stakeholder pension providers. Employer contributions are age-related and ranged from 8% to 14.75%. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer's contributions of between 0.5% and 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump-sum benefits on death in service and ill-health retirement of these employees.

The number of employees (excluding the Executive Leadership Team for whom details of remuneration are

contained in the Remuneration Report) whose full time equivalent emoluments as defined for taxation purposes amounted to over £60,000 in the year was as follows:

	2022/23	2021/22
£60,001– £70,000	25	23
£70,001– £80,000	14	7
£80,001– £90,000	7	7
£90,001– £100,000	5	3
£100,001– £110,000	2	1

All of the above employees are members of the PCSPS pension scheme.

Additional information on pay and pensions can be found in the remuneration report on pages 90–102.

e) Full time equivalents by activity

	2022/23			2021/22		
	Staff	Agency and contract	Total	Staff	Agency and contract	Total
Charitable activities						
Custodianship	443	2	445	439	5	444
Research	419	18	437	432	16	448
Business	39	–	39	43	–	43
Culture	93	2	95	89	1	90
Learning	18	–	18	18	–	18
International	48	–	48	52	–	52
Total charitable activities	1,060	22	1,082	1,073	22	1,095
Raising donations and legacies	16	–	16	16	–	16
Other trading activities	6	–	6	5	–	5
Enabling activities	357	23	380	344	10	354
	1,439	45	1,484	1,438	32	1,470

The average headcount during the year excluding agency and contract staff was 1,561 (2021/22: 1,558).

The average headcount during the year excluding agency and contract staff was 1,561 (2021/22: 1,558).

f) Off-payroll engagements

Following the Review of Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2012 and implemented on 23 August 2012, departments and their arm's-length bodies must publish information on their highly paid and/or senior off-payroll engagements.

i. Highly paid off-payroll worker engagements as at 31 March 2023, earning £245 per day or greater

	2022/23
Number of existing engagements at 31 March 2023	4
Of which:	
Number that have existed for less than one year at time of reporting	2
Number that have existed for between one and two years at time of reporting	2
Number that have existed for between two and three years at time of reporting	–
Number that have existed for between three and four years at time of reporting	–
Number that have existed for four or more years at time of reporting	–

All existing off-payroll engagements, outlined above, have at some point been subject to a risk based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, that assurance has been sought.

ii. All highly paid off-payroll workers engaged at any point during the year ended 31 March 2023, earning £245 per day or greater

	2022/23
Number of temporary off-payroll workers engaged during the year ended 31 March 2023	7
Of which:	
Not subject to off-payroll legislation	7
Subject to off-payroll legislation and determined as in-scope of IR35	–
Subject to off-payroll legislation and determined as out-of-scope of IR35	–
Number of engagements reassessed for compliance or assurance purposes during the year	–
Of which: Number of engagements that saw a change to IR35 status following the review	–

iii. For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2022 and 31 March 2023

	2022/23
Number of off-payroll engagements of board members and/or senior officials with significant financial responsibility during the financial year	–
Total number of individuals on payroll and off-payroll that have been deemed “board members, and/or, senior officials with significant financial responsibility”, during the financial year	17

8. INTANGIBLE ASSETS

	IT Systems Assets in the Course of Construction		Total
	£000	£000	£000
Cost			
At 1 April 2022	7,990	2,191	10,181
Additions	72	1,204	1,276
Disposals	–	(262)	(262)
Transfers	2,365	(1,720)	645
At 31 March 2023	10,427	1,413	11,840
Amortisation			
At 1 April 2022	3,787	–	3,787
Charge for year	1,068	–	1,068
Transfers	710	–	710
At 31 March 2023	5,565	–	5,565
Net book value at 31 March 2023	4,862	1,413	6,275
Net book value at 31 March 2022	4,203	2,191	6,394

Assets in the Course of Construction (AICC) represent work on the development of internal computer systems.

9. TANGIBLE FIXED ASSETS

a) Movements

	Land £000	Buildings £000	Fit Out Plant & Machinery £000	Furniture, Fittings & Equipment £000	Motor Vehicles £000	Computer Equipment £000	Assets in the Course of Construction £000	Total £000
Cost or Valuation								
At 1 April 2022	216,708	458,172	225,922	11,083	20	19,695	15,238	946,838
Additions	–	–	170	85	–	881	11,242	12,378
Transfers	–	692	3,434	27	–	(645)	(4,153)	(645)
Revaluation	(13,008)	16,665	6,920	–	–	–	–	10,577
Impairment reversal	–	687	363	–	–	–	–	1,050
Impairment	–	–	(31)	(18)	–	–	–	(49)
Disposals	–	(1)	–	(73)	–	(29)	–	(103)
At 31 March 2023	203,700	476,215	236,778	11,104	20	19,902	22,327	970,046
Depreciation								
At 1 April 2022	–	–	–	10,431	10	19,311	–	29,752
Charge for year	–	6,382	11,085	134	5	452	–	18,058
Transfers	–	–	–	–	–	(710)	–	(710)
Revaluation	–	(6,382)	(11,085)	–	–	–	–	(17,467)
Impairment	–	–	–	(13)	–	–	–	(13)
Disposals	–	–	–	(73)	–	(29)	–	(102)
At 31 March 2023	–	–	–	10,479	15	19,024	–	29,518
NBV at 31 March 2023	203,700	476,215	236,778	625	5	878	22,327	940,528
NBV At 31 March 2022	216,708	458,172	225,922	652	10	384	15,238	917,086

Assets in the Course of Construction (AICC) represent work on building and fit out enhancements.

Impairment and impairment reversal on buildings and fit out plant and machinery arises as a result of the revaluation described below in note 9b. The impairment of furniture, fittings and equipment arises from a reassessment of the value of equipment no longer in use. Note 7a shows where impairment and impairment reversal are allocated in the SOFA.

b) Valuations

The St Pancras site is considered to be “specialised” in nature. It was revalued using the Depreciated Replacement Cost basis by Carter Jonas Chartered Surveyors as at 31 March 2020. The next full revaluation is due on 31 March 2025. An interim desktop valuation has been obtained from Carter Jonas Chartered Surveyors to update the value of land, buildings and fit out plant and machinery at 31 March 2023.

The buildings on the Boston Spa site have no directly comparable alternatives. The site is therefore considered to be “specialised” in nature and, in accordance with HM Government Financial Reporting Manual (“FReM”), was revalued using the Depreciated Replacement Cost method by Carter Jonas Chartered Surveyors as at 31 March 2019. The next full revaluation is due on 31 March 2024. An interim desktop valuation has been obtained from Carter Jonas Chartered Surveyors to update the values of land, buildings and fit out plant and machinery at 31 March 2023.

All land and buildings are freehold.

The historic cost of the land, buildings and structural plant and machinery is £557m.

Land includes the St Pancras site with a carrying value of £197m (2021/22: £211m) and the Boston Spa site with a carrying value of £6m (2021/22: £6m). Buildings includes the St Pancras site with a carrying value of £429m (2021/22: £411m) and the Boston Spa site with a carrying value of £48m (2021/22: £48m). Fit out plant and machinery includes the St

Pancras site with a carrying value of £221m (2021/22: £212m) and the Boston Spa site with a carrying value of £16m (2021/22: £14m).

10. HERITAGE ASSETS

a) Nature and scale of the Collection

The British Library is the national library of the United Kingdom and one of the world's greatest research libraries. It is one of the six legal deposit libraries of the United Kingdom and it receives copies of all publications produced in the United Kingdom and the Republic of Ireland. The Library's collection is one of the largest in the world, holding over 170 million items, but in the absence of a consensus about what constitutes a single item it is not possible to reach a definitive statement of the size of the collection. The collection includes material from across the world, covering a wide range of languages, formats and materials including books, journals, newspapers, magazines, sound and music recordings, patents, databases, maps, manuscripts, stamps, prints, drawings and much more. It is unique in its breadth, depth and scope. Many items are priceless and irreplaceable.

The Library's collections constitute a unity, although they are managed through four curatorial departments:

- Asian and African Collections comprise collections in all languages from Asia and Africa and also includes the Visual Arts section which has special responsibility for the Library's public art collection as well as photography and art from the India Office
- Contemporary British Collections cover collections of

material of a relatively recent (post 1999 for published works, post 1949 for manuscripts and archives British origin including digital and printed publications, manuscripts, archives and sound recordings

- European and American Collections include collections in all languages from continental Europe, the Americas, the Caribbean, Australia, the Pacific and also English language Asian material
- Western Heritage Collections cover over 2,000 years of printed, manuscript and archival resources from around Britain and the wider world in a wide array of formats and also includes the Library's collections of manuscript, printed and digitally published music.

The British Library records its collection in publicly accessible catalogues. The main catalogues are digital and accessible through the Library's website. The Library continuously upgrades its digital catalogues and includes items previously described only in printed or other analogue catalogues.

The Library actively seeks to make its collections accessible in digital form and currently above 147 million pages of the collection are accessible digitally either through the Library's own systems or via commercial partners who give access to the materials through time limited licence agreements. The vast majority of these digital images are of items which one would classify as heritage items.

The Library does not segregate its information on items which may be classified as heritage items from other collection items, but it affords higher degrees of protection to categories of materials. This stratified approach to protection

is managed through a system of reading categories which assigns various levels of protection to the items of the collection, restricting their use to higher security Reading Rooms etc.

The collection is accessible to registered Readers in our Reading Rooms. The overwhelming majority of the collection can be consulted by registered Readers without any specific permission. A small number of highly valuable or vulnerable heritage items are restricted in order to protect them from deterioration through excessive use. Probably amounting to less than one per cent of the collection, they can be consulted upon application which will be assessed on the basis of the research needs and the need for responsible protection of the item. Access to a small part of the heritage collection is restricted for legal reasons, the main cause being data protection issues, for instance in contemporary archives of authors or politicians.

b) Policies on acquisitions, preservation, management and disposal

All items within the British Library collection contribute to the development of knowledge and culture. The collection is carefully developed and managed through a series of policies governing all aspects of acquisitions, preservation and access. A summary of the main policies can be found at bl.uk/about-us/freedom-of-information/5-our-policies-and-procedures.

i. Acquisitions

Within the Library's acquisition policies, there is a distinction made between unique heritage items and contemporary,

research-level academic publications. Heritage items are defined as items acquired to be used preponderantly as primary sources for research, forming part of the Library's collection of unique materials. Under this definition, all heritage items are major acquisitions, whether purchased or donated.

The Library continues to develop its heritage collection for the benefit of current and future generations of researchers. Heritage acquisitions are made in accordance with the Library's Ethical Acquisitions Policy which can be found at bl.uk/about-us/freedom-of-information/5-our-policies-and-procedures. A Due Diligence Policy and a Due Diligence Process are followed to ensure legal and ethical concerns surrounding acquisitions have been identified and addressed. To ensure accountability these acquisitions are managed through the Library's Heritage Acquisitions Policy: the Library's Heritage Acquisitions Group assess and score each proposed acquisition according to established criteria and also challenge valuations. The decisions are minuted and the associated documentation is archived as due diligence documentation.

ii. Preservation and management

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

A dedicated Collection Management division manages both digital and physical collections with constituent departments undertaking selection, acquisition, ingest/metadata capture, preservation and discovery and access functions.

All activities are underpinned by the Library's core preservation principle of risk management and mitigation. The general public can learn more about this by reading the Conservation Policy at bl.uk/about-us/freedom-of-information/5-our-policies-and-procedures.

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

iii. Disposal

The Library exists to preserve and make available the national printed archive of the UK together with purchased and donated material. It does not normally dispose of material in its collections and never disposes of items from the collection accepted under legal deposit. Disposal is governed by the British Library Act and by the Deaccessioning Policy of the British Library Board which can be found at bl.uk/about-us/freedom-of-information/5-our-policies-and-procedures.

c) Heritage assets

Heritage assets purchased

	2022/23		2021/22		2020/21		2019/20		2018/19	
	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items
At 1 April	46,247	354	45,534	345	45,083	340	43,839	343	40,535	324
Additions	2,004	11	713	11	451	5	1,287	8	3,304	19
Adjustments	–	–	–	(2)	–	–	–	(10)	–	–
Disposals	–	–	–	–	–	–	(43)	(1)	–	–
At 31 March	48,251	365	46,247	354	45,534	345	45,083	340	43,839	343

Heritage assets donated

	2022/23		2021/22		2020/21		2019/20		2018/19	
	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items	Cost £000	No. of Items
At 1 April	30,589	52	30,324	47	30,324	47	30,223	44	29,013	44
Additions	4,683	8	265	5	–	–	101	3	1,210	2
Impairments	–	–	–	–	–	–	–	–	–	(2)
Disposals	–	–	–	–	–	–	–	–	–	–
At 31 March	35,272	60	30,589	52	30,324	47	30,324	47	30,223	44
Total At 31 March	83,523	425	76,836	405	75,858	392	75,407	387	74,062	387

Adjustments to the number of heritage assets are to remove duplication where collection items purchased by multiple payments had historically been counted as multiple items. The 2021/22 adjustment has been restated to correct an error in de-duplication of items.

The disposal in 2019/20 relates to an item bequeathed to the Library for which the acquisition eventually failed.

11. INVESTMENTS

	2022/23 £000	2021/22 £000
Market Value at 1 April	25,084	25,034
Management fee	(112)	(123)
Unrealised (loss)/gain	(1,217)	173
Market value at 31 March	23,755	25,084

Fixed asset investments are held for the purpose of generating income and/or capital growth appropriate to the Library's restricted and designated funds.

All investments are held in Diversified Growth Funds managed by Baillie Gifford and Ninety One plc.

Detail of the Library's investment policy can be found in the investments and financial risks section of the financial review on page 68.

12. STOCKS

	2022/23 £000	2021/22 £000
Stocks for resale	813	788
Raw materials	150	152
	963	940

Stocks for resale comprise printed, microfiche, CD-ROM publications and exhibition-related merchandise, and are available from the British Library Shop and Library website. Raw materials stocks are items for the conservation of books including leathers, hides and papers.

13. DEBTORS AND PREPAYMENTS

	2022/23 £000	2021/22 £000
Amounts falling due within one year		
Trade debtors	1,288	1,210
Other debtors	51	47
Taxation and social security	2,069	2,829
Prepayments	4,899	5,480
Accrued income	8,499	8,591
	16,806	18,157

14. CURRENT ASSET INVESTMENTS

	2022/23 £000	2021/22 £000
Short term deposits	32,000	10,000

15. CASH AT BANK AND IN HAND

	2022/23			Total £000	2021/22			Total £000
	General £000	Restricted £000	Customer deposits £000		General £000	Restricted £000	Customer deposits £000	
Cash at bank	23,900	9,804	2,077	35,781	43,231	8,334	2,129	53,694
Cash in hand	10	–	–	10	9	–	–	9
	23,910	9,804	2,077	35,791	43,240	8,334	2,129	53,703

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

a) Analysis of change in net funds

	As at 1 April 2021 £000	Cash Flows £000	As at 1 April 2022 £000	Cash Flows £000	As at 31 March 2023 £000
Short term deposits	–	10,000	10,000	22,000	32,000
Government Banking Services cash at bank	4	(1)	3	–	3
Commercial cash at bank	58,389	(4,698)	53,691	(17,913)	35,778
Cash in hand	10	(1)	9	1	10
	58,403	5,300	63,703	4,088	67,791

b) Cash flow information

Reconciliation of net income/(expenditure) to net cash flow from operating activities.

	2022/23 £000	2021/22 £000
Net Expenditure for the year	136	14,291
Depreciation charges	18,058	17,827
Amortisation charges	1,068	337
Reversal of impairment	(1,014)	(3,326)
Losses/(gains) on investments	1,217	(173)
Investment income	(768)	(80)
Loss on the sale of Fixed Assets	261	134
(Increase)/decrease in stocks	(23)	24
Decrease/(increase) in debtors	1,351	(5,457)
Increase/(decrease) in creditors	3,230	(2,685)
Increase in provisions	31	31
Net cash provided by operating activities	23,547	20,923

16. CREDITORS DUE WITHIN ONE YEAR

	2022/23 £000	2021/22 £000
Amounts falling due within one year		
Trade creditors	3,783	3,154
Monies held on deposit for customers	2,077	2,129
Other creditors	1,663	1,689
Lease creditors	94	92
Taxation and social security	1,259	1,177
Accruals	9,333	6,465
Deferred income	2,625	2,804
	20,834	17,510

The movement on the deferred income account is as follows:

	2022/23 £000	2021/22 £000
Deferred income brought forward	2,804	5,217
Release from previous year	(2,799)	(4,862)
Income deferred in the current year	2,620	2,449
Deferred income carried forward	2,625	2,804

Deferred income relates to grants received and voluntary income recognised against project milestones and progress, and membership and subscription fees which are recognised over the period of the contract.

17. LEASE COMMITMENTS

Operating Leases:	Equipment	
	2022/23 £000	2021/22 £000
Within one year	53	53
Two to five years	13	66
More than five years		–
Total	66	119

The leased assets comprise 136 printer/copier devices and associated networking software.

Finance Leases:	Equipment	
	2022/23 £000	2021/22 £000
Within one year	94	92
Two to five years	120	214
More than five years	–	–
Total	214	306

The leased asset comprises fit out plant and machinery in a storage building at Boston Spa.

18. PROVISION FOR LIABILITIES AND CHARGES

	2022/23 Other Liabilities and Charges £000	2021/22 Other Liabilities and Charges 000
At 1 April	720	689
Additional Provision	99	69
Release of Provision	(12)	(12)
Utilisation of Provision	(56)	(26)
At 31 March	751	720
Less provisions falling due within one year	751	720
Amounts falling due after one year	–	–

The provision relates to £751k unclaimed balances owed to authors and customers with credit balances on their accounts (2021/22 £720k).

The amounts owed to authors are unpaid because their addresses are unknown to the Library or because authors' assignees have not made probate claims. The customer balances are old and there has been no contact with these customers for a number of years. It is not known if/when these amounts will be claimed.

19. CREDITORS DUE AFTER MORE THAN ONE YEAR

	2022/23 £000	2021/22 £000
Amounts falling due after more than one year		
Lease creditors	120	214
Total	120	214

20. STATEMENT OF FUNDS

a)

	At 1 April 2022	Income	Expenditure	Capital	Net movement	Transfers	At 31 March 2023
		£000	£000	transfers	on investments	£000	£000
				and revaluation	and revaluation		
				£000	£000		
Permanent endowment funds	3,670	–	(75)	–	(187)	–	3,408
Expendable endowment funds	13,804	35	(575)	–	(700)	(10)	12,554
Restricted funds by purpose							
Custodianship	6,810	3,423	(3,921)	(210)	(39)	726	6,789
Research	646	962	(593)	–	(8)	38	1,045
Business	926	729	(254)	–	–	(9)	1,392
Culture	229	4,381	(106)	(461)	–	28	4,071
Learning	217	102	(131)	–	–	(14)	174
International	2,359	3,153	(2,414)	–	–	(748)	2,350
PLR	68	–	–	–	–	13	81
Overheads and support	2,174	33	(6)	(2,000)	–	(2)	199
Total restricted funds	13,429	12,783	(7,425)	(2,671)	(47)	32	16,101
Unrestricted funds							
Revaluation reserve	501,987	–	–	–	28,044	(8,567)	521,464
Fixed asset reserve	467,741	–	(18,375)	2,671	–	21,553	473,590
Donated asset reserve	30,589	4,683	–	–	–	–	35,272
Shaw fund	6,127	16	(38)	–	(283)	–	5,822
Other designated funds	479	33	(1)	–	–	20	531
Total designated funds	1,006,923	4,732	(18,414)	2,671	27,761	13,006	1,036,679
General funds	51,930	130,079	(119,787)	–	–	(13,028)	49,194
Total unrestricted funds	1,058,853	134,811	(138,201)	2,671	27,761	(22)	1,085,873
Total funds	1,089,756	147,629	(146,276)	–	26,827	–	1,117,936

The transfers relate to internal charges or income applied to the restricted funds for the use of Library facilities and services. Capital transfers relate to the use of restricted funds for the purchase of fixed assets.

The opening balances for custodianship and research have been restated to correct a miscategorisation of two funds in 2021/22.

Permanent endowment funds

These comprise funds donated on the condition that the capital value of the donation is held in perpetuity. The income alone can be used for the following purposes:

Endowment – sponsorship	for the sponsorship of programmes and projects in the area of Scholarship and Collections
Bridgewater Fund 292636–1	for the purchase of manuscripts for addition to the Bridgewater collection
Hazlitt Fund 292636–6	for the purchase of early English books printed before 1650
Dingwall Fund 292636–3	for the advancement of public education in literature by purchasing for the benefit of bona fide scholars or students of literature those works of an obscene or erotic nature which the trustees shall consider to be of educational worth
T S Blakeney 291711	for the purchase of Western manuscripts which meet collection strategy
Sir Anthony Panizzi 286081	for the advancement of public education by funding a lecture or series of lectures in the subject of bibliography
Sir Henry Thomas Trust 292636–10	for the purchase of books relating to the culture and literature of Spain
Dingwall No 2 Fund 292636–11	to buy fine editions or to subscribe to foreign periodicals
Ginsberg Legacy	to fund a full time curatorial post for Thai, Lao and Cambodian collections

Expendable endowment funds

These comprise funds donated on condition that the capital value of the donation is held for the long term. The Board have discretionary power to use the funds as income for the following purposes:

HLF/DCMS Catalyst Endowment Fund	to provide a sustainable annual income stream that will be used to enhance the Library's collections, increasing access and engagement to them.
HLF/DCMS Catalyst Endowment Fund – Neighbour	for the purchase of musical manuscripts, printed editions and documents of musical interest
Consolidated Endowment Account	for any purpose approved by the British Library Board where there has not been adequate provision made through Government Grant in Aid
David and Mary Eccles Centre for American Studies	for the establishment of a Centre for American Studies within the British Library

Restricted funds

These are funds where the donors have specified the uses to which they may be put.

Unrestricted designated funds

These are unrestricted funds which the Board have set aside for a specific purpose.

Collection Care Restoration Fund	to be used to cover the costs of repair/replacement of damaged Collection items
Shaw fund	to be applied as an addition to other sources of funding, for the benefit of the readership of the British Library
Membership and general donations	for the general purpose of the British Library, as decided upon by the Executive Team
Revaluation reserve	funds representing the revaluation of fixed assets
Fixed asset reserve	funds relating to capital assets
Donated asset reserve	funds relating to donated assets

Unrestricted general funds

These are expendable unrestricted funds.

b) Analysis of net assets between funds

Fund balances at 31 March are represented by:

	Permanent Endowments	Expendable Endowments	Unrestricted Funds	Restricted Funds	Total Funds 2022/23 £000	Total Funds 2021/22 £000
	£000	£000	£000	£000		
Intangible fixed assets	–	–	6,275	–	6,275	6,394
Tangible fixed assets	–	–	940,528	–	940,528	917,086
Heritage assets	–	–	83,523	–	83,523	76,836
Investments	3,633	13,578	5,607	937	23,755	25,084
Current assets	–	–	68,564	16,996	85,560	82,800
Current liabilities	(225)	(1,024)	(18,504)	(1,832)	(21,585)	(18,230)
Non-current liabilities	–	–	(120)	–	(120)	(214)
Total net assets	3,408	12,554	1,085,873	16,101	1,117,936	1,089,756

c) Fair value reserves

Funds include investments stated at fair value. The fair value reserves included within the funds stated above are:

	As at 1 April 2022	Unrealised Losses under Fair Value	As at 31 March 2023	Reserve / Fund net of Fair Value as at 31 March 2023	Reserve / Fund (including Fair Value) as at 31 March 2023
	£000	£000	£000	£000	£000
Eccles	2,140	(558)	1,582	8,616	10,198
Shaw Fund	867	(283)	584	5,239	5,823
Catalyst Endowment	352	(147)	205	2,330	2,535
Dingwall No 2	325	(87)	238	1,235	1,473
Ginsburg Legacy	115	(38)	77	542	619
Sir Henry Thomas	96	(25)	71	438	509
The Medd Fund	69	(23)	46	433	479
Anthony Panizzi Foundation	43	(11)	32	185	217
Coleridge	10	(8)	2	153	155
T S.Blakeney	31	(7)	24	154	178
Bridgewater	24	(6)	18	112	130
Sir Adrian Boulton	16	(4)	12	111	123
Others	63	(20)	43	268	311
Restricted Fair Value Reserve	4,151	(1,217)	2,934	19,816	22,750

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

21. REVALUATION RESERVE MOVEMENT

	£000
At 1 April 2022	501,987
Arising in year	28,044
Realised	(8,566)
Disposals	(1)
At 31 March 2023	521,464

22. CAPITAL COMMITMENTS

	2022/23			2021/22				
	Intangible	Tangible	Heritage	Total	Intangible	Tangible	Heritage	Total
Contracted and not provided for	69	1,460	–	1,529	802	6,017	–	6,819
Authorised but not contracted	–	–	125	125	–	–	–	–

The main components of contracted capital commitments are works related to the renewal of Boston Spa, energy saving projects and other building works.

23. RELATED PARTY TRANSACTIONS

The British Library is a Non-Departmental Public Body, sponsored by the Department for Culture, Media and Sport. The Department for Culture, Media and Sport is regarded as a related party. During the year the Library has had a number of material transactions with the Department and other entities for which the Department is the sponsor, for example: Arts Council England, the British Film Institute, the British Museum, the National Gallery, the National Lottery Heritage Fund, the National Portrait Gallery, the Natural History Museum and Tate Britain.

During the year a number of Board members contributed to the Library's Membership Scheme.

The Library sets aside office space and equipment for the British Library Collections Trust to undertake some of their duties.

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

Related Party	Relationship	Nature of Transaction	Income £000	Expen- diture £000	Debtor balance £000	Creditor balance £000
American Trust for the British Library	Sir Roly Keating, Chief Executive of the British Library is a trustee of the related party	Donations	2	–	–	–
British Library Collections Trust	Dr Jeremy Silver, a member of the British Library Board, is a trustee of the related party	Funding contribution	50	–	–	–
Clore Leadership Foundation	Sir Roly Keating, Chief Officer of the British Library is a trustee of the related party	Training	–	3	–	–
Conference of European National Libraries	Sir Roly Keating, Chief Executive of the British Library is the Chair of the related party	Cost recharges, Membership	–	11	–	–
David Higham Associates	Dr Simon Thurley, a member of the British Library Board, is an author with contracts signed through the related party	Royalty payments	–	20	–	–
House of Commons	Dr Simon Thurley, a member of the British Library Board, is Chair of the House of Commons Conservation Panel	Document Supply transactions	1	–	–	–
House of Lords	Lord Janvrin, Deputy Chair of the British Library Board, is a member of the related party and Baroness Fraser, a member of the British Library Board, is a member of the related party and its Communications and Digital Select Committee	Document Supply transactions	1	–	–	–
Institute of Historical Research London	Dr Simon Thurley, a member of the British Library Board, is a Senior Research Fellow of the related party	Document Supply transactions	2	–	–	–
London School of Economics and Political Science	Mr Nicholas Deyes, Independent Member of the Audit Committee, provided consultancy services to the related party	Consultancy services	4	–	–	–
National Lottery Heritage Fund	Dr Simon Thurley, a member of the British Library Board, is the Chair of the related party	Grant income	1,305	–	–	–
National Portrait Gallery	Lord Janvrin, a member of the British Library Board, is a Trustee of the related party.	Royalties	2	–	–	–
Society of Authors	Ms Tracy Chevalier, a member of the British Library Board, is member of the Advisory Council of the related party	Royalty payments	16	–	5	–
Society of College, National and University Libraries	Ms Liz Jolly, Chief Librarian of the British Library, is a Trustee and Board member of the related party	Membership	–	23	–	–
Teesside University	Ms Liz Jolly, Chief Librarian of the British Library, is an honorary professor of the related party	Document Supply transactions	12	–	1	–
University of Bristol	Dr Jeremy Silver, a member of the British Library Board, is Chair of the Bristol Digital Futures Institute at the related party	Document Supply transactions and copyright fees	26	2	1	–
University of Cambridge	Dr Venkatraman Ramakrishnan, a member of the British Library Board, is emeritus fellow of the related party	Document Supply transactions	2	–	6	–
University of Huddersfield	Dr Delroy Beverley, a member of the British Library Board, is Council member of the related party	Document Supply transactions	4	–	–	–
University of Oxford	Lord Janvrin, a member of the British Library Board, is an honorary fellow at the related party.	Document Supply Transactions	263	2	2	–
University of Portsmouth	Ms Liz Jolly, Chief Librarian of the British Library, is a Governor and Board member of the related party	Document Supply Transactions	8	–	1	–
Virgin Media O2 (VMED O2 UK LTD)	Ms Laela Pakpour Tabrizi, a member of the British Library Board, is Finance Director of the related party	Ethernet charges	–	18	–	–

24. FINANCIAL INSTRUMENTS

FRS102 'Financial Instruments: Disclosures' requires entities to provide disclosures which allow users of the accounts to evaluate the significance of financial instruments for the entity's financial position and performance and the nature and extent of risks arising from financial instruments during the period.

Financial assets and liabilities at 31 March 2023 are set out by category below:

Financial Assets	At Amortised Cost	At Fair Value through profit or loss	Total
	£000	£000	£000
Investments (level1)	–	23,755	23,755
Trade and Other Debtors	1,339	–	1,339
Short Term Deposits	32,000	–	32,000
Cash at Bank and in Hand	35,791	–	35,791
	69,130	23,755	92,885

Financial Liabilities	At Amortised Cost	At Fair Value through profit or loss	Total
	£000	£000	£000
Trade and Other Creditors	5,660	–	5,660
Monies held on deposit	2,077	–	2,077
	7,737	–	7,737

Information on the Library's approach to financial risk management is disclosed in the 'Reserves' and 'Investments and Financial Risks' sections of the Financial Review and in the Governance Statement.

Credit risk

The Library is exposed to credit risk of £1.4m from trade and other debtors. This risk is not considered significant because most major customers are familiar to the Library. The Library has recovered over 98% of trade debtors over the last two years. Bad and doubtful debts are provided for on an individual basis. Write-offs in the year for bad debts amounted to £30k (less than £1k in 2021/22).

Term deposits and cash holdings are placed with approved UK banks with at least A-1, P-1 or F-1 rating. Holdings are spread across several institutions. The Library has not suffered any loss in relation to cash held by banks.

Liquidity risk

Approximately 79% (2021/22: 78%) of the Library's income is provided by Grant in Aid from the Department for Culture, Media and Sport which is drawn down according to need. The remaining income is self-generated and is volatile. Remote Document Supply is still the major source of self-generated income. As the majority of the Library's cash requirements are met through Grant in Aid, financial instruments have less potential for creating risk than would be the case for a non-public-sector body of similar size.

The Library holds highly liquid assets amounting to £68m at 31 March 2023 (2021/22: £64m) which are comprised of cash at bank and in hand and short term deposits. The Library regularly monitors the deposit portfolio to manage exposure to liquidity risk.

Market risk – interest rate risk

Risks relating to interest rates are managed by budgeting conservatively for investment income. The table below shows the interest rate profile of the Library's financial assets.

	Floating Rate £000	Fixed rate £000	Non-interest £000	2022/23 Total £000	2021/22 Total £000
Sterling	32,200	35,124	384	67,708	63,592
US Dollar	–	–	81	81	106
Euro	–	–	2	2	5
Total	32,200	35,124	467	67,791	63,703

The benchmark for the Library's floating rate investments is 4.1%, 15 basis points below the Bank of England base rate.

The weighted average interest rate on fixed rate financial assets was 2.91% and the weighted average period of deposit was 312 days.

Investment income for the year was 0.005% (2021/22: 0.001%) of the Library's income.

Market risk – foreign currency risk

The Library has an international customer and supplier base and so is subject to a degree of foreign currency risk. As part of the Library's treasury management strategy, the risk of fluctuations is managed through a variety of policies, including holding bank accounts in foreign currencies, to enable us to match our foreign currency purchases and sales as a means of mitigating our currency risk.

The amount considered to be exposed to currency risk as 31 March was:

	Debtors	Cash at bank and in hand	Short term deposits	Creditors	2022/23 Total	2021/22 Total
	£000	£000	£000	£000	£000	£000
US Dollar	193	81	-	(491)	(217)	(64)
Euro	48	2	-	(458)	(408)	(326)
Yen	-	-	-	-	-	(1)
New Zealand Dollar	-	-	-	-	-	(3)
Canadian Dollar	-	-	-	(1)	(1)	-
Norwegian Krone	-	-	-	-	-	(2)

In 2022/23 net foreign currency exchange losses of £107k were recognised (£47k losses in 2021/22).

Market risk – other price risk

The Library is subject to risks associated with market fluctuations on its investments. The Library's investments are held in two Diversified Growth Bonds having different but complementary market outlooks to manage this risk. Further details of the investment policy and risk management are disclosed in the "investment and financial risks" section of the Financial Review on pages 68–78.

An unrealised loss of £1,217k has been recorded this year (2021/22: £50k gain). For non-investment transactions, exposure to wider market price risks is reduced by competitive tendering and securing multi-year fixed price contracts where possible.

Additional information on the Library's investment policy is given in the Financial Review.

25. CONTINGENT LIABILITIES

British Library Newspaper Digitisation Project

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

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

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

Boston Spa Renewed project

There is a potential claim relating to pre-construction works at the Library's Boston Spa site. It is considered prejudicial to the outcome of a final settlement to disclose the sums involved.

Legal Dispute

The British Library is aware of a personal injury claim which has been investigated. The Library does not believe it has any liability and nothing has been heard from the claimant for over a year so no provision has been made in the accounts.

A complaint has been made against the Library relating to copyright due on material licensed to 3rd parties. The Library has taken legal advice which confirms that no contract exists and no backdated royalties are due so no provision has been made in the accounts.

The Library is dealing with two employment tribunal cases. It is not yet possible to say with certainty what any liability and related costs might be so no provision has been made in the accounts.

A complaint has been made by a member of the public

against the Library under the Equality Act 2010, alleging that the reader registration process is discriminatory because registration requires attendance onsite. This is currently under investigation. It is not yet possible to say with certainty what any liability and related costs might be so no provision has been made in the accounts.

Whilst the costs of these disputes cannot be determined with sufficient certainty to make a provision, it is considered unlikely that the worst case outcomes would result in material costs to the Library.

26. POST BALANCE SHEET EVENTS

There were no reportable events between 31 March 2023 and the date the accounts were authorised for issue.

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

The British Library extends thanks to everyone who has contributed to the development of the Annual Report and Accounts 2022/23.

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Cover: Image from *Eldorado: the Land of Golden Stories*, June 2022.
Costume by Syban Velardi-laufer. Photo by Jonathon Vines.

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ISBN 978-1-5286-4272-9
E02934516

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